Chicago Metropolitan Agency for Planning
Annotated Agenda
Wednesday, November 13, 2013
9:30 a.m.

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

1.0 Call to Order   9:30 a.m.
Mayor Gerald R. Bennett, Board Chair

2.0 Agenda Changes and Announcements

3.0 Approval of Minutes—October 9, 2013
ACTION REQUESTED: Approval

4.0 Executive Director's Report
4.1 Local Technical Assistance (LTA) Program update
4.2 Governor's Transit Task Force update
4.3 2014 Board Meeting Schedule
4.4 Other Announcements

5.0 By-Laws Revision
A clarification is recommended to reflect a regional residency
requirement for non-voting members of the CMAP Board. The
proposed revision is on page 3 of the By-Laws.
ACTION REQUESTED: Approve the proposed revision to the By-
Laws

6.0 GO TO 2040 Implementation
Last month marked the three-year anniversary of the adoption of the
GO TO 2040 plan. Since its adoption, the agency and the region have
embarked on implementing the plan's recommendations. Staff will
highlight some of the accomplishments and the progress that was
made in this third year of implementation.
ACTION REQUESTED: Discussion

7.0 Energy Impact Illinois (EI2) Final Presentation, Dan Olson
Funded with a $25 million grant from the U.S. Department of Energy's Better Buildings Neighborhood Initiative, CMAP led a three-year Energy Impact Illinois (EI2) alliance by administering programs that simplified the often-complex process of improving energy efficiency for residential, commercial, and industrial buildings. Staff is working to close out the programs and the grant and will present near-final results and accomplishments of the program. The final report will be completed and available in January 2014.
ACTION REQUESTED: Discussion

8.0 GO TO 2040 Plan Update, Drew Williams-Clark
Federal regulations mandate the update of GO TO 2040 by October 2014. To inform the plan update, staff have begun updating the financial plan, major capital projects, indicators, and implementation actions. These components are expected to be complete in the early spring so the plan can be drafted for public comment release at the June 2014 meetings of the CMAP Board and MPO Policy Committee.

8.1 **Implementation Actions Overview**, Alex Beata
As part of the GO TO 2040 plan update, the FY 2014 work plan calls for a review of the implementation action tables at the end of each of the 12 chapters in GO TO 2040. Specifically, the work plan calls for these actions to be updated to reflect their implementation status. Staff will present an overview of the process CMAP is employing to update the implementation actions. The board will review draft updates to the implementation actions early in the winter.
ACTION REQUESTED: Discussion

8.2 **Plan Indicators**, Craig Heither
GO TO 2040 includes a set of performance measures under each recommendation area intended to serve as benchmarks for monitoring the progress of plan implementation. Using the experience gained over the first few years of implementing the plan, as well as the knowledge staff has gained in further analyzing the indicators, a revised set of performance measures has been developed for the Plan Update which better matches the agency's policy needs and the data available. Staff will present an overview of the process CMAP used to develop the revised list of plan indicators and will discuss the indicators that have been modified.
ACTION REQUESTED: Discussion

9.0 Other Business

10.0 Public Comment

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

11.0 Next Meeting

The December Board meeting is likely to be cancelled. The Board will meet next on January 9, 2014.

12.0 Adjournment

<u>Chicago Metropolitan Agency for Planning Board Members:</u>

____Gerald Bennett, Chair	____Andrew Madigan	____Thomas Weisner
____Rita Athas	____Raul Raymundo	
____Frank Beal	____Rick Reinbold	____André Ashmore
____Roger Claar	____William Rodeghier	____Sean O'Shea
____Elliott Hartstein	____Carolyn Schofield	____Leanne Redden
____Al Larson	____Peter Silvestri	
____Lisa Laws	____Rae Rupp Srch	

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Chicago Metropolitan Agency for Planning

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MEMORANDUM

To: CMAP Board and Committees

From: CMAP Staff

Date: November 6, 2013

Re: Local Technical Assistance Program Update

The CMAP Board and committees receive regular updates on the projects being undertaken through the Local Technical Assistance (LTA) program, including those receiving staff assistance and grants. To date, 117 local projects have been initiated. Of these, 47 projects have been completed, 58 are fully underway, and 12 will get actively underway in the near future. Projects that appear in this document for the first time are noted and highlighted in italics.

Further detail on LTA project status can be found on the attached project status table.

ACTION REQUESTED: Discussion.

Projects Currently Underway

Project	CMAP lead	Timeline	Assistance type	Status and notes
Alsip zoning revisions	Jake Seid	Sept. 2013-Mar. 2014	Staff assistance	Steering Committee kick-off meeting took place October 9. Key stakeholder meetings will take place in early November. Review of existing conditions will take place from late November through December.
Antioch greenway plan (see website)	Jason Navota	Apr. 2012 –Nov. 2013	Staff assistance	Partners and steering committee have reviewed the draft plan and provided feedback. Board review and approval process is expected to move forward in November.
Bensenville comprehensive plan (see website)	Sam Shenbaga	Mar. 2013 -Feb. 2014	Staff assistance	Existing conditions report completed. Steering Committee meeting to discuss report completed. Visioning workshop held on October 3 at Village Hall. Recommendations memo being created currently and to be presented to Village staff by end of November. Plan Commissioner training workshop held on October 23 at Village Hall.
Berwyn parking study	Lindsay Bayley	Nov. 2013-Sept. 2014	Staff assistance	Underway. Administrative process has begun.
Berwyn zoning revisions (see website)	Kristin Ihnchak	Jan. 2013 - Apr. 2014	Staff and consultant assistance	Project team has received Steering Committee feedback on the recommendations memo and will meet with the Committee in November to respond to questions and establish drafting direction on major issues.
Big Rock comprehensive plan (see website)	Trevor Dick	Feb. 2013 - Jan. 2014	Staff assistance	The County and CMAP staff are working together on the draft plan. A meeting has been set for November 11 to present a future land use plan to the Steering Committee. Based upon the results of that meeting the draft plan will be finalized for public review.
Calumet City comprehensive plan	Jack Pfingston	June 2013-May 2014	Consultant assistance	Existing conditions draft received and reviewed by CMAP and Pace. Steering Committee met October 21 for Visioning exercise, community survey update, and review of existing conditions report. First public workshop will be held November 12.
Campton Hills zoning and subdivision regulations	*Kristin Ihnchak*	*Jan.-Dec. 2014*	*Consultant assistance*	*Newly added to monthly report. Project scoping underway.*
Centers for New Horizons local food survey	Sef Okoth	Nov. 2012 – Nov. 2013	Staff assistance	Staff reviewed and updated the draft study report and maps. Report to be shared with external partners and finalized in November.
Chicago "Green Healthy Neighborhoods" in	Evy Zwiebach	Nov. 2013-Mar.	Staff assistance	Project scoping is ongoing. Community workshops to discuss Open Space are scheduled for November 18 (Pilsen) and November 19 (Little Village).

Project	CMAP lead	Timeline	Assistance type	Status and notes
Pilsen and Little Village		2015		Health Impact Assessment, an associated but independent project, is underway.
Chicago Heights comprehensive plan (see [website](#))	Kendra Smith	Apr. 2013- Mar. 2014	Staff assistance	Existing conditions analysis draft is complete and has been shared with city officials and the project steering committee. The committee will meet November 8 to review the draft. The Community Visioning Session will be held November 13.
Chicago Housing Authority LeClaire Courts redevelopment	Sef Okoth	Aug. 2012- Dec. 2013	Consultant assistance	The consultant received feedback from CMAP, CHA and the transit agencies on the draft study report and is currently incorporating edits and comments in the final report, which is due in December. CMAP extended the project contract (PAO) by two months, to December 31, to allow more time for public engagement and project closeout.
Chinatown neighborhood plan (see [website](#))	Stephen Ostrander	Apr. 2013- May 2014	Staff assistance	Draft existing conditions report reviewed by main community partner, Alderman Daniel Solis, DHED, CDOT, and CTA. Main phase of community engagement concluded, with feedback from over 1,600 members of the Chinatown community. CMAP staff currently processing all feedback (from questionnaires, surveys, and interviews) and preparing summary analysis. Continued planning for community visioning event, expected in early December, which will help define overall community priorities and identify potential strategies.
Cicero comprehensive plan	Jonathan Burch	Jan.-Dec. 2014	Consultant assistance	RTA initiated a transit station area study for the Town of Cicero. Project scoping placed on hold until January 2014 to build on the RTA study results.
Cook County consolidated plan	Jonathan Burch	Apr. 2013 -Mar. 2014	Staff assistance	Public kickoff event occurred on October 24, with over 100 people in attendance. A Metroquest site was launched for the first round of outreach. CMAP and Cook County staff are scheduling public meetings for southern, western, and northern Cook County January. The intervening period will be used for targeted outreach to groups such as the CMAP working committees, the Cook County Land Bank, and the Cook County Unincorporated Task Force along with data and analysis to support the outreach efforts.
Cook County Forest Preserve District trail counts and policy report	Trevor Dick	Apr.-Nov. 2013	Staff assistance	Staff is currently working on preparing four case studies, using the first case study that was approved by CCFPD staff. This will be completed this month.
Des Plaines neighborhood plan (see	Berenice Vallecillos	May 2013- Apr. 2014	Consultant assistance	The consultant team met in a work session to develop initial design ideas pertaining to the CPTED principles and key opportunity sites. The City

Project	CMAP lead	Timeline	Assistance type	Status and notes
[website](#))				of Des Plaines arranged three additional interviews in order to get further input into the plan: the City Manager, school district, and the park district. These interviews were held on October 22. The Consultant Team is developing strategies, applications of the CPTED principles, and implementations recommendations. The initial recommendations will be presented to the Steering Committee on November 20 and CMAP staff on November 21 for comment. Based on input from the Steering Committee and CMAP, a draft plan will begin to be developed and presented in January.
Dixmoor planning prioritization report	*Jessica Simoncelli*	*Jan.-Dec. 2014*	*Staff assistance*	*Newly added to monthly report. Project scoping underway. Scheduling meetings with Village board and staff to determine project scope.*
DuPage County Homes for a Changing Region project	Kendra Smith	Sept. 2013-Apr. 2014	Staff assistance	Municipal in-depth data analysis and community tours with community staff and elected officials will be held on November 6 and November 18 for the four communities. Project staff is scheduling presentations for December with community boards/trustees.
DuPage County unincorporated areas plan (see [website](#))	Jack Pfingston	Oct. 2012-Dec. 2013	Consultant assistance	Open Houses for both corridors have been held. Steering committees for both corridors will meet in early December to consider revised final drafts (with Open House input).
DuPage Water Commission water conservation project	Erin Aleman	Feb.-Nov. 2013	Staff and consultant assistance	MPC, CMAP, and the DuPage Water Commission are working with Village of Westmont and its Board to consider a variety of water conservation implementation activities.
Elgin Dundee Avenue corridor study	Samantha Robinson	TBD	Staff assistance and small grant	Due to staff changes at ULI and CMAP, as well as questions about ideal project timing, this project has been pushed back from its expected start in early 2013 to later in the year.
Elgin sidewalk gap and transit stop study	Lindsay Bayley	June 2012-Dec. 2013	Grant funds	Project on hold. No updates at this time.
Elmwood Park zoning assessment	*Kristin Ihnchak*	*Nov. 2013-June 2014*	*Staff assistance*	*Newly added to monthly report. Project scoping underway.*
Evanston bicycle plan	Jack Pfingston	June 2013-Mar. 2014	Grant funds	Data collection and 'Best Practices' analysis continues. Outreach was conducted at the "Bike the Ridge" event (held September 29) with over 50 people providing comments or other input. The first public workshop was held October 26.
Ferson-Otter watershed plan implementation	Nora Beck	Feb.-Dec. 2013	Staff assistance	Finalized report planned for early November. Report envisioned to complement City's Comprehensive Plan update that is now underway.

Project	CMAP lead	Timeline	Assistance type	Status and notes
Franklin Park industrial areas plan (see website)	Nicole Woods	Apr. 2013-Mar. 2014	Staff assistance	CMAP staff is finishing internal review of the existing conditions report. Report will be sent to Franklin Park staff for their review in November. A meeting with the Steering Committee to discuss report and next steps is tentatively scheduled for early December.
Hinsdale parking study (see website)	Lindsay Bayley	Nov. 2012-Dec. 2013	Staff assistance	Steering committee met to discuss initial recommendations; comments are being incorporated into the final plan draft.
Hoffman Estates workforce development project	Annie Byrne	Feb.-Dec. 2013	Staff assistance	Communications and marketing plan being complete. Strategic plan for organization structure and sustainability drafted. Implementation of communications and marketing plan has begun.
IDNR, Office of Water Resources, permittee water loss evaluation project	Tim Loftus	Feb.-Dec. 2013	Staff assistance	Site visits with select permittees are underway and will continue in October. Survey data analysis is ongoing.
Kane County local food project	Jessica Simoncelli	Nov. 2012-Dec. 2013	Staff assistance	Project partners have drafted criteria for selecting public lands on which to conduct agricultural production in Kane County. Internal development of final draft of criteria and corresponding GIS analysis occurring, with help from Kane County staff. Consultation with farming experts to review the final criteria scheduled for early November, and final products will be used by County in relation to their new local food production program.
Kane County transit plan implementation	Trevor Dick	July 2012-Dec. 2013	Staff assistance	Staff is currently working on the draft plan. The draft plan is expected to be provided to County staff in November for their review.
Kane County / Carpentersville Homes for a Changing Region project (see website)	Jonathan Burch	Feb.-Dec. 2013	Staff assistance	The project team presented municipal recommendations to East Dundee and West Dundee in the previous month. A draft of the subregional essay was provided to all four communities for discussion at meetings in November. Municipal essays are currently being drafted and will be sent to communities for review in November.
Kane County / Geneva Homes for a Changing Region project (see website)	Drew Williams-Clark	July 2013-Feb. 2014	Staff assistance	CMAP and Kane County staff presented initial findings to boards and commissions in each of the participating communities. Public workshops have been scheduled for November. A MetroQuest website will be available for online input in November as well. Staff anticipate draft recommendations will be submitted to key staff contacts in December.
Kedzie Avenue (Garfield Park) corridor plan	Samantha Robinson	July 2013-June 2014	Consultant assistance	Staff has provided comments on the draft existing conditions report. The Steering Committee will meet next on November 13 to discuss the report.

Project	CMAP lead	Timeline	Assistance type	Status and notes
Lake County Route 53/120 land use plan	Jason Navota	Nov. 2013-Dec. 2015	Staff and consultant assistance	Funding has been secured from Tollway and Lake County through UWP process. Consultants have been interviewed and a recommendation for selection will be brought to the CMAP Board in November. Municipalities within the IL53/120 corridor have been contacted and invited into the planning process as members of the Land Use Committee and the Finance Committee. First BRAC meeting was held on September 17, first Finance Committee was held October 21, second Finance Committee meeting will be held December 3. First Land Use Committee meeting is anticipated for late January / early February 2014.
Lake County sustainability plan (see website)	Kristin Ihnchak	Mar. 2012 – Jan. 2014	Staff assistance	The project team has incorporated edits from County staff and is scheduling two meetings with the Regional Planning Commission to review the draft plan.
Lan-Oak Park District master plan	Trevor Dick	Oct. 2013-June 2014	Staff assistance	Staff is currently working on the existing conditions report. Key person interviews have been completed and an online survey will be launched this month.
Lansing comprehensive plan (see website)	Sam Shenbaga	Oct. 2012-Feb. 2014	Consultant assistance	Consultant completed vision statement and shared with CMAP and Village staff in late October. Outline of draft plan to be submitted in early November. Draft plan to be submitted to CMAP and Village staff on November 27 and Steering Committee in early December.
Lincolnwood Devon Avenue corridor study	Liz Panella	June-Nov. 2013	Staff assistance and small contract	This project involved a Technical Assistance Panel (TAP) convened by ULI on September 10-11. CMAP and ULI staff presented the TAP findings to the board in October. The report is currently being finalized.
Lynwood comprehensive plan (see website)	Samantha Robinson	Oct. 2012-Feb. 2014	Consultant assistance	Staff has provided feedback on the recommendations framework. Consultant is drafting the comprehensive plan.
Lyons comprehensive plan (see website)	Sef Okoth	July 2013-June 2014	Staff assistance	Draft existing conditions report is being finalized and should be ready for internal review on November 8. Staff operated a booth at the Lyons Anniversary Picnic on October 13 where they engaged community residents and promoted the project. Focus groups were held with Senior Citizens on October 17 and with Lyons McCook Business Association on October 23, to obtain their input. The Steering Committee will meet on November 18 to discuss the findings of the existing conditions analysis. Community visioning workshop is scheduled on November 21.

Project	CMAP lead	Timeline	Assistance type	Status and notes
Markham comprehensive plan	Erin Aleman	July 2013-June 2014	Consultant assistance	Markham held its second steering committee meeting in October. The consultant is presently working on completing the existing conditions report. CMAP will continue provide support to the City as needed.
Morton Grove industrial areas plan (see website)	Nicole Woods	Feb. 2012-Nov. 2013	Staff assistance	Morton Grove staff continued to review the draft plan in October. CMAP staff will conduct final revisions in November and intend to send the draft plan to the Steering Committee in early December for further discussion.
Niles multimodal transportation plan	Jack Pfingston	Mar. 2013-Feb. 2014	Consultant assistance	Halfway meeting with CMAP staff took place October 10. Draft plan development continues.
North Aurora comprehensive plan	Jack Pfingston	Dec. 2013-Nov. 2014	Consultant assistance	RFP released October 25; proposals due November 15.
Northwest Municipal Conference Des Plaines River trail access plan (see website)	Lindsay Bayley	May 2013-Apr. 2014	Consultant assistance	Existing conditions report mostly complete; initial findings (maps, photos, data presented) presented to Steering Committee on October 22.
Northwest Water Planning Alliance drought preparedness / strategic planning	Tim Loftus	Feb.-Dec. 2013	Staff assistance	Strategic planning is ongoing with endorsement of plan goals, objectives, and strategies expected at the November Executive Committee meeting. An implementation matrix is currently under development and expected to be finalized in the fall.
Oak Lawn 95th Street corridor study	Jake Seid	Jan. 2013-Jan. 2014	Consultant assistance	Consultant met with Oak Lawn Community High School to review concept plans (October 9); Coordinated roadway right of way options with IDOT (October 10); Prepared transportation/transit recommendations; Prepared streetscape concepts; Prepared design guidelines recommendations; Prepared zoning recommendations; Conference Call with Village to review recommendations (October 22); Monitored project website and Facebook page. Steering Committee meeting is scheduled for November 13.
Olympia Fields zoning ordinance update	Drew Williams-Clark	Apr. 2013-Mar. 2014	Consultant assistance	Consultants vetted revised initial market analysis and alternatives diagrams with Village staff. Presentation of these interim deliverables to the Steering Committee is anticipated in November.
Openlands local food policy	Jason Navota	Feb.-Dec. 2013	Staff assistance	Discussion draft of a scope of work for the Regional Food System Study is complete and being used as framework for discussing project with funders, academics/researchers, and local "industry representatives" working in the food system space.

Project	CMAP lead	Timeline	Assistance type	Status and notes
Oswego economic development plan	Trevor Dick	Mar.-Dec. 2013	Staff assistance	A draft plan will be presented to the Advisory Committee at the end of November with possible Village Board presentation and adoption on December 11.
Park Forest zoning revisions	Kristin Ihnchak	June 2013-Sept. 2014	Staff and consultant assistance	The project team developed a MetroQuest site to facilitate public outreach, and launched the site on October 29 at the public kick-off meeting. The project team is continuing its assessment of existing ordinances. Interviews to select a consulting firm to provide advice during the zoning update process will be conducted in November.
Prospect Heights comprehensive plan	Jack Pfingston	Aug. 2013-July 2014	Consultant assistance	Data collection continues, with stakeholder ID and interviews underway. First steering committee meeting held October 22.
Regional immigrant integration toolkit	Ricardo Lopez	Jan.-Dec. 2013	Staff assistance	Steering Committee met in October to review the Language Access and Housing chapters of Toolkit. Staff will refine chapters to incorporate input. Drafts of remainder five chapters are expected by December.
Richton Park comprehensive plan (see website)	Kendra Smith	Aug. 2012-Nov. 2013	Consultant assistance	CMAP and Village staff approved working draft of vision, goals and objectives. Consultant working on draft comprehensive plan based on approved outline.
Richton Park zoning revisions	TBD	Dec. 2013-Sept. 2014	Consultant assistance	Following the completion of the comprehensive plan, the consulting firm will update Richton Park's zoning ordinance to be consistent with the newly adopted plan.
Riverdale comprehensive plan	*Erin Aleman*	*TBD*	*Consultant assistance*	*Newly added to monthly report. CMAP assisted Riverdale in the development of an RFP and consultant selection. It is anticipated that the consultant will be under contract and begin work in November.*
Rosemont comprehensive plan	Sam Shenbaga	June 2013-May 2014	Staff assistance	Existing conditions analysis and data collection underway. Project meeting with Steering Committee held on October 7. Stakeholders identified for interview and interviews scheduled for November 5 and 6 at Village Hall. A series of small workshops to be conducted in November-December.
Silver Creek watershed plan implementation	Nora Beck	Feb.-Dec. 2013	Staff assistance	Finalized report planned for early November.
South Elgin bicycle and pedestrian plan (see Facebook page)	John O'Neal	July 2013-June 2014	Consultant assistance	Consultant team conducted second field visit. First two public outreach events ('pop-up' meetings) held, 'piggybacking' on regularly-scheduled Village events. Online survey finalized and posted with SurveyMonkey,

Project	CMAP lead	Timeline	Assistance type	Status and notes
				with links on Village websites. Stakeholder interview questions finalized, and scheduling of interviews underway. Consultants obtained crash data from IDOT. Previous plans/document review underway.
SSMMA interchange land use planning (see website)	Jessica Simoncelli	July 2012-Jan. 2014	Consultant and staff assistance	In October, consultants met with municipal leaders and conducted targeted community engagement to get feedback on the selected redevelopment sites. Consultants are working with Bondy Studios on renderings for key sites. A next steering committee to review the draft plan will be held in early December.
Summit comprehensive plan	Nora Beck	Dec. 2013-Nov. 2014	Staff assistance	Project scoping is underway.
UIC multimodal transportation plan (see website)	Lindsay Bayley	June 2013-Sept. 2014	Staff assistance	Metroquest site is accepting public input (http://uic.metroquest.com/). Existing conditions report sent to Steering Committee for review, 13 key person interviews conducted, next SC meeting scheduled for 11/14.
Waukegan subarea plan (see website)	Stephen Ostrander	Oct. 2012-Jan. 2014	Staff assistance	CMAP staff met with Mayor Wayne Motley and the City's planning department to review project's key recommendations memo, intended to guide recommendations in the upcoming commercial corridor plan; memo was also shared with project steering committee. With City approval of recommendation areas, CMAP staff is now engaged in drafting the commercial corridor plan.
Westchester comprehensive plan (see website)	Samantha Robinson	Nov. 2011-Nov. 2013	Staff assistance	The Plan Commission recommended approval of the comprehensive plan on October 29. The Village Board will review the plan on November 26.
Wicker Park-Bucktown parking study (see website)	Lindsay Bayley	Jan. 2013-Mar. 2014	Staff assistance	Steering committee reviewed ECR findings and provided feedback on final plan strategies and goals. Draft recommendations under development, expected to be complete in mid-November.
Will County brownfield prioritization	Jake Seid	June 2013-Apr. 2014	Staff assistance	Completed identifying potential renewable energy developers to facilitate site prioritization. Completed formulation of site screening criteria to analyze potential brownfield sites identified via USEPA, IEPA and municipal outreach. Will begin prioritization sites via GIS and field surveys with Will County Land Use in November.
Worth planning prioritization report	Stephen Ostrander	Oct. 2013-May 2014	Staff assistance	CMAP staff conducted confidential individual interviews with wide variety of Village staff, trustees, Economic Development Commission members, and key stakeholders to gain insight into Village issues for upcoming priorities report.

Project	CMAP lead	Timeline	Assistance type	Status and notes
Zion comprehensive plan	*Jack Pfingston*	*Feb. 2014- Jan. 2015*	*Consultant assistance*	*Newly added to monthly report. Project scoping underway.*

Completed Projects with Active Implementation*

* Some projects do not have active implementation steps, or are being implemented through a follow-up project listed above; these projects are not listed below. A full list of completed projects is available at www.cmap.illinois.gov/lta.

Project	CMAP lead	Completion date	Assistance type	Recent implementation progress (updated quarterly)
Addison comprehensive plan (see website)	Sam Shenbaga	Jan. 2013	Staff assistance	Follow-up Homes for a Changing Region project underway.
Alsip comprehensive plan (see website)	Sam Shenbaga	Apr. 2013	Staff assistance	CMAP staff participated in Steering Committee meeting in mid-October to discuss existing conditions report for Cicero Avenue corridor study. Study progressing as per schedule. Zoning project kick-off meeting held on October 9 with steering committee.
Berwyn comprehensive plan (see website)	Sam Shenbaga	Oct. 2012	Staff assistance	Year-long zoning ordinance revision project underway.
Blue Island comprehensive plan (see website)	Sam Shenbaga	June 2012	Staff assistance	Candidates shortlisted and second round of interviews in progress for Comprehensive Plan implementation. Blue Island participated in day-long workshop hosted jointly by CMAP and CCT on October 25th to identify reinvestment strategies in Uptown and station area.
Bronzeville Alliance Retail corridor study, phase 2 (see website)	Sef Okoth	July 2013	Staff assistance	The Steering Committee met with the 3rd Ward Alderman on October 21 to discuss potential ideas for implementing the Plan. QCDC, the Bronzeville Alliance and the Alderman secured a $50,000 two-year commitment from CTA to improve the appearance and public safety around 47th Street Green Line CTA station, which was recommended in the Plan. The funding will support Chicago Transit Authority's (CTA) Adopt-A-Station Program, which was launched at the station on November 1.
Campton Hills comprehensive plan (see website)	Jason Navota	Aug. 2012	Staff assistance	Plan Commissioner training complete. Coordination meeting of water utilities and Village administration with CMAP water experts occurred in May 2013. Implementation plan under review by the Village in parallel with their internal prioritization process. CMAP has reviewed and provided feedback on Campton Hills' first subdivision proposal after adoption of comprehensive plan. CMAP has accepted village's LTA proposal and will

Project	CMAP lead	Completion date	Assistance type	Recent implementation progress (updated quarterly)
				undertake (via consultant) a zoning and subdivision code revision to be consistent with the comprehensive plan.
Carpentersville "Old Town" Area Action Plan (see website)	Trevor Dick	July 2012	Staff assistance	During the last quarter, the Village contracted with UpLand Design who created a landscape plan for Carpenter Park that included its extension to the River as recommended in the Old Town Plan. The Village has submitted this project to the IDNR for a potential OSLAD grant. The Village has also put in $2000 in their budget to install two pedestrian brick paver crosswalks on Main Street (as recommended). Work is scheduled to coincide with Maple Avenue reconstruction in 2014. A new "OTR Old Town Residential" zoning district was created for residential areas just outside of the Old Town study area and a new "OTM Old Town Mixed Use" district is planned to be created in 2014 (as recommended). The Village is currently working with ComEd to decide upon a screening solution for the substation within the Old Town area. And lastly, the Village has begun to meet with major land owners along the river to pursue property acquisitions or easements to create more public open space.
Chicago "Green Healthy Neighborhoods" plan for Englewood, Woodlawn, and Washington Park (see website)	Jason Navota	Mar. 2013	Staff assistance	Draft plan has been completed by the city and will be distribute to project partners for comment in November. Large Lot policy is being reviewed with the Aldermen, and Large Lot Ordinance will go to City Council the same month GHN goes to Plan Commission, either December 2013 or January 2014. Southeast Chicago Commission received CCT funding to begin plan implementation.
Elmwood Park comprehensive plan (see website)	Nicole Woods	Apr. 2013	Staff assistance	Elmwood Park has completed some of the plan's recommendations which include the establishment of the economic development commission and determining the market for of car-sharing services in the community. The recommendation to redevelop Grand and Harlem Avenues is also near completion. The Village is currently preparing for a zoning review to occur this winter, which will be led by CMAP staff.
Fairmont neighborhood plan (see website)	Trevor Dick	Apr. 2012	Staff assistance	A number of recommendations have been completed over the past quarter and some are underway including: 1) Will County staff has completed the historic documentation of Fairmont and is currently determining if any buildings in the community would qualify for Landmarks Illinois status; 2) The community garden was a tremendous success and they expect it to be even larger next spring with more gardeners and plots; and 3) The County and the Township are working together to address flooding concerns --

Project	CMAP lead	Completion date	Assistance type	Recent implementation progress (updated quarterly)
				$30,000 in Community Development Block Grant (CDBG) funding has been secured to conduct a study of the flooding area and provide recommendations for improvement and presently a RFQ with a Scope of Work is being drafted to hire an engineering firm to conduct the study.
Hanover Park corridor study (see website)	Stephen Ostrander	Dec. 2012	Staff assistance and small grant	Urban Land Institute Chicago scheduled upcoming meeting with Hanover Park (on November 13) to assess the current status of implementation of the recommendations of last year's ULI-led Technical Assistance Panel on the Irving Park Road corridor.
Homes for a Changing Region in northwest Cook (see website)	Jonathan Burch	Jan. 2013	Staff assistance	Staff approved a targeted senior needs study with Valerie Kretchmer Associates.
Joliet "Old Prison" redevelopment (see website)	Trevor Dick	May 2012	Staff assistance and small grant	CMAP staff attended the first meeting of the Collins Street Redevelopment Committee. The meeting was co-chaired by State Rep. Larry Walsh Jr., and Senator McGuire. The group will be working together on redevelopment strategies for the prison property. Also, representatives from the Forest Preserve District of Will County, the City of Joliet, Openlands, and the Joliet Park District are continuing to work together to acquire the east side. Currently a Phase One environmental study (pro bono by Carlson Environmental) is being conducted for the east side property.
Lakemoor comprehensive plan (see website)	Nora Beck	Feb. 2013	Staff assistance	Village has purchased 10 acres of shoreline property along Lily Lake, which will help implement the Comprehensive Plan's vision for an expanded shoreline trail. Village submitted an ITEP grant application to execute portions of bike trail network identified in Comprehensive Plan.
Liberty Prairie Conservancy local food system plan (see website)	Jessica Simoncelli	June 2013	Staff assistance	The Lake County Forest Preserve District Board unanimously passed a resolution approving the Principal Conclusions and Recommendations of the Liberty Prairie Reserve Master Plan on June 11. The Lake County Local Food Working group has met throughout the summer and early fall, with the goal of carrying forward the recommendations from the Lake County Sustainable Local Food Systems Report. Lake County Board is having a public hearing on October 17 to consider local food amendments to the Unified Development Ordinance. The project has garnered local press coverage including interest from the Daily Herald editorial board. CMAP is working with the Lake County Forest Preserve District on a new policy to allow/encourage food production on a portion of FPD-owned agricultural land that will be prioritized for such use by the District.

Project	CMAP lead	Completion date	Assistance type	Recent implementation progress (updated quarterly)
Niles environmental action plan (see website)	Kristin Ihnchak	Feb. 2013	Staff assistance	The LTA program is providing funding for a bicycle and pedestrian plan, which will help to implement many of the EAP's transportation-related recommendations. In addition, Niles is beginning a zoning ordinance revision; CMAP staff will provide feedback as needed on how to translate related EAP recommendations to effective regulations. CMAP staff will continue to forward relevant grant opportunities.
Norridge comprehensive plan (see website)	Trevor Dick	Oct. 2012	Staff assistance	The Village of Norridge continues to work towards implementation of the Comprehensive Plan. During the last quarter, the Village has received an OSLAD grant for acquisition of a new park site (as recommended in the Comp Plan). The HIP (Harlem-Irving Park) Plaza has expanded north (recommended in the Comp Plan) and new stores are opening this fall.
Norridge zoning revisions	Jake Seid	July 2013	Staff assistance	Village completed review of CMAP's recommendations memo and annotated ordinance. CMAP expects to assist staff and the ZBA with various sections of the Ordinance as they begin to make revisions based on CMAP's comments.
Northlake comprehensive plan (see website)	Trevor Dick	May 2013	Staff assistance	CMAP staff has discussed an implementation strategy with the Mayor. Since the plan was adopted, the City has entered into an easement agreement with ComEd to extend the Midland Trail North (as recommended). Construction of the bike trail is expected in 2015.
Park Forest sustainability plan (see website)	Kristin Ihnchak	May 2012	Staff assistance	The Chicago Community Trust's grant to Park Forest directly implements the recommendations of this project. A new LTA project to update the zoning ordinance was initiated in June. Staff will continue to forward potential grant opportunities to advance other plan priorities. Staff assisted in developing a charter award application for Illinois APA in the sustainability category, which Park Forest won. The Village will be recognized by Illinois APA on October 4.
Red Line livability project (see website)	Kendra Smith	Nov. 2012	Staff assistance	DCP, CMAP and CTA will utilize project materials during future Community Education and Visioning sessions as well as in interaction with elected officials. DCP recently received CCT funding for continued work on TOD/Red Line Extension work. Implementation work for the coming quarter will focus on community TOD outreach and presentations through CNU and Loyola University to interested stakeholders
Regional arts and culture toolkit (see	Stephen Ostrander	June 2013	Staff assistance	Toolkit was highlighted at two key events aimed at informing communities of available local, state, and federal arts resources and funding, one hosted

Project	CMAP lead	Completion date	Assistance type	Recent implementation progress (updated quarterly)
website)				by Rep. Tammy Duckworth and the other by Reps. Mike Quigley and Jan Schakowsky.
Regional climate change adaptation toolkit (see website)	Jesse Elam	June 2013	Staff assistance	Toolkit has been released, and CMAP is presenting its findings to interested groups and seeking external funding to support working with interested local governments to apply the process described in the toolkit.
Riverside Central Business District plan (see website)	Nora Beck	Apr. 2013	Staff assistance	Village Commissions have submitted self-evaluations to Board to outline steps for streamlining review process. Village installed gateway signs at 1st Avenue and Forest and is in discussion with Berwyn to add gateway signs at Harlem Avenue and Burlington; key recommendations of the CBD Plan.
Round Lake Heights comprehensive plan (see website)	*Jonathan Burch*	*Oct. 2013*	*Staff assistance*	*Newly completed. Plan adopted October 8.*
SSMMA housing investment prioritization (see website)	Nicole Woods	June 2012	Staff assistance	The organization continues to use and modernize the tool to assess projects in various Southland communities. The housing investment tool was brought online this past summer and was selected as one of four winners in the Illinois Open Technology Challenge.

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233 South Wacker Drive
Suite 800
Chicago, Illinois 60606

312 454 0400
www.cmap.illinois.gov

Chicago Metropolitan Agency for Planning
2014 Meeting Schedule

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

The CMAP Board is scheduled to meet the second Wednesday of every month at 9:30 a.m. at the CMAP offices. The following are the dates for 2014:

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

###

BY-LAWS

OF THE

CHICAGO METROPOLITAN AGENCY FOR PLANNING

Adopted June 21, 2006

Revised November 28, 2007

Proposed Revisions for Board Consideration and Approval

November 13, 2013

BY-LAWS
OF THE
CHICAGO METROPOLITAN AGENCY FOR PLANNING
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ARTICLE ONE
Purpose of the Chicago Metropolitan Agency for Planning

The Chicago Metropolitan Agency for Planning ("CMAP") was created by the Regional Planning Act (70 ILCS 1707/1 *et. seq.*) (the "Act"). The Act provides for a consolidated regional planning agency to plan for the most effective public and private investments in the northeastern Illinois region and to better integrate plans for land use and transportation. CMAP was created to address the development and transportation challenges in Cook, DuPage, Kane, Kendall, Lake, McHenry and Will Counties.

ARTICLE TWO
Definitions

As used in these By-Laws, the following terms shall mean:

(a)   Act means the Regional Planning Act, effective August 9, 2005, as amended now and hereafter.

(b)   Board means the fifteen voting members and non-voting members of CMAP.

(c)   Board member means a voting member or non-voting member of CMAP.

(d)   Policy Committee means the decision-making body of the MPO.

(e)   Chairman means the Chairman of the Board.

(f)   Executive Director means the Executive Director of the Chicago Metropolitan Agency for Planning.

(g)   Northeastern Illinois region means Cook, DuPage, Kane, Kendall, Lake, McHenry, and Will Counties.

(h)   CMAP means the Chicago Metropolitan Agency for Planning created pursuant to the Act.

ARTICLE THREE
Organization of the Chicago Metropolitan Agency for Planning

1.   Composition of the Board

The CMAP is governed by a board ("Board") consisting of the following 15 voting members and non-voting members, all as appointed by the Regional Planning Act (the "Act") and serving for initial terms as follows:

A. One member from DuPage County appointed cooperatively by the mayors of DuPage County and the chief elected county official of DuPage County with a term expiring on July 1, 2007.

B. One member representing both Kane and Kendall Counties appointed cooperatively by the mayors of Kane County and Kendall County and the chief elected county officials of Kane County and Kendall County with a term expiring on July 1, 2007.

C. One member from Lake County appointed cooperatively by the mayors of Lake County and the chief elected county official of Lake County with a term expiring on July 1, 2009.

D. One member from McHenry County appointed cooperatively by the mayors of McHenry County and the chief elected county official of McHenry County with a term expiring on July 1, 2009.

E. One member from Will County appointed cooperatively by the mayors of Will County and the chief elected county official of Will County with a term expiring on July 1, 2009.

F. Five members from the City of Chicago appointed by the Mayor of the City of Chicago. As designated at the time of appointment, the terms of 2 of these members shall expire on July 1, 2007 and the terms of the other 3 members shall expire on July 1, 2009.

G. One member from that portion of Cook County outside of the City of Chicago appointed by the President of the Cook County Board of Commissioners with a term expiring on July 1, 2007.

H. Four members from that portion of Cook County outside of the City of Chicago appointed, with the consent of the President of the Cook County Board of Commissioners, as follows:

   1) One by the mayors representing those communities in Cook County that are outside of the City of Chicago and north of Devon Avenue with a term expiring on July 1, 2007.

   2) One by the mayors representing those communities in Cook County that are outside of the City of Chicago, south of Devon Avenue, and north of Interstate 55, and in addition the Village of Summit with a term expiring on July 1, 2009.

   3) One by the mayors representing those communities in Cook County that are outside of the City of Chicago, south of Interstate 55, and west of Interstate 57, excluding the communities of Summit, Dixmoor, Posen,

Robbins, Midlothian, Oak Forest, and Tinley Park with a term expiring on July 1, 2007.

4) One by the mayors representing those communities in Cook County that are outside of the City of Chicago and east of Interstate 57, and, in addition, the communities of Dixmoor, Posen, Robbins, Midlothian, Oak Forest, and Tinley Park with a term expiring on July 1, 2009.

I. The Policy Committee may appoint one of their members to serve as a non-voting member and the CMAP Board may appoint other non-voting members of the Board. All members must reside in the seven-county region.

2. Terms

After their initial terms, Board members shall hold a term of 4 years or until successors are appointed and qualified.

3. Vacancies

If a vacancy occurs, the appropriate appointing authority shall fill the vacancy by an appointment for the unexpired term.

4. Compensation

Board members shall receive no compensation, but shall be reimbursed for expenses incurred in the performance of their duties.

5. Attendance by Video or Audio Conference

Board members or committee members may attend a Board or committee meeting via audio or video conference as permitted under the Open Meetings Act (5 ILCS 1201/1, *et seq.*), now and as hereafter amended.

6. Quorum

A majority of the voting Board members holding office shall constitute a quorum for the purpose of convening a meeting of the Board. However, the affirmative votes of at least 4/5 of the voting Board members in office is necessary for the Board to take any action. A Board member or committee member who attends a meeting via telephone (as provided in 5. above) is considered present for purposes of determining a quorum.

7. Voting

A. Yeas and nays shall be taken on any resolution or ordinance of the CMAP Board and shall be included in the record of the meeting.

B.   The affirmative votes of at least 4/5 of the voting Board members in office is necessary for the Board to take any action. A Board member or committee member who attends a meeting via telephone (as provided in 5. above) is considered present for purposes of voting.

8.   Regular Meetings and Time and Place of Meetings

Regular meetings of the Board shall be held at least once in each calendar quarter. The time and place of Board meetings shall be fixed by resolution of the Board.

9.   Special Meetings

Special meetings of the Board may be called by the chairman or a majority of the Board members.

10.   Notice to Board Members

A written notice of the time and place of any special meeting shall be provided to all Board members at least 96 hours prior to the date fixed for the meeting by regular mail, e-mail or facsimile, except that if the time and place of a special meeting is fixed at a regular meeting at which all Board members are present, no such written notice is required.

11.   Chairman and Vice Chairmen

At its initial meeting and its first regular meeting after July 1 of each year thereafter, the Board shall appoint from its membership a chairman, a first vice chairman and a second vice chairman who will all serve until their successors are appointed. The first vice chairman shall act as chairman during the absence or disability of the chairman and in case of resignation or death of the chairman and shall carry out such other duties as designated by resolution of the Board. If the first vice chairman is unavailable to take on such duties, the second vice chairman shall act as chairman during the absence or disability of the chairman and in case of resignation or death of the chairman and shall carry out such other duties as designated by resolution of the Board.

12.   Agenda Development and Distribution For Board Meetings

A.   Before a Board meeting, the Chairman shall review a tentative agenda prepared by the Executive Director and set a final agenda for the upcoming Board meeting. Board members' requests to place an item on the agenda shall be made to the Executive Director or the Chairman at least 96 hours prior to the date fixed for the meeting.

B.   The Executive Director shall provide the agenda for each regular meeting to all Board members at least 72 hours before such meeting. The Executive Director shall also provide to each Member a draft of each ordinance or resolution to be proposed for action of the Board at least 72 hours before such meeting. The

agenda for such meeting shall be posted at the principal office of CMAP and at the location where the meeting will be held, at least 48 hours before such meeting. Revisions to the agenda may be made by the Chairman or by a majority of the Board not less than 72 hours prior to the meeting, including addition to the agenda of items requiring adoption of an ordinance or resolution at the meeting, provided, however, that a copy of each ordinance or resolution is also made available to each Member.

13.   Minutes of Board and Committee Meetings

Written minutes of all Board and committee meetings shall be prepared. Such minutes shall include, but need not be limited to:

1)   the date, time and place of the meeting;

2)   the members recorded as either present or absent (if any members attended via audio or video conference, the minutes of such meetings must state which members were physically present and which members were present via audio or video conference); and

3)   a summary or discussion on all matters proposed, deliberated or decided, and a record of any votes taken.

Board members may request that specific comments be included in the minutes.

Minutes of all meetings open to the public shall be maintained on file by the Executive Director.

Minutes of prior meetings open to the public and prior meetings closed to the public shall be furnished to Board members in the advance Board packages for review and approval at the ensuing Board meeting.

Minutes of meetings open to the public shall be available for public inspection during the regular business hours of CMAP at the principal office of CMAP within 7 days of the approval of such minutes. Minutes of meetings closed to the public shall be placed in a confidential file and available for public inspection only after the Board determines that it is no longer necessary to protect the public interest or the privacy of an individual by keeping them confidential.

The Board shall periodically, but no less than semi-annually, meet to review minutes of all closed meetings. At such meetings a determination shall be made, and reported in an open session that (1) the need for confidentiality still exists as to all or part of those minutes or (2) that the minutes or portions thereof no longer require confidential treatment and are available for public inspection.

14.   Compliance with the Open Meeting Act

All meetings of the Board and committees shall be held in compliance with the Open Meetings Act (5 ILCS 1201/1, *et seq.*), now and as hereafter amended.

15.   Board Committees

The committees of the Board make recommendations to the Board and the Board takes all actions for CMAP. The committees of the Board are as follows:

A.   Executive Committee. The Executive Committee shall serve as the audit and finance committee and (i) manage the day-to-day operations of CMAP; (ii) review and direct the activities of the other committees of CMAP; (iii) make recommendations on an executive director; (iv) develop strategic plans and policies for CMAP; and (v) develop a funding plan for the CMAP.

B.   Any other committees created by the Board. Such committees shall have such duties as the Board designates.

The Board can change the duties of any committee or dissolve any committee at any time. The Chairman shall appoint members to committees and designate committee chairmen at the beginning of each calendar year. The chairman of each committee shall serve for the balance of the calendar year and until a successor is appointed. The chairman of any committee may be reappointed as chairman of the committee.

Any question of committee jurisdiction over an issue shall be raised with the Executive Director.

ARTICLE FOUR
Citizens' Advisory Committee

Pursuant to Section 40(c) of the Act, a standing Citizens' Advisory Committee will be created by the Board to provide continuous and balanced public representation in the development of regional plans and policies.

ARTICLE FIVE
Procedures for Public Participation at Public Hearings, Board Meetings and Citizens' Advisory Committee Meetings

1.   Applicability

In connection with its review and development of any regional plans and prior to any plan's approval, the Board must hold a public hearing. Notice of the time, date, and place set for the hearing must be published in a newspaper having a general circulation within the northeastern Illinois region at least 30 days prior to the date of the hearing. The notice must contain a short explanation of the purpose of the hearing. The hearing may be continued, as deemed necessary by the Board.

Procedures for public hearings, Board meetings and Citizens' Advisory Committee meetings set forth in this Article shall apply to all such hearings and meetings under the Act, except as otherwise noted herein. Hearings required under any statute or regulation of the United States or the State of Illinois shall be held under this part to the extent consistent with such statute or regulation.

2. Participation

Any person may participate in a public hearing, Board meeting or Citizens' Advisory Committee meeting by oral presentation at the hearing, or by submitting written material within 24 hours of the close of the hearing. The chairman or presiding officer shall have the power to restrict the presentation of any person desiring to participate in the hearing or meeting to oral presentation or to submission of written materials, and to impose any other reasonable limitations upon the conduct of such public hearing or meeting as necessary to effectuate its purpose. The chairman or presiding officer shall limit any individual speaker's testimony to five minutes; provided that the chairman or presiding officer shall have the sole discretion on whether to grant speaker's request for additional time.

3. Notice

   A. Notice of each public hearing shall be given by posting a copy of such notice at the principal office of CMAP, and by giving notice to those news media which have filed a request for public notices pursuant to law. Notice of any hearing to be held to comply with a statute or regulation of the United States or the State of Illinois also shall be given at the time and in the manner required by such statute or regulation Any hearing may be adjourned to a later time by announcing at the hearing the time and place at which the hearing will be reconvened.

4. Conduct of Hearings

The presiding officer for each hearing shall be designated by the Chairman, and shall be a Board member or officer or employee of CMAP.

5. Records of Hearings

Minutes for each hearing and copies of all written materials submitted in connection with each hearing shall be maintained by the Executive Director.

ARTICLE SIX
Powers of the Executive Director

1. In addition to those powers provided by law, ordinance or resolution of the Board, the Executive Director:

   A. shall hire deputy directors and other employees as needed.

B.   shall have the authority to enter into contractual commitments where the total of the compensation provided under such commitment or the compensation to that provider of contractual services under all other contractual commitments made within the fiscal year does not exceed $25,000.

ARTICLE SEVEN
Access to Public Records

CMAP shall grant access to public records in compliance with the Freedom of Information Act (5 ILCS 140/1 *et seq.*), now and as hereafter amended.

ARTICLE EIGHT
Maintenance of Public Records

CMAP shall maintain records in accordance with the provisions of the State Records Act (5 ILCS 160/1 *et. seq.*), now and as hereafter amended.

ARTICLE NINE
Miscellaneous

1.   Annual Report

The Board shall prepare, publish, and distribute an annual report and any other reports and plans that relate to the purpose of this Act.

2.   Amendments

These By-Laws may be amended or repealed by the affirmative votes of at least 4/5 of the voting Board members in office at a special or regular meeting, provided that the proposed amendments to these By-laws or a notice stating that the Board seeks to repeal these By-laws (whichever is applicable) is sent to the Board members at least 14 days before said meeting.

3.   Parliamentary Authority

Except where inconsistent with the provisions of the Act or these By-Laws, Robert's Rules of Order shall govern the conduct of all meetings of the Board and the committees.

4.   Effective Date

These By-Laws shall be effective upon approval of at least 4/5 of the voting Board members then in office.

Chicago Metropolitan
Agency for Planning

MEMORANDUM

To: CMAP Board

From: CMAP Staff

Date: November 6, 2013

Re: Updated Implementation Action Area Tables

As part of the GO TO 2040 plan update, the FY 2014 work plan calls for a review of the implementation action tables at the end of each of the twelve chapters in GO TO 2040. Specifically, the work plan calls for these actions to be updated to reflect their implementation status. This project does not envision the drafting of new implementation action areas, but some actions may be added within the areas.

This project has three main components. Each is described below.
- The first component is the identification of implementation examples for the various actions. Staff conducted an internal review of implementation examples in September, and shared the results of this effort with the working committees in October.
- The second component is a high-level classification of each action as "Retain", "Revise", "Complete", or "Delete". Again, CMAP staff first completed an internal review, which is now being shared with the working committees at their November meetings.
- The third and final component of this project is text revisions. These are currently being reviewed internally, and will be shared with the working committees in January 2014.

This link (. . . .) is an attachment that includes a list of the implementation action areas as described in GO TO 2040. The tables include the following information:
- The implementation action and lead implementers, as listed in GO TO 2040
- A description of the action, paraphrased from GO TO 2040

The attachment is organized into the four GO TO 2040 themes: Livable Communities (in blue), Human Capital (in red), Efficient Governance (in brown), and Regional Mobility (in green).

ACTION REQUESTED: Discussion

###

LIVABLE COMMUNITIES

	GO TO 2040	
	Lead Implementers	**Description - Key Components**
Achieve Greater Livability through Land Use and Housing		
Implementation Action Area #1: Provide Funding and Financial Incentives		
Align funding for planning and ordinance updates	State (IDOT, DCEO, IHDA), RTA, CMAP, counties, municipalities, philanthropic	CMAP, IDOT, and RTA should coordinate funding programs to fund local plans and ordinance updates
Implement and expand the Sustainable Communities Initiative program	Federal (HUD, U.S. DOT, U.S. EPA, DOE, EDA)	Federal government should apply the principles of SCI across other federal programs as well
Develop regional infrastructure funding programs for plan implementation	State (IDOT), RTA, CMAP, counties, COGs	Create a pilot program meant to focus infrastructure funds to implement local comprehensive plans
Implementation Action Area #2: Provide Technical Assistance and Build Local Capacity		
Continually review status of local plans	RTA, CMAP, counties, municipalities	Update Compendium of Plans every two years, use findings to target planning technical assistance
Create model ordinances and codes	CMAP, counties, municipalities	Develop sample ordinances or codes in areas relevant to GO TO 2040
Research and explore alternative land use regulation systems	CMAP, counties, municipalities, nonprofits	Research alternative systems that address structure, form, and placement over conventional use-based, Euclidean zoning
Analyze ordinance outcomes	CMAP, counties, municipalities, nonprofits	In partnership with interested communities, CMAP should review existing ordinances to quantitatively analyze their impacts
Provide assistance in planning for affordable housing needs	CMAP, counties, municipalities, nonprofits	In partnership with interested communities, research local housing supply and demand and identify appropriate housing strategies
Use and enhance existing technical assistance software tools	CMAP, counties, municipalities, nonprofits	Strategically deploy CMAP's Centers Toolkit, ROI tool, MetroQuest software, and the MPC Placemaking program
Target technical assistance to communities demonstrating interested in furthering GO TO 2040	CMAP, RTA, counties, municipalities, nonprofits	Create menu of assistance "offerings" consistent with GO TO 2040, and clearly evaluate requests for assistance based upon conformance with these plan objectives
Sponsor Planning Commissioner workshops	CMAP, counties, municipalities, nonprofits	Provide a cycle of Planning Commissioner Workshops throughout the region every two years
Implementation Action Area #3: Support Intergovernmental Collaboration		

	GO TO 2040	
	Lead Implementers	**Description - Key Components**
Encourage formation of formal collaborative planning efforts	CMAP, RTA, counties, COGs, municipalities	Encourage COGs and counties to lead formation of issue-specific collaborative planning groups
Form collaborative groups to address affordable housing across communities	Counties, COGs, municipalities, nonprofits, developers, other housing stakeholders	Encourage the formation of collaborative groups to address affordable housing across communities
Prioritize funding to communities engaging in intergovernmental planning	Federal (HUD, U.S. DOT, U.S. EPA), state (IHDA, IDOT, DCEO)	Provide financial incentives for involvement in collaborative groups by prioritizing funding to communities that apply for funding jointly and develop programs across municipal boundaries
Facilitate communication between communities facing similar challenges	CMAP, counties, COGs, municipalities	Support initiatives by COGs or counties that bring municipalities together in coordinated planning activities and information-sharing
Implementation Action Area #4: Link Transit, Land Use, and Housing		
Identify and exploit additional opportunities for transit oriented development	CMAP, RTA, CTA, Metra, Pace, counties, municipalities, nonprofits	CMAP and other regional organizations should identify other potential opportunities for application of TOD strategies and initiate pilot TOD projects
Use livability principles to plan for land use in development near transit	Counties, municipalities	Counties and municipalities should pursue opportunities for more dense development which mixes uses and hosing types within "location efficient" areas near transit
Promote housing affordability near transit	Counties, municipalities	Counties and municipalities should analyze housing needs near transit services, and can provide a variety of incentives to developers
Target housing programs to rehabilitation in areas with transit access	Federal (HUD), state (IHDA), counties, municipalities	Affordable housing grant programs should give high priority to preserving the existing affordable housing stock, particularly in TODs
Require supportive land use planning before new transit investment is made	RTA, CTA, Metra, Pace	Consider supportive land use when making investment and programming decisions
Update guidelines for transit-supportive land use	RTA, CTA, Metra, Pace	Update materials produced by the service boards concerning land use planning and small-scale infrastructure investments that support transit
Manage and Conserve Water and Energy Resources		
Implementation Action Area #1: Implementing Energy and Water Retrofit Programs		

	GO TO 2040	
	Lead Implementers	**Description - Key Components**
Develop a framework for retrofit program administration	CMAP, City of Chicago, City of Rockford	Implement the Chicago Region Retrofit Ramp-Up program
Provide a financial framework for retrofit programs	State (DCEO), municipalities, utilities, lending institutions	Support the development and delivery of financing products targeted across retrofit customer segments
Increase access to a trained workforce	State, trade associations, community colleges, WIBs	Develop a regional training center for certified efficiency work
Increase access to information concerning retrofits	Chicago Regional Retrofit Steering Committee (DCEO, CMAP, City of Chicago, City of Rockford)	Develop a regional information center for connecting building owners to qualified contracts and financial products
Implementation Action Area #2: Integrating Land Use Planning and Resource Conservation		
Create model codes/ordinances	CMAP	Assist communities in amending or adopting codes for water conservation by providing ordinance language and related resources
Accelerate use of efficient appliances/fixtures through green code adoption	Counties, municipalities	Amend ordinances to reflect requirements of the Illinois Energy Efficiency Building Act and expand on it to include items such as appliances and fixtures
Provide technical assistance to local governments	State (DCEO), CMAP	Encourage incorporation of sustainability plans or codes in local planning practices during energy-related grant award processes by prioritizing funding to communities that have taken these initiatives
Promote rainwater harvesting for non-potable indoor uses	State, counties, municipalities, nonprofits	Local governments should ensure that existing regulations do not prohibit the indoor handling of rainwater
Increase commitment to conservation in Lake Michigan Service Region	State (IDNR), CMAP	Encourage Lake Michigan Service Region permittees to develop conservation plans and set conservation targets that can be reported to IDNR
Identify and protect sensitive recharge areas	State (ISWS, ISGS), CMAP, counties, municipalities	CMAP should lead a collaboration to identify SARAs, prioritize those most important for protection, and develop and disseminate model ordinances to ensure their preservation
Encourage the integration of resource conservation in land use planning	State (DCEO), CMAP	Use planning grant programs to assist communities in incorporating resource conservation in local comprehensive planning

	GO TO 2040	
	Lead Implementers	**Description - Key Components**
Adopt policies to encourage attainment of zero water footprints/water neutrality for large scale projects	Municipalities, water utilities	Water utilities should require large-scale projects to seek water neutrality
Implement urban and community forestry programs	Counties, municipalities, park districts	Adopt minimum standards for tree coverage in development projects along with tree preservation and maintenance regulations
Use green infrastructure practices to manage stormwater in new development and redevelopment	Counties, municipalities	Ensure that stormwater management using green infrastructure is integrated in the planning and design phase of development projects
Implement green infrastructure retrofits	Counties, municipalities	Watershed plans for developed areas should identify potential green infrastructure retrofits
Implementation Action Area #3: Pricing		
Utilize full cost pricing to incentivize more efficient water use and to fund conservation programs	ICC, CMAP, municipalities, utilities	Municipalities should decouple water utility budgets from the municipal general revenue fund and ensure that revenues collected from water billing meet capital and operations and maintenance budgets
Institute stormwater utility fees	Counties, municipalities	Local governments with stormwater management responsibilities should charge dedicated user fees to property owners to cover the costs of maintaining stormwater infrastructure
Implementation Action Area #4: Funding		
Use State Revolving Funds as mechanism for implementing water conservation measures	State (IEPA)	Develop criteria that prioritize PWSLP to utilities that adopt full-supply cost pricing structures in their water billing
Use the Green Project Reserve for energy and water efficiencies	State (IEPA)	Utilize the 20 percent of the state revolving funds for water and energy efficiency projects
Implement Energy Performance Contracting	Counties, municipalities, utilities	Contract with private ESCOs to identify energy savings potential
Pursue innovative financing mechanisms for retrofits	State (General Assembly, IFA), counties, municipalities, utilities, lenders	Explore the use of PACE financing, Green Loan Programs, New Market Tax Credits, Energy Efficiency Ratings Incentives, revolving loan funds and loan pools, etc.
Establish comprehensive energy and climate change policy	Federal (Congress)	Address greenhouse gas emissions economy-wide by such actions as improving the carbon content of fuels, reducing industrial emissions, and limiting emissions from

	GO TO 2040	
	Lead Implementers	**Description - Key Components**
		electricity generation, as well as establishing policies to promote energy conservation and renewable energy
Implementation Action Area #5: Local Governments as Early Adopters of Sustainable Practices		
Implement green infrastructure demonstration projects	Counties, forest preserve and conservation districts, municipalities, park districts	Local governments should implement green infrastructure demonstration projects with regular performance monitoring to further evaluate the applicability of such measures to local conditions
Utilize green infrastructure practices in all public improvement projects	State (IDOT, IDNR), counties, forest preserve and conservation districts, municipalities, school and park districts	All governmental bodies that undertake construction activities should implement policies that require the use of site-appropriate green infrastructure practices for stormwater management
Consolidate water supply and wastewater treatment services to achieve energy efficiencies and economies of scale	COGs	Local governments should investigate coordinating or consolidating water utilities to enhance cost-effectiveness and lower financial risks
Consider devoting the cost of power under franchise agreements to retrofit and rebate programs instead	Municipalities	Municipalities often receive free electric service by utilities as compensation for granting the franchise privilege of using the municipality's public rights of way for the delivery of electricity. Discussion should be initiated to use the funds instead for retrofit and rebate programs
Utilize renewable energy generation in water utilities	Municipalities, utilities	Municipal utilities should seek to employ solar and wind energy to generate all or part of the power required for utility operations
Develop energy and water efficiency and conservation strategies	Municipalities	Communities should develop a baseline analysis of energy and water use, broadly identify potential efficiency and conservation measures, and analyze the feasibility of implementing them, including the availability of financing
Expand and Improve Parks and Open Space		
Implementation Action Area #1: Coordinate Open Space Investment to Create a Connected Regional Green Infrastructure Network		
Prioritize direct land protection within the green infrastructure network	Federal government, state (IDNR), county forest preserve and conservation districts, land trusts	Forest preserve and conservation districts should adopt and update acquisition plans oriented toward protecting the areas most important from a natural resources perspective

	GO TO 2040	
	Lead Implementers	**Description - Key Components**
Include green infrastructure connectivity in open space grant programs	State (IDNR), philanthropic	A replenished Open Land Trust program should have a specific set-aside, or at least a set number of points in a score-based system, to help fill out the green infrastructure network
Prioritize development of greenway trails with Transportation Enhancement funds	State (IDOT), counties, municipalities	Multimodal design should be the rule, not the exception, as an add-on through the TE program
Refine the Green Infrastructure Vision further	State (IDNR, INHS), CMAP, CW	GIV provides a broad, qualitative identification of lands that are most important to protect and restore. A number of scientific issues remain.
Implementation Action Area #2: Invest in the Establishment of New Parks in Developed Areas		
Foster cooperation between park districts and school districts in dense areas to share use of open space	Municipalities, park districts, school districts	Develop inter-local agreement between districts, followed by a planning study
Use innovative financing and delivery mechanisms to meet the need for more park space	Counties, municipalities, park districts	Redevelopment can be a major opportunity to provide more park space for a community
Review land-cash donation ordinances	Counties, municipalities, park districts	Older communities should review their subdivision codes or land-cash donation ordinances to make sure open space donation requirements or in-lieu fees apply during redevelopment, that they area at least 10 acres per 1,000 people (or at least 4 acres per 1,000 in dense areas), and that in-lieu fee values reflect current land values
Encourage volunteerism and non-traditional staffing	Forest preserve and conservation districts, park districts	Park and forest preserve districts should actively encourage the creation of conservancies and partner with them to reduce the cost burden of maintenance and park programming while giving more "ownership" to users
Make Open Space Land Acquisition and Development match requirements more equitable	State (IDNR)	The state should reduce the match required in communities with lower fiscal capacity
Identify and protect sensitive recharge areas	State (ISWS, ISGS), CMAP, counties, municipalities	CMAP should lead a collaboration to identify SARAs, prioritize those most important for protection, and develop and disseminate model ordinances to ensure their preservation

	GO TO 2040	
	Lead Implementers	**Description - Key Components**
Encourage the integration of resource conservation in land use planning	State (DCEO), CMAP	Use planning grant programs to assist communities in incorporating resource conservation in local comprehensive planning
Implement "urban greening" projects	Counties, municipalities, park districts	Municipalities should build landscaping, tree cover, etc., practices into local infrastructure projects they undertake, and also review the potential to include requirements for them in new development through local ordinances
Implement urban farms and community gardens	Municipalities, park districts	Urban farming may be more appropriate than recreational parks in some circumstances
Implementation Action Area #3: Harmonize Actions by State and Local Governments with Natural Resource Protection		
Adopt progressive conservation design ordinances	Counties, municipalities	Local governments should require or at least encourage conservation design, resulting in the legal protection of a significant portion of the site through a conservation easement
Emphasize the protection of the green infrastructure network in local comprehensive plans	Counties, municipalities	A municipality should specifically identify areas preferred to serve as parks, greenways, and natural areas as part of its comprehensive plan
Protect natural resources in transportation corridors and focus compensatory mitigation into the green infrastructure network	Federal (U.S. ACE), state (IDOT, Tollway), CMAP, forest preserve and conservation districts	Require that compensatory wetland mitigation occur within the green infrastructure network
Limit urban infrastructure expansion within the green infrastructure network	State (IEPA), CMAP, municipalities	Sewer service should not be permitted in especially sensitive areas of the green infrastructure network
Implementation Action Area #4: Increase Funding to Achieve the Level of Park Provision and Land Conservation		
Secure additional dedicated state open space funding	State (IDNR), nonprofits	Secure new dedicated funding for open space acquisition, potentially including set-aside for NE IL
Stop diverting revenues from IDNR	State (General Assembly, IDNR)	Diverting the Illinois RETT and raiding the IDNR budget for other state priorities must cease
Increase involvement by private landowners in conservation activities	State (General Assembly), federal (Congress)	Private land conservation activities must play an increasingly important role in NE IL, but the state should provide incentives to encourage this, such as a state income tax credit for the donation of a conservation

	GO TO 2040	
	Lead Implementers	**Description - Key Components**
		easement. Federal tax incentives should be strengthened and extended.
Build capacity in private conservation organizations	Land Trust Alliances, CW, Openlands, and others	Additional technical and administrative capacity needs to be built up at land trusts.
Support direct federal investment in open space	Federal (Congress, U.S. FS)	Direct federal investment in open space in the region is an important form of funding that could be expanded
Increase funding for federal open space grant programs	Federal (Congress)	The federal Urban Park and Recreation Recovery (UPARR) program has not been funded since 2002
Implementation Action Area #5: Treat Management Needs as an Important Part of Landscape Preservation		
Restore open space within the green infrastructure network to natural land cover and hydrology and commit to long-term management	Forest preserve and conservation districts, land trusts, state (IDNR), utilities	Restore open space within the green infrastructure network to natural land cover and hydrology and commit to long-term management
Devise and commit to a system to prioritize restoration needs based on regional criteria	State (INHS, IDNR), CMAP, forest preserve and conservation districts, nonprofits	It is not yet clear which areas are most important for restoration from a regionwide standpoint.
Consider purchase of agricultural land as an interim link in the green infrastructure network	Forest preserve and conservation districts, counties	Consider purchase of agricultural land as an interim link in the green infrastructure network
Support efforts to provide adequate operating budgets for implementing agencies	State (General Assembly), CMAP, nonprofits	Reevaluate statutory restrictions on the ability of park districts and forest preserve and conservation districts to raise property taxes to manage the lands they acquire
Promote Sustainable Local Food		
Implementation Action Area #1: Facilitate Sustainable Local Food Production		
Support urban agriculture as a source of local food	Federal (USDA, U.S. EPA), state (Dept. of Agriculture, IDPH, IEPA), counties, municipalities, nonprofits	Local governments should simplify and incentivize the conversion of vacant and underutilized lots, spaces, and rooftops into agricultural uses
Continue and expand farmland protection programs	Counties, forest preserve and conservation districts, municipalities, park districts, land trusts	The region's local governments should maintain and improve their current farmland protection programs and develop new programs where needed
Encourage revisions of federal policy to promote local food	Federal (USDA)	Farm and food policies and food regulations at the federal level should be reassessed to accommodate local and small farm operations

	GO TO 2040	
	Lead Implementers	**Description - Key Components**
Support local food production through other institutional support and procurement processes	State agencies and institutions, wholesale farmers, University of Illinois Extension	A procurement process for state institutions that favors local foods could bolster the local foods economy by creating a stable demand for local food
Implementation Action Area #2: Increase Access to Safe, Fresh, Affordable, and Healthy Foods		
Increase community access to fresh food through demonstration programs	Federal (USDA), state (DCEO), counties, municipalities, philanthropic, private investors, banking institutions	Support and expand various demonstration programs for providing better food access in food deserts
Implement fresh food financing initiatives	Federal, state, counties, municipalities, Illinois Food Marketing Task Force, philanthropic, private investors, traditional lending institutions	Illinois should replicate the Pennsylvania Fresh Food Financing Initiative, which used state funding to spur private investment in supermarket and fresh food outlet projects in underserved areas
Link hunger assistance programs to local foods	Federal (USDA), state (Dept. of Agriculture), public health organizations, food pantries, individual farmers' markets	Resources such as grants and loans should be provided to support partnerships between hunger assistance programs and local food production
Implementation Action Area #3: Increase Data, Research, Training, and Information Sharing		
Build regional nonprofit capacity to local foods systems	Nonprofits, philanthropic	Identify and support a nonprofit regional food entity
Improve data collection and research on local food production, distribution, and other needs	State, CMAP, counties nonprofits, universities, philanthropic	CMAP should work with neighboring MPOs to accelerate effective planning and regional food systems development
Provide training and information sharing	Universities, community colleges, other education and training providers, philanthropic, local businesses and restaurants	Local food training and technical assistance programs for farmers and laborers should be provided to assist in the transition to local food production
Provide technical assistance to incorporate local food systems in comprehensive plans and ordinances	CMAP, counties, municipalities, nonprofits	Assist government officials and planners to incorporate local foods and agricultural protection into comprehensive plans and ordinances

HUMAN CAPITAL

	GO TO 2040	
	Lead Implementers	**Description - Key Components**
Improve Education and Workforce Development		
Implementation Action Area #1: Improve Coordination Between Education, Workforce Development, and Economic Development		
Prepare assessment reports on cross-system coordination	Nonprofits, philanthropic	Reports on freight and energy industries, among others, including recommendations, setting common goals, and pursuing pilot projects
Expand on successful workforce development coordination programs	State (DCEO), community colleges, Workforce Investment Boards, economic development organizations	Expand initiatives such as CWIC, Shifting Gears, and Critical Skills Shortage
Strengthen role of workforce intermediaries - including community colleges, universities, proprietary schools, apprenticeship programs, vocational programs, community based organizations, Workforce Investment Boards, and Workforce Investment Act affiliates	Community colleges, nonprofits, other education, workforce, and economic development groups	Expand programs that have succeeded at individual educational institutions and training providers to be applied broadly across the region
Collect, compile, and publicize career pathways analyses	Community colleges, nonprofits, philanthropic	Identify existing analyses for career pathways, or programs of education and training that prepare students for future employment in a certain field
Implementation Action Area #2: Data and Information Systems		
Launch and continually improve the Regional Indicators Project website	CMAP, Chicago Community Trust	Develop and maintain a website that describes the tracking indicators and allows users to tabulate, graph, or map this information
Identify additional data sources concerning education and workforce, including existing data and newly developed or innovative data measures	State (IDES, DCEO), CMAP, higher education institutions and community colleges	Analyze existing education and workforce information and data sources
Expand the CWICstats system to cover the region	CMAP, CWICstats leaders, WIBs, education institutions, workforce providers	Work with stakeholders to scope out barriers to expanding CWICstats
Expand the Student Information System beyond K-12 education	State (ISBE), early childhood educators, higher education institutions, workforce providers	Implement the Student Information System to track student performance over their educational careers

	GO TO 2040	
	Lead Implementers	**Description - Key Components**
Create measures of school readiness to improve early childhood education programs	State (ISBE), early childhood educators	Create a measure of school readiness for students entering kindergarten
Implementation Action Area #3: Improve Delivery of Workforce Development Services		
Increase the flexibility and federal funding for workforce development and increase flexibility of State discretionary workforce funds	Federal, state (DCEO), WIBs, workforce providers	Modify the requirements of WIA funding to allow workforce boards to exercise more flexibility in how these funds are used
Investigate the use of other funding sources for workforce development	Nonprofits, philanthropic	Explore the use of more flexible funding sources such as CDBGs to be used more extensively for workforce development
Monitor impact of more flexible funding and communicate outcomes	Federal, workforce providers	Routine and regular monitoring of effectiveness in meeting regional goals
Strengthen community-focused provision of workforce services	State (DCEO, Governor's Office), community based organizations, business community, WIBs, other workforce funders	Continue offering workforce development services through community-based organizations
Support Economic Innovation		
Implementation Action Area #1: Improve Data and Information Systems		
Evaluate the success of state innovation programs and financial incentives	State (DCEO, and other relevant agencies)	Evaluate the history and impacts of state programs, including ITEC, Innovation Challenge grants, and IEN
Collect data relative to innovative business starts and closures in the region	CMAP, WBC, InnovateNow, IDES	CMAP should measure the number of new innovation start-up firms and jobs created
Collect and analyze other pertinent data related to innovation outcomes	CMAP, WBC, InnovateNow, CMRC, IDES, additional outside experts	CMAP can serve a vital role as a central repository for the collection of data related to innovation, and should consider how to best measure success through this data
Research and redesign technology transfer evaluation criteria	State (DCEO), technology transfer programs at universities and other institutions	Alternative metrics that better reward commercialization of new innovations should be explored
Implementation Action Area #2: Nurture the Region's Industry Clusters		
Form coalitions around the region's vital industry clusters to organize regional strategies and obtain public and/or private funding	State (DCEO), CMAP, local governments, nonprofits (Chicagoland Chamber, CMC, MEGA, WBC), Chicago Fed, workforce boards, philanthropic, private sector	The region should use its various clusters of regional specialization as an overarching organizing framework for future coordination, collaboration, and proactive initiatives

	GO TO 2040	
	Lead Implementers	**Description - Key Components**
Perform a "drill-down" analysis into specific established industry clusters, including freight/logistics, advanced manufacturing, and biotech/biomed, as well as emerging clusters such as green technology and energy	CMAP, Chicago Fed, regional leaders or coalitions around industry clusters	CMAP should direct research toward "drilling down" into specific industry clusters
Implementation Action Area #3: Increase the Commercialization of Research, Target Investment Decisions, and Pursue New Funding Opportunities		
Bolster or reinstitute successful state programs which assist entrepreneurs and create linkages between researchers and the private sector	State (General Assembly, DCEO)	State elected officials should bolster or reinstitute state programs with a track record of success in assisting entrepreneurs with critical business startup and marketing needs, locating pre-seed and early stage financing, furthering technical or managerial skills, and assisting with new product development and marketing
Re-institute the Illinois Innovation Challenge Matching Grant program	State (General Assembly, DCEO)	Some version of the Innovation Challenge Matching Grant program should be reinstated to provide matching funding for federal SBIR and STTR recipients
Explore the creation of a major new venture capital fund, at the regional or mega-regional level	State (Governor's Office, DCEO), the business community, the Federal Research Bank of Chicago, nonprofits, I2A fund, philanthropic	A new venture capital fund should be created to help investors and entrepreneurs create and grow profitable businesses
Create a more robust national innovation policy	Federal (Congress)	Provide more incentives for public/private collaboration around innovation
Implementation Action Area #4: Create a Culture of Innovation		
Research, compile, and publicize examples of successful innovation	State (DCEO), nonprofits (Chicagoland Chamber, CMC, MEGA, WBC), philanthropic, private sector, universities	Innovation success stories should be collected and publicized
Expand and link innovation related training	Nonprofit (Chicagoland Chamber, MEGA, WBC), universities	Expand conferences and educational programs to reach wider audiences
Reorient philanthropic giving toward innovation	Philanthropic	Focus the region's foundations on economy and innovation
Identify opportunities for state and local regulatory reform and modernize local ordinances	State (DCEO), municipalities, nonprofits (Chicagoland Chamber, MEGA, WBC), the business community	Review and implement reforms in existing state and local regulations, especially in areas of rapidly changing technology and changes in federal regulation

EFFICIENT GOVERNANCE

	GO TO 2040	
	Lead Implementers	**Description - Key Components**
Reform State and Local Tax Policy		
Implementation Action Areas		
Create a task force	CMAP	Create a task force, including local governments, academic experts, civic organizations, and the business community
Evaluate state and local revenue sharing criteria with particular emphasis on the sales tax	Task Force, CMAP Board, State, counties, municipalities	Evaluate state/local revenue sharing criteria including the sales tax, income tax, PPRT, and the MFT
Evaluate property tax classification and the property tax extension limitation law	Task Force, CMAP Board, State, Cook County	Evaluate the property tax classification system in Cook County and propose reform, where appropriate
Evaluate expanding the sales tax to the service sector	Task Force, CMAP Board, State	Evaluate the impacts of extending the sales tax to some services
Evaluate the efficiency and equity of the state income tax	Task Force, CMAP Board, State	Evaluate the impacts of graduating the state income tax by applying marginal rates for different tax brackets
Evaluate the various ramifications of local tax capacity	Task Force, CMAP Board, State, counties, municipalities	Evaluate the overall equity impacts of the tax system in northeastern Illinois
Improve Access to Information		
Implementation Action Area #1: Launch the Regional Indicators Project's MetroPulse Website		
Launch the Regional Indicators Project's MetroPulse website	CMAP, Chicago Community Trust	In collaboration with the Trust, CMAP will roll out a website that describes the tracking indicators
Continually improve the usability of the Regional Indicators Project's MetroPulse website	CMAP, Chicago Community Trust	A MetroPulse iPhone app will be made available to the public
Train stakeholder groups in the use of the MetroPulse website	CMAP	CMAP will develop dual training/focus group sessions to help maximize the utility of the existing website for target user groups
Prepare biennial Regional Indicators Project reports	CMAP, Chicago Community Trust	Every two years, produce a report that summarizes the current state of the indicators
Implementation Action Area #2: Develop Regional Best Practices		
Increase the number of datasets shared by governments in the region with the public	CMAP	Develop a data warehouse with architectural flexible enough to store any new dataset that may arise in the foreseeable future

	GO TO 2040	
	Lead Implementers	**Description - Key Components**
Enhance the region's data warehouse	CMAP	Continue to maintain, update, and expand the region's data warehouse
Define best practices for regional data sharing and transparency	CMAP	Convene a working group of willing governmental and nonprofit data providers to lead the development of policy briefs, reports and analyses based on a continuous assessment of existing conditions in our own region and in comparison with best practices identified across regions
Implementation Action Area #3: Provide Direct Technical Assistance and Conduct Data Sharing Pilot Programs		
Develop and distribute data visualization tools to better inform decision making	CMAP	Expand and improve CMAP's data APIs so that partners can easily tap into the CMAP database using server-to-server links
Develop pilot programs	CMAP	Conduct a pilot program to provide comprehensive technical assistance to one department from each of the following government entities: the state, one county, one municipality, and one regional transportation agency
Commit to increasing access to information through data sharing and transparency	State (various agencies), counties, municipalities	Post all administrative data online in either database or spreadsheet file formats
Creating a mechanism to facilitate data sharing	CMAP	Create a data portal for every county and municipality in the region, based on the Regional Indicators Project engine
Increasing the accessibility of data and encouraging innovation	CMAP	Continue on the path of tooling our data engine to support mobile applications
Pursue Coordinated Investments		
Implementation Action Area #1: Take a Regional Approach to Federal and State Investment		
Realign current programmatic and review responsibilities, both in transportation and non-transportation areas, to support GO TO 2040	CMAP	CMAP's programming activities should, as far as possible, be oriented toward implementing GO TO 2040. Specifically identifies UWP, CMAQ, STP, FPA, and DRI.
Continue to lead regional efforts in implementing federal and state investments	CMAP	CMAP should seek a greater role in leading regional responses to some funding opportunities and, where appropriate, drive more efficient, effective, and collaborative programming decisions

	GO TO 2040	
	Lead Implementers	**Description - Key Components**
Identify linkages and opportunities for regional collaboration around federal and state funding sources; engage local governments on these issues	CMAP, nonprofits, philanthropic	The longer term goal of the RACC should be to identify and support opportunities for regional collaboration around future federal and state funding opportunities
Incent regional decision-making and empower regional institutions	Federal (U.S. DOT, U.S. EPA, HUD, EDA, DOE), state (IDOT, IHDA, DCEO)	Through challenge grants or similar mechanisms, incent regions to create partnerships across state and local governments, business and civic organizations, and other groups for strategic implementation or capital investment activities
Support a more robust investment in comprehensive planning	Federal (U.S. DOT, U.S. EPA, HUD, EDA, DOE), state (IDOT, IHDA, DCEO)	Support a more robust investment in comprehensive planning
Implementation Action Area #2: Reform State and Federal Policies and Programs		
Harmonize state and federal grant and program requirements to support more comprehensive approaches to policy decision and capital investments	Federal (U.S. DOT, U.S. EPA, HUD, EDA, DOE), state (IDOT, IHDA, DCEO)	State agencies should coordinate policies and programs in same manner as recent federal initiatives
Modify certain apportionment formulas, project selection criteria, and grant requirements that may be helping to cause unintended outcomes	Federal (U.S. DOT, U.S. EPA, HUD, EDA, DOE), state (IDOT, IHDA, DCEO)	State and federal agencies should revise funding formulas, including but not limited to 55/45 split, open space grant programs, and New Starts, to achieve more optimal and transparent policy outcomes
Focus metropolitan policy analysis and outreach on improving and empowering existing regional institutions	Nonprofits, philanthropic	Policy research organizations should focus more energy analyzing and advocating for improving and empowering existing regional institutions, through federal legislation
Implementation Action Area #3: Support Efforts to Consolidate Local Services		
Analyze the fiscal, efficiency, and other consequences of sharing or consolidating local services	MMC, COGs, municipalities	MMC should continue research efforts and make specific recommendations
Analyze the effects of consolidating local governments, with a special focus on the township system	MMC, COGs, municipalities	COGs or counties should analyze the costs and benefits of consolidation

REGIONAL MOBILITY

	GO TO 2040	
	Lead Implementers	**Description - Key Components**
Invest Strategically in Transportation		
Implementation Action Area #1: Find Cost and Investment Efficiencies		
Prioritize maintenance and modernization projects when making investment decisions	State (IDOT, Tollway), RTA, CTA, Metra, Pace, counties, municipalities	Investments that maintain and modernize the transportation system should be prioritize over major expansion projects
Develop and utilize transparent evaluation criteria for the selection of projects, particularly ones adding capacity	State (IDOT, Tollway), CMAP, RTA, Metra, Pace, CTA	IDOT, CMAP, and the transit agencies should coordinate on the use of well defined criteria and evaluate existing quantitative models for their degree of rigor and robustness
Ensure that the region's transportation projects are based on the above performance measures and align with the priorities of GO TO 2040	CMAP	CMAP staff should use criteria to measure the performance of projects, particularly larger, capacity-adding projects, in the TIP and make recommendations on action to the CMAP Board and MPO Policy Committee, who hold final say on whether or not projects should be included
Improve decision making models used for evaluating transportation projects	CMAP	CMAP should continue to lead in developing the analytical tools and techniques for project evaluation
Identify methods and technologies to improve operational efficiency of the transit system	RTA	RTA should focus its efforts on addressing the system's fiscal health, particularly pursuing strategies for improving operating efficiencies and ending the continual cost increases that have compromised the integrity of the system
Revise the federal "New Starts" program for transit	Federal (U.S. DOT)	The criteria for federal New Starts grants should be expanded to support reinvestment in existing infrastructure rather than solely new expansions
Develop regional infrastructure funding programs for plan implementation	State (IDOT), CMAP	Create a pilot program meant to focus infrastructure funds to implement local comprehensive plans
End the "55/45" split for Illinois transportation dollars and make investment decisions based on metrics of need	IDOT	Transparent performance driven criteria should be used to drive investments rather than an arbitrary split
Revise the process of state capital program funding in Illinois	State (General Assembly)	Funding for transportation capital improvements should be included as part of the annual budgetary process, rather than in the form of "state capital program" bills

	GO TO 2040	
	Lead Implementers	**Description - Key Components**
Implementation Action Area #2: Increase Motor Fuel Taxes in the Short Term, and Institute a Replacement in the Long Term		
Implement an eight cent increase of the state's motor fuel tax and index it to inflation	State (General Assembly)	Implement an eight cent increase of the state's motor fuel tax and index it to inflation
Implement an increase of the federal motor fuel tax and index it to inflation rate	Federal (Congress)	Implement an increase of the federal motor fuel tax and index it to inflation rate
Conduct a detailed study of potential gas tax replacement revenue mechanisms, particularly "pay-as-you-drive" fees like a vehicle miles traveled fee	Federal (U.S. DOT), CMAP	Conduct a detailed study of potential gas tax replacement revenue mechanisms, particularly "pay-as-you-drive" fees like a vehicle miles traveled fee
Implementation Action Area #3: Implement Congestion Pricing on Select Road Segments		
Complete operational study of the potential congestion pricing projects	State (IDOT, Tollway), CMAP	Complete operational impact study on I-90/94 Kennedy Reversibles, I-90 Jane Addams, and I-55 Stevenson
Implement congestion pricing projects	State (IDOT, Tollway), CMAP, RTA, Pace, CTA, CDOT	Implement congestion pricing projects, prioritizing I-90 and I-55 add lanes
Fund supportive transit projects with revenues generated	State (IDOT, Tollway), RTA, Metra, Pace, CTA	Congestion user fees will be used to fund increased transit services
Fund arterial improvements with revenues generated	State (IDOT, Tollway), counties, municipalities	Congestion user fees will be used to fund arterial improvements
Conduct further study of congestion pricing and managed lanes strategies with special attention paid to major capital projects	State (IDOT, Tollway), CMAP, RTA, Metra, Pace, CTA, counties, municipalities	Conduct further study of congestion pricing and managed lanes strategies with special attention paid to major capital projects
Implementation Action Area #4: Implement Pricing for Parking		
Conduct detailed studies on potential parking pricing projects	CMAP, municipalities	Identify potential locations where pricing for parking could be implemented and study the potential effects
Implement parking pricing, including variable pricing parking projects	Municipalities	Local governments should implement parking pricing and collect the revenues
Encourage subregional planning studies to include a parking pricing component	CMAP, RTA	The use of both on and off-street parking should be analyzed as part of any subregional planning study that considers transportation

	GO TO 2040	
	Lead Implementers	**Description - Key Components**
Implementation Action Area #5: Find Other Innovative Finance Mechanisms		
Pass general state enabling legislation for public private partnerships	State (General Assembly, IDOT, Tollway)	Pass general state enabling legislation for public private partnerships
Provide objective analysis of potential projects and strategies	CMAP	CMAP can provide objective analysis on potential projects and the different finance models available to state, local, and private agencies
Consider public private partnerships in project development	State (IDOT, Tollway), CMAP, RTA	Agencies should consider the use of PPPs on a project-by-project basis
Conduct detailed value capture studies	RTA, CMAP	The region needs to consider different value capture techniques for potential new or expanded transit infrastructure projects
Increase Commitment to Public Transit		
Implementation Action Area #1: Improve the Fiscal Health of Transit		
Strengthen RTA efforts on financial oversight	RTA, CTA, Metra, Pace	In collaboration with the service boards, the RTA should focus its efforts on addressing the system's fiscal health, including increasing efficiencies and limiting cost increases moving forward
Direct a portion of congestion/parking pricing revenues to transit	State (IDOT, Tollway), RTA, counties, municipalities	The revenues from congestion pricing and parking pricing should be used in part for supportive transit services
Use other innovative funding sources	State (IDOT, Tollway), CMAP, RTA, CTA, Metra, Pace, counties, municipalities	CMAP, in conjunction with potential funding partners, should investigate innovative financing such as value capture, or increasing the state gas tax and allocating a portion of the receipts to transit
Revise the federal "New Starts" program for transit	Federal (U.S. DOT)	The criteria for federal New Starts grants should be expanded to support reinvestment in existing infrastructure rather than solely new expansions
Implementation Action Area #2: Modernize the Region's Transit System		
Focus investments on maintenance and modernization	RTA, CTA, Metra, Pace	Continue to make the maintenance of the system at a safe and adequate level the top priority when making investment decisions
Adopt best practices in new technologies	State (IDOT), RTA, CTA, Metra, Pace, counties, municipalities	Use technological improvements to make the system more efficient

	GO TO 2040	
	Lead Implementers	**Description - Key Components**
Widely implement traveler information systems	RTA, CTA, Metra, Pace	Pursue the widespread implementation of traveler information systems
Consider user perception in vehicle purchases, and station design	RTA, CTA, Metra, Pace	Invest in improvements that make transit more attractive to potential users
Establish seamless coordination between modes	RTA, CTA, Metra, Pace, counties, municipalities	Coordinate services and fares between service boards, including pursuit of a universal fare payment system
Implementation Action Area #3: Pursue High-Priority Projects		
Prioritize among potential bus service increases, extensions, and new service using regionally consistent criteria	RTA, CTA, Metra, Pace	Pursue bus expansion projects in areas where they are most likely to succeed
Include transit components as part of major highway capital projects	State (IDOT, Tollway), RTA, CDOT, CTA, Metra, Pace	Include planning for transit within highway projects recommended in the plan
Implement high-priority transit projects	RTA, CDOT, CTA, Metra, Pace	Advance recommended projects through the federal New Starts program or other discretionary funding programs
Conduct detailed studies of prioritized corridors, and continually develop and evaluate major projects	RTA, CDOT, CTA, Metra, Pace	Conduct feasibility studies for projects that showed high potential but are not fully understood, and pursue innovative financing for beneficial unconstrained projects
Improve evaluation measures and decision-making processes	CMAP, RTA, CTA, Metra, Pace	CMAP should work with the RTA to develop improved transportation models that effectively measure the benefits of a variety of types of transit projects
Increase federal investment in high-speed rail	Federal (U.S. DOT, Congress)	Continued federal commitment to high-speed rail is necessary. The region's Congressional representatives should make this a high priority, as should U.S. DOT staff Federal funding for HSR should not come at the expense of funding for transit
Link high-speed rail with regional transit and land use planning	RTA, CDOT, CTA, Metra, Pace, counties, municipalities	Advance the West Loop Transportation Center
Implementation Action Area #4: Conduct Supportive Land Use Planning		
Align funding for planning and ordinance updates	State (IDOT, DCEO, IHDA), RTA, CMAP, counties, municipalities, philanthropic	CMAP, IDOT, and RTA should coordinate funding programs to fund local plans and ordinance updates
Identify and exploit additional opportunities for transit oriented development	CMAP, RTA, CTA, Metra, Pace, counties, municipalities, nonprofits	CMAP and regional civic organizations should identify other potential opportunities for application of TOD

	GO TO 2040	
	Lead Implementers	**Description - Key Components**
		strategies and initiate pilot projects in areas where TOD is more difficult
Use livability principles to plan for land use in development near transit	Counties, municipalities	Counties and municipalities should pursue opportunities for more dense development which mixes uses and housing types within "location efficient" areas near transit services
Plan for land use specifically around major transit capital projects	CMAP, RTA, CTA, Metra, counties, municipalities	Prepare land use plans around sites for GO TO 2040 MCPs
Plan for land use specifically around BRT projects	CMAP, RTA, CTA, Metra, counties, municipalities	Study the best way to conduct land use planning to support BRT services which may be part of GO TO 2040 MCPs
Promote housing affordability near transit	Counties, municipalities	Counties and municipalities should analyze housing needs near transit services, and can provide a variety of incentives to developers to bring down development costs in exchange for affordable units
Require supportive land use planning before new transit investment is made	RTA, CTA, Metra, Pace	Consider supportive land use when making investment and programming decisions
Update guidelines for transit-supportive land use	RTA, CTA, Metra, Pace	Update materials produced by the transit service boards concerning land use planning and small-scale infrastructure investments that support transit
Create a More Efficient Freight Network		
Implementation Action Area #1: Create a National Vision and Federal Program for Freight		
Create a vision for a federal role in transportation that includes a national freight policy with dedicated funding and corridors of national significance	Federal (Congress, U.S. DOT)	Establish a method to formulate a national freight plan that can guide regional and state efforts to improve the freight systems
Implementation Action Area #2: CREATE Rail System Improvements		
Build a larger national coalition to support CREATE	Federal (Congress, U.S. DOT), state (General Assembly, IDOT), Amtrak, Metra, CMAP, municipalities, freight railroads	The importance of CREATE needs to be communicated to stakeholders throughout the country
Secure funding to complete the CREATE program	Federal (Congress, U.S. DOT), state (General Assembly, IDOT), Amtrak, Metra, CMAP, municipalities, freight railroads	Identify funding sources for continuing implementation of the CREATE program

	GO TO 2040	
	Lead Implementers	**Description - Key Components**
Prioritize and implement the CREATE program	Federal (Congress, U.S. DOT), state (General Assembly, IDOT), Amtrak, Metra, City of Chicago, freight railroads	Prioritize the remaining projects based on criteria that factor in project readiness, available funding resources, and public benefit
Develop the next phase of rail improvements	State (IDOT), Metra, CMAP, municipalities, freight railroads	Develop a CREATE II program
Implementation Action Area #3: Regional Trucking Improvements: Truckways, Truck Routes, Delivery Time Management, and Restrictions		
Identify opportunities for dedicated freight corridor systems	State (IDOT, Tollway), Freight Authority, CMAP, municipalities	Identify appropriate facilities and corridors in order to improve safety and increase efficiencies through separating large trucks and passenger vehicles
Implement dedicated and managed truckways	State (IDOT, Tollway), Freight Authority, CMAP, municipalities	Preserve ROW in potential corridors, engage in feasibility studies and, if appropriate, preliminary engineering and construction
Manage transportation system to reduce peak-period congestion through congestion pricing	State (IDOT, Tollway), CMAP	Analyze, evaluate, and institute congestion pricing on selected road segments
Catalog and update the region's truck routes	State (IDOT), CMAP, counties, municipalities	Analyze and map existing truck routes, identify gaps
Address delivery times and parking restrictions	Counties, municipalities	Assess local delivery times and parking restrictions
Implementation Action Area #4: Organization and Public Policy		
Explore the establishment of a governance structure, such as a Freight Authority, to identify issues, guide investments and advocate on behalf of the region	State (IDOT, Tollway), CMAP, counties, municipalities, freight carriers	Analyze and plan to establish a Freight Authority, preferably within an existing agency, to serve as an oversight agency for coordinating freight issues and investments in the Chicago region
Conduct further study to implement use fees or container charges	State (IDOT, Tollway), CMAP, counties, municipalities, freight carriers	The region should actively study various methods to collect user fees on container shipments as potential revenue sources
Implementation Action Area #5: Integrating Freight Needs and Financing into Infrastructure Provision		

	GO TO 2040	
	Lead Implementers	**Description - Key Components**
Include freight-related performance measures in project evaluation process	State (IDOT, Tollway), CMAP, counties, municipalities	Develop measures that take into account freight needs and deficiencies in evaluating potential transportation improvements
Enhance freight modeling capacity	CMAP	Develop more robust modeling tools that will better predict local and regional impacts of freight based on changes in national and global freight systems

###

**Chicago Metropolitan
Agency for Planning**

233 South Wacker Drive
Suite 800
Chicago, Illinois 60606

312 454 0400
www.cmap.illinois.gov

MEMORANDUM

To: CMAP Board

From: CMAP Staff

Date: November 6, 2013

Re: Plan Indicator Updates

GO TO 2040 includes a set of performance measures under each recommendation area, which are intended to serve as benchmarks for monitoring the progress of plan implementation. A decision was made to revise some of the performance measures in the Plan Update to better match the agency's policy needs and the data available following experience gained over the first few years of implementing the plan, as well as the knowledge staff developed in further analyzing the indicators. Much of this work was based on staff assessments of the performance measures conducted over the past two years.

A guiding principle in assessing the performance measures was the need for them to be based on actual measured values and not be reliant upon modeled or estimated figures. Meeting any of the following criteria is considered an improvement to an existing indicator:

- Observed data exist that can be used to replace an indicator currently reliant on modeled data.
- Modifying an existing indicator would result in a more meaningful measure or one more easily understood by a non-planner.
- An alternative dataset is available that is released with greater frequency to create a more robust set of indicator values.
- Modifying the existing indicator would result in a significant reduction in the level of effort necessary to maintain it without reducing the indicator's meaningfulness.
- Modifying the existing indicator would increase its relevance to plan recommendations.

Staff will present an overview of the process CMAP used to develop the revised list of plan indicators and will discuss the indicators that have been modified. Staff is interested in the working committees' input, especially for the indicators related to their areas of expertise. The attachment is a draft report discussing all of the indicators proposed for the plan update.

ACTION REQUESTED: Discussion

###

Indicator Selection Report

for the GO TO 2040 Plan Update

October 25, 2013

Table of Contents

List of Figures

1. Introduction

GO TO 2040 includes a set of performance measures under each recommendation area, which are intended to serve as benchmarks for monitoring the progress of plan implementation. A decision was made to revise some of the performance measures in the plan update to better match the agency's policy needs and the data available following experience gained over the first few years of implementing the plan, as well as the knowledge staff developed in further analyzing the indicators. Some of these indicator changes were reflected in the second annual GO TO 2040 Moving Forward implementation report.

This Indicator Selection Report identifies all of the performance measures to be used in the plan update. This will include a discussion of the GO TO 2040 indicators that have been modified or replaced and will identify performance measures for the sections of GO TO 2040 that did not establish specific indicators. Much of this work draws on staff assessments of the performance measures conducted over the past two years.

As the performance measures are intended to be used to track the progress of plan implementation, *a guiding principle was the need for indicators to be based on actual measured values and not be reliant upon modeled or estimated figures*. Meeting any of the following criteria is considered an improvement to an existing indicator:

- Observed data exist that can be used to replace an indicator currently reliant on modeled data.

- Modifying an existing indicator would result in a more meaningful measure or one more easily understood by a non-planner.

- An alternative dataset is available that is released with greater frequency to create a more robust set of indicator values.

- Modifying the existing indicator would result in a significant reduction in the level of effort to maintain it without a proportional reduction in its meaningfulness.

- Modifying the existing indicator would increase its relevance to plan recommendations.

The remainder of the report is divided into sections that correspond to the implementation areas of the plan. Following sections discuss all proposed indicators as they relate to each GO TO 2040 recommendation area in order to give the reader a holistic view of how progress is to be measured. Where applicable, it is noted when new plan indicators are being proposed or when modifications to existing indicators are recommended. Visualizations of new or revised indicators are included for illustrative purposes only.

Additionally, this report introduces the concept of **kindred indicators**. These represent a secondary set of identified indicators that will supplement the information provided by the plan performance measures. It is envisioned that the kindred indicators may be used in the narrative

of the plan update and in the annual GO TO 2040 Moving Forward implementation reports to tell a more complete story of progress, as well as address data gaps in the plan performance measures.

2. Achieve Greater Livability through Land Use and Housing

Changes are proposed for both of the indicators under this recommendation section.

Redevelopment of Underutilized Acres
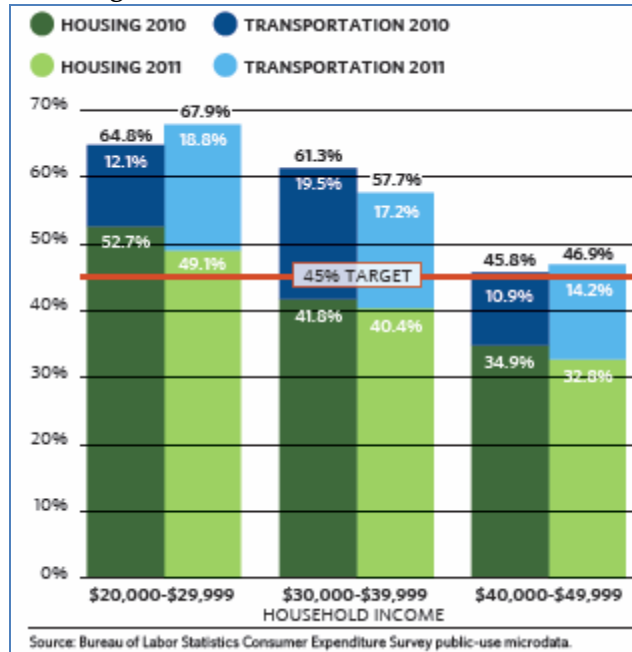
GO TO 2040 Indicator:	This measures the number of acres of land within existing municipal boundaries that are available for redevelopment; these are parcels that are vacant or are "underutilized" commercial and industrial properties. The underutilized definition is based on the ratio of the improvement value of the parcel to the land value -- residential parcels are underutilized if the ratio is less than 1.0 and commercial parcels are included if their ratio is under 0.5. Parcel data are obtained from the county assessors.
Proposed Update:	### *Development within or adjacent to Existing Municipal Boundaries* CMAP maintains the Northeastern Illinois Development Database (NDD), a spatial database that tracks all significant development and redevelopment in the seven-county region. Developments must meet one of the following criteria to be included in the NDD: • Consume at least once acre of land, OR • Consist of at least ten residential units, OR • Consist of at least 10,000 square feet of non-residential space. The NDD covers new construction, renovations with a change in land use (e.g., commercial to residential), and expansions of existing uses (e.g., school additions). In general, if a development results in a change of population or employment, it is included in the NDD. The database does not include individual homes that may meet the above criteria unless they are part of a larger development, renovations where there is no change in land use, or condominium conversion of existing rental buildings. The spatial data contained in the NDD can be used to measure the amount of infill development (number of acres, for example) that occurred within or adjacent to existing municipal boundaries over a given time period. Development in close proximity to municipal boundaries is preferred to more distant development, so that occurring within a reasonable distance (1,000 feet for example) should also be considered as infill. That information could be compared to development that occurred outside of municipal boundaries, to assess

	infill development compared to sprawl.
Rationale for Change:	While the current plan indicator tracks the potential for infill development by measuring available land, the NDD tracks actual developments occurring in the region. Replacing the indicator of available land with one tracking actual infill development would be an improvement.

Percentage of Income Spent on Housing and Transportation by Moderate- and Low-Income Residents

GO TO 2040 Indicator:	This measure uses the Center for Neighborhood Technology's Housing + Transportation (H+T) Affordability Index to estimate the share of household income spent on housing and transportation costs. The housing component is derived from U.S. Census data, while the transportation component is estimated using a multidimensional regression analysis that requires a number of transportation and Census-based data inputs. The H+T index has been calculated using 2000 Census data and data from the 2005-09 American Community Survey.
Proposed Update:	### Percentage of Income Spent on Housing and Transportation by Moderate- and Low-Income Residents

The indicator would be reported in the same manner, but it would be based on different data: the Consumer Expenditure Survey (CES) conducted annually by the U.S. Bureau of Labor Statistics (BLS). The survey collects information on household income and expenditures, including those for housing and transportation. Data are reported for the Chicago Metropolitan Statistical Area (MSA). While the BLS only publishes average MSA values, the public use microdata are available for download. These data allow for a more-detailed analysis of housing and transportation cost, such as the one included in the Moving Forward 2012 implementation report (shown on the following page). |
| Rationale for Change: | As the CES data are released annually, they will allow for creation of a more robust dataset that can be used to track plan implementation progress in this area. Additionally, the CES public use microdata allow for a more–detailed investigation of this topic, such as the breakdown of cost by household income range. |

Figure 1. Percentage of income spent on housing and transportation for low- to moderate-income working families, $20,000 to $50,000, 2010 and 2011

From: Chicago Metopolitan Agency for Planning, Moving Forward 2012 implementation report, p. 9.

3. Manage and Conserve Water and Energy Resources

Changes are proposed for both of the water-related indicators and a kindred indicator addressing water demand in recommended. No changes are proposed for the energy indicator.

3.1 Performance Measures: Water

Water Demand

GO TO 2040 Indicator:	This indicator measures millions of gallons of water used daily, comprised of five sectors: public supply; self-supplied industrial and commercial; self-supplied domestic; irrigation and agriculture; and power generation. These values are directly from the Water 2050: Northeastern Illinois Water Supply/Demand Plan and they apply to the 11-county regional water supply planning area, not just the CMAP region. All future water scenarios included in Water 2050 were developed by Southern Illinois University.
Proposed Update:	**Public Supply Water Demand** The updated indicator should only focus on public supply water demand, which the U.S. Geological Survey publishes values for every five years. Public supply water refers to water that is withdrawn, treated, and delivered to residential, industrial, commercial, governmental, and institutional users via public water supply systems. Data will be reported for the seven-county region only. Reporting values as per capita measures would be a better way to measure water conservation, as an increase in total demand due to population or industrial growth may mask gains made in conservation.
Rationale for Change:	Public supply water demand comprises 80 percent of total water demand in the 11-county water supply planning region. Modifying the indicator would greatly reduce the effort to track this measure without greatly decreasing its usefulness. Maintaining the indicator as used in GO TO 2040 would require continued consultant support.

Acres of Connected Impervious Area

GO TO 2040 Indicator:	This measures the number of acres of impervious surfaces in the region (such as roofs and streets) that cause runoff and drain directly to surface waters, which results in negative ecological consequences. Conversely, unconnected impervious areas allow for rainfall to infiltrate the ground. The source for this data is the National Land Cover Dataset, a raster dataset with a 16-class land cover classification

	that is produced every five years.
Proposed Update:	*Acres of Impervious Area* No change in how this measure is calculated, only its label.
Rationale for Change:	The source dataset allows for the measurement of total impervious acres, but cannot distinguish between connected and unconnected areas. For GO TO 2040 a simplifying assumption was made that all impervious areas are connected. Making this change would allow the indicator to continue measuring total impervious area in the region, while keeping the underlying analysis and source data the same.

Kindred Indicator: Lake Michigan Withdrawals

Description:	In addition to overall water demand, the diversion of water from Lake Michigan is an area of interest for the CMAP region. By a U.S. Supreme Court consent decree, the State of Illinois is allowed to divert water from Lake Michigan at a rate of no more than 2,068 million gallons per day on average.
Data Source:	The U.S. Army Corps of Engineers is responsible for the official accounting of water diverted from Lake Michigan. There is some lag involved in reporting the final values.

Kindred Indicator: Deep Bedrock Aquifer Withdrawals

Description:	In addition to reporting on the diversion of water from Lake Michigan, it will also be instructive to measure withdrawals from deep bedrock aquifers in the CMAP region. This will help provide a more complete assessment of water conservation in the region.
Data Source:	The Illinois State Water Survey (housed at the University of Illinois at Urbana-Champaign) is the source for this groundwater data.

3.2 Performance Measures: Energy

Greenhouse Gas Emissions

GO TO 2040 Indicator:	This indicator measures the total of greenhouse gas (GHG) emissions produced in the CMAP region and serves as a proxy for energy consumption. GHG emissions are calculated for a number of different

	sectors, with the two largest being building energy (i.e., electricity and natural gas) and transportation, which together comprise nearly 90 percent of GHG emissions. Emissions are reported in million metric tons of carbon dioxide equivalent (MMTCO$_2$e). Both GHG analyses completed to-date were conducted by consultants. *CMAP staff should investigate the feasibility of conducting these analyses in-house over the longer term.*
Proposed Update:	No change.

4. Expand and Improve Parks and Open Space

No changes are proposed for the parks and open space indicators; however, a kindred indictor is recommended for regional trails.

Acres of Conservation Open Space

GO TO 2040 Indicator:	This indicator measures the total number of acres in the region geared for recreation (parks) or conservation (preserves and natural areas). This information is gathered from a number of data sources including the Illinois Department of Natural Resources, county forest preserves or conservation districts, CMAP's Land Use Inventory, and private sources.
Proposed Update:	No change.

Regional Access to Parks per Person in Acres

GO TO 2040 Indicator:	This is an aggregate per capita measure of park accessibility based on proximity to park land. Values are reported as the percentage of the regional population with access to parks at the rates of four acres per 1,000 people (representing the denser parts of the region) and ten acres per 1,000 people (representing less-dense areas). The CMAP Land Use Inventory is the data source for determining park locations; subzone population data are used to calculate the per capita values.
Proposed Update:	No change.

Trail Greenway Mileage

GO TO 2040 Indicator:	Trail greenways are defined as off-street trails for walking or bicycling that connect parks or conservation areas; they exclude on-street trails. This indicator measures the number of miles of trail greenways in the Northeastern Illinois Regional Greenways and Trails Plan that have been completed or let. This information is maintained by CMAP staff in the Bicycle Information System.
Proposed Update:	No change.

Kindred Indicator: Percentage of the Regional Trails Plan Completed

Description:	This indicator tracks the total miles of all trails in the Northeastern Illinois Regional Greenways and Trails Plan that are completed in the region. This is a broader measure of the trails available, as it includes on-street trails and key connector side paths and allows for analyzing trends in the entire planned trails system.
Data Source:	This information is maintained by CMAP staff in the Bicycle Information System.

5. Promote Sustainable Local Food

A change is proposed for one of the local food indicators and a kindred indicator for tracking farmer's markets is recommended.

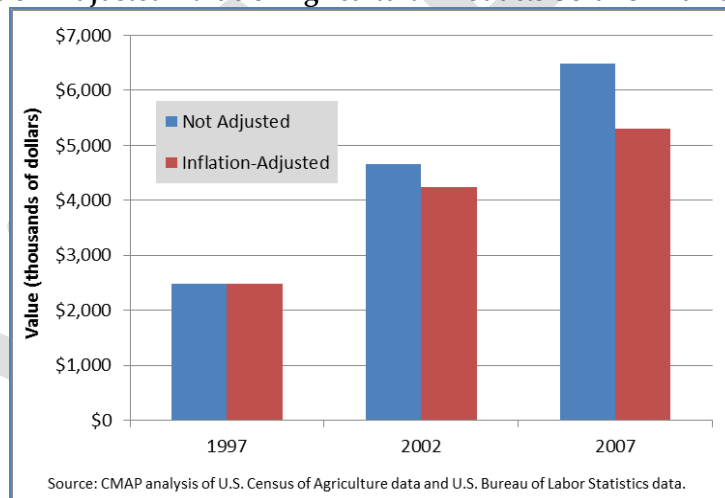## *Acres of Land Harvesting Food for Human Consumption*

GO TO 2040 Indicator:	Data for this indicator also come from the U.S. Census of Agriculture. The U.S. Department of Agriculture defines "direct consumption" as the totals found in these categories: orchards, peanuts, potatoes, sweet potatoes, and vegetables. This indicator lists the total number of acres in the region that support food for direct human consumption. This data excludes community gardens and other entities not counted in the Census of Agriculture. As with the "Value of Agricultural Products Sold Directly to Individuals for Human Consumption," these data are also subject to data suppression.
Proposed Update:	No change.

Value of Agricultural Products Sold Directly to Individuals for Human Consumption

GO TO 2040 Indicator:	This indicator measures the dollar value of agricultural products produced and sold directly to individuals for human consumption from roadside stands, farmers' markets, pick-your-own sites, etc. in the seven-county region. The value excludes non-edible products such as nursery crops, cut flowers, and wool, but does include livestock sales. Data are from the Census of Agriculture conducted every five years. There have been issues with data suppression: Cook and Kendall in 2007, and Kendall in 2002. Generally, county data are suppressed (i.e., county totals are not reported) when the actual data of a dominant entity can be ascertained fairly accurately from the aggregate data reported.
Proposed Update:	***Value of Agricultural Products Sold Directly to Individuals for Human Consumption (Inflation-Adjusted)*** This measure would use the same data as the current indicator, but would adjust for inflation to show real (not nominal) value. The values

	reported by the Census of Agriculture would be converted to 1997 dollars to make them directly comparable across years. Specifically, the Consumer Price Index for "Food at Home" for the Chicago-Gary-Kenosha Consolidated MSA would be used to convert the values to real dollars. "Food at Home" is defined by the BLS as "the total expenditures for food at grocery stores (or other food stores) and food prepared by the consumer unit on trips, [excluding] the purchase of nonfood items". An example of the differences between the nominal and real values is shown in the following chart.
Rationale for Change:	Economic comparisons, especially ones that may cover decades of data, should use real dollars as a basis for comparison. Removing the effects of inflation reveals the true growth (or decline) in value.

Figure 2. Inflation-Adjusted Value of Agricultural Products Sold for Human Consumption

Source: CMAP analysis of U.S. Census of Agriculture data and U.S. Bureau of Labor Statistics data.

Percentage of Population Living in Food Deserts

GO TO 2040 Indicator:	This indicator measures the percentage of the population that lives in a Census tract where the median household income is below the weighted average median income level for the seven counties ($52,170 for GO TO 2040) and that has a low accessibility to large supermarkets. For the study, supermarkets are defined as "full-service chains, supercenters, and local chains or independents with at least five check-out lanes and a full line of groceries." Data collection and analysis were led by Daniel Block at Chicago State University. This analysis was recently updated to reflect conditions in 2011.

Proposed Update:	No change.

Kindred Indicator: Farmers' Markets in the Region

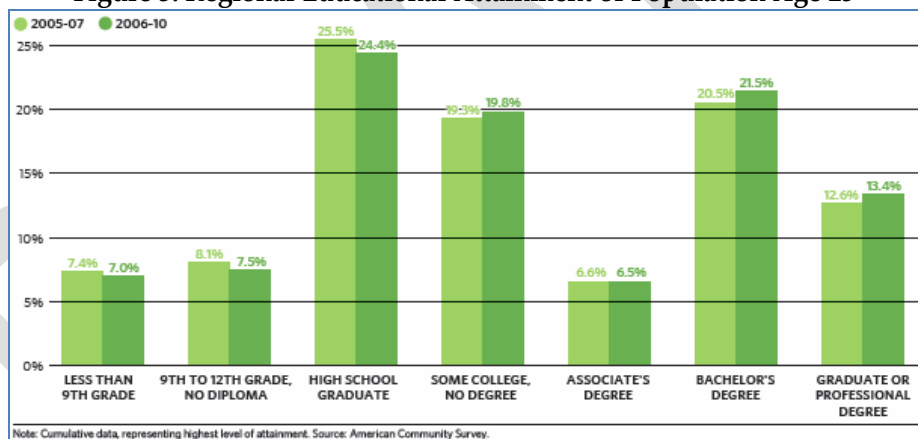| Description:	This kindred indicator would track the number of farmers' markets operating in the region annually; a similar value (for the State of Illinois) was included in the Moving Forward 2012 implementation report. Farmers' markets offer consumers farm-fresh, affordable, convenient, and healthy products such as fruits, vegetables, cheeses, herbs, fish, baked goods, and meat in their local communities and can fill an important role in offering fresh nutritious food to under-served areas.
Data Source:	The Illinois Department of Agriculture website maintains a list of the farmers' markets occurring throughout the state. The functionality includes the ability to search by county, so the number of farmers' markets occurring in the region could be determined.

6. Improve Education and Workforce Development

Two indicators are proposed to track progress in this implementation area.

Educational Attainment

Description:	This measure reports the highest level of educational attainment for the regional population age 25 and older. To compete in the global economy, the region must develop, retain, and attract a skilled labor force. Particular emphasis should be placed on "middle skill" jobs, which require some training beyond high school but less than a bachelor's degree. An example of what the indicator could look like is shown in the following chart.
Data Source:	Data come from the American Community Survey and represent the metropolitan statistical area.

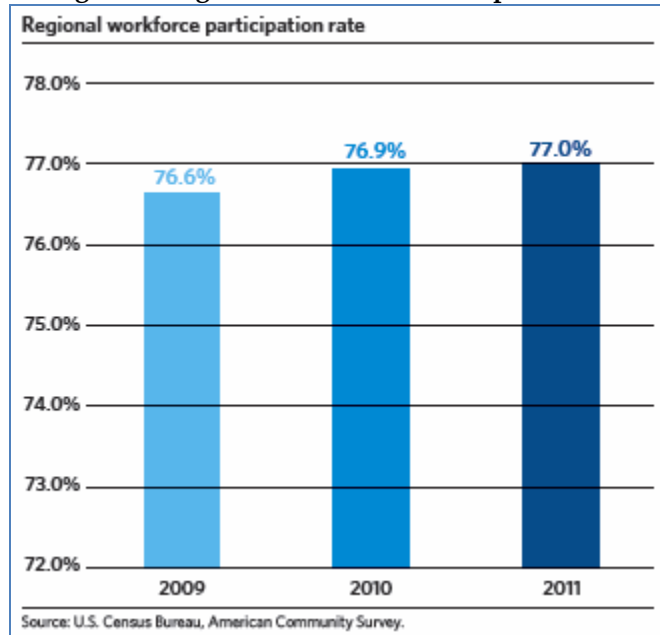**Figure 3. Regional Educational Attainment of Population Age 25+**

From: Chicago Metopolitan Agency for Planning, Moving Forward 2012 implementation report,p. 19.

Workforce Participation

Description:	This value represents the percentage of the population that is working. The total labor force is defined as the number of people 16 years of age and older that are either employed or unemployed. An example of what the indicator could look like is shown in the following chart.

Data Source:	Data are from the American Community Survey and represent the metropolitan statistical area.

Figure 4. Regional Workforce Participation Rate

Regional workforce participation rate

- 2009: 76.6%
- 2010: 76.9%
- 2011: 77.0%

Source: U.S. Census Bureau, American Community Survey.

From: Chicago Metopolitan Agency for Planning, Moving Forward 2012 implementation report, p. 19.
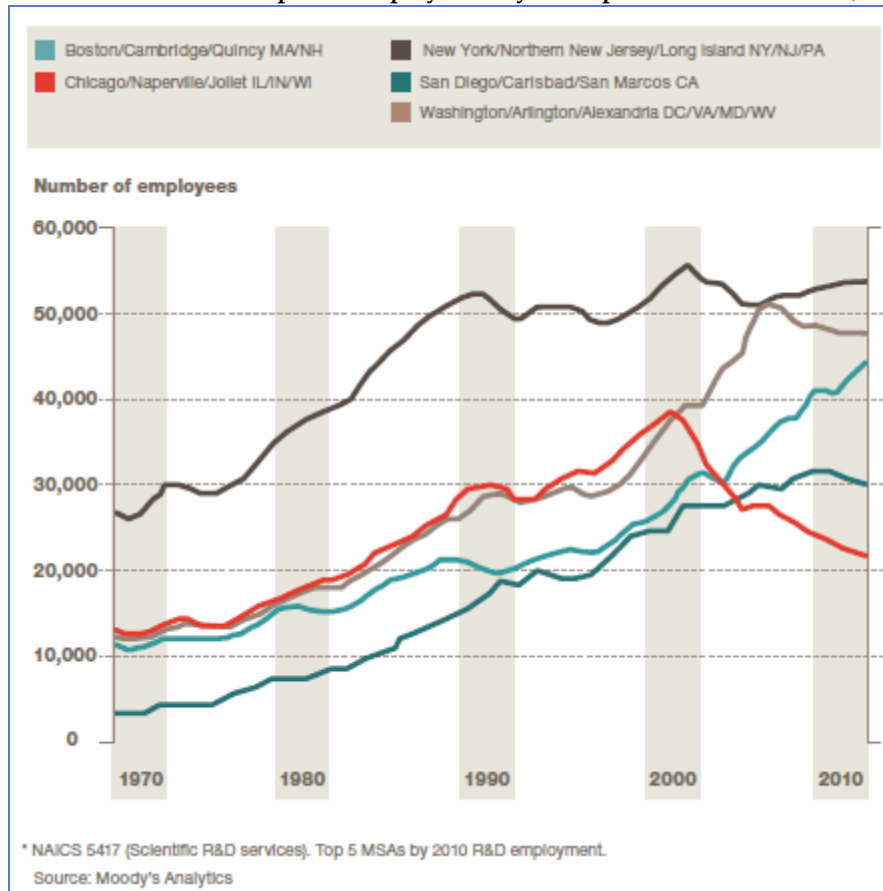
7. Support Economic Innovation

Three indicators are proposed to track progress in supporting economic innovation. In addition, two kindred indicators are recommended to help fully measure the region's progress in this area.

Private Sector Employment in Research and Development

Description:	This indicator measures the number of people employed in research and development in the private sector. Specifically, it counts the number of people employed in category 5417 (Scientific Research and Development services) of the North American Industry Classification System (NAICS). Data are reported for the Chicago MSA. Data only represent private sector employment for firms whose primary function is research; people employed in research departments of firms with other NAICS codes are not counted. Nevertheless, this is a standard measure commonly-used. An example of what the indicator could look like (from the February 2012 Innovation Index) is shown in the following chart.
Data Source:	The source for the data is Moody's Analytics, although it can also be obtained from the Bureau of Labor Statistics.

Figure 5. Research and Development Employment by Metropolitan Statistical Area, 1970-2010
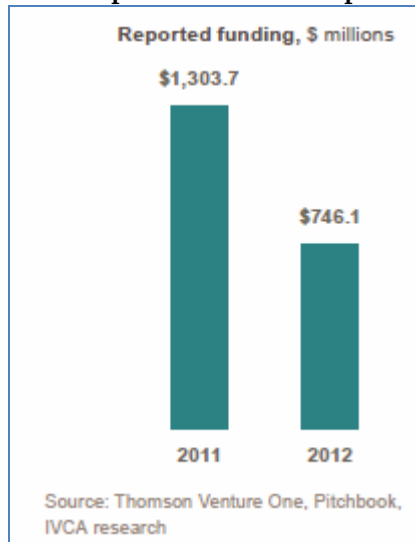

From: Illinois Innovation Network, Illinois Innovation Index, February 2012.
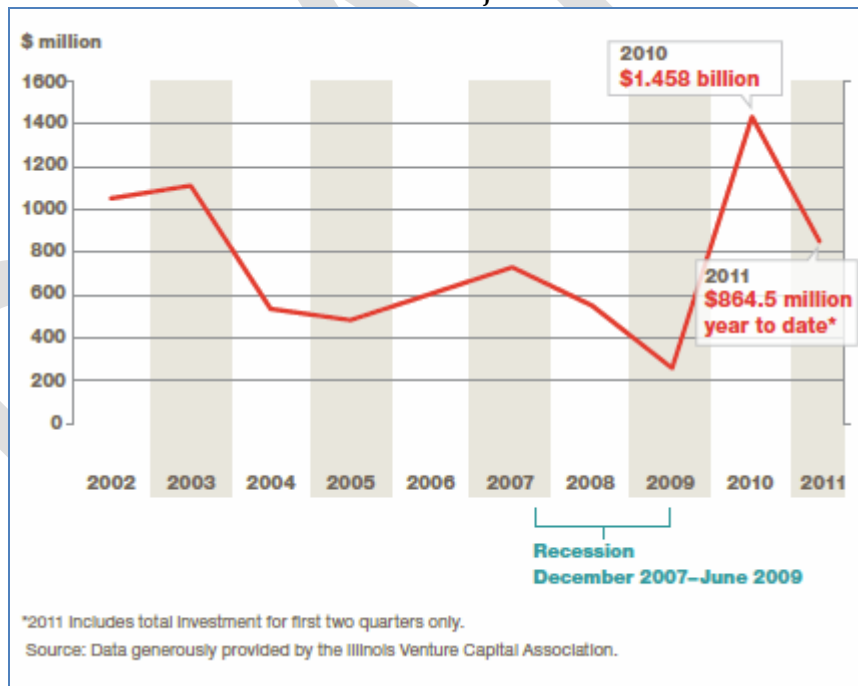
Venture Capital Funding

Description:	This indicator measures venture capital funding (adjusted for inflation), which is financial capital provided to innovative early-stage startup companies. Through the Illinois Innovation Index, data are available for both the State of Illinois and for the nine-county Chicago region. Examples of how the indicators have been represented in the September 2011 Innovation Index and the 2013 Quarter 1 Innovation Index are shown in the following charts.
Data Source:	Data are provided by the Illinois Venture Capital Association, available through the Chicagoland Chamber of Commerce.

Figure 6. Metropolitan Venture Capital Funding

From: Illinois Innovation Network, Illinois Innovation Index Quarter 1 report, 2013.

Figure 7. Statewide Venture Capital Funding, Total Equity Invested in Illinois, Yearly Totals 2002-11, Inflation Adjusted

From: Illinois Innovation Network, Illinois Innovation Index, September 2011.

Number of Patents Issued Annually

Description:	This indicator measures utility patent output, an accepted comparative measure of innovation robustness. According to the U.S. Patent and

	Trademark Office (USPTO), utility patents may be granted "to anyone who invents or discovers any new or useful process, machine, article of manufacture, or composition of matter, or any new or useful improvement thereof." Data are reported for the metropolitan statistical area. An example of how the indicator was represented in the March 2012 Innovation Index is shown in the following chart.
Data Source:	The source for the data is the USPTO.

Figure 8. Chicago MSA Total Patent Output, 2006-10

From: Illinois Innovation Network, Illinois Innovation Index, March 2012.

Kindred Indicator: Technology Transfer

Description:	This indicator measures the technology transfer of university research into the private market through licensing revenue, number of university startups, and university patents. In other words, the commercialization of academic research. Information is provided at the state level; with some additional work it is possible to report this information for specific universities. Two examples of how these data were represented in the August 2012 Innovation Index are shown in the following charts.
Data Source:	Data are from the Association of University Technology Managers. This is proprietary data that CMAP is able to access through the Illinois Innovation Index.

Figure 9. Technology Licenses and Options, Top U.S. States, 2007-10 (Fiscal Years)

	2007	2008	2009	2010
California	432	466	417	461
Florida	133	133	162	177
Illinois	130	138	111	142
Massachusetts	527	476	528	494
Minnesota	145	128	131	146
North Carolina	299	243	290	237
New York	230	253	242	278
Pennsylvania	185	217	221	279
Texas	291	312	296	296

Source: AUTM, *U.S. Licensing Activity Survey*, and university-reported data for Illinois

From: Illinois Innovation Network, Illinois Innovation Index, August 2012.

Figure 10. Top Technology Transfer Universities

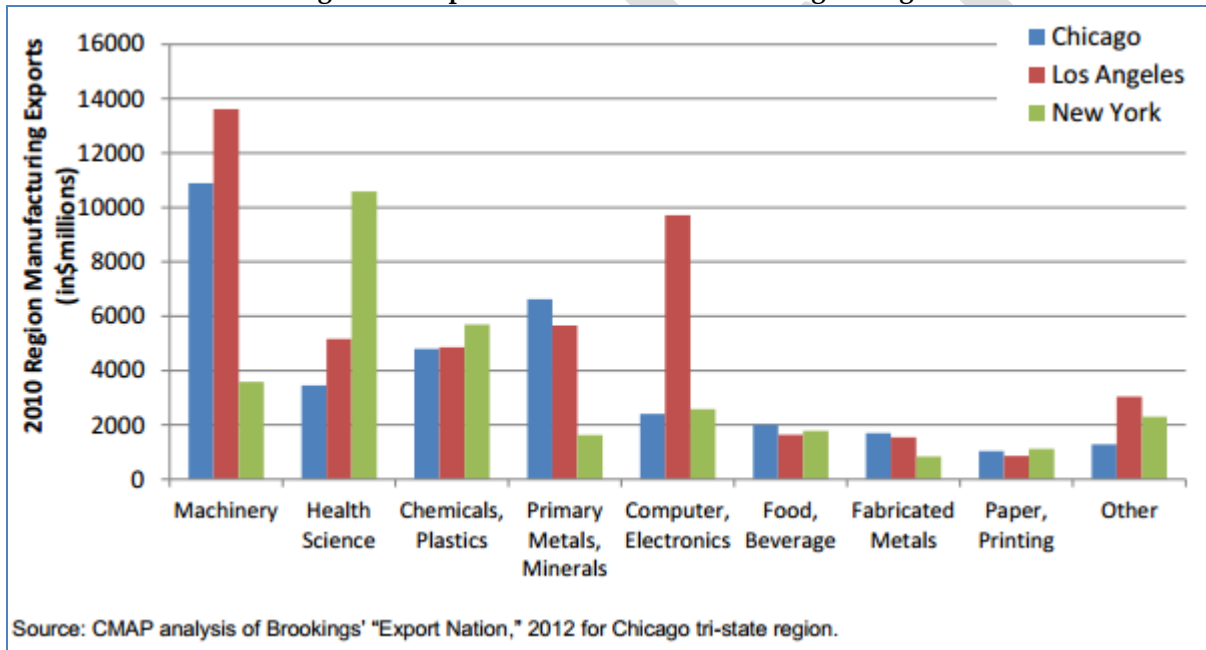| Rank	University	License Income in 2007 ($mil.)	Active Licenses	Start-up Firms 2004-2007	Tech Transfer Staff
1	NYU	791.2	38	18	4
2	Columbia	135.6	N/A	N/A	N/A
3	U. of Cal. System	97.6	1819	101	77
4	Northwestern	85.3	173	23	11
5	Wake Forest	71.2	N/A	7	4
6	U. of Minnesota	63.3	756	11	26
7	U. of Washington	63.3	1040	32	16
8	MIT	61.6	840	87	18
9	U. of Rochester	53.3	106	21	7
10	Stanford	50.4	986	30	14
20	U. of Chicago	15.1	192	2	22
31	U. of Illinois	8.1	399	40	23

Source: AUTM annual surveys

From: Illinois Innovation Network, Illinois Innovation Index, 2012.

Kindred Indicator: Manufacturing Exports

Description:	This measure is based on CMAP's analysis of manufacturing data (as described in its manufacturing drill-down report). Use of this indicator ties in with GO TO 2040's call for organizing the region around its clusters of specialization. Historically, manufacturing has been a key

	driver of economic growth in the region. The geography for this data is the unique Chicago Customs District comprised of: Chicago (including Waukegan Harbor, Calumet Harbor, and Chicago River to Lockport); Peoria; Gary, IN (including Michigan City Harbor); Davenport, IA; Rock Island and Moline, IL; Greater Rockford Airport; Waukegan Regional Airport; Chicago Executive Airport (formerly Palwaukee); and Decatur User Fee Airport (Decatur, IL).
Data Source:	The data from USA Trade Online includes all goods exported by the region. We need to draw out just the manufactured goods since this indicator is looking at the manufacturing cluster. This is done by summing the total of all manufacturing NAICS codes (31-33). The data are updated monthly, but annual data are updated in June.

Figure 11. Exports from Nation's Three Largest Regions

Source: CMAP analysis of Brookings' "Export Nation," 2012 for Chicago tri-state region.

From: Chicago Metroplitan Agency for Planning, Manufacturing Cluster Drill-Down Report, 2013.

8. Reform State and Local Tax Policy

The tax policy section of the plan suggested that indicators be used to track the efficiency, equity, and transparency of the tax system. Proposed indicators to address each of these factors are listed below.

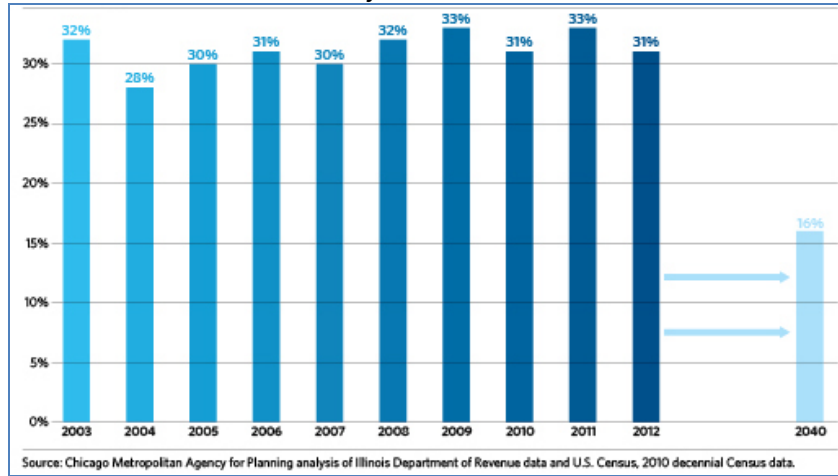## Sales Tax Efficiency Index

Description:	As described in a corresponding Policy Update, an efficient tax system can be defined as one that has a broad (rather than narrow) tax base and that includes fewer exemptions. A broad tax base also allows for lower tax rates, which can enhance economic competitiveness. Additional benefits of an efficient tax system include reduced economic distortions and improved revenue stability. While the Policy Update discusses three types of taxes (sales, individual income, and property), the proposed plan performance measure will focus specifically on the number of services included in the sales tax base in Illinois compared to the average number of services taxed by the remaining 49 states and Washington, D.C. The indicator will be the following ratio: $$\frac{number\ of\ services\ in\ Illinois\ sales\ tax\ base}{weighted\ average\ number\ of\ services\ in\ sales\ tax\ bases\ of\ 49\ states\ \&\ D.C.}$$ The denominator of the index uses the number of services taxed by each locale and weights each by the size of its gross domestic product, thus reflecting the relative importance of each within the national economy. For 2012 the index is: $\frac{17}{52}$ = 0.33. The index shows that Illinois includes only one-third of the number of services in its sales tax base compared to the "average" state, thus rating it low on sales tax efficiency. Merely counting the number of services included in a state's tax base does not address the economic impact of the services that are taxed, e.g. a state could tax a small number of services that account for a disproportionate segment of the economy. Nevertheless, comparing the number of services taxed offers a reasonable benchmark of where Illinois stands.
Data Source:	The data source for the number of services included in the sales tax base is the Federation of Tax Administrators Survey of Services Taxation 2007. The source for the gross domestic product values is the

	U.S. Bureau of Economic Analysis.

Percentage of Municipalities with a Per Capita Sales and Property Tax Base of More than 25 Percent Below the Median

Description:	This plan indicator uses the measure described in a <u>Policy Update</u> dealing with the equity of the tax system. Equity is viewed in terms of municipalities' ability to fund necessary services. The per capita tax base value used to measure a community's ability to raise funds is:
	$$\frac{\textit{municipal retail sales} + \textit{municipal equalized assessed value for property}}{\textit{municipal population}}$$
	The tax base value is normalized by municipal population to provide a common basis for comparison. The median per capita tax base for the region ($42,322 for 2012) was calculated and municipalities were categorized by how far above or below the median value their municipal tax base is.
	For 2012, 31 percent of the region's municipalities have per capita tax bases more than 25 percent below the median. This percentage has remained fairly stable over the last decade (see the following graphic).
	Because some communities have few residents and many businesses, normalizing with population can result in some outliers. These outliers are included in the indicator calculation.
Data Source:	The tax base information was derived from Illinois Department of Revenue data. Population figures are from the U.S. Census Bureau.

Figure 12. Percent of Region's Municipalities with Per Capita Tax Capacity Lower than the Regional Median by at Least 25 Percent

Source: Chicago Metropolitan Agency for Planning analysis of Illinois Department of Revenue data and U.S. Census, 2010 decennial Census data.

Tax System Transparency Score

Description:	This plan indicator uses the measure described in a Policy Update dealing with the transparency of the tax system regarding public access to local taxation and other fiscal data. CMAP developed a transparency scorecard to track the availability of ten categories of tax and finance-related documents on the websites of the seven counties (the categories are listed in the chart below). The scorecard is loosely based on the system once used by the Sunshine Review, an organization that rated governments on transparency and was recently acquired and merged into Ballotpedia. Each county is given one point for each category of materials that is available on their website. The total score for each county is determined and those seven values are averaged to calculate the Tax System Transparency Score for the region. For 2012 the score is 6.7 out of 10. CMAP did not examine the extent that the information provided in the materials was itself transparent and understandable.
Data Source:	County websites, chosen because their size and level of internal resources makes them ripe for implementing transparency measures and because trying to monitor this information at a municipal (or other local level) would prove unwieldy.

Figure 13. CMAP Tax Transparency Indicator Scoring

County average for number of attributes (out of 10) available on-line	6.7
MATERIAL AVAILABLE ON-LINE	NUMBER OF COUNTIES
Past five budgets	5
Checkbook register	5
Board meeting agendas and minutes for past five years	7
Bond official statements	1
Past five CAFRs	6
Information on bids and bid process	4
Active contracts	4
Sales taxes imposed	5
Property tax rates by district	5
Property tax rate computation data	5
Source: Chicago Metropolitan Agency for Planning analysis of Cook, DuPage, Kane, Kendall, Lake, McHenry, and Will County websites.	

9. Improve Access to Information

The indicators for this section of GO TO 2040 (availability of municipal construction permits and zoning ordinances) were focused on the availability of governmental datasets. The proposal for the plan update is to drop the two original municipal-level indicators in favor of an indicator that examines government transparency in a larger context.

Regional Government Transparency Index

Description:	The index is an attempt to measure not only the availability of on-line government information, but also the ease with which it can be accessed (as measured by the number of mouse clicks required to reach the information from the county website home page). Additionally, each county can raise their score within a given category by one increment by providing information that is beyond the norm. The intent is to measure access to government information in an objective way.

The websites of the seven CMAP counties were reviewed in August-September 2013 to determine whether they provided information in the following ten categories (more complete descriptions of the categories can be found in Appendix A):

1. Government Officials and Staff Directory
2. Online resources for access to open meetings & records
3. Document Library
4. Ways to file record requests online (FOIA)
5. Access to budget and financial information
6. Archives of meetings, ordinances, votes
7. Links to public notices
8. Access to e-government applications
9. Public procurements (bids or RFPs)
10. Maps and Data

A score was assigned to the information categories for each county based on the following scale:

0 = Information not available on website.

1 = Three or more mouse clicks were required to reach the information from the county homepage, or the website Search function was needed to locate the information.

2 = Two mouse clicks were required to reach the information from the county homepage (or 3+ clicks plus a bonus for supplemental information).

3 = One mouse click was required to reach the information from the county homepage (or two clicks plus a bonus for supplemental information).

4 = Maximum score possible; requires one mouse click from

	homepage to reach information plus a bonus for having supplementary information or functionality available.
	For 2013, the regional index value is: 3.0 out of 4.0. This is calculated as the average of all of the individual category scores. A summary table of the category scores for each county is provided below, along with the overall regional score. Where applicable, it has been noted when counties received a bonus under each category. In addition, the row scores can be averaged to determine how transparent the region is for a specific information category, or the columns can be averaged to show how each county is doing with overall transparency.
	Development of this index was inspired by the work of Ballotpedia (formerly Sunshine Review) and Salt Lake City's Open Government Initiative, especially their website report card. The categories in the website report card were the basis for the ten categories included in this indicator. In reviewing government transparency ratings, the scorecard concept was most prevalent.
	This index value is based solely on data made available by county governments; attempting to monitor this information at a municipal (or other local level) would prove unwieldy. CMAP did not examine the extent to which the information provided in the materials was itself transparent and understandable.
	There is some overlap in the categories used for this proposed indicator and the proposed regional Tax System Transparency Score described earlier. Specifically, both include information on meeting agendas and minutes, budget and financial information, and bids. The Tax System Transparency Score, however, merely tabulates whether the information is available or not.
	Appendix A provides more detailed information on how county scores were determined.
Data Source:	Data were gathered by searching the websites of the seven counties in the CMAP region.

Figure 14. Summary of Government Transparency Index Results, August to September, 2013

Categories	Cook	DuPage	Kane	Kendall	Lake	McHenry	Will	CMAP Avg
Government Officials & Staff Directory	3	4	3	4	2	4	3	3.3
▪ DuPage bonus: personalized contact\background information for county board members; links to election information.								
▪ Kane bonus: some county board members provided office, home and cell phone numbers.								
▪ Kendall bonus: personalized contact\background information for county board members.								
▪ McHenry bonus: personalized contact\background information for county board members.								
Online resources for access to open meetings & records	3	4	4	3	4	4	3	3.6
▪ DuPage bonus: meeting agendas\supporting documents available in advance; committees section provides users with committee information.								
▪Kane bonus: Events lead to links with downloadable Agenda packets for the nearest meetings.								
▪ Lake bonus: downloadable meeting details\agendas made available; link on the homepage to "Watch LCTV" where users can watch live broadcast from the local access channel.								
▪ McHenry bonus: meeting agendas\supporting documents available in advance.								
Document Library	1	1	3	1	1	1	1	1.3
Ways to file record request online	1	3	4	3	3	3	3	2.9
▪ Kane bonus: Request Form PDF that users can fill out online and either print or attach to an email.								
Access to budget & Financial information	3	3	3	3	3	3	3	3.0
Archives of meetings, ordinances, votes	3	4	2	3	4	4	3	3.3
▪ DuPage bonus: complete video archive of county meeting proceedings within the Meeting Portal.								
▪ Lake bonus: some archived board meetings had accompanying video records; users can export excel, word, and PDF copies of Legislation.								
▪ McHenry bonus: complete video archive of county meeting proceedings.								
Links to public notices	3	3	3	3	3	3	3	3.0
Access to e-government applications	3	4	1	4	4	3	2	3.0
▪ Cook bonus: users can pay fines\taxes\bills online.								
▪ DuPage bonus: able to pay taxes, traffic tickets and some permit fees online.								
▪ Kendall bonus: can pay court fees and certain traffic tickets online.								
▪ Lake bonus: site has clearly accessible online access to these functions on the home screen and/or users were able to pay property taxes & water/sewer bills online.								
Public procurements (bids or RFPS)	3	4	3	3	4	3	4	3.4
▪ Cook bonus: Browse Cook County Contracts is a searchable dataset that users can filter and manage; records date back to 2003.								
▪ DuPage bonus: a sortable RFP database.								
▪ Lake bonus: bids and RFPS can be sorted by their current status.								
▪ Will bonus: sortable database of Will County Government Bids.								
Maps and Data	4	4	2	2	3	4	1	2.9
▪ Cook bonus: datasets can be exported as .csv, .xls, .pdf and other formats.								
▪ DuPAge bonus: users can export a PDF report of the information the interactive map displays.								
▪ McHenry bonus: users can export .csv files of parcel information.								
Average Score	2.7	3.4	2.8	2.9	3.1	3.2	2.6	**3.0**

Source: Chicago Metropolitan Agency for Planning analysis, 2013.

10. Pursue Coordinated Investments

As with GO TO 2040, this section includes no specific indicators or targets. Success will be measured by tracking the level of implementation of all of the plan update recommendations.

11. Invest Strategically in Transportation

Changes are proposed for three of the four existing indiactors in this section. The other indicator, measuring the percentage of transit assets in good condition, was in developemnt at the time GO TO 2040 was approved. The transit asset condition measure can now be implemented.

Percentage of Principal Arterials with Acceptable Ride Quality

GO TO 2040 Indicator:	This measures the percentage of principal arterial route miles in the region with an "acceptable" ride quality. This is defined by an International Roughness Index (IRI) score of less than 170, which measures the cumulative deviation from a smooth surface on a mile of roadway. "Good" ride quality is defined by a score under 95 inches per mile.
Proposed Update:	**Percentage of National Highway System with Acceptable Ride Quality** This would include measurement of the region's expressway system (both freeways and tollways), which is mentioned in GO TO 2040 but was not included in the indicator.
Rationale for Change:	Including the expressway system along with the principal arterials would provide a more complete assessment of the quality of the region's roadways.

Percentage of Bridges Found to Be in "Not Deficient" Condition

GO TO 2040 Indicator:	This measures the percentage of bridges categorized by the Federal Highway Administration's National Bridge Inventory (NBI) as "not deficient." By default, bridges in the inventory categorized as "functionally obsolete" or "structurally deficient" are deemed to be "deficient" in this scheme.
Proposed Update:	**Percentage of Bridges Found to Be in "Not Structurally Deficient" Condition** Bridges in the NBI assigned to the "structurally deficient" category are most in need of repair. This classification refers to bridges with one or more structural defects that require attention, such as significant load-carrying elements are found to be in poor condition or the waterway adequacy is not sufficient. While a bridge with this classification is in the most severe rating category, it does not necessarily mean that it is unsafe.

	A bridge is considered "Functionally Obsolete" if the geometrics of the bridge (i.e., lane widths, overhead clearance, etc.) do not meet the minimum specifications under current federal design standards. A bridge with this classification may be in excellent condition or may even be brand new.
Rationale for Change:	The use of the term "not deficient" in the current indicator leads one to believe that all other bridges must then be, by definition, "deficient", which is generally a negative term. If the primary goal of this section of the plan is to improve public safety, a more representative indicator would be to measure the bridges that are defined as "Not Structurally Deficient." By using the broader category of "not deficient," the plan exaggerates the severity of bridge repair needs in the region, which may be especially confusing for the general public without additional clarification within the plan document.

Percentage of Transit Assets in a State of Good Repair

Description:	The Regional Transportation Authority (RTA) has been leading the effort to measure transit asset conditions. The RTA's asset inventory classifies assets into five categories (consistent with the Federal Transit Administration's (FTA) reporting requirements under MAP-21): • Facilities (buildings, equipment, storage yards) • Guideway elements (track, rail, bridges, ties) • Stations (passenger facilities, parking lots) • Systems (signals, fare collection equipment, radios, phones, interlockings) • Vehicles (both revenue and non-revenue) The asset condition assessment has also adopted the transit asset decay curves developed by the FTA. These predict the physical condition of assets based on factors such as age and maintenance history, and convert them to a standardized "5 to 1" rating scale. The table below shows the condition ratings used in the RTA's assessment.

Condition	Definition
Excellent 4.8 to 5.0	‣ New asset ‣ No visible defects
Good 4.0 to 4.7	‣ Asset showing minimal signs of wear ‣ Some (slightly) defective or deteriorated component(s)
Adequate 3.0 to 3.9	‣ Asset has reached its mid-life (condition 3.5) ‣ Some moderately defective or deteriorated component(s)
Marginal 2.0 to 2.9	‣ Asset reaching or just past the end of its useful life (typically reached between condition 2.75 and 2.5) ‣ Increasing number of defective or deteriorated component(s) and increasing maintenance needs
Worn 1.0 to 1.9	‣ Asset is past its useful life and should be prioritized for repair or replacement

Source: (CH2MHillet al., 2012) Figure 5-1. Condition Rating Levels, p.14.

The RTA is supplementing this information by randomly sampling the assets, which involves site visits by experts to determine their condition based on a visual (but not engineering) examination. In the future, data from the sampling program will be used to validate and possibly re-calibrate the FTA's asset decay curves.
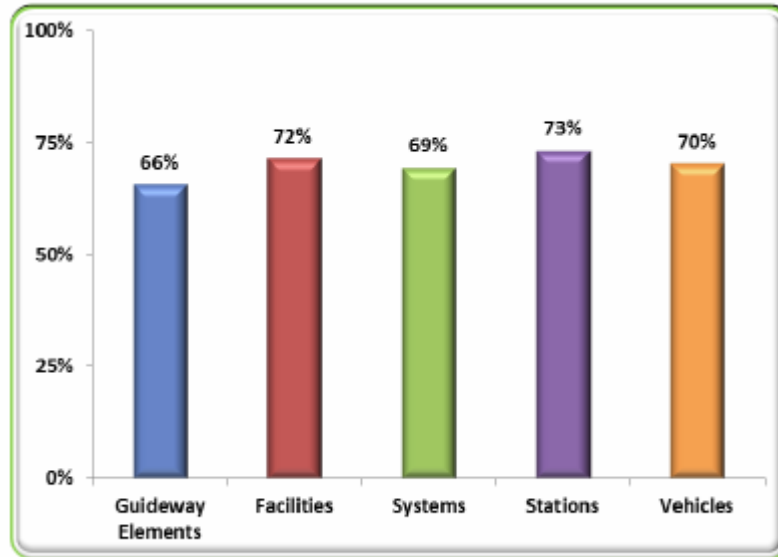
For reporting purposes, assets with a rating of 2.5 or higher are deemed to be in a "State of Good Repair". The 2012 Regional Report Card shows the percentage of regional assets in a state of good repair for the five asset categories (page 16), while the 2012 Sub-Regional Report Card shows the asset conditions for each of the transit operators by asset category (page 26).

The initial assessment (RTA Capital Asset Condition Assessment - August 2010) determined the condition ratings based entirely on the age of the assets (a "5" was assigned to assets in the first quarter of their useful life, down to a "1" assigned to assets past their useful life). The revised assessment procedures used a more sophisticated and data-driven process to assess asset conditions.

The best reference document for a description of these activities is the Capital Asset Condition Assessment Update: Report for Calendar Year 2011.

Data Source:	Data on transit asset age, level of usage, maintenance regimen, etc. are provided to the RTA by the transit operators.

Figure 15. Percentage of Transit Assets in a State of Good Repair

Source: Regional Transportation Authority, 2013, p.16.

Daily Congested Hours of Travel

GO TO 2040 Indicator:	This indicator measures the aggregate daily congested vehicle hours of travel (VHT) derived from CMAP's regional travel demand model.
Proposed Update:	**Average Congested Hours of Weekday Travel for Limited Access Highways** This represents the average number of hours during weekdays when at least 20 percent of the traffic on instrumented roadways is congested (defined as having a travel speed below 50 miles per hour). Data are from the U.S. Department of Transportation's Mobility Monitoring Program and are available quarterly.
Rationale for Change:	Roadway congestion is a reasonable way to measure system performance but is not easily comprehended in aggregate terms. Average Congested Hours of Weekday Travel provides a more-intuitive measure of roadway performance than aggregate VHT. Data drawn from roadway sensors will more accurately gauge the impact changes in the overall economy and highway capacity have on traffic (as evidenced in the decrease in congestion recorded during 2008) than will data from the regional model, which are dependent upon how scenarios are defined. Additionally, a guiding principal of this indicator assessment is that indicators should be based on observed data, not modeled or simulated values.

<div align="center">

Figure 16. Average Daily Congested Hours in the Chicago Region

</div>

	2007	2008	2009	2010	2011	2012
Congested Hours per Day, Limited Access Highways, Second Quarter	12.4	13.45	10.05	9.39	8.07	8.38

Source: Federal Highway Administration, Urban Congestion Reports.

Kindred Indicator: Condition Rating Survey

Description:	In addition to IRI scores, IDOT collects Condition Rating Survey (CRS) data for the state highway system. While the IRI value measures ride quality, the CRS values are a measure of overall pavement distress conditions, which is likely a more accurate measure of maintenance needs. The following categories are used to define pavement condition based on the CRS scores: • Excellent (CRS score 7.6-9.0): low distress • Good (CRS score 6.1-7.5): not in immediate need of improvement • Fair (CRS score 4.6-6.0): will likely need improvement in the short term • Poor (CRS score 1.0-4.5): generally in need of improvement Additional documentation to the CRS can be found in the <u>FY 2011 Condition Rating Survey Summary Report</u>.
Data Source:	Along with the ride quality information, IDOT collects pavement distress conditions. Data are available in the long version of the Illinois Roadway Information System, available only by special request.

Kindred Indicator: Planning Time Index for Limited Access Highways

Description:	The Planning Time Index is a measure of travel time reliability. It is calculated as the ratio of the total time needed to ensure a 95 percent on-time arrival compared to the free-flow travel time. Measuring system reliability is an important component of understanding

	congestion, as it addresses the non-recurring causes of congestion. The Planning Time Index is a key metric included in the U.S. DOT's Mobility Monitoring program.					
Data Source:	Data for this indicator are developed using the same roadway sensor information used to calculate the proposed "Average Congested Hours of Weekday Travel for Limited Access Highways" measure.					

Figure 17. Planning Time Index for Chicago Region

	2007	2008	2009	2010	2011	2012
Planning Time Index, Limited Access Highways, Second Quarter	2.03	1.95	1.72	1.74	1.7	1.65

Source: Federal Highway Administration, Urban Congestion Reports.

12. Increase Commitment to Public Transit

Changes are proposed for both indicators under this implementation area. A per capita transit trip measure is also recommended as a kindred indicator.
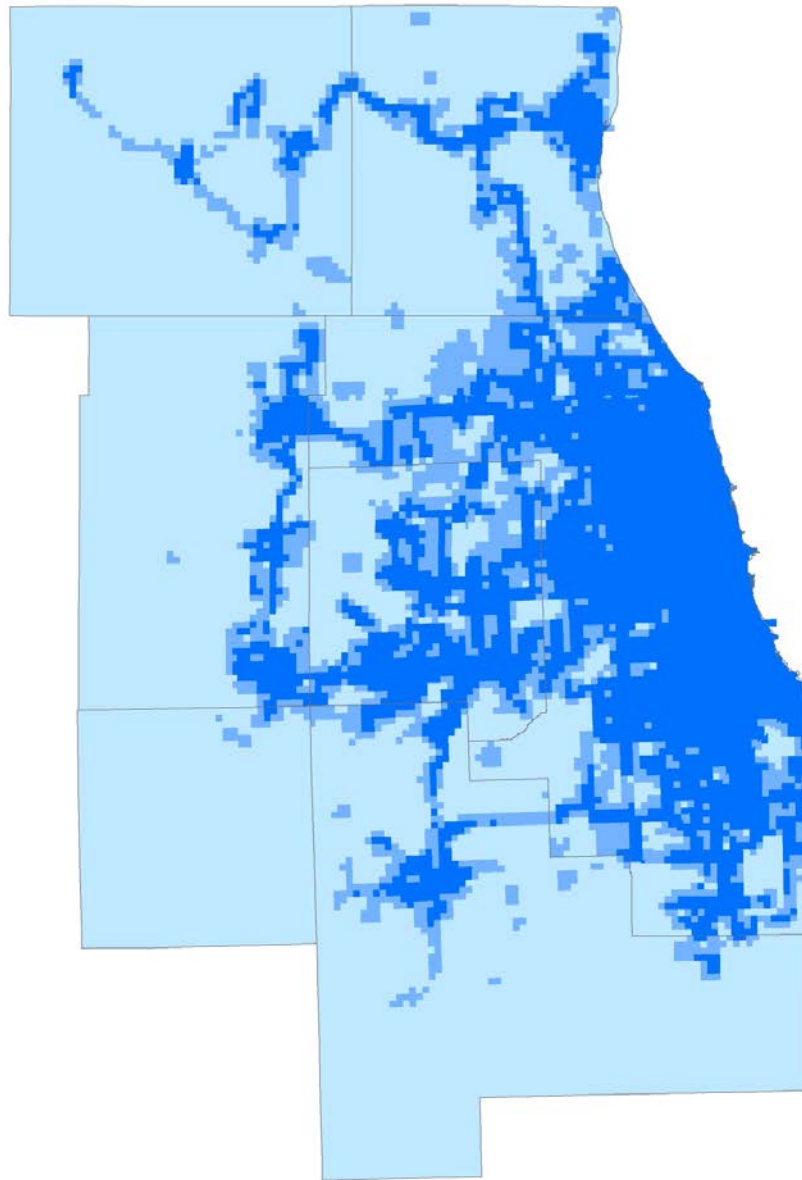
Weekday Transit Ridership

GO TO 2040 Indicator:	The number of people riding public transit on weekdays.
Proposed Update:	### *Average Weekday Unlinked Transit Trips* The average number of weekday unlinked trips (excluding paratransit). Trips are "unlinked" in that this is a total count of trips, so that an individual making one transfer is counted as two unlinked trips. This value is taken directly from the National Transit Database and unlinked trips are the only way FTA reports transit service used by the public.
Rationale for Change:	The term ridership in the current plan indicator is a bit misleading, as an individual will be counted multiple times if they use transfers. The term "unlinked transit trips" clarifies that each trip taken on a different vehicle is included in the count, and it is not an attempt to measure the total number of riders.

Population and Jobs with Access to Transit

GO TO 2040 Indicator:	This measures the percentages of regional population and jobs that are accessible to transit. Accessibility is defined as being within one-quarter mile of a CTA bus stop or Pace bus route, or within one-half mile of a rail station. The values are calculated by buffering the transit stops by the appropriate distances, then intersecting with the modeling subzones and calculating accessible values by apportioning the subzone population and employment.
Proposed Update:	### *Population and Jobs with Access to Transit* The indicator would be reported in the same manner ("Percentage of Population and Jobs with Access to Transit"), but accessibility would be defined differently and calculated in a different manner. Transit accessibility would be defined by four factors (weighted equally): • Transit service frequency – calculated using the files the transit operators submit to Google for the Google Transit application (and which CMAP modeling staff use to develop model transit coding). • Pedestrian Environment Factor – a measure of subzone pedestrian-friendliness. • Proximity to the nearest transit stop – measured using the

	transit stop file and the NAVTEQ street network to develop the average distance someone within a subzone would need to travel to reach the closest transit stop. • <u>Transit connectivity</u> – calculated as the number of destination subzones that can be reached from a given subzone using a direct transit route (i.e., no transfers). An overall index is developed for each subzone by averaging the four factors above. Subzones in the two highest index categories are deemed "highly accessible" and are used for the population-employment calculation. Total subzone values would be used, no apportioning of population or employment (note: most subzones in the CMAP region are quarter sections -- 0.5 miles by 0.5 miles square). The following figure shows the results of the transit accessibility index calculation. Appendix B includes a more detailed discussion of the development of this index. It also includes a comparison of the current transit accessibility measure and the proposed accessibility measure.
Rationale for Change:	While the transit accessibility measure used in GO TO 2040 is easy to understand, mere proximity to transit is a fairly simplistic way to measure accessibility. The proposed measure attempts to look at accessibility more holistically by assessing the relative quality of the transit service offered throughout the region.

Figure 18. Transit Accessibility

Index Range	Population (2010)	% Total Population	Employment (2010)	% Total Employment
High Accessibility (4, 5)	5,581,588	67.3	2,728,860	71.7
Moderate Accessibility (3)	1,231,341	14.9	577,539	15.2
Low Accessibility (1, 2)	1,477,954	17.8	497,234	13.1

Source: Chicago Metropolitan Agency for Planning analysis, 2013.

Kindred Indicator: Average Weekday Unlinked Transit Trips per Capita

Description:	Unlinked transit trips per capita can be used to illustrate whether transit mode share is actually increasing. For instance, if population growth outpaces the increase in transit trips, the region is still losing ground in terms of shifting trips to transit.
Data Source:	Transit data are from the National Transit Database.

13. Create a More Efficient Freight Network

No changes are proposed for the two indicators in this section.

CREATE Project Completion

GO TO 2040 Indicator:	This provides a count of the number of Chicago Region Environmental and Transportation Efficiency Program (CREATE) projects that are complete. The count is of projects actually completed, as opposed to "underway" or "obligated." The source for this information is the CREATE program website maintained by the Chicago Department of Transportation.
Proposed Update:	No change.

At-Grade Highway-Rail Crossing Delay

GO TO 2040 Indicator:	This indicator measures the aggregate hours of weekday delay experienced by motorists at railroad crossings. The source for these data is periodic analyses conducted by the Illinois Commerce Commission.
Proposed Update:	No change.

Appendix A: Government Transparency Documentation

The following pages provide documentation of where information for each of the Government Transparency categories was found on the county websites. The websites were viewed during August-September 2013.

Cook County

Note: For this assessment the http://home.cookcountyil.gov/ website was designated as the homepage. One of the confusing things about Cook County's web presence is that it has multiple websites with some overlapping information as well as some site-specific information.

	Cook
Government Officials & Staff Directory (*Is there a link to contact info for county staff & government officials with pictures of major officials?*) Users can get information about the **County Board** from the "Cook County Leadership" link in the "The Board" drop down menu on the main banner of the home page.	3
Online resources for access to open meetings & records (I*s there a link to a 'calendar' or 'upcoming meetings' or something with information about the meetings?*) On the lower right side of the home page is a "Media Center" panel with interchangeable displays. User can select the "Event Calendar" button to get a schedule of upcoming events.	3
Document Library i.e. An area for frequently requested records and forms (*Is there a central location where a user could access most of the websites relevant documents and forms?*) The **Open Data** website has a "Files and Documents" filter with about 28 objects; however it has not been updated recently.	1
Ways to file record request online (*Is there a clear link to file a FOIA request?*) The top four results of a search for "FOIA" are located on different cook county websites: **The Office of the President**, **Cook County FOIA**, **Cook County Treasurer**, and **The Cook County Clerk**.	1
Access to budget & Financial information (*Is there access budget and financial information?*) Within the "More Cook County Websites" drop-down menu on the main banner is link to the **Cook County Budget** website. Additionally, within the "Finance & Administration" drop-down menu is a link to the "**Bureau of Finance**" which has the 2012 financial report on its home page and other links along the right-side of the page.	3
Archives of meetings, ordinances, votes (*Are there archives of meeting minutes, ordinances, and/or votes?*) Within the "The Board" drop-down menu on the main banner there are links to Cook County Legislation and Cook County Ordinances. The Ordinance drop-down menu leads to the **Cook County Code of Ordinances** page. The Legislation link leads to the Cook County **Legislative Reference Service** which allows users to search for legislation and ordinances from **Cook County**, **Forest Preserve District**, **Cook County Code of Ordinances**, and **Forest Preserve District Code of Ordinances**.	3
Links to public notices (*Is there an 'alerts', 'notices', and/or 'updates' section with relevant information to the public?*) At the bottom of the home page is "County News" section as well as feed of Tweets from board President Toni Preckwinkle.	3
Access to e-government applications (*Are there links with clear information about/ forms to pay fines, pay taxes, pay bills, and/or register to vote?*)	3*

On the home page there are "Apply or Register" and "Pay" buttons. The "**Apply or Register**" page contains a number of links do different applications and forms. The link to "**Elections**" goes to the County Clerk website's election portal. It takes some more navigation to get to the online **Voter Registration** portal, which is located within the Illinois State Board of Elections webpage. The "**Pay**" page also has a number of links to places where users can pay for: **Building Permits**, **Adoption & Child Advocacy**, and **Business License.** There is also a link the Cook County **Property Tax Portal** which has contains a link to **Pay Property Taxes** online. ▪ A bonus was given because users could perform these functions online.	
Public procurements (bids or RFPS) (*Is there information regarding doing business with county government, open requests for proposals, and past RFPs*?) The secondary banner contains a "Business & Lobby Center" link. Within the "**Business & Lobby Center**" users can select the "**Browse Cook County Contracts**" button to see granted contracts. The "Doing Business with Cook County" button takes users to the **Chief Procurement Officer's** website where there are links to **Procurement Opportunity** ▪ A bonus was given because the **Browse Cook County Contracts** is a searchable dataset that users can filter and manage. It has records of contracts going as far back as 2003.	3*
Maps and Data (*Are there interactive Maps and/or supporting data?*) The secondary banner contains a "More Cook County Websites" drop-down menu with a link to the "**Open Data Portal**". There is a menu on the left side, titled "View Types." Here users can view maps of different information with Cook County. The data portal contains **datasets**, **charts**, **maps**, and more. All of which is exportable. A bonus was given because datasets can be exported as .csv, .xls, .pdf and other formats.	4*
Average Score:	**2.7**

DuPage County

	DuPage
Government Officials & Staff Directory (*Is there a link to contact info about government officials with pictures of major officials?*) Along the banner there are a series of drop down menus. There are **County Board** and **Elected Officials** drop down menus. You can click on the menu title or you can select specific individuals within the menu. It is very easy to access information about these officials. ▪ A bonus was given because more personalized contact and background information was given for elected county board members. There are even links to election information for each elected official. Example: **Paul Fitchner** and his **election information**	4*
Online resources for access to open meetings & records (*Is there a link to a 'calendar' or 'upcoming meetings' or something with information about the meetings?*) There are multiple ways to access information about meetings; these links you to one of 3 pages: the **Calendar**, County Board Committees' **Agendas & Minutes**, and the **Meeting Portal** ▪ A bonus was given because meeting agenda and supporting documents were available in advance of the meeting. Additionally, the committees section provides users with **committee information**.	4*
Document Library i.e. An area for frequently requested records and forms (*Is there a central location where a user could access most of the websites relevant documents and forms?*) There is not a central location where one can access all/most documents. When the word 'documents' is searched the best result is the **Online Forms** section within the "**Services**" drop-down menu.	1
Ways to file record request (*Is there a clear link to file a FOIA request?*) There are multiple ways to locate information about FOIA requests. In the lower banner of the website there is a link for **FOIA Requests**. Within the Elected Officials drop-down menu there are links to FOIA information for: **County Clerk**, **Auditor**, **Coroner**, **Treasurer**, **Circuit Court Clerk**, & **Recorder**. Within the County board drop down menu there is a link to **FOIA for County Board**. Within the "I Want To…" drop-down menu there is a link to Request **FOIA/Public Records**.	3
Access to budget & Financial data (*Is there access budget and financial data?*) The **Financial & Budget Reports** link on the "Quick Links" left-side panel of the home page takes users to budget reports and other information from the Finance department.	3
Archives of ordinances and votes; of minutes, video and/or audio records (*Are there archives of meeting minutes, ordinances, and/or votes?*) There are multiple ways to access meeting archives. From the **Calendar** link users can select event on the calendar. Within these pages users can select links to meeting **agenda& minutes** The "Watch Meetings" link on the "Quick Links" left-side panel of the home page takes users to the **Meeting Portal**. Within, this site one can see supporting documents for **past meetings**. ▪ A bonus was given because within the **Meeting Portal** there is a complete **video archive** of county meeting proceedings	4*
Links to public notices (*Is there an 'alerts', 'notices', and/or 'updates' section with relevant information to the public?*) On the home page, there is a "**News**" link. Currently there is also a "**West Nile Virus**" panel	3

indicating risk level recommendations for fighting West Nile Virus. There is also a rotating banner in the middle of the home screen with various links to information for users.	
Access to e-government applications (*Are there links with clear information about/ forms to pay fines, pay taxes, pay bills, and/or register to vote?*) From the "I Want To" drop-down menu there is a "Pay" section with information about paying: highway permits, OW/OD permits, court fees, property/real estate taxes, special road & trail permits, and traffic tickets ▪A bonus was given because users are able to pay **taxes**, **traffic tickets** and some **permit fees** online.	4*
Public procurements (bids or RFPS) (*Is there information regarding doing business with county government, open requests for proposals, and past RFPs?*) Within the "Quick Links" left-side panel there is a link to "Doing Business with DuPage" which leads to the **Procurement page,** this contains information for companies attempting to do business with the county. There is also a link to the **Bids and RFPs** website. This website can also be accessed from the "**I Want To**" drop down menu within the "Find" section. ▪Bonus was given because there was a sortable **RFP database**	4*
Maps and Data (*Are there interactive Maps and/or supporting data?*) From the "I Want To" drop-down menu there is a "Find" section with a link to Online "**Maps and Data.**" This link leads to an interactive map of DuPage County. Users can manipulate the map and export a PDF copy of the map A bonus was given because users export a PDF report of the information the map displays	4*
Average Score:	**3.4**

Kane County

	Kane
Government Officials & Staff Directory (*Is there a link to contact info for county staff & government officials with pictures of major officials?*) Along the main banner, there is a "**Government**" link. This leads to a page with an organizational chart of Kane County offices and departments (each contains a link to the Department. Along the left side of this section is a link to "**County Board Members**" which has links and contact information for all board members ▪ A bonus was given because some members provided office, home and cell phone numbers	3*
Online resources for access to open meetings & records (I*s there a link to a 'calendar' or 'upcoming meetings' or something with information about the meetings?*) On the home page there is "Current Calendar Events" panel with links to upcoming County meetings. Along the main banner, there is a "**Calendar**" link. On this page are sections for events within the Next 7 Day, Next 30 Days, and Cancelled & Rescheduled for Next 30 Days. ▪ A bonus was given because the events lead to links with downloadable Agenda packets for the nearest meetings. (**Example** the Sept 26th, 2013 KANECOMM Committee meeting.)	4*
Document Library i.e. An area for frequently requested records and forms (*Is there a central location where a user could access most of the websites relevant documents and forms?*) At the bottom of the pages within the Kane County website is a link to the county's **Document Library**. Another way to access the data library is from the "**Government**" link on the main banner. Along the left-side of this page is a link to the "**Document Library**"	3
Ways to file record request online (*Is there a clear link to file a FOIA request?*) At the bottom of the pages within the Kane County website is a link to an "**FOIA**" page. This page has information about the FOIA process as well as contact information for the FOIA Officers for each department and elected official. ▪ A bonus was given because there is **Request Form PDF** that users can fill out online and either print or attach to an email.	4*
Access to budget & Financial information (*Is there access budget and financial information?*) Under the Featured Links panel on the home page, "2013 Adopted Budget" and "Your Tax Dollars" links. The budget link leads to a PDF of the **2013 Budget**. "Your Tax Dollars" leads to the Kane County **Finance Department** This page has expandable menus with information including Annual Financial Reports, County Budgets back to 2006, and Wage and Salary Reports.	3
Archives of meetings, ordinances, votes (*Are there archives of meeting minutes, ordinances, and/or votes?*) Under the Featured Links panel on the home page, is a link to "**Agendas & Meeting Minutes**." This page contains links to different active committees. There's also an option to show inactive committees as well. Within these Committee page users can view PDF copies of agendas and meetings minutes. (**Example** the Agriculture Committee)	2

Links to public notices (*Is there an 'alerts', 'notices', and/or 'updates' section with relevant information to the public?***)*** Along the bottom of the home page is banner with links to different alerts, including: **Emergency Alerts**, **Health Alerts**, **Traffic Advisories**, **Road Closures**, and **CodeRED** (an emergency telephone alert system)	3
Access to e-government applications (*Are there links with clear information about/ forms to pay fines, pay taxes, pay bills, and/or register to vote?*) On the main banner of the home page is a link to "**A-Z Service**." Within the section users should select the "**UVWXYZ**" link. On this page users can locate "Voter Registration". This link will take them to the Kane County **Clerk's website**. Here they will find information about registering to vote. There is "**Real Estate Tax Information**" link; however this does not provide information about paying taxes.	1
Public procurements (bids or RFPS) (*Is there information regarding doing business with county government, open requests for proposals, and past RFPs?*) Under the Featured Links panel on the home page, is a link to "**County Bids.**" On this page users can see information such as "Bids & RFPs" and "Results of Bids & Proposals"	3
Maps and Data (*Are there interactive Maps and/or supporting data?*) On the main banner of the home page is a link to "**Maps**." This page has links to different county maps, including an **Interactive GIS Online Map**. Users can print or download a PDF version of their map.	2
Average Score:	**2.8**

Kendall County

	Kendall
Government Officials & Staff Directory (*Is there a link to contact info for county staff & government officials with pictures of major officials?*) From the "County Board" drop-down menu, users can access information about the county board. Just click the "**County Board**" drop-down menu takes users to a page with contact information about each board member. ▪ A bonus was given because more personalized contact and background information was given for elected county board members. **Example**	4*
Online resources for access to open meetings & records (*Is there a link to a 'calendar' or 'upcoming meetings' or something with information about the meetings?*) There is a **Calendar** link on the drop-down menu. On this page users can select meetings which contain links providing further details such as time and location.	3
Document Library i.e. An area for frequently requested records and forms (*Is there a central location where a user could access most of the websites relevant documents and forms?*) There is not a sort of data library. The closest thing is the "**Kendall County Transparency**" page, which can be accessed from a link at the very top, right corner of the website.	1
Ways to file record request online (*Is there a clear link to file a FOIA request?*) From the drop-down menu users can either select a department-specific FOIA information or just click the "**FOIA**" menu and view the same options with more information about the departments. This allows users to consider which departments would have the information they desire.	3
Access to budget & Financial information (*Is there access budget and financial information?*) Along the left-side panel of the home page users can select the "**Financial Reports**'" link where users can choose from links to **Audits**, **Fiscal Budgets**, & **Monthly Fund Balances**. Also under the Quick Links panel, users can select the "2013 Annual Fiscal Budget" which opens a PDF copy of the **2012-2013 Budget**.	3
Archives of meetings, ordinances, votes (*Are there archives of meeting minutes, ordinances, and/or votes?*) From the County board drop down menu users can select the "**Meeting Information**" link. This provides a set of links to all of Kendall County's committees with agendas, packets, and minutes. Under the Quick Links panel is a link to "**Kendall County Ordinances**" where users can view PDF copies of ordinances dating back to 2007.	3
Links to public notices (*Is there an 'alerts', 'notices', and/or 'updates' section with relevant information to the public?*) On the right-side of home page is an "**Alerts**" link. Additionally, there is a "News" panel along the center of the home page.	3
Access to e-government applications (*Are there links with clear information about/ forms to pay fines, pay taxes, pay bills, and/or register to vote?*) Beneath the "Quick Links" panel on the left-side of the home page is a link to "**Pay Traffic /Court Case**"	4*

▪ A bonus was given because users can pay traffic tickets (that don't require a court appearance) and court fees online.	
Public procurements (bids or RFPS) (*Is there information regarding doing business with county government, open requests for proposals, and past RFPs?*) There is "**RFP, RFQ, Call for Bids**" link on the left-side panel of the home page where current RFPs and call for bids or displayed. (*There were none when I checked on 9/23/13*)	3
Maps and Data (*Are there interactive Maps and/or supporting data?*) From the "County Offices" drop-down menu users can select "**Geographic Information Systems**." Along the left side of this page is "GIS Links" menu from which users can select "**Interactive Maps**" which leads them to menu of four interactive maps. Users can print the maps that they work on.	2
Average Score:	**2.9**

Lake County

	Lake
Government Officials & Staff Directory (*Is there a link to contact info for county staff & government officials with pictures of major officials?*) From the "County Government" drop down menu users can select the "County Board" link. From the **County Board** users can select the "**County Board Members**" page. Within this one can select a board member to receive contact and background information	2
Online resources for access to open meetings & records (*Is there a link to a 'calendar' or 'upcoming meetings' or something with information about the meetings?*) On the right-side panel of the home page, users can select the "**Public Meeting Info/Legislation**" link. From This page, users can select the **Meetings** tab which gives users time and location for upcoming meetings. ▪ A bonus was given because downloadable meeting details and agendas available as the dates get closer. Additionally, there is a link on the homepage to "**Watch LCTV**" where users can watch live broadcast from the local access channel.	4*
Document Library i.e. An area for frequently requested records and forms (*Is there a central location where a user could access most of the websites relevant documents and forms?*) There is not a document library the closest thing is the **Legislation** tab within the "Public Meeting Info/Legislation".	1
Ways to file record request online (*Is there a clear link to file a FOIA request?*) There is link on the right-side panel to "**Freedom of Info Act (FOIA)**". **This page** has information about the process of submitting and FOIA request. There is no way to file a record request online.	3
Access to budget & Financial information (*Is there access budget and financial information?*) From the right-side panel there is "**Budget**" link. **This page** contains the 2013 budget. Along the left-side panel, there are also links to **Monthly Expense Reports** & **Budget Documents**.	3
Archives of meetings, ordinances, votes (*Are there archives of meeting minutes, ordinances, and/or votes?*) On the right-side panel of the home page, users can select the "**Public Meeting Info/Legislation**" link. From this page, users can select the **Meetings** tab which gives meeting details, agendas, and minute for most meetings dating back to June 2008. ▪ Bonus was given because some archived board meetings also had video records. These videos can be accessed from the "Public Meeting Info/Legislation" link. Additionally, from the "I Want To..." drop-down menu within the "Watch" section, users can select **Board Meetings** to watch archives of monthly board meetings. Users can export excel, word, and PDF copies of **Legislation**.	4*
Links to public notices (*Is there an 'alerts', 'notices', and/or 'updates' section with relevant information to the public?*) Along the left-side of the home page there is link to "**Alert Lake County.**" This can also be accessed from the "I Want To…" drop-down menu in the "Check" section. The majority of the home page is occupied with Lake county news updates, with link at the bottom of the page to the **County News** page.	3

Access to e-government applications (*Are there links with clear information about/ forms to pay fines, pay taxes, pay bills, and/or register to vote?*) From the "I Want To…" drop-down menu in the "Pay" section, users can choose **Fees**, **Property Taxes**, & **Water/Sewer Bills** ▪ A bonus was given had clearly accessible online access to these functions on the home screen and/or users were able to pay **property taxes** & **water/sewer bills** online.	4*
Public procurements (bids or RFPS) (*Is there information regarding doing business with county government, open requests for proposals, and past RFPs?*) There are two ways from the home page to access information about bids and RFPS. From the "I Want To…" drop-down menu in the "Find" section users can select "Bids" which takes them to a page of **sortable bids and RFPs** From the right-side panel there is a link for "**Doing Business with Lake County**." from this page users can select "Invitation for Bids" or "Requests for Proposals" which lead to the same **sortable bids and RFPs** ▪ A bonus was given because the Bids and RFPS could be sorted by their current status.	4*
Maps and Data (*Are there interactive and printable Maps and/or supporting data?*) On the right-side panel of the home page, users can select the "**Maps Online**" link. From this page users can choose from four maps. The primary "**Maps Online Map**" also allows users to print and share maps that they manipulate.	3
Average Score:	**3.1**

McHenry County

	McHenry
Government Officials & Staff Directory (*Is there a link to contact info for county staff & government officials with pictures of major officials?*) From a drop-down menu that is present on most pages within the website users can access the **County Board** & **Department Staff** pages with contact information. ▪ A bonus was given because more personalized contact and background information was given for elected county board members. **Example**	4*
Online resources for access to open meetings & records (I*s there a link to a 'calendar' or 'upcoming meetings' or something with information about the meetings?*) From the homepage there are a number of ways to get to the **County Meetings** & **Monthly Calendar** pages. There a clear links above the drop-down menu and search bar. Within the County Government drop-down menu there is a section for 'County Meetings." ▪ A bonus was given because meeting agendas and supporting documents were available in advance of the meeting	4*
Document Library i.e. An area for frequently requested records and forms (*Is there a central location where a user could access most of the websites relevant documents and forms?*) There is a **Document Library** which can be found on the county board page. However getting to this information is counterintuitive. There is a link from the "County Government" drop-down menu to "**Meet Your County Board Members**," but the average user might not realize that this section is actually a subsection of the "**County Board**" section of the website.	1
Ways to file record request online (*Is there a clear link to file a FOIA request?*) From the County Government drop-down menu there is a link to **FOIA Requests**. This section has FOIA forms, possible sources of information within the website, fee information, and departments' FOIA Officers' contact information	3
Access to budget & Financial information (*Is there access budget and financial information?*) Located between the dropdown menu and the search bar is small white drop down menu with the words "Connect Me To…" written inside. From this users can access pages for: **Bids & RFPs**, the **County Budget** & **Financial Reports**, **E-news Archives** & **Subscriptions**, **FOIA Request,** and more.	3
Archives of meetings, ordinances, votes (*Are there archives of meeting minutes, ordinances, and/or votes?*) Within the **County Meetings** *(ref. criteria 2)* site there is a complete archive of **past meetings**, supporting documents, minute from proceedings ▪ A bonus was given because within the **County Meetings** site there is a complete **video archive** of county meeting proceedings	4*
Links to public notices (*Is there an 'alerts', 'notices', and/or 'updates' section with relevant information to the public?*) On the **home page** there is prominent **Latest News** section and an **Upcoming Events** section just underneath. Additionally, there is currently a bright red alert at the very top of every	3

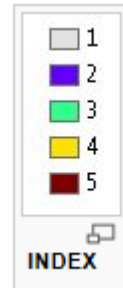|	
page alerting users that they can make **flu shot appointments** through the health department	
Access to e-government applications (*Are there links with clear information about/ forms to pay fines, pay taxes, pay bills, and/or register to vote?*) From the "How Do I…" drop-down menu there is link to "**Pay…**" This page has links to post bond, pay child support, liquor license, property tax, and traffic tickets. Additionally, within the "Services" drop-down menu there is a section for **Online Services.** This page provides links to a number of the resources available through the website. The FAQs page, a link is visible on the home page	3
Public procurements (bids or RFPS) (*Is there information regarding doing business with county government, open requests for proposals, and past RFPs?*) Located between the dropdown menu and the search bar is small, white drop down menu with the words "Connect Me To…" written inside. From this users can access pages for: **Bids & RFPs**, the **County Budget** & **Financial Reports**, **E-news Archives** & **Subscriptions**, **FOIA Request**, and more.	3
Maps and Data (*Are there interactive and printable Maps and/or supporting data?*) From the "County Government" drop-down menu users can select "**Maps – Aerial (GIS)**"This takes users directly to McHenry County's interactive map where users can manipulate and print maps that they work on. A bonus was given because users can export .csv files of parcel information that they look up	4*
Average Score:	**3.2**

Will County

	Will
Government Officials & Staff Directory (*Is there a link to contact info for county staff & government officials with pictures of major officials?*) On the drop down mention there is an "Elected Officials" and a "Department Directory" drop-down menu. Clicking these menus takes user to contact information for **County Elected Officials** and a **Department Directory**, respectively.	3
Online resources for access to open meetings & records (I*s there a link to a 'calendar' or 'upcoming meetings' or something with information about the meetings?*) There is an "Upcoming Meeting & Events" panel on the home page. On the bottom of this panel is a link to a more **complete calendar** with information about meetings.	3
Document Library i.e. An area for frequently requested records and forms (*Is there a central location where a user could access most of the websites relevant documents and forms?*) There is not a document library. There is a **Frequently Requested Forms** section with four forms: Liquor Ordinance, Application for Raffle License, Solicitor Application, and FOIA Request Form.	1
Ways to file record request online (*Is there a clear link to file a FOIA request?*) On the right side, just below the red banner, drop-down menu on the home page, is another drop-down menu. From this menu, users can select Freedom of Information Act (FOIA) Request. This takes users to a **PDF** with information about FOIA request in Will County.	3
Access to budget & Financial information (*Is there access budget and financial information?*) There are multiple ways to access Will County budget and financial information. From the "Department Directory" drop-down menu, users can select the **Finance Department** link. On this page are links to final approved, budgets, annual financial reports, and audits. From the "Elected Officials" drop-down menu, within the "**County Executive**" section users can find links to county budgets back to 2010.	3
Archives of meetings, ordinances, votes (*Are there archives of meeting minutes, ordinances, and/or votes?*) From the "Links" drop-down menu users can select the "**County Board Minutes**" link.	3
Links to public notices (*Is there an 'alerts', 'notices', and/or 'updates' section with relevant information to the public?*) There is a "Will County News & Services Panel" and an "Informational Links" panels on the right side of the home page. They contain links to news (Information about **Cooling Centers** during the summer), information (the new **RTA Reduced Fare** program), and updates (**Election Results**) for Will County.	3
Access to e-government applications (*Are there links with clear information about/ forms to pay fines, pay taxes, pay bills, and/or register to vote?*) From the "Property Tax Bill Information" link within the "Taxes" drop-down menu on the home page users are taken to the **County Treasurer**'s page. From this home page users can select links to view their Tax Bill or use the "I Need To…" drop down menu to pay **Property**,	2

This drop-down menu also has link to information about paying **Back** and **Forfeited** taxes. User can select the Will County Clerk Link from the "County News & Services" panel or from the "Elected Officials" drop-down menu. It's from the **County Clerk**'s website that users can get election information such as **Results** and **Voter Registration**.	
Public procurements (bids or RFPS) (*Is there information regarding doing business with county government, open requests for proposals, and past RFPs?*) From the "Links" drop-down menu users can select links from within the Invitations to Bid section. These links include **Current Bids** and past warded bids all the way back to **2008** ▪ This received a bonus for including a link to a sortable database of **Will County Government Bids.**	4*
Maps and Data (*Are there interactive Maps and/or supporting data?*) From the "Department Directory" drop-down menu users can select "**GIS Department**." From the GIS Home page users can select "**WISARD**" to access the Will Interactive Spatial Application and Resource Depiction home page, Will County's interactive map (**Note**: I only accessed this because of a lucky guess, the average person probably would be deterred by an acronym they don't recognize and isn't intuitive.) On this page users can select a **link to access WISARD**. From this page they can launch the **WISARD** application. Users can print PDF versions of their maps.	1
Average Score:	**2.6**

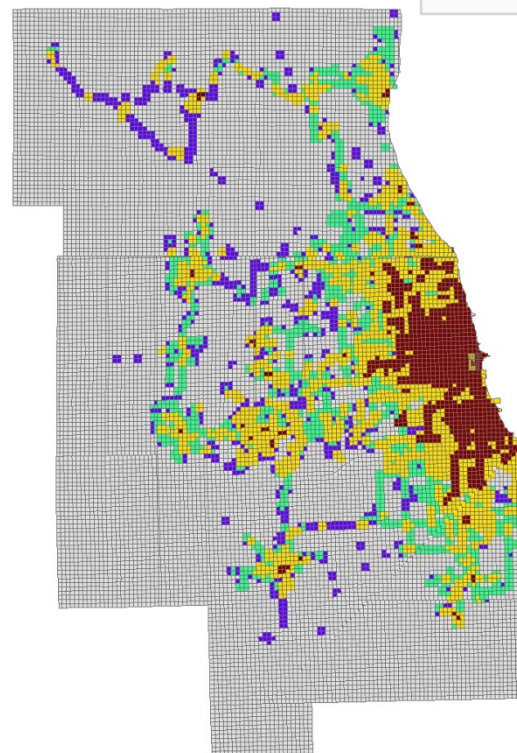# Appendix B: Transit Accessibility Index Documentation

The Transit Accessibility Index is a metric that takes into account transit service frequency, pedestrian friendliness, network distance to transit stops, and number of subzone connections. Each factor is measured individually at the subzone level and an index value is assigned to each subzone. The Transit Accessibility Index is then the average of these four factor indices that have been assigned to each subzone. Each individual index uses the color scheme shown to the right.

INDEX

Transit Service Frequency

This factor is measured for each subzone by counting the number of times during a week that a transit service vehicle makes a stop in the subzone. Express services that run only on special occasions, such as during sports events and concerts, are not included. The resulting measurement for each subzone is the number of transit vehicle stops per week and the assigned index values are shown below.
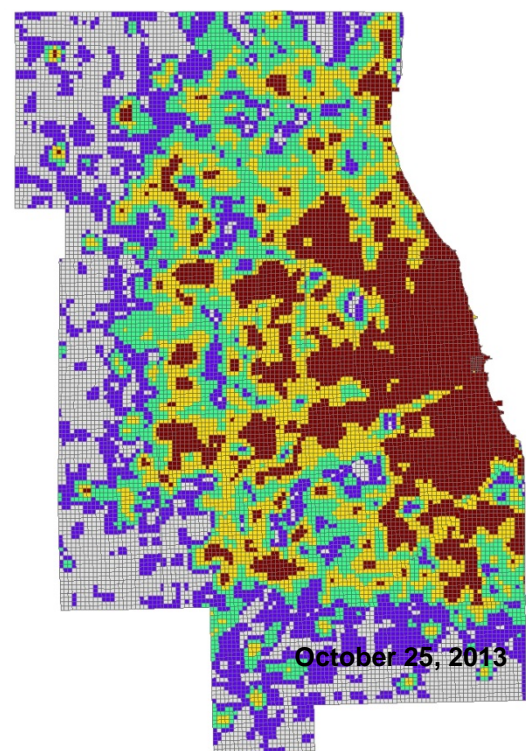
Frequency_Index	Value_Range	Subzone_Count
1	0 - 6	11346
2	7 - 100	853
3	101 - 1,000	1317
4	1,001 - 10,000	2108
5	10,001+	819

Pedestrian Environment Factor

The Pedestrian Environment Factor (PEF) is the same measure of walkable street density that is used in our trip generation model. Subzones are assigned index values based on their PEF score, as shown below.
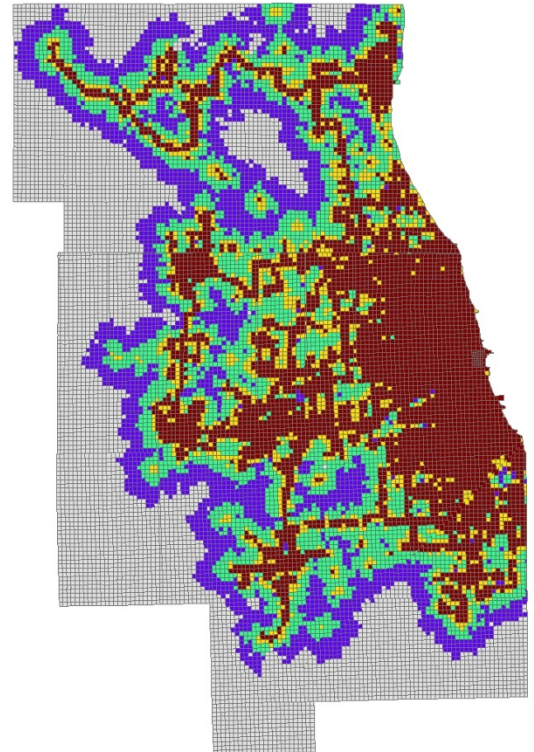
PEF_index	Value_Range	Subzone_Count
1	0 - 2.88	3285
2	2.881 - 7.49	3249
3	7.491 - 15.87	3297
4	15.871 - 25.73	3301
5	25.731+	3311

Proximity to Nearest Transit Stop

This factor is measured differently depending on whether or not the subzone being measured contains transit stops. For subzones containing transit stops, the measurement is the longest network distance to a transit stop from within the subzone. More precisely, it is the average longest distance to a stop within the subzone, with distances weighted by each stop's service frequency. For subzones that do not contain transit stops, the measurement is simply the shortest network distance from the subzone centroid to the nearest transit stop. Index values are assigned to subzones as in the table below. The distance values are in miles.

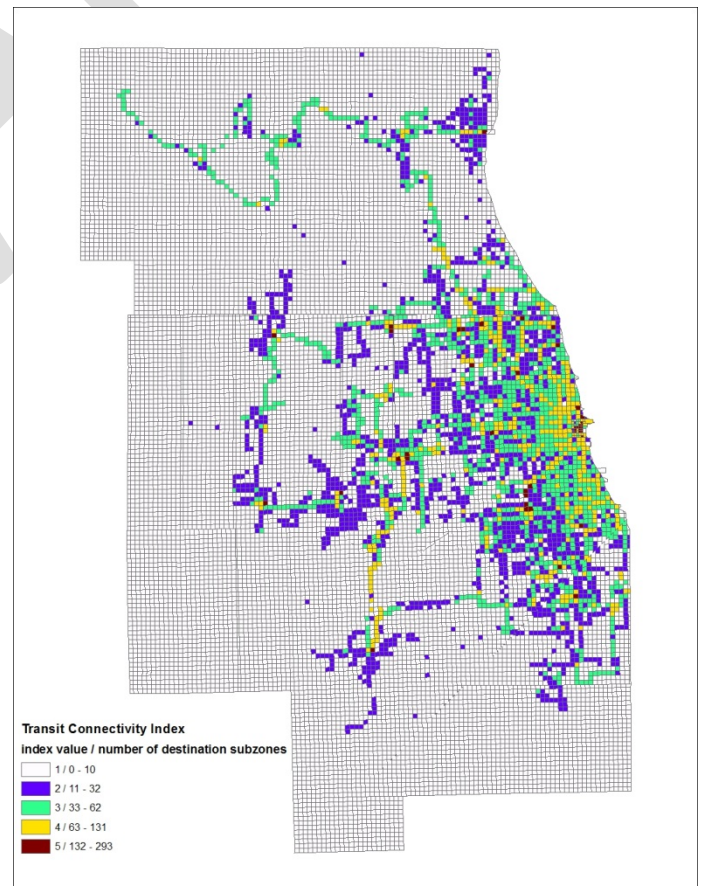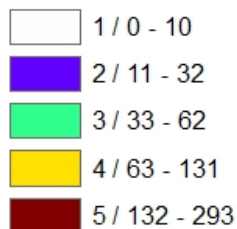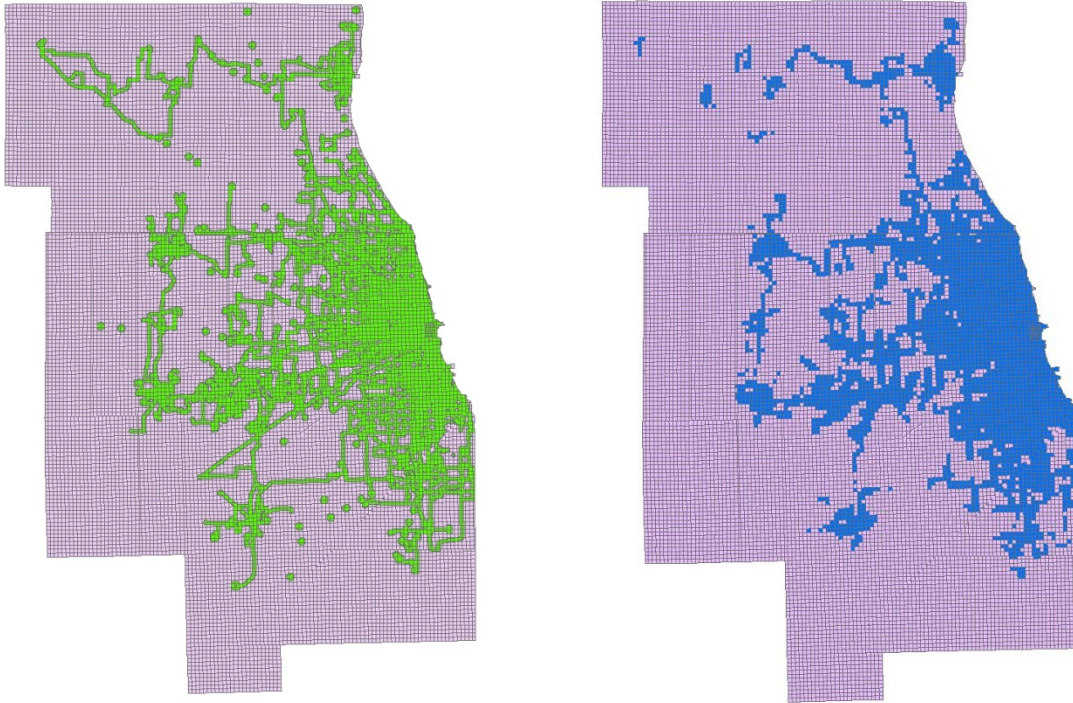| Proximity_Index	Value_Range	Subzone_Count
1	5+	4865
2	2.50001 - 5	2889
3	1.00001 - 2.5	3048
4	0.50001 - 1	1413
5	0 - 0.5	4228

Transit Connectivity

Transit connectivity is measured for each subzone as the number of other subzones that can be reached using a direct transit route. This factor excludes express services used on special occasions and does not take transfers between transit lines or transit modes into account. The index values are assigned according to the map legend below.

Transit Connectivity Index

index value / number of destination subzones

	1 / 0 - 10
	2 / 11 - 32
	3 / 33 - 62
	4 / 63 - 131
	5 / 132 - 293

The figures and table below show a comparison of the current GO TO 2040 transit accessibility indicator and the proposed accessibility indicator. Note that the population and employment values for the current indicator do not match those in the plan – the numbers in this document are based on 2010 Census data, while those in the plan were developed using an interim socio-economic forecast file for 2010.

Transit stop buffer ratio — Current indicator

High (4, 5) mean index value — Proposed indicator

	Population (2010)	% Total Population	Employment (2010)	% Total Employment
Current indicator	5,294,971	63.9	2,771,063	72.9
Proposed indicator	5,581,588	67.3	2,728,860	71.7

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