

## Achieve Greater Livability through Land Use and Housing

**CMAP's role:** This is a high priority for the agency in terms of leadership, level of effort, and staff commitment.

**Additional management staff objectives:** Since the Housing and Urban Development (HUD) grant is expiring in January 2014, it is a high priority to pursue and secure additional funding opportunities beyond transportation resources to continue and enhance the LTA program.

### ***Implementation Action Area #1: Provide Funding and Financial Incentives***

Overall priorities in **providing funding and financial incentives:** Create consistent funding sources for local planning and the implementation of local plans.

FY 14 work plan:

- Local Planning Support – Management of Grants and Contracts
- Performance-Based Programming – CMAQ Program
- Performance-Based Programming – Transportation Alternatives Program
- Performance-Based Programming – Targeting Infrastructure Investment for Plan Implementation

Anticipated progress by end of FY 13: Complete a second successful cycle of grants, and continue to improve process for third year. Begin development of a recommendation for CMAQ funding that advances the implementation of GO TO 2040.

Actual progress in FY 13: Identified 18 LTA projects to be completed through consultant contracts (bringing total consultant-led projects to 30). Most of these projects will be underway by the end of FY 13. The program was again extensively coordinated with the RTA, including using the same materials and funding cycles, as well as coordinating on which agency would review which applications. For FY 14, the application was further streamlined to include both staff-led and consultant-led projects in the same application form.

Anticipated progress by end of FY 14: Complete a third successful cycle of LTA grants, and continue to improve process for fourth year. Make recommendations for CMAQ funding that are consistent with plans produced through the LTA program. Develop policy recommendations for alignment of other infrastructure investments with geographic priorities identified through local plans.

Anticipated progress with 5 years: Coordinate with other funding sources (federal, state, philanthropic, civic, and other) beyond the RTA to create a consolidated program for local planning activities of all types (going beyond transportation). Institutionalize the new CMAQ process and modify project selection for at least one other infrastructure funding program. Continually investigate further changes to CMAQ and similar sources to ensure focus on implementing GO TO 2040.

### ***Implementation Action Area #2: Provide Technical Assistance and Build Local Capacity***

Overall priorities in **providing technical assistance and building local capacity:** Provide direct assistance to communities on projects that advance the implementation of GO TO 2040, in close collaboration with partner organizations. Create regional technical assistance materials that respond to needs that cross communities.

FY 14 work plan:

- Local Planning Support – Municipal Survey
- Local Planning Support – Model Plans, Ordinances, and Codes
- Local Planning Support – Online Case Study Library
- Local Planning Support – Planning Commissioner Workshops
- Local Planning Support – LTA



- Performance-Based Programming – Targeting Infrastructure Investment for Plan Implementation

Anticipated progress by end of FY 13: Complete approximately 20 additional local projects. Implement model plans and ordinances through direct projects in interested communities. Initiate plan and ordinance review program. Maintain and improve other technical assistance tools, including online library, municipal survey, and Planning Commissioner workshops.

Actual progress in FY 13: Completed 30 LTA projects, 10 by consultants and 20 by staff. Coordinated extensively with partners, and involved partners in nearly all major projects. Continued to improve case study library. Completed model approaches for parking, form-based codes, arts and culture, and climate change adaptation. Began several LTA projects related to parking to implement that model approach. Held eight Planning Commissioner workshops in coordination with APA-IL.

Anticipated progress by end of FY 14: Complete a third successful cycle of LTA grants, and continue to improve process for fourth year. Make recommendations for CMAQ funding that are consistent with plans produced through the LTA program. Develop policy recommendations for alignment of other infrastructure investments with geographic priorities identified through local plans.

Anticipated progress with 5 years: Identify resources which make it possible to sustain the level of community technical assistance made possible through the HUD grant. Continue regional technical assistance activities described above and make them regular, programmatic CMAP activities. Link recommendations of plans to infrastructure investments.

### ***Implementation Action Area #3: Support Intergovernmental Collaboration***

Overall priorities in **supporting intergovernmental collaboration**: Provide support to local interjurisdictional initiatives.

FY 13 work plan:

- Local Planning Support – LTA
- Local Planning Support – Model Plans, Ordinances, and Codes
- Water Resource Planning – Watershed Planning
- Water Resource Planning – Watershed Management Coordination

Anticipated progress by end of FY 13: Prioritize LTA assistance to interjurisdictional projects – both to initiate new projects and implement previous interjurisdictional plans. Include several interjurisdictional projects within new LTA program adopted in October. Complete watershed plans in additional areas and provide support to partner-led watershed plans.

Actual progress in FY 13: Prioritized multijurisdictional LTA projects in the FY 13 call for LTA projects. Selected four additional interjurisdictional housing planning projects, and initiated two. Began two projects to implement past watershed plans in Sleepy Hollow / Silver Creek and Ferson-Otter Creek. Selected and initiated other multijurisdictional projects in areas of water resources, workforce development, and trails planning.

Anticipated progress by end of FY 14: Continue to prioritize interjurisdictional projects in LTA project selection. Initiate and complete interjurisdictional projects that have already been selected. Increase the role of Counties and Councils of Government (COGs) in interjurisdictional efforts.

Anticipated progress with 5 years: Expand coverage of interjurisdictional housing groups to additional areas, and increase participation in areas they already cover. Form new interjurisdictional groups around transportation corridors or watersheds through planning activities that cover multiple communities.



**Implementation Action Area #4: Link Transit, Land Use, and Housing**

Overall priorities in **linking transit, land use, and housing**: Encourage local governments to consider housing and transit when making land use decisions. Encourage housing agencies to consider land use and transit access as they make investment and policy decisions. Encourage transportation agencies to consider housing and land use as they make investment and policy decisions.

FY 13 work plan:

- Local Planning Support – LTA
- Policy Analysis and Development – Regional Housing and Development Analysis
- Performance-Based Programming – Livability Performance Measures

Anticipated progress by end of FY 13: Through community technical assistance, revise comprehensive plans and zoning ordinances in areas near transit service. Policy staff will contribute ongoing analytical pieces, via the policy updates blog, on topics including station area change, housing trends, commercial development trends, residential connectivity, and land use planning on transportation corridors. Staff will continue to provide relevant bicycle and pedestrian planning information to highway project implementers.

Actual progress in FY 13: Completed comprehensive plans in a number of communities with transit service, and began zoning ordinance updates in many of these. Posted policy blogs on a number of relevant topics. Continued to provide bicycle and pedestrian conditions information to the Illinois Department of Transportation (IDOT) to assist with planning future projects, responding to over 30 requests.

Anticipated progress by end of FY 14: Continue to integrate transit, land use, and housing through the LTA program. Continue providing information to IDOT to assist with project development. Investigate linking infrastructure investment with the results of past plans prepared either through the LTA program, the RTA's funding programs, or other local sources.

Anticipated progress with 5 years: In cooperation with RTA, work with each community that has previously completed a TOD plan to adjust comprehensive plans and zoning ordinances to reflect it. Identify at least two policy changes (each) to be made by housing and transportation agencies to integrate transit, land use, and housing; accomplish one of these identified changes. Promote investigation of the transit, land use and housing interaction when considering alternative local scenarios.



## Manage and Conserve Water and Energy Resources

**CMAP's role:** This is a priority for GO TO 2040 and the agency's role and focus on implementing this recommendation with regard to energy will be to conclude our Energy Impact Illinois program funded through the U.S. Department of Energy; and with water, there is a staff commitment through technical assistance work.

**Additional management staff objectives:** With the U.S. Department of Energy E12 contract ending in October 2013, the agency will have a more limited role in energy policy and planning. Focus on obtaining sustainable funding for water related activities.

### ***Implementation Action Area #1: Implementing Energy and Water Retrofit Programs***

Overall priorities in **implementing energy retrofit programs:** Conceptually, the idea behind the Energy Impact Illinois (E12) program is to develop a framework for market transformation by building a comprehensive energy retrofit program which includes strategies to build a sustainable business model to aggressively retrofit commercial, industrial, and residential buildings across northeastern Illinois. Energy consumed by buildings accounts for more than 60% of the region's GHG emissions and this is the region's strategy to address this by increasing access to information, capital, and a trained work force.

FY 14 work plan:

- Energy Impact Illinois – E12
- Local Planning Support – LTA

Anticipated progress by end of FY 13: Continue to implement and administer the E12 program which is set to expire in May 2013. Work with U.S. DOE and our subgrantees to make necessary programmatic changes and determine the program's transition plan. Undergo strategic planning in energy to determine the agency's role in continuing E12, future retrofit activities, energy policy, and technical assistance. Recommend energy conservation practices, including local participation in E12, through LTA program whenever relevant.

Actual FY13 progress:

- After a thorough strategic evaluation, significant components of the program in the commercial and residential sectors were altered over the course of the fiscal year to offer incentives for retrofit activity.
- Drastically increased outreach efforts, resulting in accomplishing over 1500 residential retrofits.
- Completed over 600 multi-family unit retrofits and over 400,000 square feet of commercial non-profit space.
- Provided technical assistance incentives to a number of commercial buildings to identify potential candidates for our commercial retrofit programs.
- Designed a "Gateway Service Road Map" process and deliverable in conjunction with the Retrofit Chicago Commercial Building Initiative. Will complete over twenty road maps by the end of the grant that will identify tangible next steps for commercial retrofit activity.
- At the end of FY 13, the close out of this grant and transition of viable and necessary components will continue.
- Additionally, strategic planning will conclude to determine what CMAP's role in energy is in the following years.
- Recommended energy conservation practices, including local participation in E12, through LTA program whenever relevant.

Anticipated progress by end of FY 14: Following a brief extension, the E12 program will be coming to a close at the end of September 2013. Close out CMAP's E12 involvement with U.S. DOE and our



subgrantees and determine the program's transition plan and necessary continued monitoring. Incorporate energy efficiency work where appropriate in planning and policy work.

Anticipated progress with 5 years: Evaluate if the E12 program was successful and recommend activities that prove to be successful and sustainable to increase energy efficiency throughout the region. CMAP should consider expanding its work beyond energy efficiency.

### **Implementation Action Area #2: Integrating Land Use Planning and Resource Conservation**

Overall priorities in **integrating land use planning and resource conservation**: Through watershed plans, technical assistance, model ordinances, and other work with local governments, create changes in land use regulation that support conservation of water and energy.

FY 14 work plan:

- Local Planning Support – Model Plans, Ordinances, and Codes
- Local Planning Support – LTA
- Policy Analysis and Development – Green Infrastructure Vision
- Policy Analysis and Development – State Legislative Strategy
- Water Resource Planning – Watershed Planning
- Water Resource Planning – Watershed Management Coordination
- Water Resource Planning – Volunteer Lake Management Program (VLMP)
- Regional Information – Regional Analysis Inventories

Anticipated progress by end of FY 13: 1) Following the FY 12 watershed plans, an implementation plan will be created to address water quality in nine lakes in the subregion. 2) One or more communities within the watershed planning area will be utilizing additional CMAP staff resources via LTA program to review ordinances, subarea plans, or comprehensive plans for improving alignment with the implementation plan due in 2014. 3) The VLMP will continue to serve public and private lakes management alike and likely gain in number. 4) Additional LTA projects related to resource conservation will be pursued. 5) The Green Infrastructure Vision (GIV) data resources will be focused on policy applications, including use for comprehensive plans and land conservation.

Actual FY 13 Progress: 1) The Nine Lakes Total Maximum Daily Load Implementation Watershed Plan progressed through the development and submittal to IEPA of a resource inventory; numerous public and stakeholder meetings were held throughout the watershed basin; a website was created and maintained containing all project documentation and information; a GIS-based modeling tool was acquired that will facilitate the identification of appropriate best management practices. 2) Two watershed plans are being advanced through the LTA program by making comprehensive plan and ordinance updates. 3) Necessary arrangements were made to initiate the 2013 season; potential new volunteers were identified; prepared materials for use in VLMP for identifying several harmful aquatic plants; made several presentations about the program at professional meetings; homeowners associations and other groups. 4) Work is underway with the Northwest Water Planning Alliance and IDNR related to water resources. 5) The GIV is regularly being used in LTA projects as baseline information concerning natural resource priorities. 6) Watershed management coordination was fostered by providing follow-up support to several associations involved with previously developed watershed planning efforts.

Anticipated progress by end of FY 14: 1) LTA projects continue to include natural resource components as use the GIV as a resource, and water conservation will be incorporated within a number of LTA projects. Work will be underway on an update of a model approach to conservation design. 2) The Nine Lakes TMDL Implementation Watershed Plan will have a draft plan and supporting



materials submitted to IEPA; Watershed management support will be continued for previously developed watershed plans; the VLMP program will continue to serve both public and private lakes in the region.

Anticipated progress with 5 years: Land-use planning and resource conservation will have made significant strides as a result of *Water 2050/GO TO 2040* implementation efforts. An update to both plans will have been accomplished and greatly informed by the previous years of experience with implementation efforts. CMAP's role(s) vis-à-vis other regional partners will have become clear and effective as a means for collaboration on implementation activities. Integrate use of GO TO 2040 Forecasts into Land Use Planning and Resource Conservation Activities.

### **Implementation Action Area #3: Pricing**

Overall priorities in **pricing**: Work with utilities and municipalities to adopt pricing techniques that incent conservation, such as full cost pricing for water, or stormwater utility fees.

FY 14 work plan:

- Policy Analysis and Development – State Legislative Strategy
- Water Resource Planning – Water Pricing and Outreach

Anticipated progress by end of FY 13: Outreach and education activities produced in support of last year's full cost water pricing white paper include three workshops for water utilities to build capacity for sustainable finance. Research on the costs and benefits of instituting stormwater utility fees as well as consolidating water utilities.

Actual FY 13 Progress: The stormwater utility fee report was completed and disseminated to interested stakeholders around the region. Two workshops and one webinar were produced covering financial planning and asset management. The Full Cost Pricing Manual was finalized. Support through project management was provided to the *Lawn to Lake* program.

Anticipated progress by end of FY 14: No work plan item is included due to funding constraints.

Anticipated progress with 5 years: A library of case studies will have emerged such that some progress will have been documented with shifting pricing strategies in the direction called for by *Water 2050/GO TO 2040*. There will be a regional movement towards full cost of service pricing for water. A follow-up survey to the one conducted by CMAP in 2008 will quantify change and indicate that among the general public, awareness of water issues, including usage and price, has increased. Regarding stormwater utility fees, new legislation will enable counties and municipalities to better manage stormwater using green infrastructure and an overall reduction in the amount of new impervious surface created relative to land-use change and development. Incorporate any pertinent water pricing strategies into revised GO TO 2040 forecasts.

### **Implementation Action Area #4: Funding**

Overall priorities in **funding**: Fund resource conservation efforts through regular investment by state and federal government.

FY 14 work plan:

- Policy Analysis and Development –State and Federal Legislative Strategy

Anticipated progress by end of FY 13: Work towards a stable, dedicated source of funding for resource conservation efforts.

Actual FY 13 Progress: Participated in the Metropolitan Planning Council's (MPC) State and Regional Water Supply Planning Coordination Group to develop a funding strategy to dedicate funding towards water supply planning and management. CMAP has participated with in IEPA's effort to



revise state revolving loan criteria, but it is not clear the extent to which the programs have actually evolved.

Anticipated progress by end of FY 14: Continue participation in the water supply funding discussion through MPC's group and work towards a stable, dedicated source of funding for water supply data collection, planning, and plan implementation.

Anticipated progress with 5 years: Secure a sustainable funding source to implement water and energy plan recommendations within the region.

***Implementation Action Area #5: Local Governments as Early Adopters of Sustainable Practices***

Overall priorities in **local governments as early adopters of sustainable practices**: Work with local governments to pursue projects that demonstrate the value of resource conservation.

FY 14 work plan:

- Local Planning Support – Online Case Study Library
- Local Planning Support – Model Plans, Ordinances, and Codes
- Local Planning Support – LTA

Anticipated progress by end of FY 13: Work with communities through the LTA program to help them follow best practices in water management, and then document their work through the online case study library.

Actual FY 13 Progress: Completed water conservation LTA projects in three communities and sustainability plan in one community. Each of these projects recommends action for the local government to take to establish themselves as an early adopter of sustainable practices.

Anticipated progress by end of FY 14: Select and initiate additional projects related to natural resource conservation. Begin development of a model approach to sustainability plans.

Anticipated progress with 5 years: Work with local governments to develop and implement sustainability plans and practices.





## Expand and Improve Parks and Open Space

**CMAP's role:** This is a priority for GO TO 2040 and the majority of the recommendations are targeted to various implementers with limited CMAP staff involvement.

**Additional management staff objectives:** Remain engaged in the prioritized tasks that are identified in the work plan and ensure that appropriate direction is provided.

### ***Implementation Action Area #1: Coordinate Open Space Investment to Create a Connected Regional Green Infrastructure Network***

Overall priorities in **Coordinate Open Space Investment to Create a Connected Regional Green Infrastructure Network:** CMAP's priority is the refinement of the Green Infrastructure Vision and ongoing outreach to encourage as many implementers to use it as possible.

FY 14 work plan:

- Policy Development and Analysis – Green Infrastructure Vision

Anticipated progress by end of FY 13: Complete policy recommendations on use of GIV by CMAP and by implementers.

Actual FY 13 progress: Draft of policy recommendations for GIV completed and circulated to potential implementers. Green infrastructure data edited to incorporate information from a separate Chicago Wilderness project updating the GIV for Wisconsin and Indiana.

Anticipated progress by end of FY 14: Study of the economic value of protecting regional green infrastructure. Develop resolution through Chicago Wilderness to encourage incorporation of GIV into land conservation by member organizations.

Anticipated progress within 5 years: The GIV is widely adopted into criteria for land conservation, resulting in the protection of considerably more of the green infrastructure network, especially through the efforts of "smaller players" like the land trusts but including also the forest preserve and conservation districts and other larger organizations.

### ***Implementation Action Area #2: Invest in the Establishment of New Parks in Developed Areas***

Overall priorities in **Invest in the Establishment of New Parks in Developed Areas:** CMAP's priority is to complete a baseline of land potentially available for park use, gather information on park district master plans, work with communities through the LTA program, and develop case studies of parks in redevelopment.

FY 14 work plan:

- Local Planning Support – LTA

Anticipated progress by end of FY 13: Continue to market LTA program to park districts with the goal of implementing an LTA program for park districts (potentially in a subarea of region) to help establish shared open space.

Actual FY 13 progress: Selected one project sponsored by a park district in the LTA program. Also included recommendations related to parks and open space in several other LTA projects in developed areas.

Anticipated progress by end of FY 14: Identify additional projects related to parks and open space that can be pursued through the LTA program.

Anticipated progress within 5 years: Complete at least one collaborative parks master plan in the region. Secure funding that can be used to support parks and open space planning going forward.





**Implementation Action Area #3: Harmonize Actions by State and Local Government with Natural Resource Protection**

Overall priorities in **Harmonize Actions by State and Local Government with Natural Resource**

**Protection:** Increasing local commitment to the compact development aspect of livable communities. The most important thing a local government can do to protect open space is to plan for livability. This will reduce overall land consumption. Some development will continue to occur within the green infrastructure network, however. In this case, 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.

FY 14 work plan:

- Policy Analysis and Development – Green Infrastructure Vision
- Local Planning Support – Model Plans, Ordinances, and Toolkits
- Local Planning Support – LTA

Anticipated progress by end of FY 13: Emphasize the protection of the green infrastructure network in comprehensive plans undertaken through the LTA program. Complete policy recommendations on use of GIV by CMAP and by implementers.

Actual FY 13 progress: Comprehensive plans undertaken in LTA program have typically been oriented toward green infrastructure protection. Local green infrastructure can be identified through GIV. Supported local green infrastructure planning efforts by Chicago Wilderness through SWAT program.

Anticipated progress by end of FY 14: Continue green infrastructure focus in ongoing LTA projects. Update Conservation Design Resource Manual to provide a better conservation or cluster design model ordinance. Environmental mitigation and enhancement opportunities are included in IL 53 corridor plan.

Anticipated progress within 5 years: Begin using refined Green Infrastructure Vision in FPA reviews after aligning GIV update with update of Facility Planning Area procedures manual. Use of GIV begins in transportation planning and programming by implementers and regulatory agencies. Use of GIV begins within Clean Water Act Section 404 program.

**Implementation Action Area #4: Increase Funding to Achieve the Level of Park Provision and Land Conservation**

Overall priorities in **Increase Funding to Achieve the Level of Park Provision and Land Conservation:**

Helping identify and build support for alternative open space financing models, and working with land trusts to build capacity.

FY 14 work plan:

- Policy Analysis and Development – Green Infrastructure Vision
- Policy Analysis and Development – State Legislative Strategy

Anticipated progress by end of FY 13: Continue to provide policy support for protection of state open space funding and support for partners' initiatives.

Actual FY 13 progress: Provided staff support for Millennium Reserve initiative.

Anticipated FY 14 progress: No specific deliverables expected other than monitoring legislation and brief contributions to the policy blog.

Anticipated progress within 5 years: Stronger roles for land trusts, and more secure funding streams for parks and open space.



***Implementation Action Area #5: Treat Management Needs as an Important Part of Landscape Preservation***

Overall priorities in **Treat Management Needs as an Important Part of Landscape Preservation**: Aiding Chicago Wilderness in establishing region-wide restoration priorities.

FY 14 work plan:

- No work plan item

Anticipated progress by end of FY 13: None.

Anticipated progress by end of FY 14: None.

Anticipated progress within 5 years: Recommendations for region-wide restoration priorities.



## Promote Sustainable Local Food

**CMAP's role:** This is a priority for GO TO 2040 and while the agency will be engaged in a number of activities to support this recommendation, it will not lead this effort.

**Additional management staff objectives:** If there is a willingness amongst stakeholders, work to build consensus to identify a lead organization to support and implement these recommendations.

### ***Implementation Action Area #1: Facilitate Sustainable Local Food Production***

Overall priorities in **facilitate sustainable local food production**: focus on the land aspects of food production: farmland preservation and existing municipal land evaluation for local food. Primarily achieve goals through LTA program.

FY 14 work plan:

- Local Planning Support – LTA

Anticipated progress by end of FY 13: Include local food production as an explicit component of several new LTA projects. Complete existing LTA projects that have food production components.

Actual progress in FY 13: Completed projects in Lake County and Chicago that had explicit food production elements, and continued work on Kane County project. Selected and initiated regional food project sponsored by Openlands.

Anticipated progress by end of FY 14: Complete project sponsored by Openlands, and select new projects with local food components for inclusion in the LTA program.

Anticipated progress with 5 years: Through the LTA program, work with communities to use the model comprehensive plan and other products. Secure funding that can be used for local food planning.

### ***Implementation Action Area #2: Increase Access to Safe, Fresh, Affordable, and Healthy Foods***

Overall priorities in **increase access to safe, fresh, affordable, and healthy foods**: Support food access efforts through LTA program.

FY 14 work plan:

- Local Planning Support – LTA

Anticipated progress by end of FY 13: Include food access as an explicit component of several new LTA projects. Complete existing LTA projects that have food access components.

Actual progress in FY 13: Initiated local food access survey in Chicago and completed an additional Chicago project which addresses food access.

Anticipated progress by end of FY 14: Continue to include food access as a consideration within projects in the LTA program.

Anticipated progress with 5 years: Through the LTA program, address food access in a number of interested communities.

### ***Implementation Action Area #3: Increase Data, Research, Training, and Information Sharing***

Overall priorities in **increase data, research, training, and information sharing**: For the region: Funded and functional Regional Food Entity. For CMAP staff: Technical Assistance (includes model ordinance) and Data (making more data available on our website and data analysis): these two topics fit into the work already underway at CMAP and are specifically outlined for us as recommendations in the plan. Overall this implementation area will be the main focus for CMAP staff resources.

FY 14 work plan:

- Local Planning Support – Model Plans, Ordinances, and Codes



- Local Planning Support – LTA

Anticipated progress by end of FY 13: Publicize the model local food materials and also produce a video geared toward local governments. Update GO TO 2040 and kindred indicators related to local food.

Actual progress in FY 13: Produced and publicized local food video. Included local food indicators in two-year implementation plan for GO TO 2040.

Anticipated progress by end of FY 14: Address the priorities in this implementation action through the regional food LTA project sponsored by Openlands.

Anticipated progress within 5 years: Apply the model local food materials in several communities through the LTA program, and document them as case studies. Create fully funded and staffed Regional Food Entity that is coordinating federal and state resources to the region for local food.



## Improve Education and Workforce Development

**CMAP's role:** This is a priority for GO TO 2040 and the agency's role and focus on implementing this recommendation will be concentrated on data, analysis, and coordination.

**Additional management staff objectives:** Engagement of the private sector, non-profit, and philanthropic partners on this topic and recommendations.

### ***Implementation Action Area #1: Improve Coordination Between Education, Workforce Development, and Economic Development***

Overall priorities in **Improve Coordination Between Education, Workforce Development, and Economic Development:** Focus on completing Drill-Down reports and implementing the reports' recommendations to improve coordination between education, workforce development, and economic development; connect these recommendations to other implementation activities as appropriate. Utilize Economic Development committee to engage partners and share information to foster coordination and collaboration and to track progress.

FY 14 work plan:

- Policy Analysis and Development – Industry Cluster Drill-Downs
- Policy Analysis and Development- Industry Cluster Sub-regional Analyses
- Policy Analysis and Development- State and Regional Economic Development Policy- Best Practices, Challenges and Opportunities
- Local Planning Support – LTA

Anticipated progress by end of FY 13: Complete two Drill-Down reports; begin implementation of Freight report recommendations.

Actual FY13 Progress: Completed second drill-down report ) on the manufacturing cluster. Began Freight-Manufacturing nexus issue brief. Began LTA project on manufacturing workforce development in the Golden Corridor and integrated workforce development into several other LTA projects.

Anticipated progress by end of FY 14: Complete third cluster drill down report. Complete two sub-regional analyses to assess specific economic development and workforce needs related to freight and manufacturing. Complete report on state and regional economic development policy by first analyzing best practices in state and regional economic development from across the nation and world, and secondly focusing on the State of IL and the region's policies and procedures and analyzing what lessons can be learned from other places. Continue to integrate workforce development into LTA projects.

Anticipated progress with 5 years: Several clusters have been examined and strategy to pursue the reports' recommendations is fully developed and implementation underway. Update on first few cluster reports completed as necessary to show progress. In the next 5 years, staff should shift toward developing and strengthening partnerships with intermediaries and assist with convening diverse entities to be more engaged in the work of intermediaries. Staff can work with partners to find ways to highlight workforce intermediaries as a critical link, such as writing case studies. Engage workforce intermediaries in the implementation of the freight and manufacturing and other cluster recommendations as appropriate.

### ***Implementation Action Area #2: Data and Information Systems***



Overall priorities in **data and information systems**: Continue to improve the MetroPulse website and launch the Human Capital Information Portal (HCIP) and develop it so it continues to integrate new data.

FY 14 work plan:

- Policy Analysis and Development- Regional Economic Indicators

Anticipated progress by end of FY 13: Add manufacturing cluster to MetroPulse Jobs.

Actual FY13 progress: Manufacturing database built, data ETL complete, and ready to be added to MetroPulse Jobs.

Anticipated progress by end of FY 14: CMAP intends to play a greater role in collecting and analyzing human capital and economic data to keep our partners and the general public attuned the region's economic trends, especially as they relate to our major industry clusters and the workforce and innovation recommendations of GO TO 2040. Staff will scope this out in early FY 14, and implement it in FY 14.

Anticipated progress with 5 years: HCIP is a fully developed portal that provides data on the impact of training and education programs; to the extent possible, it integrates SLDS data and/or a serves as a regional CWICstats. A plan for sustainability has been developed and implemented.

### ***Implementation Action Area #3: Improve Delivery of Workforce Development Services***

Overall priorities in **improve delivery of workforce development services**: All of the actions in this area were directed to other implementers. Develop State and Federal Policy agenda that aligns with these actions; coordinate and facilitate research with external partners as appropriate, share information via the HCIP, Policy Updates, and Moving Forward webpage.

FY 14 work plan:

- Policy Analysis and Development – State and Federal Legislative Strategy

Anticipated progress by end of FY 13: Develop State and Federal Policy agenda;

Actual FY13 Progress: developed state and federal policy agenda, reviewed workforce related bills.

Anticipated progress by end of FY 14: Develop state and federal policy agenda, monitor legislative action.

Anticipated progress with 5 years: CMAP has fully developed policy stance on workforce funding and programs; data on funding and impacts of programs is incorporated into the HCIP; best practices and model programs are expanded.



## Support Economic Innovation

**CMAP's role:** This is a priority for GO TO 2040 and the agency's role and focus on implementing this recommendation will be concentrated on data, analysis, and coordination.

**Additional management staff objectives:** Identify ways that programs and policy can be better coordinated and implemented at the state and regional level and pursue outside funding options for this work.

### ***Implementation Action Area #1: Improve Data and Information Systems***

Overall priorities in **improving data and information systems:** CMAP has a clear role to play in being a data repository for economic and innovation data. More clarity should be reached on the relationship between the HCIP, Drill Downs, and the collection of other innovation metrics. CMAP should be collecting data on an ongoing basis.

FY 14 work plan:

- Policy Analysis and Development- Regional Economic Indicators

Anticipated progress by end of FY 13: CMAP should build its capacity (and its reputation) as a repository for human capital data, including economic metrics and innovation metrics. The major efforts in this area are currently the Human Capital Information Portal (HCIP) and the Cluster Drill Down efforts. An FY 13 work plan project on economic/innovation data collection with clear deliverables will add clarity to what CMAP's role is. A closer relationship with DCEO should be fostered by the end of FY 13.

Actual FY13 progress: Continued partnership with several other organizations to create the Illinois Innovation Index newsletter and annual report. The featured data is added to MetroPulse each month. Scoped plan for more specific and advanced ways to disseminate economic data and indicators. Wrote policy blogs on innovation indicators. Collected manufacturing data for MetroPulse Jobs.

Anticipated progress by end of FY 14: Complete scope and strategic plan for regional economic indicators project. Follow through on plan.

Anticipated progress within 5 years: CMAP should emerge as the go-to place for regional innovation metrics and continue to provide credible analyses on these issues. An innovation dashboard on MetroPulse has been created and CMAP develops annual innovation index report and regular updates in collaboration with other organizations. DCEO should emerge as a more efficient organization that focuses on re-tooling its innovation programs. Coordinate need for scenario metrics with Advanced Urban Model Development.

### ***Implementation Action Area #2: Nurture the Region's Industry Clusters***

Overall priorities on **industry clusters:** Conduct robust research and analysis on regional industry clusters and begin efforts to implement some of these recommendations at the state and local levels.

FY 14 work plan:

- Policy Analysis and Development – Industry Cluster Drill-Downs
- Policy Analysis and Development- Industry Cluster Sub-regional Analyses
- Policy Analysis and Development- State and Regional Economic Development Policy- Best Practices, Challenges and Opportunities

Anticipated progress by end of FY 13: Two cluster drill-down reports complete. CMAP becomes more involved in regional cluster initiatives, though direct leadership is not necessarily required.





Actual FY13 progress: Completed second cluster report on Manufacturing. Developed shorter report on the freight-manufacturing nexus (end of FY 13). .

Anticipated progress by end of FY 14: Complete two sub-regional analyses to assess specific economic development and workforce needs related to freight and manufacturing. Complete one additional cluster drill down report. Complete report on state and regional economic development policy- best practices, challenges and opportunities, which will include recommendations on reorienting economic development strategies toward a cluster approach.

Anticipated progress within 5 years: Continue to lead in terms of analysis of these issues. Continue to coordinate with other partners on these issues and participate as appropriate in the implementation of drill-down recommendations.

***Implementation Action Area #3: Increase the Commercialization of Research, Target Investment Decisions, and Pursue New Financing Opportunities***

Overall priorities on **commercialization of research**: While CMAP is unlikely to play a direct leadership role in commercializing research, it will continue to help steer the conversation through its policy work.

FY 14 work plan:

- State and Regional Economic Development Policy— Best Practices, Challenges, and Opportunities

Anticipated progress by end of FY 13: Since these actions are directed at other implementers, we will continue to be at the table and as appropriate, be ready to respond to things as they arise and expand policy agenda.

Actual FY13 progress: Economic Development Committee continues to explore and discuss how to target resources and foster coordination to support manufacturing cluster and other regional efforts around investments in innovation. The issues of commercializing research and targeting investment decisions continue to be major focal points in our cluster drill down reports.

Anticipated FY 14 progress: Complete research on State and Regional Economic Development Policy and continue to pursue opportunities that result in more coordinated investments.

Anticipated progress within 5 years: N/A

***Implementation Action Area #4: Create a Culture of Innovation***

Overall priorities on **culture of innovation**: CMAP will highlight best practices and begin to develop methods for “scaling down” the regional cluster work for implementation on the local level.

FY 14 work plan:

- State and Regional Economic Development Policy- Best Practices, Challenges and Opportunities
- Policy Analysis and Development- Industry Cluster Sub-regional analyses

Anticipated progress by end of FY 13: Determine whether documenting (through the ED committee) good examples of how this culture is being fostered is useful.

Actual FY13 Progress: There was limited success in working through the ED committee on documenting this. The Illinois Innovation Index (a CMAP collaborative with World Business Chicago, Chicagoland Chamber of Commerce, and the Illinois Science and Technology Coalition) included information on innovative companies and regional developments; the index annual report launch event gathered stakeholders and business leaders to recognize importance of innovation.

Anticipated FY 14 progress: Complete policy reports on these issues as described in the work plan. The sub-regional analyses will enable staff to scale down these issues for implementation on the local level.



Anticipated progress within 5 years: Since these actions are directed at other implementers and culture is hard to quantify, but it is fair to say that we can measure the outcomes through broader innovation metrics that CMAP can measure, such as more commercialization, more patents, more venture capital, etc.



## Reform State and Local Tax Policy

**CMAP's role:** This is a priority for the agency in terms of leadership in accomplishing these recommendations.

**Additional management staff objectives:** Remain engaged in the prioritized tasks that are identified in the work plan and ensure that appropriate direction is provided.

Overall priorities in **reform state and local tax policy:** CMAP's Regional Tax Policy Task Force recommended that CMAP continue to play a leadership role in facilitating a regional perspective on tax policy. Staff will continue to analyze these issues and advocate for policy change as needed.

FY 14 Work Plan:

- Policy Analysis and Development- Regional Tax Policy Analysis
- Policy Analysis and Development- Assessment of the Fiscal and Economic Impact of Land Use Decisions
- Policy Analysis and Development- Regional Revenues
- Policy Analysis and Development- Assessment of Economic Development Incentives
- Policy Analysis and Development- State Legislative Strategy

Anticipated progress by end of FY 13: Make significant progress on three separate projects: 1) Assessment of Economic Development Incentives; 2) Assessment of the Fiscal and Economic Impact of Land Use Decisions; and 3) Regional Revenues. CMAP staff will also monitor state legislation on tax issues.

FY 13 actual progress: Draft regional revenues report complete. A draft of the economic development incentives report is scheduled to be complete by the end of FY 13, the final report will be due in early FY 14. The fiscal and economic impact of land use decisions project is on schedule and will be complete in November 2013.

Anticipated Progress by the end of FY 14: Release three reports: 1) Assessment of Economic Development Incentives; 2) Assessment of the Fiscal and Economic Impact of Land Use Decisions; 3) Regional Revenues. Staff will continue to conduct quarterly analyses of state and local tax policy issues through the policy blog and will actively monitor efforts at the state level.

Anticipated progress within 5 years: Overall, the anticipated progress is that CMAP will become much more proactive on issues of state and local tax policy, and specifically how these decisions affect the goals of the GO TO 2040 plan. Tax issues remain contentious and CMAP does not have the ability to achieve change unilaterally, so the agency must continue to rely on producing robust analyses and to disseminate this information to continue to make the case that the tax system requires reform. Via the above reports, the policy blog, and our reaction to bills in the state legislature, CMAP intends to play this role. Specifically, the issues of regional revenues and overall metropolitan governance are central issues for this agency and the expectation is that the Board becomes more proactive in the next five years in seeking solutions. Investigate inclusion of alternative tax policy scenarios on GO TO 2040 Forecast update.



## Improve Access to Information

**CMAP's role:** This is a priority for the agency in terms of leadership, level of effort, and staff resources.

**Additional management staff objectives:** Create a new implementation strategy for the agency in the general area of data sharing among public and partners and ensure that appropriate resources and direction is provided.

### ***Implementation Action Area #1: Launch the Regional Indicators Project's MetroPulse Website***

Overall priorities in **launching the Regional Indicators Project's MetroPulse Website:** Evaluate the success and challenges of the MetroPulse Website in meeting the plan's goal to Improve Access to Information.

FY14 Work Plan:

- Regional Information and Data Development, Communications and Information Technology

Anticipated progress by the end of FY 13: Establish internal protocols and support contracts for MetroPulse maintenance. Establish inventory and update schedule for critical GO TO 2040 Indicators.

Actual FY13 Progress: Completed assessment documenting source and method used in preparing GO TO 2040 Indicators to facilitate tracking and updating efforts. Reorganized Data Sharing and Warehousing to address management and sustainability challenges.

Anticipated FY14 Progress: Implement improved management of MetroPulse resources and re-scale the overall level-of-effort to match CMAP's core regional planning mission and priorities.

Anticipated progress with five years: Continue to improve MetroPulse's role in improving access to information. Track and report on GO TO 2040 Indicators.

### ***Implementation Action Area #2: Develop Regional Best Practices***

Overall priorities in **developing regional best practices:** Establish and document standards and protocols for urban data sharing and promote their use among CMAP partners. Define measures of success for data sharing.

FY14 Work Plan:

- Regional Information and Data Development, Communications and Information Technology

Anticipated progress by the end of FY 13: Draft a Best Practices for Data Sharing manual and develop an outreach strategy.

Actual FY13 Progress: Best practices document published. Initiated open source data sharing hub. Broader staff leadership countervailed by high staff attrition.

Anticipated FY14 Progress: Establish and promote CMAP as an active resource for direct data sharing between partners and public.

Anticipated progress with five years: Establish automated data sharing procedures with cooperative partners that will serve as a positive example of the benefits of data exchange. Integrate with proprietary Socrata portals in use at City of Chicago, Cook County and State of Illinois.

### ***Implementation Action Area #3: Provide Direct Technical Assistance and Conduct Data Sharing Pilot Programs***

Overall priorities in **providing direct technical assistance and conduct data sharing pilot programs:** Similar priorities to action area #1 and #2, demonstrate the scalability and transferability of MetroPulse to other urban data applications.

FY14 Work Plan:

- Regional Information and Data Development, Regional Forecasting and Modeling



Anticipated Progress by the end of FY13: Launch of MetroPulse Jobs and MetroPulse Local. Further accessibility to MetroPulse Transportation (archived system performance data).

Actual FY13 Progress: MetroPulse Jobs launched.

Anticipated FY14 Progress: Re-orient direct technical assistance toward more traditional role of providing regional data and direct support to users of raw data resources.

Anticipated progress with five years: Expand MetroPulse to include specialized portals for municipalities, human capital and archived transportation data. Demonstrate the flexibility of MetroPulse for a variety of urban data applications. Hire and train data sharing outreach staff position.



## Pursue Coordinated Investments

**CMAP's role:** This is a high priority for the agency in terms of leadership and level of effort, but many of the implementation actions are contingent upon action of other implementers. This encompasses the backbone of the agency's policy objectives that are reflected in the state and federal policy agenda and a number of specific projects in the work plan.

**Additional management staff objectives:** Continue to pursue the policy agendas. Examine and pursue other funding sources for the agency that are sustainable and less reliant on transportation funding.

### ***Implementation Action Area #1: Take a Regional Approach to Federal and State Investment***

Overall priorities in **take a regional approach to federal and state investment:** Realign CMAP's programming activities and review responsibilities to support GO TO 2040. Justify continued investment by HUD, DOE, EPA, and other federal and state agencies by efficiently using current grants. Take regional leadership in bringing federal and state resources to the region.

FY 14 work plan:

- Local Planning Support – LTA
- Policy Analysis and Development – Performance Based Transportation Funding
- Policy Analysis and Development – Freight Policy: National, State, and Regional Coordination
- Policy Analysis and Development –Regional Revenue Policy Analysis and Development – Assessment of Economic Development Incentives
- Policy Analysis and Development – Regional Tax Policy Analysis
- Policy Analysis and Development – Assessment of the Fiscal and Economic Impact of Land Use Decisions
- Policy Analysis and Development – State and Federal Legislative Strategy
- Performance-Based Programming Core Program
- Water Resource Planning – Facilities Planning Area (FPA) Review Process
- Energy Impact Illinois (EI2)

Anticipated progress by end of FY 13: There are a large number of projects that relate to this action area, see the deliverables identified in the work plan. CMAP's progress on the two competitive federal grants will focus largely on implementing the LTA program and the EI2 program. Successes from these two projects should be brought to bear to influence ongoing federal and state policy about empowering regions.

Actual FY 13 Progress: Progress was made on advancing a number of policy and programmatic initiatives, including performance-based evaluation criteria for transportation funding. Both the HUD and DOE funded programs met their goals for the fiscal year and a number of conversations were initiated to continue funding at the federal level for our LTA technical assistance work. The Board and staff worked to align the agency's activities to implement GO TO 2040.

Anticipated progress by end of FY 14: There are a large number of projects that relate to this action area, see the deliverables identified in the work plan. Performance-based funding is a major transportation policy priority of GO TO 2040, and the intention of the performance-based core program is to optimize MPO programming functions (CMAQ, Transportation Alternatives) and to develop the region's capacity to evaluate the larger universe of transportation expenditures in the region; and this will be a priority for the agency this fiscal year. The grants that fund CMAP's two competitive federal grants will end this fiscal year. Successes from these two projects



should be brought to bear to influence ongoing federal and state policy about empowering regions.

Anticipated progress with 5 years: CMAP continues to lead regional efforts, where applicable. On the ground successes should lead to more potential opportunities- CMAP should continue to stress the positive benefits of a regional approach to investment decisions. Diverse and sustainable funding should be secured to support the agency's activities.

**Implementation Action Area #2: Reform State and Federal Policies and Programs**

Overall priorities in **reform state and federal policies and programs**: Revise funding programs at the federal and state levels to be criteria-based and support the implementation of GO TO 2040.

FY 14 work plan:

- Policy Analysis and Development – Performance Based Transportation Funding
- Policy Analysis and Development –Regional Revenues Policy Analysis and Development – Assessment of Economic Development Incentives
- Policy Analysis and Development – Assessment of the Fiscal and Economic Impact of Land Use Decisions
- Policy Analysis and Development – State and Federal Legislative Strategy
- Performance-Based Programming Core Program

Anticipated progress by end of FY 13: The work here is encompassed in our state and federal policy agendas and in our performance-based evaluation criteria and funding.

Actual FY 13 Progress: Developed both the state and federal policy frameworks and agendas that outlined the course for policy change. The focus on performance-based evaluation criteria for transportation was advanced throughout the year by staff work to advance these concepts and explore a series of different options for CMAP's continued role in targeting investment dollars toward the region's transportation priorities. State legislation was introduced to advance a state process to develop performance-based transportation funding, but it did not advance in the legislative process. Federal transportation reauthorization did include an opportunity for us to take the lead in advocating for some of these changes through the development of performance measures.

Anticipated progress by end of FY 14: The work here is encompassed in our state and federal policy agendas and in a number of projects in the Policy core program and through the new core program of performance-based programming focused on CMAP's programs.

Anticipated progress with 5 years: We should hope to see less siloing on the federal and state level and to see investments with more focus. The majority of these actions require legislative change, so it will be important to continue to pursue and communicate our policy agendas.

**Implementation Action Area #3: Support Efforts to Consolidate Local Services**

Overall priorities in **support efforts to consolidate local services**: Analyze the fiscal, efficiency, and other consequences of sharing or consolidating local services. Analyze the effects of consolidating local governments, with a special focus on the township system.

FY 14 work plan:

- No work plan item.

Anticipated progress by end of FY 14: These actions are directed to the Metropolitan Mayors Caucus, counties, COGs, and municipalities to lead. CMAP will continue to encourage those implementers to analyze the issues and will consider playing a larger role if requested.





We see a regional and statewide move toward consolidation and coordination of services, where it makes sense. In FY13, DuPage County has focused an effort on evaluating consolidation where appropriate.



## Invest Strategically in Transportation

**CMAP's role:** This is a high priority for the agency in terms of leadership, level of effort, and staff commitment.

**Additional management staff objectives:** Initiate performance-based funding activities internally to optimize MPO programming functions (CMAQ, Transportation Alternatives) and to develop the region's capacity to evaluate the larger universe of transportation expenditures and needs in northeastern Illinois. Pursue the federal and state policy agendas, which articulate the agency's annual legislative priorities.

### ***Implementation Action Area #1: Find Cost and Investment Efficiencies***

Overall priorities in **finding cost and investment efficiencies:** On the state and regional levels, the goal is to move investment decisions away from arbitrary formulas and toward performance-based programming.

FY 14 work plan:

- Performance-Based Programming- entire core program is dedicated to this effort.
- Policy Analysis and Development- Performance-based Transportation Funding.
- TIP - Program Development and Management
- TIP - CMAQ Program Development
- TIP - Conformity

Anticipated progress by end of FY 13: Continued outreach to stakeholders on performance based funding and host a successful peer exchange, internal analysis of TIP and its alignment with GO TO 2040, complete policy report on funding and programming decisions. Under the Congestion Management Process, a data acquisition plan and draft architecture will be developed supporting programming decisions. The TIP will be maintained by processing requested amendments, administrative modifications and conducting required conformity findings.

Actual progress in FY 13: Peer exchanges were conducted, TIP analysis was completed, and a policy report on performance-based funding was completed. The CMP items were not completed, and this synergy between CMP and Policy will be strengthened in FY 14 in a new core program (performance-based programming). TIP administrative changes and amendments were processed throughout the year as requested by project implementers. Two TIP amendments requiring a conformity analysis were processed. A proposed CMAQ program completing fiscal years 2014 through 2018 is complete. The TIP dashboard was completed. New advanced modeling tools in highway pricing, freight and transit modernization were developed and applied.

Anticipated progress in FY 14: Present CMAQ programming process recommendations to CMAP Board; Develop performance measures and indicators for CMAP programs as well as Phase 1 development for highway and transit capital programs; Produce modeling and analytical deployment plan for performance-based programming; Continue to produce related analyses on the policy blog and advocate for performance-based programming at the federal, state, and regional levels. The TIP will be maintained by processing requested amendments, administrative modifications and conducting required conformity findings. A process review of TIP development and management procedures will be conducted. New advanced modeling tools in agent-based forecasting for freight and dynamic network operations models are under development.



Anticipated progress within 5 years: It is anticipated that IDOT, CMAP, and other regional transportation stakeholders will adopt and implement explicit performance-based programming processes. These processes will lead to a robust, actively managed TIP, and CMAP staff will have the ability to evaluate individual transportation projects for their consistency with GO TO 2040. The CMAQ program will also be actively managed, and its large unobligated balance will be responsibly spent down. Within five years, CMAP will have developed advanced modeling capabilities in order to effectively respond to an expanded array of policy and planning variables. Expand use of Advanced Urban Models to demonstrate and test the efficiencies gained through strategic actions.

***Implementation Action Area #2: Increase Motor Fuel Taxes in the Short Term, and Institute a Replacement in the Long Term***

Overall priorities on **gas taxes**: Raise the state motor fuels tax eight cents and index the gas tax to inflation. Find alternative sources to replace it, if necessary.

FY 14 work plan:

- Policy Analysis and Development- Regional Revenues
- Policy Analysis and Development- State Legislative Strategy

Anticipated progress by end of FY 13: A regional gas tax and indexing will likely be analyzed among a larger menu of options in the regional revenues project.

Actual progress in FY 13: This analysis was complete as part of the draft regional revenues report.

Anticipated progress in FY 14: Monitor developments on the state level, produce analyses as needed. Release regional revenues report.

Anticipated progress within 5 years: Federal and state will increase these taxes, which will generate more sustainable revenue for our system. Investigate use of Advanced Urban Models to demonstrate and test the travel demand effects of alternate tax scenarios.

***Implementation Action Area #3: Implement Congestion Pricing on Select Road Segments***

Overall priorities on **congestion pricing**: Build public acceptance of congestion pricing, better understand its financing, prioritize where congestion pricing should be implemented in the region, and implement one or more pilot projects.

FY 14 work plan:

- Policy Analysis and Development – Congestion Pricing Analysis and Coordinated Outreach
- Policy Analysis and Development – Major Capital Project Implementation
- Regional Information and Data Development – Advanced Urban Model Development

Anticipated progress by end of FY 13: Complete value pricing marketing piece, develop outreach and communications strategy and follow through on it.

Actual progress in FY 13: The analysis and marketing piece were completed, a communications strategy was developed, and staff followed through on the strategy, resulting in a series of local resolutions, business support, and wide-reaching media attention.

Anticipated progress by end of FY 14: Conduct more analyses to support GO TO 2040 priorities and continue outreach to corridor and regional stakeholders. Closely monitor implementation of several near-term projects including Elgin O’Hare, Jane Addams, Stevenson Expressway, and the Central Lake County Corridor.

Anticipated progress within 5 years: CMAP will build acceptance for congestion pricing by disseminating educational materials and proactively reaching out to local and state decision-makers. CMAP staff will work with regional stakeholders to prioritize locations to implement pricing, secure



necessary legislative changes, secure federal funding, and implement a pilot project. CMAP will take the lead in evaluating the performance of pilot projects.

**Implementation Action Area #4: Implement Pricing for Parking**

Overall priorities on **parking pricing**: Include parking pricing in planning studies and find locally appropriate ways to implement it.

FY 14 work plan:

- Local Planning Support – Model Plans, Ordinances and Codes
- Local Planning Support – LTA
- Policy Analysis and Development –Regional Revenues

Anticipated progress by end of FY 13: Regional parking revenues will likely be analyzed among a larger menu of options in the regional revenues project. In addition, several local parking projects will be chosen during the new LTA program applications. Work on these will begin in FY 13 but may not be fully complete by the end of the year. The model parking approach will also continue to be presented and promoted.

Actual progress in FY 13: Parking-related LTA projects were selected and initiated in two communities, with a third planned for later in the year. Parking taxes and fees were analyzed as part of the regional revenues project, which remains a draft at this stage.

Anticipated progress by end of FY 14: Complete two parking-related LTA projects, and select and initiate additional ones.

Anticipated progress within 5 years: Pricing for parking will be widely understood among local government officials and broadly considered a best practice. An increasing number of municipalities will implement parking pricing as the preferred strategy to reduce congestion, promote other modes of travel, raise revenue for local improvements, and support compact development. Working with local governments, CMAP will develop and disseminate a model parking ordinance, which will also recommend active parking management. Investigate use of Advanced Urban Models to demonstrate and test the travel demand effects of parking pricing strategies.

**Implementation Action Area #5: Find Other Innovative Finance Mechanisms**

Overall priorities on **innovative financing**: Continue agency leadership on analyzing innovative financing mechanisms and advocate for them on the federal and state levels as well as on specific projects.

FY 14 work plan:

- Policy Analysis and Development – Regional Revenues
- Policy Analysis and Development- Regional Freight Leadership Task Force
- Policy Analysis and Development- Major Capital Projects Implementation

Anticipated progress by end of FY 13: Innovative financing will be a major component of the regional revenues report. The freight policy development project will begin to assemble the necessary data to perform analyses on user fee and other innovative financing structures for freight infrastructure. CMAP will continue to support innovative financing in major capital projects as it has done with 53/120. I-90 will likely be a focus area for some staff work in FY 13. See value capture analyses incorporated into project discussions. See PPP legislation passed.

Actual progress in FY 13: The draft regional revenues report was completed, and includes analyses on a variety of innovative revenue sources, including value capture and congestion pricing. Staff also



advocated for value capture in the Rt 53/120 advisory council, and produced an in-depth analysis on the subject. Staff also worked with CTA on analyzing innovative financing for some of their system improvements.

Anticipated progress in FY 14: Release regional revenues report. Innovative financing will also be a major component of the Regional Freight Leadership Task Force.

Anticipated progress within 5 years: CMAP will continue to lead value capture analytical efforts for priority projects and will advocate for new enabling legislation to allow value capture for transportation, particularly across multiple jurisdictions. If applicable, CMAP will work with regional stakeholders to select candidate projects for PPP and assist with evaluating pilot projects in the region.



## Major Capital Projects

**CMAP's role:** The major capital projects vary widely in terms of their status, overall complexity, and challenges and opportunities for CMAP staff involvement. While the agency intends to play a role in steering project implementation, these efforts will be highly targeted and prioritized, based on internal strategic planning.

**Additional management staff objectives:** Implement internal strategic plan for CMAP's role in the implementation of major capital projects. Guide the process for analyzing and recommending major capital projects as part of GO TO 2040 update, due in October 2014.

FY 14 work plan:

- Local Planning Support – Management of Grants and Contracts
- Local Planning Support – LTA
- Policy Analysis and Development – Major Capital Project Implementation
- GO TO 2040 Plan Update- Major Capital Projects
- TIP – TIP Development and Administration
- Regional Information and Data Development – Advanced Urban Model Development

**Anticipated Progress by the end of FY 13:** After the conclusion of the Tollway's Blue Ribbon Advisory Council, scope future work and pursue funding for a multijurisdictional corridor land use plan for Central Lake County. This project will require significant buy in from local governments, Lake County, and the Illinois Tollway. Staff will continue to co-chair the I-90 corridor planning council, and CMAP will seek to add value to this process specifically through utilization of its new pricing model, a value pricing outreach campaign, analysis of land use around expressway-based transit, and support of innovative financing such as value capture. CMAP will continue to work with the CTA to implement their major capital projects. Through the LTA and Community Planning programs, CMAP will also support land use and economic development planning in the area of the I-294 and I-57 interchange. Staff will also continue to participate on other planning groups.

**Actual Progress in FY 13:** Staff was active on the 53/120 BRAC group and I-90. On 53/120, staff has completed a detailed scope of the corridor land use plan for the LTA program. Staff worked with CTA on financing strategies for their reconstruction work. LTA work on the 1-294/I-57 interchange was begun. The value pricing campaign was a major accomplishment in this area during FY 13 (see Invest Strategically in Transportation section for more detail.) Lastly, two IDOT-led projects—the Circle Interchange and the Illiana Expressway— emerged as priorities during FY 13. The Circle Interchange was analyzed by staff and GO TO 2040 was amended to include it. Advanced Freight Modeling tools were used in Circle Interchange Evaluation. IDOT has requested CMAP staff to recommend inclusion of the Illiana Expressway to the Board and MPO Policy Committee in October 2013, and CMAP is working to analyze the consistency of this project with GO TO 2040. By the end of FY 13, staff will update the major capital projects strategic plan.

**Anticipated Progress in FY 14:** Staff will pursue the goals laid out in the major capital projects strategic plan. Staff is likely to remain active on the Central Lake County Corridor via the LTA process and will also focus on encouraging the use of pricing strategies on highway projects that add capacity. Staff will complete an analysis of the Illiana Expressway. As part of the larger GO TO 2040 plan update, staff will develop a recommended list of projects by the close of FY 14. Transit Modernization Model will be promoted for use in transit capital evaluations.



## Increase Commitment to Public Transit

**CMAP's role:** This is a priority for GO TO 2040 and the majority of the recommendations are targeted to various implementers with limited CMAP staff involvement. The focus of the agency's activities for this year is on projects within the Local Planning Support, Policy Analysis, Congestion Management Process, and the Transportation Improvement Program core programs.

**Additional management staff objectives:** Determine the most effective method to work with the implementers and the RTA to ensure their work plans and priorities align with GO TO 2040 Implementation Actions.

### ***Implementation Action Area #1: Improve the Fiscal Health of Transit***

Overall priorities in **improving the fiscal health of transit:** Most activities in this area are the primary responsibility of the RTA and service boards; CMAP's priorities include policy research and support for legislative action.

FY 14 work plan:

- Policy Analysis and Development – Regional Revenues
- Policy Analysis and Development – State and Federal Legislative Strategy

Anticipated progress by end of FY 13: Completion of research on innovative financing methods such as value capture. Continual support to the RTA regarding efforts to improve the financial viability of the transit system.

Actual progress in FY 13: Completed value capture research as part of the larger regional revenues report (draft), which focuses in large part on how to modernize the system. Staff also produced financial analysis on innovative revenues for the CTA. Met regularly with RTA to coordinate the agencies' activities and legislative priorities. Provided analysis of federal transportation bills.

Anticipated progress by end of FY 14: Finalize regional revenues report. Continue to monitor efforts at the federal, state and regional levels as they arise.

Anticipated progress with 5 years: Successful advocacy for new or revised state and federal funding sources, including gas tax increase, congestion pricing, value capture, and revisions to New Starts, with positive financial results for the region's transit system.

### ***Implementation Action Area #2: Modernize the Region's Transit System***

Overall priorities in **modernizing the region's transit system:** Support transit service boards as they pursue modernization. All implementation actions are directed to transit implementers, not to CMAP. Limited responsibility by CMAP for implementation of these actions.

FY 14 work plan:

- Policy Analysis and Development – Regional Mobility area
- Performance-Based Programming Core Program
- TIP – CMAQ Program Development and Administration
- Regional Information Development – Advanced Urban Model Development

Anticipated progress by end of FY 13: Further advance the understanding of the benefits of advanced technologies for transit operations. Have evidence that transit maintenance and improvement projects are including such elements.

Actual progress in FY 13: Transit Modernization Model Development completed. CMAP now has significantly improved capacity to evaluate transit modernization projects related to comfort, cleanliness, walkability and other attributes that might promote transit usage.





Anticipated progress by end of FY 13: Promote use Transit Modernization Model among service boards and RTA in their planning activities.

Anticipated progress with 5 years: Routinely include components related to modernization in transit projects. Have a regional coordinated fare system.

**Implementation Action Area #3: Pursue High-Priority Projects**

Overall priorities in **pursuing high-priority projects**: Support fiscally constrained major capital projects through complementary studies or projects, participation on committees, and prioritization of UWP funding to these projects.

FY 14 work plan:

- Policy Analysis and Development – Major Capital Project Implementation
- Regional Information – Standard Travel and Emissions Models, Advanced Urban Models, Information Requests.

Anticipated progress by end of FY 13: See Major Capital Project section.

Actual progress in FY 13: Assisted CTA with financial analysis on innovative revenue sources. Continue to ensure that planning funds are expended to support GO TO 2040 major capital project priorities via the UWP Process. Provided significant modeling support to major capital project implementation studies for I-90, IL53/120, Elgin-O’Hare/West Bypass, I-290, Red Line Extension and Ashland Bus Rapid Transit.

Anticipated progress by end of FY 14: See Major Capital Projects section.

Anticipated progress with 5 years: As above; continue making progress on each project.

**Implementation Action Area #4: Link Transit, Land Use, and Housing**

Overall priorities in **linking transit, land use, and housing**: Encourage local governments (which control land use) to consider housing and transit when making land use decisions. Encourage housing agencies to consider land use and transit access as they make investment and policy decisions. Encourage transportation agencies to consider housing and land use as they make investment and policy decisions.

FY 13 and FY 14 work plans, and 5 year progress: See Land Use and Housing section.



## Create a More Efficient Freight Network

**CMAP's role:** This is a priority for the agency in terms of leadership in accomplishing these recommendations.

**Additional management staff objectives:** Establish the Regional Freight Leadership Task Force and guide and monitor the Task Force throughout the year. Additionally, take a leadership role in coordinating and pursuing freight policy on the national and state level.

### ***Implementation Action Area #1: Create a National Vision and Federal Program for Freight***

Overall priorities in **creating a national vision and federal program for freight:** Work with members of Congress and the administration to create a national vision and a process to develop a national freight plan. Federal leadership is necessary to guide regional and state efforts to improve the national freight system.

FY 14 work plan:

- Policy Analysis and Development – Freight Policy- National, State, and Regional Coordination
- Policy Analysis and Development- Federal Legislative Strategy

Anticipated progress by end of FY 13: Products in this area will emerge through the upcoming strategic planning process. In general, CMAP should become more active on the national freight scene.

Actual progress in FY 13: Staff worked to implement the internal freight strategic plan and drafted some introductory policy materials on the federal role in freight policy, including correspondence to USDOT. Staff have become more active nationally in discussions regarding freight policy and have reached out to other major metros about exploring a common list of federal principles.

Anticipated progress by end of FY 14: Draft national freight agenda in concert with other major metros.

Anticipated progress with 5 years: Have new federal authorization legislation which includes a significant freight component in terms of both national policy and funding. Specifically, the federal government will implement competitive funding programs to support critical freight projects of national and regional significance; CMAP will work with regional stakeholders to successfully apply for federal assistance to implement priority projects.

### ***Implementation Action Area #2: CREATE Rail System Improvements***

Overall priorities in **CREATE Rail system improvements:** Fund and complete the CREATE program.

FY 14 work plan:

- Policy Analysis and Development- Freight Policy- National, State, and Regional Coordination
- Policy Analysis and Development- Regional Freight Leadership Task Force

Anticipated progress by end of FY 13: Continue to monitor the implementation of the CREATE program. Provide traffic and system operations information to project implementers as needed. Continue to educate local officials and the public about the benefits of the program.

Actual progress in FY 13: Staff provided assistance to implementers as needed.

Anticipated progress by end of FY 14: CREATE projects will be analyzed as a larger suite of freight investments under the Regional Freight Leadership Task Force process. Staff will continue to coordinate with other CREATE stakeholders as needed, and direct investment in CREATE could be advocated as part of the larger set of federal principles under Implementation Action #1.

Anticipated progress with 5 years: Funding secured for all projects in the CREATE program. Within five years, the funding will be secured for all projects in the CREATE program.



**Implementation Action Area #3: Regional Trucking Improvements: Truckways, Truck Routes, Delivery Time Management, and Restrictions**

Overall priorities in **regional trucking improvements**: In the near term, catalog and update region's truck routes, and work with local governments to address delivery times and parking restrictions. In the long term, identify opportunities for dedicated freight corridor systems and implement dedicated and managed truckways that are congestion-priced.

FY 14 work plan:

- Local Planning Support – Management of Grants and Contracts
- Local Planning Support – LTA

Policy Analysis and Development- Regional Freight Leadership Task Force Anticipated progress by end of FY 13: Monitoring of the region's truck routes and intermodal connectors, making revisions as necessary; an examination of the region's freight delivery time and truck parking restrictions that adversely affect the efficient movement of freight. Incorporate planning for freight in local communities within several LTA and/or Community Planning program projects.

Actual progress in FY 13: Included freight recommendations related to truck travel in several LTA projects to support local manufacturing or logistics or similar industries. Surveyed municipal ordinances restricting the travel of trucks throughout the region. Updated the highway network to reflect such restrictions. Completed updating the master highway network to reflect vertical clearance restrictions. Initiated a review of municipal ordinances affecting time-of-day delivery and parking.

Anticipated progress by end of FY 14: The local regulatory structure around trucking will be an issue explored by the Regional Freight Leadership Task Force. Beyond providing information to the task force on this issue, no other staff work will be prioritized in this area, beyond following up with the City of Chicago on the truck route inventory completed by CMAP.

Anticipated progress with 5 years: CMAP will work with IDOT and local governments to develop an up-to-date truck route system information system, with advanced methods to display data to a wide range of users. CMAP will develop a comprehensive regional inventory of local trucking regulations and land use restrictions. CMAP will identify critical bottlenecks in the regional system and work with local governments to harmonize inconsistent regulations.

**Implementation Action Area #4: Organization and Public Policy**

Overall priorities in **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. Additionally, conduct further study to implement use fees or container charges to improve freight movements throughout the region.

FY 14 work plan:

- Policy Analysis and Development- Freight Policy- National, State, and Regional Coordination
- Policy Analysis and Development- Regional Freight Leadership Task Force

Anticipated progress by end of FY 13: Begin to explore governance structures and financing via a process laid out in the freight strategic planning exercise.

Actual progress in FY 13: Staff conducted intensive research to follow up on the direction laid out in the internal strategic plan. Specifically, staff began to lay out the major issues to be explored under an upcoming Regional Freight Leadership Task Force.

Anticipated progress in FY 14: Explore feasibility of new financing and institutional structures via a Regional Freight Leadership Task Force.



Anticipated progress with 5 years: CMAP will fully investigate freight governance, and issue a detailed recommendation for a new Regional Freight Authority.

***Implementation Action Area #5: Integrating Freight Needs and Financing into Infrastructure  
Prioritization***

Overall priorities in **integrating freight needs and financing into infrastructure prioritization**: Develop measures that take into account freight needs and deficiencies in evaluating potential transportation improvements. Develop more robust modeling tools to better predict local and regional impacts.

FY 14 work plan:

- Regional Modeling and Forecasting – Advanced Urban Model Development
- Performance-Based Programming- CMAQ Program- Process Evaluation and Transformation
- Performance-Based Programming- Regional Transportation Performance Measures- Phase 1
- Performance-Based Programming- Modeling and Analytical Deployment for Programming Analysis

Anticipated progress by end of FY 13: Engage regional partners in application of meso-scale model for economic development analyses. Adapt meso-scale model to support standard and advanced travel model applications. Contract for development of agent-based macro-scale model.

Actual progress in FY 13: Presented opportunities to apply mesoscale freight model to Freight Committee. Adapted meso-scale model to support standard travel model evaluation of Circle Interchange. Executed contract for agent-based macro-scale model for forecasting.

Anticipated Progress by the end of FY14: Develop prototype agent-based macro-scale forecasting model. Apply existing freight modeling tools to Illiana MCP evaluation and to preliminary data resources for Freight Authority Task Force. Staff will also analyze freight prioritization via the new performance-based programming core program.

Anticipated progress with 5 years: Improved models and analysis to determine how freight needs and improvements can be better integrated into project prioritization.

