# FY2026 CMAP regional work plan draft



# Annual work plan overview

CMAP's work on behalf of northeastern Illinois is guided by the region's long-term comprehensive plan ON TO 2050, a five-year Strategic Direction, multiyear programs and an annual work plan.

In alignment with the focus areas in the Strategic Direction — transportation, economy and climate — CMAP organizes and prioritizes its work by multiyear programs and an associated portfolio of projects.

This annual work plan identifies key activities CMAP will continue or commence in fiscal year 2026 (July 1, 2025 – June 30, 2026).

This work continues CMAP's 20-year legacy of leading with excellence through:

- Strong planning, policy, research and analysis
- The power of data and the story it tells
- Advancing solutions together

The activities in the FY2026 work plan propel this commitment into actionable steps.

#### **Strategic Direction focus areas:**

- A transportation system that works better for everyone
- A robust and inclusive regional economy
- A region that takes action to mitigate and adapt to the impacts of climate change and preserve highquality water resources

For example, FY2026 brings the opportunity to review and update our region's transportation plan, a process required every four years. This federally required, cooperative, and performance-driven process will build on the strong vision and goals established in ON TO 2050 that we continue to implement today.

In FY2026, we will strengthen our transportation safety work creating a new Safe Systems program to complement our Safe and Complete Streets program. By investing additional resources in innovative data analysis, compelling policy recommendations, and local coalition building and partnerships, we are better positioned to achieve the region's goal of significantly reducing fatalities.

Also in this work plan, we will create a new Emissions Forecasting and Analysis program to support conformity analysis and compliance with National Environmental Policy Act requirements, as well as project evaluation.

Under our agencywide services, we've added a new Content Strategy program (in coordination with the Communications and Engagement programs) to support the strategy, planning, oversight and optimization of multichannel content with a focus on quality, effectiveness, and impact.

We will continue to prioritize and invest in our Data Science program to strengthen and solidify our role as the region's trusted, credible, and authoritative source for data and information. In FY26, we will develop a centralized data catalog and provide centralized data access to enhance knowledge sharing and streamline workflows. And we will also continue to innovate and grow our skills to be a leader in this increasingly complex and evolving space.

With this strategic lens on agencywide services, we will provide a framework for continued excellence.

# FY26 Programs

## **Accelerated Infrastructure Delivery**

The Accelerated Infrastructure Delivery program builds the region's capacity to identify and implement innovations in transportation infrastructure project financing, procurement, design, and construction. The program accelerates project delivery and maximizes the region's ability to deliver projects with traditional and alternative financing. Regional partners will be better positioned to strategically pair their projects with the best suited delivery methods and funding sources. The program convenes regional partners and facilitates technical assistance at both the project and policy level, building capacity in innovative project delivery among public and private sectors.

The Accelerated Infrastructure Delivery program works with partners to create a pipeline of projects that can realize benefits from innovative delivery approaches. It also provides technical support and alternative perspectives on how to address common challenges that impact the efficient delivery of infrastructure projects within the region.

#### FY2026 activities include:

- Policy support for regional partners developing innovative financing approaches
- Management of the Corridor Development Office for the I-290/Blue Line corridor

#### **Accessible Communities**

The Accessible Communities program helps local governments and agencies improve accessibility in the region through a comprehensive training and education, technical assistance, and outreach and engagement. A primary goal is to ensure that transportation planning processes are conducted in accordance with all relevant requirements of Title II of the Americans with Disabilities (ADA) Act and the Illinois Accessibility Code. The program also works with government entities make their programs and services accessible for people with disabilities, with a focus on the public right-of-way.

#### FY2026 activities include:

- Technical assistance for transportation accessibility planning in approximately eight communities
- Training for public entities on hosting and facilitating accessible meetings and engagement activities
- · Guidance and advice to communities on meeting ADA Title II requirements

#### **Achieving Performance Outcomes**

The Achieving Performance Outcomes program aligns the region's planning work outcomes with the policy goals of ON TO 2050 and the United States Department of Transportation (USDOT). This linvolves setting targets; learning from and advising partner plans; facilitating conversations with regulators; informing programming; monitoring progress; and communicating developments to internal and external stakeholders. In addition, this program systematically reviews federal requirements and explores peer best practices to identify process adjustments in support of both ON TO 2050 and USDOT goals. Through this process, MPO roles and responsibilities are identified for inclusion in agency programs and projects.

- Establishment and tracking of performance targets relevant to safety, greenhouse gas emissions, asset condition, and system performance as required by federal law
- Establishment and tracking of performance targets relevant to ON TO 2050 goals related to community, prosperity, environment, governance, mobility, and inclusive growth
- Alignment of regional activities with Federal Transit Administration and Federal Highway Administration requirements
- Establishment and tracking of the congestion management process' performance, and publication of related information that is accessible to stakeholders, partners, and the public

# **Building Capacity**

The Building Capacity program works to understand local government needs and deliver technical assistance at the intersection of capacity building, infrastructure, and governance. The program continuously engages local governments to identify challenges. It also provides technical assistance to meet the most pressing needs of and build capacity for local governments.

#### FY2026 activities include:

- Collaboration with municipalities and communication on priority issues via the Local Government Network
- Determination and promotion of available forms of technical assistance offered through the annual call for technical assistance, in collaboration with the Regional Transportation Authority
- Technical assistance to local governments to build capacity for data-driven decision making and create long-range plans for transportation and other capital investments
- Technical assistance to local governments to establish grant life cycle processes, address challenges to grant management, and support applications to connect prioritized projects with funding
- Technical assistance to local governments following plan-creation, to help organize and support implementation of adopted community plans

# **Climate Mitigation**

The Climate Mitigation program focuses on reducing greenhouse gas emissions to meet international, science-based targets to avoid the worst impacts of climate change. The program develops data and resources to inform decision making and advance policies and projects to meet ON TO 2050 greenhouse gas reduction goals.

Over the next several years, CMAP will develop a comprehensive climate action plan for a larger 13-county area (as dictated by federal funding criteria), in collaboration with regional partners. This work will identify greenhouse gas reduction strategies across all major emission sectors including transportation, residential and commercial buildings, industry, wastewater, and agriculture. The plan will provide stakeholders with data and analyses to guide local, regional, and state climate mitigation efforts, including greenhouse gas inventories; benefit analyses of co-pollutant reductions and other co-benefits; and refined greenhouse gas reduction targets.

- Completion of the Comprehensive Climate Action Plan for the greater Chicago area
- Partnership with ComEd, Respiratory Health Association, and Argonne and Oak Ridge national laboratories for a scenario planning process to identify transportation greenhouse gas emission reduction strategies and quantify their impacts on energy generation and transmission
- Update the Regional Greenhouse Gas Inventory and municipal emission profiles to understand conditions and track implementation progress

# **Climate Resilience**

The Climate Resilience program focuses on increasing regional infrastructure resilience to climate change including flooding, as well as preserving one of the region's greatest assets — its freshwater. First, the program seeks to build resilience by helping the region's communities and infrastructure prepare, recover, and adapt to the impacts of extreme weather and climate change. Second, it looks to protect and sustainably manage northeastern Illinois' water resources.

Resilience activities in the program include research and analysis; regional and local planning; convening of critical implementing partners (primarily stormwater, emergency management, planning, and transportation divisions); communications, outreach, and engagement; capacity building; and the securing, prioritization, and guidance of capital investments in climate resilience projects for the region. Important components of this work also include climate equity and environmental justice considerations to reduce disproportionate impacts. This program will encourage climate resilience elements in transportation capital project designs.

The Climate Resilience program's water resources work focuses on improving and maintaining the quantity and quality of our lakes, rivers, streams, and groundwater aquifers. It promotes best practices in water conservation, green infrastructure, and pollution prevention. It also provides regional data on water demand and water quality, as well as develops plans for local governments and community coalitions to collaboratively protect water resources.

- Identification and prioritization of transportation resilience projects and recommended resilience practices; use of Transportation Resilience Improvement Plan deliverables to highlight priorities (e.g., local planning, policy, and programming) for implementation
- Regional flood susceptibility index update, to identify priority areas for flood mitigation and assess equity impacts
- Partnership with the Illinois-Indiana Sea Grant to promote municipal water conservation and efficiency practices
- Develop priorities to address heat resilience

# **Coordinated Land Use Strategies**

The Coordinated Land Use Strategies program coordinates municipalities, counties, funders, and nonprofits to grow the number and quality of housing choices with access to transportation and economic opportunity across the region. Inclusive and coordinated strategies are required to strengthen the links between the transportation system and the location of people, jobs, and goods and services by assisting communities with housing and land use policies.

#### FY2026 activities include:

- A competitive call for technical assistance projects
- Analysis of key housing data and issues in the region for counties, municipalities, and City of Chicago community areas
- Technical assistance to McHenry County for a coordinated sub-regional approach to planning for housing
- Regional framing of community comprehensive planning, best practices for equitable engagement, and balancing the statutory role of municipal plans with community needs and regional goals

## **Economic Competitiveness**

The Economic Competitiveness program coordinates regional and local partners to develop a competitive global identity and outcompete peer regions economically. This requires forward-thinking, inclusive, and coordinated strategies to sustain and leverage our region's significant transportation and freight infrastructure assets, diverse talent, strong exporting industries, and world-class institutions of innovation, research, and culture.

#### FY2026 activities include:

- Technical assistance to communities and counties on ways to leverage transportation assets to attract local investment, strengthen developer connections, and address local economic development and capacity issues
- Ongoing support for the Greater Chicagoland Economic Partnership, including World Business Chicago and the seven counties, to drive economic growth and advance equity across the region and its diverse communities
- Collaborative discussions and assessments of opportunities to provide technical assistance to multijurisdictional consortiums of municipalities facing transportation and land use challenges due to regionally impactful developments

## **Emissions Forecasting and Analysis**

The Emissions Forecasting and Analysis program provides a framework to support CMAP's policy and plan development, as well as provide continued support to CMAP's transportation programming activities by performing conformity analysis, compliance with National Environmental Policy Act requirements, and project evaluation. This program encompasses a full understanding of the agency's existing forecast requirements and tools, positioning it to anticipate future emerging forecast and analysis needs.

- Analysis and maintenance of conformity of plans and programs
- Advanced emissions modeling
- Data analysis in support of the Climate Mitigation program
- Emissions-related project evaluation for funding programs, regional transportation plan, and/or special projects
- Coordination with partner agencies to improve forecasting (LADCO, IEPA, IDOT, research institutions)

# **Environmental Justice**

The Environmental Justice program works to understand the needs of disinvested communities and delivers technical assistance through the lenses of capacity building, climate resilience, and equitable quality of life. The program engages local governments and underserved and/or overburdened populations to identify environmental impacts and harms from transportation infrastructure and related land uses. It provides technical assistance to build capacity for disadvantaged local governments to mitigate and adapt negative impacts. The program advances community empowerment to ensure fair treatment and meaningful involvement of underserved and/or overburdened populations exposed to environmental and transportation harms.

- Technical assistance to a small group of communities as a case study for establishing and tracking equity measures
- Technical assistance to local governments for pavement management planning, providing new road conditions data to communities which allows for more equitable distribution of road improvement funds
- Engagement with community-based organizations through the Community Alliance for Regional Equity
- Technical assistance, in collaboration with the Regional Transportation Authority, for Equiticity as a case study for assessing regional indicators of transportation insecurity
- Regional framing of environmental justice issues, policy recommendations, best practices, opportunities for collaboration, and strategies for addressing disproportionate impacts
- Technical assistance to local governments to address transportation safety and economic development challenges within the context of ON TO 2050 principles of resiliency, inclusive growth, and prioritized investment through long-range corridor planning

# **Federal Transportation Funding Programs**

The Federal Transportation Funding program oversees the programming and management of certain federal sources used for transportation planning and projects — from the development of the methodologies for project selection through the various phases of implementation, to the obligation and expenditure of the federal funding. These federal funding programs support the development and execution of the agency's MPO requirements and the execution of projects that implement the region's long-range transportation goals.

#### FY2026 activities include:

- Support for the development of the Unified Work Program and management of external transportation planning projects
- Federal funding committee governance and project selection for the federally funded Congestion Mitigation and Air Quality Improvement Program (CMAQ), Carbon Reduction Program (CRP), Local Transportation Alternative Program (TAP-L), Surface Transportation Program (STP) shared fund and local STP
- Active program management techniques that ensure federal funds are utilized in a timely manner

# **Integrated Mobility and Inclusive Growth**

The Integrated Mobility and Inclusive Growth program focuses on long-term, intersectional issues facing the region with an emphasis on advancing coordinated mobility, efficient land use, economic competitiveness, and a sustainable environment. This work coordinates government bodies and stakeholders to address large-scale, multijurisdictional challenges where a strategic, integrated approach to planning and policy is required to advance regional objectives.

#### FY2026 activities include:

- Development of a regional vision plan (the successor plan to ON TO 2050)
- Advancement of recommendations in the Plan of Action for Regional Transit, to address the region's transit fiscal cliff in 2026

# Land Use Forecasting and Analysis

The Land Use Forecasting and Analysis program develops and enhances decision-making tools and models that provide long-range population and employment projections for local and regional planning. Central to the program's work is the maintenance of land use databases, which ensures accurate and up-to-date inventory and development information is available for analysis. The program creates decision-support tools that leverage advanced analytical approaches and cloud computing to help address challenges related to community growth, change, and policy impacts on land use. The program also produces socioeconomic forecasts that project population and employment trends, supporting strategic planning efforts.

- Maintenance of the community cohort evaluation tool
- Maintenance of the land use inventory database
- Community data snapshots
- Updated local and regional socioeconomic forecasts

# Safe and Complete Streets

The Safe and Complete Streets program aims to improve regional livability and modal options with the goal of eliminating traffic fatalities through a comprehensive and sustainable transportation system. The work pursues enhanced mobility and active transportation. Through comprehensive data analysis and local planning projects and project implementation, the program collaborates to implement projects and programs focused on reducing fatal and serious injury crashes, as well as implementing safe, accessible, and connected transportation options for all. These efforts are coordinated with the Accessible Communities program, the Safe Systems Program, and other transportation programs for a comprehensive approach to improving transportation and safety.

#### FY2026 activities include:

- Technical assistance to county partners for a regional approach to road safety planning that meets the eligibility requirements for federal Safe Streets and Roads for All implementation funding
- Innovations in bicycle and pedestrian infrastructure data
- Development of a Complete Streets Toolkit

# Safe Systems

The Safe Systems program aims to improve traffic safety through innovative data analysis, compelling policy recommendations, and local coalition building and partnerships. Through collaborative regional and local projects, northeastern Illinois can implement policy changes and projects to reduce crashes and create safe, accessible, and connected transportation options for all. These efforts are closely aligned with the Safe and Complete Streets program, the Accessible Communities program, and other transportation programs to address necessary policy and programmatic changes to improve transportation safety.

#### FY2026 activities include:

- Regional framing of safety issues, policy recommendations, technical methods, and an equitable and transparent engagement approach
- A collaborative approach to implement safety projects through the Illinois Highway Safety Improvement Plan
- Strategic assessment of transportation funds

# **Transportation Improvement Program Coordination**

The Transportation Improvement Program (TIP) is the short-range transportation program and documentation process that informs and implements the long-range transportation goals in ON TO 2050. Other responsibilities include ensuring conformity of plans and programs throughout the region; monitoring all projects in the eTIP database; ensuring the region's programs are constrained to available fiscal resources; and assisting CMAP's programming partners in adhering to the legislative regulations that govern federal funding. The eTIP database collects and manages project information from CMAP's partners to inform them and the public about the scope of work, cost, and implementation schedule of transportation projects in the region.

- TIP project development, tracking, analyses and documentation
- Support for the subregional Councils of Mayors and planning liaison program

# **Transportation Investment Strategies**

The Transportation Investment Strategies program is a collaborative approach to improve connections between the region's goals and CMAP's state- and federally-mandated transportation financial planning and programming responsibilities. The program coordinates the development of the region's long-range transportation plan. It also develops a financial plan, compiles a constrained list of regional capital projects, and provides a collaborative process to prioritize long-term and short-term investment strategies for the region's transportation system.

#### FY2026 activities include:

- Development of the 2026 Regional Transportation Plan
- Identification, evaluation, and prioritization of regional capital projects (RCP)
- Development of the transportation financial plan for the next long-range transportation plan

# **Transportation Network Efficiencies**

The Transportation Network Efficiencies program responds to ON TO 2050 goals for a modern, multimodal transportation system that adapts to changing travel needs. The program develops and supports strategies to manage travel demand and congestion in northeastern Illinois. It convenes the region around strategies that can improve the safety, efficiency, reliability, and resilience of the transportation network — such as intelligent transportation systems, freight system improvements, or other necessary innovations.

## FY2026 activities include:

- Implementation of the updated regional congestion management process, including the identification of priority corridors and initiation of follow-on corridor planning efforts
- Exploration of major trends facing the region's freight system, as well as opportunities for additional policy development

# **Travel Demand Forecasting**

The Travel Demand Forecasting program develops, maintains, and applies analysis tools to support the agency's performance-based transportation programming decisions. This includes maintaining both trip- and activity-based travel demand models. These tools are used for air quality conformity analyses, long-range plan scenario evaluations, capital project evaluations, and policy change impacts. The program area also develops and applies tools to forecast commercial vehicle movement in the region. One of the program's major data collection efforts is the My Daily Travel survey, a multiyear household travel survey focused on gathering travel behavior information from the region's residents. Ongoing efforts also identify and evaluate new sources of data that can be used to develop and validate modeling tools.

This program helps satisfy federal requirements related to air quality conformity analyses and travel demand modeling. It also supports the intent of the Regional Planning Act that CMAP shall be the authoritative source for regional data collection, exchange, dissemination, analysis, evaluation, forecasting, and modeling.

- Travel modeling to support air quality conformity analyses
- Transportation modeling services to support the regional partners' planning activities
- Distribution and analysis of a regional household travel survey
- Implementation of enhancements

# FY26 Agencywide service programs

## Accounting

The Accounting program provides administration and support for accounts payable and accounts receivable activities, ensuring timely payments to vendors and collection of funds; ensures timely and accurate payments to employees and supports associated reporting of taxes, insurance, pension and other benefits; ensures that grants are properly funded and expenditures are appropriate based on grant agreements and CFR 200 guidance; provides financial reporting required by federal and state government, the CMAP Board, and others; ; and performs treasury services . The Accounting program is also responsible for facilitating the annual audit of the agency's financial records.

#### FY2026 activities include:

- Accounting services and oversight
- Financial reporting and external audit support
- Implementation and administration of a new enterprise resource planning system

## Communications

The Communications program oversees all CMAP communications and content, raising the agency's profile through a robust strategy that supports and strengthens every program and project. The program includes strategic planning, design, copyediting, media, marketing, social media, web development, and other content support. It also oversees the production and quality control of print and web materials, as well as graphic design, photography, and videography. The program develops agencywide standards to ensure high-quality products tailored to audiences and reflective of regional goals; updates process, style, and branding guidelines; drafts materials in plain language and accessible formats; produces ongoing public communications such as reports, newsletters, websites, and social media; and supports internal communications, data, and engagement tools.

#### FY2026 activities include:

- Comprehensive Communications & Engagement plans for each CMAP program area
- Compiling and publishing the agency's annual report

#### **Content Strategy and Development**

The Content Strategy and Development program supports the strategy, planning, oversight and optimization of multichannel content with a focus on quality, effectiveness, and impact. It is closely aligned with the Communications and Engagement programs, with a focus on developing agencywide content strategy for: public information and messaging; context, purpose, and target audiences; channels and platforms; and mediums (text, graphic, audio, video, interactive, virtual).

- Development of a content strategy to establish agency goals and drive results
- Research and analysis of key audiences, questions, and knowledge gaps to inform content development and assess content performance
- Content development that translates and communicates complex concepts into clear, engaging content through multiple formats like text, graphic, audio, video, digital, etc. to connect with audiences

# **Data Science**

The Data Science program fosters cross-divisional relationships around data understanding, inventory, exploration, and analysis. It provides oversight to the agency's data catalog and open data portal and organizes collection and processing efforts for regional datasets. The program advances the agency's analytical capabilities by researching best practices, developing innovative tools, and testing new methods for using data in the planning field. The program actively seeks new data sources as well as new insights from existing data sources, to support CMAP's goals and data-driven decision making, while building relationships with universities and partner agencies. The Data Science program creates an innovative environment that grows CMAP's data science skills through internal and external collaboration while providing a unified framework for managing the agency's data assets and a space to adapt as data needs change.

#### FY2026 activities include:

- Data and information services
- Geographic information system management, modernization, and strategy
- Creation of a centralized data catalog and development of centralized data access to enhance knowledge sharing and to streamline workflows

# Engagement

The Engagement program provides strategic, outcome-driven direction and engagement services to support programs and projects across the agency. The engagement program delivers meaningful, inclusive, and responsive engagement with the agency's stakeholders and constituencies, guided by best practices and the CMAP Public Participation Plan.

The Engagement program maintains a focus on people and communities that have been traditionally marginalized and measures and evaluates outcomes for greater impact. Engagement strategies across agency programs identify key audiences to guide or implement CMAP's policies, as well as barriers to participation. The program designs engagement strategies and methods that meet audiences where they are to strengthen relationships, build trust, and connect constituencies to CMAP resources. The program uses and evaluates varied tools and methods to reach the agency's audiences, support project teams, and develop internal engagement initiatives.

## FY2026 activities include:

- Support for CMAP teams with engagement strategies and resources for agency programs and projects, to develop effective agency engagement ambassadors
- Annual Future Leaders in Planning program

# **Financial Planning and Analysis**

The Financial Planning and Analysis program leads financial planning, grants management, and procurement support across CMAP to ensure the agency's projects are managed efficiently and effectively to advance ON TO 2050 goals. This includes supporting the agency transition to updated project management and financial tools; developing the annual work plan; advising and supporting project managers on effective approaches for advancing projects; tracking agency progress towards expected outcomes; identifying solutions for project management issues (e.g., expenditure delays, unprogrammed funds, KPI target deviations); ensuring robust procurements; and managing grants and contracts.

- Development of the annual work plan
- Development of the annual budget
- Budget implementation and oversight
- Project management training and advising
- Reporting and analysis of performance measures

## **Human Resources**

The Human Resources program works with employees and management to address employee performance and professional development. This process is formalized through the career framework, annual review process, development plans, regular employee performance conversations, and performance documentation. The program also provides policies to help employees understand federal, state, and agency polices, including standards of conduct and performance expectations.

#### FY2026 activities include:

- Professional training opportunities for staff members
- Management of the intern and fellowship program
- Conduct a classification and compensation study to review agency roles and compensation through market analysis, to ensure salary structure is competitive, in an effort to attract and retain talent
- Facilitation of annual employee reviews and merit-based pay increases
- Open enrollment and employee benefit selections management

# **Information Technology**

The Information Technology program manages and monitors internal computer network performance. It includes the acquisition, licensing, installation, and maintenance of software applications, server hardware systems, and other related equipment. It also provides user support to CMAP employees as needed.

#### FY2026 activities include:

- Service and maintenance of CMAP hardware and software
- Continued support of enterprise resource planning system
- Upgrades for conference room audio visual equipment and infrastructure, to better provide consistent and reliable technology during meetings

## **Intergovernmental Affairs**

The Intergovernmental Affairs program monitors and analyzes legislative action significant to CMAP's work to prepare strategies for state and federal legislative and executive activities. It provides reports to CMAP executive staff members, board members, and policy and working committees. It develops and maintains relationships with legislative and executive staff, administrative offices at all levels of government, and external funders to keep them informed of developments related to CMAP's work. The program also biennially develops and tracks the success of the CMAP Advocacy Agenda, which focuses on advancing the objectives of ON TO 2050.

- Enactment of legislation to appropriate state general revenue funds to fulfill responsibilities in the Regional Planning Act
- Congressional district staff briefings
- Meetings with General Assembly members regarding the advocacy agenda
- Convening of the federal Surface Transportation Reauthorization Working Group

# **Operations**

The Operations program provides a wide array of administrative, clerical, technical, and operational support services across the agency to ensure that the office is managed efficiently and effectively. It provides administrative support to executive leadership and divisions; supports general operations through facilities management; and supports the agency's activities, events, and meetings. The Operations program provides support for all public body meetings and administers the agenda management system. It also coordinates the agency's record retention program and Freedom of Information Act requests.

#### FY2026 activities include:

- Administrative support for all in-person public body meetings
- Facilities management
- FOIA requests responses in a timely manner
- Oversight and maintenance of the public agenda management system
- Management and retention of agency records

## **People and Culture**

The People and Culture program leads projects that advance the agency's commitment to strategically develop CMAP staff and culture. The program achieves this by establishing a people and culture strategy and meaningful objectives that are aligned to employee wellbeing. This program includes a council made of up staff from all levels, to guide the agency's efforts and progress in the workforce and workplace focus area.

- Update to CMAP's People and Culture Strategic Plan
- Continued implementation of improvements to agency policies and activities

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

See **<u>cmap.illinois.gov</u>** for more information.

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