

FY2027
CMAP regional
work plan
DRAFT

FY2027 Work Plan components

Annual work plan overview

This annual work plan identifies key activities the Chicago Metropolitan Agency for Planning (CMAP) will continue or commence during the 2027 fiscal year, which runs July 1, 2026 to June 30, 2027.

The agency uses a portfolio of more than 30 strategic programs to strategically and effectively plan and manage its work.

The program areas maintain consistency from year to year as CMAP's work on behalf of the region is ongoing and can extend over many years — each building on the last.

The activities in the FY2027 work plan advance the region's long-term goals and continue CMAP's 20-year legacy of excellence and service to northeastern Illinois.

FY27 Programs and activities

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. It provides technical support and alternative perspectives on how to address common challenges that impact the efficient delivery of infrastructure projects in the region.

The program also works with partners to create a pipeline of projects that can realize benefits from innovative delivery approaches. Regional partners will be better positioned to strategically pair their projects with the best suited delivery methods and funding sources, both traditional and alternative. The program convenes regional partners and facilitates technical assistance at the project and policy level, building capacity in innovative project delivery among public and private sectors.

FY2027 activities include:

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

Achieving Performance Outcomes

The Achieving Performance Outcomes program aligns the region's planning work outcomes with ON TO 2050 and the United States Department of Transportation's policy goals. This involves 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 metropolitan planning organization (MPO) requirements and explores peer best practices to identify process adjustments. Through this process, MPO roles and responsibilities are identified for inclusion in agency programs and projects.

FY2027 activities include:

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

Air Quality Forecasting and Analysis

The Air Quality 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.

FY2027 activities include:

- Analysis and maintenance of conformity of plans and programs
- Advanced air quality modeling
- Data analysis in support of resilience programs
- Air quality related project evaluation for funding programs, regional transportation plans, and/or special projects
- Coordination with partner agencies to improve forecasting (e.g., Lake Michigan Air Directors Consortium, Illinois Environmental Protection Agency, the Illinois Department of Transportation, and research institutions)

Building Capacity

The Building Capacity program works to understand local government needs and deliver technical assistance at the intersection of planning services, 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.

FY2027 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 for local governments to build capacity for data-driven decision making and create long-range plans for transportation and other capital investments
- Technical assistance for local governments following plan-creation, to help organize and support implementation of adopted community plans

Community Resilience

The Community Resilience program focuses on reducing greenhouse gas emissions. It develops data and resources to inform decision making and advance policies and projects to meet ON TO 2050 greenhouse gas reduction goals. CMAP and its regional partners' comprehensive climate action plan for the larger 13-county area (as dictated by federal funding criteria) identifies greenhouse gas reduction strategies across all major emission sectors including transportation, residential and commercial buildings, industry, wastewater, and agriculture. The plan also provides stakeholders with: data and analyses to guide local, regional, and state climate mitigation efforts; benefit analyses of co-pollutant reductions and other co-benefits; and refine greenhouse gas reduction targets.

FY2027 activities include:

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

Coordinated Land Use Strategies

The Coordinated Land Use Strategies program coordinates municipalities, counties, funders, and nonprofits to increase the number and quality of housing choices with access to transportation and economic opportunity across the region. 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.

FY2027 activities include:

- Research and analysis of key housing data and issues in the region for counties, municipalities, and Chicago community areas
- Technical assistance for a coordinated subregional approach for housing readiness
- Technical Assistance to address local land use and housing policy challenges
- Technical support for the Metropolitan Water Reclamation District of Greater Chicago that analyzes the benefits of flood mitigation projects, to include outreach to elected officials and community stakeholders

Economic Competitiveness

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

FY2027 activities include:

- Development of a regional economic framework and strategy with a shared vision and goals for the future, leveraging robust transportation infrastructure and assets
- Ongoing support for the Greater Chicagoland Economic Partnership, which includes World Business Chicago and the seven counties, to drive economic growth
- Support for industry clusters, collaboration amongst public and private partners, and strategies that align the region's assets with emerging economic opportunities
- Technical assistance for communities and counties to leverage transportation assets to attract local investment, strengthen developer connections, and address local land use, economic development, and capacity issues

Federal Transportation Funding

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.

FY2027 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 Congestion Mitigation and Air Quality Improvement (CMAQ) Program, Transportation Alternative Program-Local (TAP-L), and the Surface Transportation Program (STP) shared and locals funds
- Active program management techniques that ensure federal funds are used in a timely manner

Infrastructure Resilience

The Infrastructure Resilience program focuses on increasing infrastructure resilience to extreme weather impacts, as well as preserving one of the region's greatest assets — its freshwater. It seeks to build resilience by helping the region's communities and infrastructure prepare, recover, and adapt to the impacts of flooding, extreme heat, and other severe weather. The program also focuses on protecting and sustainably managing the region's water sources, to improve and maintain 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, and develops plans for local governments and community coalitions to collaboratively protect water resources.

FY2027 activities include:

- Use of Transportation Resilience Improvement Plan deliverables to advance priorities (e.g., communication, regional and local planning, policy, and programming) for implementation
- Promotion of municipal water conservation and efficiency practices in partnership with the Illinois-Indiana Sea Grant
- Coordination, planning, and technical assistance to advance best practices for water quality management and watershed-based planning

Integrated Mobility and Growth

The Integrated Mobility and Growth program develops planning and policy frameworks that connect transportation, land use, economic development, and environmental sustainability. The program coordinates with public and civic stakeholders to address large-scale, multijurisdictional issues that require strategic, unified regional action.

FY2027 activities include:

- Continued development of The Century Plan (the successor to ON TO 2050)
- Support for the Northern Illinois Transit Authority Act through coordination across CMAP's ongoing and planned activities

Land Use Forecasting and Analysis

The Land Use Forecasting and Analysis program develops and maintains models and tools that provide long-range population and employment projections to inform local and regional planning. It includes socioeconomic forecasting, which guides strategic planning and investment decisions, and land use database maintenance, which provides accurate and updated information on land use and future development for analysis. Using advanced analytics, the program develops decision-support tools to help address challenges related to community growth, community transformation, and policy impacts on land use.

FY2027 activities include:

- Community cohort evaluation tool maintenance
- Land use inventory database maintenance
- Community data snapshots update
- Local and regional socioeconomic forecasts updates

Placemaking

The Placemaking program focuses on strategic and implementable actions to enhance existing infrastructure and public spaces in local communities. The program includes recommendations for policy and zoning code updates, development impact analyses, downtown and subarea planning, streetscape design, and tactical placemaking activities. It also coordinates local land use policies and transportation priorities; advances public right-of-way accessibility; and explores digital twin technologies to assist with decision making.

FY2027 activities include:

- Technical assistance for local governments to leverage existing assets to establish community identity, attract local investment, and increase neighbor interaction
- Technical assistance for local governments to assess existing land use and transportation policies and implement zoning and land use recommendations that support local and regional visioning
- Exploration and development of a framework for digital twin technology to be used by municipalities, counties, and the region
- Technical assistance for transportation accessibility planning in approximately eight communities

Safe and Complete Streets

The Safe and Complete Streets program aims to improve safety, quality of life, and modal options with the goal of eliminating traffic fatalities through a comprehensive and sustainable transportation system. It also pursues goals of enhanced mobility and active transportation. Through data analysis and local planning, the program collaborates to implement projects and programs focused on reducing fatal and serious injury crashes, as well as safe, accessible, and connected transportation options for all.

FY2027 activities include:

- Technical assistance for municipal and community partners to develop local road safety plans, bicycle and pedestrian plans, and implementation assistance
- Development of resources to accelerate the implementation of Safe Travel for All adopted safety action plans
- Development of a pilot initiative to explore innovations in multimodal transportation planning that expands user mode choice and reflects contextual needs and priorities
- Support of the Illinois Department of Transportation with resources, tools, and analysis as they strive to promote a safe multimodal system for all users

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, the region can implement policy changes and projects to

reduce crashes and create safe, accessible, and connected transportation options for all, at a systemic level. These efforts closely align with Safe and Complete Streets, Placemaking, Thriving Communities, Transportation Network Efficiencies, and other transportation programs, to address necessary policy and programmatic changes to improve transportation safety.

FY2027 activities include:

- Regional framing of safety issues, policy recommendations, technical methods, safety performance measures, and an equitable and transparent engagement approach
- A collaborative and strategic approach to implement safety projects through agency programming and the Illinois Highway Safety Improvement Program
- Development of a regional approach to create safer road users through policies, programs, and initiatives that support a safety culture

Thriving Communities

The Thriving Communities program works closely with local governments and residents using data and meaningful engagement to identify the benefits and burdens of transportation infrastructure, development, and land use decisions. Through technical assistance, the program helps under-resourced local governments build capacity to address and mitigate negative impacts for the benefit of the region. Additionally, it empowers residents by amplifying the voices and experiences of those most affected.

FY2027 activities include:

- Enhanced partnerships with local entities across sectors to develop and implement strategies for the region, building on CMAP's expertise in transportation and land use issues
- Technical assistance to local governments and community partners for cross-sector coordination supporting community reinvestment, environmental assessment, stakeholder facilitation, data compilation, and analysis to guide planning and implementation
- Design and testing of models and tools to use verifiable data sources to help local governments co-develop priorities, evaluate options, and advance implementable policy and investment actions

Transportation Improvement Program Coordination

Transportation Improvement Program (TIP) Coordination is the short-range transportation program and documentation process that informs and implements the long-range transportation goals in ON TO 2050. Its other responsibilities include aligning the conformity of plans and programs throughout the region; monitoring all projects in the eTIP database; ensuring the 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 about the scope of work, cost, and implementation schedule of transportation projects in the region.

FY2027 activities include:

- TIP project development, tracking, analyses, and documentation
- Subregional councils of mayors and planning liaison program support

Transportation Investment Strategies

The Transportation Investment Strategies program is a collaborative approach to improving 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.

FY2027 activities include:

- Identification, evaluation, and prioritization of regional capital projects
- Development of the transportation financial plan for the next long-range transportation plan
- Approval of the 2026 Regional Transportation Plan and transition to implementation

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. It focuses on policy development to manage congestion on the roadway network, encourage context-sensitive transportation designs, and support efficiencies in the project development process. The program identifies and promotes strategies that can improve the safety, reliability, and resilience of the transportation network, such as intelligent transportation systems and freight system improvements.

FY2027 activities include:

- Implementation of the updated regional congestion management process, including the execution of arterial corridor planning efforts
- Exploration of major trends facing the region's freight system, as well as opportunities for additional policy development
- Support for the implementation of policy recommendations identified by the Illinois Department of Transportation's Blue-Ribbon Commission on Transportation Infrastructure Funding and Policy

Travel Demand Forecasting

The Travel Demand Forecasting program develops, maintains, and applies analysis tools to support performance-based transportation programming decisions, including the maintenance of 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 develops and applies tools to forecast commercial vehicle movement in the region. Another major data collection effort is My Daily Travel, a multi-year-old household travel survey

focused on gathering behavioral information from the region's residents. The program helps satisfy federal requirements related to air quality conformity analyses and travel demand modeling. It also supports the Regional Planning Act's intent that CMAP shall be the authoritative source for regional data collection, exchange, dissemination, analysis, evaluation, forecasting, and modeling.

FY2027 activities include:

- Travel modeling to support air quality conformity analyses
- Transportation modeling services to support regional partners' planning activities
- Data collection for phase two of the regional household travel survey
- Implementation of freight forecasting model enhancements to support the next long-range transportation plan

FY27 Agencywide service programs

Accounting

The Accounting program provides administration and support for accounts payable and receivable, ensuring timely vendor payments and collection of funds; timely and accurate employee payments; tax, insurance, pension, and other benefit reporting; properly funded grants and expenditures based on grant agreements and CFR 200 guidance; financial reporting required by federal and state government, the CMAP Board, and others; and treasury services. The program is responsible for procurement, ensuring that goods and services are acquired in a fair, transparent, and cost-effective manner in accordance with applicable laws, regulations, and internal policies. It also facilitates an annual audit of the agency's financial records.

FY2027 activities include:

- Accounting services and oversight
- Financial reporting and external audit support
- Administration of a new enterprise resource planning system
- Contract administration and vendor management
- Procurement support and oversight
- Enhanced accounting and procurement policies

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. It 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 deliver high-quality products tailored to audiences and reflective of regional goals; updates processes, 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.

FY2027 activities include:

- Development and implementation of comprehensive Communications and Engagement plans for each CMAP program area
- Support for The Century Plan and the execution of a communications campaign that includes placed and earned media, panel appearances, and other strategies
- Implementation support strategies for CMAP's other regional plans, including the Climate Action Plan and Regional Transportation Plan

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 strategies for: public information and messaging; context, purpose, and target audiences; channels and platforms; and mediums (text, graphic, audio, video, interactive, virtual).

FY2027 activities include:

- 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 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 uses data to seek answers and test hypotheses to support data-driven decision making, while building relationships with universities and partner agencies. It also 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.

FY2027 activities include:

- Data and information services support
- Management, modernization, and strategy for geographic information systems
- 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. It delivers meaningful, inclusive, and responsive engagement with the agency's stakeholders and constituencies, guided by best practices and the Public Participation Plan. The program designs engagement strategies and methods that meet audiences where they are to strengthen relationships, build trust, and connect constituencies to resources. It also uses and evaluates various tools and methods to reach audiences, support project teams, and develop internal engagement initiatives.

FY2027 activities include:

- Engagement guidance and resources to develop effective agency ambassadors for all program and project teams
- Planning and implementation of the 18th annual Future Leaders in Planning program

Financial Planning and Analysis

The Financial Planning and Analysis program leads financial planning, project management, and grants management to ensure that projects are managed efficiently and effectively and 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); and managing grants and contracts.

FY2027 activities include:

- Annual work plan development
- Annual budget development
- Budget implementation and oversight
- Project management training and guidance
- Performance measure reporting and analysis

Human Resources

The Human Resources program works with employees and management to address 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 support to help employees understand federal, state, and agency policies, including standards of conduct and performance expectations.

FY2027 activities include:

- Professional training opportunities for staff members
- Intern and fellowship program management
- Facilitation of annual employee reviews and merit-based pay increases
- Open enrollment and employee benefit selections management
- Updates and implementation of policies and organizational changes following the class and compensation study

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. The program also provides user support to CMAP employees as needed.

FY2027 activities include:

- Hardware and software service and maintenance

- Ongoing support of enterprise resource planning system and data architecture
- 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 agency 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 the agency's work. The program also biennially develops and tracks the success of the Advocacy Agenda, which focuses on advancing ON TO 2050 objectives.

FY2027 activities include:

- Enactment of the FY26 budget appropriation and regular communications to the General Assembly on funding outcomes
- Continued engagement with elected officials, agency staff, and other key stakeholders on transit reform and funding, including sales tax modernization
- Implementation on federal and state advocacy agenda through issue-specific strategies
- Congressional district staff briefings and ongoing regional coordination on surface transportation reauthorization

Operations

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

FY2027 activities include:

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

People and Culture

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

FY2027 activities include:

- Ongoing support of agencies priorities and initiatives
- Ongoing support of initiatives directed towards improving workforce and workplace experience

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 7 counties and 284 communities of northeastern Illinois implement strategies that address transportation, housing, economic development, open space, the environment, and other quality-of-life issues.

See cmap.illinois.gov for more information.

