



MEMORANDUM

TO: Coordinating Committee

FROM: Alex Ensign, Director of Strategic Alignment and Innovation

Date: May 10, 2023

Re: FY2023 – FY2027 Strategic Direction and program development

Strategic Direction

To help CMAP focus its efforts and achieve measurable progress on the region's 2050 goals, the agency's work is guided by a five-year [Strategic Direction](#).

As we have shared with you over the past year, we have been working to refine this plan and identify specific goals in the three focus areas where the agency can most effectively make progress over the next five years.

In support of the Strategic Direction, CMAP realigned its committee structure last year to reflect these focus areas and engage committee members in the development process. The [final document](#) reflects feedback from the Board, committees, staff, and the executive team.

Over the next four years, key performance indicators identified in the Strategic Direction will be used to track CMAP's progress and measure success through its activities. These will complement the broader, regional indicators used to measure the implementation of ON TO 2050 (and the future long-range plan).

These projects and others inform CMAP's work in 2023, including the Plan of Action for Regional Transit (PART), regional economic development, ADA planning, and a Transportation Emissions Mitigation Plan. CMAP staff will continuously engage with the Board and relevant committees of the Board and our many partners to develop programs and important work that advance the goals of ON TO 2050 and the Strategic Direction throughout the year.

Program development

The Strategic Direction guides an agency-wide effort currently underway to develop multi-year programs and work plans in alignment with the five-year plan. During the May 10, 2023 Coordinating Committee meeting, CMAP staff will present two developing program areas and

engage committee members in a discussion regarding intersections between the transportation, economy, and climate focus areas.

Some questions staff plan to discuss during the meeting include:

- Northeastern Illinois is a central freight hub of the nation, with quarter of all freight volume in the United States bound to, from, or moving through the region. The logistics industry is a regional economic strength providing jobs and supporting a healthy tax base. Negative impacts include transportation issues, such as congestion and safety concerns at street-level crossings; environmental issues, such as the impact of emissions on communities surrounding heavy freight movement; and conflicts between incompatible land uses. As we develop an updated regional freight strategy, what are some concerns from your communities, constituents, fellow policy makers, and implementers that we should consider? What should we prioritize? What problems are you hearing from your colleagues about freight issues that CMAP can help to solve? What are the greatest barriers to achieving streamlined, environmentally-friendly freight movement?

Much like issues with freight, the region has struggled to coalesce around common housing issues and solutions. The region faces numerous housing challenges that require collaboration and coordinated action. Many issues center around a mismatch between the housing we have and the housing we need, whether that be to meet changing demographics or further economic opportunity. What are some concerns from your communities, constituents, fellow policy makers, and implementers that we should consider? What should we prioritize? What are the greatest barriers to building, preserving, and providing the diversity and volume of housing the region needs? What makes a community ready to address housing mismatch issues at a local level? How should CMAP's role as a transportation funder link with our housing work?