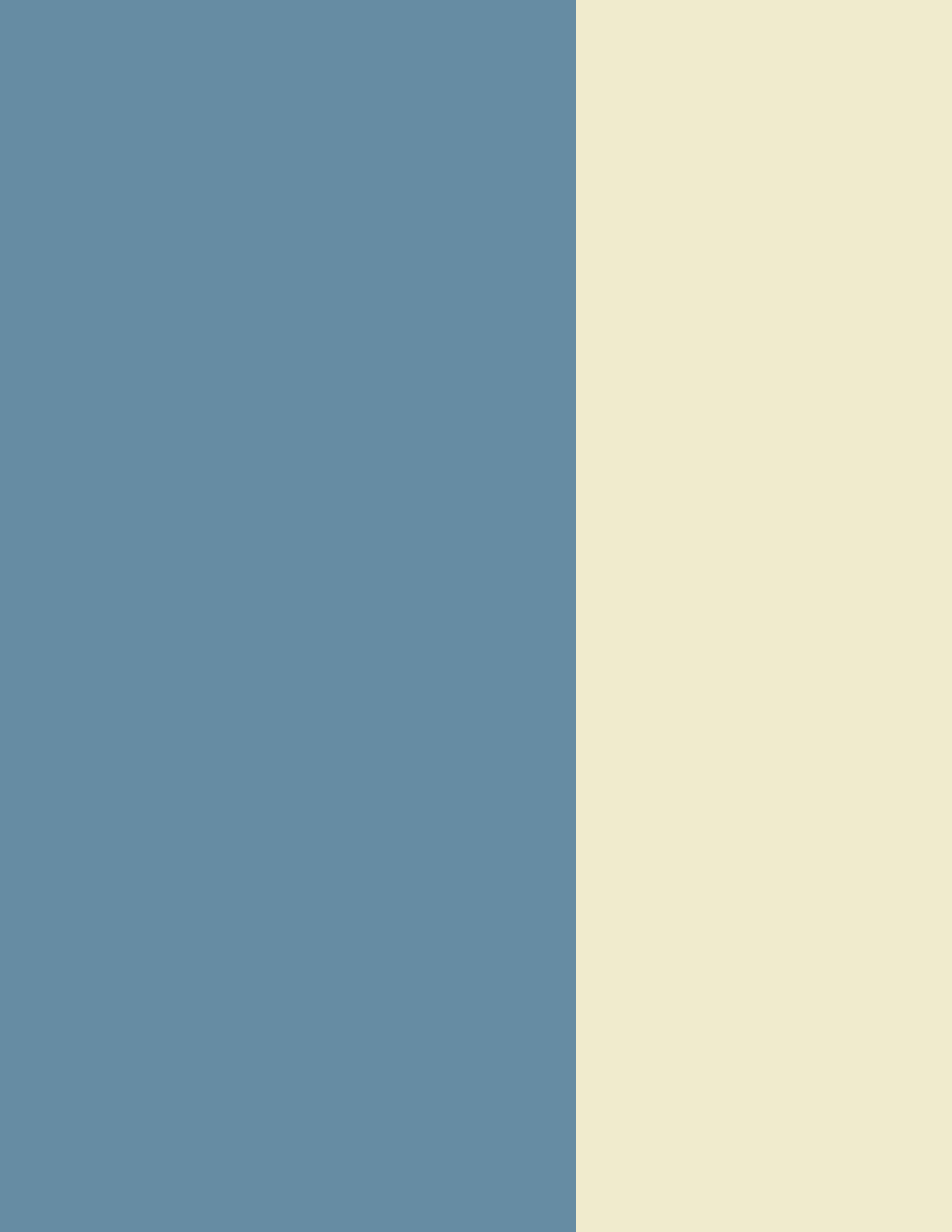


THE METROPOLIS PLAN:
CHOICES FOR THE CHICAGO REGION

CHICAGO METROPOLIS 2020



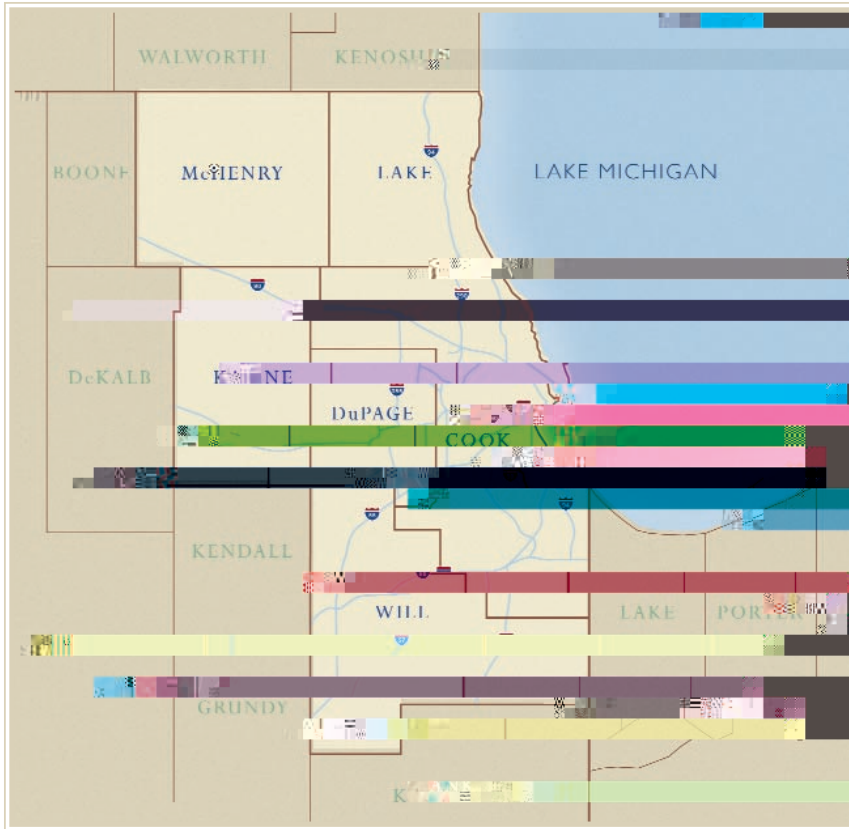
The Chicago region has begun the 21st Century in a position of strength. Our region is diverse, attractive, and prosperous. The city of Chicago and the surrounding 272 municipalities produce \$300 billion worth of goods and services annually. If our region were a country, it would be the 18th largest economy in the world—more economically powerful than nations like Taiwan and Switzerland.

All the while, we have protected our extraordinary lakefront and set aside more green space per capita than most metropolitan areas in the world. Our cultural institutions are thriving. In 2001, Boeing moved its global headquarters to Chicago, not just because it is a great place to do business, but because it is a great place. “The word I use a lot is vibrant,” Boeing CEO Phil Condit said at the time. “Things are going on. Things are happening in this city and that’s important to me.”

None of this has happened by accident. The Chicago region has benefited from more than a century of strong civic leadership. In the early 19th Century, when both St. Louis and Milwaukee were larger cities vying for future leadership of the Midwest, Chicago business and civic leaders won approval to build the Illinois & Michigan Canal, the first water link between the Great Lakes and the Mississippi River. As a result, Chicago became the focus of future westward growth.

By the time of the World’s Fair, Chicago was described as “one of the most abysmally filthy cities in the industrial world.” How did civic leaders transform a fast-growing but filthy economic hub into a more livable place? By creating the Sanitary District of Chicago, one of the first regional autho/itareawinn,0.2433 pSonal abuil(2n,0.es aG

t h e m e t r o p o l i s p l a n :



Chicago Metropolis 2020 recognizes that public policy influences private decisions. We do not believe in coercing people to behave differently. We do believe that people will behave differently if offered a better range of choices. If we design our communities to be more

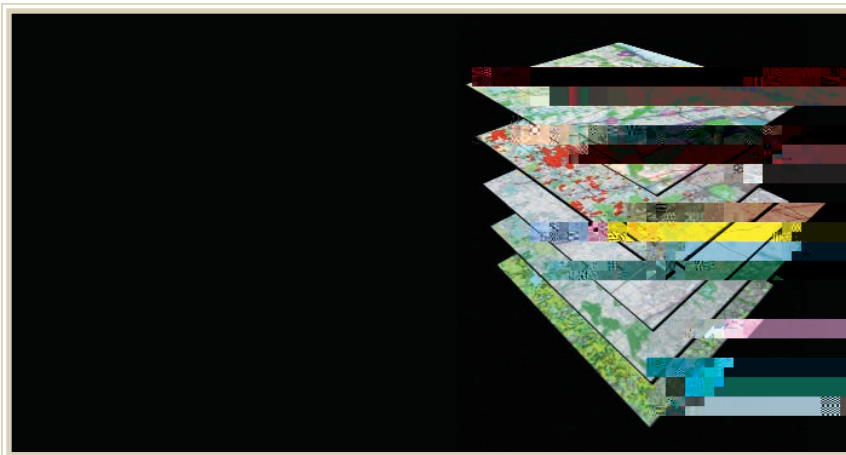
The purpose of THE METROPOLIS PLAN is not to tell people how they should live; it is to listen to how people would like to live and then help them get there.

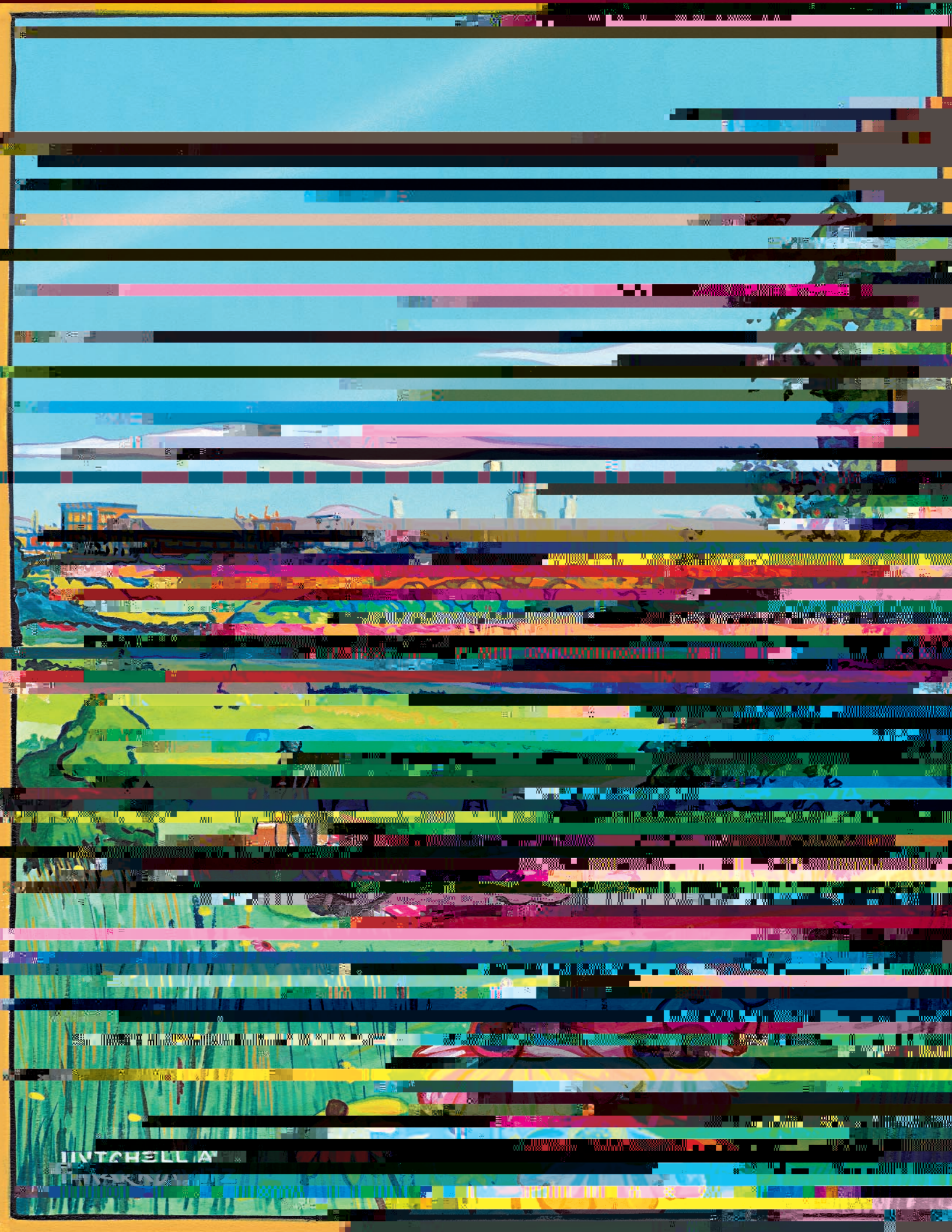
Chicago Metropolis 2020 asked a broad swath of residents of the Chicago region about their views on growth and development. We met with groups ranging from business leaders to organized labor. We held town meetings around the region and conducted a public opinion survey of 1,450 Chicago area residents. We recorded what people told us about how they would like our region to grow. As a result of these conversations, Chicago Metropolis 2020 formulated a set of shared regional goals. They include the following:

- New development will make efficient use of existing infrastructure, land, buildings and, capital.
- Housing, jobs, and commercial services will be within walking distance of one another.
- The region will improve its efficiency in moving people and goods.
- People throughout the region will have access to quality affordable housing, good jobs, and good schools.
- Families will be able to choose to live near where they work, shop, and go to school.
- All people and places will benefit from the region's prosperity.
- The region will practice good stewardship of the environment, including air, water, natural habitats, and open space.
- A robust economy will make the region more prosperous and attractive.
- Residents of all income levels will have access to clean air and water and meaningful opportunities to enjoy the outdoors.

t h e m e t r o p o l i s p l a n :

2. A land use model was used to allocate where the new population and job growth are likely to locate within the region. The six-county region was mapped using Geographic Information System (GIS) software. The region was then subdivided into grid cells of approximately a quarter of an acre creating a “virtual reality” of the Chicago region with all its physical features. Each grid cell contains information on existing development, geographic features, political boundaries, environmentally sensitive areas, population, employment, public ownership, and other relevant features. Development patterns during the decade between 1990 and 2000 were used to project how new jobs and





B U S I N E S S A S U S U A L

“If you build it, they will come.” Yes, that’s the most memorable line from the movie “*Field of Dreams*.” It also describes our failed attempt to alleviate traffic congestion by building our way out of the problem. No sooner have we poured tons of concrete than we are startled to find congestion and traffic creeping back to their old levels. Why?

Because building more roads creates more drivers. New highways make longer commutes feasible and encourage the development of areas even further from employment centers. Fighting traffic and congestion by building more road capacity is like trying to lose weight by loosening your belt: it does not get at the underlying problem.

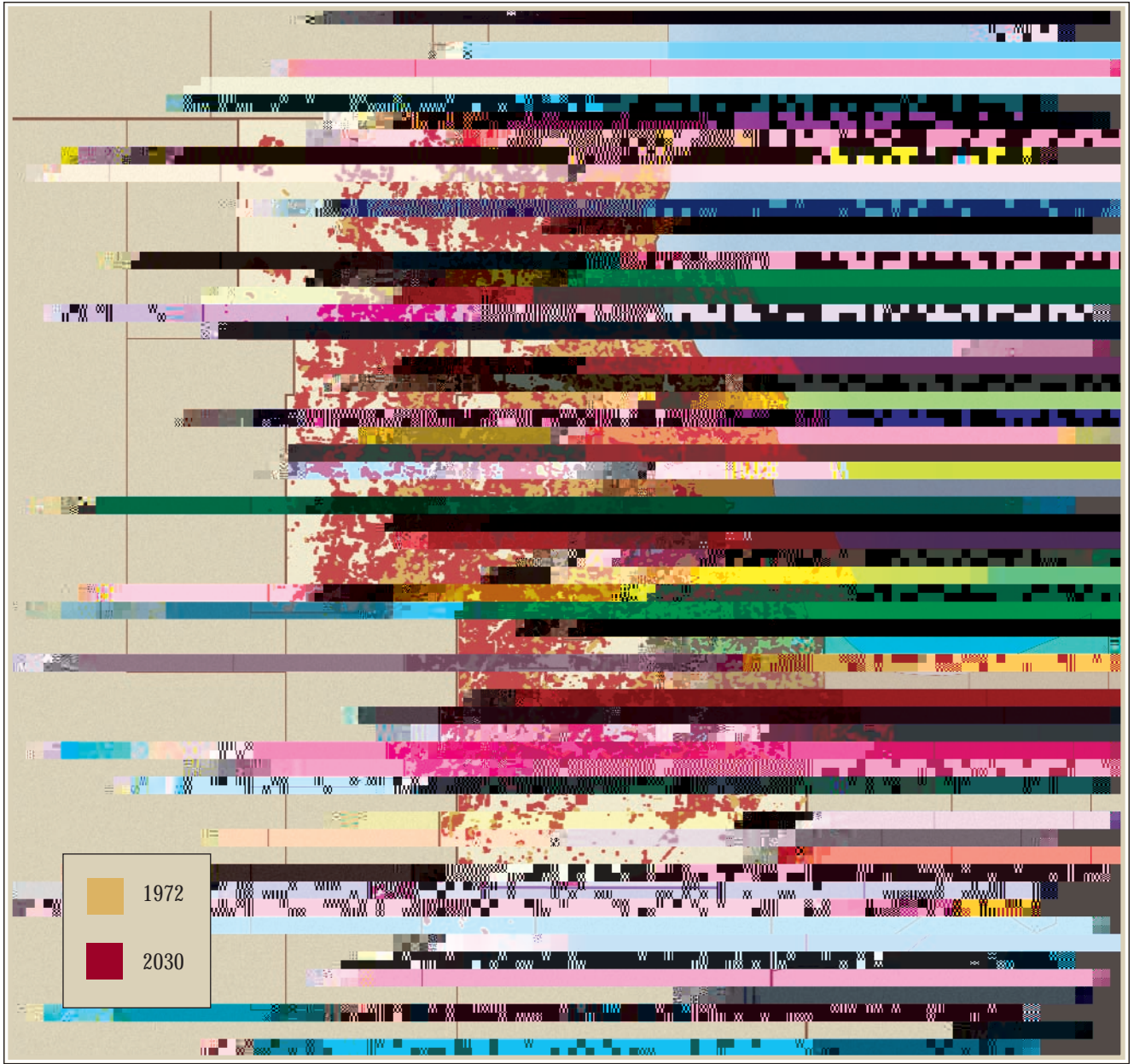
So not long after we’ve cut the ribbon on a new highway, we end up back where we started—except that we’ve paved over green space, increased pollution, subsidized sprawl, and spent billions of dollars on infrastructure that could have been invested to better effect somewhere else. We cannot make investments in transportation infrastructure without taking into account their subsequent effects on land use, growth, and development.

Of course, it is also true that our land use policies should make the best use of our existing transportation infrastructure. At present, they don’t. The Chicago region has an extraordinary commuter rail network with 380 stations spread strategically throughout the six-county region. These rail stations are logical places for new development—yet local zoning laws often prohibit multi-unit dwellings within walking distance of rail stations, squandering a fabulous resource.



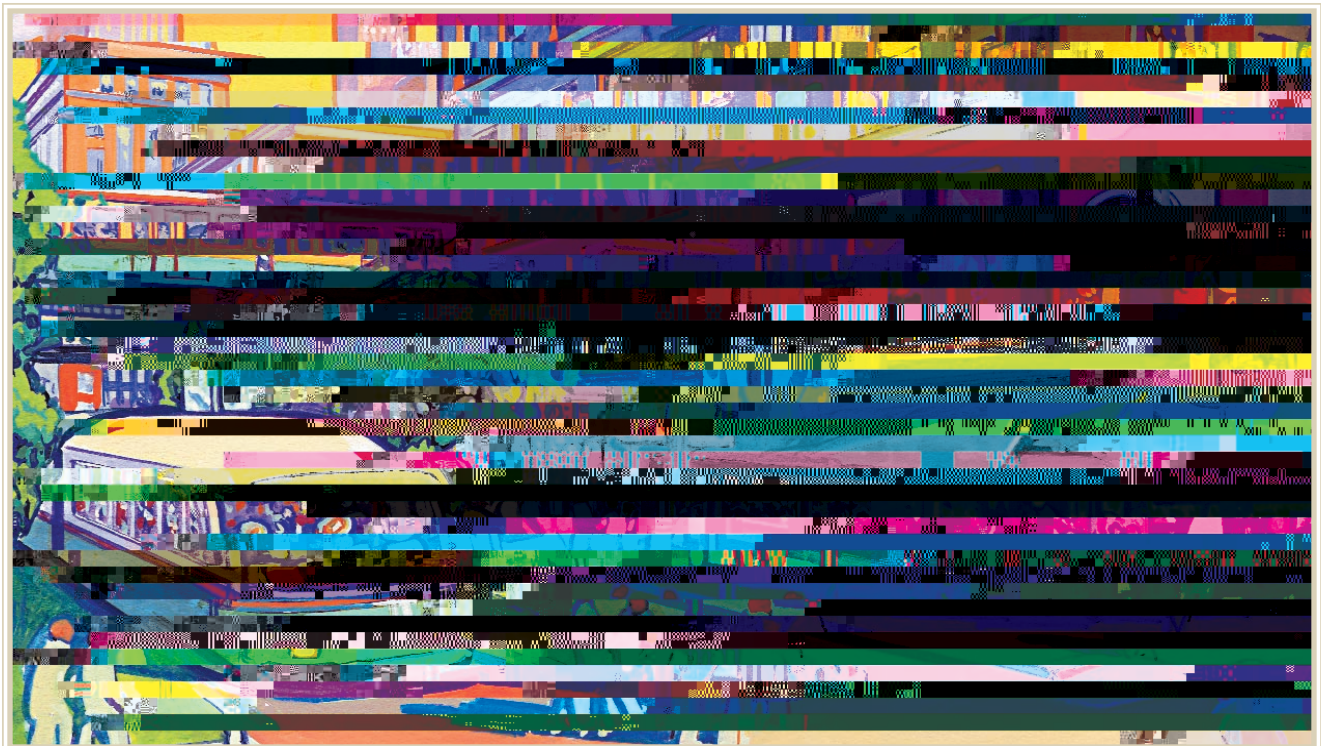
The "Hillside Strangler"—the point at which the East-West Tollway and the Tri-State Tollway converge with the Eisenhower Expressway—was long a notorious traffic bottleneck. After a \$140 million construction project to

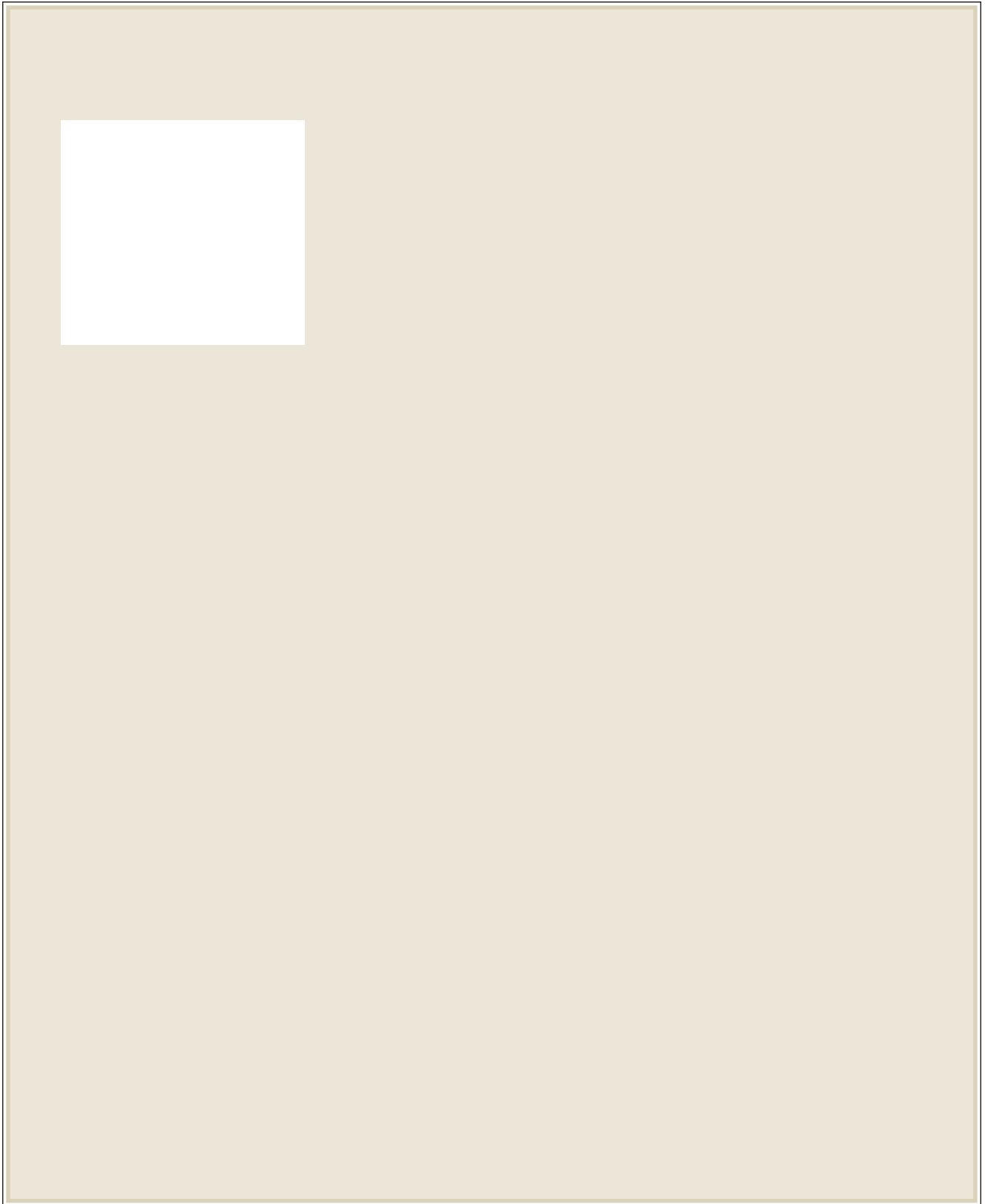
fix the bottleneck, the area is now a major thoroughfare. The project was completed in 1992. The project was completed in 1992. The project was completed in 1992.

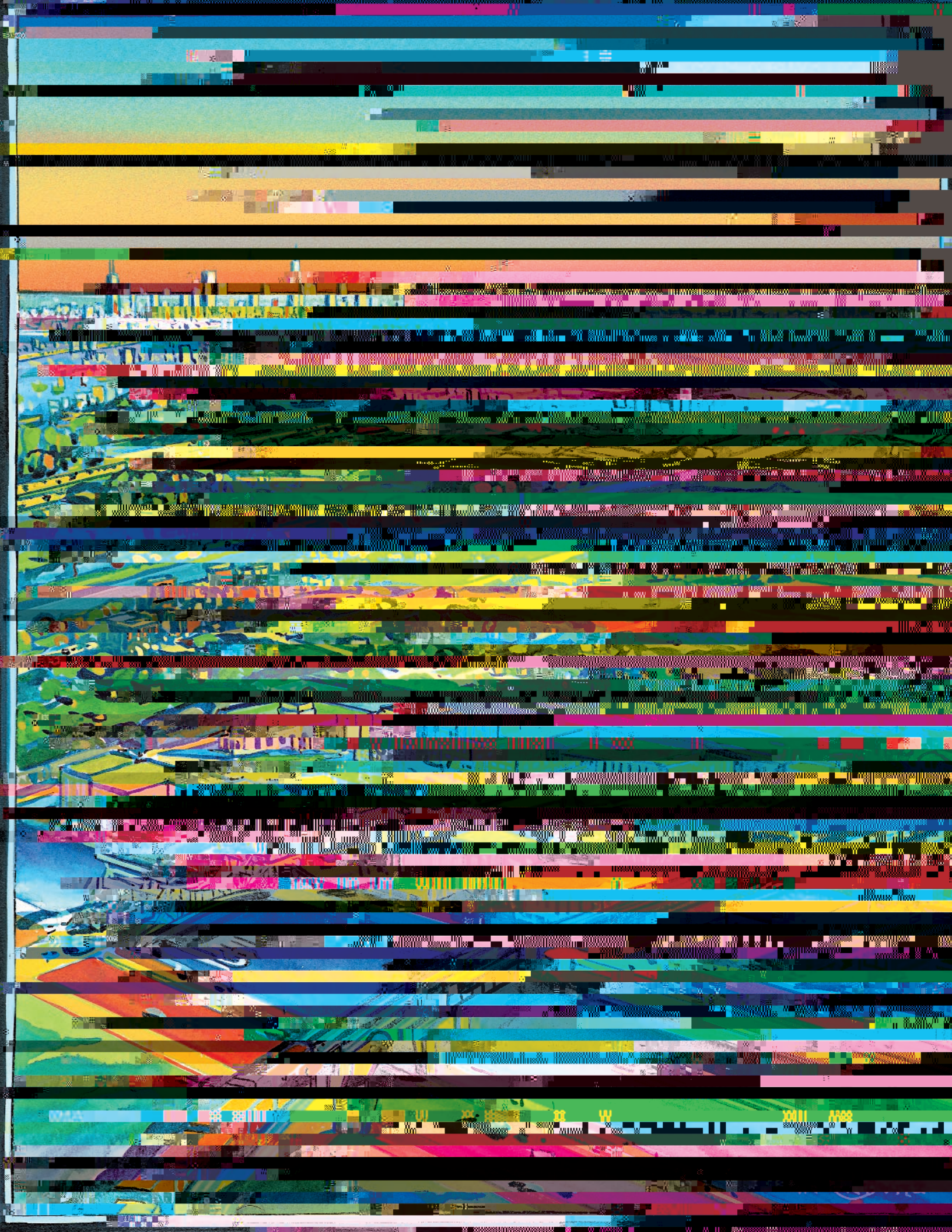


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The relationship between the region and its component communities should be similar to the relationship between local governments and private households. Local governments do not tell individual homeowners what color they ought to paint their kitchen cabinets. But local governments do intervene when the activities of one homeowner negatively impact his or her neighbors. Why? Because such behavior can harm a







THE METROPOLIS VISION

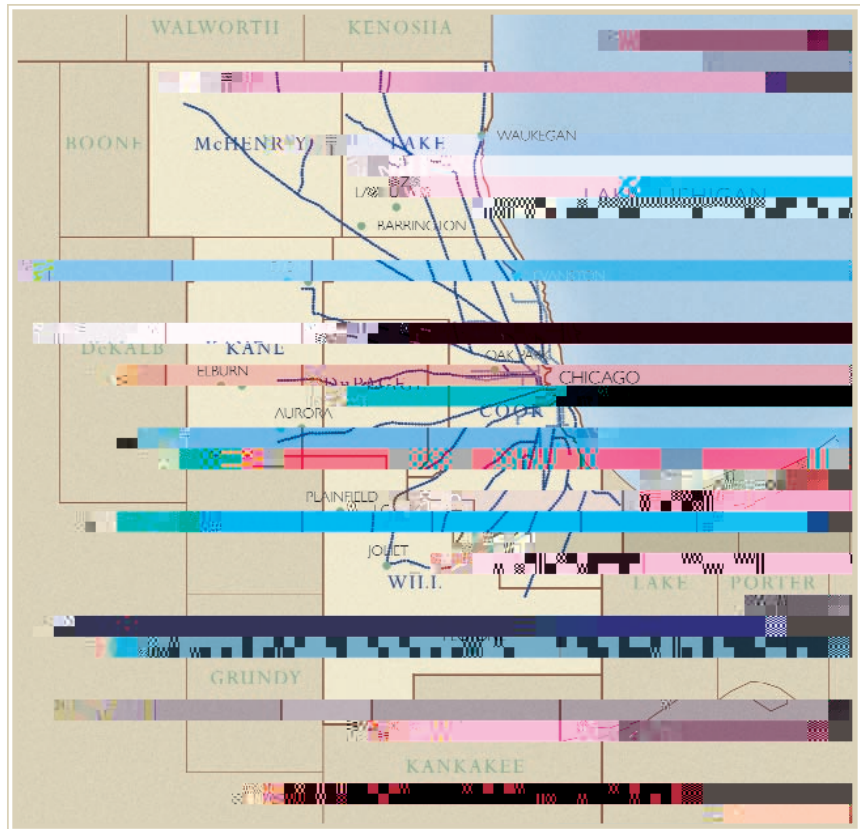
THE METROPOLIS PLAN is a vision for the kind of place our region could be in 2030. It is rooted in the wisdom of the participants in our Community Leaders Workshops. Over a period of four months, we held a series of workshops around the region in which we solicited input from many of the people who know and care the most about the future of our region: mayors, business leaders, members of the clergy, environmental experts, transportation planners, and other community leaders.

We unrolled maps at these workshops and asked the participants the question at the core of how our region will grow and develop: **We are expecting 1.6 million new residents by 2030; where should they all go?**

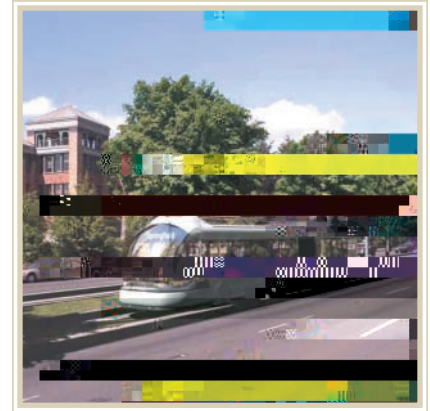
These leaders made choices that reinforced the principles developed in the original Chicago Metropolis 2020 report: redevelop existing urban centers and abandoned areas; encourage growth in the Chicago Loop; protect open spaces; provide greater choices in housing and transportation.

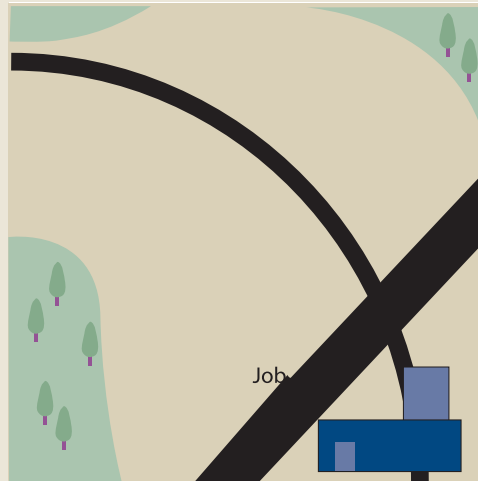
These choices were evaluated and refined using our land use and transportation computer models. Thus, we could test the growth and development ideas proposed by these community leaders and determine how they would affect outcomes that people in the region care about: traffic congestion, time spent commuting, air quality, transit ridership, economic opportunity. We were able to see a different future.

- **MAKE BETTER USE OF OUR EXISTING RAIL INFRASTRUCTURE.** ONE OF THE REGION'S RICHEST RESOURCES IS OUR REMARKABLE RAIL SYSTEM, WHICH INCLUDES **380** RAIL STATIONS. One of the clear messages from our community workshops was that these rail stations should be focal points for future development. They have the potential to be anchors for retail and housing development. They should also be part of a seamless transit system in which



- **INVEST IN TRANSIT MODERNIZATION TO MAKE PUBLIC TRANSPORTATION—AND BUSES IN PARTICULAR—MORE ATTRACTIVE.** The evidence is clear from around the country that building more and bigger highways alone is not an effective strategy for dealing with traffic congestion. A better strategy is to encourage more use of public transit—and the best way to encourage more use of public transit is to make it more convenient and attractive. Among other transit investments, THE METROPOLIS PLAN calls for the development of a new Bus Rapid Transit (BRT) system that would connect our regional cities and serve all six counties in the region. Bus Rapid Transit offers many of the attractive features of rail transit, such as dedicated lanes to avoid road congestion and stations with raised platforms to allow level boarding and off-bus fare collection.





Current situation: Workers from communities A and B commute to a job and service center on a highway that has become prohibitively congested.

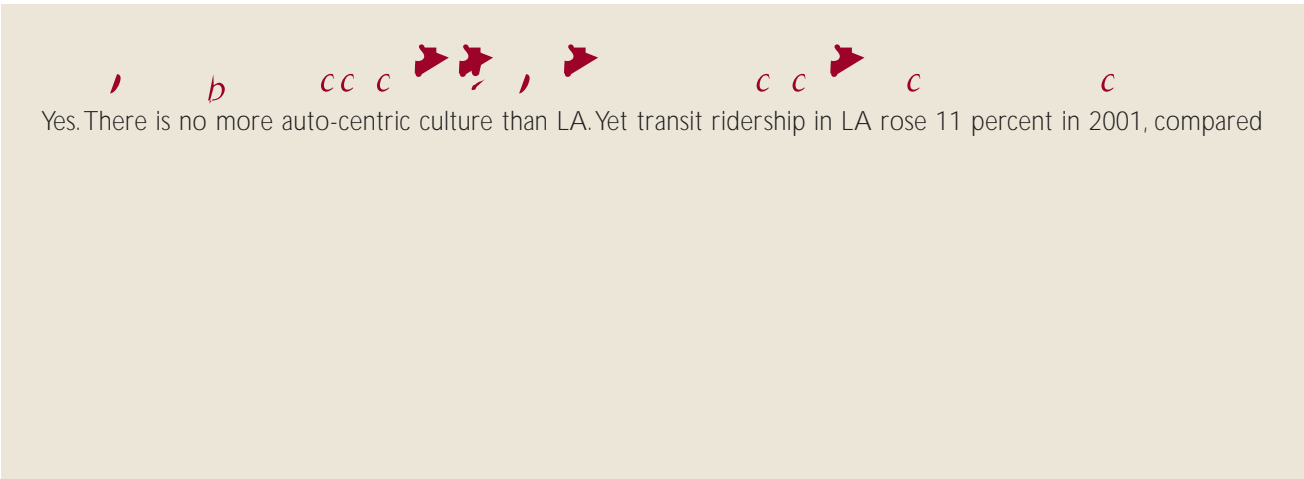
Problem: The new highway bypass encourages new development and ultimately becomes the center of traffic congestion. Traffic congestion has returned to its old levels. Open space has been destroyed. And, millions of public dollars have been spent.

Seemingly simple solution: Community A builds a new highway bypass through existing green space, connecting their community to the job and service center.

Better solution: The most powerful solution to alleviate traffic congestion is to build affordable housing closer to where people work and shop. This solution preserves open spaces and saves money on infrastructure investments.

Meanwhile, THE METROPOLIS PLAN calls for the use of “value pricing” on the region’s expressways. Under this system, tolls would be highest at hours of peak travel and lowest during off-peak times. As a result, some drivers would shift their travel to off-peak times, spreading the traffic burden more evenly throughout the day. The plan also calls for local “connectivity” standards to increase the linkages among streets, reduce the reliance on congested arterials, and improve the traffic flow through and within communities.

- **RESTORE AND PROTECT OUR REGION’S PRAIRIE RESERVES, WOODLANDS, AND WETLANDS.** One risk associated with regional growth is the destruction of open space. While the six-county population grew by 11 percent between 1990 and 2000, the amount of land consumed by residential development grew by 21 percent. THE METROPOLIS PLAN would spare some 300 square miles from development—roughly the size of DuPage County! As a result, more than two thirds of new households would be within walking distance of a park or open space compared with fewer than half under Business As Usual. The Metropolis Plan also dramatically reduces the number of acres of impervious surface, which improves water quality and reduces flooding.

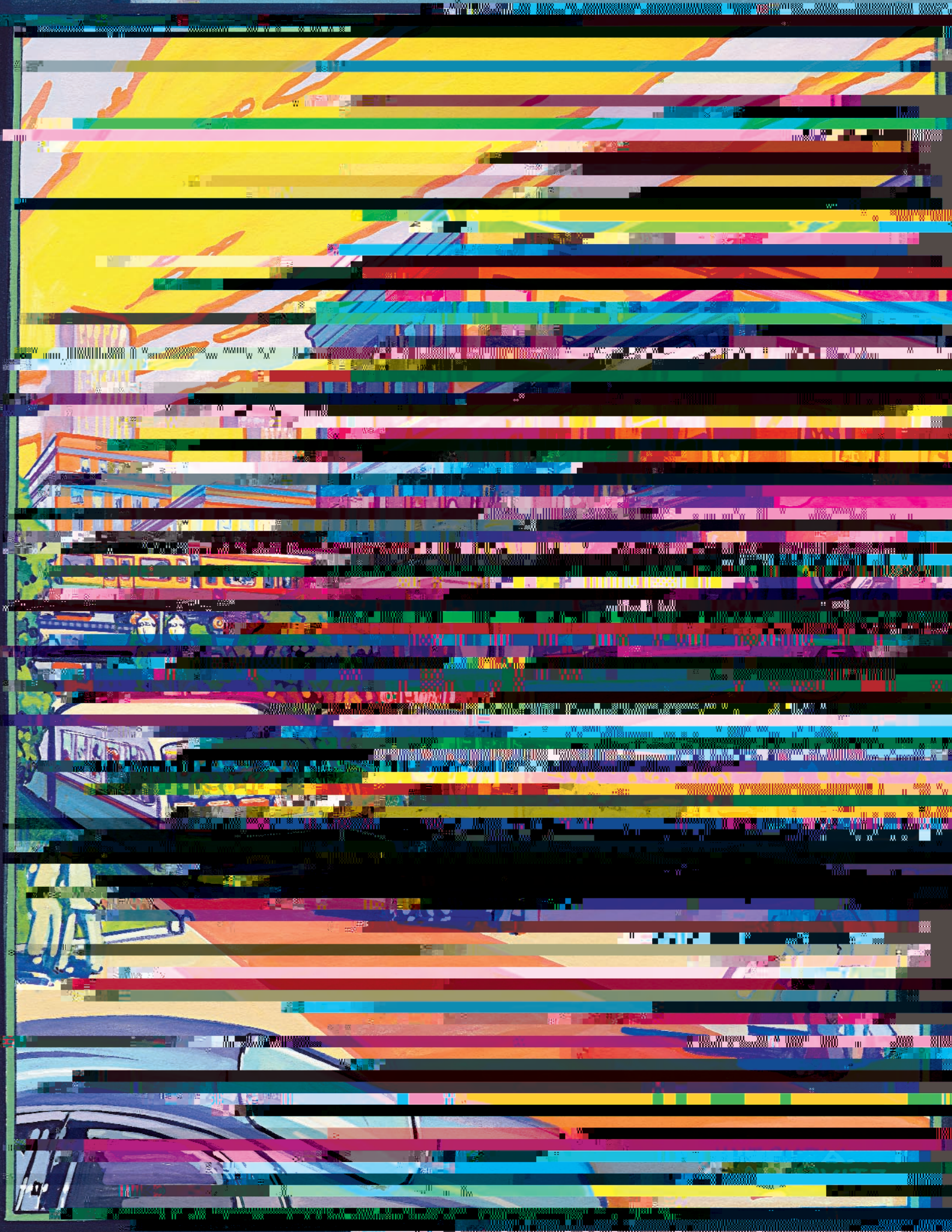


Yes. There is no more auto-centric culture than LA. Yet transit ridership in LA rose 11 percent in 2001, compared



How much difference would it make to people in the Chicago region by 2030 if we were to adopt THE METROPOLIS PLAN

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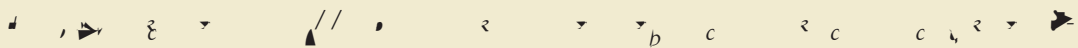
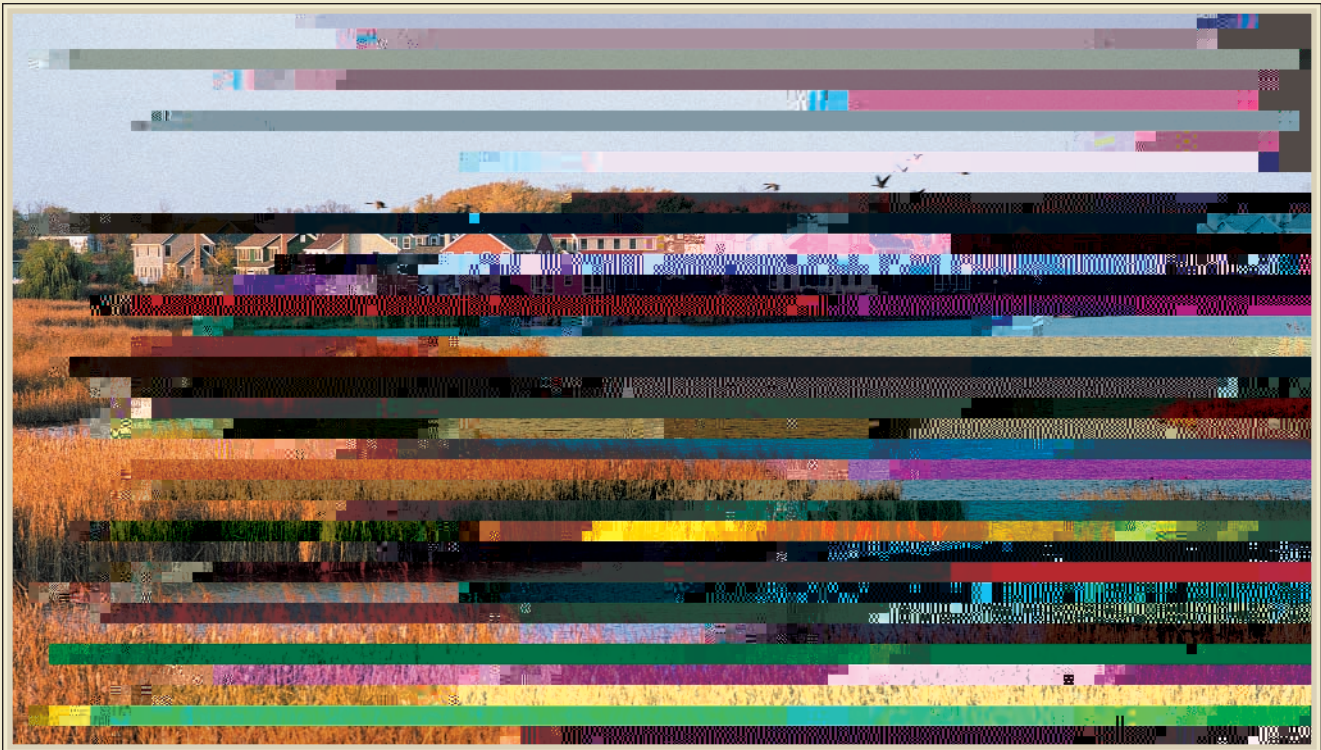
We have identified a set of first steps to begin addressing these challenges:

COORDINATE LAND USE AND TRANSPORTATION POLICY MORE EFFECTIVELY.

1. Create a Regional Growth and Transportation Commission to plan, fund and coordinate growth and transportation in Northeastern Illinois. This will require state legislation to merge and reorganize the functions of the Chicago Area Transportation Study (CATS), the Northeastern Illinois Planning Commission (NIPC), the Regional Transportation Authority (RTA), the Illinois Toll Highway Authority and other relevant agen-

REBUILD AND REDEVELOP EXISTING COMMUNITIES, ENSURE ADEQUATE AFFORDABLE HOUSING NEAR JOBS AND TRANSIT, AND PROMOTE ECONOMIC GROWTH IN COMMUNITIES FACING ECONOMIC HARDSHIP.

1. Establish state goals for growth and a Growth Advisory Council to provide expertise and counsel on growth issues.
2. Centralize state planning responsibilities in the Bureau of the Budget to ensure that state spending is consistent with state growth goals and regional land use and transportation plans. The planning process should include a long-term capital plan for investments related to growth and transportation.
3. Direct the reorganized Department of Commerce and Community Affairs to support the growth management efforts of local governments. All programs, grants, and economic development incentives would give priority to rebuilding communities, ensuring an adequate supply of affordable housing near jobs and transit, and investing in economically struggling areas.





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THE METROPOLIS PLAN: CHOICES FOR THE

ENSURE THAT THE CHICAGO REGION REMAINS A PREEMINENT NATIONAL AND INTERNATIONAL HUB FOR FREIGHT TRANSPORTATION.

1. Prepare a freight plan for the Chicago region to improve the capacity and efficiency of the freight system.
2. Enact state legislation to establish a regional public/private freight entity to plan, coordinate, and finance improvements to the region's freight transportation system. This freight entity should be integrated into the proposed Regional Growth and Transportation Commission.
3. Create a national rail infrastructure program that would help to fund critical freight infrastructure improvements in the Chicago region.

DESIGN COMMUNITIES THAT ARE FRIENDLY TO WALKING,

PROTECT NATURAL AREAS, OPEN SPACE, AND FARMLAND.

1. Use regional land use and transportation plans to set priorities for the preservation of natural areas, open space, and farmland.
2. Provide state funding for the acquisition and preservation of open lands and natural areas consistent with the State goals for growth and the regional land use and transportation plans.
3. Provide state funding and technical assistance in order to map,

M A K E N O L I T T L E P L A N S — A G A I N

Is THE METROPOLIS PLAN ambitious? Absolutely. So were the many other projects that have made Chicago the robust and attractive region that it is today.

We draw our inspiration from Daniel Burnham’s 1909 Plan of Chicago. The Commercial Club of Chicago—the very same institution that created Chicago Metropolis 2020—had the foresight to commission the Plan of Chicago. Daniel Burnham had the genius to identify Chicago’s most important future assets: an open lakefront; parks, playgrounds, and forest preserves; a scientific plan for roadways from the city to the suburbs beyond. Finally, Chicago civic leaders had the political wherewithal to educate the public about the plan and then implement many of its most important ideas.

That is why Chicago looks the way it looks today. Not because the market, left to its own devices, protected the lakefront and built parks and roads and forest preserves; indeed, this is an area where Adam Smith’s invisible hand is known to fumble. Rather, the civic community came together, developed a plan, and then made the future better.

We must do it again. The decisions we make today will determine what kind of region we leave for our children and our grandchildren. Will it be “business as usual” for the next three decades—a path that will squander natural resources, deny opportunity to many of our residents, tie up the region in traffic, and jeopardize our robust economy?

Or will we do better. THE METROPOLIS PLAN is a vision for the latter. Join us as we begin to implement this vision. It is, to quote Ernest Hemingway, “worth the fighting for.”

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