

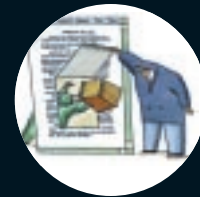


One Region. One Future.

Getting to Work on Regional Issues

Progress Report and Action Plan

February 2000





February 2000

Dear friends,

Our mission is to help make the Chicago region one of the places in the world where people will most want to live and work. It is an ambitious goal but within reach. Our region is strong and attractive. Our economy is diverse and booming. And we have wonderful resources throughout the region.

Despite all of our strengths, there is ample opportunity to do more. We can increase collaboration among local governments, improve the transportation system, improve the tax system, increase opportunities for more of our citizens and ensure that we adequately prepare our children for a very competitive world.

At Chicago Metropolis 2020, we have solutions to offer—or at least the beginnings of them—and ideas worth serious debate. Our Executive Council and working groups are wrestling with some of the issues described in this report, and we've done a great deal of outreach to engage citizens from across the region.

We don't plan on resolving all the issues ourselves; that's not possible. But we believe strongly that by creating collaborations and spurring a new kind of "civic entrepreneurship," we in the Chicago region can do some very important things. Yes, even change the future of this region.

We've laid some groundwork in the few months that our organization has been up and running. There has been heartening progress on major issues like transportation funding. But for the scale of change that we've set out to accomplish, an enormous amount of difficult work lies ahead. And we cannot do it without you and your ideas. Please join us.

Andrew J. McKenna
Chairman

George A. Ranney Jr.
President and CEO



WHO WE ARE

The Metropolis 2020 report: Launching a regional discussion

Last winter, when The Commercial Club of Chicago released its report, *Preparing Metropolitan Chicago for the 21st Century*, community leaders responded with a vigorous debate about strategies for improving the region.

The product of extensive work by 200 Commercial Club members, the report triggered editorial praise from some and expressions of incredulity by others. No wonder. Club member Elmer Johnson had put together a 120-page analysis that didn't mince words about racial and economic segregation, dependence on the auto, failing schools and destructive competition for local tax revenue.

The report presented dozens of recommendations, from nuts-and-bolts ideas to broader proposals for improving the schools and consolidating regional planning. It called for the formation of a non-profit organization that could nurture these undertakings, and set a 20-year horizon for getting things done. In March 1999, that organization, Chicago Metropolis 2020, began its work.

A broader approach to economic development

A primary objective of Metropolis 2020 is to help the region maintain a robust economy. But that means much more than “doing economic development.”

Today's world is different than in the late 19th Century, when Chicago experienced its first great surge of prosperity. Back then, cheap transport and abundant labor and raw materials catapulted Chicago into its role as meatpacker, rail head and steelmaker: poet Carl Sandburg's “City of the Big Shoulders.” The 21st Century economy requires a different kind of muscle, most of it above the shoulders.

Chicago Metropolis 2020 believes that people are the economic engine of our future. Making the region attractive and productive for our people—whether pre-schoolers, entry-level workers, high-tech entrepreneurs or top managers—should be the central pillar of our regional growth

strategy. That means tackling everything from transportation and open space to education, taxes, the business culture and local governance.

Emphasis on collaboration—and results

Metropolis 2020 will not take on these issues alone. Its Executive Council is made up of leaders from five sectors that have often worked independent of each other: business, labor, academia, government and non-profits. Bringing these different ways of thinking into the same rooms—repeatedly and over many years—can help us invent new ways to make decisions, realize our opportunities and structure our efforts.

The intent is not to get bogged down in deliberations without end or idealistic but unachievable dreams. We are forming working groups, focusing on issues when they are hot, seeking

Virtually every audience was responsive to our premise that the region will benefit from a comprehensive, collaborative approach to improving social and economic opportunity. There is less agreement on exactly which strategies are the right ones, yet we have been heartened by the passion and creativity unleashed by our plans. This type of debate is expected and encouraged. Through it the best solutions will emerge.

A second avenue of outreach is distribution of the original Metropolis report. More than 5,500 copies of the full report or executive summary have been sent to interested parties here and around the country; the report is available by mail and on the organization's web site at www.chicagometropolis2020.org.

The news media have been responsive. Stories and opinion pieces have appeared in the daily newspapers, various planning and environmental journals and international publications including *The Economist*. *Crain's Chicago Business* recognized the work of Commercial Club members by honoring them with its Executive of the Year award.

Support for Illinois FIRST infrastructure bill

Metropolis 2020 notched its first victory during the spring session of the Illinois General Assembly, when Governor George Ryan advanced his \$12 billion infrastructure package known as Illinois FIRST. Metropolis 2020 led a coalition of civic organizations and government leaders to educate legislators about the bill, which dramatically reduces the backlog of transportation infrastructure needs and brings needed capital improvements to schools and other public facilities.

Many issues on our agenda will require legislative change and a close working relationship with state and local leaders, so the Illinois FIRST experience was timely and instructive. It helped introduce Metropolis 2020 as an effective and purposeful organization while providing a trial run for the work ahead.

Recruiting leaders, partners and team members

We are dependent on the quality of partners and team members that we can develop and nurture. The Executive Council, chaired by Andrew J. McKenna of Schwarz Paper Company, includes approximately 50 of the most committed citizens of the region. George A. Ranney, Jr., an outstanding civic leader, a partner with the law firm of Mayer, Brown & Platt and former senior officer of Inland Steel Industries, serves as President and CEO. Adele S. Simmons, former president of the MacArthur Foundation, has taken on duties as Vice Chair and Senior Executive, and Frank H. Beal brings extensive urban planning and corporate experience to his role as Executive Director. Leadership roles are not restricted to the Executive Council or staff; our efforts include participation of individuals and organizations from across the civic and geographic spectrum.



WORK IS UNDERWAY

Teams have begun work on several issues chosen for their timeliness and importance—or because leaders stepped up to champion the issue.

Seeking better child care—and a sound financial structure

Two streams of benefits flow from high quality early childhood education: children gain academic and social skills while their parents are more productive at work. But the region has a severe shortage of licensed child care, quality is uneven, staff pay is low and the cost, especially for lower-income households, is high. A Chicago Metropolis 2020 working group is building business support for child care, exploring accreditation of facilities to boost quality and seeking ways to improve the industry’s financial structure.

Expanding the link between transportation and development

Traffic jams create a \$4.4 billion economic drain and waste 44 hours each year for the average Chicago-region commuter. Good public transit is part of the solution, but it doesn’t work well if nearby development is dispersed or poorly planned. An active working group is developing strategies for transit-oriented development, efficient use of Illinois FIRST funds and better land-use planning. Metropolis 2020 is represented on the Illinois Growth Task Force, which was formed by the Illinois General Assembly to pursue coordination of land use and transportation. To bolster the region as a global freight hub, the Metropolitan Planning Council, Business Leaders for Transportation and Chicago Metropolis 2020 are leading efforts to improve the freight-infrastructure system.

Business support for housing and transit; the Metropolis Principles

Employers across the country are realizing that long commutes and limited access to affordable housing can be detrimental to their employees—and the bottom line. Low-wage employees shoulder a heavy housing cost in today’s tight rental market, and even a family of four earning \$50,000 per year finds that most housing near the workplace is out of financial reach. That could

stifle the region's ability to create the 1.2 million new jobs projected by 2020, and further divide the region economically. Another working group is evaluating financial mechanisms and partnerships to improve housing availability. The group is developing a set of "Metropolis Principles" that would guide location and expansion decisions: when making investments, participating companies would give preference to communities with a wide range of housing choices and nearby mass transit.

Groups formed to work on other issues

Regional Health—Citing the economic drain of poor health, a group of local leaders is developing a preventive health project that will also seek to improve opportunities for people with disabilities.

Tax Policy—A recently formed working group will address regional taxation issues such as competition for revenues from the sales and property taxes.

Workforce Development—The fragmented workforce development system does not meet the needs of tight labor markets, welfare reform and modern workplaces. A working group has been established to suggest ways to coordinate the system and respond to the requirements of large and small companies.



ISSUES ON THE HORIZON

Several strategies advanced in the Commercial Club report remain on the agenda for discussion and possible action by the Executive Council. Initiating work on these difficult issues will depend on leadership, timing and creative approaches to addressing divergent views.

Consolidated development and transportation planning

Land-use decisions in metropolitan Chicago are often made without adequate linkage to transportation considerations, exacerbating the traffic situation and reducing the quality of open space and the environment. There is inadequate planning and coordination among the large number of local governments, the private sector often makes decisions in isolation of regional needs and the

region's planning responsibilities are split among multiple agencies. Metropolis 2020 believes consolidated planning would lead to better use of funds and more efficient movement of people and goods.

Tax reform

Property and sales tax revenues flow unevenly to municipalities depending on the types of development on the land and the county where the property is located. Some taxing districts reap healthy revenue from shopping or office centers, while older areas or those with mostly residential properties can suffer a vicious cycle of insufficient revenue and declining public services. These issues have financial impact on property owners and so are difficult to resolve, but initial reforms have been made or proposed by the Cook County Assessor, paving the way for more substantial work.

Fragmented governance

With 270 municipalities and more than 1,200 total units of local government, the Chicago region lacks a vehicle for metropolitan-wide decision-making. The Commercial Club report urged creation of a regional coordinating mechanism that would provide planning and financial resources to municipalities and counties for projects of regional benefit. Using some form of shared tax base, the coordinating body could provide grants for efficient land use planning; develop guidelines for transportation, land use and water/sewer services; issue bonds to finance regional capital improvements; and create a revenue stream to reduce fiscal disparities among municipalities. Structured properly, this body would give local governments a voice on regional issues while allowing them to maintain their individual character.

Social and educational infrastructure

Elevating the region to “world-class” status depends on reducing inequality of income and opportunity among the region's residents and communities. Addressing the disparities will require wholesale improvement to public education systems, reinvestment in deteriorated communities, expansion of affordable health services in underserved areas and recognition of the racial and economic separation that has fostered unequal opportunity.



LEARNING TOGETHER

A Regional Learning working group is developing tools to promote awareness and expand discussion of regional issues.

Forums, opinion survey and a “regional report card”

A series of forums has begun to bring together diverse groups of leaders to develop and rank a set of goals for the region. These groups also suggest ways to measure progress toward the goals, which will be incorporated into an annual Regional Report Card beginning in mid-2000. A public opinion survey will be conducted to determine levels of understanding and agreement with the themes and ideas of the Metropolis 2020 effort.

Electronic regional learning

A web site (www.chicagometropolis2020.org) has been created as a platform for regional learning, collaboration and action. It will become an interactive tool that includes reports on regional issues, discussion groups, simulation software, model school curricula and a database of maps and statistics. This effort is modeled after the *Wacker Manual*, a book published after the 1909 release of the *Plan of Chicago*. The manual was widely used in the schools to teach the next generation about growth issues, planning and citizenship.

How to stay involved

Chicago Metropolis 2020 believes the Chicago region can become one of the places in the world where people will most want to live and work. Reaching this goal will require a large-scale education effort and a willingness to listen to ideas about how to improve the region. Metropolis 2020 invites participation and suggestions on how it can contribute to this work, and it asks individuals and organizations to raise discussion of the issues and encourage friends and colleagues to get involved.

Citizens interested in receiving updates and event notices can visit the web site or submit mailing information to Metropolis 2020. To take a leadership role or contribute resources to the effort, please contact the organization at 312.332.2020.

EXECUTIVE COUNCIL

as of January 1, 2000

Chairman

Andrew J. McKenna
Chairman,
Schwarz Paper Company

Members

Gerald W. Adelman
Executive Director,
Openlands Project

Rita R. Athas
Director of Regional Programs,
City of Chicago

MarySue Barrett
President,
Metropolitan Planning
Council

Frank H. Beal
Executive Director,
Chicago Metropolis 2020

Norman R. Bobins
President and
Chief Executive Officer,
LaSalle Bank, N.A.

Dr. Arthur Brazier
Bishop,
Apostolic Church of God

Gery J. Chico
President,
Chicago Board of Education
Partner, Altheimer & Gray

James W. Compton
President and
Chief Executive Officer,
Chicago Urban League

Lester Crown
Chairman,
Material Service Corporation

The Honorable
Richard M. Daley*
Mayor, City of Chicago

Tyrone C. Fahner
Partner and Co-Chairman,
Mayer, Brown & Platt

W. James Farrell
Chairman and
Chief Executive Officer,
Illinois Tool Works, Inc.

The Honorable Harris Fawell
Member of Congress
(Retired)

The Honorable
Nancy L. Firfer
President,
Village of Glenview

Brother James Gaffney, FSC
President,
Lewis University

The Honorable
Ronald S. Ghilardi
President, Village of Lisle

Kathleen A. Gilmer
Director, Hoffman Estates
Education Center,
Northern Illinois University

William M. Goodyear
Retired Chairman,
Bank of America, Illinois

Jack M. Greenberg
Chairman and
Chief Executive Officer,
McDonald's Corporation

King Harris
President and
Chief Executive Officer,
Pittway Corporation

Valerie B. Jarrett
Chairman,
Chicago Transit Authority
Executive Vice President,
The Habitat Company

Elmer W. Johnson
President, Aspen Institute
Of Counsel, Kirkland & Ellis

James R. Kackley
Retired Managing Partner-
CFO,
Andersen Worldwide

C. Mack
President & CEO,
Citibank, F.S.B. Central Region

John W. Madigan
Chairman, President & CEO,
Tribune Company

R. Eden Martin
President,
Civic Committee of
The Commercial Club
of Chicago
Partner, Sidley & Austin

Arthur C. Martinez
Chairman and
Chief Executive Officer,
Sears, Roebuck and Co.

Jim McConoughey
Managing Director,
Corporate and
Community Development,
Elgin Community College

David R. Mosena
President and
Chief Executive Officer,
Museum of Science and Industry

Michael H. Moskow
President,
Federal Reserve Bank of Chicago

Richard C. Notebaert
Retired Chairman and
Chief Executive Officer,
Ameritech Corporation

Patrick J. Ormsby
President and
Chief Executive Officer,
Bimba Manufacturing Company

Aurie A. Pennick
President and
Chief Executive Officer,
Leadership Council for
Metropolitan Open Communities

Nicholas J. Pritzker
Chairman of the Board
and President,
Hyatt Development Corporation
and Hyatt Equities, LLC

George A. Ranney, Jr.
President and
Chief Executive Officer,
Chicago Metropolis 2020
Partner, Mayer, Brown & Platt

The Honorable
George H. Ryan*
Governor, State of Illinois

John F. Sandner
Special Policy Advisor
and Former Chairman,
Chicago Mercantile Exchange

Charles H. Shaw
Chairman,
The Shaw Company

Adele S. Simmons
Vice Chair and
Senior Executive,
Chicago Metropolis 2020
Former President,
John D. and Catherine T.
MacArthur Foundation

The Honorable
Joseph C. Szabo
Mayor, Village of Riverdale

Richard L. Thomas
Retired Chairman,
First Chicago NBD Corporation

Don A. Turner
President,
Chicago Federation of Labor

Arthur R. Velasquez
Chairman, President and CEO,
Azteca Foods, Inc.

Dr. Arnold R. Weber
President Emeritus,
Northwestern University

Dr. Paula Wolff
President,
Governors State University

The Honorable
Corinne G. Wood
Lieutenant Governor,
State of Illinois

*Indicates honorary member

WORKING GROUP CHAIRS

Dr. Whitney W. Addington
Regional Health

King Harris and
Charles H. Shaw
Metropolis Principles

David R. Mosena
Regional Learning

Adele S. Simmons
Early Childhood Education
Workforce Development

Richard P. Toft
Tax Policy

Daniel R. Toll
Development and
Transportation

contents

WHO WE ARE

page 2

WHAT WE'VE DONE

page 3

WORK IS UNDERWAY

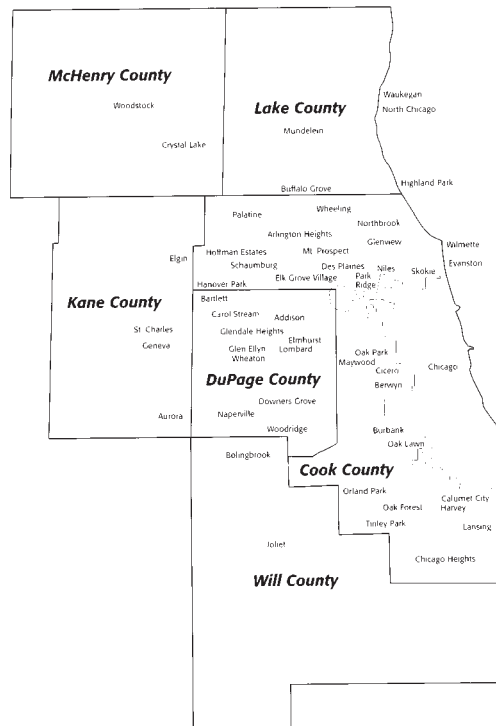
page 5

ISSUES ON THE HORIZON

page 6

LEARNING TOGETHER

page 8



SIX COUNTY CHICAGO REGION



Chicago Metropolis 2020

30 W. Monroe Street, 18th Floor

Chicago, Illinois 60603

312.332.2020 (main)

312.332.2626 (fax)

www.chicagometropolis2020.org

Chicago Metropolis 2020 was formed in 1999.

Its mission is to foster collaborative action to strengthen the economic vitality and quality of life in the six-county Chicago region, and to help make the region one of the places in the world where people most want to live and work.

General sponsors

The Chicago Community Trust

The Commercial Club of Chicago

The Grand Victoria Foundation

The John D. and Catherine T. MacArthur Foundation

Robert R. McCormick Tribune Foundation

Ryerson Tull, Inc.