

## ULI Chicago Infrastructure Game Changers

### Opportunity

- ✓ Why must infrastructure decision-making be “siloeed”? Is there a way to take a broad and integrated look at different types of infrastructure?  
**YES!**
- ✓ Is there a way to examine infrastructure, land use, and economic competitiveness all at the same time?  
**YES!**
- ✓ What about including non-engineering criteria such as sustainability, equity, financial feasibility, or political support?  
**YES!**

### What are the game changing projects in your community?

**Description:** ULI Chicago’s Infrastructure Game Changers is a model for identifying significant infrastructure projects based on their feasibility and influence on land use and economic development. An infrastructure game changer is a project related to transportation, water and other basic utilities, and parks and open space that has benefits far beyond its immediate impact.

The infrastructure game changers process is a flexible analysis tool:

- Scalable: the process can be adapted to any city or region, big or small
- Comprehensive: the process works across the entire range of infrastructure categories
- Affordable: no new time-intensive and expensive studies are required
- Tailored: evaluation criteria are flexible and can be aligned with chosen priorities
- Partnership Oriented: the process encourages partnerships among the public, private, and non-profit sectors
- Implementation Focused: the process looks at how to advance or maximize the benefits of already planned infrastructure projects.

**Studies:** ULI Chicago developed and tested the infrastructure game changers process on two study areas within the Greater Chicago region.

***Regional Infrastructure in Northeastern Illinois: Infrastructure’s Role in Maintaining Greater Chicago’s Competitive Edge*** identifies nine regionally significant infrastructure projects in the seven counties of Northeastern Illinois and explains how they could influence land use and encourage economic development.

***The Lakeshore Industrial Heritage Corridor: Infrastructure’s Role in Revitalizing Lake Michigan’s South Shore Communities*** looks at infrastructure projects in the border region of Chicago and Northwest Indiana.

**Role of District Council:** ULI Chicago’s Infrastructure Committee led the study and outreach process. The 50-member committee, acting through various sub-committees and supported by staff and interns, collected documents, interviewed stakeholders, developed criteria, evaluated the projects, produced the final reports, and conducted outreach, including regional forums, small groups meetings, and a media strategy. The effort received essential support from ULI Infrastructure Initiative’s ULI/Curtis Regional Infrastructure Project.

**Partners:** Membership on the Infrastructure Committee includes multi-disciplinary representatives from the private sector, government agencies, and non-profits. Extensive outreach to other major stakeholders from the private, public, and non-profit sectors was also a critical part of the process.

**Time Frame:** 12-24 months

**Executive Summary**

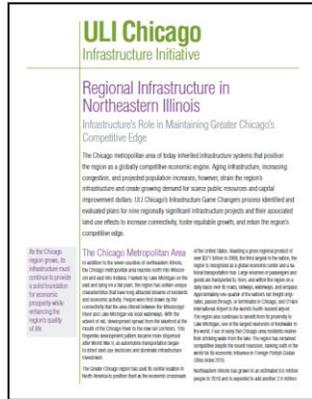
The Chicago metropolitan area of today inherited infrastructure systems that position the region as a globally competitive economic engine. Aging infrastructure, increasing congestion, and projected population increases—especially in suburban areas—increasingly strain the region's infrastructure and create growing demand for scarce public resources and capital improvement dollars. ULI Chicago's Infrastructure Game Changers process identified and evaluated plans for nine regionally significant infrastructure projects and their associated land use effects to increase connectivity, foster equitable growth, and retain the region's competitive edge.

The Greater Chicago region has used its central location in North America to position itself as the economic crossroads of the United States. Large volumes of passengers and goods are transported to, from, and within the region on a daily basis over its roads, railways, waterways, and airspace. Approximately one-quarter of the nation's rail freight originates, passes through, or terminates in Chicago, and O'Hare International Airport is one of the world's busiest airports. The region also continues to benefit from its proximity to Lake Michigan. Four of every five Chicago-area residents receive their drinking water from the lake. Northeastern Illinois has grown to an estimated 8.6 million people in 2010 and is expected to add another 2.4 million residents by 2040.

With so many people and with such large volumes of goods passing through the region, the Chicago area's infrastructure is some of the nation's most extensive. The region has the second-largest rapid-transit network in the nation and the fourth-busiest highway network. Extensive water delivery systems pump Lake Michigan's water throughout the region.

This report presents a portfolio of infrastructure projects from the northern, southern, and western areas of the Greater Chicago region, totaling at least \$15.42 billion in investment. For this study, ULI Chicago focused on intermodal transportation systems and other resource allocation projects of regional significance. The study also focused largely on projects located outside Chicago's core, in areas that experienced the fastest and most transformative growth in the past decades. Suburban locations will continue to absorb a significant portion of the region's expected growth; appropriate infrastructure investment will support this population growth as well as the regional development preference for strategic infill.

January 2011.



**Outreach Events**

In addition to numerous smaller and one-on-one meetings with stakeholders, ULI Chicago held/plans three major outreach events:

**Western Suburbs/O'Hare**  
Fall 2012

**Northern Suburbs**  
May 13, 2011  
Grayslake, IL

**South Suburbs**  
April 20, 2011  
Olympia Fields, IL

<b>Project Portfolio</b>		
CREATE freight rail	Lake County Water	I-294/I-57 Interchange
High-speed-rail stations, West Loop and Joliet	Central Lake Thruway, nine-mile boulevard	South Suburban Airport
Elgin O'Hare West Bypass	Metra SouthEast Service, 33-mile commuter rail	Illiana Expressway

## Executive Summary



The Lakeshore Industrial Heritage Corridor begins in Chicago at the former site of the U. S. Steel South Works mill and follows the shoreline of Lake Michigan until it reaches the still-active U. S. Steel Gary Works. The corridor is an area in transition. Industry, although having lost its dominance, is still significant. But what next? Leaders on both the Illinois and the Indiana sides of the state border have adopted a solid vision for the corridor's future that embraces industry, nature, and people. Recognizing the important role of infrastructure, ULI Chicago Infrastructure Change Changers process identified 13 projects that can help propel the corridor toward achieving this vision.

Leaders on both the Illinois and the Indiana sides of the state border have adopted a solid vision for the corridor's future that embraces industry, nature, and people.

Over the last decade, the corridor has been the subject of several high-quality and exciting planning efforts. On the Indiana side, the Marquette Plan, produced in 2005, was the culmination of a regional effort to create a lakeshore reinvestment strategy. On the Illinois side, the Calumet Area Land Use Plan, adopted in 2002, recognized the area's continuing industrial potential and the importance of the extensive wetland and prairie landscape. Local communities, government agencies, and site developers have taken these regional plans to heart as they have produced more detailed guides and programs for development.

ULI Chicago's Lakeshore Industrial Heritage Corridor study identifies planned infrastructure projects and activities that are crucial to maintaining this constructive momentum. These activities require the continual cultivation of a bistate approach to key infrastructure and catalytic development projects.

January 2011.

Projects
<b>Major Transportation Projects</b>
CTA Red Line Extension
South Shore Line and TOD
Arterial Connecting Roads in IN and IL
Cline Avenue (IN) Repurposing
Gary Chicago International Airport
High-speed-rail station at Gary
<b>Parks, Recreation, and Trails Projects</b>
Whiting (IN) Lakefront
Hammonds Lakes (IN) Project
South Shore Lakefront Revitalization (IN)
Calumet Open Space Reserve (IL)
<b>Infrastructure for Catalytic Development Projects</b>
South Works/Chicago Lakeside
East 134th Street Redevelopment (IL)
North Harbor Revitalization Initiative (IN)
<b>Outreach</b>
In addition to numerous smaller and one-on-one meetings with stakeholders, ULI Chicago brought together a bi-state group of stakeholders at a major outreach event held June 13, 2011 in Hammond, Indiana.

# Toolkit for Impact

## The Process

### Team

**Form a multi-disciplinary team.** ULI Chicago's Infrastructure Committee includes representatives from the entire range of disciplines involved in infrastructure and from the private, public, and non-profit sectors. Smaller subcommittees were formed for each of the study areas.

### Analysis Steps

**Step 1:** Select a region, sub-region, or district.

**Step 2:** Review planned infrastructure projects for the selected area. (This step may also include the identification of existing infrastructure resources that are underused or that present opportunities.)

**Step 3:** Evaluate projects according to a variety of criteria.

**Step 4:** Draft a working list of significant infrastructure projects and associated land use aspects.

**Step 5:** Test and build support for the working list through outreach to project partners, relevant communities, including the development community, and other stakeholders.

**Step 6:** Document the final list of significant infrastructure projects and their associated land use aspects.

### ULI Chicago's Project Evaluation Criteria

**Economic competitiveness:** the extent to which the proposed project enhances the economic competitiveness of the entire Greater Chicago region by increasing the efficiency, productivity, and attractiveness of the entire region.

**Opportunity:** the extent to which the project provides economic or quality-of-life opportunities for the communities or neighborhoods most directly affected by the project or for underserved populations. Opportunity includes improved access to jobs and education.

**Environmental sustainability:** the extent to which the proposed project improves the quality of the physical environment, including by reducing carbon emissions, protecting natural areas, promoting the more efficient use of water resources, and reducing pollution.

**Support:** the extent to which the project has support from government officials, key non-governmental agencies, other major stakeholders, and the general public.

**Funding and financial feasibility:** the extent to which funding sources have been identified to pay project costs and the potential for the project to attract private investment through public/private partnerships.

### Outreach & Advocacy

**Disseminate results widely.** The game changers process presents the opportunity to educate decision-makers about infrastructure and its connection to economic competitiveness and land use. Project partners and other public and private agencies participated in ULI Chicago's outreach and advocacy process, including as co-conveners for public meetings. In addition, ULI Chicago developed a website ([chicago.uli.org/gamechangers](http://chicago.uli.org/gamechangers)) that includes the final reports, videos, and interactive maps.

### Learn More

ULI Infrastructure Initiative welcomes the opportunity to share more about the game changers process and identifying game-changing projects in your community. Please contact Rachel MacCleery, Vice President for Infrastructure, at 202-624-7162 or [Rachel.MacCleery@uli.org](mailto:Rachel.MacCleery@uli.org).