



Chicago Southland's Green TIME Zone



Green Transit, Intermodal, Manufacturing, Environment Zone
A Core Element of the Southland Vision 2020 for Sustainable Development





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America's First Green TIME Zone

The southern suburbs of Chicago (the Southland) grew up in the nineteenth century with a dual identity: as residential communities from which people rode the train to downtown jobs and as industrial centers that rose around the nexus of the nation's freight rail network. Over the last two generations, many of these communities endured economic hardship as residents and businesses left for sprawling new suburbs and international pressures eroded the industrial base. The environment of the Southland and the entire Chicago region suffered as farmland was paved over at ever accelerating rates, vehicle miles traveled climbed steadily, and thousands of acres of prime industrial land decayed into brownfields.

Today new economic forces are driving development trends that the Southland is uniquely poised to foster. Communities are again being built around rail transit stations, where residents can enjoy convenient, walkable neighborhoods and realize savings from reduced driving. At the same time, globalization is causing more freight to move through strategic hubs and more manufacturing and logistics companies to locate near intermodal terminals, where they can combine reduced shipping costs with greater reliability.

The Green TIME Zone of Chicago's Southland capitalizes on these emerging trends with a strategy through which older communities can translate the value of their established rail infrastructure and manufacturing capacity into desirable neighborhoods, good jobs, and environmental improvement. The strategy is built on three linked mechanisms for sustainable redevelopment: **transit-oriented development (TOD)** to establish livable communities, **cargo-oriented development (COD)** to capture the economic benefits of intermodal freight movements, and **green manufacturing** to build a healthy economy with a bright future. These mechanisms lead to the acronym TIME: communities and economies are rebuilt around TRANSIT, INTERMODAL facilities and MANUFACTURING, all founded on a commitment to preserve and improve the natural ENVIRONMENT.

Although the following report describes a redevelopment plan specific to Chicago's south suburbs, the Southland Green TIME Zone is a national demonstration of the potential for regional, state, and federal partners to bring people, businesses, and good jobs back to an economically distressed region.



The south suburbs are redeveloping around existing rail infrastructure, enabling more affordable, efficient and environmentally friendly transportation options.



The Southland Green TIME Zone Strategy

The South Suburban Mayors and Managers Association (SSMMA) formed the Southland Green TIME Zone strategy through its development arms—the Chicago Southland Housing and Community Development Collaborative (CSHCDC) and the Chicago Southland Economic Development Corporation (CSEDC)—in partnership with three not-for-profit organizations that are regional and national leaders in sustainable development: the

Center for Neighborhood Technology (CNT), the Delta Institute, and the Metropolitan Planning Council (MPC). This partnership planned and launched the Southland Green TIME Zone as a way to redevelop the southern suburbs by capitalizing on their principal economic and environmental assets. The plan is a culmination of six years of research and planning among these groups.

Southland Green TIME Zone Strategic Overview



The economic and environmental assets leveraged in the Southland Green TIME Zone are common in the neighborhoods and first suburbs of America's older cities, but they are especially rich in SSMMA's 42 member municipalities:

- **Exceptional transportation assets.** The Southland connects to regional, national and international markets by two major intermodal freight terminals, five freight rail lines, four rail transit lines with 33 stations (plus nine stations along Metra's planned Southeast Service line), an extensive inter-suburban bus network, and four expressways.
- **Location efficiency.** Transit station areas in traditional downtowns offer households opportunities to save hundreds of dollars per month on transportation, while excellent access to freight corridors and markets for finished products in the heart of Chicago reduces fuel use for carriers and shippers.
- **Underutilized land.** The 42 transit station areas contain over a thousand acres of vacant land for new housing and needed stores, while more than 3,000 acres in some 200 clusters of vacant or underutilized industrial land in prime COD locations can support many new manufacturing and distribution businesses.
- **International logistics access.** The Canadian National (CN) Gateway and Union Pacific (UP) Yard Center intermodal terminals connect the region by rail to Canada, Mexico, and deepwater ports on all three coasts, while 171 third-party logistics providers create jobs from this flow of commerce.
- **Green supply chain.** More than 450 metals and

machine tool manufacturers, together employing over 10,000 workers, can process new orders for wind turbines, low-emission locomotives, energy-efficient cranes and other emerging technologies.

- **Workforce readiness.** More than two-thirds of adult residents within three miles of the CN Gateway in the heart of the Southland Green TIME Zone hold a high school or community college diploma, providing a ready industrial workforce.

These assets are core elements of the Southland Green TIME Zone's three central mechanisms: transit-oriented development (TOD), cargo-oriented development (COD) and green manufacturing.

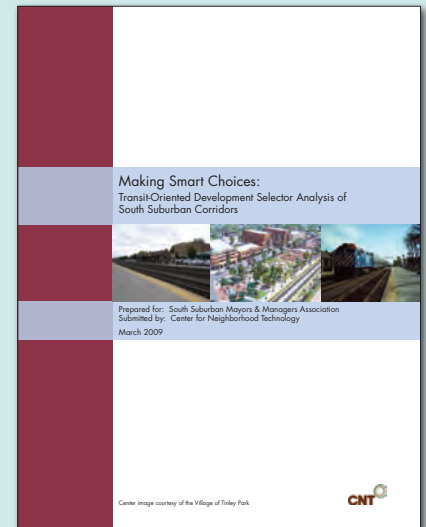
Transit-Oriented Development

Transit-oriented development integrates moderately dense housing with a mix of retail and service businesses all within a pleasant walk of a public transit station. TOD residents typically reduce their transportation costs and carbon footprints through their ability to make routine trips without driving. Older suburban downtowns built around rail stations are TODs by design. The south suburbs contain dozens of TOD communities connected by four commuter rail lines, which also carry freight to the CODs. These communities function in symbiosis with CODs, providing the nearby workforce and retail services needed by COD businesses, while CODs supply good jobs and corporate taxpayers that keep local communities viable. Yet Southland towns suffer from disinvestment that has weakened their industrial districts. They need redevelopment planning, housing, and commercial investments to resume their traditional role as livable communities in which working families and companies can thrive.



Making Smart Choices

In 2009, CNT released Making Smart Choices: Transit-Oriented Development Selector Analysis of South Suburban Corridors. Using its TOD Selector™ tool, CNT assessed the current conditions and TOD potential of 42 existing and proposed Metra stations in the Green TIME Zone. This report served as the foundation for the Chicago Southland Transit Corridor Development Plan, funded by Chicago's Regional Transportation Authority, that will lay out a regional vision for TOD.



To support the linkage of job creation with housing and neighborhood development, SSMMA, its partners, and regional agencies and civil organizations are striving to build livable communities by establishing TODs with quality housing options for a range of income levels, integrated with retail and civic amenities.

TOD efforts in the Southland Green TIME Zone are spearheaded by the Southland Housing and Community Development Collaborative, an intergovernmental partnership of more than 20 southern suburbs. The Collaborative's focus is to preserve and develop the homes that constitute the bedrock of TOD. Its efforts include:

- **Ongoing research and planning.** The Regional Transportation Authority (RTA) and the Metropolitan Planning Council (MPC) have funded and led research, planning, and demonstration projects that advance TOD in the south suburbs. Strong markets for mid-level and workforce housing and convenience retail have been identified in transit station areas; 17 communities are working to implement station-area TOD plans, and a regional TOD plan is under development for the TIME Zone's five passenger rail corridors.
- **Municipal cooperation.** The mayors of the southern suburbs have taken significant measures to coordinate TOD efforts across town boundaries. For example, the nine municipalities along the proposed Southeast Service transit line have formed an intergovernmental partnership to support the rapid construction of this line and to plan the development of the station areas it will serve.
- **Housing stabilization.** The primary concern of the Collaborative, as in communities across the country, is to preserve neighborhoods threatened by the mortgage foreclosure crisis. The Collaborative has focused its reinvestment plans on transit station areas where savings in transportation costs will give families the best opportunities to sustain their mortgages. It has coordinated the use of \$8.9 million in federal Neighborhood Stabilization Program funds to execute this strategy, which includes the sharing of best practices among its members, counseling to avoid foreclosure, and directly investing in buildings.
- **Employer-assisted housing.** To further stabilize communities with location efficiency and strong ties between workplace and home, the Collaborative promotes the concept of Employer-

Assisted Housing (EAH) and the significant incentives that Illinois provides for EAH programs to major Southland employers.

- **Land assembly and redevelopment.** Major impediments to the implementation of TOD plans in older suburbs are the fragmentation of property ownership and the deterioration of buildings and infrastructure on properties that have been in use for over a century. Land parcels in these communities must often be assembled and improved to compete with greenfield developments. Accordingly, the Green TIME Zone partners propose to establish the Southland Sustainable Development Fund, a revolving fund for the assembly and improvement of land for redevelopment in TOD and COD locations.
- **Land banking.** The Southland Sustainable Development Fund is being planned concurrently with the Southland Housing Collaborative Land Bank (the Land Bank). Central to establishing the institution are a U.S. Housing and Urban Development (HUD) grant to engage expert consultants and support from the non-profit Business and Professional People for the Public Interest. The Land Bank will hold and maintain vacant properties so that they keep their value and do not become a problem for the

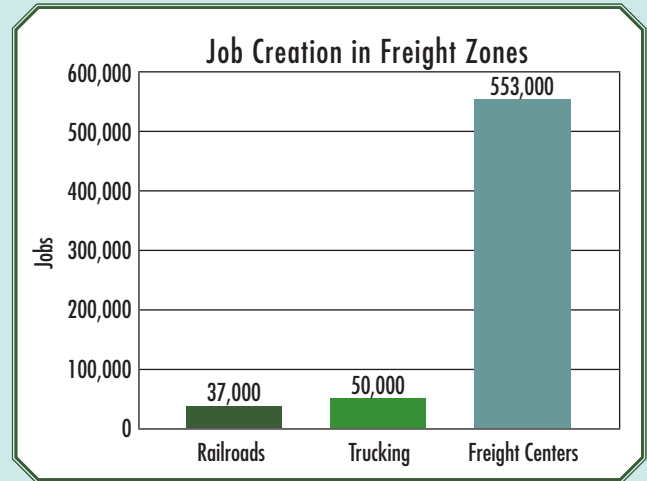
neighborhood, and then convey the properties under terms that will ensure their continued use for the benefit of the community. While the Land Bank is primarily designed to preserve homes for moderate-income households, it will also hold commercial and COD properties during the development process.

- Zoning and entitlement coordination.** A frequent impediment to the realization of TOD is the tendency for zoning codes to segregate land uses, spreading development over wide areas and frustrating the integrated development and compact land use that are essential to TOD. An anticipated element of the Southland's coordinated TOD planning is uniformity in the application of form-based zoning for TOD areas, coupled with expedited entitlement for projects that fulfill community development plans. Besides advancing individual TOD projects, consistent zoning and entitlement policies will assure developers and investors that the southern suburbs are eager for TOD proposals and encourage investments in multiple station areas.
- Energy and housing conservation.** Substantial federal stimulus funds are available to improve the energy efficiency of buildings in the Chicago area. The Southland Housing and Community Development Collaborative and its partner organizations are working to maximize the allocation of these funds to the south suburban TOD corridors, where their impact will be enhanced by location efficiency. In a complementary effort, SSMMA and CNT will serve Southland TOD areas with the I-GO Car Sharing program, through which many households can share efficient cars (including hybrid and solar-charged electric vehicles) that can often take the place of personal vehicles. The combined impacts of these programs will create neighborhoods where substantial household cost savings from location efficiency and energy efficiency can help residents ensure the quality of their homes and their financial security.
- Housing development.** The Collaborative seeks to combine its community planning, neighborhood stabilization, employer incentive, land acquisition, land banking, zoning reform, and conservation initiatives into an integrated program to develop and preserve a south suburban housing pattern that serves both household budgets and the environment.

Freight Zones: Chicago's Job Engine

Freight transportation generates hundreds of thousands of high paying jobs in the Chicago region. In 2004, Chicago Metropolis 2020 mapped 40 Chicago "freight centers" with concentrations of warehousing, distribution and manufacturing businesses. Within these freight centers, firms accounted for 553,000 jobs. The Green TIME Zone could support such activity.

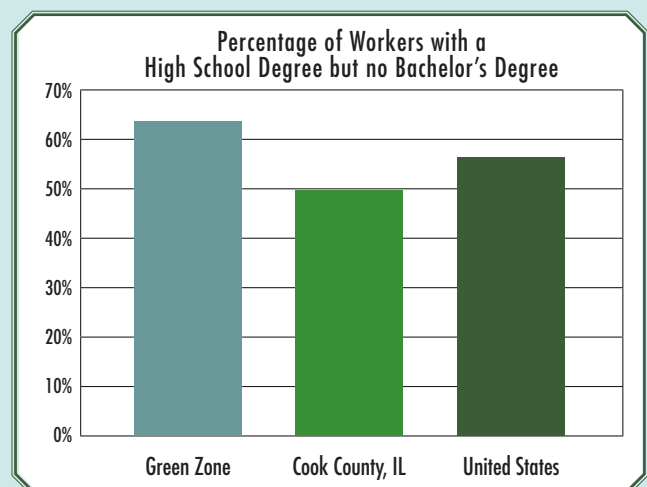
Source: *The Metropolis Freight Plan: Delivering the Goods*, Chicago Metropolis 2020: 2004.



Workforce Readiness

One of the strongest assets of the Green TIME Zone is its workforce. South suburban residents have the background that manufacturing and distribution companies need with 63 percent possessing a high school diploma, but not a bachelor's degree. This is a higher percentage than in Cook County, Illinois or the United States as a whole. Green TIME Zone development will nourish this workforce with stable, high-paying jobs just a short commute away by bike, train or car.

Source: 2000 United States Census.




Intermodal: Cargo-Oriented Development

Cargo-oriented developments bring industrial and logistics businesses together with excellent access to multiple modes of freight transportation, complementary businesses, and a ready workforce. CODs are home to freight transport companies, warehouse operators, distributors, and wholesalers that add value to the shipments flowing through the intermodal terminals of the south suburbs. By operating in a Green TIME Zone COD, firms could cut millions of unneeded truck miles from freight routes, realizing fuel savings that reduce the cost of goods for consumers all over the country, “greening” the nation’s complex supply chain while creating local jobs. Years of disinvestment in the south suburbs, however, have resulted in deteriorated roads and thousands of acres of vacant brownfields that severely limit the productivity of the area’s industrial areas.

Redevelopment of the Southland’s extensive acreage of vacant industrial land, especially those located near major freight transportation assets, is central to the Green TIME Zone strategy of creating jobs for TOD residents and a natural complement to the green manufacturing initiative. The COD initiatives in the Southland Green TIME Zone include:

- **Railroad intermodal investments.** Following its acquisition of the Elgin, Joliet & Eastern rail corridor, the Canadian National Railroad (CN) expects to increase the number of containers it handles at its Gateway Intermodal Terminal from 350,000 to over 2 million. From the Gateway Terminal, shippers can directly reach America’s largest trading partners, Mexico, Canada, and China. This unrivaled access to foreign markets will make redeveloped sites even more valuable to end users. Less than three miles from the CN Gateway Terminal on a major arterial highway is the Union Pacific Intermodal site, providing access toward the south and serving as a rail gateway to the Ford automotive assembly plant and other supply chain companies.
- **Logistics Park Calumet.** CN’s massive investment in metropolitan Chicago and the Gateway Terminal set the stage for the Logistics Park Calumet (LPC) initiative, the primary COD focus of the Green TIME Zone. The core of LPC holds the Southland’s densest concentration of COD opportunities containing over 1,400 acres of underutilized or vacant land within four miles of the CN and UP intermodal terminals. These terminals provide vital connections to America’s freight rail system



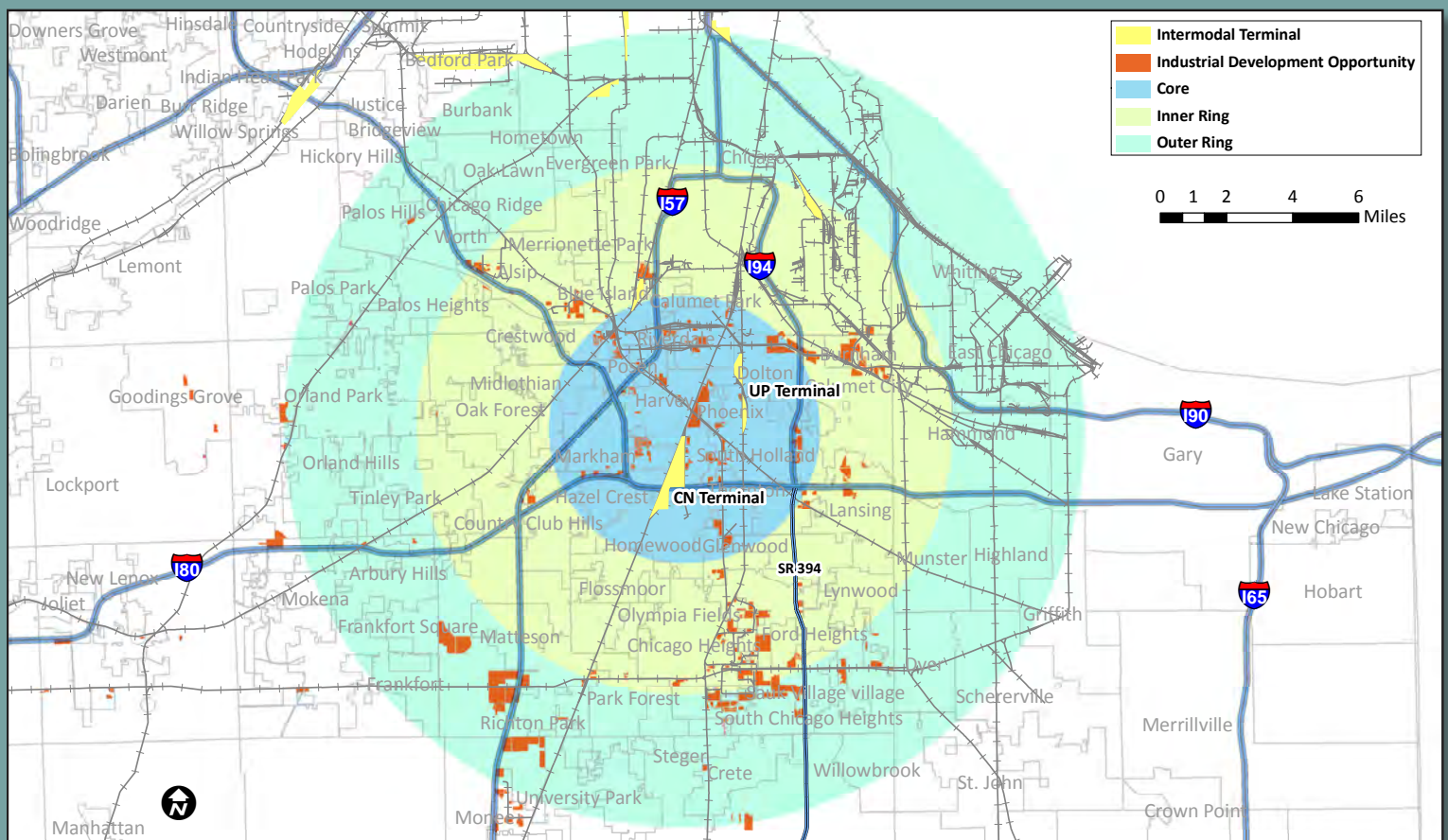
At the epicenter of the Southland Green TIME Zone sits the Canadian National (CN) Gateway Intermodal Terminal, which connects the region by rail to Mexico, Canada, and deep water ports on the Atlantic and Pacific. Shippers can efficiently transport containers from China to Prince Rupert, British Columbia by sea, then to the Gateway Terminal by train. CN is increasing the capacity of the yard from 350,000 to 2 million container lifts each year – giving the Green TIME Zone the best access to international markets in the region.

and serve as anchors for COD opportunities within the core. The work in the core exemplifies the efforts required to develop similar COD sites in LPC's inner and outer rings and elsewhere in the south suburbs. The Chicago Southland Economic Development Corporation (CSEDC) is prioritizing its projects in land assembly, road improvements, and brownfields reclamation to make LPC a reality.

- **Land assembly and predevelopment.** Land that has been in industrial use for a century is often fragmented into numerous small parcels with different owners. The value of these properties is also frequently eroded by the presence of obsolete, deteriorated buildings and infrastructure. Reassembly and improvement of the land for redevelopment is an expensive process—especially with cheap farmland readily available at the periphery of the region. The Southland Sustainable Development Fund,

described above, has been proposed to assemble COD and TOD properties and prepare them for redevelopment.

- **Intermodal connector road improvements.** Some of the truck routes that link LPC's intermodal facilities to expressway ramps are under-built for the cargoes they carry. CSEDC is working with regional and state agencies to rationalize road classifications and secure funds for needed improvements to upgrade LPC's intermodal connectors. Additionally, full funding and implementation of projects planned under the CREATE (Chicago Region Environmental and Transportation Efficiency) Program will provide rail and road upgrades that improve regional cargo movement, reduce congestion and emissions, and maximize the profitability of LPC businesses.
- **Environmental remediation.** The presence of dozens of environmentally contaminated



Logistics Park Calumet

Logistics Park Calumet (LPC) will demonstrate how cargo-oriented development creates jobs and cleans the air. LPC's core contains over 1,300 acres of vacant or underutilized land located near CN and UP intermodal yards. New logistics and light manufacturing facilities would unload and unpack containers from these terminals, add a final step to the production process, then distribute them all over the country. This would create jobs and remove tens of thousands of truck trips from the Interstate Highway System.

sites is a liability that comes with the region's industrial heritage, but these properties can be transformed from health hazards into nodes of economic activity. Since 2007, CSEDC, CNT, and local communities have leveraged over \$2.24 million in EPA grants to remediate environmental contamination in COD sites within LPC. In 2009, the EPA awarded an additional \$1 million to assess COD sites in six south suburban towns.

- **Customs inspection.** A new U.S. Customs station proposed for operation within LPC will create additional jobs for local residents and reduce travel-related emissions. The facility will speed freight transfers and eliminate a 72-mile round trip that thousands of trucks a month must now make, in which containers are drayed to Bensenville, IL, for inspection, then returned to the south suburbs for unpacking.
- **Foreign Trade Zone.** A plan to designate the LPC area as a Foreign Trade Zone (FTZ) will create federal tax benefits that will make this park more attractive to logistics operators, wholesalers, and manufacturers that process imported parts or raw materials into finished products by reducing or delaying import taxes.
- **I-80 East logistics.** Beyond its inner ring, LPC contains industrial and logistics space and ready-to-build COD sites along I-80 in the towns of Crete, Sauk Village, Tinley Park, and University Park with fast access to the CN and UP intermodal terminals, LPC's proposed U.S. Customs station and FTZ, and terminals in Joliet.

Manufacturing for a Green Economy

Green manufacturing converts established plants and their skilled workers from producing traditional goods to manufacturing the products needed by a more sustainable economy. Existing green

manufacturers in the Southland Green TIME Zone are already building windmill components, low-emission railroad locomotives, and electric-powered heavy lifting equipment. These and similar companies seek to innovate further, increase production, expand in place, and attract like-minded businesses to join them in sustainable industry clusters.

Calumet Renewable Energy, Rail, and Auto Manufacturing Center

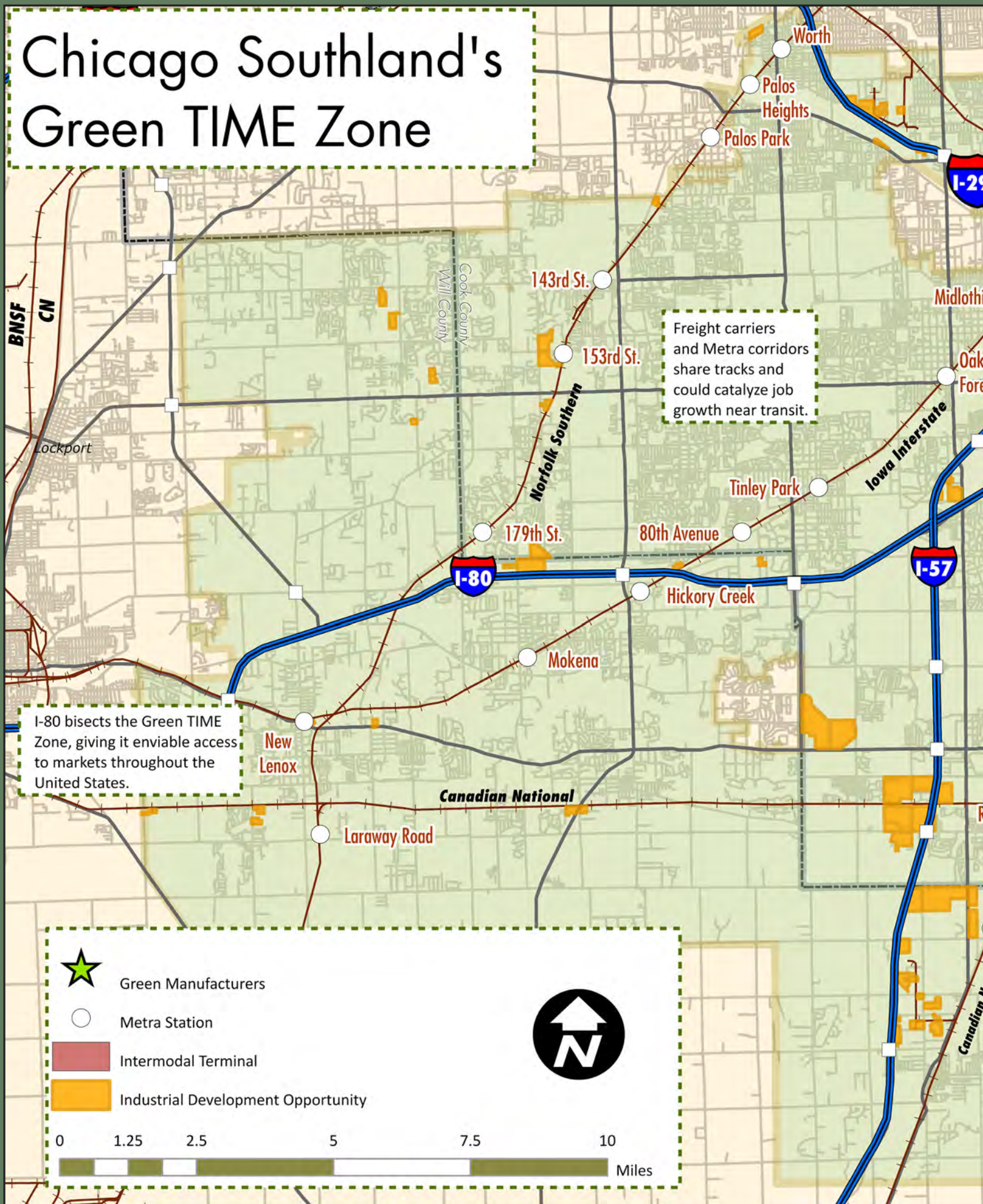
The Calumet Renewable Energy, Rail, and Auto Manufacturing Center has been formed to promote the area to green manufacturers and address the needs of existing companies. The center is coordinating efforts by regional civic and educational institutions to help more Chicago-area companies join the green manufacturing ranks and marketing Chicago's south suburbs as the premier location for green manufacturers. Initiatives connected with the center include:

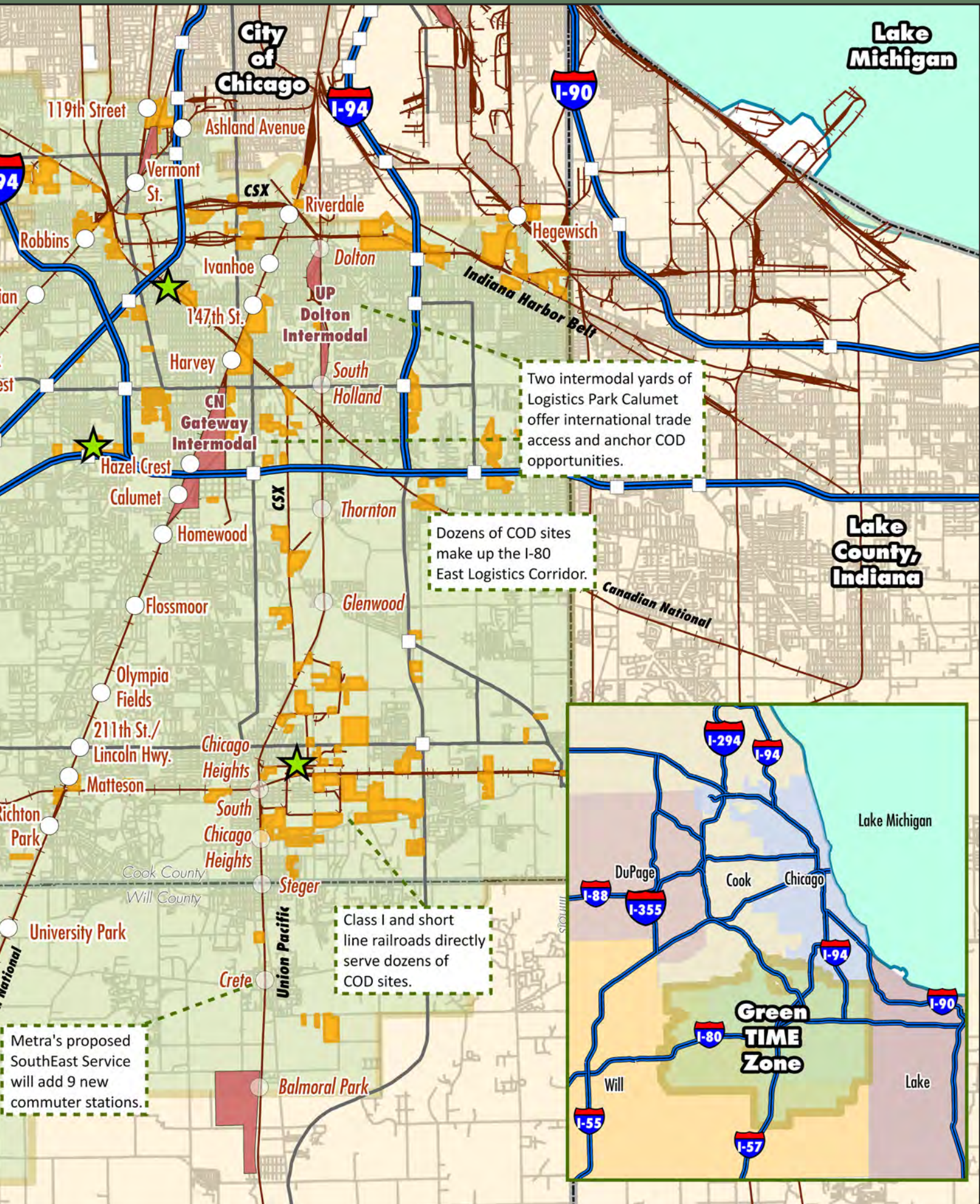
- **Regional supplier program.** Building on research by the Delta Institute, CSEDC and its partners are fostering relationships between major manufacturers and regional suppliers of component parts and services. For example, a South Side Chicago Ford plant recently enlarged for the production of fuel-efficient vehicles is being connected with a widening network of competitive local parts suppliers.
- **Research and development assistance.** Many green manufacturers need additional resources to fuel ongoing innovation. Manufacturing Center partners are assisting the National Railway Equipment Co., producer of the world's most energy-efficient locomotives, as it seeks public-sector support to expand its product line. Similarly, engineering faculty from the Illinois

Illinois Governor Pat Quinn discusses NREC's state-of-the-art facility in Dixmoor with (from left) Reggie Greenwood, SSMMA; David Chandler, CNT; and Ed Paesel, SSMMA.



Chicago Southland's Green TIME Zone





City of Chicago

Lake Michigan

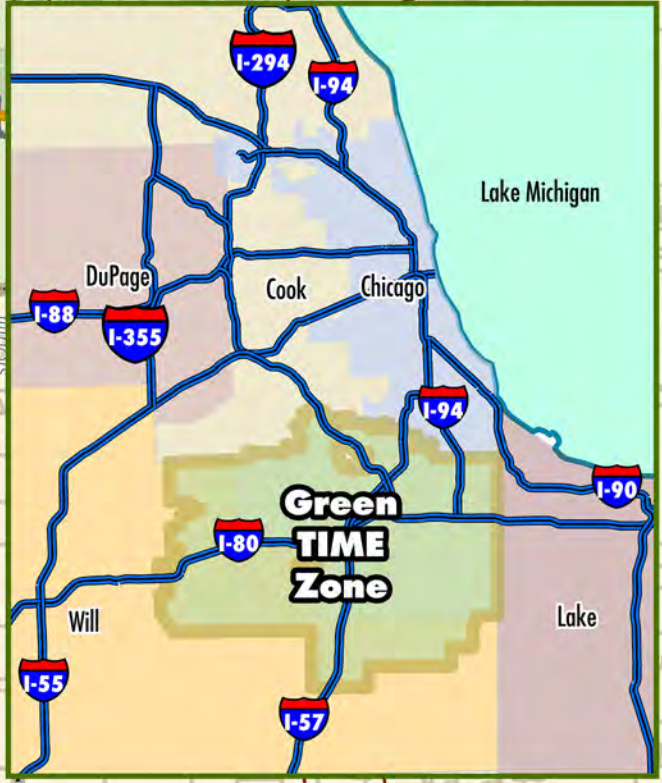
Two intermodal yards of Logistics Park Calumet offer international trade access and anchor COD opportunities.

Dozens of COD sites make up the I-80 East Logistics Corridor.

Class I and short line railroads directly serve dozens of COD sites.

Metra's proposed SouthEast Service will add 9 new commuter stations.

Lake County, Indiana



Green TIME Zone

Institute of Technology are gearing up to help green manufacturers meet design and efficiency challenges.

- **Production capacity enhancement.** Some green manufacturers also need advice in securing direct public sector support and tax credits for building production capacity. For example, CSEDC and CNT are aiding Funk Linko, a supplier of components for energy-efficient locomotives and wind turbines, as the company studies options to relocate to a larger plant with expanded production capacity in a Southland COD. The Illinois Department of Commerce and Economic Opportunity recently awarded a \$4.5 million grant to help companies assisted by CSEDC advance their product development and manufacturing capacity improvements.
- **Alternative energy generation.** Companies that generate power from renewable sources are valued industrial producers in the Southland.

For example, with CSEDC support, the Robbins Community Power plant was recently licensed to produce electricity by burning clean wood waste. Investors are now considering a COD in the south suburbs as the site for a major biodiesel plant. In addition, the Delta Institute is developing a new program that sites wind turbines on vacant or underutilized industrial land.

- **Local workforce development and green jobs.** CSEDC is interviewing Southland industrial companies with an interest in green manufacturing to fully understand their needs, including their labor requirements. In partnership with four south suburban educational institutions and the Workforce Boards of Metropolitan Chicago, CSEDC is working to galvanize a program that will specifically match manufacturers' needs with local workers certified in green manufacturing and service-industry skills.
- **International marketing and corporate recruitment.** In addition to building regional supplier networks, CSEDC and its partners are pooling the resources of burgeoning green manufacturers to attend conventions and trade shows and seek out international markets. World Business Chicago, a not-for-profit organization that works to attract business investment to the Chicago area, is particularly courting green manufacturers to locate in Southland COD sites.



The National Railroad Equipment Company in Dixmoor unveiled its low emissions locomotive, which will revolutionize the carbon footprint of transportation. NREC's N-ViroMotive Genset, with its massive reductions in noise, fuel consumption, and particulate and carbon emissions, will greatly amplify the energy savings rail already provides. Residents of the Southland will work to assemble these state-of-the-art machines.

Sustainable Housing and Business Development Center

SSMMA will provide information, advice and introductions for the growing number of sustainable development projects moving toward implementation in the Southland. CSEDC will carry out this function, with support from CNT, through the Sustainable Housing and Business Development Center (SHBDC), which will

- Maintain a database of COD and TOD sites available for redevelopment;
- Track the progress of green manufacturing, COD, and TOD projects;
- Maintain a current record of public programs available to support sustainable development;
- Maintain a registry and performance records for professional firms that provide environmental services in areas such as sustainable land development design, LEED-certified building design, ISO certification, and brownfield remediation and prevention;
- Consistent with the needs of businesses and investors for proprietary information, make information on sustainable development

The Green TIME Zone vision is the product of an ongoing community planning process that taps a diverse set of stakeholders for their input. In October 2004, residents and business owners of Blue Island met to identify the transportation assets and economic development opportunities in their community. In 2005, the Blue Island Plan for Economic Development recommended a coordinated strategy of TOD and COD that has become a model across the Zone.



resources and projects available to the public, and particularly to member municipalities and businesses working to achieve sustainable development; and

- Employ its information resources to creatively match investors with development opportunities, and projects seeking assistance with public resources and service providers.

Environment: A Binding Thread

The south suburbs are home to abundant natural resources that contribute to a better quality of life for residents, workers, and visitors. A network of waterways, trails, forest preserves, grasslands, and other ecological amenities provide recreational and economic benefits, and the protection of these resources is critical as the region strives to retain and attract residents and businesses. Environmental sustainability is woven throughout the Southland Green TIME Zone's three main components of TOD, COD, and green manufacturing:

- Development along transit lines and redevelopment of infill sites will conserve land and limit paved areas, thereby decreasing sprawl, runoff, soil erosion, and waterway contamination.
- Coordinated zoning and land use ordinances will allow for better pedestrian and bicycle accessibility, contributing to a healthier, more active population with a smaller carbon footprint.
- Implementation of best practices from the Green River Pattern Book, such as native landscaping, pervious pavement, green roofs, and alternative energy sources, will improve air and water quality and mitigate greenhouse gas emissions.
- Greater funding for research and development and capital improvements will allow COD firms and

their customers to minimize their environmental impact. For example, Mi-Jack Products in Hazel Crest is developing a freight yard management system that greatly improves the efficiency of goods transfer, reduces truck idling, eliminates emissions from gantry cranes, and allows for more compact freight yards.

- Improvements to intermodal connectors and redirection of truck traffic are essential to COD success and will reduce congestion and emissions produced by cars and trucks throughout the Chicago region.

In addition to the environmental protections inherent to the development initiatives of the Southland Green TIME Zone, SSMMA and its partners strongly support efforts that directly aim to preserve the south suburban environment and involve more people in its active enjoyment, including these notable projects:

- **Calumet-Sag multi-use trail.** A 26-mile multi-use path following the Calumet River and the Calumet-Sag Channel is slated for completion by 2012. The Friends of the Calumet-Sag Trail, a coalition of area residents, municipal officials, businesses and advocates, raised local funds to match approximately \$2 million in federal grants and begin construction of the trail, which is already underway. The segments in planning will provide linkages to Metra rail stations and Pace bus routes; four major existing trails, including the 500-mile Grand Illinois Trail; thousands of acres of open space and recreational areas; and a variety of historic, cultural, educational and commercial destinations. Construction of the trail and other improvements to the regional trail network are guided in part by the South Suburban

Organizations throughout the Southland are supporting measures to preserve and enhance the ecological and recreational resources for residents and visitors, including:

- *Lake Calumet Ecosystem Partnership*
- *Thorn Creek Ecosystem Partnership*
- *Grand Calumet Task Force*
- *People for Community Recovery*
- *Thorn Creek Restoration Coalition*
- *Butterfield Creek Steering Committee*
- *Lan-Oak Park District*
- *Hickory Creek Watershed Group*
- *Long Run Creek Watershed Planning Committee*
- *Friends of the Calumet-Sag Trail*
- *Active Transportation Alliance*

Bicycle Plan, which was created in 2001 and updated in 2008 by SSMMA, with consultation from the Active Transportation Alliance and Robinson Engineering.

- **Calumet Area Land Use Plan.** Adopted by the Chicago Plan Commission in 2002, this plan proposed an additional 2,500 acres of protected natural areas and wetlands, which are populated by more than 200 bird species.
- **Fay's Point.** This market-rate development of 36 townhomes plans further expansion at the meeting point of the Little Calumet River and the Calumet-Sag Channel. It provides a compact, walkable neighborhood near Metra stops, trails, restored wetlands, and downtown Blue Island's commercial amenities.
- **Calumet Connections active transportation project.** Openlands and the Northwest Indiana Regional Planning Commission are developing

a bi-state Calumet-area vision that connects the growing network of trails across state lines and creates a denser system of facilities to enable residents to more easily reach jobs, shopping, parks, schools, and transit stations on foot or by bicycle. The system, once built, will enhance the allure of the Calumet area as a transit-accessible eco-tourism destination for residents of both Indiana and Illinois.

- **Lake Riverdale Sustainable Master Plan.** Philanthropic funding is allowing SSMMA to pursue creation of a Lake Riverdale Sustainable Master Plan with Hitchcock Design Group, Weaver Boos, JFNew, SET Environmental, CNT, and area partners. The master plan will provide a model for including sustainable storm water management, greenways and recreational trails in the development of a large industrial property adjacent to a major freight rail terminal.



The environmental components of the Lake Riverdale Sustainable Master Plan include increasing opportunities to enjoy the region's water bodies, redeveloping available infill property, promoting the use of nearby freight and passenger rail, and enhancing pedestrian and bicycle connections throughout the plan site.



A Greener Return on Investment

The Southland Green TIME Zone will reshape the economy and environmental footprint of the south suburbs. The plan can mean significant increases in jobs, income, and public revenue while taking millions of vehicle miles off area roadways, eliminating millions of tons of emissions, and creating real savings in household budgets for area residents.

In 2008, the Chicago Metropolitan Agency for Planning (CMAP) calculated that the redevelopment of just one 48-acre site in the Southland Green TIME Zone as a logistics-industrial park would create 457 new jobs, \$76 million in household income and \$7.9 million in state and local tax revenues by 2015. With a conservative build-out scenario estimating 10 additional jobs per acre, redevelopment of the core area of Logistics Park Calumet (approximately 40 percent of the Green TIME Zone's vacant industrial land with strong COD potential) would reclaim 1,400 underutilized acres and support as many as **13,400 new jobs, \$2.3 billion in additional income and \$232 million in state and local tax revenue over 10 years.**

By locating a U.S. Customs and Border Patrol station in the Green TIME Zone, trucks will eliminate unnecessary trips to unpack containers, inspect them at U.S. Customs and bring them to market. Truckers

could save 1.5 million miles and 11,200 metric tons of carbon dioxide (CO₂) emissions yearly if containers entered U.S. Customs in the Southland Green TIME Zone, rather than in Bensenville, assuming 2 percent of all containers are selected for inspection. Shippers and the region would benefit from 1 million fewer truck miles and 7,200 metric tons of reduced CO₂ emissions yearly if the Green TIME Zone captured just 5 percent of the container traffic at Gateway Intermodal for processing and distribution. These savings add up to **2.4 million truck miles and 18,400 metric tons of CO₂ emissions avoided yearly by full build out.**

TOD communities near COD projects will also realize substantial financial and environmental savings. CNT's Housing + Transportation (H+T[®]) Affordability Index estimates that the average household within a half mile of transit annually spends \$250 less, drives 1,600 fewer miles, consumes 80 fewer gallons of fuel, and generates one metric ton of CO₂ less than the equivalent household beyond that radius. CMAP estimates that the Southland Green TIME Zone will grow by 115,000 households by 2030. If half of this growth is captured in transit-oriented developments by 2030, the annual net benefits would include **\$14.2 million in household transportation savings, 96 million fewer vehicle miles traveled, and 46,000 metric tons of CO₂ emissions eliminated.**

NET BENEFITS

- 13,400 in potential new jobs
- \$2.3 billion in new income
- \$232 million in state & local tax revenue over 10 year period
- 2.4 million truck miles avoided per year
- \$14.2 million in household transportation savings
- 96 million fewer vehicle miles traveled
- 46,000 metric tons of CO₂ emissions eliminated



Making It Happen

The Southland Green TIME Zone initiative calls for the integration of federal investment with state and local resources to attract substantial private investment. This intergovernmental partnership will demonstrate how collaborative action can implement a local vision and catalyze sustainable economic growth on a significant scale.

Federal Investments

The Green TIME Zone partnership seeks federal investment across seven departments and agencies and through legislative action. To make redevelopment of the south suburbs happen, assistance from the following agencies is needed.

U.S. Department of Commerce

- **An economic development analysis**, made possible through an Economic Development Administration Planning Grant, is needed to analyze commodity flows and recruit specialty end users.
- **Design and engineering** services need funding through Economic Development Administration Public Works and Economic Development Grants to equip key roads for 80,000-pound trucks.
- **Capital improvement assistance**, awarded through Economic Development Administration Public Works, Economic Development and Climate Change Mitigation Grants, is needed to establish the Southland Sustainable Development Fund. This revolving fund would make it possible to assemble land and make basic predevelopment site improvements in COD and TOD projects as well as to support product developments by green manufacturers.

U.S. Department of Transportation (DOT)

- **An intermodal connector pilot program**, made possible through the Federal Highway Administration, is needed to improve the region's "last mile" connections between the CN and UP Terminals and the Interstate Highway System in the core area of Logistics Park Calumet and comparable COD projects in the Southland.

- **A livable community street program**, also funded by the Federal Highway Administration, is needed to install traffic signals and turning lanes that will smooth the flow of traffic through COD parks. The funds would also pay for traffic calming measures and parking structures that would enable Southland Green TIME Zone transit station areas to create the conditions for TOD and become livable communities.
- DOT should create a **Federal Railroad Administration (FRA) Job Creation Partnership**. In 2009, DOT, the U.S. Dept. of Housing and Urban Development, and the U.S. Environmental Protection Agency formed the Partnership for Sustainable Communities, a historic collaboration to support sustainable communities through their coordinated efforts. To date, this partnership has focused on transit, housing, and air quality as vital concerns. The FRA can expand and deepen this collaborative by working with EPA and the U.S. Dept. of Commerce to redevelop industrial lands around freight transportation assets. This effort will make job creation another critical focus of the federal partnership. The FRA should make the Southland Green TIME Zone a template for this job creation partnership.

U.S. Environmental Protection Agency (EPA)

- **Brownfield assessment** capabilities have already been secured through a \$1 million Brownfield Assessment Grant to evaluate the environmental conditions of sites in the Logistics Park Calumet area and identify steps for their remediation. Additional assessment grants will be needed to evaluate more properties among the 3,000 acres of vacant industrial land with strong COD potential that have been identified in the Southland Green TIME Zone, as well as possible brownfield conditions on potential housing sites in transit station areas.
- **Brownfield cleanup** funding, made available through Brownfield Cleanup Grants, and the renewal of CSEDC's Brownfields Revolving

Loan Fund—now fully subscribed after a recent recapitalization—are needed to remediate selected sites once the nature of contamination has been identified.

- **A COD pilot program** administered by EPA is needed to systematize the COD site identification, assessment, cleanup, and redevelopment process. An EPA pilot program would create a national model for communities with freight transportation assets.

U.S. Department of Energy (DOE)

- DOE needs to **leverage energy efficiency** gains by concentrating energy efficiency building retrofits in location-efficient properties. The TOD corridors and COD site network plans of the Southland Green TIME Zone identify such properties.

U.S. Department of Homeland Security

- **A new centralized examination station** created by U.S. Customs and Border Protection is needed within Logistics Park Calumet to examine and secure foreign containers on site.
- **A new Foreign Trade Zone designation** conferred by U.S. Customs and Border Protection and the Port of Chicago is needed to allow tariff-deferred importation and production at development sites. An FTZ designation would increase the LPC businesses' value in the global economy and create jobs within the Southland.

U.S. Department of Housing and Urban Development (HUD)

Because the Southland Green TIME Zone epitomizes HUD's commitment to linking housing with job creation and environmental improvement, the Green TIME Zone partners look to this federal agency for several types of support, including:

- Encouragement for more creative planning and productive use of resources allocated under traditional HUD programs, such as Community Development Block Grants;
- Programs stemming from the Recovery Act, including the Neighborhood Stabilization Program, which is now funding redevelopment efforts by Southland Housing Collaborative members; and
- Programs directed by HUD's Sustainable Housing and Communities Office that will grow from the initial experiences of the Sustainable Communities Initiative, TIGER II opportunities, and other projects based on HUD's partnership with EPA and DOT.

U.S. Department of Labor

- **A sustainable workforce development program**, run through the Employment & Training Administration, is needed to match the region's workforce with emerging opportunities in green manufacturing and logistics.

Federal Legislative Initiatives

Congress is currently considering a range of proposals to create jobs, improve the environment, reduce traffic congestion and foster livable communities through the integrated activities of multiple federal departments. A legislative proposal to establish Green TIME Zone districts based on the Southland Green TIME Zone model would appear to achieve a number of these national goals with compelling synergies and cost efficiencies.

State Investments

Illinois can match the federal government's integrated planning and redevelopment strategy through existing programs and legislative initiatives. We recommend the follow initiatives.

Illinois Department of Transportation (IDOT)

- IDOT should make **capital planning grants** available for infrastructure improvements based on the findings of a current study that will identify the highest uses and the most likely end users for COD sites in Logistics Park Calumet.
- IDOT should provide **capital assistance** for rail sidings and connections and for vehicle turn lanes, stoplights and road beds to handle heavy trucks and make the region more freight-friendly.
- IDOT should offer **model enforcement** of existing statutes for Complete Streets, Location Efficiency, and Safe Routes to School, establishing an integrated network of walkable streets within TOD neighborhoods.

Illinois Department of Commerce and Economic Opportunity (DCEO)

- The DCEO should match or propose new partnerships for federal investments for the **Southland Sustainable Development Fund**, which will assemble land and make basic predevelopment site improvements in COD and TOD projects.
- **Green economic development grants**, expanding on assistance already supplied through the Green Industry Business Development program, are needed to equip more Southland

manufacturers for the production of wind turbines, low-emission transportation equipment, and other high energy-efficiency products.

- **Workforce development** through Job Training and Economic Development grants, the Employment Opportunity Grant Program, and the Employer Training Incentive Partnership, is needed to match the workforce with emerging green job opportunities.

Illinois Environmental Protection Agency (IEPA)

- **Brownfield cleanup** made possible through IEPA's Office of Brownfields Assistance is needed to assist the remediation of sites identified through EPA Assessment Grants.

Illinois Housing Development Authority (IHDA)

- IHDA should adhere to **guidance from Illinois Senate Bill 374**, which directs state agencies to consider the combined costs of housing and transportation in evaluating proposals and investment decisions.
- **The Linkages Working Group**, through which IHDA and other state agencies implement coordinated policies of federal housing, transportation, environmental, and economic development, should adopt the Southland Green TIME Zone as a model initiative.

Illinois Finance Authority (IFA) and Office of the Illinois State Treasurer

- The IFA and Office of the Illinois State Treasurer should match or propose new partnerships for federal investments for the **Southland Sustainable Development Fund**, which will assemble land and make basic predevelopment site improvements in COD and TOD projects.

State Legislative Initiatives


- **Intermodal Facilities Promotion Act.** This 2009 Illinois law allows incremental increases in state income tax receipts attributable to the new intermodal freight and logistics park development in Joliet to be available to fund the expenses of the developer in creating this project. Parallel legislation should be passed to benefit infill freight-related development as part of the Southland Green TIME Zone strategy.
- **Job creation initiatives.** The Illinois General Assembly, like Congress, is currently considering a range of proposals to create jobs, improve the environment, reduce traffic congestion and foster livable communities while containing costs. A

legislative proposal to establish Green TIME Zone districts based on the Southland Green TIME Zone model would achieve a number of these stated goals.

Regional and Local Investments

Regional public agencies, including the Chicago Metropolitan Agency for Planning (CMAP), the Regional Transportation Authority (RTA), and the government of Cook County, have been major early supporters of Southland Green TIME Zone projects. If the Green TIME Zone goals are to be realized, these public agencies will need to adopt a more systematic policy of investing state and federal funds, combined with local resources, in projects that optimize economic development and environmental benefits for the region. In the Southland Green TIME Zone these investments should include the following:

- **Integration with CMAP's long range regional transportation and land use plan.** Recognition of the integrated Southland Green TIME Zone initiative as a Development of Regional Significance, and consideration of comparable initiatives for other sections of metropolitan Chicago as a means of achieving the policy goals of the GO TO 2040 Comprehensive Regional Plan.
- **SouthEast Service line.** Construction of this long-planned Metra line will extend effective public transportation and opportunities for TOD to nine more Southland Green TIME Zone communities.
- **Southland Sustainable Development Fund.** Regional agencies should provide resources to match or stimulate federal and state investments in order to establish this fund, which will assemble land and make predevelopment site improvements in COD and TOD projects and support product development by green manufacturers.
- **Intermodal connector funding.** Alignment of regional and county transportation budgets with a pilot Federal Highway Administration program is needed to ensure optimal development and maintenance of intermodal connector roads.
- **Recovery Zone Bonds for green manufacturing.** Allocation of these bonds is needed for the development of prototypes and expanded production capabilities by green manufacturers in the Southland Green TIME Zone.



A Model for Livable and Workable Communities

The time is right for an integrated redevelopment strategy that gathers the components of the Southland Green TIME Zone into a unified regional vision. Focusing on transit-oriented development in the south suburbs will help direct new development toward the creation of livable communities. Implementing the new concept of cargo-oriented development will connect industrial and logistics businesses to growing intermodal freight transportation hubs and a ready workforce. An emphasis on green manufacturing will help transition existing businesses and skilled workers to manufacture the products needed in a sustainable economy. In addition to revitalizing the south suburbs, these three components will help preserve and improve the natural environment, the fourth component of the Southland Green TIME Zone.

Public and private sector investments have funded in-depth planning and some instructive pilot projects in the Southland, but ongoing public support is needed to assemble land and make the critical infrastructure improvements that developers and end users expect and can readily secure in exurban greenfield sites. SSMMA, CNT, and other partners will continue working to access and leverage the federal and state public resources described in the report to attract additional private investment. With the appropriate public and private funding, the Southland Green TIME Zone can become a national model for building economically integrated neighborhoods around public transit, greening the nation's supply chain and industrial renaissance, and creating high paying jobs where they are needed most.

The Southland Green TIME Zone Framework

The Southland Green TIME Zone strategy rests on a foundation of empirical research and community-based planning. Over the last several years, with the generous support and cooperation of private foundations, public agencies, and civic organizations, SSMMA and its partners have :

- Supported intensive TOD and COD planning in individual member municipalities (2004–present)
- Conducted economic development corridor planning with seven suburban municipalities bordering the Calumet River (2007–2008)
- Published the Green River Pattern Book of identified best practices for sustainable development of industrial sites and livable communities, building on the work of the Calumet River Coalition (2008)
- Coordinated a systematic study of the Southland's freight transportation assets and infrastructure needs in the South Suburban Freight Study (2007–8)
- Identified 199 potential redevelopment locations in Cargo-Oriented Development Opportunity Sites in the South Chicago Suburbs (2008)
- Collaborated in research that demonstrated a strong market demand for middle-market and workforce housing in TOD areas of the south suburbs in the Homes for a Changing Region initiative (Metropolitan Mayors Caucus and Chicago Metropolitan 2020, with studies published 2005–2009)
- Analyzed the market for TOD at 42 existing and proposed stations in Making Smart Choices and initiated a TOD Corridor Plan based on this analysis (2009–present)
- Developed information systems to track the redevelopment of key COD and TOD sites (2009–present)
- Launched a study to identify end users of redeveloped COD locations (2010–present)
- Established a marketing network of industrial brokers, developers and end users (2008–present)



The Center for Neighborhood Technology (CNT) is an award-winning innovations laboratory for urban sustainability. Since 1978, CNT has been working to show urban communities in Chicago and across the country how to develop more sustainably. CNT promotes the better and more efficient use of the undervalued resources and inherent advantages of the built and natural systems that comprise the urban environment.

As a creative think-and-do tank, we research, promote, and implement solutions to improve the economy and the environment; make good use of existing resources and community assets; restore the health of natural systems and increase the wealth and well-being of people—now and in the future. CNT’s unique approach combines cutting edge research and analysis, public policy advocacy, the creation of web-based information tools for transparency and accountability, and the advancement of economic development social ventures to address those problems in innovative ways.

CNT works in four areas: transportation and community development, natural resources, energy and climate; and through two affiliates, I-GO™ Car Sharing and CNT Energy.

CNT is a recipient of the 2009 MacArthur Award for Creative and Effective Institutions.

More information about CNT is available at www.cnt.org



SSMMA provides technical assistance and joint services to its member municipalities, which represent a population over 650,000 in Cook and Will Counties. SSMMA members work cooperatively on transportation, legislation, land use, economic development, recycling, purchasing, stormwater and open space planning, infrastructure, human resources, public safety and housing issues.

SSMMA conducts its economic development work primarily through two affiliated organizations whose members include most south suburban municipalities as well as organizational, business, and individual members. The Chicago Southland Economic Development Corporation (CSEDC) facilitates business development and job creation in harmony with the natural environment. The Southland Housing and Community Development Collaborative (the Collaborative) focuses on the preservation and development of housing within sustainable communities.

More information about SSMMA is available at www.ssmma.org

South Suburban Mayors and Managers Member Communities

City of Blue Island
 Village of Burnham
 City of Calumet City
 Village of Calumet Park
 City of Chicago Heights
 City of Country Club Hills
 Village of Crete
 Village of Dixmoor
 Village of Dolton
 Village of East Hazel Crest
 Village of Flossmoor
 Village of Ford Heights
 Village of Glenwood
 City of Harvey

Village of Hazel Crest
 Village of Homewood
 Village of Lansing
 Village of Lynwood
 City of Markham
 Village of Matteson
 Village of Midlothian
 Village of Mokena
 Village of Monee
 Village of New Lenox
 City of Oak Forest
 Village of Olympia Fields
 Village of Orland Hills
 Village of Orland Park

City of Palos Heights
 Village of Park Forest
 Village of Phoenix
 Village of Posen
 Village of Richton Park
 Village of Riverdale
 Village of Robbins
 Village of Sauk Village
 Village of South Chicago Heights
 Village of South Holland
 Village of Steger
 Village of Thornton
 Village of Tinley Park
 Village of University Park

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