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**MEMORANDUM**

**To:** **CMAP Transportation Committee**

**From:** CMAP Staff

**Date:** January 11, 2019

**Re:** Proposed Amendment to ON TO 2050 – Roadway Improvements to Support the Update to the South Lakefront Framework Plan

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The City of Chicago has requested that CMAP amend the ON TO 2050 comprehensive plan to add the proposed Roadway Improvements to Support the Update to the South Lakefront Framework Plan (the Jackson Park Project) to the list of fiscally constrained projects. This memo represents the initial staff analysis, to be provided for public comment to CMAP on the proposed amendment, from January 25 to February 25, 2019. The amendment process is described in a November 9, 2018, memo to the CMAP Transportation Committee.[1] In brief, any amendment must help implement the priorities of the plan as well as meet fiscal constraint.

This draft memo conveys the collected information on the Jackson Park Project and staff analysis. Staff may update prior to publication for public comment on January 25, 2019.

## PROJECT DESCRIPTION

The Chicago Department of Transportation is designing transportation improvements in and around Jackson Park. The Chicago Park District recently updated its South Lakefront Framework Plan[2], part of which includes construction of the future Obama Presidential Center (OPC). The Jackson Park Project is intended to support these efforts by creating new and upgraded facilities, improving safety and mobility, improving pedestrian and bicycle connectivity, and increasing green space. In another related improvement, Metra has committed to expanding its reconstruction of the 59th Street Metra Electric station to accommodate additional traffic and reopen a long-closed entrance on 60th Street.

**Figure 1. Proposed Jackson Park Improvements**

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[1] Chicago Metropolitan Agency for Planning, "ON TO 2050 Regionally Significant Projects: Proposed amendment process," November 2018, https://www.cmap.illinois.gov/documents/10180/944935/CmteMemo_RSPAmendmentProcess.pdf.

[2] Chicago Park District, "South Lakefront Framework Plan", April 2018, https://www.southlakefrontplan.com/document/south-lakefront-framework-plan-report-042018.

The project would involve closing certain roadway segments and improving others, including adding an additional southbound travel lane on South Lakeshore Drive from 57th Drive to Hayes Drive. Specifically, the project will remove sections of Cornell Drive, Midway Plaisance, and Marquette Drive while adding capacity on Stony Island Avenue, Lake Shore Drive, and small remaining sections of Cornell and Midway. Overall, the City proposes to remove 6.7 lane miles of pavement, while adding a lesser 2.9 lane miles. More detail on the roadway, pedestrian, and bicycle improvements is provided in Figure 1.

Because the project costs more than $100 million and changes capacity on the National Highway System (NHS), it meets the threshold for evaluation[3] as a Regionally Significant Project (RSP) and requires an amendment to ON TO 2050 to be included as a fiscally constrained RSP.

The project's bicycle and pedestrian improvements include new and improved trails, pedestrian refuge islands and curb extensions, and five new underpasses. Transit improvements include bus stop relocation/consolidation, bus bulbs, and traffic signal modernization to allow for future signal technologies such as interconnected signals or transit signal priority. See Figure 1 and visit www.cityofchicago.org/opc for more detail.

Construction is anticipated to occur in three phases from 2019-21, with planned opening to traffic in 2021.

## Project history

The 2018 South Lakefront Framework Plan recommends the transportation improvements included in the Project. The 2018 plan's predecessor was the 1999 South Lakefront Framework Plan[4]. The 2018 plan updates the 1999 plan and provides recommendations for new developments, such as the Obama Presidential Center and merger and redesign of two golf courses. The 1999 plan promoted pedestrian and bicycle circulation, and it contemplated traffic calming and closure of certain road segments. The 2018 plan preserves pedestrian pathways designated in the 1999 plan. The 1999 plan specifically contemplated the closure of Cornell Drive northbound and Marquette from Stony Island to Richards. The 2018 update included these recommendations and new recommendations to close Cornell (63rd to 59th) and Midway Plaisance eastbound (Stony Island to Cornell) based on the new planning process.

The Jackson Park project is strongly linked to the Obama Presidential Center, which was recently approved by City Council.[5] The Obama Center, the Jackson Park Project, and the golf course merger and redesign have generated significant discussion in the community. While many look forward to potential economic development and regrowth due to these investments, others have proffered concerns about potential change in community character and loss of affordable housing.[6]

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[3] Chicago Metropolitan Agency for Planning, "ON TO 2050 Mobility Chapter: Build regionally significant projects," https://www.cmap.illinois.gov/2050/mobility/regionally-significant-projects.
[4] Chicago Park District, "South Lakefront Framework Plan, Phase 2", 1999, https://www.southlakefrontplan.com/document/1999-south-lakefront-framework-plan.
[5] City of Chicago City Council, "Ordinance SO2018-7136", October 31, 2018, https://chicago.legistar.com/LegislationDetail.aspx?ID=3681626&GUID=5B28F102-DEE2-4DB2-B35F-4E41DE4DCD78&Options=&Search=.
[6] Carlos Ballesteros, "Groups ask aldermen to protect residents from being displaced by Obama Center," Chicago Sun-Times, November 12, 2018, https://chicago.suntimes.com/news/obama-center-library-chicago-protest-community-displacement-gentrification-university-chicago/.

## Project status

The Project is currently undergoing National Environmental Policy Act (NEPA) and National Historic Preservation Act review.[7] The City Council approved the use agreement for the Obama Presidential Center project on October 31, 2018, and the City Council's Committee on Transportation and Public Way approved certain roadway closures associated with the Jackson Park Project on October 25, 2018.[8]

## Project costs and revenues

### *Capital costs*

The Project is anticipated to cost $179 million in current year dollars. Five million has already been expended on planning and engineering, with $174 million remaining for capital costs. CDOT has indicated that approximately $35 million of this cost is attributable to new capacity, through an additional southbound lane on Lake Shore Drive, as well as smaller segments on Hayes and Stony Island. As noted above, the project results in a net decrease in lane mileage. Project costs by major improvement type include:

- Lake Shore Drive, Hayes, and Stony Island (64th to 59th): $86m
- Stony Island (69th to 64th): $28m
- South Shore and Jeffery Underpasses: $60m

### *Revenues*

The project has been allocated up to $180 million in state Road Fund dollars to pay for near term construction costs.[9]

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John Greenfield, "Obama: Closing 6-Lane Road by Presidential Library Will Create a More Vibrant Public Space", Streetsblog Chicago, May 4, 2017, https://chi.streetsblog.org/2017/05/04/obama-closing-6-lane-road-by-presidential-library-will-create-a-more-vibrant-public-space/

Mark Guarino, "Obama Presidential Center faces pushback from Jackson Park residents", Washington Post, March 23, 2018, https://www.washingtonpost.com/entertainment/museums/obama-presidential-center-faces-pushback-from-jackson-park-residents/2018/03/22/f4234b3e-2b99-11e8-8ad6-fbc50284fce8_story.html?noredirect=on&utm_term=.dbb70f766514.

[7] City of Chicago Department of Planning and Development, "Federal Review of Jackson Park Improvements," accessed January 7, 2019, https://www.chicago.gov/city/en/depts/dcd/supp_info/jackson-park-improvements.html.

[8] City of Chicago Committee on Transportation and Public Way, "Summary of Reports", October 25, 2018, 47, http://media.legistar.com/chic/meetings/EA2CECE6-2B04-4088-B5CB-652CB7C029D8/Trans%20Summary_20181025143257.pdf.

[9] Illinois General Assembly, Public Act 100-586, 100th General Assembly, 2018, 664, http://www.ilga.gov/legislation/publicacts/100/PDF/100-0586.pdf.

### *ON TO 2050 fiscal constraint*

ON TO 2050 includes a financial plan for transportation investments, which is a requirement under federal regulation. This compares the estimated revenue from existing and proposed funding sources with the estimated costs of constructing, maintaining, and operating the total transportation system. This process is known as "fiscal constraint". Constraint for plans is important because it reminds regional decision makers to set priorities and make trade-offs rather than including an extensive list of projects and activities that may not be affordable or sustainable. In order for ON TO 2050 to be amended, costs for new capacity associated with the Project would need to be included within the plan's fiscal constraint.

The City plans to use state Road Fund dollars for all project costs, including the $35 million allocated to constructing new lane mileage. The ON TO 2050 financial plan already assumes the availability for State Road Fund revenues for any purpose. The amount allocated is small in the context of the financial plan, which constrains $518 billion of investments through 2050. Within the financial plan, the RSP category is allocated $4.8 billion for new capacity while the System Enhancement funding category is allocated $17.6 billion and specifically allows for various smaller project types including smaller lane additions.[10] By reducing lane mileage, the project may also reduce some operations and maintenance costs. In addition, the roadways within the project limits were last reconstructed in the 1960's and will likely require full reconstruction as their next step in routine maintenance. Given the focus of this project on the existing system and reconfiguring capacity, it may be appropriate to reallocate the cost of the Jackson Park project to the RSP category from the System Enhancements category. It is also anticipated that removal of 6.7 lane miles of roadway will reduce long-term maintenance costs.

## PROJECT EVALUATION

The following section contains CMAP staff evaluation of the Jackson Park Project. The project has been evaluated, to the extent possible, using the same metrics that were evaluated for all RSPs in the ON TO 2050 development process. This section also discusses the project's fit with the principles and goals of the plan.

## ON TO 2050 principles

Three principles guide the goals and recommendations of the ON TO 2050 plan: Inclusive Growth, Resilience, and Prioritized Investment.

The Inclusive Growth principle emphasizes that we must grow our economy through growing opportunity for all residents, particularly minority and low income resides. The project aligns with several aspects of this principle, including investing in a community with historical disinvestment of public and private resources.

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[10] Chicago Metropolitan Agency for Planning, "ON TO 2050 Financial Plan for Transportation," 14. https://www.cmap.illinois.gov/documents/10180/911391/FINAL+Financial+Plan+for+Transportation+Appendix.pdf/80791482-09e6-e7e3-fe51-fd32e653f35be

The Resilience principle emphasizes the need to prepare for change, both known and unknown. This project seeks to prepare Jackson Park and the surrounding neighborhood for the influx of traffic due to the anticipated development of the Obama Center. It also proposes bicycle and pedestrian improvements that may adapt to growing demand for walking and biking, as well as improvements to stormwater management and treatment of runoff.

The Prioritized Investment principle emphasizes the need to carefully target limited resources to maximize benefits. This project invests in an existing community and provides improved multimodal travel options in a congested area, including bike, pedestrian, transit, and automotive travel.

## ON TO 2050 Goals and Recommendations

The ON TO 2050 plan builds on its principles to provide a comprehensive set of recommendations to guide decisions relating to development, the economy, the environment, and mobility. The following discusses how the project impacts relevant goals and recommendations of ON TO 2050, by chapter.

Appendix I provides detailed findings of the quantitative analysis of the project, and Appendix II summarizes its interaction with ON TO 2050 goals.

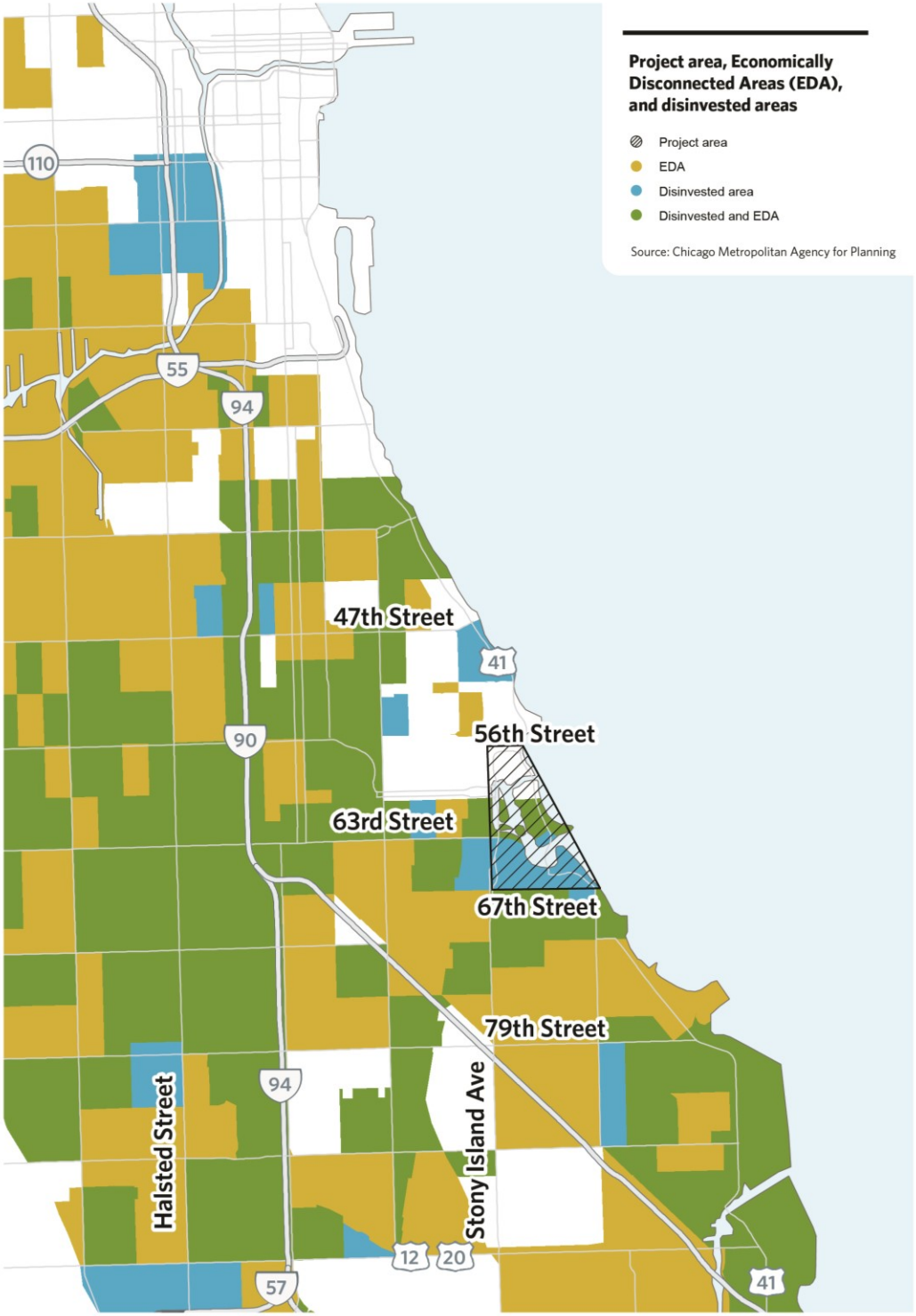
### *Community*

The Community chapter touches on many issues relevant to creating vibrant places and communities. This includes reinvestment in existing places and developing communities that offer housing choice, easy access to jobs and amenities, and a strong quality of life.

#### *Strategic and Sustainable Investment*

The plan provides recommendations to target investment in existing communities as well as promote careful, fiscally and environmentally sustainable growth. It particularly highlights the need to implement targeted investment by directing public and private resources to disinvested areas. The Project overlaps or is adjacent to Disinvested Areas (areas with loss of employment and property value and high vacancy) and/or Economically Disconnected Areas (EDAs) (concentrations of low income residents that are also minorities or have limited English proficiency) (Figure 2). Investments in these areas, if closely coordinated with local community needs and plans and strategies to preserve existing character and affordability, have the potential to promote broader revitalization.

**Figure 2. The Jackson Park Project area, economically disconnected areas, and disinvested areas**



Jackson Park is located in the Woodlawn Community area, it is also adjacent to the Hyde Park and South Shore Community areas. This area is particularly relevant to the inclusive growth recommendations of ON TO 2050. The Woodlawn, Hyde Park, and South Shore communities are home to more than 100,000 residents, including 75,000 black residents. These communities have lower median incomes and homeownership rates than the rest of the region. This is particularly true in Woodlawn and South Shore, where unemployment rates are more than ten percentage points higher than the rest of the region and median incomes are $25,000, roughly $40,000 less than the regional median. Residents of these neighborhoods take some of the longest commutes in the region, to distant economic centers.[11] This disconnect occurs because residents have limited employment options that match their education and skills near their homes. Among other strategies, ON TO 2050 calls for concerted public investment to rebuild communities that have historically been left behind. Carefully targeted investment in road, water, and other infrastructure – like those being contemplated in the Jackson Park Project -- can provide the building blocks for broader revitalization.

When making these investments, ON TO 2050 emphasizes the need to carefully and effectively engage low income and minority communities in planning and implementation processes. To date, the Chicago Department of Transportation has engaged neighborhood residents and groups in the project study process. As a result, they have adjusted pedestrian improvements, transit access, and other features of the project. For example, a stoplight was added and pedestrian treatments were enhanced at the Hyde Park Academy, intersection and roadway design was adapted to preserve trees where possible, a proposed concrete median on Hayes was replaced with striping, and treatments at 59th Street were enhanced to improve pedestrian access. As the Jackson Park Project and Obama Center improvements move forward, continued engagement of residents and neighborhood groups, as well as development of efforts to direct revitalization and growth so that it benefits all residents and implementation of strategies to preserve affordability and existing community character will be critical. The Jackson Park Project, Obama Center, and adjacent neighborhood plans are each proactively pursuing public engagement as part of project development.

### *Reinvestment for vibrant communities*

This goal embodies and expands upon prior recommendations to promote livable communities, providing actionable guidance on promoting housing choice and building walkable communities. The Project is relevant to plan recommendations around promoting walkable communities and improving safety for all users. Improvements on Stony Island Avenue seek to balance mobility for pedestrians, transit, and automobiles. Bus bump-outs and coordinated lights with transit signal priority can improve safety and access for riders. Improved crosswalks

[11] Chicago Metropolitan Agency for Planning, "Travel patterns in Economically Disconnected Area Clusters," January 25, 2018, https://www.cmap.illinois.gov/updates/all/-/asset_publisher/UIMfSLnFfMB6/content/travel-patterns-in-economically-disconnected-area-clusters.

and pedestrian islands can provide a safer environment for pedestrians. These improvements are discussed further in the Mobility section.

### *Environment*

ON TO 2050 has several goals and recommendations related to improving natural infrastructure and access to green space in urban areas. As planned, the Jackson Park Improvements appear to support many of these. Due to its location in Jackson Park, the project is being constructed in an area with strong overlap with the ON TO 2050 Conservation Areas Local Strategy Map, which indicates areas with a high priority for conservation in the region. In addition to its open space and recreational amenities, Jackson Park features several natural areas, such as the lagoons, that the Chicago Park District and regional analyses have identified as significant. This calls for careful consideration of stormwater management, development of green infrastructure, and preservation or enhancement of access to parks, particularly for residents of low income communities.

*Integrated approach to water resources*

Recommendations under this goal seek to holistically address all components of the water system -- quality, supply, and stormwater -- to improve outcomes. The stormwater management recommendation particularly notes using transportation improvements as an opportunity to address deficiencies in the system. Overall, the Jackson Park Project will implement the stormwater management guidelines of the recently-updated South Lakefront Framework Plan. That plan recognizes the importance of the park's interconnected ecosystem and sets forth a design strategy and related recommendations to "Establish performance landscapes" that offer natural beauty and habitats while filtering stormwater. [12] Under its current configuration, Cornell Drive is a direct tributary to the lagoons. Its removal will reduce overall runoff into the lagoons and improve water quality in the park. For stormwater management, the Project plans to reduce overall impervious surface in the park and meet current practice by requiring that "first flush" runoff be directed to the sewer system rather than the park's lagoons. These represent moderate improvements to stormwater management and water quality within the park.

### *Development practices that protect natural resources*

The ON TO 2050 plan also recommends a number of strategies to improve natural infrastructure and access in already developed areas.[13] Jackson Park is located in an area of the region where many residents have comparatively little access to parks, with many residents in neighborhoods to the south and west of the park having access to as little as one acre per 1,000

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[12] Chicago Park District, "South Lakefront Framework Plan", April 2018, 30, https://www.southlakefrontplan.com/document/south-lakefront-framework-plan-report-042018.

[13] Chicago Metropolitan Agency for Planning, "ON TO 2050 Environment Chapter: Improve natural resources through the redevelopment process," https://www.cmap.illinois.gov/2050/environment/redevelopment

residents.[14] The plan includes several improvements to pedestrian access to the park and the adjacent lakefront, including five new bicycle and pedestrian underpasses to improve access for all modes.

### *Mobility*

The Mobility chapter focuses on achieving a safe and reliable transportation system for the future. The Jackson Park Project has two broad goals, which align with ON TO 2050:

1. Reduce the effects of automobile traffic within Jackson Park by consolidating roadways and improving vehicular and bicycle/pedestrian circulation
2. Improve safety for bikes, pedestrians and automobiles following Complete Streets and Vision Zero guidance.

The proposal involves closure of large portions of Cornell Drive and Marquette Drive to both meet these goals and accommodate construction of the Obama Center. Vehicle mobility through the project area is maintained by addition of a new lane on South Lakeshore Drive, removal of on-street parking on Hayes Drive for travel use, and some new capacity on Stony Island Ave. The project will also improve pavement condition in the project area. Relative to other arterial RSPs included in ON TO 2050, pavement needs in the project area are among the highest.

#### *A system that works better for everyone*

This ON TO 2050 goal emphasizes safety and equitable access to the transportation system. Relative to other arterial RSPs included in ON TO 2050, current safety needs on project roadways rank towards the middle. The City has stated that the project aims to improve safety for bicyclists, pedestrians, and automobiles following guidance in the City's Complete Streets and Vision Zero plans. New trails will be created along Cornell Drive and Hayes Drive – consistent with the City's Streets for Cycling 2020 plan – and improvements will be made to others. Five new underpasses would improve pedestrian and bicycle safety by providing grade-separated crossings within the park and across Lake Shore Drive, thereby eliminating several potential conflicts with vehicular traffic. Intersection improvements – compliant with the Americans with Disabilities Act -- will be made throughout the project area, with a number of new pedestrian refuge islands and curb extensions along Stony Island Avenue to improve safety and accessibility for all users. ON TO 2050 recommends investing in safe bike and pedestrian pathways to desired destinations.[15] The proposal includes many such improvements within Jackson Park as well as improving access to the lakefront. However, new connections

[14] Chicago Metropolitan Agency for Planning, "ON TO 2050 Local Strategy Map: Park Access," https://www.cmap.illinois.gov/2050/maps/parks.
[15] Chicago Metropolitan Agency for Planning, "ON TO 2050 Mobility Chapter: Improve travel safety," https://www.cmap.illinois.gov/2050/mobility/safety#safepathways

between the neighborhood and the park have focused on Stony Island Avenue improvements, which were identifies as a concern by neighborhood residents (particularly 59th to 67th).

Additionally, as a project in and around EDAs, the project has a particular impact on commutes and traffic circulation for low income and minority residents. Relative to other ON TO 2050 arterial RSPs, project area roadways have the highest use by residents of EDAs, at 50.3 percent. ON TO 2050 notes the importance of using transportation investments to promote inclusive growth and ensure equitable transit access.[16,17]

### *A modern, multimodal system that adapts to changing travel demand*

This ON TO 2050 goal emphasizes forward looking investments as well as those that make the transit system more competitive. Three new and fourteen modernized traffic signals will allow for future signal technologies such as interconnected signals or transit signal priority (TSP). These technologies use wireless communications to advance or extend green light times to reduce bus travel times and improve schedule adherence. ON TO 2050 sets a target for increasing the number of traffic signals with TSP.[18] ON TO 2050 also recommends planning for system modernization while making progress toward a state of good repair, as well as increasing the miles of roadway with transit preference.[19] Along Stony Island Avenue, ten bus stop consolidations/relocations and the installation of three bus bulbs – curb extensions that allow busses to stop and board passengers without leaving the travel lane – are intended to help busses travel faster and more reliably. The Project included coordination with transit agencies early in the planning process and does prioritize transit service in a roadway project. These features represent advancement in infrastructure supporting bus transit in the corridor, but a moderate level of bus priority overall. Busses along Stony Island Avenue include express bus service that provides fast commutes to downtown and other economic centers.

## NEXT STEPS

CMAP has analyzed the impacts of this project based on available information. The public comment period for amending the ON TO 2050 plan to include the Jackson Park Project runs from January 25-February 25, 2019. Following the public comment period, CMAP staff will make a recommendation on whether the Plan should be amended to include the project. The CMAP Board and MPO Policy Committee will consider this recommendation in March 2019.

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[16] Chicago Metropolitan Agency for Planning, "ON TO 2050 Mobility Chapter: Leverage the transportation network to promote inclusive growth," https://www.cmap.illinois.gov/2050/mobility/transportation-equity.
[17] Chicago Metropolitan Agency for Planning, "ON TO 2050 Mobility Chapter: Make transit more competitive," https://www.cmap.illinois.gov/2050/mobility/transit#equitabletransit.
[18] Chicago Metropolitan Agency for Planning, "ON TO 2050 Indicators Appendix," 59, https://www.cmap.illinois.gov/documents/10180/911391/FINAL+Indicators+Appendix.pdf/e637fc66-16de-048d-d6f2-7616426b93ab.
[19] Chicago Metropolitan Agency for Planning, "ON TO 2050 Mobility Chapter: Harness technology to improve travel and anticipate future impacts," https://www.cmap.illinois.gov/2050/mobility/transportation-technology#system-modernization.

**ACTION REQUESTED: Discussion**

## APPENDIX I: EVALUATION OF IMPACT ON MOBILITY AND PLANNING PRIORITIES

The following tables contain the results of the quantitative evaluation of the project, repeating the methods and datasets used in the ON TO 2050 process. Overall, the project has comparatively high need among other arterial RSPs in terms of pavement condition and congestion management. It displays moderate need on other factors.

| **Current Need** | **Score** (compared to the entire NHS) | **Notes** |
|---|---|---|
| Structurally deficient bridge (square feet of deck) | 0 | No structurally deficient bridges. |
| Pavement condition (condition rating and pavement roughness) | 50 | High score among arterials, indicating a higher proportion of pavement in deficient condition. Comparable to other parts of Lake Shore Drive and IL 62/Algonquin Road. |
| Safety (fatal crashes per VMT) | 20 | Moderate score among arterials, comparable to IL 83 and Green Bay Road. |
| Mobility (intensity and duration of congestion) | 38 | High score among arterials, but moderate compared to the full NHS. |
| Reliability (planning time index) | 58 | Moderate score among arterials and the NHS overall. |

Note: these scores are scaled 1-100, and indicate how a project performs relative to all expressways and arterials in the entire NHS. Lake Shore Drive south of 56th Street was not on the NHS in 2015, the date of the IRIS file used for ON TO 2050 RSP analysis. Cornell Drive has been used as a proxy.

The following table depicts the results of the project on the ON TO 2050 planning factor assessment. The project has high potential to support residents of economically disconnected areas as well as infill development overall.

| **Planning Factor** | **Score** | **Notes** |
|---|---|---|
| Conservation Area Impact (sq ft of CA within 500 ft, per mile of road, indexed to RSP arterial set) | 15 | Low score, consistent with other dense urban corridors. |
| Expected traffic growth (percent) | 1% | Low score. Comparable to IL 43/Harlem Avenue. |
| Project use by residents of economically disconnected areas (percent of VMT) | 50.3% | Highest usage by EDA residents among Arterial RSPs. |

| | | |
|---|---|---|
| Economic impact due to industry clustering | N/A | Negligible impact. |
| Benefits to key industries (indexed to RSP arterial set) | 9 | Moderate impact. |
| Benefits to areas with industrial vacancy (current vacant space) | 1.1 M | Low score, reflecting fewer industrial areas near the project. |
| Freight Improvement | N/A | Negligible impact. |

## APPENDIX II: ON TO 2050 GOALS AND RECOMMENDATIONS

ON TO 2050 is divided into five chapters that are, in turn, comprised of 12 goal areas. The following table gives a brief summary of the Jackson Park Project's likely impacts relative to these goals, and following the table is a more thorough discussion.

| ON TO 2050 Chapter | Goal Area | Jackson Park Transportation and Mobility Proposal Impact |
|---|---|---|
| **Community** | Strategic and sustainable development | Impact |
| | Reinvestment for vibrant communities | Impact |
| | Development that supports local and regional economic strength | Negligible impact |
| **Prosperity** | Robust economic growth that reduces inequality | Negligible impact |
| | Responsive, strategic workforce and economic development | Negligible impact |
| **Environment** | A region prepared for climate change | Negligible impact |
| | Integrated approach to water resources | Impact |
| | Development practices that protect natural resources | Impact |
| **Governance** | Collaboration at all levels of government | Negligible impact |
| | Capacity to provide a strong quality of life | Negligible impact |
| | Data driven and transparent investment decisions | Negligible impact |
| **Mobility** | A modern, multimodal system that adapts to changing travel demand | Impact |
| | A system that works better for everyone | Impact |
| | Making transformative investments | Negligible impact |