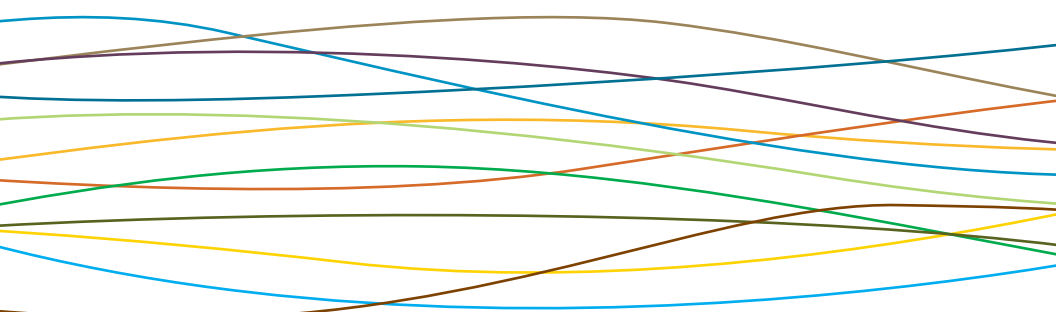
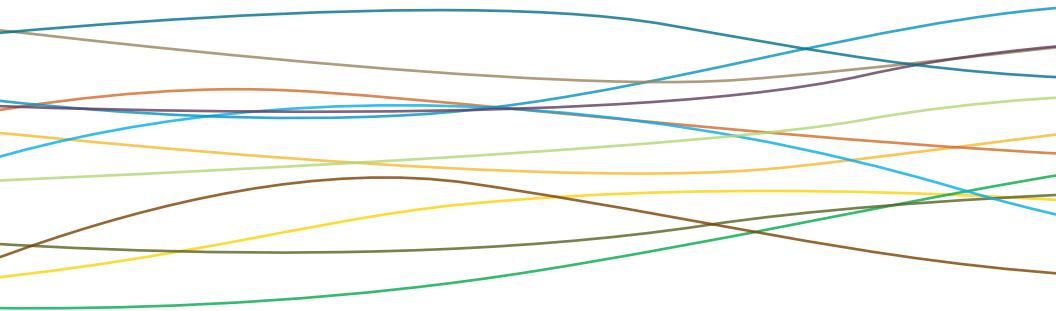


# PEOPLE, PLACES + PROGRESS



CELEBRATING 35 YEARS OF COMMUNITY INNOVATION



**Thirty-five years ago, city was a four-letter word.** Crime. Decay. Neighborhoods with no jobs, no transit, no food. Cities were a problem.

But in 1978, a few of us with experience working in Chicago neighborhoods saw opportunities to implement new ideas and new strategies that could help cities and empower people. Before long, these ideas had a name: the Center for Neighborhood Technology.

CNT started small, with a spirit of community activism reinforced by data and critical thinking. Information was key. *The Neighborhood Works*, a newsletter designed to help neighborhood organizations, economic development groups, and individuals take action to improve the viability and health of communities, was an early tool.

Over the years, CNT's capacity, reputation, and impact grew. Projects ranged from the construction of solar greenhouses to grow vegetables in what we now call "food deserts" to the development of revolutionary energy-efficiency programs. From driving the concept and business of car sharing to shattering the traditional view of housing affordability (hint: it's the transportation costs!). From the Green Line to green dry cleaning to the Green TIME Zone.

***We could stop here and say, "and the rest is history," but we know there are more stories to tell, some of which are detailed in this book. Besides, our work isn't done; there's still history to be made.***



Cities continue to face challenges. We can do better. We can connect people to jobs. We can build communities with high-quality transit and attractive amenities. We can maximize freight rail and intermodal transportation centers as a source of regional jobs and economic vitality. We can transform the urban landscape to use rain as a resource, not a waste product that floods our homes and businesses. We can fix the leaks in our aging water infrastructure, and we can be more efficient about our use of both water and energy. What we *can't* do is continue to see cities as a problem.

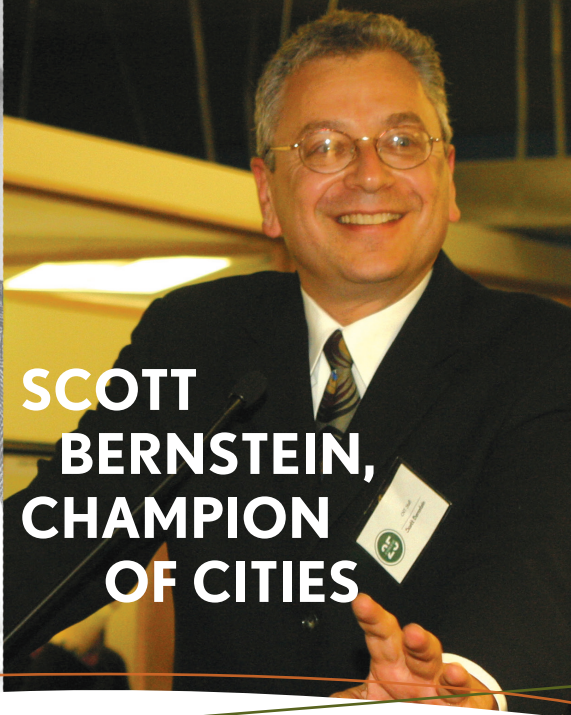
***We see cities as part of the solution –*** to climate change, to resource protection, to economic prosperity. Our vision is that cities can be sustainable, affordable, livable, resilient, and equitable places.

We've championed cities, and the people who live in them, for thirty-five years. We have the information, imagination, and innovation for thirty-five more. And, we have the inspiration: YOU.

We're ready for what's next. We know you are, too.

Thank you, so much, for your support.

Sincerely,  
Scott Bernstein + Kathryn Tholin  
President                      CEO



## SCOTT BERNSTEIN, CHAMPION OF CITIES

Scott Bernstein started working in Chicago's West Garfield Park neighborhood in the 1970s and envisioned innovative strategies that could turn around this community. In 1978, he and Stan Hallett co-founded the organization that would become CNT to stimulate creative solutions to neighborhood problems. CNT began with three projects: community greenhouses, opposition to the Deep Tunnel, and the publication of *The Neighborhood Works*.

Scott has been a true champion of cities. His vision that "place matters" has made change happen, from the formation of the City of Chicago's energy code, to piloting the

Location Efficient Mortgage, to putting forth an urban agenda that stresses housing and transportation affordability as the key to developing sustainable and livable cities. From his early days as an organizer on Chicago's West Side to testifying in front of Congressional committees, Scott has worked to improve the quality of life for all urban dwellers. For over 35 years, Scott has led the charge in demonstrating that cities and their people are assets in addressing economic and environmental challenges.

Scott has been called a "Wizard" and was recognized as one of the 100 Urban Thinkers by Planetizen as a person who has made a difference in urban planning.





# #2

## THE NEIGHBORHOOD WORKS

They were the days of disco. *Saturday Night Fever* was #1 at the box office. The BeeGees had two of Billboard's Top 10 singles. Jimmy Carter, while not so "disco," was president. Inflation was on the rise, and the US was creeping toward the precipice of an unprecedented energy crisis. It was January, 1978.

In Chicago, a team of community activists led by Scott Bernstein, Jesse Auerbach, and Kathy Tholin launched an information service, in print form. It was designed to help neighborhood organizations, economic development groups, and individuals take action to improve the viability and health of communities. They called it *The Neighborhood Works*, and its spirit and influence are felt yet today.

The founding editors (Scott, Jesse, and Kathy) opened the inaugural issue with a welcome, a bit of a mission statement, and a definition of what "neighborhood technology" meant at the time and how it could be developed. In a way, it was the Google Reader or news aggregator

of its time, compiling news stories, scientific research and DIY tips on topics from food to energy to housing to jobs.

Over the years, several committed individuals served as volunteers, artists, advisors, and editors. Their efforts were widely appreciated and remembered fondly. Mary Fran Riley, Vice President of Development & Communications at Acción Chicago, described how, "in the days before the Internet, *The Neighborhood Works* was an invaluable source of information for those of us working in community development."

Just as printed newsletters like *The Neighborhood Works* evolved into modern tools like listservs, user-groups, blogs, and tweets, CNT evolved from clearinghouse and connector to researcher and innovator. Our work is as important as ever, and we can't help but think about what we will be in another 35 years!

# DEEP TUNNEL

# #3

Maybe we were just ahead of our time. In the late 1970s, the early days of CNT, we had the radical notion that multiple, smaller investments in infrastructure were better than a gargantuan, one-size-fits-all approach. It's a concept that's certainly more in vogue now, in fields from planning to engineering to fundraising.

Back then, though, we were attempting to advocate our position as relative Davids in the face of a Goliath called "Deep Tunnel." This time, David didn't fare as well.

The Deep Tunnel Project, officially known as the Tunnel and Reservoir Plan (TARP), was commissioned in the mid-1970s and billed as a solution to reduce flooding in the Chicago region and curtail the flow of raw sewage into Lake Michigan. As civil engineering projects go, Deep Tunnel was in a league of its own: a megaproject.

CNT was part of a larger coalition of organizations and individuals called the TARP Impacts Project (TIP), which initially came together over the proposed price tag of Deep Tunnel relative to its projected impact. The \$7.3 billion budget translated to \$4,000 per Chicago-area household, or over \$100 million per neighborhood in the region. TIP, and CNT, believed that smaller, more affordable, and more direct actions could work as well or better than the pricy Deep Tunnel.

Construction on Deep Tunnel continues today, more than 35 years later, and completion may not be achieved until 2029. That's still a ways off, but even back in April of 1978, the authors of *The Neighborhood Works* were already thinking ahead:

"Futurologists gazing into Chicago's crystal ball today might see two alternative futures: the gray one of a region made bankrupt by poor planning and the 'rainstorm bottle' which TARP represents, or the 'green' future of working neighborhoods, which the TIP project hopes to facilitate."

The reality of 2013 is that we are somewhere in between those two alternative futures. However, it's safe to say that, collectively, we have learned many lessons about the benefits of smaller, place-based solutions, like catching raindrops where they fall and other neighborhood flood-reduction strategies. It may even be safe to say that our once-fringe ideas are now part of mainstream thinking.

In fact, at the national, state, regional, and local levels, stormwater management experts now wholeheartedly embrace the concept of stormwater green infrastructure. Ben Grumbles, Assistant Administrator for Water at US EPA noted in 2011 that, "Green infrastructure can be both a cost effective and an environmentally preferable approach to reduce stormwater and other excess flows entering combined or separate sewer systems in combination with, or in lieu of, centralized hard infrastructure solutions."

Somehow, that doesn't seem so deep.



# #4

## SOLAR GREENHOUSES

Growing tomatoes in a hydroponic greenhouse on a rooftop in West Garfield Park. It was audacious—and caught the attention of the *New York Times*, resulting in CNT's first national press coverage.

Christian Action Ministry (CAM) was a faith-based community development organization on Chicago's West Side. CAM managed a range of programs, including preschool and job training. For the late 1970s, they were on the cutting edge. When Scott Bernstein proposed building a rooftop greenhouse at their building on West Madison between Homan and Pulaski to increase local access to fresh fruits and vegetables, they embraced the idea enthusiastically.

A skeptical *Christian Science Monitor* took note, as well, observing that "this kind of urban self-help agriculture is very new. There is much excitement about the possibilities, but little proof of how things will work out."

The CAM greenhouse was one of several built in CNT's first two years. The most advanced was a 1,000-square-foot greenhouse attached to the First Presbyterian Church in Woodlawn, which is still in operation—proof that "this kind" of thing did work out on a community scale, despite the *Monitor's* uncertainty.

The goal of the greenhouse project was to give people in neighborhoods the right tools and techniques to meet some of their basic needs—food, energy, jobs, etc. CAM's greenhouse employed forty skilled workers to build the structure. Local teens and senior citizens tended the gardens, which produced 6,500 pounds of fruits and vegetables.

Today, this once cutting-edge idea is taking hold throughout Chicago. A new greenhouse was constructed in Garfield Park in 2011, and the City of Chicago recently announced its first agricultural plan to cultivate vacant land on Chicago's South Side and transform them into urban farms.



# CHICAGO RECYCLING #5 COALITION

When most people think about recycling, they think about the good feeling of separating glass, plastic, and paper from their waste so that new materials and products can be created from old ones. It's a pretty clean process, and one that can, in many homes, be done without much thought at all.

Recycling has certainly evolved. In Chicago, recycling is still a work in progress, but it—like the organizations that advocate for it—has come a long way.

The Chicago Recycling Coalition (CRC) is one organization that has been at the forefront of championing how recyclables are handled in the City of Chicago. In fact, before CRC was CRC, it was CAWD (Coalition for Appropriate Waste Disposal), and it worked on some pretty dirty projects. CNT was right there with them.

For example, CAWD/CRC and CNT built strong alliances with several neighborhood and environmental organizations to successfully battle against waste incinerators in Chicago's lower-income neighborhoods, and to pressure the City to impose a moratorium on new landfills.

The controversial Blue Bag program, formed in the 1990s, was challenged by the CRC due to its cost and unproven methodology. Blue Bags got mixed in with garbage and were hand-sorted, where recyclables were often overlooked or contaminated. The public perception that the program was ineffective was proven by CRC's research. In 2006, the City officially dropped the blue bags and began introducing "blue carts" for recyclables. CRC hailed this switch to source-separated recycling, but service has yet to be extended to all of Chicago's residents.

Recycling is an instructive example of the CNT philosophy of revealing and utilizing "hidden assets." Garbage is not trash—it can be captured and repurposed as a raw material with real value. Supporting this type of resource efficiency has long been a focus of CNT efforts, and several CNT and CNT affiliate employees have been closely involved with CRC projects or served on the CRC board over the years.

The work of promoting equitable, efficient, and environmentally friendly cities continues, both for CNT and allied organizations like the Chicago Recycling Coalition.





# #6

## NEIGHBORHOOD EARLY WARNING SYSTEM

The Neighborhood Early Warning System (NEWS) was developed to address the lack of transparent information on housing and building conditions. It was created as an alert system to enable residents to find out about “at risk” buildings in their area.

This was a time before the Internet; it took some legwork to get information. One would have to jump through hoops to acquire records pertaining to blighted buildings. CNT recognized this problem and decided to gather the data and create an information tool.

Examining all the data that was produced by city and county agencies, CNT developed a set of seven *problem indicators*: code violations, housing court cases, water arrears, current and longer-term property tax delinquencies, fire records, and real estate sales.

The first edition of NEWS was released on several floppy disks and sent out to participating community organizations, who also received updates and training from CNT staff. In the late 1980s and early 1990s, this system was enhanced by using a dial-up service, allowing users to perform searches based on the seven indicators.

Then came the Internet revolution. CNT received a grant from the US Commerce Department to explore opportunities for using the Internet to enhance community development. One of the grant projects was to improve NEWS, and CNT took this opportunity to put NEWS on a website.

Early in the 21<sup>st</sup> century, CNT was awarded grants from the Fannie Mae Foundation to build our first mapping website (before Google maps!). With this and grants from The Polk Bros. Foundation and the Sara Lee Foundation, NEWS was expanded to show what we called *community indicators*: things like average income by census tract, or percent of households below poverty.

NEWS became an important tool for Chicago and eventually for other Cook County communities. By the early 2000s, you could also search for nearby schools, IGO cars, CTA stops, donut shops, and much more. Our tool was recognized nationally and was reproduced on several occasions. The most high profile was Neighborhood Knowledge Los Angeles, run out of UCLA’s planning department.

Community information and information transparency have always been cornerstones of CNT’s work. NEWS built a strong foundation and inspired many of the CNT projects that you see today, such as the Housing + Transportation (H+T<sup>®</sup>) Affordability Index and Abogo<sup>®</sup>. One could say that many of the current sites available online today represent how important community information has become. The recently shuttered EveryBlock site was initially developed by one of our former employees (Paul Smith) who worked on NEWS, and enabled much of the web mapping, and community indicators elements on NEWS. Even Zillow and WalkScore use elements we explored long ago, when everyone thought of floppy disks as the next iPhone!

# #7

## FERAL DOGS AND COMMUNITY DEVELOPMENT

Feral dogs are not exactly what come to mind when you think “Center for Neighborhood Technology,” right? Well, to be fair, this story predates CNT by just a bit, but you might say it was a catalyst of sorts. Here’s how it goes:

In 1973, Scott Bernstein was involved in a seminar at Northwestern University that was investigating two important ideas:

1. The development of a system by which universities, rather than bringing ideas to communities with a top-down approach, could ask relevant questions in order to understand community needs and determine how a university might be able to assist.
2. The understanding of non-therapeutic determinants of health; what ailments send people to seek medical treatment and what can be done to make people healthier?

Since Scott had a background in designing medical record systems, he and a team of students worked with local hospitals on the West Side of Chicago to re-code medical records into lay terms, adding specific reasons for injuries or ailments. Basically, they put back in what the standardized medical codes had stripped out.

Given access to a year’s worth of medical records, the team determined the top ten reasons for hospital visits by community residents, including personal attack, traffic-related accidents, fires, falls, and respiratory difficulty. But the list also included an injury that was seemingly inconsistent with city life: puncture wounds caused by dog bites.

This raised red flags for Scott and the team, so they investigated further. What they found

was that there were many feral dogs roaming West Side neighborhoods. These stray dogs may have started as family pets or guard dogs, but as times got tight, many were left to fend for themselves. Too often, they would clash with residents, causing injury.

Scott’s team quickly recognized that this public health problem could be solved at the community level. They worked with residents in West Garfield Park to develop a safe way to capture the dogs, and offered a \$5.00 reward for each dog brought to a designated facility. From there, the Chicago Police Department arranged for transfer of the dogs to the Anti-Cruelty Society for health checks and to be made available for adoption.

As part of the project, the team asked residents to point out on a map where the dogs were caught: vacant lots, abandoned buildings, under-serviced alleys, etc. This provided invaluable data and illustrated the extent of the problem, allowing residents to effectively address it through subsequent local community action.

This was community organizing at its best. For a few thousand dollars, the dog bite problem was solved in West Garfield Park. Police got credit for improving public safety, and Scott and the team learned critical lessons about the impact of community-level, community-based problem solving. The model was extended to community intervention to improve traffic conditions, as well as nutrition through local urban agriculture. All of this led to the creation of CNT, and 35 years later place-based solutions continue to be at the core of our work.

***CNT is a hotbed for creative doing.  
They are a group of  
solution-finders and option-seekers  
who wrestle with community sustainability  
issues – big and small – and work to execute  
inventive ideas that impact the communities around them.  
From cars to trails to green technology  
to transit-oriented development,  
CNT has yet to meet a community issue  
that they will not attempt to tackle.  
In the past 35 years, they have experienced  
more than their share of spectacular successes.***

Lori R. Vallelunga, Ph.D., President + CEO, Bethel New Life



***CNT is the go-to place for new ideas.***

John Norquist, President + CEO, Congress for the New Urbanism

# #8

## ENERGY EFFICIENCY IN PILSEN

In the late 1990s and early 2000s, *energy* was the word on everyone's lips. CNT was interested in the community-level impacts of energy trends, especially on improving energy efficiency and reliability, but needed a catalyst. The spark, so to speak, came when a series of electricity blackouts that had been plaguing the neighborhoods finally hit Chicago's Loop.

In the year 2000, CNT formed a strategic partnership with ComEd, Chicago's electric utility, called The Neighborhood Project. It was designed to help address the overloads and outages the utility and city were experiencing by targeting investments in energy efficiency and small-scale power production to communities where the local grid was near or at capacity.

The Neighborhood Project offered a unique partnership to help Chicago's communities simultaneously build assets, reduce energy use, and allow local residents and businesses to take advantage of the restructuring in the energy markets.

A cooperative of commercial, industrial, and residential energy users formed the Community Energy Cooperative (which later became CNT Energy). The Neighborhood Project developed and implemented "demand reduction" strategies which translated into more reliable, efficient, and affordable energy. All members of the Cooperative received an Energy Efficiency Kit containing three compact fluorescent bulbs,

which were new and expensive products at the time; water faucet aerators and showerheads for conserving water use; and an assortment of other energy-efficient products.

One of the biggest sources of electrical demand is air conditioning, and old, inefficient air conditioners use considerably more energy than newer, high-efficiency units. But the price of high-efficiency models put them out of reach for the average consumer. The Cooperative mounted a two-pronged attack on this problem: we offered new air conditioners, but required the surrender of an old, inefficient air conditioner as part of the deal.

Chicago's Pilsen neighborhood was among the first to see targeted outreach. Of the total membership of the Cooperative, 200 Pilsen residents were selected, by lottery, to receive one of the new air conditioners. The trade-ins were properly recycled to make sure that harmful chemicals like Freon were disposed of safely.

As expressed by Pilsen resident Elacio Rodriguez, who was interviewed in 2000, the savings added up. "I tried the new compact fluorescent light bulbs... This alone will save our family about \$68 per year on electric bills. Our new air conditioner is great, and it will cost us half as much to run as our old one. Joining the Cooperative makes a lot of sense. And it puts us in a good position for the future..."



# #9

# COMMUNITY ENERGY COOPERATIVE

In the year 2000, CNT announced the establishment of the Community Energy Cooperative, a partnership with Commonwealth Edison, which focused on communities where growing electric demand was pushing local capacity near the breaking point. The Cooperative helped residents and businesses reduce the amount of electricity they used through strategies like "demand response."

Demand response refers to strategies designed to help utilities manage electricity supply so there's enough to go around, especially in times of peak demand. When it looks like customer demand is going to outpace available supply, utilities can either generate more supply, or have some of their users curtail their electricity use in a demand response. Generating more supply is costly, and the methods used to generate that energy can be disproportionately polluting. This makes demand response a viable option.

The curtailment test was part of a Cooperative strategy to show that businesses could manage day-to-day operations without interruption even during peak times. In the past, businesses depended on their utilities to provide reliable service even during peak demand periods. By joining the Cooperative, businesses learned how to manage their own energy usage and prevent outages.

In the demand response deal, ComEd paid the Cooperative when its members reduced their energy use as power was needed elsewhere in the system. Members could earn \$12,000 - \$20,000 over the course of one summer. A portion of all energy reduction revenues were paid into a fund to support community

development, and a small portion supported the Cooperative's operational expenses.

One of the first businesses to participate in the Cooperative was Victor Envelope Company in suburban Bensenville. Ken Seroka was General Manager of Victor Envelope at the time. He thought saving money, conserving energy, and helping the community all made good business sense.

"The Cooperative asked us to curtail power as a test run," Seroka explained in 2000. The factory air conditioning was shut down for four hours, which was no burden to the workers because of good insulation. Some redundant lighting was also turned off during the test period. "In all, we realized a reduction of around 300 kWh, which is fairly significant. The test demonstrated that we could operate normally during a Power Down. And the financial reward was very substantial. The Cooperative has changed the way we think about energy and how we use it."

Victor Envelope was just one example of the Cooperative's success. In total, the Cooperative demonstrated the capacity to reduce electric demand by a staggering 8.7 megawatts on 30 minutes' notice.

In 2007, Illinois moved to a restructured electricity market. The Cooperative and CNT moved in a new direction to take advantage of the emerging opportunities. The result: CNT Energy, which now focuses on localized programs and research in the areas of dynamic electricity pricing, building performance, and regional energy planning. It's an exciting new chapter to CNT's energy story.

# #10

## THE GAS BUYERS' CLUB

In the 1970s and 1980s, deregulation of industries, including energy, was happening left and right. Americans had been buying electricity and natural gas from monopolies at marked-up prices. Following OPEC price hikes, domestic price controls, and the 1973 oil crisis, various forms of deregulation began to impact the natural gas market. States passed legislation to increase consumer choice, and in some cases allowed non-utilities to purchase gas in bulk for resale to consumers.

CNT entered this market, taking delivery of gas and delivering it to customers, mostly fellow nonprofits and other "little guy" organizations that lacked the power to take advantage of such opportunity, with whom we split the savings. We called it the Gas Buyers' Club.

It worked well. Until the rules changed again, allowing utilities to be their own brokers, thus ending the Gas Buyers' Club.

But that's not the end of our story.

Fast-forward twenty years. Between April 2000 and January 2001, natural gas prices in the Chicago area rose by 200%. Homeowners, condo associations, landlords and renters felt powerless in the face of new forces controlling the energy markets. Industry advocates and policy makers debated long-term solutions while gas suppliers promoted annualized payment plans. Neither could provide adequate protection against fluctuating prices, so CNT and the Community Energy Cooperative devised a new plan, rooted in the success of the Gas Buyers' Club.

The Natural Gas Price Protection Plan, a pilot program in cooperation with the City of Chicago, worked like this:

1. Through a financing arrangement with the City, the Cooperative bought natural gas options, at a specific "target" price, for the months of December 2001 through February 2002.
2. To be part of the program and share in the "insurance" the option purchase provided, Cooperative members were required to attend workshops to learn about energy efficiency and conservation.
3. If the wholesale price rose above the target price, the Cooperative would sell the natural gas options to suppliers, using the proceeds to give rebates to program participants. These rebates would help offset the increases that would show up on household natural gas bills.

Unfortunately, world events intruded in a way no one could have anticipated. The Cooperative's planned purchase of the gas futures had to be postponed when the stock markets closed on September 11, 2001. Despite the uncertainty in the weeks and months that followed, gas prices never hit the highs seen the previous winter, and the Natural Gas Price Protection Plan was discontinued.

But, again, that's not the end of our story.

The motivations behind and lessons learned from the Gas Buyers' Club and the Natural Gas Price Protection Plan informed later CNT work in the energy sector; notably, the dynamic pricing initiatives like the Residential Real-Time Pricing program currently managed by CNT Energy. Collectively, we remain committed to developing and advancing solutions that empower all people to make smart economic and environmental decisions.

But that's still not the end of our story...

# SAVING THE GREEN LINE

# #11



Photo: clarkmaxwell/via Flickr/CC license

In 1992, in the face of a projected budget shortfall, the CTA announced it was considering shutting down the Lake Street 'L' (now known as the Green Line). The first step in this plan was to close the line's California Station, which had served some 550 daily riders on Chicago's West Side. Citing a history of ridership losses and deferred maintenance, the CTA argued that it was no longer economical to operate the line. Service, they said, could be provided by the Congress Line (today's Blue Line), which was approximately a mile away, and supplemented by bus service.

The threat of a shutdown, and with it the loss of direct access to both the Loop and the suburbs, galvanized residents to form the Lake Street 'L' Coalition.

To show the importance of the Lake Street 'L' to the West Side's economic future, the Coalition launched a pilot transit-oriented development (TOD) planning project for one of the line's stations at Pulaski. CNT, with Chicago architect Doug Farr, provided technical assistance and examined the role that transit reinvestment and TOD could play in reviving inner-city neighborhoods. Because TOD concepts had not been applied to or widely considered in the context of urban neighborhoods, CNT began educating community residents and groups about the potential for a redevelopment strategy that would target investment around particular station stops in order to spur urban economic development and neighborhood revitalization.

In July 1993, the Coalition unveiled its plan for the Pulaski Station, called the *Community Green Line Initiative*. The plan pointed to a more prosperous future for the line and the communities it served, and positioned the 'L' as the focal point for community reinvestment. The *Initiative* contained seven key strategies: improving public safety; increasing pedestrian access to transit and community services; rebuilding neighborhood density and utilizing vacant lots; increasing employment opportunities for community residents via revival of existing industrial corridor; rebuilding the neighborhood economy; revitalizing open space; and expanding neighborhood capacity by expanding and creating community institutions.

Ten days after the Coalition's announcement, the CTA announced a new plan for the line—an ambitious, unprecedented, \$300 million proposal to rebuild both the Lake Street Line on the West Side and the Jackson Park Line (now integrated into the Green Line) on the South Side. The CTA's plan incorporated some of the key economic and community development ideas proposed by the Coalition, including funding for reconstruction of the elevated structure and the construction of new stations. The concept of mixed-use transit centers was added, mirroring the Pulaski TOD prototype.

CNT is proud to have served the Coalition and supported its crucial efforts to save the Green Line. Together, our work convinced the CTA that the Green Line was not a faceless line item in a budget, but rather a connector of communities.



# #12

## THE GREENER CLEANER

In 1993, CNT was visited by a Greenpeace research director who had launched a program to reduce chlorine compounds with substitutes less damaging to the environment. One of the most difficult solvents to replace was the dry cleaning chemical perchloroethylene, or Perc. Not only was the fabrication of Perc highly polluting, but the USEPA had concluded that Perc was a likely carcinogen and thus a serious health hazard to dry cleaning workers.

In London, Greenpeace had discovered a man named Richard Simon, who claimed that his company could clean fine clothing without using harsh chemicals. Unlike virtually every other cleaner in the UK, the company had not adopted the use of chemicals such as Perc.

Greenpeace approached CNT as a respected research organization that could provide a credible assessment of Mr. Simon's claim. CNT Senior Engineer Bill Eyring was given the assignment and was soon on his way to London to learn all about this "wet cleaning" claim.

Bill brought several dozen samples of different "dry clean only" fabrics that had been stained with all sorts of products, including food and grease. During a four-day period, Bill watched as skilled workers successfully and efficiently removed all of the stains without chemicals and without shrinking the fabrics. They relied on hand work and washing machines, using cold water, hair-care soaps, and expert finishing. Upon his return, Bill wrote a report on his findings, which was delivered to the USEPA.

Within a year, CNT had put together enough funding to begin investigating how wet cleaning could become an accepted alternative to dry cleaning in the United States. Building off of our model of researching and piloting innovations that could eventually gain wider market acceptance, CNT decided that the best approach would be to create a successful wet cleaning business in Chicago. A young entrepreneur named Noam Frankel was looking for a business opportunity that had environmental benefits. He was interested in the wet cleaning project, but had had no experience in garment care. So, he found the perfect manager, Ann Hargrove, who had sold her thriving dry cleaning business on the Southeast Side because she no longer wanted to work with Perc.

Noam and Ann were a dynamic team. The Greener Cleaner opened in 1995 and rapidly became a popular place to get high-quality cleaning, first in Edgewater and then through a number of pick-up and delivery points in Chicago and suburbs.

The impact of CNT's work in wet cleaning is somewhat difficult to assess, but the National Cleaners Association estimates that there are now about 300 "wet-clean only" cleaners in the United States. The Association's industry surveys also indicate that most dry cleaning shops now wet clean between 30 and 50% of their customers' clothing. There is no question that the cleaning industry is safer to work in and more environmentally sustainable than it was 20 years ago.

Photos: außerordentliche sind gesund via Flickr/CC license



# #13

## INTERRELIGIOUS SUSTAINABILITY PROJECT

Sustainability is not just an economic, or political, or technical challenge. It is also moral and spiritual. It calls on people to make profound changes in the way they understand themselves and their place in nature. And many of those changes require effort, even sacrifice.

In 1996, CNT's Steve Perkins convened the Interreligious Sustainability Project to "build a faith-based interreligious vision for a sustainable Chicago metropolitan region." In 1998, the project published *One Creation, One People, One Place*, which described the sustainability challenge in terms of Ecology (Acting as Responsible Citizens of Creation), Economy (Meeting Basic Needs Sustainably) and Community (Solving Problems Together). The document included a diagnosis of the challenges facing the region, and profiled exemplary projects restoring natural habitats, fighting for the value of work, congregations rebuilding housing, and urban gardening building community.

Also initiated at that time was the idea of organizing "interreligious sustainability circles," made up of representatives from various faiths' congregations in the Chicago region. They enabled people to learn about the environmental teachings of multiple faiths, conceive and undertake actions based on shared teachings, and engage congregations in those actions.

In 1999, the project launched the Evanston Interreligious Sustainability Project, which continues today as a leader of Evanston's climate change movement—a movement that has successfully reduced greenhouse gasses by 17% (from the 2005 base), and now is working to achieve a 25% reduction by 2016.

A few years later, the project evolved into Faith in Place, an independent nonprofit organization that gives "religious people the tools to become good stewards of the earth." Faith in Place works in over 900 religious congregations throughout Illinois—Baha'i, Buddhist, Christian, Hindu, Jewish, Muslim, Sikh, Unitarian Universalist, and Zoroastrian. It is also part of the national Interfaith Power & Light campaign.

The Interreligious Sustainability Project is a perfect example of our ethos of inclusiveness in everything we do. Sustainable development is everyone's issue. The cover of *One Creation* puts it, rather eloquently, like this: "We pray in different languages, and we express our deepest commitments in different religious terms. But we share a special place on this planet—the area at the southern-most tip of Lake Michigan, around the great human settlement called Chicago."



# #14

## THE U-PASS

If you live in Chicago, and especially if you attended a college or university in Chicago within the last decade or so, you have probably heard of or used a U-Pass. What you may not know is where the U-Pass came from. That's right—it was born at CNT.

In the late 1990s, CNT sponsored a one-day, best practice session for the Chicago Transit Authority (CTA) to increase ridership on the transit system. Thought leaders from around the country attended, and there were many presentations. CNT's Scott Bernstein and Jacky Grimshaw invited representatives from the University of Wisconsin at Milwaukee to share details of their discounted fare card for university students: The UPASS.

Jacky and the CTA presented the program to three representatives from each college and university throughout Chicago. Those who were interested jumped on board for a pilot program. It was very well received! The only complaints were from schools that did not

have the program, and they each put pressure on their administration to adopt it.

Today, the U-Pass program provides discounted transit passes to full-time students at 52 colleges and universities in Chicago. Since its inception, it has decreased the rate of parking expansion, given students an eco-friendly alternative to driving and a pass to explore the city, and increased ridership on both buses and trains, especially during non-peak hours.

The U-Pass program showcases CNT's mission by presenting a product that supports sustainable and economic development. The U-Pass can save commuting students over 60% off regular CTA rates and limits personal vehicle use. Since most students live on a low income, the U-Pass provides a great, affordable, and reliable transportation option. It also introduces many students to public transit for the first time, hopefully instilling a life-long commitment to alternative transportation.

# LOCATION EFFICIENT MORTGAGES

# #15

*Location efficiency.* This term, coined by CNT's president, Scott Bernstein, is at the core of our work to build more livable and sustainable communities. Run a web search for the term and you'll find CNT's fingerprints on nearly every result. You'll certainly find a generally accepted definition of location efficiency, which can be boiled down to this:

"Compact neighborhoods with an interconnected street network, access to transit, mixed land uses, and concentration of retail and services are highly efficient communities. When brought together, these elements enable an efficiency of scale."

The concept of location efficiency inspired the development of the Location Efficient Mortgage® (LEM), a revolutionary financing tool that recognized and accounted for the savings available to people who live in location-efficient communities.

The LEM was a joint endeavor that began in 1995 with a three-year research program led by CNT, the Natural Resources Defense Council, and the Surface Transportation Policy Project. Together, we formed a new nonprofit organization called the Institute for Location Efficiency (ILE).

On the basis of ILE's research, in 2003, Fannie Mae, the nation's largest source of home mortgage funds, sponsored a market test of the LEM. In consultation with ILE, Fannie Mae defined the guidelines of the LEM product, agreed to invest at least \$100 million in LEMs, and authorized lenders to issue LEMs in four metropolitan market areas: Chicago, Seattle, Los Angeles, and San Francisco.

LEM offered a way for potential homebuyers in urban neighborhoods to increase borrowing capacity, based on the premise that they would spend less on transportation, and therefore have more disposable income, than the national average. Standard loan underwriting is based on a buyer's ability to afford to spend 28% of gross monthly income on a mortgage payment, whereas the LEM increased this to up to 39% by factoring in transportation-related cost savings. For example, a household earning \$50,000 a year could qualify for a \$163,000 mortgage under standard lending practices. But, if a household in a compact, transit-accessible, and pedestrian-friendly neighborhood could save \$200 per month on transportation in relation to the national average, they could qualify for a \$213,000 loan.

Despite the inherent economic and environmental benefits of LEMs, the product was not in the market for very long. The mortgage industry began introducing competing products, and in 2002, Fannie Mae introduced SmartCommute, which gave borrowers extra credit to household budgets for living near public transportation, allowing them a slight edge in qualifying for loans. LEMs, as developed by CNT and our partners in the Institute for Location Efficiency, were discontinued in 2008.

The legacy of LEMs lives on in our work, in the work of other like-minded organizations, and in the increasing awareness of the value of location efficiency. This awareness will help our cities create neighborhoods that require less time, money, and carbon emissions for residents to meet their needs and live well.



## IGO CARSHARING

# #16

In the late 1990s, CNT's Jacky Grimshaw visited Germany. In lieu of the usual souvenirs, she brought back an idea: car sharing as an alternative to car ownership.

Popular in Europe for some time, the concept of shared vehicles had yet to catch on in the United States. There was no such service in Chicago, so CNT researched what it might take to get one started.

With early support from partners and funders across North America, CNT initiated a pilot project with just a few cars and a very low-tech reservation system. Despite the usual growing pains of a startup, the service proved its value, interest and membership grew, and IGO CarSharing was born.

As one of the first car-sharing operations in the United States, IGO created a market in Chicago where none existed, expanding year-by-year from a few neighborhoods to a diverse mix of 40 (and four suburbs), and into the only car-sharing service with 100% low-emission vehicles. Under the leadership of Sharon Feigon, IGO flourished into a 15,000-member car sharing community—a group of Chicagoans who proactively changed their behavior to rely less on personal vehicles and more on biking, walking, and transit. As a result, IGO members helped reduce emissions and contributed to an improved quality of life throughout the region.

On May 28, 2013, in a move to accelerate the expansion of car sharing in Chicago, IGO was acquired by Enterprise Holdings, Inc., the company that also operates Enterprise, Alamo, and National Car Rental.

"This is good news for Chicagoans, and represents a great investment in our region and our communities," CNT's CEO, Kathryn Tholin, said about the acquisition. "That an industry leader like Enterprise is embracing car sharing in Chicago speaks not only to the foresight of our pioneering plan and years of success, but to the growing market for consumer choices that are both eco-friendly and economical."

Indeed, as a nonprofit, we are especially proud of what IGO accomplished and the leading role we played in the development of the car-sharing industry. We've delivered many products, tools, and advances to businesses, governments, and municipalities, but Enterprise adding IGO to its Enterprise CarShare network is perhaps the largest-scale example.

CNT, along with our affiliate organization, Alternative Transportation for Chicagoland (the nonprofit that operated IGO), will continue to explore and develop new ways to meet our shared mission of making it possible for people to live well without having to own a vehicle. Who knows what our next market-shifting transportation idea will be?

Photo: Enterprise Holdings, Inc.



*Congratulations to CNT on 35 years of  
impact in Chicago and in cities around the country.  
**Your creative thinking, insightful research,  
and resolute advocacy have inspired  
new ideas and practical solutions**  
towards urban sustainability.  
I look forward to CNT's next 35 years.*

Mayor Rahm Emanuel, City of Chicago

*Congratulations to CNT for  
**35 years of exemplary work partnering  
with local communities to make  
our city and region environmentally sustainable.**  
As Cook County Commissioner, I share CNT's  
**commitment to the development of idea and policy**  
that will make my district and Cook County  
a space for environmental friendly practice.  
I look forward to seeing what CNT promotes  
in its next 35 years.*

Jesús "Chuy" García, Cook County Commissioner, 7<sup>th</sup> District

# #17

## WIRELESS COMMUNITY NETWORK PROJECT

Bridging the Digital Divide. That's what CNT began doing in 2002. CNT recognized that the revolution of the Internet and the near ubiquity of computing left too many low- and moderate-income communities shut out of the market for broadband because of high costs and *de facto* redlining. This left them behind as the economy transitioned to one where the medium is bytes and bits, not textiles and steel. Wireless broadband technologies, however, offered the potential to bridge this digital divide because they can be inexpensive to deploy and more adaptable than wired networks.

CNT established three pilot projects to deliver broadband access to homes, small businesses, and community-based institutions in Chicago's Pilsen and Lawndale neighborhoods, as well as in West Frankfort, a former coal mining town in Southern Illinois. Using off-the-shelf wireless fidelity (Wi-Fi) equipment in conjunction with leading-edge, open-source mesh networking software developed by the Champaign-Urbana Community Wireless Network, CNT deployed pilot networks in these communities with high speeds and low costs.

A community wireless network is a reflection of the social networks inherent in every neighborhood. The nature of this network is one of community ownership, where the infrastructure resides in homes, schools, churches, and businesses. Community residents participate in the maintenance and operations of the network and reach out to each other to provide help and seek advice. In North Lawndale and Pilsen, community residents became engaged in the actual building and deployment of wireless networks.

The community wireless networks were intended to be tools for economic development. Participants had access to employment training, job postings, education, and literacy resources. The very first participant in Lawndale, Danielle Riley, was a nineteen-year-old student at Loyola University. Her family had a computer, but prior to our project, could afford only a slow and unreliable dial-up connection. Through WCN, she regularly accessed the web-only resources that her university provided, and learned to more effectively use the internet for relevant academic material.

CNT recognized that the technology and household savings were meaningless, however, without the knowledge to use them effectively. This is why CNT partnered with community organizations to provide training and support for participants through extensions of computer education programs they already offered.

While the Wireless Community Network was a three-year experiment, limited by resources and time, we were able to not only make a big impact in Chicago, but also to respond to other places in need.

In 2005, two of CNT's community wireless technicians traveled to southern Mississippi and Northern Louisiana to assist with disaster relief for Hurricane Katrina. With a team of volunteers from around the country, they helped to restore communications for people displaced by the hurricane. Our technology, designed for urban neighborhoods, proved to be useful far beyond our expectations.



# #18

## CNT'S LEED PLATINUM BUILDING

In 2005, CNT was the second building in Chicago and 13<sup>th</sup> in the US to receive the LEED (Leadership in Energy and Environmental Design) certification of "Platinum" by the US Green Building Council (USGBC).

CNT relocated from downtown Chicago to an old weaving factory in Wicker Park in 1987. First, the top two floors of the three-story building were renovated with energy-efficient objectives. After the first round of renovations was complete, we had the first non-toxic building in Illinois and received an award for being the most energy-efficient building in the state.

The second renovation focused mainly on the first floor and began in 2000. We chose to design in line with the high standards of the LEED Green Building Rating System™ Version 2.0. In December 2005, LEED officially certified the building as "Platinum," making it one of the country's highest performing buildings; LEED had previously certified only twelve other buildings as Platinum.

As if being one of the first Platinum-certified buildings wasn't enough, CNT's office is especially innovative in that we rehabbed an existing building instead of constructing a new one. Most buildings that earn LEED status are new constructions, but we proved that even an old factory can be transformed into something cutting-edge and resource efficient.

Here are a few examples of how CNT achieved the highest LEED certification:

- Repurposed materials such as old marble bathroom partitions from a school were used as board room tables.
- Interface recyclable carpet tiles with no VOC (volatile organic compound) adhesive were used throughout the building.
- Rapidly renewing, biofiber wheatboard was used in place of particle board for structure of counters and desks. Emission-free glue adheres the laminate.
- A cryogel ice ball thermal storage unit was installed beneath the side yard to sustainably heat and cool the building.
- Native plants and a super rain barrel prevent flooding and provide an aesthetic garden.
- Permeable pavement and native plants in the parking lot absorb stormwater and minimize suspended solids and phosphates in any run-off.

These are just a few of the design elements that helped create a healthy, aesthetically pleasing, and environmentally friendly office space. The renovation of our office building is parallel to the research and programs we execute, which work to make communities more sustainable, both environmentally and economically. Like our other projects, our building renovation gave us an opportunity to innovate sustainable solutions that are as good for the bottom line as they are for the planet.

*Sometimes, amazingly, a new way to look at a situation or problem is found or created.*

*This can lead to a seemingly obvious new way to think about and solve the problem.*

*Of course, it is only obvious in hindsight.*

***I have watched CNT consistently provide this powerful shift over the years as they create now obvious, simple, elegant solutions to the complex problems our communities must resolve to make life better for all of us.***

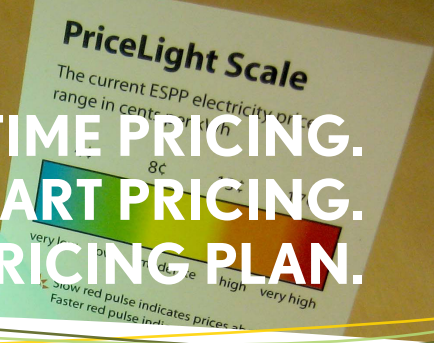
*Thank you CNT. I look forward to the results of the next 35 years of your work!*

Nancy Juda, Former CNT Board Member



# #19

## REAL-TIME PRICING. POWER SMART PRICING. ENERGY-SMART PRICING PLAN.



Beginning in the late 1990s, CNT and the Community Energy Cooperative (which later became CNT Energy) embarked on a series of projects to help residents and businesses reduce electricity use through strategies like energy-efficiency programs, local power generation, and “demand response.” These innovative projects set standards in Chicago and beyond, positioning CNT Energy as a national leader in designing and administering electricity rate programs that help households reap the benefits of emerging smart grid technology.

It all started in January 2003, when the Cooperative worked with ComEd, Chicago’s electric utility, to launch a pilot project called the Energy-Smart Pricing Plan<sup>SM</sup> (ESPP). ESPP was the first program in the nation to allow residential customers to pay hourly, market-based electricity prices. The theory behind the program was that, given access to the right information, households could respond to hourly prices and shift some of their electricity use to off-peak times when prices tend to be lower. This could result in savings for customers, while reducing strain on the electric infrastructure during peak times. ESPP participants received information to help them manage their costs with hourly pricing, including energy efficiency tips and “high price alerts” by phone or email, letting them know when prices would be high.

An independent evaluation of ESPP found that “participants were extremely satisfied with the program. They liked the help provided by the program, and the reminders (via price alerts and other information) to take their price adaptive actions.” Evaluations found

that ESPP participants saved an average of 10% on their electricity bills and reduced their electricity use by as much as 20% during peak hours.

The success of the ESPP pilot project helped pave the way for the expansion of hourly electricity pricing in Illinois. In 2006, the Illinois General Assembly passed legislation requiring the major electric utilities in the state to offer their residential customers an hourly pricing option. This led to the 2007 launch of two full-scale programs: ComEd Residential Real-Time Pricing (RRTP) open to ComEd customers in northern Illinois, and Power Smart Pricing from Ameren Illinois, the utility serving central and southern parts of the state. Both programs work much like the original Energy-Smart Pricing Plan, giving customers access to hourly electricity prices set in the wholesale market.

CNT Energy currently administers both programs for the utilities, which have saved participants an average of more than 15% on electricity supply compared with what they would have paid on the utilities’ fixed-price rates. In addition, participants continue to reduce electricity demand during peak hours, and they report high levels of satisfaction with the programs.

Ultimately, what programs like ESPP and real-time pricing prove is that consumers respond positively to incentives that help them manage their energy use and costs. More importantly, positive behavior change and a shift in thinking about energy can result. These are important steps in our shared efforts to make the places we live more efficient and the planet we love less threatened.



# HOUSING PLUS TRANSPORTATION

# #20

The traditional view of housing affordability is 30% of income. Under this view, an astonishing three out of four US neighborhoods are considered “affordable” to the typical household. But at CNT, we’re not so traditional. We recognized that this benchmark failed to account for transportation costs, which are typically a household’s second largest expenditure.

Transportation costs also vary dramatically within and across regions. Housing located in outlying areas that require residents to rely on cars passes along hidden costs, often making such “affordable” housing unaffordable.

Building on the premise and application of the Location Efficient Mortgage® (LEM), CNT developed a tool to measure the true affordability of housing based on its location: The Housing + Transportation (H+T®) Affordability Index.

The initial Index received much attention from policy makers for its benefits to planners and transit-oriented development (TOD) advocates, and it served as the basis for

several additional research projects. In 2006, the Center for Housing Policy released *A Heavy Load: The Combined Housing and Transportation Burdens of Working Families*, using CNT’s analysis of 28 metro regions to document the cost burdens of low- to moderate-income families based on location.

In early 2008, CNT expanded the H+T Index to include neighborhood-level data for 52 US metropolitan areas. This effort resulted in an interactive mapping website where users could see H+T Index results at the neighborhood level, with additional information on auto ownership, transit use, housing density, and other community characteristics.

In 2009, a new greenhouse gas analysis was included on the website, providing two views of urban greenhouse gas emissions associated with household auto use. And in 2010, CNT expanded the Index to 337 metro areas in the United States, providing coverage for more than 80% of the US population.

Today, the Index allows users to view housing and transportation data as maps, charts, and

Photo: CRBautz via Flickr

***CNT has turned conventional wisdom on its head,  
reinventing the way we calculate value  
in our cities which has led to important policy breakthroughs.  
I can’t wait to see what CNT comes up with next.***

Carol Coletta, Vice President for Community + National Initiatives, Knight Foundation





statistics for nearly 900 metropolitan and micropolitan areas—covering 89% of the US population. The H+T Index has been employed to guide policy decisions throughout the country, from affordability legislation in El Paso, TX and the State of Illinois, to long-range plans in the San Francisco Bay Area and Chicago metropolitan region.

Later in 2013, an updated H+T Index and website will be released. Specifically, the American Community Survey data that much of the Index is based on will be updated to the most recent data available at the census block group level: the 2007-2011 five-year

estimates. Additionally, transit connectivity will be measured for more metro areas; nearly all regions with populations of 250,000 will be covered. Model estimates will be constructed to be comparable to previous years' data, allowing for longitudinal analyses with both the 2000 and the 2005/9 Indexes.

By linking the role and cost of transportation to housing, CNT provides invaluable data-based analysis that helps create healthier urban communities. Our work in transportation and community development exemplifies our ability to use innovative thinking and solid research to build tools that support urban sustainability.

*With better information on the combined costs of housing and transportation, families can have a better understanding of how transportation costs will affect their budget, even if their housing seems more affordable. The work of CNT literally changed the way a broad range of civic, corporate, and political leaders think about these issues, which are more salient than ever with the recent surge in energy prices. My colleagues and I have enormous respect for and confidence in CNT and I am happy to offer my strong and enthusiastic support for their work.*

Robert Puentes, Senior Fellow, Metropolitan Policy Program, Brookings Institution



# DR. WANGARI MAATHAI

# #21

"It is this type of activity that should be replicated a billion times throughout the world." These are the words of the late Nobel Peace Prize Laureate, Dr. Wangari Maathai, speaking at the Al Raby School for Community and Environment on September 22, 2007 about the importance of rain gardens, like the one CNT helped construct at the school.

CNT was honored to have Dr. Maathai join us at the dedication of one of our first green infrastructure demonstration projects, a 1,500-square-foot native woodland garden at the entrance of the school on Chicago's West Side. The Wangari Maathai Natural Garden not only beautifies the entrance but also connects the students to nature by providing a hands-on experience in landscape design, creation, and maintenance.

At the garden dedication, Dr. Maathai likened the work of the students on Chicago's West Side to students around the world who "get down on the ground" to plant gardens as a means of making the world more peaceful and just. She spoke of the essential role gardens play in promoting urban renewal and raising awareness of social and environmental

issues. Dr. Maathai said that the project was a microcosm of what can be repeated globally—from Chicago to Kenya.

The Wangari Maathai Natural Garden is one of the 40 green infrastructure demonstration projects that CNT installed between 2007 and 2010. These projects help reduce the impact of stormwater run-off, increase the greening of neighborhoods, and generate new job opportunities.

Dr. Maathai, who died in 2011, was a champion for environmental conservation and recognized the necessity of planting trees as a way to inspire global peace and save the health of the planet. She founded the Green Belt Movement, a grassroots organization that engages groups of women in an effort to conserve the environment and improve their quality of life. Dr. Maathai always made the connection between democracy, human rights, and environmental conservation.

CNT is honored that our small garden was one of the many examples that Wangari Maathai championed as proof that small initiatives that can make a global impact.





# #22

## THE JOINT TRANSIT CARD

Photo: Enterprise Holdings, Inc.

When CNT started IGO CarSharing in 2002, one of our goals was to have it serve as an extension of public transit. Although Chicago has a robust public transportation system, there are still trips that are more conveniently taken by car. To make it easier for Chicago residents to live without owning their own vehicles, IGO approached the Chicago Transit Authority (CTA) to explore development of a single transit card that could be used for CTA trains and buses *and* IGO vehicles.

The Chicago Card Plus/IGO Smart Card was launched in 2009, giving cardholders three ways to travel with just one card. The new joint smart card allowed access to CTA buses and trains, Pace buses, and IGO vehicles, making travel even more convenient for IGO members and CTA riders. In just over four years, about 20% of IGO's 15,000 members became joint smart card carriers, and over 20% of all members reported increased usage of public transit after joining.

The Chicago Card Plus/IGO joint smart card was the nation's first such card that bridged public transit and a car-sharing service. The joint smart card has kept a strong partnership between the CTA and

IGO—a partnership that continues following IGO's acquisition by Enterprise Holdings. As the CTA and Pace transition to the Ventra farecard system, they are working with IGO to develop an updated joint transit card that will work with the new technology.

Beyond just bringing convenience to users, the CTA/IGO smart card carries environmental benefits. Having one shared card means less plastic is used to make Chicago's transit farecards. It also encourages Chicagoland residents to take advantage of our extensive public transit and car-sharing services, which helps reduce the number of privately owned vehicles on Chicago's streets.

The CTA/IGO smart card is part of CNT's broader work in making cities more livable and affordable for everyone. Innovations like the joint transit card allow people to avoid the major expenses of vehicle ownership while also reducing the amount of traffic and air pollution present in our communities. CNT and Alternative Transportation for Chicagoland, our nonprofit affiliate that previously operated IGO, continue to develop and advocate for solutions that make a range of transit options, like public transportation and car sharing, more easily accessible and convenient to use.



A 2006 report called *Climate Change and Chicago* painted a bleak picture of the city in 2100. An average of thirty days a year would have temperatures over 100 degrees—fifteen times more than the two 100-plus degree days we experience now. Downpours would be less frequent but more intense, leading to more floods during rainstorms, with droughts in between. Air quality would deteriorate as heat waves became more common.

Faced with the prospect of this brutal reality if dramatic changes were not made, the City of Chicago assembled a team of experts in energy, climate, and environment to begin working on what would become the Chicago Climate Action Plan. Stakeholders from organizations across a variety of sectors joined City officials in determining the best course of action for reducing Chicago's contribution to global greenhouse gas (GHG) emissions.

CNT led the mitigation research team and developed a GHG inventory for the years 2000 and 2005. We then forecasted the city's business as usual emissions through 2050 and estimated emissions back to 1990 to use as a baseline. These numbers were used to help the City set its goal of lowering emissions 25% below 1990 levels by 2020.

Through a participatory process of surveys, meetings, and an interactive website, 33 mitigation strategies were selected for in-depth research based on their feasibility, potential

for GHG reductions, and capacity for rapid implementation at the city and regional levels.

In addition to quantifying the emissions reduction potential of each strategy, CNT researchers compiled additional environmental, economic, and social equity benefits and burdens associated with the measures, as well as identifying current initiatives and implementation mechanisms that the strategies could be built upon.

The CNT team consisted of in-house researchers with expertise in energy, transportation, climate change, water, and public policy. CNT's research was used to develop the final Chicago Climate Action Plan, which was published in 2008. We later built on this work with an additional analysis for the Chicago region, which is being used in the Chicago Metropolitan Agency for Planning's *GO TO 2040* comprehensive regional plan.

Our climate mitigation research has also been used as a resource by other cities addressing GHG emissions in their communities. This kind of municipal action is essential if we are to minimize the negative effects of our changing climate, especially until we adopt comprehensive state and federal climate policies. As more and more cities across the nation—from Chicago to Boston to Seattle and beyond—launch and implement their own climate action initiatives, we will get closer to ensuring that our children and grandchildren will inherit a decent world in which to live.

*The strength of the Chicago Climate Action Plan is that it is **grounded in disciplined research and analysis that quantifies impacts and benefits, and holds us accountable for results.** CNT played a lead role in managing the research process, including conducting the greenhouse gas baseline assessment. **The plan would not have been possible without their partnership.***

Sadhu Johnston, Deputy City Manager of Vancouver, British Columbia, Canada + former Chief Environmental Officer, City of Chicago

*In our role of overseeing the development of the Climate Action Plan, we were responsible to make sure the plan was based in solid facts and research. This meant **making complicated data understandable to all of the key Chicago climate constituencies** – the City, the business community, non-profits, state agencies, higher education, and labor unions. **We couldn't have succeeded in this without the help of CNT.** In addition to doing the rigorous analysis, they also translated it into language we could all understand. This helped us get **buy-in and understanding from everyone.***

Adele Simmons, Co-Chair of the Chicago Climate Task Force, Vice Chair Metropolis Strategies + former president of the MacArthur Foundation



# ABOGO

# #24

If you're a regional planner, municipal policy developer, affordable housing advocate, or transportation planner, chances are you've taken advantage of our Housing + Transportation (H+T<sup>®</sup>) Affordability Index. Since CNT began releasing H+T Index data for public use in 2008, a diverse group of communities and organizations have used it for a wide variety of planning and policy applications. Users range from Boston to Boise, federal agencies to private planning firms, and housing counselors to streetcar advocates.

But what about individuals who want to understand the true costs of housing and transportation in a particular location? The H+T Index is a powerful tool capable of producing fascinating results, but as CNT staffer Adam Mays once said, "H+T is like a particle accelerator. We need a microwave oven: something fast, easy to operate, and practical."

So, as is often the case, the person with the idea gets tapped to make it happen. CNT asked Adam to help build a version of H+T for individuals. This was the beginning of Abogo.

First thing's first: the name. A user-friendly tool would need a consumer-oriented brand. Adam led a brainstorming session, which produced "Abogo," a combination of *abode* and *go*. It stuck.

With limited resources for the project, Adam assembled a team comprised of volunteer interns with backgrounds in marketing and

design to help build the site. "It was a thrill to bring this diverse group together and coordinate them to build the product," Adam said. "We completed and launched the website in four months, and it was soon featured in the *New York Times*."

As the *Times* article and other media coverage noted, Abogo allowed real people to see the real costs of transportation, and how it impacts the affordability and sustainability of where you live, or where you might want to live. Powered by the H+T Index, Abogo measured the money an average household in a neighborhood would spend getting around, including car ownership, car use, and transit use. It also calculated the CO<sub>2</sub> this car use generated. With this information, consumers could measure the true cost and impact of just about any location.

As an example, Abogo once tested the location efficiency of two famous Frank Lloyd Wright homes: the Fallingwater House in rural Stewart Township, Pennsylvania, and the Robie House in the Hyde Park neighborhood of Chicago. Despite higher gas prices in Chicago, the overall transportation costs for the Robie House were markedly lower than those in the Fallingwater vicinity. Abogo proved that having businesses and amenities nearby can reduce transportation costs.

Abogo lived up to its mission. It was easy to use and practical. While funding to maintain and update Abogo ceased in 2012, the site remains active and continues to provide valuable comparative information for consumers.

Photo: Definitive HDR Photography via Flickr/CCleanse





# #25 REINVENTING CHICAGO

"Make no little apps," Daniel Burnham might say, were he alive today. With smartphones in the pockets of nearly every planner, politician, and pedestrian, it would only make sense for cities to tap in to all that potential.

At least, that's what we think.

And so, in 2012 we invited developers, designers, coders, and programmers to participate in a "hackathon," an intensive competition to create computer applications focused on solving specific problems. We asked participants to build applications that would promote and help to achieve urban sustainability. We called it Reinventing Chicago.

For one full, coffee-fueled weekend in October 2012, participants at our urban sustainability hackathon joined with Chicago's civic, business, and IT communities in a discussion about technology and place. Over the weekend, six teams worked on different projects, and benefitted from visits by an urban planner and architect, a usability design expert, the founder of OpenTable and Impact Engine, the City of Chicago's Chief Technology Officer, and CNT's own president and co-founder, Scott Bernstein.

On Sunday, the teams presented their projects to a panel of judges. The winning team, *Edifice*, created an interactive map of Chicago's built environment, including building permits, tear-downs, and building violations and repairs. *Jitney Driver*, a runner-up, developed a network of phone, web, and mobile web apps

for community ride-sharing for the jitney cab. Jitneys are an historic transportation option in Chicago's South Side African-American communities. Another runner-up, *Hidden Value in Abandoned Property*, plotted a map of abandoned properties with information about nearby amenities in an effort to communicate the potential value of these properties to would-be purchasers.

This year, we hacked the hackathon. Instead of asking participants to solve general issues, the 2013 competition teamed community activists and leaders with computer programmers, mobile application developers, designers, coders, and others to create apps that help our neighborhoods get greener, more affordable, and more livable for everyone. As in 2012, participants had access to CNT's data, as well as over 60 sustainability data sets from the City of Chicago. Although the competition results weren't in at the time of printing, teams pitched their creations to a team of judges that included the Chief Data Scientist for Obama's 2012 presidential campaign, the tech organizer for Teamwork Englewood, a principal research engineer at Motorola Solutions, and the program officer for the MacArthur Foundation's Community and Economic Development program.

CNT was arguably among the first to organize a civic hackathon, a type of event that has almost simultaneously grown in popularity and become subject to some debate. We believe, though, that civic hacking is good for cities, especially when participants can focus on a specific topic, such as urban sustainability.



# #26

## ENERGY SAVERS

Saving consumers money and preserving affordable housing have always been priorities for CNT, so it is natural that our energy-efficiency work grew to include multifamily buildings. Some 40% of our nation's energy is expended in buildings. Improving building efficiency is central to reducing that energy use, which cuts costs for owners and tenants, preserves affordable housing, and helps meet climate change reduction goals.

Billed as a “one-stop energy efficiency shop for building owners,” Energy Savers is a turnkey service available to owners of multifamily buildings in the seven-county Chicago region and the City of Rockford. The program launched in 2007 under our affiliate, CNT Energy, to help building owners with every stage of the retrofitting process, from assessment to financing to making structural changes that will improve building energy efficiency.

The first step of a retrofit is a building assessment, which evaluates energy inefficiencies and helps identify cost-effective ways to fix them. Next, Energy Savers offers financial guidance in preparation for building upgrades. To make these changes more affordable, Energy Savers collaborates with Community Investment Corporation, allowing program participants to apply for a fixed-rate, low-interest Energy Savers loan. Energy Savers staff also help building owners identify and take advantage of utility rebates and all available incentives to pay for efficiency upgrades.

When building owners are ready to make the upgrades, Energy Savers offers construction oversight, helping identify trusted contractors and ensuring quality control. Energy Savers continues to work with building owners after the retrofit, issuing annual savings reports that help building owners track the returns on their investments.

Retrofitting a building can bring about noticeable changes in energy consumption, cash flow, maintenance costs, and life of the equipment. Some of the potential upgrades include sealing air leaks, upgrading heating plants and controls, adding insulation, installing more efficient lighting, and training building owners to manage their heating systems more efficiently. Not only do these decrease energy costs, but they also keep building interiors more comfortable by preventing the escape of cool air in the summer and warm air in the winter.

For building owners like James Morris, the Energy Savers program made it affordable to make energy efficiency upgrades to his three buildings, cutting natural gas usage by a projected 37%. Morris says that he has already noticed both energy savings—more than \$600 each month—and happier tenants since the work was completed in January 2013. “The retrofit projects have made my building more profitable so that I don’t have to raise rents, and also more comfortable,” Morris said. “People do not complain of cold air leaking in as much. And we are able to better monitor the unit temperatures because of the new boiler controls. It all makes the building less wasteful.”



# #27

## 10,000 UNITS

In January 2013, the Energy Savers program reached a significant goal: it retrofitted its 10,000<sup>th</sup> apartment unit.

These 10,000 retrofits not only saved building owners significant amounts of money, they also had important impacts on the community and the environment:

- 400 new jobs were created in the Chicago region to keep up with the demand for energy efficiency work created by the program.
- The retrofits completed on those 10,000 units led them to collectively save 6,518,200 kWh of electricity.
- The decreased usage of natural gas resulted in a reduction of greenhouse gas emissions by 13,965 tons.

The success of the Energy Savers program demonstrated that newly constructed buildings aren't the only ones that can be energy efficient, and that energy efficiency upgrades are a cost-effective way to preserve affordable housing across Chicagoland.

To celebrate our 10,000<sup>th</sup> retrofit, CNT Energy and their partner in the Energy Savers program, Community Investment Corporation, hosted a Retrofit Revolution party to celebrate the program's success. Building

owners who have gone through the program, along with program funders, energy efficiency contractors, CIC loan officers, CNT Energy Analysts, and other supporters came together to celebrate the milestone.

As momentous as this achievement was, it wasn't the first time that a CNT-affiliated program has accomplished something of this magnitude. In the 1980s, older multifamily buildings were beginning to be abandoned by their owners due to rising energy costs. To keep these buildings affordable enough to operate, CNT piloted the Chicago Energy Savers Fund sponsored by Peoples Gas, Light and Coke Company. Between 1984 and 1989, the program retrofitted 12,500 units. Even in its early days, CNT was a pioneer in making our cities more affordable.

The current Energy Savers program has now retrofitted over 15,000 units! The program continues to build momentum, lowering costs for the owners of multifamily buildings as well as for the residents who live in them. Along with other initiatives like Residential Real-Time Pricing, Energy Savers is part of CNT Energy's broader mission of developing sustainable, affordable solutions to the energy challenges that our communities face.

# PROSPERING IN PLACE

# #28



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The environmental resilience and economic prosperity of the Chicago region stem from its fabric of interconnected communities. When places grow compactly and near transit, households have greater choice between affordable communities in which to live, job opportunities close to home, and multiple transportation options connecting the two. For decades after World War II, fragmented regional planning deemphasized this connection between housing, transportation, and the economy in favor of more roads and unbridled suburban expansion. Cheap fossil fuels gave the impression of growth, but rising transportation costs revealed the shortsightedness of building communities solely around the automobile.

CNT's *Prospering in Place: Linking Jobs, Development, and Transit to Spur Chicago's Economy*, published in early 2012, set an alternative vision for regional economic development anchored in investment in those places that bring people, jobs, and transportation closer together. The report builds off of the momentum for regional cooperation outlined in the Chicago Metropolitan Agency for Planning (CMAP)'s *GO TO 2040* plan. *Prospering in Place* compliments *GO TO 2040* by explicitly stating how spatial efficiency leads to stronger economic growth and identifying the communities that will help this region get there the fastest.

*Prospering in Place* identifies a variety of Priority Development Areas (PDAs) in Chicago neighborhoods and suburbs that would be good investments for improved location efficiency, the concentration of

housing, amenities, and transit within walkable communities. These PDAs are anchored to fixed-rail transit stops, employment centers, and freight yards, and they all have the potential to become thriving communities. By focusing on transit- and cargo-oriented development (TOD and COD), as well as expanding public transit to underserved areas, PDAs are designed to make it easier for the region's workforce to access jobs and amenities, and for their employers to recruit a workforce, without dependence on personal automobiles.

Since releasing *Prospering in Place*, CNT has called for CMAP to designate PDAs and for state agencies, county governments, and Councils of Mayors to target transportation, housing, and economic development programs to them. In April 2013, Cook County Board President Toni Preckwinkle launched the \$30 million BUILT (Broadening Urban Investment to Leverage Transportation) in Cook Loan Fund. The fund will finance predevelopment costs and target them to key COD and TOD opportunities. The following month, after CNT delivered more than two dozen presentations to CMAP Working Committees, public agencies, and local mayors, CMAP announced that it will develop a proposal to implement PDAs in Chicago over the next year.

The *Prospering in Place* report and our efforts to implement PDAs demonstrate our continued dedication to making our communities more prosperous for everyone. Affordability is one of the major threads that run through all of our work, and we believe that shifting the way our cities are developed can have lasting financial benefits for their residents.



# #29

# SOLAR CANOPY CHARGING STATIONS



Photo © Windfree Solar Energy - Windfree US 2013

An idea that sounded like science fiction just a few years ago is becoming reality in Chicago, thanks to one of CNT's affiliates. Electric vehicles (EVs) have become increasingly popular among urban dwellers seeking efficient and eco-friendly personal transportation. Taking sustainability one step further, they can now be fully charged by solar power after a handful of solar canopies were installed in neighborhoods across the city.

Years in the works, the solar canopies are the product of Alternative Transportation for Chicagoland (ATC), the CNT affiliate that operated IGO CarSharing before its acquisition by Enterprise. Sharon Feigon, ATC's CEO, first dreamt of harnessing the sun's energy as clean power for vehicle charging stations when IGO started introducing EVs into its fleet. "Electric power is good," Feigon said, "but we have to ask ourselves where that power comes from. To make EVs truly emission-free, we need a clean energy source. Our solar canopies make this both possible and practical."

The first solar canopies were installed at the Illinois Institute of Technology, Uncommon Ground restaurant, and the Evanston Public Library. A fourth canopy is slated for the village of Oak Park, and four more canopies are in the pipeline. The renewable solar energy will not only be used to charge EVs, but any surplus power will be available to supply nearby buildings or be sold back to the grid.

"Solar-powered vehicle charging stations are a significant step toward sustainable infrastructure throughout Chicago and will

help us shift to renewable clean energy sources," said Chicago Mayor Rahm Emanuel.

Evanston Mayor Elizabeth Tisdahl considers the canopies a visible sign of forward thinking that will increase awareness of the city's environmental efforts. "The addition of the solar canopy... directly reflects our commitment to developing policies and implementing initiatives that we believe have a direct impact on the environmental and economic sustainability of Evanston," she said. The Evanston canopy will also feature battery storage for excess power, allowing project teams to study and monitor solar power production and usage, offering critical insights for future development of clean-power infrastructure.

Alternative Transportation for Chicagoland's solar installation project also includes solar panels at two building locations. Together with the canopies, the project will boast a capacity of 150 kilowatts, producing 150,000 kilowatt hours of renewable energy each year.

The impact of the solar canopy installation goes beyond environmental benefits. Already, the project has created jobs in skilled labor and manufacturing, and solar panel installation trainees will install panels at the two buildings.

To Kathryn Tholin, CEO of CNT, the solar canopies are a tangible example of how cities can solve environmental and economic challenges. "The best cities are those that build infrastructure systems that use resources more creatively and efficiently," she said. "This project, capturing the renewable power of the sun, brings Chicago closer to this vision."

# #30

## LOSING GROUND

With the launch of the Housing + Transportation (H+T®) Affordability Index in 2006, interest in our unique perspective on housing and transportation affordability took off. That same year, we collaborated with the Center for Housing Policy, Virginia Tech, and UC-Berkley to publish *A Heavy Load: The Combined Housing and Transportation Burdens of Working Families*. *A Heavy Load* used H+T Index data to analyze the cost burden of housing and transportation on moderate-income families in 28 metropolitan areas. It was a game changer.

"*A Heavy Load* is a great example of using our research in collaboration with national organizations to illustrate that affordability for any given location should include the cost of transportation," said Peter Haas, CNT's Chief Research Scientist. "Images, graphs, and maps from this report have been used extensively around the country to show the importance of this concept."

Understanding the significance of *A Heavy Load* and the impact it had on policy and planning decisions, CNT and the Center for Housing Policy decided to release an updated version with data from the 2010 Census and the American Community Survey. The result was *Losing Ground: The Struggle of Moderate-Income Households to Afford the Rising Costs of Housing and Transportation*.

Released in October 2012, *Losing Ground* includes a special focus on moderate-income households, defined as those earning between 50 and 100% of the median household income in their area. The report found that in the 25 largest metro areas, these households spend an average of 59% of their income on housing and transportation. The report finds cost burdens to be highest in the Miami

area, where moderate-income households spend 72% of their income on housing and transportation. The next highest burdens are in the Riverside-San Bernardino, CA area (69%), the Tampa, FL area (66%), and the Los Angeles, CA area (65%).

Housing costs alone do not paint a complete picture of the total "cost of place." The inclusion of transportation costs shifts the relative affordability of many metro areas. For example, housing costs in the Houston region are the eighth most affordable out of the 25 regions examined, but adding in transportation costs drops Houston into 17<sup>th</sup> place in overall affordability. In contrast, metro areas such as San Francisco, Boston, and New York are some of the least affordable regions for moderate-income households when housing alone is considered, but are among the most affordable when housing and transportation costs are considered together.

*Losing Ground* received significant attention in publications across the country, including national outlets such as the *Wall Street Journal* and the *New York Times*.

CNT continues to release new research and tools analyzing housing and transportation costs, the most recent being the forthcoming Location Affordability Index developed for the US Department of Housing and Urban Development (HUD). The H+T Index itself will be updated in 2013 with the latest census data, and will feature a few new metrics.

As evidenced by the attention from national media and adoption by federal agencies such as HUD, our housing and transportation ideas have reshaped how Americans think about the basic costs of living and redefined what it means to be "affordable."



# #31

## GREEN TIME ZONE

In the same 1914 poem that dubbed Chicago the “City of Big Shoulders,” Carl Sandburg also identified the city as a “Player with Railroads and the Nation’s Freight Handler.” If Chicago’s meteoric rise from backwater settlement to global metropolis could be attributed to one single thing, it would very likely be the railroads.

Train lines transported goods and passengers to and through Chicagoland, especially in what would eventually become Chicago’s southern suburbs. Communities sprouted along the lines and grew around both commuter rail and freight rail, allowing the region to flourish. But, after decades of prosperity, the area nicknamed “the Southland” began to decline. Farmland was paved over, and unused industrial land decayed into brownfields. Despite the downturn, however, the region’s principal economic asset remained. Freightliners continued to pass through the southern suburbs in their cross-country transport of goods and intermodal yards continued to transfer freight from trains to trucks.

Looking at the region from the perspective of “hidden assets,” CNT recognized the potential of freight rail to spark a revitalization of the South Suburbs. We partnered with the South Suburban Mayors and Managers Association (SSMMA), and together set out to capture the value of freight traffic to bring prosperity back to the Southland. We spent years researching what we came to call cargo-oriented development (COD) in the Southland, and eventually the Green TIME Zone was born.

An acronym for Transit, Intermodal, Manufacturing, and Environment, the TIME

Zone was created to capitalize on existing regional resources. The Chicago Southland project has become a prime example of COD, which we define as the clustering of industrial and logistics businesses near multiple freight assets and skilled workers. This allows for more efficient cargo movements and worker commutes.

In 2010, CNT, with SSMMA, released a report on how the region could implement the Green TIME Zone idea. *Chicago Southland’s Green TIME Zone* highlights strategies that can be used to capitalize on the transit, intermodal, manufacturing, and environmental assets available in the area. These strategies, which range from land banking to developing a foreign trade zone, engage a wide range of stakeholders in revitalizing the region.

Also in 2010, the South Suburbs were awarded \$2.3 million in federal funds to use rail infrastructure in revitalizing the region’s transportation needs. Through this and the leveraging of other federal funding, the South Suburbs have attracted more than \$50 million in public and private funds for COD and TOD investments.

Our work in the Southland exemplifies our mission to identify hidden economic assets and use them to revitalize communities. Although freight lines have played an integral role in developing Chicago and the surrounding region, their value as a community resource was underutilized for several decades. With our partners in the region, CNT continues to advocate for making use of transit, intermodal, manufacturing, and environmental assets to bring renewed prosperity to the region.

# #32

## ENERGY IMPACT ILLINOIS

In early 2010, CNT Energy learned about the major national initiative to use American Recovery & Reinvestment Act (ARRA) funds for energy-efficiency projects that also created jobs and general prosperity. Locally, the Chicago Metropolitan Agency for Planning (CMAP) was awarded ARRA funds from the US Department of Energy to align all of the energy efficiency programs serving the Chicagoland region into one easily recognizable place. As CNT and CNT Energy had already helped establish the need for coordinated regional energy efficiency efforts through work on things like the Chicago Climate Action Plan, Chicago Regional Energy Snapshot, and the Municipal Energy Profile Program, we won a competitive bidding process to serve as CMAP's implementation agency, overseeing all the programs that would become Energy Impact Illinois.

Energy Impact Illinois (sometimes called "EI2") is an alliance of government organizations, nonprofits, and utility companies, dedicated to helping communities in the Chicago area become more energy efficient. The program helps homeowners overcome barriers that prevent them from making their homes more energy efficient by offering low- or no-cost energy assessments, instant rebates to cover upfront costs, and qualified contractors to do the home improvements.

The CNT Energy EI2 team developed an outreach strategy with some innovative (and fun) tactics. Among the most beneficial were house parties and community meetings to drive homeowner interest in energy efficiency. At the house parties, a program expert and local contractor demonstrate how homes can waste energy and what steps to take to fix it. Contractors use tools like a blower door to demonstrate how much air is getting in or out through small cracks and gaps, or infrared monitors to visually show temperature differences and exactly where insulation is missing. To date, more than 400 homeowners have hosted a house party.

Our community-based approach has turned people on to the topic of energy efficiency, and the program is successful because it's harnessing the power of neighbors talking to neighbors.

Our proposal to manage EI2 stressed that our work would establish a lasting retrofit marketplace which would create a virtuous cycle: lenders provide money to finance home retrofits and improvements, which reduces energy use and creates jobs. The low-risk lending opportunities are good for banks, the local jobs and preserved affordable housing are good for the regional economy, and the lowered energy costs and increased home comfort are good for residents.





# RIGHT SIZE PARKING CALCULATOR

# # 33

Seas of asphalt have become so central to our communities that we often don't question whether space devoted to parking could be put to better use. In the Seattle, WA area, King County Metro Transit took an innovative approach to this question with the Right Size Parking Calculator, an online decision-support tool developed by CNT for King County to estimate parking use for multifamily developments throughout the county.

By law, municipalities have minimum requirements for how many parking spots need to be included with every building. In many cases these laws can make it difficult to develop dense, walkable communities because they rely on one-size-fits-all standards and do not reflect the actual usage of parking.


King County researchers surveyed parking use at multifamily buildings throughout the county and found that in many places, parking was being overbuilt in King County. Most buildings supplied about 1.4 parking stalls per unit, but only about one stall per unit was actually being used. Surprisingly, this even rang true in areas far from Seattle's urban core.

Many factors influence parking use, such as building size, concentration of public transit services, proximity of jobs, and residential density. The Right Size Parking Calculator

estimates potential parking use based on these factors for any given parcel of land in the developed areas of King County. It also shows the financial impacts of bundled parking, which wraps parking costs into the price of rent and offers parking spaces that are inaccurately billed as "free." As the calculator shows, rents can be noticeably reduced when parking is unbundled from rent. For those who don't drive, this can lead to significant savings.

The calculator features an interactive map that shows the predicted number of stalls used per apartment unit. Users can select locations down to the individual parcel to see the estimated parking usage on every block in the developed areas of King County.

Along with tools like the Housing + Transportation (H+T®) Affordability Index and our other transit-oriented development work, the Right Size Parking Calculator offers a resource for making communities more walkable and location-efficient. Reevaluating how much parking is actually necessary in an area is an important first step in building compact, vibrant communities. CNT continues to challenge conventional ideas about how our cities are designed, and advocates for innovative strategies to rethink how we use urban space.



# #34 SURFACE TRANSPORTATION POLICY PROJECT

In the decades after World War II, the American urban landscape underwent a dramatic transformation. President Eisenhower's Interstate Highway System initiated a decades-long dominance of highways and cars in national transportation policy. Little attention—and even less federal funding—was paid to downtown transit and economic development. In fact, many of the Interstate investments were destructive of those interests.

That is, until late 1990. The Highway Bill was set to expire in 1991, and CNT co-founder and President Scott Bernstein saw this as an opportunity to elevate the importance of urban downtowns in transportation policy. Bernstein joined with other visionaries in transportation, environment, design, and economics, to form a group that sought to make cities a priority and reintegrate alternative modes of transportation into our national transportation strategy. The Surface Transportation Policy Project (STPP), as the group came to be known, developed an alternative vision and drafted legislative provisions for what should be included in the new transportation bill.

STPP found powerful allies in Senators Daniel Patrick Moynihan and John Chafee, who advocated on different sides of the aisle for the group's ideas as the legislation was crafted. The outcome was the bipartisan Intermodal Surface Transportation Efficiency Act (ISTEA), which enabled federal highway funds to be used on more sustainable mobility options, like cycling and mass transit. ISTEA altered the process for allocating funds to transportation projects by

giving more authority to metropolitan planning organizations (MPOs) and requiring that money could only be spent on projects that had been vetted through a regional planning process. Additionally, ISTEA required much greater citizen participation in the development of spending plans, providing a dramatic democratization of transportation planning.

ISTEA was one of the most significant pieces of urban policy that America has ever legislated. STPP helped put cities back on the funding map.

"The work of STPP was about more than concrete and steel," noted Bernstein. "It was really about people. When you see groups of children shepherded by adults and signs indicating Safe Routes to School, smart cards that make it easier to pay for multi-modal trips, dedicated bicycle lanes, and investments in things like new buses or trains, these were all made possible by spending 'highway' dollars on *outcomes* rather than *modes* of travel."

STPP demonstrated the value of advocacy in the federal process and provided an invaluable opportunity to promote CNT's ideals on a national stage. By encouraging transportation funds to be spent on urban infrastructure, ISTEA paved the way for increased investment in the city centers that had become so neglected in the era of the interstate.

Today, STPP has evolved into the Surface Transportation Policy Partnership, which convenes policy discussions across many disciplines focused on continuing transportation reforms in Congress.

Photo: clarkmawell via Flickr/CC license

*Having worked with CNT for about half of its existence,  
I can attest that **it has been one of the most  
consistently innovative nonprofits in the country.**  
CNT's roots in the Chicago region have allowed it to beta test  
new sustainability tools on the ground that have then  
gone on to have national and international impact.  
In this urban century, **CNT's insistent focus on a  
sustainability rooted in  
community engagement and place is vital.***

Hank Dittmar, Special Adviser to HRH The Prince of Wales  
on Global Urbanisation, The Prince's Foundation for Building Community

*For 35 years, CNT has been helping  
realize Cook County's potential by  
**developing its assets into jobs, economic vitality,  
and a healthier environment.**  
I look forward to what our continued partnership will bring.  
**Congratulations!***

Toni Preckwinkle, Cook County Board President



# MACARTHUR FOUNDATION'S #35

## AWARD FOR CREATIVE AND EFFECTIVE INSTITUTIONS

For 35 years, CNT has pioneered new approaches to urban problems that use resources more efficiently, reduce costs for households and communities, and improve the environment. While we've never needed validation, we've been privileged to receive recognition from organizations and individuals that we greatly admire. Chief among these honors: the prestigious John D. and Catherine T. MacArthur Foundation Award for Creative and Effective Institutions.

On April 28, 2009, CNT was one of only eight organizations worldwide to receive the award, which recognizes organizations that are "highly creative and effective, have made an extraordinary impact in their fields and are helping to address some of the world's most challenging problems."

At the award presentation, former MacArthur President Jonathan Fanton said, "The MacArthur Foundation has a long history of supporting organizations around the world like these that demonstrate the creativity, drive, and vision to make the world more just and peaceful. These organizations may be small but their impact is tremendous. From protecting human

rights to improving urban neighborhoods to conserving biodiversity, they are blazing new paths and finding fresh solutions to some of our most difficult challenges."

The award provided CNT the opportunity to build our capacity to respond to the growing interest in urban sustainability. It was an investment in our creative ideas and effective solutions to urban problems. We used the award to further move the issues of energy efficiency, housing, transportation, and sustainable development to the center of national attention. The award also enabled us to demonstrate that being resource-efficient—tapping the many assets urban neighborhoods provide—can actually lower the cost of living and increase household and community wealth.

"As we look back on our growth and plan for our future, we are continually grateful for this prestigious recognition," said Kathryn Tholin, CNT's Chief Executive Officer. "It not only provided the financial investment in our work but also gave us national recognition in urban sustainability, helping us change the conversation about what makes cities livable and affordable for all."

Photo: © Mary Hanlon 2009



*CNT is an innovative and creative organization that has maintained a strong focus on sustainability for over 30 years.*

***The new technologies and ideas  
CNT has developed have kept Illinois  
at the forefront of green innovation,  
and this award is a fitting tribute.***

Governor Pat Quinn, on CNT receiving the MacArthur  
Foundation Award for Creative + Effective Institutions

***CNT's role is unique and its impact is pronounced.***

*It has successfully bridged the gap between  
innovative practice and smart policy on transportation,  
housing, energy, climate, and a host of other domestic policies.*

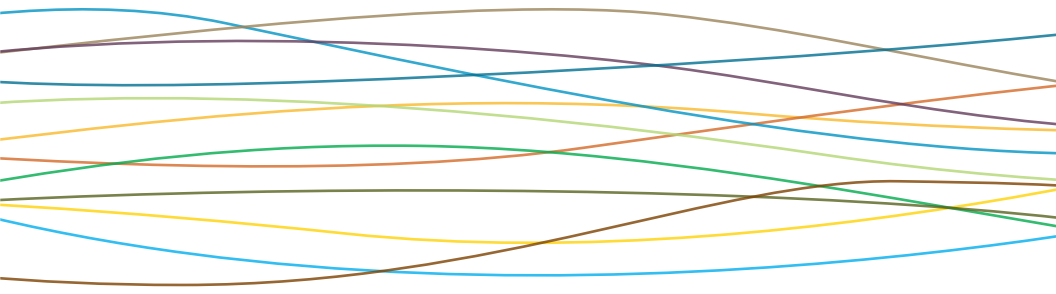
*This is a well deserved honor for decades of  
quality, provocative, effective work.*

Bruce Katz, Vice President and Director of The Brookings Institution's  
Metropolitan Policy Program, on CNT receiving the MacArthur  
Foundation Award for Creative + Effective Institutions

# HEARTFELT THANKS FOR 35 YEARS OF FUNDING + PARTNERSHIP

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**This is a big list!** Still, we know it may not recognize every contribution from the past 35 years. We certainly appreciate the depth and breadth of your support, and apologize for any omission.



CNT thanks all the people and organizations who made the work contained in these pages possible. We could not have accomplished these, and other projects big and small, without your support.

We hope you will continue to partner with us to build more livable and sustainable urban communities.

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