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Transcript of Committee On Strategic Planning And Service Delivery

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BEFORE THE CHICAGO TRANSIT AUTHORITY BOARD

COMMITTEE ON STRATEGIC PLANNING AND

SERVICE DELIVERY

Chicago, Illinois

Wednesday, September 11, 2024

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Transcript of Committee On Strategic Planning And Service Delivery
Conducted on September 11, 2024

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2 Delivery, held at:

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5 CHICAGO TRANSIT AUTHORITY

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13 Before Courtney Petros, a Certified Shorthand
14 Reporter and Registered Professional Reporter in
15 and for the State of Illinois.

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A P P E A R A N C E S

BOARD MEMBERS:

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REV. DR. L. BERNARD JAKES, VICE CHAIRMAN

ROSA Y. ORTIZ

MICHAEL EADDY

ROBERTO REQUEJO

ALSO PRESENT:

DORVAL R. CARTER, Jr., CTA PRESIDENT

KENT RAY, GENERAL COUNSEL

GEORGETTE GREENLEE, SECRETARY

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1 P R O C E E D I N G S

2 DIRECTOR ORTIZ: Good morning, everyone.
3 We're going to start today's presentation with the
4 Bus Vision project. Molly.

5 MS. GREENLEE: And let us all turn on the
6 microphones.

7 DIRECTOR ORTIZ: Great. Thank you, Molly.

8 MS. POPPE: Good morning, Director. I'm
9 Molly Poppe. I'm the chief planning and
10 innovation officer here at CTA. And I'm joined by
11 Cara Bader, the vice president of innovation and
12 strategy.

13 Joining us on the call today is Jarrett
14 Walker from Jarrett Walker Associates. And
15 Mr. Walker is a leading transit expert known both
16 nationally and internationally for his work around
17 transit and especially around service design and
18 network design.

19 So I'll have Jarrett introduce himself and
20 his team and then we'll start walking through the
21 presentation.

22 MR. WALKER: Thanks very much, Molly. I'm
23 Jarrett Walker. I do want to introduce Daniel
24 Constantino, who is here with me. Daniel is --

1 was our project manager and, actually, the author
2 of most of our report, the person who wrote most
3 of the words. And we are -- we look forward to
4 presenting this to you.

5 MS. POPPE: All right. Great. We can see
6 it, Jarrett. Can you go to the next slide for me?

7 MR. WALKER: Sure thing.

8 MS. POPPE: So I'm just going to do a
9 little bit of set up and then Jarrett and Daniel
10 are going to do the meat of this.

11 So the Bus Vision project was really a
12 chance for us to rethink our bus network. It was
13 something that we did start back in 2020. And the
14 goal really was to do a first-of-its-kind
15 comprehensive analysis of our bus network and
16 ensure that we had a good understanding of how bus
17 serves our community, conversations about
18 commuting patterns, about population, and, also,
19 other sort of emerging trends that we see that may
20 be impacting our bus network like ride hail, like
21 micromobility. And so it really was an analysis
22 on how do we think about the CTA bus network.

23 Can you go to the next slide for me?

24 And just a little bit more set up. So we

1 had some key questions that we charged Jarrett and
2 his team with for this framing report as they were
3 analyzing the bus network. And the next phase of
4 this framing report -- and we'll talk about it at
5 the end -- is really community engagement focused.

6 And so it really set us up -- and this
7 framing report has set us up for that
8 conversation. And the questions we wanted to
9 ensure that we were looking to analyze and ensure
10 was covered in this framing report was how well
11 does CTA bus network serve people of Chicago, what
12 goals and priorities should drive CTA's decision
13 about where and how often the bus operates, and,
14 lastly, how could the bus network change and
15 improve over the next two to five years and what
16 would it take for possible improvements to really
17 become real.

18 So that's just a little bit of set up.
19 I'm going to turn it over to Jarrett and team to
20 walk through their analysis in the framing report.

21 MR. WALKER: Thank you very much, Molly.
22 And thanks very much, everyone, for the
23 opportunity to present this to you.

24 Obviously, I think you probably all know

1 that the bus is an absolutely vital part of
2 Chicago's transit network. It is the thing that
3 serves virtually all of Chicago and carries about
4 60 percent of CTA's total ridership. It's also
5 highly affordable and ADA accessible.

6 We've seen that since the pandemic also in
7 that bus ridership has come back faster than rail
8 ridership, which is not surprising because the bus
9 is useful for going everywhere at all times of
10 day.

11 And as we've all seen, there is less
12 commuting into the Loop now but still a lot of
13 people going everywhere for all kinds of purposes
14 all the time. And that's really what the bus,
15 working together with the rail system, achieves.

16 Now, in the pandemic, we really saw how
17 essential the bus service is with a ridership
18 recovery that continues to be stronger than rail.
19 Compared to previous years, transit riders at the
20 height of the pandemic were, of course, especially
21 likely to have lower incomes, not have access to a
22 car, and hold essential jobs that can't be done
23 remotely.

24 I wrote an article at the time in -- in

1 Bloomberg called *In a Pandemic, We Are All Transit*
2 *Dependent*. And the point I was making back then
3 in April 2020 is that everyone who has the option
4 of staying home and having everything delivered to
5 them and feeling safe is only able to do that
6 because huge numbers of people are getting to
7 their jobs at the groceries, at the hospitals,
8 everywhere else they're needed to keep society
9 going. And, yes, black people were particularly
10 likely to be in that group of people who were
11 still riding.

12 What you see in this image is every bus
13 stop in the city colored according to how far
14 ridership fell in April of 2020 versus April of
15 2019, so how far ridership fell at the depth of
16 the pandemic. And the blue dots are places where
17 ridership didn't fall as much. And the red dots
18 are places where it fell most extremely.

19 And as you can see there's a real match
20 with the socioeconomics of the city here, with the
21 south side in particular and parts of the west
22 side being the places that continued to generate a
23 lot of transit ridership right throughout the
24 pandemic even as, obviously, ridership fell off a

1 cliff in places like the Loop.

2 Now, I wanted to talk a little bit about
3 how we try to define success when we're talking
4 about transit. And there are many ways to do it.
5 But one of the things that we find really
6 interesting is to talk about access to
7 opportunity, to talk about the question if
8 someone's in a particular place, how many
9 opportunities, jobs, or other opportunities, could
10 they get to in an amount of time they are likely
11 to have in their day, like, maybe 45 minutes each
12 way.

13 This image shows us how many more jobs can
14 I reach by transit in 45 minutes compared to the
15 jobs that are within two miles. In other words,
16 what we're doing here is saying, okay, a job
17 within two miles you can probably walk to, where
18 is transit really contributing massively to access
19 to opportunity.

20 And as you can see, it's primarily in this
21 inner band that range from a two-mile radius from
22 the Loop out to about a seven or eight-mile
23 radius. But you see, also, that there are greater
24 limitations to what transit is able to achieve in

1 the far south, in the far west, and, also, in the
2 far north. I'll talk about that in a minute.

3 But transit multiplies the number of
4 opportunities accessible for lower income people
5 many times over. It's really, really powerful in
6 doing that.

7 Now, how does the bus system do this? It
8 does this using a technique called a frequent
9 grid. Obviously, Chicago is a grid. Everyone
10 thinks in grids in Chicago. But there's a
11 particular power that you have in being able to
12 operate a frequent grid pattern of service. And I
13 want to just make sure you understand how that
14 power works.

15 So if you have a network that consists of
16 parallel north/south lines all running frequently
17 and parallel east/west lines all running
18 frequently and evenly spaced, then you can pick
19 absolutely any two points, just any two points at
20 all, any point A, any point B, and the way you get
21 there is the same, which is that you walk, you
22 don't wait very long because the service is
23 frequent, you ride, you get off, you make a
24 connection, you don't wait very long because the

1 service is frequent, you ride, you walk. And
2 those are the directions from everywhere to
3 everywhere.

4 So while your rail system is providing
5 this very powerful capacity into the Loop, your
6 bus system is providing this everywhere to
7 everywhere travel opportunity, at least to the
8 extent that it's operating frequently.

9 You don't have to pick favorites. You
10 don't have to decide whose trip is more important
11 than some other person's trip the way we so often
12 find ourselves having to do as planners. That's
13 the beauty of it.

14 But I have emphasize the high frequency is
15 critical. It's not enough to have a grid pattern
16 of lines on the maps. The buses have to be coming
17 soon so that the transfer is fast. And that's
18 what the makes the whole travel time reasonable.
19 That's what makes it work.

20 Now, you have on the left -- as shown on
21 the left, a reasonably robust grid during the day
22 on weekdays. If you look at the image on the
23 left, we've colored in dark red, the most
24 extremely frequent lines, 12 minutes or less, and

1 we've colored in pink the 13-to-15-minute lines.
2 But 15 minutes is the threshold at which
3 usefulness really starts falling off a cliff once
4 you drop below that effort because transfer times
5 become too long.

6 So as you can see if you look closely,
7 you've got a pretty complete one-mile grid. There
8 are lots of places of services every 15 minutes.
9 There are lots of places -- and this is very
10 sensible -- where on the half-mile streets,
11 there's a less frequent line. And that's okay
12 because most people on the half-mile street can
13 walk to the mile grid. So it's really just there
14 for those who can.

15 And, finally, of course, the grid fades
16 out a bit on the very edges. But, now, I want you
17 to notice what happens on the evenings, which is
18 the image on the right, weekdays at 9:00 p.m. The
19 grid is almost gone. There are very few segments
20 left that are really running frequently enough for
21 the grid to function as a grid.

22 And, yet, what's happening in the
23 evenings? Low income people are especially likely
24 to be traveling. That is when most retail jobs

1 close. It's when restaurant jobs are both
2 starting and potentially ending. There's an
3 enormous amount of travel that lower income people
4 need to do in the evening. And the network isn't
5 there for them.

6 One of the things we found over and over
7 again, especially since the pandemic, is that
8 turning up evening service will turn up midday
9 ridership because a lot of what transit is doing
10 for lower income people is making it possible for
11 them to not own a car, making that practical. But
12 for that to be practical, transit has to be there
13 whenever they need it. And if it isn't, we're
14 forcing more of them to buy cars, which is bad for
15 the city and also bad for them.

16 The grid also doesn't function as well on
17 weekends. So, again, the same map on the left,
18 but now on the right is the map at Sundays at
19 noon. This is better than the evening map, but
20 it's still quite a bit more limited.

21 And the important point about weekends,
22 again, is that people with lower incomes are more
23 likely to be traveling then. If you work in
24 retail, you almost certainly work on Saturday

1 because that's the busiest day in retail.

2 And so if you work in a service sector job
3 of any kind, you probably do not have weekends
4 off. So your -- for your life to be possible, you
5 have to be able to make these trips seven days a
6 week.

7 We have found for years that increasing
8 weekend service is a huge ridership boost across
9 the week. When we did the redesign of the Houston
10 network back in 20 -- way back in 2015, we were
11 able to bring weekend service all the way up to be
12 the same as weekday service but minus the rush
13 hour and got an absolute explosion of weekend
14 ridership as a result. There's a great deal of
15 suppressed demand there.

16 Now, finally, a bit of history. Before
17 2010, your network looked like the map on the
18 left. And then by 2019, it looked like the one on
19 the right. So there was a large service cut in
20 the spring of 2010. 16 percent of rail service
21 and 10 percent -- sorry -- bus service, 16
22 percent. This reduced access to opportunity by
23 weakening the grid and the service was never
24 restored.

1 I mean, there were obviously -- there,
2 obviously, have been lots of little changes, but
3 the big magnitude cut was never reversed. This
4 happens sometimes in transit, that a recessionary
5 disaster comes along and there has to be cut and
6 then somehow when the economy comes back, it's
7 never entirely restored.

8 So I want you to be aware of that history,
9 that the network used to be much more useful than
10 it is now. That's related to the decline of bus
11 ridership over the 20-teens, although, there were
12 a lot of other factors such as the rising
13 competition for Uber and Lyft and historically low
14 gas prices for some of that time.

15 Finally, I just want to take a moment to
16 talk about the racial dimension of this -- of
17 access to opportunity. Because it's important to
18 understand this and it's important to understand
19 how the problem of racial equity interacts with
20 your financial situation and your geography.

21 So when we calculate access to opportunity
22 by race -- so what's over in the far right column
23 here is how many jobs can somebody get to in 45
24 minutes. So what's sort of the universe of jobs

1 that they could compete for just in terms of their
2 ability to get to them? And what you see is that
3 it is better than average for white folks and
4 Asian folks and quite a bit worse than average for
5 black or African American folks.

6 The other thing to notice, though, if you
7 look at the first column, is that the problem
8 isn't the area they can get to. They can all get
9 to about the same amount of area. The problem is
10 that the area that black folks can get to tends to
11 have fewer jobs in it. That's very important.

12 The geography of that looks like this. If
13 I just map the city according to how many jobs are
14 within two miles, you see right away that the
15 parts of the city that are predominantly black in
16 the far south are the -- just further from
17 everything. And if you live down there, I
18 probably don't need to tell you that. To live in
19 the far south side is to just be further from
20 everything.

21 As a result, we have a situation in
22 Chicago where providing the same amount of service
23 to black folks as to white folks doesn't take the
24 black folks as far because they have to go further

1 on average. And that's the shape of your racial
2 equity problem and why it's difficult.

3 Now, obviously, this is a land use and
4 development problem rooted in historic
5 discrimination. I don't need to tell you about
6 that. But it is very important when you look at
7 this chart not to jump to the conclusion that CTA
8 is doing something inequitable or discriminatory.
9 CTA is deploying service as fairly as it can.
10 It's just that the geography is making -- is
11 creating this barrier to black folks, especially
12 in the far south side, who are just further from
13 the things they need, and, therefore, need more
14 service to do the same things.

15 So there's a tradeoff between equity and
16 ridership. Many black and Latino areas in the far
17 south and west need more transit per person to
18 access the same level of opportunity.

19 So this is a question about when you talk
20 about equity, what's the thing you're going to try
21 to equalize? Is it how many places people can get
22 to? Or is it simply the quantity of service we
23 provide? And what you're seeing is if you just
24 equalize the quantity of service you provide, that

1 isn't enough to equalize their access to
2 opportunity because they have a harder
3 transportation problem because they are just
4 further from things.

5 So their service tends to be more
6 expensive per passenger. We have to carry them
7 further, which costs more. So if the only goal is
8 ridership, that service is hard to justify.

9 So here's the challenge. Without new
10 funding, CTA will face a painful choice between
11 ridership and equity. Because as you know, right
12 now, public funding carries a 50 percent farebox
13 recovery requirement, which, I would add, is
14 utterly unrealistic by U.S. standards now, utterly
15 unrealistic, since the pandemic, pretty
16 unrealistic even before the pandemic.

17 If that continues to be the measure you
18 cannot -- if that continues to be the measure and
19 you don't have any more resources to run more
20 service, you cannot address the equity needs of
21 disadvantaged areas in Chicago. The ridership
22 requirement will prohibit you from doing that. So
23 to improve equity, the options are either to
24 change the performance standard or expand funding

1 or maybe both.

2 One other beat of good news, though, one
3 other thing you can work on that doesn't involve a
4 tradeoff is speed. Chicago's local buses are very
5 slow. Faster service -- anything you can do to
6 speed up the service means several good things.
7 You get a nonlinear payoff here.

8 Faster service is less expensive to
9 operate because we pay for transit by time, not
10 distance. You we pay drivers by the hour, not the
11 mile. Faster service is good for ridership and
12 faster service is good for equity because it helps
13 people get out of those very remote parts of the
14 city and get to more opportunities quickly.

15 But improving speeds requires reallocating
16 street space and building new infrastructure to
17 give buses priority. And that's another thing
18 that I know you're working on.

19 So with that, I'll pass it back to Molly.

20 MS. POPPE: Thank you so much. So what
21 Jarrett walked through, that's a framing report.
22 The analysis that came from Jarrett and his team
23 is now setting us up for the public conversation
24 about Bus Vision.

1 And he talked about this a little bit as
2 it relates to speed and what we're working on.
3 The Better Streets For Buses plan, you can really
4 think of this as the sibling to Bus Vision. Bus
5 Vision is really the conversation about the
6 network design, what does the service look like.
7 Better Streets for Buses is the conversation about
8 what does the street infrastructure look like, how
9 do we speed up buses on the street, how do we give
10 priority to buses on the street.

11 And so we really see both of these
12 projects working in tandem and both being
13 necessary. You wouldn't want to do one without
14 the other. You really want to tackle both, the
15 network redesign, having the conversation with the
16 public about the network and about the service
17 that they want as well as having, then, the
18 conversation again with the community and also
19 with our partners at CDOT about what does the
20 street infrastructure need to look like, how do we
21 prioritize bus on the street.

22 So as I mentioned, we are starting the
23 public conversation. We did launch that in the
24 beginning of July. We've had a number of survey

1 responses that have come in from customers and
2 residents. We also have done a popup event at the
3 Austin Town Hall Farmers' Market. And we've been
4 engaging some transit advocacy groups throughout
5 the community to expand the reach to start to have
6 the conversation with the customers about those
7 tradeoffs.

8 And so, really, when we talk about the
9 tradeoffs -- and Jarrett talked about this a
10 little bit -- it's ridership and equity and what
11 are the other components of the service that
12 riders want us to prioritize, how do they want us
13 to think about bus stop spacing, for example,
14 where maybe are we missing service in our network
15 that has new ridership that we should start to try
16 to capture, what do we want to think about
17 frequency.

18 So those are really all of the
19 conversations that the framing report analyzed and
20 that then we're now having with our riders on how
21 do we start to prioritize that. And how that will
22 ultimately manifest itself is within the CTA
23 service standards and policies.

24 And so within those CTA service standards

1 and policies, that's how we detail our service
2 standards. It's how we determine the frequency
3 and the network. And so how -- part of the
4 conversation is how could CTA make different
5 choices. And the service standards and policies
6 basically allow us to do that in changing
7 conditions from one year to another.

8 And so when we start to have the
9 conversation with the public and get that feedback
10 in, we'll update those service standards to start
11 to reflect what the community wants to see and
12 start to make sure that the community is telling
13 us we want you to prioritize equity, for example.
14 That's what we want. So that means our service
15 standards start to change, right? And so that's
16 where we're in conversations now and where we're
17 moving.

18 And then the last slide is just -- we did
19 an initial review -- sorry, Jarrett. Next slide.

20 We've done the initial outreach. And then
21 in the fall, we're doing even more popup events.
22 Additionally, we have a scope that we are
23 finalizing to have a further expanded community
24 outreach activities. The scope will be released

1 through our general planning contract here towards
2 the end of the year. And we will then be doing
3 outreach throughout the end of 2024 into 2025.

4 And then we anticipate having a Bus Vision
5 recommendation report issued towards late 2025.
6 And then my team will begin working on how do we
7 implement those service standards, how do we start
8 looking at ensuring that we make those changes to
9 our bus service that is reflective of what the
10 community is asking for.

11 And if you'll permit me, I just want to
12 give a quick shout out to two individuals on my
13 team who have worked very hard on this, Jon
14 Czerwinski, who is a director of service planning
15 and traffic planning, and then Jen Henry, who is
16 the director of strategic planning. Both of them
17 have been working diligently on the Bus Vision
18 throughout the last couple of years with Jarrett
19 Walker and Associates. And then they'll also
20 continue to move this forward over the next couple
21 of years.

22 Cara, is there anything that I missed that
23 you wanted to touch on?

24 MS. BADER: No. I think you covered it,

1 Molly.

2 MS. POPPE: Great. Any questions,
3 Directors? Do you have questions for myself or
4 questions for Jarrett?

5 DIRECTOR ORTIZ: Yeah. No. Thank you. I
6 really appreciated the overall report and us
7 spending some effort into understanding where and
8 how different components play a role in our bus
9 service, particularly. I appreciated the data a
10 lot. So, thank you.

11 Also, wondering as we're looking -- so two
12 things. If you're doing surveys, often, that
13 requires internet access. And so, often, we've
14 also identified that in communities with lower
15 incomes, communities of color, their access to the
16 internet is just slightly harder. So if we can
17 think through that as well. As we're looking to
18 collect more surveys, it would be great to kind of
19 think through that as well.

20 And then the other part is I know this is
21 a great process and it takes time. But in the
22 meantime, are we coordinating anything with CDOT
23 so that we're advancing things on a parallel track
24 versus just waiting for this and then moving on?

1 MS. POPPE: Yeah. And so we have the
2 Better Streets For Buses plan. We've launched the
3 Better Streets For Buses corridor study. So we'll
4 start studying -- that's actually out on the
5 street right now for RFP, I believe. And so the
6 five corridors that we'll be studying will begin
7 that studying process. So that is moving forward.

8 But then, additionally, we have bus
9 priority zones, which is a conversation that we
10 work with CDOT to identify different pinch points
11 along a bus route that we can make strategic
12 infrastructure investments to speed up the bus
13 now.

14 So what I would say is all of these are
15 moving on dual tracks. We're looking at where can
16 we do quick investments now, maybe they're not a
17 whole corridor, they're those specific pinch
18 points, and where can we sort of set ourselves up
19 for this longer-term revisioning.

20 And then I would note as well, on the
21 service side, you know, I -- we announced last
22 week the extension of Ashland Avenue route. So
23 that's something that we continue to work on and
24 continue to look for where are those extensions,

1 where are those sort of realignment of routes that
2 we can start doing now that we know make sense
3 while we wait for the Bus Vision.

4 Because, you're right, we don't want to
5 say, hey, we're studying something, and then three
6 years later we finally actually implement
7 something. We want to be able to start saying and
8 -- take the lessons and learnings that Jarrett has
9 provided us already and start putting those into
10 practice now.

11 DIRECTOR ORTIZ: Thank you.

12 MS. GREENLEE: Other questions. Director
13 Requejo. I'm sorry. President Carter.

14 PRESIDENT CARTER: Thank you. I,
15 obviously, don't have a question, but I would like
16 to talk a little bit about the report itself and
17 the findings that came out of it.

18 And I think one of the things that I hope
19 you took away from Mr. Walker's comments is that
20 there's a lot of similarities between what he has
21 been saying about what's going on with our bus
22 system and its impact and you've heard me say
23 about what's been going on with CTA in general.

24 I also would want to remind you that -- to

1 really focus on his comments about the funding
2 aspect of this discussion. Because that, quite
3 honestly, is the discussion we're having with
4 Springfield right now. The reality is -- and
5 Mr. Walker didn't go through the entire history of
6 CTA service cuts, but that history goes back to
7 the 1970s. And if you look at the service -- the
8 bus service we were providing back then compared
9 to what we're providing today, it's like night and
10 day.

11 I agree 100 percent with Mr. Walker's
12 conclusions about the impact for what our service
13 looks like today. And the reality is our
14 inability to restore that service particularly
15 overnight and weekends is a direct result of the
16 funding issues that we've been facing that have
17 been deteriorating with CTA for decades.

18 So when I talk about the inequities at
19 CTA, that's what I'm talking about. That's the
20 visual representation of the issue that I have
21 been raising. And the reason why -- we're going
22 to fix this problem. We need to fix it right.

23 We have spent way too long patching
24 together a system of funding that has only

1 resulted in inequitable outcomes particularly to
2 communities of low income and color. And the
3 opportunity to fix that is where we are today.

4 That is why this discussion is so
5 important and that is why, at the end of this
6 discussion, we need to end up not only with more
7 money but an allocation of that money in a way
8 that allows us to provide the level of services
9 that we are uniquely capable of and responsible
10 for in this community.

11 CHAIRMAN BARCLAY: President Carter, it
12 would seem to me that this has been one of the
13 clear-cut cases that I've seen articulated that
14 talks about the inequity and the service. And I
15 think this would be an excellent opportunity for
16 those legislators who represent and make up the
17 districts here in the urban area, in our service
18 area, to actually get this briefing.

19 Because I think he articulated very
20 clearly the disparity in services and ties it to
21 the funding as well, as you've just said. So,
22 clearly, I think that this would be a good tool to
23 gain further support through our legislators if
24 they saw this kind of information. I hadn't seen

1 this laid out quite like this, but I thought this
2 was an excellent presentation.

3 PRESIDENT CARTER: We have certainly had
4 that conversation, Molly and I, also about how we
5 get this report more widely distributed and, in
6 particular, the possibility of having Mr. Walker
7 testify particularly at the Transportation
8 Committee hearing so that he can present to them
9 the same conclusions that we have reached around
10 all of this.

11 As you know, I have been asked over and
12 over again about what -- you know, what the future
13 would look like if we got the money that we asked
14 for. And I keep reminding people that the future,
15 in many ways, looks like the past. And it starts
16 with just restoring what we used to provide at a
17 level that allows us to provide the services that
18 we need.

19 Then you start talking about what else you
20 would do above and beyond that, but you can't just
21 erase the history of what's happened at CTA and
22 then just say we'll just start fresh from here
23 because we're in a hole in terms of our service,
24 in terms of our equity. And there's an

1 opportunity now to fix that.

2 And I agree that we need to make sure that
3 everyone, including our local elected officials,
4 understand what Mr. Walker has, I think, clearly
5 laid out and what we have been trying to
6 articulate for, you know, months as part of the
7 bigger problem here that needs to be addressed.
8 And I'm prepared to do that.

9 MS. GREENLEE: Other questions or
10 comments? Director Requejo.

11 DIRECTOR REQUEJO: Just in the same line
12 as President Carter was mentioning, there's one
13 slide that has a statement saying that this is a
14 land use and a development problem rooted in
15 historic discrimination, which is a way of saying
16 racist policies that have been going on in the
17 city for a century plus.

18 If that is the root problem, I think we
19 need to go to the root cause to fix all this. It
20 was clear in the presentation, but I think it
21 could be made clearer, as the President was
22 mentioning, by doing two things. One is to show
23 that history of policies, decisions that were
24 made, unfortunately, by CTA too at some point and

1 go back before the '70s. Because this is
2 connected to the red lining and many other
3 policies that destroyed neighborhoods in Chicago.

4 And I think that part we could make it
5 more explicit and name, you know, how this
6 happened, Department of Planning, Department of
7 Transportation, all the elements that came
8 together to start dismantling infrastructure that
9 existed in our neighborhoods.

10 So that part, I think, would be helpful.
11 I would think about presenting to legislators and
12 others as well as the voice of the community
13 themselves who were affected by this. Because the
14 ones who know best what happened to their
15 neighborhoods are the community-based
16 organizations that used to have a vibrant,
17 walkable community served by street cars and then
18 with buses and trollies, etc., they got nothing
19 now.

20 So that part, I think, would be helpful to
21 include in next versions of this. Because the
22 maps are always helpful to see things at the high
23 level, but they don't go to the heart the way they
24 could be.

1 And then the second comment would be there
2 is this other map where we show more recently the
3 dismantling of service that took place in 2007
4 versus today, right, the comparison of the two.
5 In the context of those conversations we're having
6 around funding with legislators, there's been a
7 lot of doom scenario and what would happen if,
8 right? And that's fine to scare people. But we
9 don't have the joy scenario, right?

10 And the joy scenario would be how much do
11 we need to bring this back, right? And what would
12 be the cost, first, of doing, like, the basic
13 justice that we would need to do just to return to
14 2007, but I would appreciate some of the costs of
15 scenarios that go above and beyond what this bare
16 minimum is and what would it take, what would the
17 cost be, to get people excited about what's
18 possible with that \$1.5 billion that people asking
19 about rather than concentrating on all the doom
20 and all the gloom that will happen if we don't get
21 the funding.

22 So just those two comments.

23 MS. POPPE: I'll be bringing some joy in
24 about an hour, so we'll have some joy.

1 DIRECTOR ORTIZ: You're fast.

2 MS. GREENLEE: Director Jakes.

3 VICE CHAIRMAN JAKES: I'm fine. Thank
4 you.

5 MS. GREENLEE: Director Eaddy.

6 DIRECTOR EADDY: Yeah. What came to me as
7 I was reviewing this is the access to opportunity
8 by race. And I concur with Chairman Barclay.
9 Certainly, as I look at this, those legislators,
10 especially those locally that represent the
11 Hispanic, Latino, black, African American, I think
12 this is something that needs to be definitely
13 shared with them in light of this. This was quite
14 eye-opening for me to see this in this format.

15 And I'd take it just even maybe one step
16 further. Because sometimes it takes the community
17 to lay some pressure on the legislators and
18 elected officials. Some kind of way, this kind of
19 information needs to get down to a community level
20 with community organizations. They need to
21 understand this as well and see this as I have
22 seen it today.

23 And I think that as troubling as it was
24 for me to see it, I realize that this can be

1 corrected. I think that from that community
2 organization level, leaning on elected officials,
3 I think we can begin to see this thing moving,
4 especially in terms of identifying or pushing for
5 more funding.

6 So that's my view.

7 MS. POPPE: Thank you, Director.

8 DIRECTOR ORTIZ: Thank you, Molly.

9 MS. POPPE: Thank you, Jarrett.

10 MR. WALKER: Thank you, everyone.

11 DIRECTOR ORTIZ: All right. As mentioned
12 before, I'm Rosa Ortiz. And I am the vice chair
13 of the Strategic Planning Committee.

14 And I would like to officially now call to
15 order our September 11 meeting of the Committee on
16 Strategic Planning and Service Delivery.

17 Georgette, can you please call the roll.

18 MS. GREENLEE: Director Ortiz.

19 DIRECTOR ORTIZ: Here.

20 MS. GREENLEE: Director Requejo.

21 DIRECTOR REQUEJO: Present.

22 MS. GREENLEE: Chairman Barclay.

23 CHAIRMAN BARCLAY: Here.

24 MS. GREENLEE: Director Ortiz, you do have

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1 a quorum. I will also note for the record that
2 you have Director Jakes in the meeting and
3 Director Eaddy in the meeting.

4 DIRECTOR ORTIZ: Thank you.

5 Our next order of business is the approval
6 of the December 13, 2023, meeting. May I have a
7 motion to approve?

8 DIRECTOR REQUEJO: So moved.

9 CHAIRMAN BARCLAY: Second.

10 MS. GREENLEE: It's been moved by Director
11 Requejo, seconded by Chairman Barclay that the
12 minutes from the December 13th, 2023, meeting be
13 approved.

14 We'll take a roll call vote.

15 Director Requejo.

16 DIRECTOR REQUEJO: Yes.

17 MS. GREENLEE: Director Ortiz.

18 DIRECTOR ORTIZ: Yes.

19 MS. GREENLEE: Chairman Barclay.

20 CHAIRMAN BARCLAY: Yes.

21 MS. GREENLEE: The motion passes.

22 DIRECTOR ORTIZ: Thank you.

23 Since there is no further business to
24 conduct, may I have a motion to adjourn?

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1 DIRECTOR REQUEJO: So moved.

2 MS. GREENLEE: Chairman Barclay?

3 CHAIRMAN BARCLAY: Second.

4 MS. GREENLEE: It's been moved by Director
5 Requejo, seconded by Chairman Barclay that the
6 meeting be adjourned.

7 We'll take a roll call vote.

8 Director Requejo.

9 DIRECTOR REQUEJO: Yes.

10 MS. GREENLEE: Dr. Ortiz.

11 DIRECTOR ORTIZ: Yes.

12 MS. GREENLEE: Chairman Barclay.

13 CHAIRMAN BARCLAY: Yes.

14 MS. GREENLEE: The motion passes. Thank
15 you, Director Ortiz.

16 DIRECTOR ORTIZ: Thank you. We've
17 adjourned.

18 (Off the record at 9:41 a.m.)

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CERTIFICATE OF SHORTHAND REPORTER

I, Courtney Petros, Registered Professional Reporter and Certified Shorthand Reporter, the officer before whom the foregoing proceeding was taken, do hereby certify that the foregoing transcript is a true and correct record of the testimony given; that said testimony was taken by me and thereafter reduced to typewriting under my direction; that reading and signing was not requested; and that I am neither counsel for, related to, nor employed by any of the parties to this case and have no interest, financial or otherwise, in its outcome.

IN WITNESS WHEREOF, I have hereunto signed this 13th day of September, 2024.



COURTNEY PETROS, RPR, CSR

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Transcript of Committee On Strategic Planning And Service Delivery

Conducted on September 11, 2024

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