



Task Force Summaries

Introduction

In June 2000, the Department of Planning and Development began a bold plan for Chicago's Central Area. The planning process has been guided by a Steering Committee comprised of leaders from the business, government, and civic sectors. A key role of the Steering Committee is to review vision, policy, and project recommendations that emerged from Task Forces organized around seven key areas:

- **Office**
- **Residential**
- **Retail**
- **Tourism**
- **Culture and Education**
- **Transportation**
- **Urban Design**

The task forces included over 120 experts and opinion leaders who are well versed in the state of downtown development.

This chapter presents the task forces' assessments of the key challenges and opportunities facing the Central Area.

Recommendations Emerging Across Task Forces

The Civic Realm

- Expand the Central Area's Open Space system to include the Chicago River Corridor and new plazas, lakefront and neighborhood parks, and high-quality streetscapes.
- Develop the Chicago River Corridor as a shared amenity with public access, promenades, parks, and high-quality mixed-use buildings.
- Stimulate innovative design to reaffirm Chicago's reputation as a leader in great urban architecture.
- Support the growth and vibrancy of cultural and educational institutions to enrich life downtown.
- Add new public schools in response to actual demand. Education can be provided through innovative programming within existing cultural institutions and adaptive reuse of downtown buildings.
- Federal, state, and county funding should be focused on improving the urban environment, transit, leisure and convention tourism, and education in Chicago.

Land Use and Districts

- Preserve and strengthen the distinctive character of unique buildings and districts, including historic buildings and districts.
- Extend the office core into the West Loop to better utilize the existing infrastructure, major commuter rail stations, highway access and availability of development parcels.
- Direct and strengthen residential neighborhoods around the core office district.
- Emphasize office development within the West Loop, limiting residential development.
- Develop clear land use priorities for the development of large land parcels and rail yards
- Emphasize public access to the Chicago River, particularly in the Southwest Loop.
- Create a focused retail strategy for commercial streets that targets places for neighborhood, downtown, and contemporary retail.
- Preserve industrial development within Planned Manufacturing Districts and designated industrial corridors.
- Support transit-oriented development within neighborhoods and business districts.

Transportation and Access

- Improve downtown-to-airport connections.
- Improve east - west connections in the Central Area south of Congress Parkway.
- Reconnect the north and south districts of the Central Area across Congress Parkway.
- Relate density of development to availability of transit.
- Support convenient public transit to and within the Central Area.
- Improve way-finding and connections between regional rail, rapid transit and bus systems, and available parking.
- Improve signage and programs to help residents and visitors navigate downtown.

Office Task Force

Chicago's downtown office district has many attributes that point to a strong future

- Its prominence as a share of the total metropolitan office inventory
- The large and growing residential presence in the Central Area
- The existence of other complimentary land uses including hotels, convention facilities, retail, cultural institutions, and institutions of higher education
- A good public transit and system

It faces challenges, at the same time, including:

- A significant part of downtown Chicago's employment base is tied to the exchanges, institutions with an uncertain future
- Due to cumbersome and unpredictable zoning and building permit processes, costs associated with construction exceed those in the suburbs
- The cost of doing business in Chicago exceeds that of the suburbs because of higher taxes and labor rates, while certain services are inferior, particularly power

Conclusions

- Parts of the downtown make sense for development of high-density office, given proximity to regional transportation hubs, other high-density office, and locational magnets like the courts and other government buildings.
- The West Loop, from Randolph on the north, Van Buren on the south, east to the River and west to the Expressway, is a logical location for office growth.
- Parts of the downtown are less appropriate for high-density office development as it can strain infrastructure and put pressure on other land uses that are important.
- Eliminate impediments to the downtown's competitiveness as an office location:
 - streamline the building permit process
 - provide telecommunications infrastructure coordination through projects like Civicnet
 - continue efforts to upgrade the Chicago public schools
 - improve public transit to the airports and circulation around the Central Area
 - encourage the provision of high-quality electricity in sufficient quantity to meet future demand.
- Encourage infrastructure investments in the Central Area, particularly mass transit improvements, that will allow the Central Area office market to capture 50% of regional demand for new space.

Residential Task Force

Preliminary Recommendations

- Develop downtown neighborhoods as safe and healthy places to live, with sufficient light within dwelling units, parks and green space, and attractive streetscapes.
- Provide a broad range of housing options in the downtown market for young workers, students, empty nesters, families, and the elderly.
- Promote affordable housing through the redevelopment of public housing, City of Chicago affordable housing programs and creative uses of TIF funds.
- Provide 100% accessible public infrastructure.
- Encourage mixed uses that support 24-hour, viable urban districts where appropriate.
- Direct high-density residential development near high-capacity streets and transportation facilities.
- Outside the core office district, develop the Chicago River as a vibrant, predominantly residential, mixed-use spine with continuous access to waterways, parks and plazas, and restaurants.
- Create a rich pedestrian experience, mixing historic character with new architecture in residential areas.
- Preserve significant historic buildings for a variety of neighborhood uses.
- Concentrate convenient retail development along targeted streets and intersections to meet residents' daily needs.
- Support market-driven demand as it develops.

Areas Needing Further Discussion and Research

- Determine the appropriate density, mix and location of new residential development.
- Develop clear zoning regulations to achieve the City's vision.
- Develop housing over the railyards on the west side of the river, south of Congress.
- Explore intermodal transportation in the Central Area (NEV).
- Encourage residential uses in character districts that are already low-rise.
- Organize auto and truck access during rush hours.
- Provide parking to meet real needs and include parking area in FAR requirements.
- Avoid overly dense development resulting from too much use of zoning bonuses on a single block.
- Provide tax credits and development transfer rights to landmarks and property improvements that benefit the public.
- Focus family residential development on the outer edges of the Central Area, where land is more affordable and available.
- Locate retail within targeted areas rather than requiring it in all new development.
- Explore the establishment of a "light manufacturing zone" for industry that would be compatible with residential development.

Residential Task Force (continued)

Innovative Ideas and Projects

- Build housing over the railroad tracks on the west side of the river.
- Re-design downtown public schools: offer after school programs, encourage “schools without walls” concept by offering classes at cultural institutions and other sites.
- Encourage downtown residents to use New Urban Vehicles, including electric or more compact cars.

Retail Task Force

Preliminary Recommendations

- The increasing aggregate buying power in the Central Area is increasing the demand for retail. The demand comes from a growing number of office workers, visitors, and residents.
- Retail needs a safe and secure environment. It needs to be accessible by foot, car, and public transit.
- A model is needed to determine how retailers’ physical requirements can fit into the urban pattern of Chicago. Attention needs to be paid to traffic, signage, parking, building materials, and physical design.
- Retail can be used to support “places” such as parks, plazas, and the Chicago River Corridor by helping provide a program for such spaces.
- More after-work venues will keep workers and students downtown in the evenings to support local retailers.

Areas Needing Further Discussion and Research

- What are priorities for the Central Area Retail Plan?
- What are the planning implications, and economic benefits, of office worker, resident, and visitor markets?
- What opportunities are created, and how can Chicago capitalize on them, for the expansion and diversification of the city’s retail economic base by virtue of the transformations occurring to the South and West Loop districts? These include the emergence of new residential communities; the potential availability of land formerly used for warehousing, manufacturing, and railroad-related operations; and development investments being made to McCormick Place, the Lakeside Press properties, Chinatown, Bronzeville, University of Illinois, et al.

- Are there any appropriate places for larger “big box” retailers in the expanded Central Area? If so, what guidelines should there be for siting, building design, parking, and delivery access?
- What type of retail development, if any, should be encouraged and discouraged along the Ohio-Ontario corridor?
- Given the proliferation of hotels in the peripheral locations along the river, in Streeterville, and Illinois Center, should future hotels be encouraged closer to existing office and retail concentrations to maximize economic synergy and business visitor convenience?
- Is street congestion having a negative effect on the quality of retail experience for certain market segments?
- Should the City require ground-level retail in all new office buildings or just along targeted streets?
- What kinds of retail are needed in the Theater District?
- Should Block 37 incorporate significant “arrival” space and amenities for transit users?

Innovative Ideas and Projects

- Create a Blues/Arts/Incubator Museum District in Motor Row along South Michigan Avenue near McCormick Place that begins to bridge Bronzeville with McCormick Place and the Loop.
- Create after-work experiences tied to transit nodes.
- Include additional visitor experiences along the Chicago River Corridor.
- Create multiple retail nodes that may help reduce traffic congestion and provide services closer to residences, such as in the South Loop area.
- Promote culturally diverse market/fairs for merchandise and food to showcase neighborhood merchants.

Tourism Task Force

Preliminary Recommendations

- The future health of Chicago’s tourism industry depends on a blend of key components: hotels; attractions/product development; access and circulation; exhibit space; convention/business visitors; family visitors; sustainability; promotion and marketing; and theatres and product development.
- Look to international models for rapid transit. Heathrow to London is fast but costs \$25/person.
- Provide “seamless” transportation for visitors, beginning with airport arrival.
- Improve transportation to museums, rail stations, and attractions
- Improve signage at airport and on transit
- Improve motor coach parking, since a full bus yields \$33,000 in visitor purchases.

- Connect downtown to the neighborhoods. Visitors from Europe are used to staying in neighborhoods. (This would be easier if transit were seamless.)
- Build on the “huge” opportunity to link international shoppers to the Central Area
- Develop more attractions around McCormick Place.
- Improve cross marketing opportunities with between the City and State.
- Promote the lakefront outside downtown as a major tourist asset.
- Identify alternative locations for tour boats to relieve crowding of the river and locks.
- Develop and promote weekday visitor attractions to extend stays after big shows.
- Publicize events must well over a year in advance in promotional brochures.
- Encourage economic diversity on North Michigan Avenue in case of a downturn in the economy.
- Improve access to and movement around North Michigan Avenue.
- Emphasize the more efficient use of existing sources of funds rather than the creation of new ones.
- Improve first quarter activities to boost occupancy in Central Area hotels by 15%.
- Encourage the City to continue to pursue mega-events.

Areas Needing Further Discussion and Research

- Continue to look at third airport opportunities, at Peotone or Gary as, according to a Booz Allen study, O'Hare will run out of capacity in 2018 if the economy continues to grow.
- Determine how to create a \$100 million/year fund to build infrastructure.
- Study express trains to Midway and O'Hare with baggage check-in at a downtown location.
- As the West Side is grows, locate family hotels near the train stations.
- Explore new museum concepts, including: transportation; architectural remnant park; maritime; large equipment; high-tech electronics; music using Grammy material stored in New York.
- Look at Passenger Facility Charges to enhance the arrival/departure experience.
- Study the need for a connection between Midway and O'Hare.
- Look at international models to increase tourism, including more multilingual tours and a focus on cultural attractions and natural features.
- Include the tourism industry on decisions involving use of the amusement tax and MPEA dollars.
- Increase the supply of inexpensive long-term remote parking.
- Establish a transportation fund with tourism taxes.
- Determine what entertainment amenities new downtown residents want.
- Determine the best locations for the next 1,000-room hotel. Would it be near McCormick Place?
- Determine the future demand for 1,500 - 2,000- room hotels.
- Assess how to stimulate affordable hotel development and preserve it for families.

Innovative Ideas and Projects

- Create a series of islands – possibly as a National Park — to extend the use of the lakefront.
- Redevelop the Franklin Point site as a place for family hotels or an amusement park.
- Make the Chicago Auto Show the product introduction event for national and international automakers to show Chicago to the world.
- Stage events like London's Chelsea Garden Show in Millennium Park.
- Develop a system of kiosks providing up-to-the-minute visitor information.

Culture and Education Task Force

Preliminary Recommendations

ELEMENTARY AND HIGH SCHOOL EDUCATION

- Downtown institutions can play a stronger role to familiarize children and teens with the resources of the Central Area to make the downtown a tool for urban learning.
- Partnerships with corporations and institutions can strengthen and broaden programs for learning.
- The growing demand for local schools can be met through the adaptive reuse of existing buildings.

HIGHER EDUCATION

- Support the health and presence of central area educational institutions.
- Encourage downtown institutions to develop programs for life-long learning for all Chicago residents.
- Encourage more efficient use of land through shared and mixed-use facilities.
- Encourage educational institutions and their buildings to reflect and relate to the urban fabric.
- Create a committee of government, businesses, and schools as a communications device to develop new programs. Foster links between government, businesses and schools so Chicago stays “ahead of the curve” in higher education.
- Foster links between businesses and cultural and educational institutions to increase availability of resources to businesses.

Culture and Education Task Force (continued)

CULTURE

- Elevate Chicago as a regional cultural center. This can help to change attitudes toward the importance of the city overall for the nine million residents of the metropolitan area.
- Make the health of culture a regional issue with more regional contributions (not just property taxes).
- Cultivate the diversity of content and scale of cultural attractions.
- Make art and culture elements a component of mixed-use nodes in the South and South West Loop.
- Locate new museums and cultural places strategically to encourage developing areas.

POP CULTURE

- Encourage new entertainment destinations for central area residents, including the clustering of music clubs and galleries.

THEATER

- Find ways to showcase non-Loop Chicago theaters in appropriately scaled venues.

LIBRARIES

- Create new, smaller libraries using the Chicago Public Library Express model.

Areas Needing Further Discussion and Research

- How does the City showcase Chicago artists in infrastructure projects?
- How do we define and expand the importance of public art?
- What is the potential impact of the expansion of non-profit ownership of buildings on the local tax base?

Innovative Ideas and Projects

- Create a CPS-supported arts high school in the Central Area.
- Develop a shared preparation and construction facility for theaters and performing arts organizations.
- Develop a shared rehearsal space for performing arts organizations.
- Create a digital Technology Center so technology tools are available to local artists.
- Create a museum incubator, perhaps in the Motor Row buildings.
- Develop new museums such as a Museum of the City of Chicago, Musical Heritage Museum, outdoor museum along the Chicago River, or a Chicago Communities Museum.

Transportation Task Force

Transportation and Access Guiding Principles

- Encourage a balanced transportation system, making it convenient for commuters, shoppers, visitors and others to use transit, walking, biking, taxi or private auto.
- Maintain or increase transit's share of trips as downtown grows.
- Make the transportation system more user friendly through better signs, communication, etc.
- Scale new development to be compatible with transportation capacity
- Maximize the utility of the existing transportation system.
- Maintain or upgrade the existing transportation system to a consistent level.

Preliminary Recommendations

- Improve intermodal connections between transit services, especially rail to bus.
- Use new technologies to improve traffic in the downtown.
- Improve transit access between major rail systems and major activity centers.
- When multiple modes serve a land use, give preference to transit first.
- Expand and modernize the transit system to provide better service from outlying areas to and within the Central Area.
- Extend the street grid network into developing areas, including the South Loop.
- Improve the management, capacity and connectivity of the existing roadway system.
- Devise a parking strategy that is consistent with available street capacity and avoids negative impacts on transit and pedestrians.
- Encourage bike use by improving downtown bicycle facilities.
- Improve downtown's "walkability" by fixing inadequate or missing pedestrian connections.
- Extend the pedway system to high-volume transit stations.
- Improve transit connections between downtown and the airports.
- Provide consistent, even-handed, long-range enforcement of traffic and pedestrian regulations.

Areas Needing Further Discussion and Research

- Consider zoning solutions to address the spatial mismatch between convention and hotel locations.
- Identify funding sources for transit improvements and expansion.
- Determine appropriate locations and quantity of new parking. In particular, what is the appropriate ratio of parking spaces to dwelling units in new Central Area residential development?
- Define the role of private sector transportation (taxis, water taxis, motorcoaches and motorcoach parking, jitney buses, valet services).
- Develop consistent training and deployment of traffic aides.
- Determine the need for a hierarchy of uses for the Transportation System.

Innovative Ideas and Projects

- Continue bridge improvements: Wacker Drive Reconstruction; over the Chicago River at Jackson, Monroe; over the Kennedy at Lake, Van Buren, Jackson, Randolph; over Metra/ ICRR at Monroe.
- Develop a transportation circulator system in the Central Area.
- Develop the South Loop Connector, extending Wells and Wentworth streets from 18th Street to Roosevelt Rd.
- Create new street furniture including bus shelters.
- Develop Traffic Signal Interconnect Systems and a Traffic Management System.
- Promote selective reduction of parking meters to improve traffic flow and lower short term parking rates.
- Emphasize shared loading zones and restrict deliveries in peak hours.
- Site driveways to avoid vehicular conflicts with pedestrians.
- Provide charter bus parking.
- Tighten valet parking regulations.
- Engage building management involvement in managing perimeter traffic
- Improve the taxi system, including driver training, more cab stands, etc.
- Promote the use of clean fuel buses.

Urban Design and Open Space Task Force

Preliminary Recommendations

- Expand the Central Area's renowned system of public spaces – the lakefront, Michigan Avenue, Wacker Drive and State Street – to encompass the Chicago River and a new system of neighborhood parks and open spaces lined by high-quality streetscapes.
- Develop the Chicago River as Chicago's second premier waterfront, with shared public spaces such as promenades, parks and outdoor cafes, and as a quality address for new commercial and residential development.
Create high-quality entryways and corridors to heighten the experience of arrival into the Central Area.
- Develop ground floors with transparent faces to maximize the visibility of active uses and to improve the quality of the streetscape.
- Re-connect downtown pedestrian and roadway networks by removing and/or relocating barriers presented by railroads.

Areas Needing Further Discussion and Research

- Manage the appropriate mix of residential development to promote livability and to avoid land-use conflicts.
- Focus new residential development on strategic renovation and reuse of historic buildings.
- Create parking strategies and identify new locations for non-accessory parking.
- Plan for the preservation of landmark buildings and special character districts.
- Establish specific design and location requirements for new types of parking-dependent retail.

Innovative Ideas and Projects

- Extend the concept of "civic realm" to include creative new uses for rail corridors and highway infrastructure, such as decking over the expressways.
- Create new open space along railroad rights-of-way.
- Repair multi-level streets such as east Wacker Drive to improve connections.
- Move railroad staging yards out of the Central Area to create new development and open space opportunities.
- Extend the street grid over the Chicago River south of Congress.
- Redevelop the St. Charles Air Line for new transit, green space, and/or recreational uses.



Acknowledgments and List of Illustrations

Steering Committee

Alicia Mazur Berg, Commissioner	Dept. of Planning & Development
Miquel d'Escoto, Commissioner	Dept. of Transportation
Marcia Jimenez, Commissioner	Dept. of Environment
Valerie B. Jarrett, Chairman	Chicago Transit Authority
David Doig, General Superintendent	Chicago Park District
Lois Weisberg, Commissioner	Dept. of Cultural Affairs
James Law, Executive Director	Mayors Office of Special Events
Timothy Martin, Chief Operating Officer	Chicago Public Schools
Doris Holleb, Commissioner	Chicago Plan Commission
Linda Searl, Commissioner	Chicago Plan Commission
Paul O'Connor, Executive Director	World Business Chicago
Gerald J. Roper, President & CEO	Chicagoland Chamber of Commerce
Ronald Gidwitz, Chairman	Chicago Central Area Committee
Robert A. Wislow	Chairman, Chicago Development Council
Mary Sue Barrett, President	Metropolitan Planning Council
George A. Ranney, Jr., CEO	Chicago Metropolis 2020
Inez Tremain, President	Friends of Downtown
Thomas Kennedy, President	Building Owners & Managers Association
Gerald Adelman, Executive Director	Openlands Project
Judeth McBrien, President	Landmarks Preservation Council of Illinois
Lori Healey, Member	Mayor's Zoning Reform Commission
Peter Bynoe, Chairman	Chicago Plan Commission

EX OFFICIO

Alderman Madeline L. Haithcock	2 nd Ward
Alderman Dorothy Tillman	3 rd Ward
Alderman Daniel Solis	25 th Ward
Alderman Walter Burnett, Jr.	27 th Ward
Alderman Burton Natarus	42 nd Ward

Task Force Members

OFFICE

Mary Ludgin, Heitman Capital Management Co.**
 Susanne Cannon, DePaul University
 David Clark, Chicago Development Council
 Linda Goodman, Goodman Williams Group
 John Burns, Building Owners and Management Association
 William Moody, The Buck Company
 John McDermott, Hines Interests
 Jodie Winnett, Chicago Partnership
 Steven Levin, Brijus Properties
 Jon B. DeVries, Arthur Andersen
 Philip Levin, Chicago Department of Planning and Development

RESIDENTIAL

Larry Booth, Booth-Hansen, Metropolitan Planning Council**
 Dennis Harder, Joseph Freed & Associates, Chicago Central Area Committee
 Peter Holsten, Holsten Development
 Christine Williams, Goodman Williams Group
 George Thrush, Thrush Development
 Daniel Levin/Lawrence Grisham, Habitat Company
 Giacomo Mancuso, Chicago Public Schools
 George Sikokis, Streeterville Organization of Active Residents
 Mel Monroe, Greater South Loop Association
 Tom Ablum, River North Residents Association
 Barbara Lynne, Near South Planning Board
 Michael Moran, Washington Square Association
 Terri Texley, Chicago Department of Planning and Development
 Nori Bleiman, Chicago Department of Planning and Development

TRANSPORTATION

Linda Fuller, Chicago Transit Authority
 Steve Schlickman, Schlickman & Associates
 Jim Doria, General Parking
 Steve Warshauer, Standard Parking
 Bernie Ford, Lakefront Alliance
 Bob Borgstrom, Wendella Tour Boats
 Larry Huggins, Metra
 Cheri Heramb, Chicago Department of Transportation **
 Luann Hamilton, Chicago Department of Transportation
 Fred Deters, Chicago Department of Planning and Development

** Task Force Chair

RETAIL

Norm Elkin, Greater State Street Council**
 Al Friedman, Friedman Properties
 Russell Salzman, Greater North Michigan Avenue Association
 Keith Lord, The Lord Companies
 Tom Bezanes, New South Association
 Jacqueline Hayes, Jacqueline Hayes Associates
 Stan Nitzberg, Mid-America Realty
 Kim McGuire, Northern Realty
 Mike Tobin, Northern Realty
 Joel Meisles, Meisles Associates
 Larry Lund, Real Estate Planning Group
 Jennifer Boss, Heitman Capital Management
 Ty Tabing, Chicago Department of Planning and Development
 Fran Spencer, Chicago Department of Planning and Development

TOURISM

Gerald Roper, Chicago Chamber of Commerce**
 Tom Cokins, Chicago Central Area Committee
 James Sheahan, Metropolitan Pier and Exposition Authority
 Mark Gordon, Hotel/Motel Association
 Lynn Osmond, Chicago Architecture Foundation
 Dorothy Coyle, Office of Tourism
 Colleen McShane, Illinois Restaurant Association
 Jerry Lewin, Hyatt Regency
 Gary Siebert, Palmer House/Hilton
 Peter Steketee, Allerton Crowne Plaza
 Henry Tamarin, Hotel-Restaurant Employees
 Cathy Ritter, Illinois Office of Tourism
 Jackie Atkins, Museums in the Park
 Jan Johns, Yellow Cab Company
 Pat O'Brien, Chicago Convention Bureau
 Holly Agra, Chicago's First Lady
 Cheryl Hughes, Special Events*
 Cheryl Hughes, Mayor's Office of Special Events
 Lisa Boulden, Chicago Department of Transportation

EDUCATION AND CULTURE

Cal Audrain, Art Institute, Metropolitan Planning Council**
 Dan Coffey, Dan Coffey Associates, Chicago Central Area Committee
 Barbara Ford, Chicago Public Library
 Dr. Warrick Carter, Columbia College
 Dr. Theodore Gross, Roosevelt University
 Tom Fuechtmann, DePaul University
 Peter Skosey, Metropolitan Planning Council
 Paul Knappenberger, Adler Planetarium
 Ted Beattie, Shedd Aquarium
 John McCarter, Field Museum
 Joyce Moffatt, Music and Dance Theater
 Marge Halperin, League of Chicago Theaters
 Armando Almandarez, Chicago Public Schools
 Janet Carl-Smith, Cultural Affairs
 Allison Zehr, The Cultural Facilities Fund
 Doug Garofalo, University of Illinois at Chicago
 Stanley Tigerman, Tigerman McCurry
 Matt Nielson, Chicago Department of Cultural Affairs
 Julie Burros, Chicago Department of Cultural Affairs

URBAN DESIGN AND OPEN SPACE

Jack Hartray, Nagel-Hartray/Metropolitan Planning Council **
 Ed Uhlir, Mayor's Office, Millennium Project
 Karen Nowacki, Mayor's Office
 Larry Okrent, Okrent Associates
 John Syvertsen, OWP&P
 Victor Moore, Moore Landscaping
 Laurene Von Klan, Friends of the River
 Will Tippens, Friends of Downtown Board, LR Development
 Bill Martin, Chicago Central Area Committee
 Bruce Worthington, Chicago Department of Transportation
 Anne Ryder Kirchner, Landmarks Preservation Council of Illinois
 Joyce O'Keefe, Openlands Project
 Ted Wolff, Friends of the Parks, Wolff Clements Associates
 Alphonse Guajardo, Guajardo Associates
 Chris Lee, Johnson and Lee
 Robert Gordon, Robert Gordon Associates
 Linda Searl, Chicago Plan Commission
 Kathy Dickhut, Chicago Department of Planning and Development
 Brian Goeken, Chicago Department of Planning and Development
 Bruce Worthington, Chicago Department of Transportation
 Chris Gent, Chicago Park District

**Task Force Chair

Consultants

Central Area Plan Consultant Team**SKIDMORE, OWINGS & MERRILL, LLP**

Philip Enquist	Richard Tomlinson
Otto Condon	Christopher Hall
Stefan Rau	Douglas Voigt
Christine Pipinis	Peter Kindel
Andre Brumfield	Christine Carlyle
Ferhat Zerín	Jeanine Colaco

THE LAMBERT GROUP

Mary Lambert
 Virginia Sorrells

PANTO-ULEMA

Homan Wong
 Kamalrukh Katrak

ARTHUR ANDERSEN LLP

Jon DeVries
 Karen Gross

GOODMAN WILLIAMS GROUP

Linda Goodman
 Christine Williams

REAL ESTATE PLANNING GROUP

Larry Lund

Ed Zotti

Susanne Ethridge Cannon

EMILY J. HARRIS CONSULTING

Emily Harris

Zoning Reform

Duncan Associates
 Dyett & Bhatia

Transportation

TransSystems Corporation
 DLK Architecture

Special Advisors**THE WETLANDS INITIATIVE**

Donald Hey

List of Illustrations and Sources

Unless noted below, all illustrations and images by Skidmore, Owings & Merrill, LLP

Executive Summary

Fig. i The proposed office core expansion into the West Loop will allow 16,000,000 square feet of new office growth. Rendering by SOM and Panto-Ulema.

Additional renderings in Executive Summary by SOM and Panto-Ulema.

Chapter 1

- Fig. 1.1 South Michigan Avenue today. Photo by SOM.
- Fig. 1.2 South Michigan Avenue will be one of many higher intensity, mixed-use corridors that will extend out from the Loop and form the centers of urban neighborhoods. Rendering by SOM and Panto-Ulema.
- Fig. 1.3 The Central Area of Chicago. Illustration by City of Chicago Department of Development and SOM.
- Fig. 1.4 The Central Area makes up 2% of the City of Chicago. Illustration by City of Chicago Department of Development and SOM.
- Fig.1.5 The Central Area in 2020. Rendering by SOM.
- Fig.1.6 Chicago Metropolis 2020 - Community Leaders Scenario for Chicago Region 2030. Illustration by Metropolis 2020.

Additional photographs on pg. 6:

- “The Plan of Chicago” Photo by Robert Cameron.
- “Development Plan for the Central Area of Chicago” Photo by SOM.
- “Chicago 21: A Plan for the Central Area Communities” Photo by SOM.
- “Chicago Central Area Plan: A Plan for the Heart of the City” Photo by Teng Associates.

Chapter 2

- Fig. 2.1 Natural Features ... Lake, River and Land. Illustration by SOM.
- Fig. 2.2 The Street Grid extending in all directions allows the downtown to be remarkably open and accessible. Illustration by SOM.
- Fig. 2.3 Typical Block within the Central Area. Illustration by SOM.
- Fig. 2.4 The Block Pattern organizes all development. Illustration by SOM.
- Fig. 2.5 Density and diversity within each block. Illustration by SOM.
- Fig. 2.6 A tradition of innovative architecture. Photo by SOM.
- Fig. 2.7 Parks and open space. Photo by SOM.
- Fig. 2.8 Great places. Photo by SOM.
- Fig. 2.9 Bascule bridges. Photo by SOM.
- Fig. 2.10 Bascule bridges. Photo by SOM.

- Fig. 2.11 The East Loop and South Loop have seen remarkable changes in recent years. Photo by Panto Ulema.
- Fig. 2.12 The Near Northwest offers potential for high density residential neighborhoods and maintained historic industrial areas. Photo by Panto Ulema.
- Fig. 2.13 Office Space, Chicago Central Business District, 1950-2020. Illustration by SOM, Arthur Anderson LLP and the Goodman Williams Group.
- Fig. 2.14 The Central Area Office Core. Photo by SOM.
- Fig. 2.15 New office buildings are being constructed in the Wacker Drive corridor. Photo by SOM.
- Fig. 2.16 Central Area Residential Development, 1980-2020. Illustration by SOM, Arthur Anderson LLP and the Goodman Williams Group.
- Fig. 2.17 Central Station rowhouses. Photo by SOM.
- Fig. 2.18 There was a net increase of 23,000 residential units between 1980 and 2000 in the Central Area. Photo by SOM.
- Fig. 2.19 DePaul University. Photo by SOM.
- Fig. 2.20 The East and South Loop are home to major schools, many of which have renovated older buildings. Photo by SOM.
- Fig. 2.21 River North. Photo by SOM.
- Fig. 2.22 North Michigan Avenue. Photo by SOM.
- Fig. 2.23 State Street. Photo by SOM.
- Fig. 2.24 The recent expansion of McCormick Place has created a new focal point for the area. Photo by SOM.
- Fig. 2.25 The Field Museum is now part of an integrated museum campus and stronger lakefront park system. Photo by SOM.
- Fig. 2.26 Printing and distribution in the Central Area. Photo by SOM.
- Fig. 2.27 Manufacturing on Goose Island. Photo by SOM.
- Fig. 2.28 Commonwealth Edison is engaged in a multibillion dollar upgrade of its Chicago power distribution grid, with emphasis on the Central Area. Illustration by SOM and City of Chicago Department of Environment.
- Fig. 2.29 Central Area transit today. Illustration by SOM and City of Chicago Department of Transportation.
- Fig. 2.30-1 The Central Area is served by CTA rail and bus and Metra commuter rail. Photos by SOM.
- Fig. 2.32 Opportunities for Development, 2001-2020. Illustration by City of Chicago Department of Development and SOM.
- Fig. 2.33 The South Loop and the Near South provide great opportunities for future residential and retail developments as well as continued rail oriented uses. Photo by Panto Ulema.
- Table 2.1 Historic and Projected Growth, Chicago Central Area, 1980-2020. Illustration by Arthur Anderson LLP.

Table 2.2	Total Central Area Employment, 1972-2020. Illustration by Arthur Anderson LLP.
Table 2.3	Central Area Employment by Market Sector, 1972-2020. Illustration by Arthur Anderson LLP.
Table 2.4	Central Area Office Development, 1950-2020. Building Owners and Managers Association of Chicago; Torto Wheaton Research; Arthur Anderson LLP.
Table 2.5	Housing Units and Population, Chicago Central Area, 1970-2020. Illustration by U.S. Bureau of Census, Arthur Anderson LLP.
Table 2.6	Post Secondary School Enrollment. Illustration by Goodman Williams Group and Arthur Anderson LLP.
Table 2.7	Allocation of Demand by Sector and District. Illustration by SOM, Arthur Anderson LLP and the Goodman Williams Group, and City of Chicago Department of Planning.

Chapter 3

Fig. 3.1	The Cermak Road Corridor today. Illustration by SOM.
Fig. 3.2	The Cermak Road Corridor in 2020. Rendering by SOM and Panto-Ulema.
Fig. 3.3	The South Michigan-Wabash-State Corridor in 2020. Rendering by SOM and Panto-Ulema.
Fig. 3.4	The proposed West Loop Transportation Center. Illustration by City of Chicago Department of Transportation, DLK Architecture, TranSystems Corporation, and ImageFiction.
Fig. 3.5	The North Branch Canal in 2020. Rendering by SOM and Panto-Ulema.

Additional photographs on pg 34 by SOM.

Chapter 4

DEVELOPMENT FRAMEWORK

Fig. 4.1.1	The Expanded Loop. Illustration by SOM.
Fig. 4.1.2	High-Density, Mixed-Use corridors. Illustration by SOM.
Fig. 4.1.3	Neighborhoods and Special Places. Illustration by SOM.
Fig. 4.1.4	Landmark and Character Districts. Illustration by SOM.
Fig. 4.1.5	Industrial Districts and Corridors. Illustration by SOM.
Fig. 4.1.6	Cultural Attractions and Tourist Destinations. Illustration by SOM.
Fig. 4.1.7	Education and Learning. Illustration by SOM.
Fig. 4.1.8a	The Higher-Density Zoning Defines Today's Loop. Illustration by SOM.
Fig. 4.1.8b	The Expanded Loop. Illustration by SOM.
Fig. 4.1.9	Pedestrians can cross the Expanded Loop in 20 minutes. Illustration by SOM.
Fig. 4.1.10	The Expanded Loop consists of the West Loop, the Central Loop, the East Loop, and Illinois Center. Illustration by SOM.

Fig. 4.1.11	High-Density, Mixed-Use Corridors. Illustration by SOM.
Fig. 4.1.12	Stable, emerging and new neighborhoods in the Central Area with vacant land and underutilized sites. Illustration by SOM.
Fig. 4.1.13	Neighborhoods and Special Places. Illustration by SOM.
Fig. 4.1.14	Landmark Buildings and Districts within the Central Area. Illustration by SOM.
Fig. 4.1.15	Character Districts within the Central Area. Illustration by SOM.
Fig. 4.1.16	Maintain industrial districts and corridors in the Central Area. Illustration by SOM.
Fig. 4.1.17	Transit improvements should conveniently tie the tourist destinations together. Illustration by SOM.
Fig. 4.1.18	A strengthened framework of tourist destinations and visitor districts. Illustration by SOM.
Fig. 4.1.19	The distribution of Chicago Public School students in the Central Area. Illustration by SOM.
Fig. 4.1.20	The Future of Education in the Central Area. Illustration by SOM.
Fig. 4.1.21	To ensure sustainable employment growth, the high density office core will expand to the west. Rendering by SOM.
Table 4.1.1	The Chicago Historic Resources Survey. Illustration by City of Chicago Department of Planning and Development.

TRANSPORTATION

Fig. 4.2.1	Promote region-wide transit investments. Illustration by SOM.
Fig. 4.2.2	Much of the Central Area is within 5 minutes walk of a CTA station. Illustration by SOM.
Fig. 4.2.3	Preserving rights-of-way is critical to providing new transit services. Illustration by SOM.
Fig. 4.2.4	Convenient connections between all modes will be required. Illustration by SOM.
Fig. 4.2.5	Central Area transit improvements will provide improved service to the Expanded Loop. Illustration by SOM, DLK Architecture and TranSystems Corporation.
Fig. 4.2.6	The future Carroll Avenue Busway. Illustration by City of Chicago Department of Transportation, DLK Architecture, TranSystems Corporation, and ImageFiction.
Fig. 4.2.7	A new generation of transit vehicles will be on busways that will offer efficient and comfortable transit. Image provided by ACEA - Association des Constructeurs Européens d' Automobiles.
Fig. 4.2.8	The future busway system. Illustration by DLK Architecture and TranSystems Corporation.
Fig. 4.2.9	The future East-West Busway - below grade option. Illustration by City of Chicago Department of Transportation, DLK Architecture, TranSystems Corporation, and ImageFiction.

- Fig. 4.2.10 The future East-West Busway - street level option. Illustration by City of Chicago Department of Transportation, DLK Architecture, TranSystems Corporation, and ImageFiction.
- Fig. 4.2.11 The proposed West Loop Transportation Center along Clinton Street between the Ogilvie Transportation Center and Union Station. Illustration by City of Chicago Department of Transportation, DLK Architecture, TranSystems Corporation, and ImageFiction.
- Fig. 4.2.12 CTA Clinton Subway. Illustration by City of Chicago Department of Transportation, DLK Architecture, and TranSystems Corporation.
- Fig. 4.2.13 The proposed West Loop Transportation Center- A Multi-Modal Facility. Illustration by City of Chicago Department of Transportation, DLK Architecture, TranSystems Corporation, and ImageFiction.
- Fig. 4.2.14 The West Loop Transportation Center- entrance level. Illustration by City of Chicago Department of Transportation, DLK Architecture, TranSystems Corporation, and ImageFiction.
- Fig. 4.2.15 The West Loop Transportation Center- CTA Rail level. Illustration by City of Chicago Department of Transportation, DLK Architecture, TranSystems Corporation, and ImageFiction.
- Fig. 4.2.16 CTA modernizations and enhancements. Illustration by SOM.
- Fig. 4.2.17 Enhanced intermodal bus connections at La Salle Street Station. Illustration by City of Chicago Department of Transportation.
- Fig. 4.2.18 Potential New Green Line Rapid Transit Stations may be similar to the new Douglas Blue Line Stations. Illustration by Chicago Transportation Authority.
- Fig. 4.2.18 The Metra Electric Randolph Terminal is being reconstructed to provide better passenger service. Illustration by SOM and Image Fiction.
- Fig. 4.2.19 The Metra Electric Randolph Terminal is being reconstructed to provide better passenger service to the East Loop, Millennium Park and Illinois Center. Illustration by SOM and Image Fiction.
- Fig. 4.2.20 The existing pedway system. Illustration by SOM.
- Fig. 4.2.21 Pedestrian improvements will overcome physical barriers. Illustration by SOM.
- Fig. 4.2.22 Much of the Central Area is walkable. Illustration by SOM.
- Fig. 4.2.23 Much of the Central Area is walkable. Illustration by City of Chicago Department of Transportation.
- Fig. 4.2.24 Levels of service at key intersections in 2020 under the base growth scenario, with added parking in the Loop. Illustration by City of Chicago Department of Transportation.
- Fig. 4.2.25 Levels of service at key intersections in 2020 under the base growth scenario, with no parking added in the Loop. Illustration by City of Chicago Department of Transportation.
- Fig. 4.2.26 It may be necessary to control the number of parking spaces in the Loop. Illustration by SOM.
- Fig. 4.2.27 The existing and proposed Bicycle Path System. Illustration by SOM, City of Chicago Department of Planning and Development and City of Chicago Department of Transportation.
- Fig. 4.2.28 The Future water taxi system. Illustration by SOM, City of Chicago Department of Planning and Development and City of Chicago Department of Transportation.
- Fig. 4.2.29 Bicycling in the Central Area will increase as a viable form of commuting. Photo by SOM.
- Fig. 4.2.30 Water Taxis on the Chicago River provide convenient access to the West Loop transit stations. Illustration by SOM.
- Fig. 4.2.31 Potential Metra Expansion Projects. Illustration by Metra.
- Fig. 4.2.32 Potential CTA Rail Projects Illustration by DLK Architecture and TranSystems Corporation.
- Fig. 4.2.33 The Midwest Regional High Speed Rail Initiative. Illustration by Midwest High Speed Rail Coalition.
- Fig. 4.2.34 Potential Express Rail to O'Hare and Midway Airports. Illustration by DLK Architecture and TranSystems Corporation.
- Fig. 4.2.35 Trains used in the Midwest High-Speed Rail initiative may be similar to the Acela trains used in the Northeast Corridor System. Illustration by Amtrak.
- Fig. 4.2.36 Express Rail Service to the airports will use dedicated train cars with special passenger amenities. Illustration by City of Chicago Department of Transportation.
- Fig. 4.2.37 Transportation Improvements Years 2002-2006. Illustration by Chicago Transportation Authority.
- Fig. 4.2.38 Transportation Improvements Years 2007-2011. Illustration by Chicago Transportation Authority.
- Fig. 4.2.39 Transportation Improvements Years 2012-2016. Illustration by Chicago Transportation Authority.
- Fig. 4.2.40 Transportation Improvements Years 2017-2021. Illustration by Chicago Transportation Authority.
- WATERFRONTS AND OPEN SPACES**
- Fig. 4.3.1 Central Area Open Space Opportunities. Illustration by SOM.
- Fig. 4.3.2 Strengthen the Lakefront as Chicago's great public space. Illustration by SOM.
- Fig. 4.3.3 Develop the Chicago River as a premier public place and continuous park system. Illustration by SOM.
- Fig. 4.3.4 Create the next generation of parks and plazas. Illustration by SOM.
- Fig. 4.3.5 Continue to landscape streets. Illustration by SOM.
- Fig. 4.3.6 Open space systems in the Central Area will form a connected network for residents and visitors.. Illustration by SOM.

- Fig. 4.3.7 The lakefront open space system. Illustration by SOM.
- Fig. 4.3.8 Grant Park and Buckingham Fountain. Photograph by Panto Ulema.
- Fig. 4.3.9 The Grant Park Master Plan. Illustration by Hargreaves Associates and Chicago Park District.
- Fig. 4.3.10 Queen's Landing. Rendering by Christopher Grubbs, Hargreaves Associates and Chicago Park District.
- Fig. 4.3.11 Neighborhood Park Area. Rendering by Christopher Grubbs, Hargreaves Associates and Chicago Park District.
- Fig. 4.3.12 The McCormick Tribune Ice Rink at Millenium Park. Photograph from Public Building Commission of Chicago (PBC).
- Fig. 4.3.13 Outdoor music pavilion and band shell at Millenium Park. Photo of model from PBC.
- Fig. 4.3.14 Public fountains at Millenium Park. Rendering from PBC.
- Fig. 4.3.15 Michigan Avenue gardens at Millenium Park. Photo from PBC.
- Fig. 4.3.16 Concept of Wacker Drive and Monroe Harbor. Rendering by SOM.
- Fig. 4.3.17 Burnham Park Framework Plan. Illustration by EDAW.
- Fig. 4.3.18 The lakefront path north of Olive Park in 2020. Rendering by SOM and Panto-Ulema.
- Fig. 4.3.19 The Lakefront Path today. Photo by SOM and Panto-Ulema.
- Fig. 4.3.20 Chicago's Lakefront Legacy. Rendering by SOM.
- Fig. 4.3.21 Shoreline islands form an outer breakwater as well as a natural habitat. Illustration by SOM.
- Fig. 4.3.22 The central lakefront as envisioned by the Plan of Chicago (1909). Illustration by Burnham Associates.
- Fig. 4.3.23 The riverfront will become a major new public amenity on a par with the lakefront. Illustration by SOM.
- Fig. 4.3.24 The Main Branch of the Chicago River will be enhanced by a continuous riverwalk and underbridge connections. Photo by SOM.
- Fig. 4.3.25 Water taxis on the Chicago River. Photo by SOM.
- Fig. 4.3.26 Erie Terrace Park in River North. Photo by SOM.
- Fig. 4.3.27 Natural habitat along the Chicago River. Photo by SOM.
- Fig. 4.2.28 The Riverwalk Gateway under Lake Shore Drive. Photo by SOM.
- Fig. 4.3.29 The South Branch today. Photo by SOM.
- Fig. 4.3.30 The South Branch in 2020. Rendering by SOM and Panto-Ulema.
- Fig. 4.3.31 The North Branch Canal in 2020. Rendering by SOM and Panto-Ulema.
- Fig. 4.3.32 The North Branch Canal today. Photo by SOM and Panto-Ulema.
- Fig. 4.3.33 The Central Area will provide a range of new parks and plazas, serving a variety of needs. Illustration by SOM.
- Fig. 4.3.34 Fort Dearborn Post Office today. Photo by SOM and Panto-Ulema.
- Fig. 4.3.35 Fort Dearborn Park in 2020. Photo by SOM and Panto-Ulema.
- Fig. 4.3.36 I-94 and Monroe Street in 2020. Rendering by SOM and Panto-Ulema.
- Fig. 4.3.37 I-94 and Monroe Street today. Photo by SOM and Panto-Ulema.
- Fig. 4.3.38 The South River Corridor today. Rendering by SOM and Panto-Ulema.
- Fig. 4.3.39 The South River Corridor in 2020. Rendering by SOM and Panto-Ulema.
- Fig. 4.3.40 Green streets and infrastructure. Illustration by SOM.
- Fig. 4.3.41 North Dearborn Parkway. Photo by SOM.
- Fig. 4.3.42 State Street. Photo by SOM.
- Fig. 4.3.43 Randolph Street. Photo by SOM.
- Fig. 4.3.44 Rush Street. Photo by SOM.
- Fig. 4.3.45 Green streets and transit provide a 'green' infrastructure. Illustration by SOM.
- Fig. 4.3.46 Street furniture on Dearborn Street. Photo by SOM.
- Fig. 4.3.47 Hanging planter in the Loop. Photo by SOM.
- Fig. 4.3.48 Randolph Street newsrack. Photo by SOM.
- Fig. 4.3.49 Street signage on Dearborn Street. Photo by SOM.
- Fig. 4.3.50 Michigan Avenue at Roosevelt Street in 2020. Rendering by SOM and Panto-Ulema.
- Fig. 4.3.51 Michigan Avenue at Roosevelt Street in 2020. Photo by Panto-Ulema.
- Fig. 4.3.52 The Open Space Framework. Illustration by SOM.
- Table 4.3.1 Central Area Open Space Opportunities. Illustration by Chicago Department of Planning and Development.

Chapter 5

- Fig. 5.1 Central Area Subareas. Illustration by SOM.
- Fig. 5.2 Central Area Subareas. Illustration by SOM.
- Fig. 5.3 The Expanded Loop. Illustration by SOM.
- Fig. 5.4 Adams Street and DesPlaines Street today. Photo by SOM and Panto-Ulema.
- Fig. 5.5 Adams Street and Des Plaines Street in 2020. Rendering by SOM and Panto-Ulema.
- Fig. 5.6 The East Loop. Illustration by SOM.
- Fig. 5.7 Proposed improvements to stairs leading to the 'L'. Illustration by SOM.
- Fig. 5.8 Existing Wabash Avenue. Illustration by SOM.
- Fig. 5.9 Proposed Rebuilding of Wabash Avenue. Illustration by SOM.
- Fig. 5.10 Proposed Lakeshore East. Illustration by SOM.
- Fig. 5.11 Existing Lakeshore East. Photo by SOM.
- Fig. 5.12 The Near North. Illustration by SOM.
- Fig. 5.13 The Near North. Illustration by SOM.
- Fig. 5.14 The South Loop and Near South. Illustration by SOM.
- Fig. 5.15 The South Michigan-Wabash-State Corridor. Illustration by SOM.
- Fig. 5.16 The South Michigan-Wabash-State Corridor today. Illustration by SOM.
- Fig. 5.17 The South Michigan-Wabash-State Corridor in 2020. Rendering by SOM and Panto-Ulema.
- Fig. 5.18 The Cermak Road Corridor. Illustration by SOM.

ACKNOWLEDGEMENTS

- Fig. 5.19 The Cermak Road Corridor today. Illustration by SOM.
Fig. 5.20 The Cermak Road Corridor in 2020. Rendering by SOM and Panto-Ulema.
Fig. 5.21 The Roosevelt Road Corridor. Illustration by SOM.
Fig. 5.22 Proposed new high density residential neighborhood north of Roosevelt Road and east of the Chicago River. Illustration by SOM.
Fig. 5.23 Proposed new residential neighborhood south of Roosevelt Road along the River
Fig. 5.24 The South River Corridor. Illustration by SOM.
Fig. 5.25 Strategies for Riverfront Open Space. Illustrations by SOM.

Chapter 6

- Fig. 6.1 Central Area Skyline. Rendering by SOM.
Fig. 6.2 Conceptual Framework for Zoning in the Central Area. Rendering by SOM.
Table 6.1 Central Area Transportation Projects – Capital Cost by End Date. City of Chicago Department of Transportation.

Acknowledgements

City of Chicago

Richard M. Daley, Mayor

Department of Planning & Development

Alicia M. Berg Commissioner
Jack Swenson Deputy Commissioner
for Zoning and Land Use
Terri Texley Deputy Commissioner
for Central Area Development
Benet Haller Project Manager

Department of Transportation

Miquel d'Escoto Commissioner
Cheri Heramb Deputy Commissioner
for Planning & Administration
Luann Hamilton Director of Transportation Planning
Richard Hazlett Coordinating Planner
Susan Mea Coordinating Planner

Department of Environment

Marcia Jimenez Commissioner
David Reynolds First Deputy Commissioner

Principal Consultant

Skidmore, Owings and Merrill, LLP

Additional Consultants

Arthur Anderson LLP
Goodman Williams Group
Real Estate Planning Group
The Lambert Group
Panto-Ulema
Ed Zotti

Special Thanks

Duncan Associates
TransSystems Corporation
DLK Architecture
Donald Hey

Steering Committee

Alicia Mazur Berg, Commissioner
Miquel d'Escoto, Commissioner
Marcia Jimenez, Commissioner
Valerie B. Jarrett, Chairman
David Doig, General Superintendent
Lois Weisberg, Commissioner
James Law, Executive Director
Timothy Martin, Chief Operating Officer
Doris Holleb, Commissioner
Linda Searl, Commissioner
Paul O'Connor, Executive Director
Gerald J. Roper, President & CEO
Ronald Gidwitz, Chairman
Robert A. Wislow
Mary Sue Barrett, President
George A. Ranney, Jr., CEO
Inez Tremain, President
Thomas Kennedy, President
Gerald Adelmann, Executive Director
Judeth McBrien, President
Lori Healey, Member
Peter Bynoe, Chairman

Ex Officio

Alderman Madeline L. Haithcock
Alderman Dorothy Tillman
Alderman Daniel Solis
Alderman Walter Burnett, Jr.
Alderman Burton Natarus

Dept. of Planning & Development
Dept. of Transportation
Dept. of Environment
Chicago Transit Authority
Chicago Park District
Dept. of Cultural Affairs
Mayors Office of Special Events
Chicago Public Schools
Chicago Plan Commission
Chicago Plan Commission
World Business Chicago
Chicagoland Chamber of Commerce
Chicago Central Area Committee
Chairman, Chicago Development Council
Metropolitan Planning Council
Chicago Metropolis 2020
Friends of Downtown
Building Owners & Managers Association
Openlands Project
Landmarks Preservation Council of Illinois
Mayor's Zoning Reform Commission
Chicago Plan Commission

2nd Ward
3rd Ward
25th Ward
27th Ward
42nd Ward



City of Chicago

Richard M. Daley, Mayor

Department of Planning & Development

Alicia M. Berg, Commissioner