A CENTRAL CITY STRATEGY
FOR ALL OF CHICAGO

Chicago Central Area Committee
April 2019
A Central City Strategy for All

1. Central City Challenges and Context
2. The Symposium and Workshop Process
3. Central City Strategies
   A. Catalytic Economic Initiatives
   B. New Mobility
   C. Digital Connectivity for All
4. Next Steps and Actions
Central City Challenges

- Position all of Chicago for a new era of innovation, growth, and discovery
- Connect neighborhood residents to Central City growth
- Leverage Central City growth to invest in neighborhoods
- Compete globally for investment
A Chicago Boom

Source: Chicago Tribune; Curbed Chicago; Crain's Chicago Business.

“No little plans: More than $20 billion of megaprojects in Chicago's pipeline”
-Chicago Tribune

“An entirely new neighborhood on 62 riverfront acres in the South Loop”
-Crain's Chicago Business

“The latest look at the West Loop construction boom”
-Curbed Chicago

“Where we can expect to see big changes along the North Branch”
-Curbed Chicago
Driving Job Growth

Central Area Jobs

650,000 → 715,000

2010 → 2018

3,500,000 SF

New Office Space
2013 - 2018

4,600,000 SF

In construction
2018

Source: https://www.bls.gov/regions/midwest/news-release/areaemployment_chicago.htm;
Where Employees Want To Be: Smart Growth America studied nearly 500 companies that added jobs downtown between 2010 and 2015. Relocation of jobs to areas that were more bikeable, walkable and transit-accessible.

Chicago: Ranked the No. 1 for corporate investment (2014-2017) by Site Selection Magazine

The suburbs still have about three-quarters of metro area jobs (2016)

Source: U.S. News & World Report; governing.com; The Washington Post
Big Cities Outpacing Chicago

Cumulative Population Change (Metropolitan Statistical Areas)


Washington, D.C.  Boston  New York  Los Angeles  Chicago
NATIONAL TRENDS

New Small City Competition

- Major metro area downtowns welcomed double-digit population growth [since 2000]—twice the growth for their overall cities.

- Since 2000, 5.5 million Americans left the nation’s three largest cities for smaller cities.

- Smaller cities (250,000 to 1,000,000 people) like Boise, Fort Collins, Madison, and Fayetteville have grown over 10% percent between 2013 and 2018.

“Someone recently asked me—given the current state of this country, its rampant income inequality, sprawling and segregated metropolitan regions, structural issues at the root of so many other problems like violence and health crises that get more headlines—how did I feel about the fact that it was largely designed, that it was no accident who benefited and who got left behind.

I said I felt optimistic, because if that was all designed, we can design the opposite too.”

Oscar Perry Abello, Next City
## Uneven Chicago Growth

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<thead>
<tr>
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<tbody>
<tr>
<td>City of Chicago</td>
<td>2.90 M</td>
<td>2.72 M</td>
<td>-180,000 (-6%)</td>
</tr>
<tr>
<td>Chicago Central Area</td>
<td>145,000 (5% of Total)</td>
<td>255,000 (9% of Total)</td>
<td>+100,000 (+69%)</td>
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</tbody>
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City Leader Roundtable

Chicago Central City
A Strategy Roundtable

December 2018 Symposium
Central City Strategy Process

December 2018

Central City Roundtable

Jan – Mar 2019

Central City Working Groups

A. Catalytic Economic Initiatives
B. New Mobility
C. Digital Connectivity for All
Central City Goals

• Achieving sustained, equitable and inclusive growth
• Competing with growing US cities
• Redefining the Central City as a resource for all
• Connecting neighborhoods to Central City growth
  o Business to business
  o Jobs for residents
  o Transit and new mobility
  o Digital infrastructure
• Investing in neighborhoods
• Retaining population, recent arrivals and Millennial families
• Creating next generation affordable housing
A Bigger Idea - a Connected Central City

The Central City

Central Neighborhoods

City Hubs + Corridors
CENTRAL CITY STRATEGIES

A. CATALYTIC ECONOMIC INITIATIVES
A. Catalytic Economic Initiatives

1. Strengthen Business to Business Connections

1.1 Extend MBE / WBE Participation

• Extend beyond government to private Central City development, renovation and retrofit
• Include professional services and construction activity
• Incentivize via permitting process - Green Permit Program model

1.2 Extend Procurement Assistance Program

• Support neighborhood businesses bids for private sector activity
A. Catalytic Economic Initiatives

2. Strengthen Labor Market Connections

2.1 Prepare Chicago’s Workforce for the Future

• Focus workforce development on technology – all jobs are tech jobs now
• Central City projects and O’Hare have decades of construction
• Replace an aging manufacturing workforce
• Look to hotel, tourism and convention growth for easy entry jobs
A. **Catalytic Economic Initiatives**

2. **Strengthen Labor Market Connections**

2.2 **Increase Central City Hiring of Neighborhood Residents**

• Reach past Indeed, Glassdoor, etc., to directly connect with neighborhood residents

• New centralized on-line message board with a simple user-friendly interface

• Low cost phone platform, Aldermanic Ward Offices, City Libraries and City Colleges

• Gain buy-in from new and growing Central City employers

• Neighborhood job fairs – with larger, growing and recently arrived businesses
A. Catalytic Economic Initiatives

3. Bridge Center and Neighborhoods

- Burnham Lakefront, McCormick Place
- Bronzeville and IIT
- Illinois Medical District
- Ogden Corridor: Lawndale to Fulton Market
- United Center, Madison, Washington corridors
- Western / Lake Multi-Modal Transit Hub
- North Branch of the Chicago River
A. Catalytic Economic Initiatives

4. Advance Neighborhood Development

4.1 Continue Support for Retail Thrive Zones

- Austin: Chicago Avenue
- West Humboldt: Chicago Avenue
- Back of the Yards: 47th, Ashland Ave
- Bronzeville: 43rd Street, 47th Street, S. Cottage Grove
- Englewood: 63rd, Halsted Streets
- Chatham: 75th, 79th Streets
- West Pullman: Halsted Street
A. Catalytic Economic Initiatives

4. Advance Neighborhood Development

4.2 Take Retail Corridors to the Next Level

• New tools to front-fund retailer improvements
• Leverage Opportunity Zones
• Residential development to build local retail demand
• Link to transit, new mobility and streetscaping
• New locations with existing assets and new investment
• Address vacant property tax issues

4.3 Grow Neighborhood Tourism

• Leverage Chicago’s growing market
• Encourage hotel, arts and culture as economic development
A. Catalytic Economic Initiatives

4. Advance Neighborhood Development

4.4 Leverage Demand for Industrial Sites

• Meet demand for modern, flex-use, high-ceiling, clear-span, high-bay industrial facilities
• Focus on logistics, light manufacturing, food, parts assembly and pharmaceuticals
• 40-100 acre sites
• Inter-state highway freight access locations
• Workforce transit access locations
A. Catalytic Economic Initiatives

5. Re-fresh Chicago Marketing and Branding

5.1 Promote Competitive assets

• Size and quality of metro area workforce
• Highly competitive Global City total business cost: labor, real-estate, taxes
• Airport business travel connections and growing capacity
• Chicago influencers – Nobel prize winners, celebrities, sports

5.2 Think Globally

• Global marketing campaign focused at international business travel hub airports – Amsterdam, London, Dubai, Abu-Dhabi, Singapore, Shanghai, Hong Kong
CENTRAL CITY STRATEGIES

B. NEW MOBILITY
B. New Mobility

1. Connect Neighborhoods and Central City

- Enhanced rail
- Enhanced CTA Rapid Transit
- New stations
- Bus rapid transit
B. New Mobility

2. Connect Neighborhoods

• Bus Rapid Transit
• Rail Shuttle
• Autonomous Vehicle Routes
B. New Mobility

3. Central City Districts

- Walking everywhere
- River commuting
- Bus Rapid Transit
- Micro-mobility
- The Connector
B. New Mobility

4. New Mobility Framework

- Neighborhoods and Central City
- Connecting Neighborhoods
- Central City Districts
# B. New Mobility

## 4. New Mobility Framework

<table>
<thead>
<tr>
<th>1 Neighborhood to Central City</th>
<th>2 Neighborhood to Neighborhood</th>
<th>3. Central City Districts</th>
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<tbody>
<tr>
<td><strong>South Side</strong></td>
<td><strong>South Side</strong></td>
<td><strong>South</strong></td>
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<tr>
<td>Enhanced Metra Electric Service</td>
<td>Hyde Park to Midway BRT</td>
<td>Expanded River Commuting</td>
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<tr>
<td>Infill CTA Green Line Station 26th Street</td>
<td>31st Street BRT</td>
<td>Connector: South Spur</td>
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<tr>
<td>Infill CTA Green Line Station 31st Street</td>
<td>35th Street BRT</td>
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<td></td>
<td>Pershing BRT</td>
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<tr>
<td></td>
<td>47th Street BRT</td>
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<tr>
<td></td>
<td>63rd Street BRT</td>
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</tr>
<tr>
<td><strong>West Side</strong></td>
<td><strong>West Side</strong></td>
<td><strong>West</strong></td>
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<tr>
<td>New CTA Station on Green Line at Western Avenue</td>
<td>Western Avenue BRT</td>
<td>Ashland Avenue Bus Rapid Transit</td>
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<tr>
<td>Multimodal Station and Transit Hub</td>
<td>West Side to Midway Airport</td>
<td>New CTA Pink Line Station at Madison</td>
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<td>Racine Avenue Link</td>
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<td>West Loop Dedicated Bus / CAV / Bike Route</td>
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<td>Bridges over the Kennedy Expressway</td>
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<td>Expanded River Commuting</td>
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<td></td>
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<td>Connector: West Spur</td>
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<tr>
<td><strong>North Side</strong></td>
<td><strong>North Side</strong></td>
<td><strong>North</strong></td>
</tr>
<tr>
<td>North Lakeshore Drive BRT: Hollywood to Monroe</td>
<td>Park and Ride Clybourn Metra Station to Lakefront</td>
<td>Connector: East Spur</td>
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<tr>
<td>Clybourn Avenue BRT</td>
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<td>Connector: North Spur</td>
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<tr>
<td>Clybourn to Ogilvie Shuttle</td>
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<td>Expanded River Commuting</td>
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<tr>
<td><strong>North West Side</strong></td>
<td><strong>North West Side</strong></td>
<td><strong>North West</strong></td>
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<tr>
<td>Enhance Transit to O'Hare Airport</td>
<td>Park and Ride Forest Glen Metra to Foster Lakefront</td>
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<tr>
<td>Jefferson Park Connector</td>
<td>Park and Ride Montrose Station to Lakefront</td>
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B. New Mobility

5. Add 21st Century Mobility Infrastructure

• Dynamic Transit Fleet: smaller buses, and demand driven services
• Last Mile Mobility: micro-transit
• Last Mile Shipping: supply chain and curb management
• Major Development Pilots: active mobility solutions, AVs
• Data Analytics: service investment priorities
B. New Mobility

6. Make Chicago a Big City Data Leader

- Data Informed Transit Routing
- Interoperability of Systems: Machine Learning
- Public Data Analytics and Market Place
6. Evolve Policy and Planning

- Integrate citywide economic development, transit and mobility plans
- Integrate transit and mobility into major development proposals
- Add pilot projects testing new mobility technology
- Advance analytics to address equity impacts
- Respond to rapid emergence of new technologies
CENTRAL CITY STRATEGIES

C. DIGITAL CONNECTIVITY FOR ALL
C. Digital Connectivity for All

1. Extend Digital Connections
   • Connect broadband to high-need neighborhoods
   • Expose residents to educational, job training and employment opportunities
   • Prioritize 10 Community Areas with lowest levels of broadband service and Internet use
   • Use City assets – Chicago public schools, libraries, hospitals, CTA and police stations
   • Use innovative financing models for Infrastructure
C. Digital Connectivity for All

2. Public and Private Funding to Extend Gig-Speed Capacity

• Create “hot spots” with free Internet access
• Provide low-cost computers, tablets for schoolwork, and job searches
• Internet service provider (ISP) subsidy using income to set discount rates
• Secondary devices supplied through the sale of customer data to the ISP
ACTIONS AND NEXT STEPS
A Central City Strategy for All

Strategy Summary

1. Extend MBE-WBE business participation to a wider array of projects
2. Prepare neighborhood residents to access jobs in growth sectors
3. Bridge physical gaps to connect Central City and neighborhoods
4. Advance neighborhood development in retail and industrial domains
5. Include housing and affordable housing as an economic development strategy
6. Refresh City marketing nationally and internationally
7. Invest in connecting transportation infrastructure across Chicago
8. Invest in connecting technology infrastructure and close the digital divide
A Central City Strategy for All

Next Steps

1. Review by government, civic, business and community leaders
2. Integrate concepts with those proposed by others
3. Bring multiple perspectives together to create a Chicago Investment Strategy
4. Select 1-5 year initiatives to implement
5. Identify leads for components from government, civic, business or community sectors
6. Build support among City, State and Federal elected officials
7. Advance implementation: organizational responses, funding sources and implementation mechanisms
CCAC is committed to being at the forefront of creating the city's identity as a global destination and helping to set the right priorities to attract Central City and neighborhood investment.