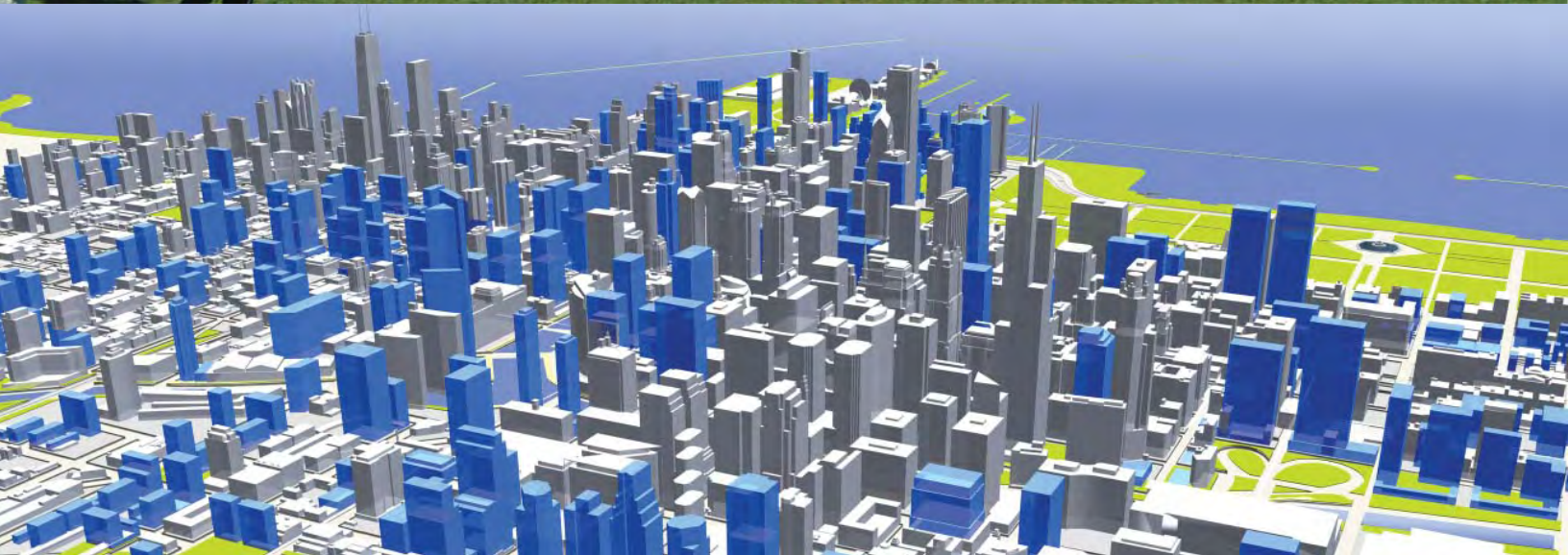


DRAFT DECEMBER 2008



EXECUTIVE SUMMARY

CHICAGO CENTRAL AREA ACTION PLAN



MESSAGE FROM THE MAYOR

<<LETTER TO BE ADDED>>

GREAT PLANS FOR A GREAT CITY

In the City of “Make No Little Plans,” the legacy continues. In 2003, the City adopted the Central Area Plan in response to the remarkable transformation of Downtown Chicago over the last 20 years. It was the first plan for Downtown produced by the City since 1958, and it detailed the Central Area’s potential for growth over the next two decades.

Under Mayor Richard M. Daley’s leadership, the extraordinary times for Chicago’s Central Area have con-

tinued well into the mid-2000s. Dramatic growth continues in all sectors, reinforcing the image of Chicago on the world stage as a great place to work, live, learn and play.

This exciting expansion is expected to continue for many years to come. However, a number of critical projects are necessary to support this trajectory, and this Central Area Action Plan provides the next step toward realizing the vision and goals of the 2003 Plan.

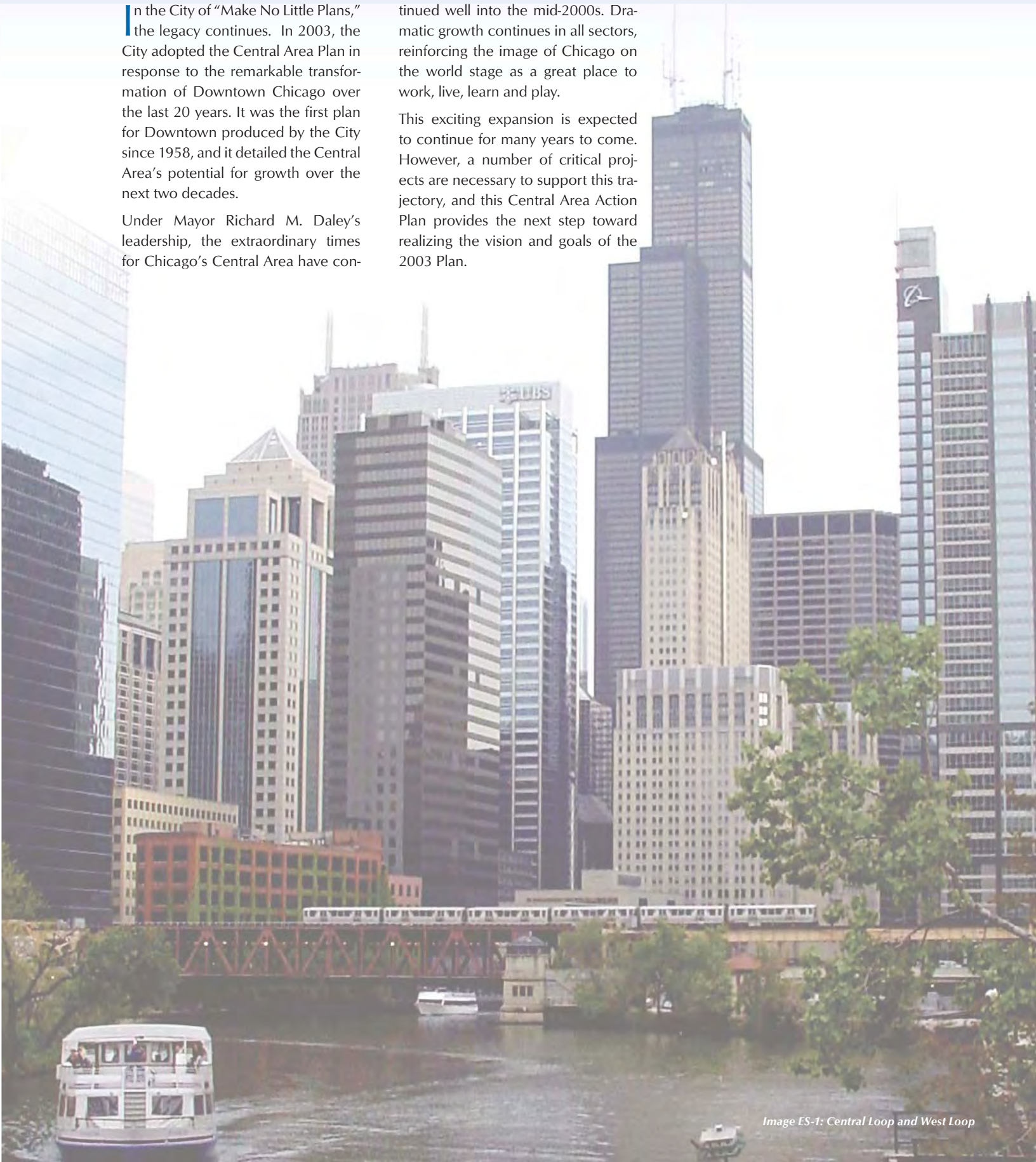


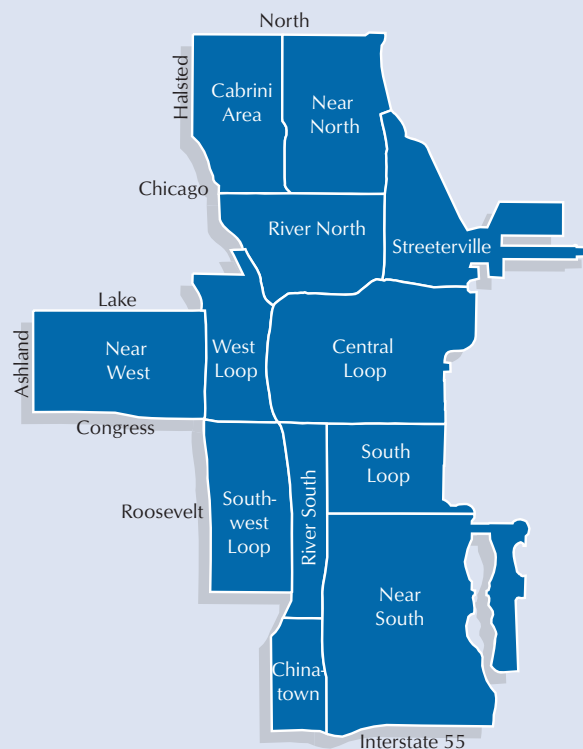
Image ES-1: Central Loop and West Loop

THE PLANNING PROCESS

This Central Area Action Plan is the product of a 12-month planning and prioritization effort by a broad group of dedicated Chicagoans. Mayor Daley assembled a Steering Committee of 29 business and civic leaders to create an actionable plan to achieve the vision defined in the 2003 Central Area Plan. The Central Area Action Plan is the result of the Committee's work and extensive input from three Task Forces that addressed Land Use and Economic Development; Transportation and Infrastructure; and Urban Design, Waterfront, and Open Space.

The City of Chicago Department of Planning and Development (DPD), in consultation with the Department of Transportation, provided direction for the planning project and coordinated the development of the Plan with other government agencies including the Department of the Environment, Chicago Transit Authority, the Chicago Park District and Chicago Public Schools. Major stakeholders in the public and private sectors were consulted throughout the planning process.

Figure ES-1: Subdistricts



Subdistricts

The City of Chicago's Department of Planning and Development divides the Central Area into twelve planning subdistricts. In some cases the policies and projects contained within the Action Plan are located entirely in a single subdistrict; however, in most cases, the projects span several subdistricts. Detailed recommendations for each of these subdistricts are provided in the Action Plan Report organized in North, Central and South districts.

DEVELOPMENT GROWTH AND BENCHMARKS

This Central Area Action Plan provides a road map for the continued implementation of the 2003 Central Area Plan. This Plan envisions that the Central Area will expand its role as the core of the regional economy and a center for cultural and recreational amenities.

In general, the development benchmarks that the 2003 Plan was based upon were met or exceeded. Residential development far surpassed expectations. More retail space, hotel rooms, student housing, and cultural facilities were added to the Central Area than projected, and office development was on target.

New development benchmarks for 2020 are defined in this plan. The base-case scenario assumes that present trends continue, and an opportunity scenario envisions the potential

Table ES-1: Annual Growth Benchmarks by Sector, 2008-2020

	Base Case Scenario	Opportunity Scenario
Population	5,400	6,400
Employment	6,000	9,400
Office (SF)	1,600,000	2,200,000
Retail (SF)	250,000	350,000
Residential (Units)	3,300	3,900
Student Housing	150	180
Hotel (Rooms)	600	700

of the Central Area if the policies and projects of the Plan are implemented. The Plan recognizes that transportation improvements are the foundation for expanding employment, growing the residential population, accommodating more tourists, bringing more shoppers, and supporting more students. Meanwhile, sustainable urban design, open space, and waterfront improvements must continue to enhance the attractive environment that

bonds people to place. Through the year 2020, the Central Area has the potential to add an annual average of 2.2 million square feet of office space, 350,000 square feet of retail space, 3,900 housing units, 180 dormitory beds, and 700 hotel rooms. This development pace will be accompanied by growth in employment, population, and visitation.

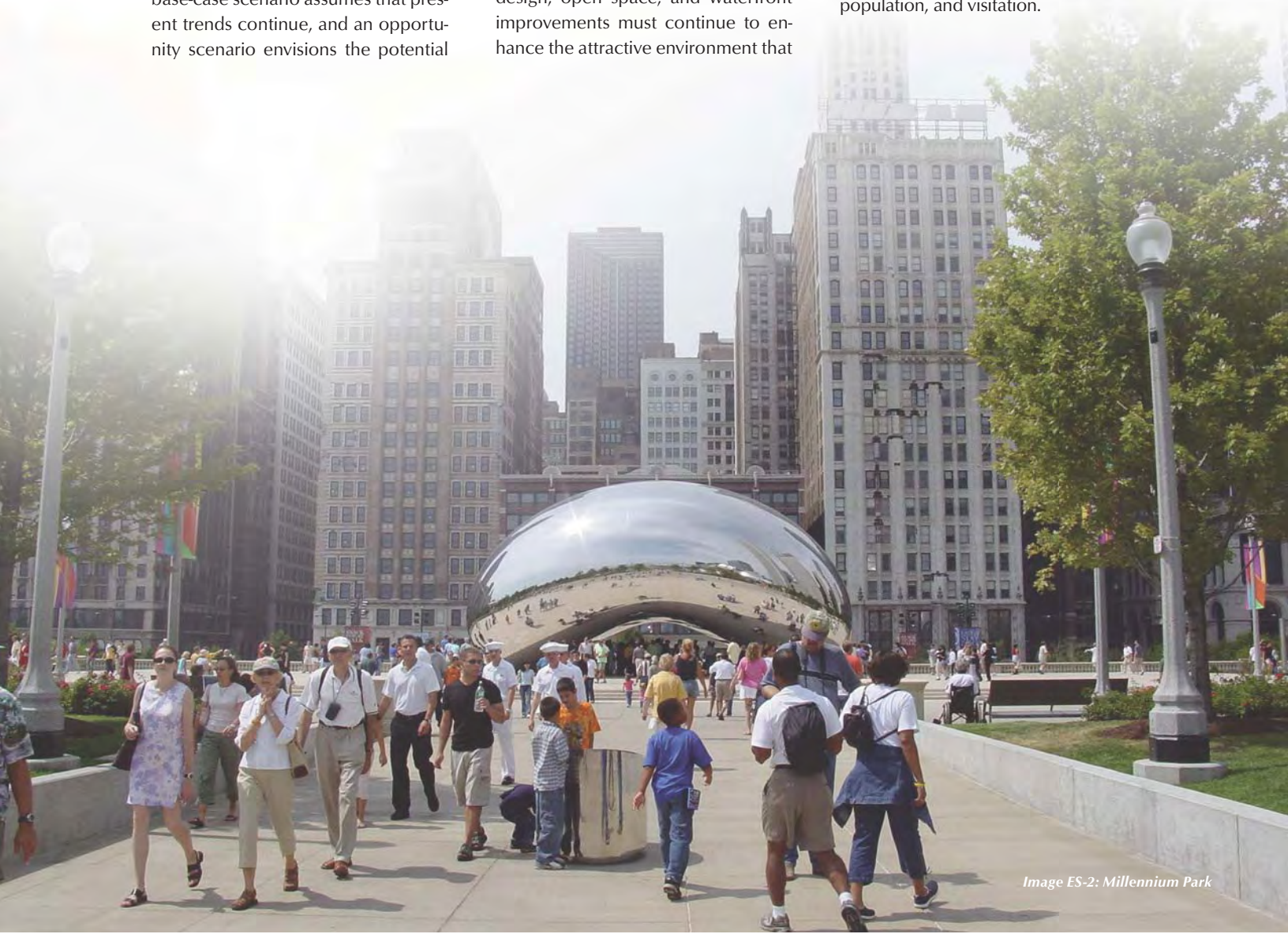


Image ES-2: Millennium Park

ECONOMIC DEVELOPMENT AND LAND USE POLICIES



Image ES-3: New High Rise Residential

Nine land use and economic development policies are outlined to support growth in the region and Chicago's Central Area. The Trans-

portation and Urban Design policies and projects that follow enable Chicago to attain these economic development goals.

Maintain Chicago's Position as the Economic Engine of the Region While Expanding its Global Reach.

Total employment in the Central Area is estimated to reach between 750,000 and 817,000 by 2020. These employment estimates represent an increase of 19% to 25%, respectively, over 20 years, or an average growth rate of 6,000 to 9,400 jobs per year (0.9% to 1.3% annually).

To reach this potential the Central Area must maintain its majority market share of regional office growth by continuing to invest in transit and by strengthening its unique competitive advantage of access to the knowledge-based workforce. Further, potential office sites in the Central Loop and West Loop must be preserved for employment-generating uses.

Support the Continued Pace and Density of Residential Growth to Enhance Urban Vibrancy and Fully Utilize the Existing Urban Infrastructure.

From 2000 to 2007, the population of the Central Area grew by nearly 54,000 to reach approximately 165,500, and population projections for 2020 range from 231,000 to 252,000. Densities in the Chicago

Zoning Ordinance that went into effect in the Downtown districts in November 2004 must be maintained to enable the growth projections upon which this Plan is premised.



Image ES-4: Riverfront development along the North Branch

ECONOMIC DEVELOPMENT AND LAND USE POLICIES

Create Sustainable Development with Cutting-Edge Environmental Practices and Innovative “Green” Building Techniques.

Implementation of environmentally responsible practices will continue Chicago’s role as a leader in sustainable urban design. Sustainable land use and economic development practices will promote an efficient plan for infrastructure growth, conserve energy, reduce materials consumed, mitigate negative environmental impacts such as air pollution or storm water runoff, reduce automobile trips, and encourage alternate transportation

modes. Key policies include encouraging compliance with green building standards for building construction and neighborhood development, designing and implementing sustainable infrastructure, concentrating development along high-use corridors and transit lines, promoting the use of public transit or other alternate modes, and designing walkable, mixed-use environments.



Image ES-5: Dearborn Center Green Roof

Enhance Parks, Corridors and Waterfronts for Residents, Workers, Students and Visitors.

Key projects will expand the amount of open space to keep pace with the needs of Central Area patrons. All development sectors—residential, re-

tail, hotel, institutional and office—will benefit from high quality streetscaping, waterfront and parks projects.



Image 6: Navy Pier

Better Connect Visitors, Residents and Businesses to the World through O'Hare and Midway Airports as well as the Regional Rail Network.

Express train service to O'Hare and Midway airports, continuation of airport expansion programs, and

improvements in and around Union Station will enhance Chicago's international and regional gateways.

Strengthen Chicago's Ties to the North American Economy Through Efficient Freight Delivery.

Chicago's role as the largest inland international container port in North America must be protected, and Chicago's global competitiveness must be maintained with railroad enhancements. In partnerships with State and Federal initiatives and the CREATE program, Chicago can reduce conflicts with Metra trains to ensure both

rush-hour passenger capacity and efficient freight movement. It is vital to continue to improve viaducts and roadways that accommodate freight movement. Requiring off-peak delivery hours and encouraging loading zone management will improve the efficiency and minimize impacts of freight delivery.



Image ES-7: West Loop Transportation Center

Invest in an Effective Transit System to Support the Growth that is Envisioned by the Plan.

The connection between transit and economic development is clear. Investments in transit are essential to maintain and grow the Central Area's role as the economic engine of Chicago, the region, and the Midwest. This Action Plan identifies very specific transit needs and

projects with priority for capacity enhancements. Signal upgrades, passenger information systems, continued station modernization, CTA line extensions, intermodal (train to bus) facilities, and dedicated transitways are among the necessary projects.

Frame a City/State Capital Investment Plan Supplemented by Private Participation.

The nearly \$20 billion in capital expenditures identified in the Central Area Action Plan will require funding from a variety of sources. Support for the Plan from residents and business leaders is critical in achieving this level of funding and for enabling projects to move forward. Recognizing that Tax Increment Financing (TIF) is the City's primary economic devel-

opment tool, this Action Plan recommends a number of policies related to the use of TIF revenues. The foremost of these recommendations is that the majority of TIF revenues and related leveraged funding be dedicated to the long-term capital projects identified in the Plan, with emphasis on transportation projects.

Incorporate the Central Area Action Plan into the Regional Transportation Plan, Chicago 2016 Olympic Planning and State and Federal Capital Programs.

With its support for high-density development, this Action Plan reflects the principles of sustainable development, compact growth, transit-oriented design, and smart growth. With

the Central Area as the centerpiece of the regional economy, implementation of the Plan should be supported with a multi-level, coordinated approach to funding.



Image ES-8: Park Grill at Millennium Park



Image ES-9: Lakefront Path Expansion



Image ES-10: Streetscape Enhancements

TRANSPORTATION GOALS AND PROJECTS



Image ES-11: Pedestrian Bridge over the Chicago River



Image ES-12: Improved Pedway

Serving daily work trips into the Central Area is the focus of the transportation system and places the greatest strains on the current system. Maintenance and upgrades to this system support employment growth and economic development goals. At the same time, unprecedented residential growth raises the importance

of accommodating work trips out of and within the Central Area. This Plan recognizes the varied needs of residents and visitors who are vital to Chicago's economy. The six transportation goals for the Central Area follow along with explanations of the key investments related to each.

Improve Transit in Central Area.

Improving and expanding the Central Area's transit system is the most important factor for continued employment and residential growth.

- The ongoing modernization of CTA stations has already contributed to improved transit in the Central Area, and funding of this program should be continued. Complementary investments in passenger information systems are required to improve utilization of the existing system.
- A new system of grade-separated transitways will provide improved transit connections within the Central Area. The Carroll Avenue Transitway will link the West Loop to Streeterville and River North, and additional transitways will travel east-west across the Loop, and along an existing busway run-

ning north-south through Grant Park.

- Adding new infill CTA stations on the existing rapid transit lines will improve service to growing Central Area neighborhoods, such as the Near South, Near West and Cabrini Area.
- A combination of projects will better link the numerous transit resources that serve the primary employment growth district in the Central Area—the West Loop. In the short term, an intermodal facility and access improvements at Union Station will improve the function of the Central Area's busiest transit station. In the long term, the multi-level West Loop Transportation Center will tie together new transitways, commuter rail services and a new Clinton Subway.

TRANSPORTATION GOALS AND PROJECTS

Increase Regional Transit Capacity.

The existing regional transit network converges on the Central Area, and this relationship must be strengthened by strategic investments in existing infrastructure and new services.

- A system-wide rebuilding of the CTA rail signals and infrastructure is foremost in expanding capacity and enhancing safety, particularly on highly utilized services such as the Blue and Red Lines.
- Metra has continued to increase service levels and capacity on existing lines and will continue this expansion on high-demand services, such as the Union Pacific-

West and Union Pacific-Northwest lines.

- New connections between the Central Area and the region will be fostered by projects such as the Circle Line (connections to adjacent Chicago neighborhoods), extensions of the CTA Red, Orange and Yellow Lines (bringing rapid transit service to close-in suburbs), and Metra's proposed STAR Line and Southeast Service (new rail corridors connecting into high-growth suburban areas on the edges of the Chicago region).

Image ES-13: Loop "L"

TRANSPORTATION GOALS AND PROJECTS



Image ES-14: Millennium Park Bike Station



Image ES-15: Aerial View of the South Branch of the Chicago River

Improve the Pedestrian Environment.

An increase in transit trips must be supported by improvements to the on-street and off-street pedestrian environment.

- With strong passenger growth at Union Station and Ogilvie Transportation Center, the pedestrian environment along Clinton and Canal near these stations needs attention.

- Growth in tourism drives the need for pedestrian improvements on the Illinois/Grand corridor to better connect Navy Pier with numerous hotels, restaurants and other tourist attractions.
- Pedestrian improvements will build on the existing trail network, particularly along the Lakefront and Riverfront.

Manage Traffic Circulation.

An interconnected street grid is the key to traffic circulation and pedestrian mobility. Improvements to the safety and function of the existing grid is a focus for the Central Area.

- Phase Two of the Wacker Drive reconstruction will reconfigure the two levels along the north-south portion (south of Lake Street), making circulation easier and safer for both drivers and pedestrians.
- A major improvement of North Lakeshore Drive will flatten the curve at Oak Street and establish an expanded signalized intersection at Chicago Avenue. These improvements will enhance the

safety and function of the road network and create additional open space.

- The City will maximize recent investments in signal interconnects, traffic cameras and traffic control assistants by creating a Traffic Management Center. By ensuring mobility during major events, the security of the Central Area's assets and its people will be safeguarded.
- Connecting existing gaps in the grid network will be a focus along the South Branch of the Chicago River, including a Wells-Wentworth Connector and new bridge at Taylor Street.

Encourage Alternative Modes.

Expanded opportunities for non-automobile modes of travel will include potentials for increased bicycling and water taxi usage.

- The bicycle network will be expanded and improved with additional on-street bicycle lanes and markings.
- A planned bike station in the West Loop will make it easier for commuters to store and rent bicycles.

- The Central Area's existing network of trails and greenways will be better connected to its waterfronts and open spaces with the conversion of the St. Charles Air Line to a pedestrian greenway.
- Residential and commercial development along the Chicago River and completion of the Riverwalk will provide new opportunities for expanded water taxi service and additional docks.

TRANSPORTATION GOALS AND PROJECTS

Improve National and International Connections.

Transportation investments must continue to strengthen the Central Area's connection to the Midwest, the U.S. and the world.

- A future dedicated Airport Express train service between the transit terminal at 108 N. State and O'Hare and Midway airports will improve the attractiveness of the Central Area as a hub of national business.
- Reinvestment in passenger facilities at Union Station will bolster its position as a gateway to the City, and service improvements in key midwestern intercity rail corridors will provide better alternatives for business travelers and tourists.



Image ES-16: 108 N State (Block 37)

URBAN DESIGN, WATERFRONT & OPEN SPACE GOALS AND PROJECTS

Five key goals with related policies and projects are detailed in this Action Plan. They build upon the work of the 2003 Plan and provide an orderly program of improvements for Urban Design, Waterfront and Open

Space investments. These improvements bond people and place, and are largely responsible for the Central Area's attractiveness to businesses, residents, and visitors.

Strengthen Chicago as an Environmentally Sustainable City.

Continued emphasis and support for environmentally sustainable practices will maintain Chicago as a leader in urban sustainability. The Central Area will be comprised of dynamic mixed-use districts that emphasize transit and are linked by pedestrian-oriented streets and welcoming open

spaces; utilize green building materials and techniques; and implement best practices to improve air, land and water quality. Each urban design, waterfront and open space project advanced in this plan underscores the City's commitment to improving the quality of life in Chicago.

Strengthen the Lakefront as Chicago's Great Public Space.

Use urban design, in conjunction with transportation projects, to enhance the Lakefront path system.

- A high priority is the phased expansion of the Lakefront path from Navy Pier to North Avenue Beach.
- The Lakefront path bridge at the Chicago River, the pedestrian

connection at Queen's Landing and the Lakefront Transitway are key projects that will improve connections to the Lakefront and link its various attractions.

- Gateway Harbor at Navy Pier will further enliven the Lakefront by providing expanded boat access to this major activity center.



Image ES-15: DuSable Harbor

Image ES-16: Lakefront Harbor

URBAN DESIGN, WATERFRONT & OPEN SPACE GOALS AND PROJECTS

Develop the Chicago Riverfront as a Premier Public Place and Continuous System.

Establish continuous public access to the River by linking existing connections and developing new access points.

- Four sequential phases of riverfront improvements will begin with the Main Branch, then continue north to Halsted and south to Chinatown. Vertical access from street level and under-bridge

connections is needed for pedestrian circulation. Wherever feasible, new developments will have street-level retail space oriented to and accessible from the Riverwalk.

- A riverfront management entity should be established to provide oversight of the Riverwalk system.



Image ES-17: Ping Tom Park

Create the Next Generation of Downtown Parks.

Parks and open spaces should be developed along with new larger development, as well as integrated into densely developed areas.

- A wider range of recreational amenities will be integrated into the existing Northerly Island Park.
- New park space will be created by developing DuSable Park.
- The expansion of Ping Tom Park (including a rail underpass, a community center, and a boat house), rillscape improvements in Grant

Park and the St. Charles Air Line Greenway will creatively use existing land and infrastructure to create public open space.

- The proposed Fort Dearborn Park on the current post office site at Dearborn and Ohio will provide much-needed open space in River North.
- “Cap the Kennedy” will add green space in the West Loop to anchor office and residential growth.



Image ES-18: Fort Dearborn Park

Complete the Central Area’s Framework of Richly Landscaped Streets and Boulevards.

Chicago’s rich heritage of signature north/south streets and corridors should be augmented with a series of comparable east/west streets.

- Division St., Congress Parkway, Grand Ave., Illinois St. from Michigan Ave. to Lakeshore Dr., Randolph St. east of Michigan Ave., South Wacker Dr., and the Union Station area will be the primary focus areas for streetscape improvements.

- Interstate corridors and gateways into the Central Area present opportunities for attractive landscaping around its interchanges.
- Innovative green water management techniques and materials should be used to transform alleys and streets.
- A special lighting program will illuminate buildings and civic features; enhance streetscapes and unify districts; and be installed in partnership with private owners.



Image ES-19: St. Charles Greenway

CENTRAL AREA PROJECTS

The capital projects included in this Central Area Action Plan represent a \$20 billion investment by the year 2020. The bulk of this investment is for improvements to the public transportation infrastructure both within and connecting to the Central Area.

Based upon the priorities identified by the Task Forces during the plan-

ning process and the current status of project development, a phasing plan has been developed for the projects, assigning project completion to a set of four-year intervals.

Individual projects are briefly described on the opposite page. Cost estimates and the project phasing plan are detailed in the pages that follow.

Table ES-2: Project Cost Summary

Year	Totals
2008-2012	\$5.59B
2012-2016	\$8.26B
2016-2020	\$6.14B
GRAND TOTAL	\$19.99B

Figure ES-2:
Overall Costs by Project Type
Central Area Action Plan Projects

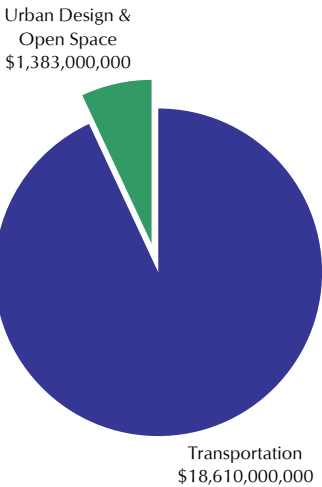
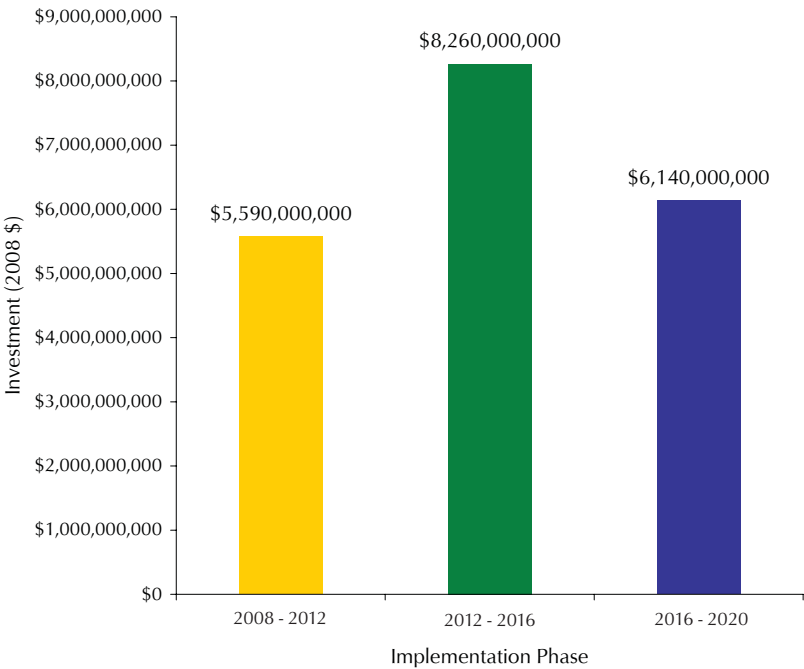


Figure ES-3:
Overall Costs by Phase
Central Area Action Plan Projects



CENTRAL AREA PROJECTS

Transportation Project/Initiative

Airport Express Service direct express rapid transit service from the Central Loop to terminals at O'Hare and Midway

Carroll Avenue Transitway limited-stop transit service better connects West Loop, River North and Streeterville

Clinton Street Transitway link between Carroll Avenue Transitway and West Loop Transportation Center

Clinton Subway new West Loop subway connecting Cermak/Chinatown and North/Clybourn CTA stations

CREATE Program infrastructure investments to improve reliability of freight and passenger rail

CTA Circle Line new transit "loop" providing connections between rail lines and reducing congestion in Loop

CTA Infill Stations new "L" stations along existing rail lines to increase access to transit

CTA Line Extensions - Red, Yellow, Orange expanded transit connections to the Central Area

CTA Signal & Capacity Upgrades signal modernization and elimination of slow zones on rail network

CTA Station Modernization upgrades to existing stations in the Central Area

East-West Transitway rapid transit route through Central Loop beneath Monroe Street

Lakefront Transitway connects the Near South to Streeterville through Grant Park

Metra SouthEast Service new commuter rail line from LaSalle Station to the southeast suburbs

Metra STAR Line new intersuburban rail line connecting Joliet, Rolling Meadows, and O'Hare airport

Metra Extension & Upgrade on the Union Pacific Northwest and West lines

North Lakeshore Drive Improvements smooth the curve at Oak Street to improve safety

Pedestrian Bridge over Chicago River improved pedestrian connection to Union Station

South Branch Bridges connect street grid over the Chicago River at Polk, Taylor, or 16th Streets

Transit Passenger Information System improved, consistent program for signage and dynamic passenger information across all modes

Union Station Access/Intermodal Upgrades improved access points and wayfinding outside the station along with an intermodal transfer facility along Jackson

Union Station Capacity/Facility Upgrades upgraded passenger and customer amenities inside the station, including waiting areas and improved platform areas

Wacker Drive Reconstruction - Phase II upgrade to the north-south portion of Wacker Drive

Wells-Wentworth Connector new north-south arterial through River South - Phase I between Harrison and 18th, Phase II continues to Cermak

West Loop Bicycle Station bicycle parking and locker room facility to serve bike commuters

West Loop Transportation Center four-level intermodal transfer facility beneath Clinton

Urban Design & Open Space Project/Initiative

Chicago River Management Entity identify, fund, and empower an organization to develop and manage riverfront improvements

DuSable Park new park at the inlet of the Chicago River commemorating Chicago's founding pioneer

Fort Dearborn Park new park to replace the post office at the corner of Ohio and Dearborn

Gateway Harbor boat dock facility along the southern edge of Navy Pier

Kennedy Cap create new park land over the expressway between Monroe and Washington

Kennedy Corridor Enhancements improve east-west connections with traffic calming and landscaping

Lakefront Path Bridge flyover connection crossing the Chicago River at the Lake

Lakefront Path Expansion improvement to the path between North Avenue and Navy Pier

Lighting Enhancements implement lighting improvements along signature streets and establish grant or loan program to encourage private investment

Northerly Island Park Improvements design a park highlighting sustainable design features to serve as an outdoor museum for conservation

Pedestrian Connection at Queen's Landing improvements of the pedestrian connection between Grant Park/Buckingham Fountain and the lakefront path

Ping Tom Phase II expansion of park north of 19th Street along the South Branch of the Chicago River

Railscape Improvements screen rail line in Grant Park and south to Museum Place

Riverfront Improvements continue to develop pathway system along all branches of the Chicago River

St. Charles Air Line Greenway new South Loop pathway created when rail line is vacated as part of the CREATE Program

Streetscape/Corridor Improvements upgrade on-street environment to benefit both motorist and pedestrian safety and circulation

PHASING PLAN 2008-2012

Transportation Project/Initiative	Cost
Airport Express Service	\$1.5B
Carroll Avenue Transitway	\$150M
Clinton Street Transitway	\$60M
CREATE Program (initial)	\$750M
CTA Infill Station (Morgan - Green/Pink)	\$40-60M
CTA Signal & Capacity Upgrades	\$1.5B
CTA Station Modernization (4 Stations)	\$280-\$360M
Metra UP-NW Extension & Upgrade	\$384M
Metra UP-W Upgrade	\$144M
Union Station Access/Intermodal Upgrades	\$30M
Union Station Capacity/Facility Upgrades	\$50-\$60M
Wacker Drive Reconstruction (Phase II)	\$310M
Wells-Wentworth Connector (Phase I)	\$25-\$30M
Transit/Passenger Information Systems	\$7.5-\$10M
West Loop Bicycle Station	\$0.5-1M

Subtotal* \$5.35B

Urban Design & Open Space Project/Initiative

Chicago River Management Entity	\$250K
DuSable Park	\$17M
Gateway Harbor	\$24M
Kennedy Corridor Enhancements	\$10M
Lighting Enhancements (Michigan, Congress & Wacker)	\$600K
Northerly Island Park Improvements	\$75M
Pedestrian Connection at Queen's Landing	\$500K
Ping Tom Phase II (Site Dev./Railway Underpass)	\$20M
Riverfront (Main Branch Phase I)	\$46M
Streetscape/Corridor Improvements	
Congress Parkway	\$19M
East Randolph	\$8.75M
Grand & Illinois	\$19M

Subtotal \$240M

TOTAL \$5.59B

*Totals include highest cost shown for each project. All figures based on 2007 \$ amounts.

PHASING PLAN 2012-2016

Transportation Project/Initiative	Cost
CREATE Program (Completion)	\$750M
CTA Circle Line	\$2-\$3B
CTA Infill Station (Cermak - Green)	\$40-\$60M
CTA Infill Station (Division - Brown/Purple)	\$40-\$60M
CTA Line Extensions	
Orange	\$250-\$300M
Red	\$750M-\$1B
Yellow	\$250-\$300M
CTA Station Modernization (3 Stations)	\$210-\$270M
East-West Transitway	\$150M
Expanded Water Taxi Service	TBD
Metra SouthEast Service	\$500-\$550M
Metra STAR Line	\$1.1B
North Lakeshore Drive Improvements	\$200M
South Branch Bridge at Taylor Street	\$40-\$50M
Transit/Passenger Information Systems	\$7.5-\$10M
Wells-Wentworth Connector (Phase II)	\$10-\$15M
Subtotal*	\$7.82B

Urban Design & Open Space Project/Initiative	
Lighting Enhancements LaSalle and Randolph	\$400K
Lakefront Path Bridge	\$25M
Lakefront Path Expansion	\$177M
Ping Tom Phase II (Multi-Purpose Center/Boathouse)	\$18M
Railscape Improvements	
Central Station Area	\$7.5M
Grant Park Central	\$7.9M
Grant Park South	\$17.2M
Riverfront Main Branch (Phase II)	\$46M
Riverfront (River North)	\$75M
Riverfront (South Branch Downtown)	\$15M
Streetscape/Corridor Improvements	
Division Street	\$21M
West Loop/Union Station Area	\$25-\$33M
Subtotal*	\$443M

TOTAL \$8.26B

*Totals include highest cost shown for each project. All figures based on 2007 \$ amounts.

PHASING PLAN 2016-2020

Transportation Project/Initiative	Cost
Clinton Subway	\$4B
CTA Infill Station (Clark/18th - Orange)	\$40-\$50M
CTA Station Modernization (2 Stations)	\$140-\$180M
Lakefront Transitway	\$100M
Pedestrian Bridges over Chicago River	\$40-\$60M
Pedway System Expansion to West Loop	TBD
South Branch Bridge (at 16th or Polk)	\$40-\$50M
West Loop Transportation Center	\$1B
Subtotal*	\$5.44B

Urban Design & Open Space Project/Initiative	
Fort Dearborn Park	\$25M
Kennedy Cap	\$500M
Riverfront (River South Phase III)	\$75M
St. Charles Air Line Greenway	\$100M
Subtotal	\$700M

TOTAL * \$6.14B

*Totals include highest cost shown for each project. All figures based on 2007 \$ amounts.

Year	Totals	Average Annual
2008-2012	\$5.59B	\$1.4B
2012-2016	\$8.26B	\$2.1B
2016-2020	\$6.14B	\$1.5B
GRAND TOTAL	\$19.99B	

IMPLEMENTATION AND FUNDING

For a program of the size, complexity and duration of the Central Area Action Plan, funding will need to be assembled from a variety of sources, including the City, other local agencies, the State of Illinois, the Federal government, and the private sector.

The capital improvements included in the Central Area Action Plan are estimated to cost around \$20 billion over the 2008 to 2020 time frame. Based on typical and historic funding patterns for the kinds of projects included in the Central Area Action Plan, the City's share of the total costs could range from \$1.6 to \$3.0 billion, or an average of \$133 to \$253 million per year.

The City of Chicago's Capital Improvement Plan

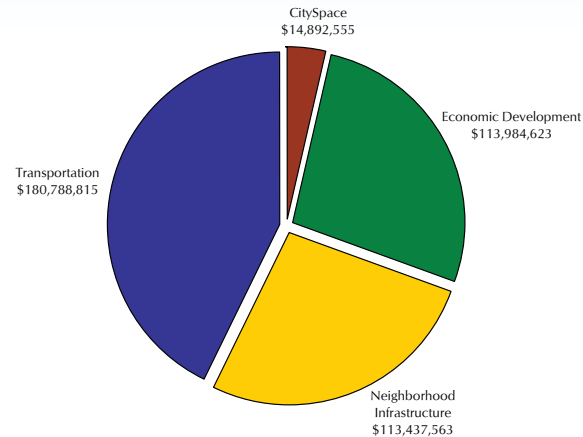
The mechanism for scheduling the funding resources, equipment and personnel for projects and expenditures is the City's Capital Improvement Plan (CIP). The CIP is updated annually and establishes priorities and schedules for all public improvement projects within a five-year period, given available resources.

The overall 2007 capital budget was \$2.0 billion. Programs related to improvements at O'Hare and Midway Airports, the O'Hare Modernization program, Municipal Building, and Water and Sewer programs accounted for over three-quarters of the 2007 CIP budget. For the remaining programs, \$423.1 million in project costs were distributed among the following categories (as shown in the chart at the top right):

- CitySpace: \$14.9 million for parks, greenways, lakefront;
- Economic Development: \$114 million for streetscaping, industrial streets, viaduct improvements;
- Neighborhood Infrastructure: \$113.4 million for aldermanic menu of services, alleys, lighting, sidewalks;
- Transportation: \$180.8 million for bridges, intersections, major streets, signals, transit.

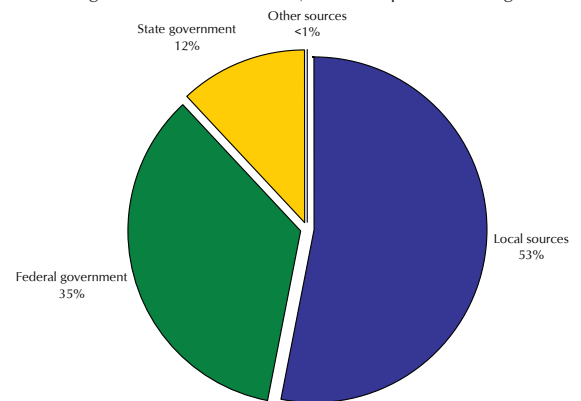
Funding sources for CIP projects include tax increment financing (TIF), general obligation bonds (GO bonds) repaid by property tax revenues, State grants, Federal grants, and other miscellaneous sources.

Figure ES-4: 2007 City of Chicago Capital Budget
CitySpace, Economic Development, Neighborhood Infrastructure, and Transportation Programs



Source: City of Chicago

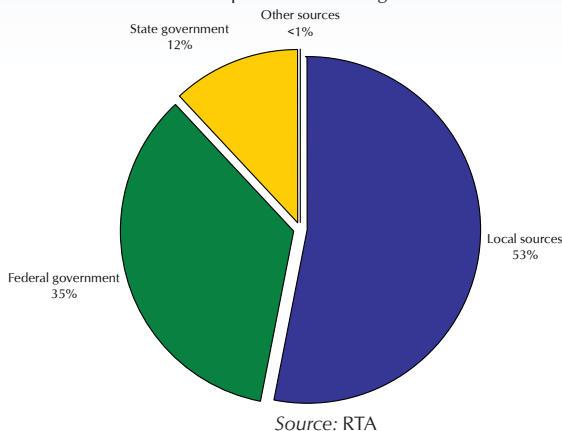
Figure ES-5: 2007 City of Chicago Capital Budget Funding Sources
CitySpace, Economic Development, Neighborhood Infrastructure, and Transportation Programs



Source: City of Chicago

IMPLEMENTATION AND FUNDING

Figure ES-6:
Transit Capital Funding Patterns
Top 50 US Transit Agencies



Transportation Funding

Public transportation projects in the U.S. are usually funded by a combination of fare revenues, federal grants, and state and local subsidies that include dedicated tax revenues.

The Transportation program in the City's CIP in 2006 and 2007 relied upon Federal and State money for 80% to 90% of the funding. This funding has been relatively consistent over the past two years, with \$70 million in annual State funding and \$80 to \$85 million in annual Federal funding.

However, based on recent trends that have seen diminished funding for transportation capital investment at the State and Federal levels, there is a possibility of lower contribution shares to major projects from the State and Federal government than in the past. This could explain trends identified in 2007 – *The Year of Decision: Regional Transportation Strategic Plan* prepared as part of the RTA *Moving Beyond Congestion* program, showing the top 50 transit agencies in the U.S. funded their capital investments in the following manner (as illustrated by the chart to the left):

- 53% from local sources
- 12% from the state government
- 35% from the federal government
- <1% from other sources

Tax Increment Financing

Tax Increment Financing (TIF) could serve as a source of funding for capital projects within the Central Area. Although it may not cover all of the City's local share of costs, it can provide a useful source of funding for the initial activities in a project's implementation, such as preliminary engineering or site preparation.

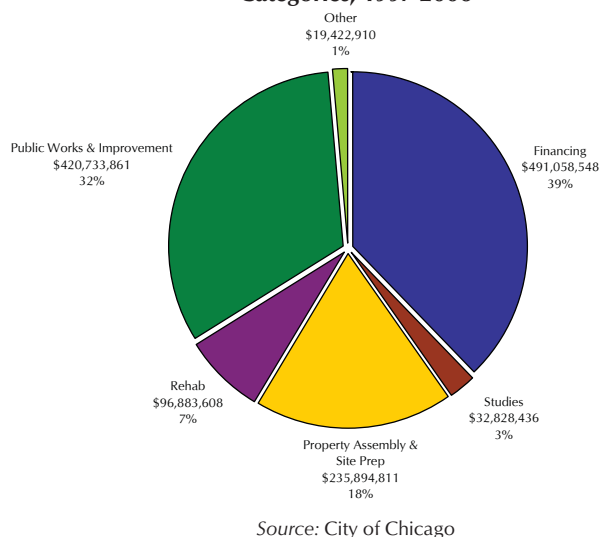
The established TIF districts will remain essential to undertaking the recommendations of the CAAP and should be protected, coordinated, expanded, extended as feasible and otherwise creatively and aggressively utilized to ensure a secure funding base and redevelopment framework.

A useful statutory feature of TIF districts is the ability to share revenues among contiguous districts, to allow for large-scale projects that may exceed a given year's incremental revenue collection or may span multiple districts. Nineteen TIF districts are located in the Central Area, of which sixteen districts are contiguous. The sum of total budgets for all of the Central Area TIF Districts over their twenty-three year life spans is \$3.2 billion.

Out of the approved expenditure categories, the top three categories of spending in the Central Area TIF Districts between 1997 and 2006 were:

- Financing Costs for Bonds (\$491 million, or 37.9% of TIF spending)
- Public Works & Improvement (\$421 million, or 32.4% of spending)
- Property Assembly & Site Preparation (\$236 million, or 18.2% of spending)

Figure ES-7:
Central Area TIF District Spending Categories, 1997-2006



ACTION PLAN TABLE OF CONTENTS

The Central Area Action Plan contains a wealth of information intended to support and encourage implementation of the policies and projects defined as essential for the growth, effective functioning and quality of life of the Central Area. The Plan builds upon the adopted vision for the Central Area as articulated in the 2003 Central Area Plan and represents the result of input from community stakeholders and technical expertise from the Steering Committee, Task Forces, City staff and project planners.

The Plan can be found by going to the City's website at www.cityofchicago.org and navigating to: City Departments > Planning And Development > Community Plans > Central Area Action Plan.

The 2003 Central Area Plan is also available online for download. This document can be found by going to the City's website at www.cityofchicago.org and navigating to: City Departments > Planning And Development > Community Plans > Central Area Plan.

Chapter 1: Land Use & Economic Development

Presents details on Land Use and Economic Development trends in the Central Area since publication of the 2003 Central Area Plan. Based on this research, the Task Force recommended nine policy goals.

Chapter 2: Transportation & Infrastructure

Presents Transportation trends in the Central Area since publication of the 2003 Central Area Plan and details the Transportation and Infrastructure projects included in this Plan. Six overriding policy goals are recommended.

Chapter 3: Urban Design, Open Space & Waterfronts

Presents the status of projects from the 2003 Central Area Plan and details the Urban Design, Open Space, and Waterfront projects included in this Plan. Five comprehensive policy goals summarize the findings and conclusions.

Chapter 4: Central Area Planning Subdistricts

Includes action plans for each of the twelve Central Area planning subdistricts, structured as a stand-alone document. Each local action plan is suitable for use by responsible city planners and interested local parties. Presents urban design guidance for five district focus areas and five signature streets within the Central Area.

Appendix: Economic Briefing Book

Presents detailed data on land use and economic development trends in the Central Area since preparation of the 2003 Central Area Plan. In table, chart and bullet point format, the briefing book covers demographic and employment changes and trends in real estate markets including office, retail, residential, and hotel.

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