

# **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**





An aerial photograph of Chicago, Illinois, showing the city's layout and the Chicago River. The Central City area, including the Loop and downtown, is highlighted in a bright yellow color, contrasting with the grey and blue tones of the rest of the city and the surrounding water. The title "Central City Challenges" is positioned in the top right corner, underlined.

# 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,

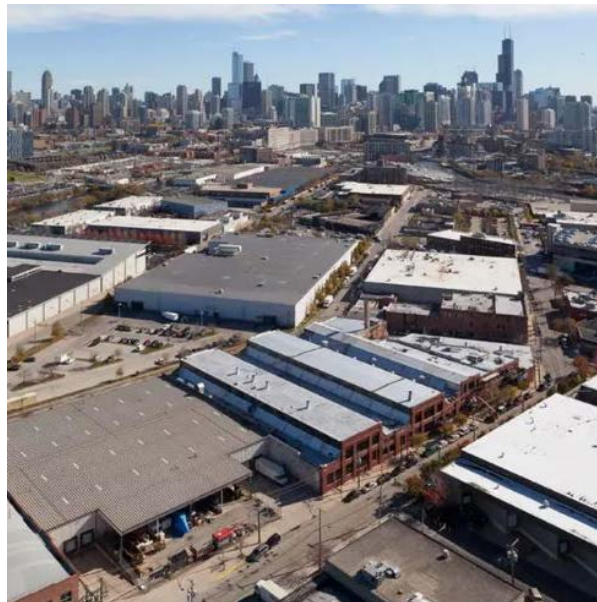
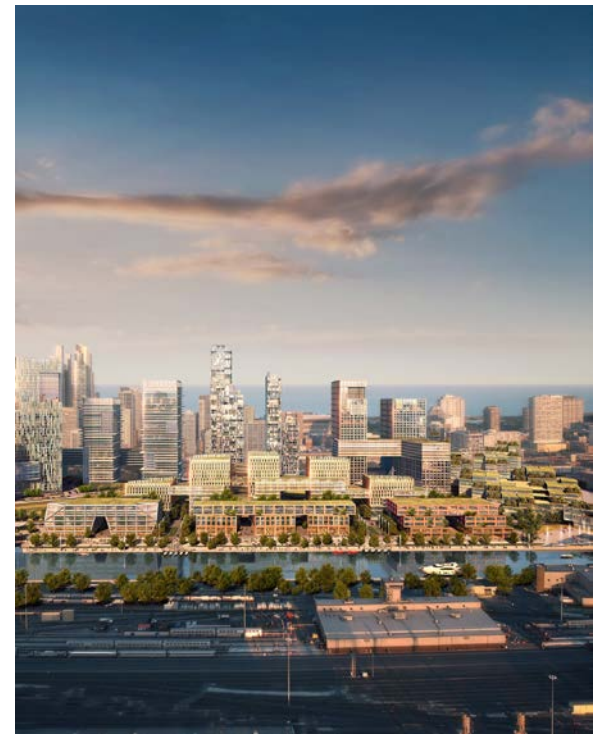


◀ **“No little plans:  
More than \$20  
billion of  
megaprojects in  
Chicago's pipeline”**

*-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

Source: [https://www.bls.gov/regions/midwest/news-release/areaemployment\\_chicago.htm](https://www.bls.gov/regions/midwest/news-release/areaemployment_chicago.htm);  
<https://www.rejournals.com/tapping-the-infill-potential-of-downtown-chicago-20180522>

## Central Area Jobs

**650,000**

2010



**715,000**

2018

**3,500,000 SF**

**New Office Space  
2013 - 2018**

**4,600,000 SF**

**In construction  
2018**

# Jobs Moving from Suburb to City

**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.

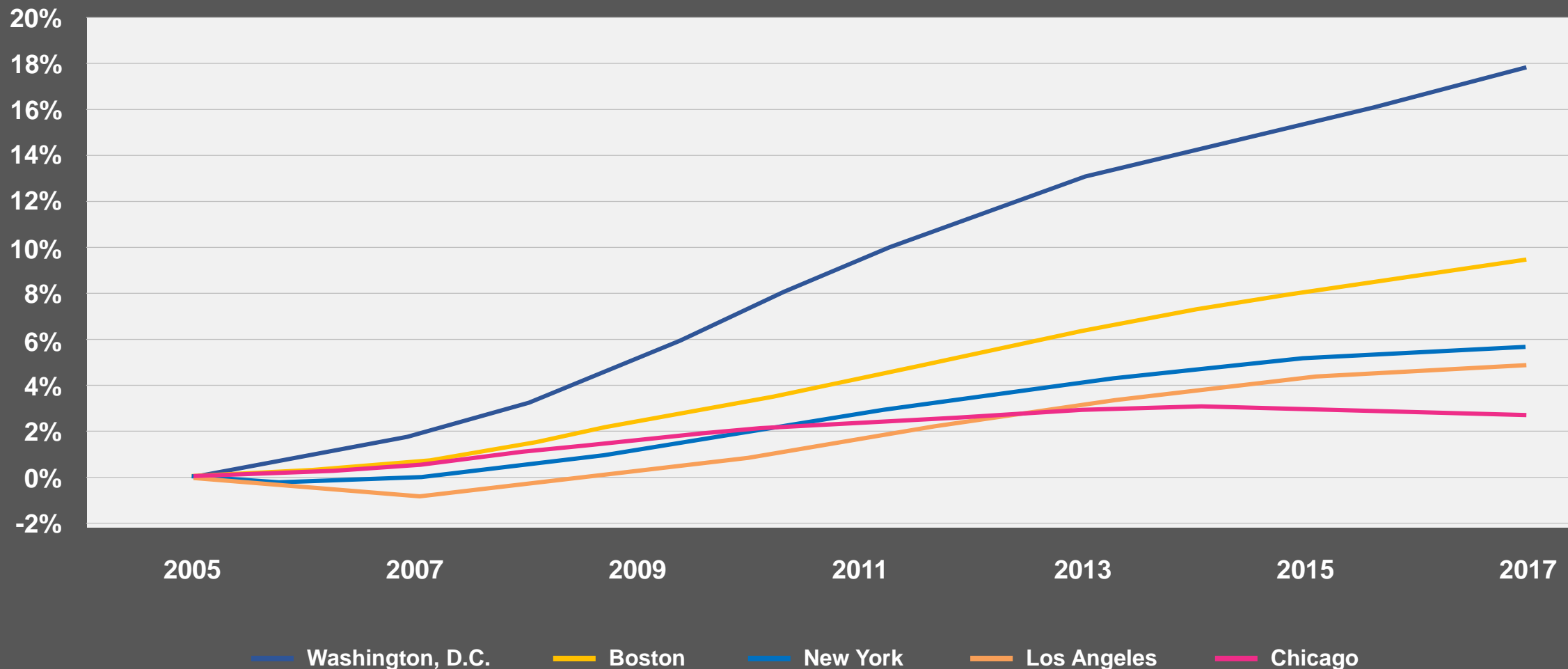
**Chicago:** Ranked the No. 1 for corporate investment (2014-2017) by Site Selection Magazine

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

# Big Cities Outpacing Chicago

Cumulative Population Change (Metropolitan Statistical Areas)



# 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.



# Equity Continues to be a Challenge

*“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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	2000 Population	2018 Population	Population Change
City of Chicago	2.90 M	2.72 M	-180,000 (- 6%)
Chicago Central Area	145,000 (5% of Total)	255,000 (9% of Total)	+100,000 (+ 69%)

# City Leader Roundtable



The Chicago Central  
Area Committee

## 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**



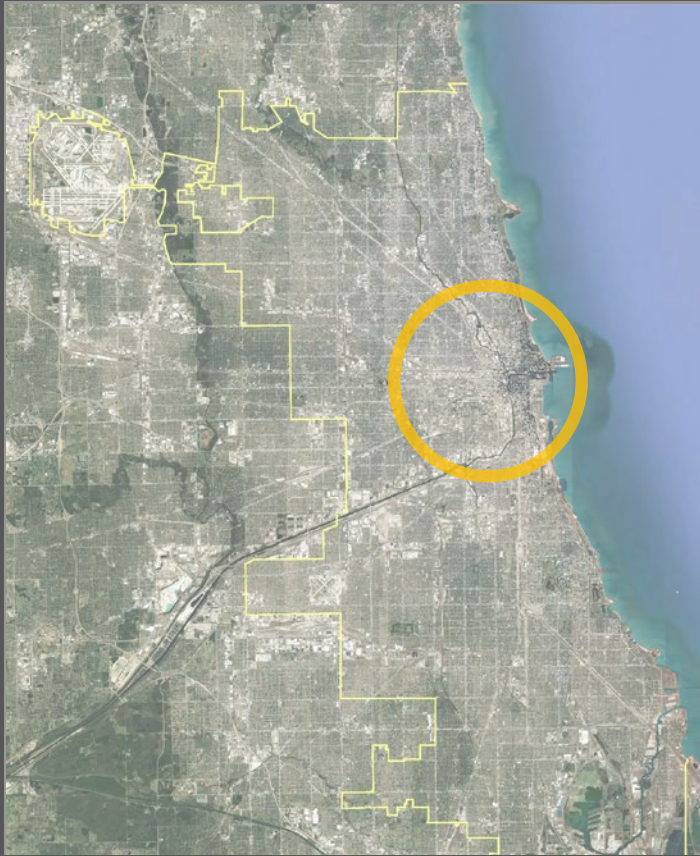
# Central City Goals

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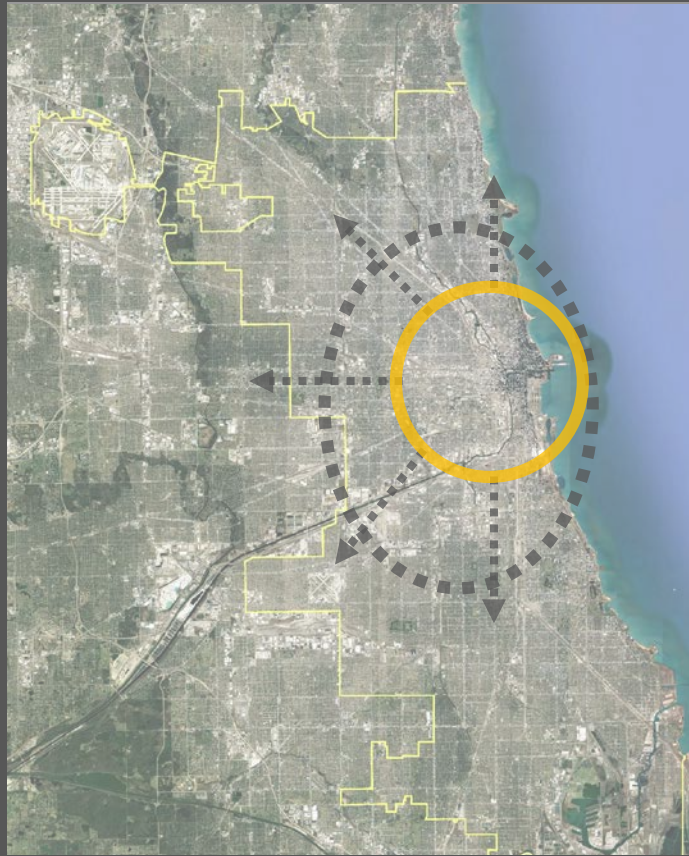
- Achieving sustained, equitable and inclusive growth
- Competing with growing US cities
- Redefining the Central City as a resource for all
- Connecting neighborhoods to Central City growth
  - Business to business
  - Transit and new mobility
  - Jobs for residents
  - Digital infrastructure
- Investing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

# A Bigger Idea - a Connected Central City

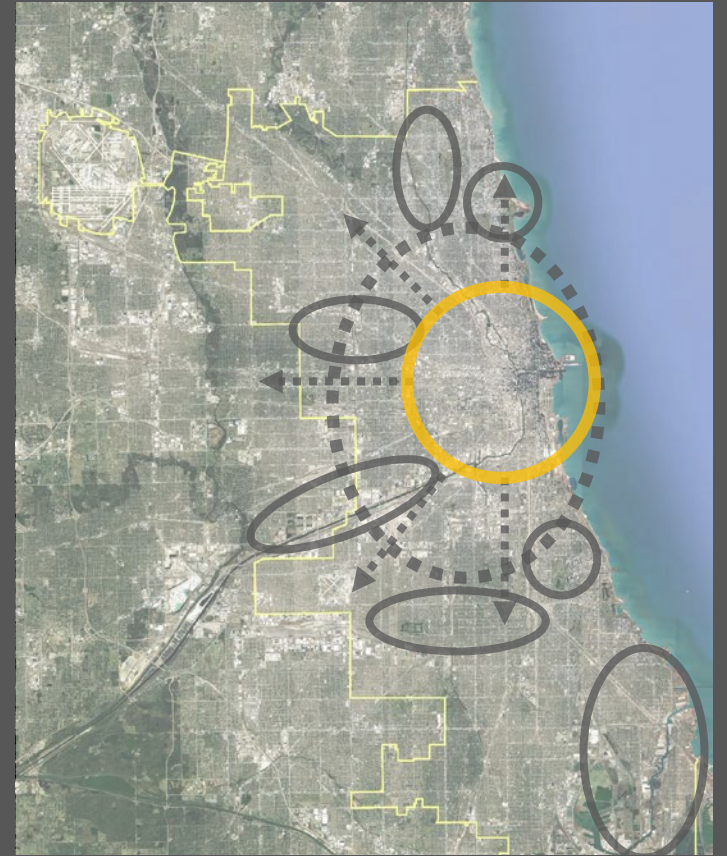
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The Central City



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**

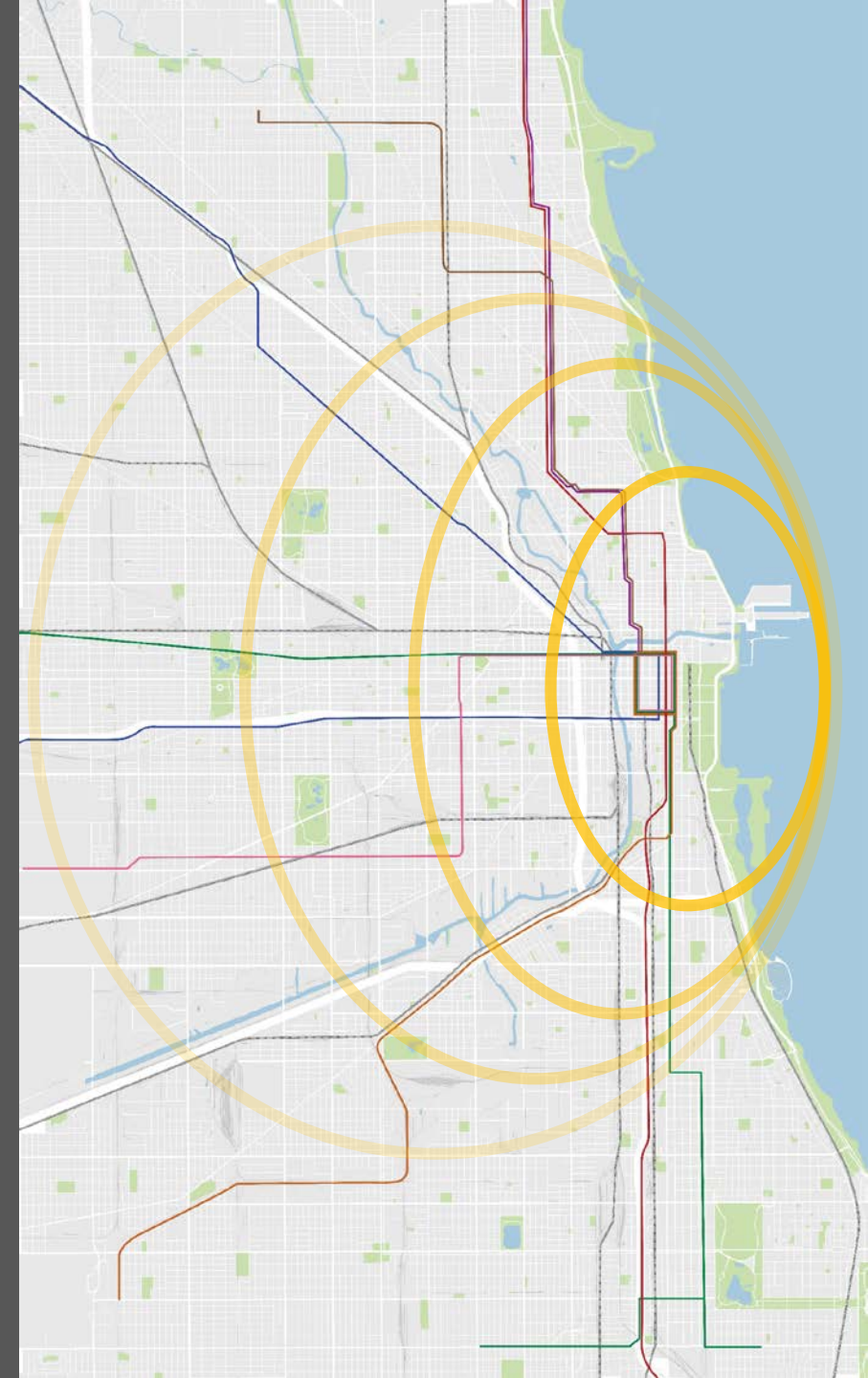
### **2.2 Increase Central City Hiring of Neighborhood Residents**

- 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: 47<sup>th</sup>, Ashland Ave
- Bronzeville: 43rd Street, 47th Street, S. Cottage Grove
- Englewood: 63<sup>rd</sup>, 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



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# **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

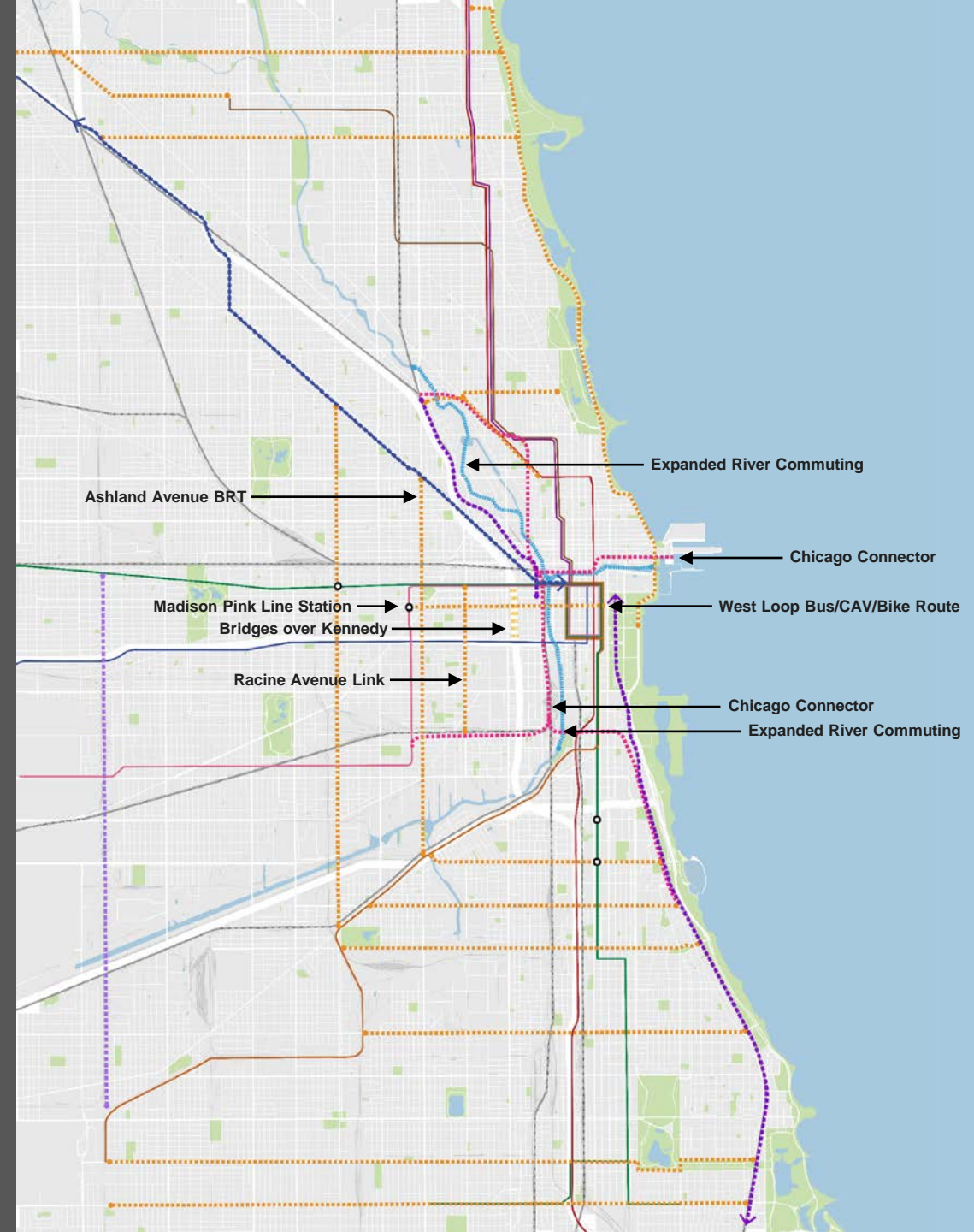
- Bus Rapid Transit
- Rail Shuttle
- Autonomous Vehicle Routes



## B. New Mobility

### 3. Central City Districts

- Walking everywhere
- River commuting
- Bus Rapid Transit
- Micro-mobility
- The Connector

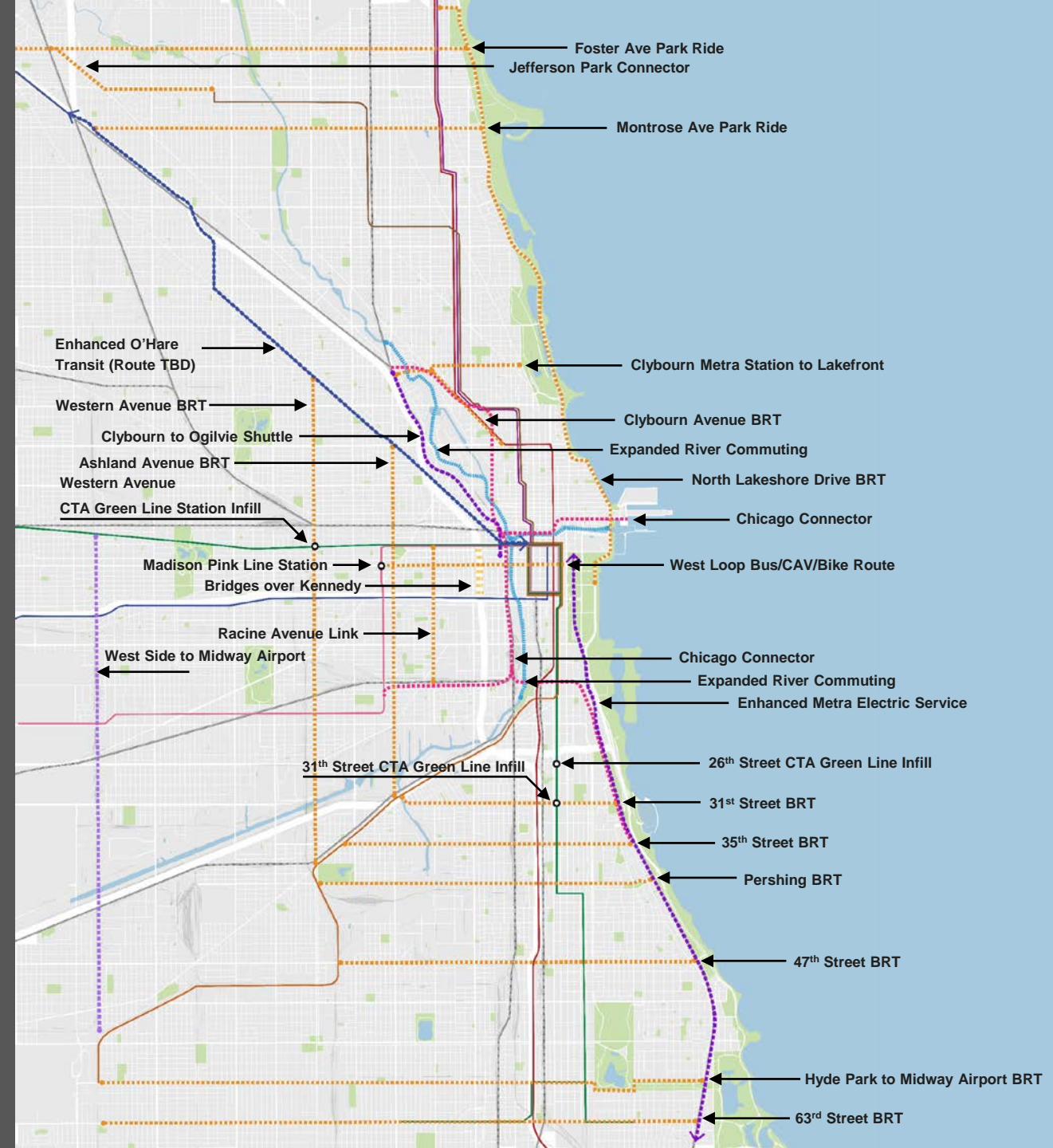




## B. New Mobility

### 4. New Mobility Framework

- Neighborhoods and Central City
- Connecting Neighborhoods
- Central City Districts





# B. New Mobility

## 4. New Mobility Framework

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

## B. New Mobility

### 5. Add 21<sup>st</sup> Century Mobility Infrastructure

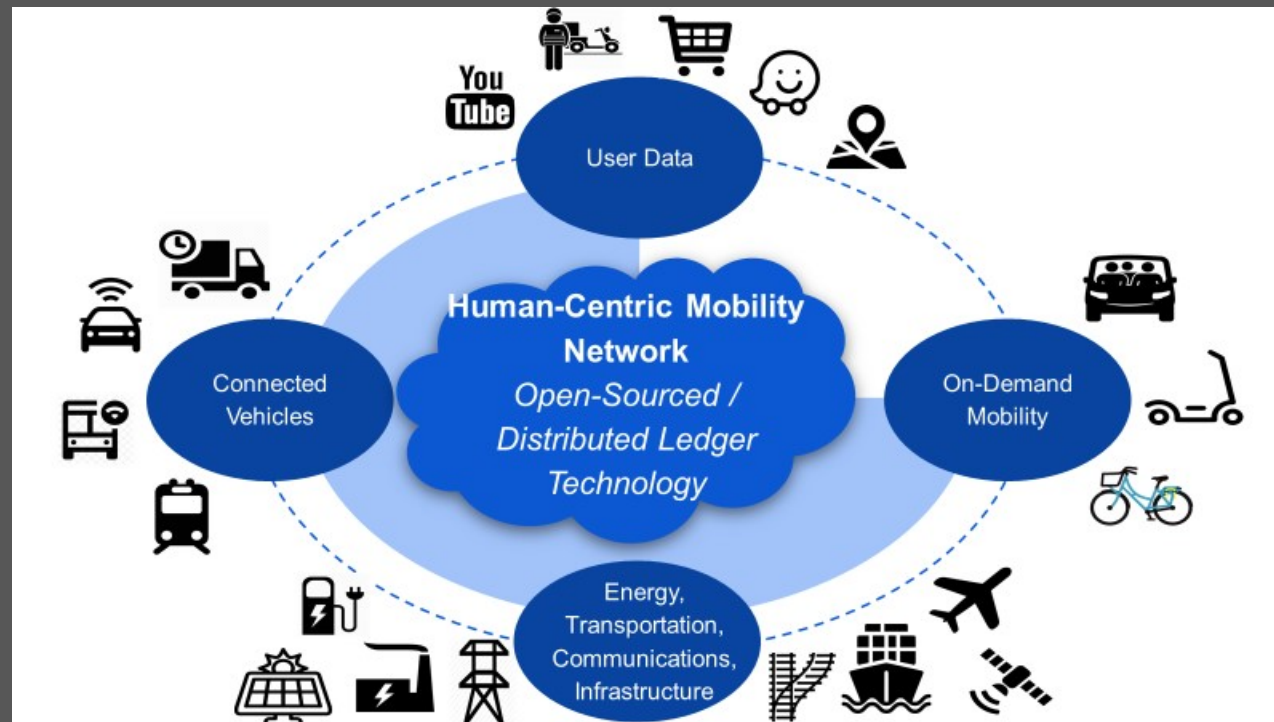
- Dynamic Transit Fleet: smaller buses, and demand driven services
- Last Mile Mobility: micro-transit
- Last Mile Shipping: supply chain and curb management
- Major Development Pilots: active mobility solutions, AVs
- Data Analytics: service investment priorities



## B. New Mobility

### 6. Make Chicago a Big City Data Leader

- Data Informed Transit Routing
- Integrated Mobility Data Platform: Vehicles, Traffic, Security, Energy
- Interoperability of Systems: Machine Learning
- Public Data Analytics and Market Place





An aerial photograph of a city, likely San Francisco, showing a dense urban grid. A river, the San Francisco River, flows through the city. Several areas are highlighted in yellow, including parks and green spaces. The text is overlaid on the top left of the image.

## B. New Mobility

### 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



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# **CENTRAL CITY STRATEGIES**

## **C. DIGITAL CONNECTIVY FOR ALL**



# C. Digital Connectivity for All

## 1. Extend Digital Connections

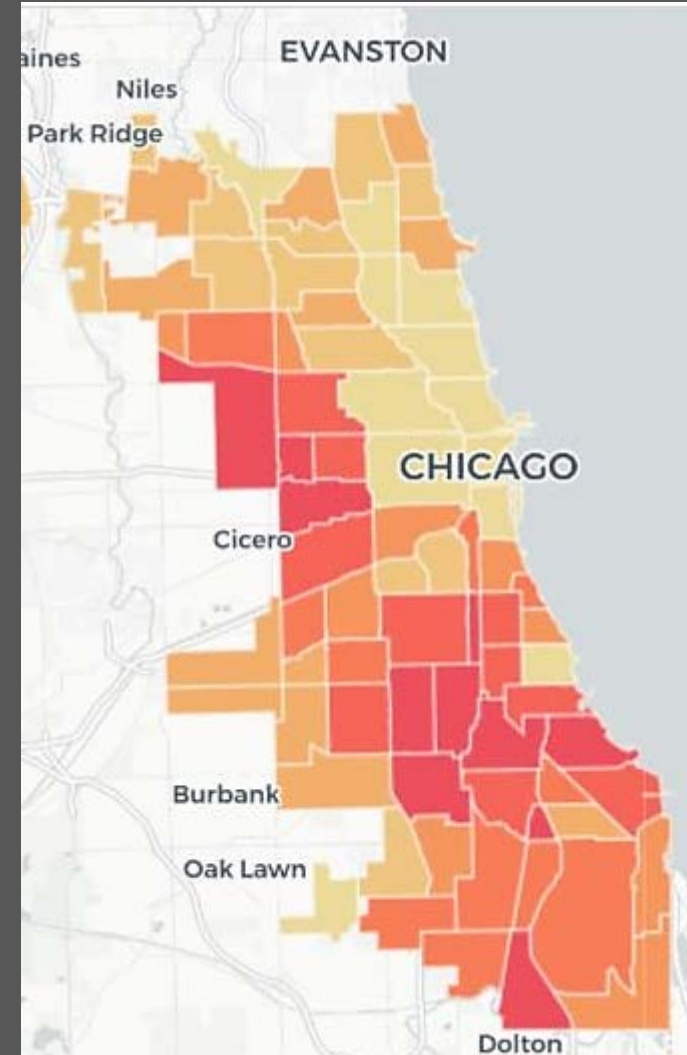
- Connect broadband to high-need neighborhoods
- Expose residents to educational, job training and employment opportunities
- Prioritize 10 Community Areas with lowest levels of broadband service and Internet use
- Use City assets – Chicago public schools, libraries, hospitals, CTA and police stations
- 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**



An aerial night photograph of the Chicago skyline. The Willis Tower stands prominently in the center, its spires reaching into a dark blue twilight sky. The city is a dense grid of illuminated buildings, with warm yellow and orange lights from windows and streets contrasting with the cool blue tones of the evening. The Lake Michigan is visible in the distance to the right.

**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.**

