



November 14-15, 2013
Chicago Central Area
Committee
Charrette Review and
Recommendations





2013 Chicago Central Area Committee IMD Charrette

Acknowledgements and Special Thanks

IMDC Commissioners

Jennifer Woodard, President
Meredith O'Connor, Vice President
Daniels Trevino, Secretary
Blake Sercye, Treasurer
James Clewlow
Sandy Goldman

IMDC Leadership Team

Warren Ribley, Executive Director (IMDC)
Heather Tarczan, Director of Communications & Administration (IMDC)

Stakeholder Institutions

Rush University Medical Center
Cook County Health & Hospitals Systems
Jesse Brown VA Medical Center
University of Illinois Hospital & Health Sciences System (UI Health)
City of Chicago, Department of Transportation
Chicago Transit Authority (CTA)
Connecting4Communities
West Central Chamber
Thomas Samuels Enterprises (2020 W. Ogden Project)
RTC Medical Preparatory High School
EnterpriseWorks Chicago

CCAC Leadership Team

Gregory Hummel, Chairman CCAC, Partner Bryan Cave LLP
Kelly O'Brien, Executive Director, CCAC; Senior VP for Economic Development,
Alliance for Regional Development
Mike Szkatulski, Panel Co-chair; Managing Director, RMC International
Christine Carlyle, AIA, AICP Co-chair; Principal Solomon Cordwell Buenz
Claire Gregoire, President, Kamden Strategy Group, Inc.

CCAC Working Team

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Susan Longworth, Business Economist, Federal Reserve of Chicago
Philip Nevels, Executive Director, ChicagoNEXT
Peter Raphael, Principal, William Blair & Company
Steve Schlickman, Executive Director, Urban Transportation Center, University of Illinois at Chicago
Douglas Voigt, AICP, Director of Urban Design & Planning, SOM



Charrette Schedule

What is a Charrette?

Interactive brainstorming session over a series of days with many professional disciplines and community stakeholders to seek solutions to complex planning issues.

November 13, evening reception with IMD Stakeholders & CCAC Working Team

Briefing by Boston Consulting Group on Strategic Plan for IMD (2013)

November 14, IMD Stakeholder Interviews / Understanding the Issues

- Warren Ribley, Executive Director (IMDC)
- John Collins, PhD, Medical Science Program Director (IMDC)
- Jerry Krishnan, MD, PhD, Professor and Associate Vice President, University of Illinois Hospital & Health Sciences System (UI Health)
- Ramanathan Raju, MD, Chief Executive Officer, Cook County Health & Hospitals Systems
- Wendy Weinstock Brown, MD, MPH, Chief of Staff, Jesse Brown VA Medical Center, Professor at Northwestern and University of Chicago
- Bryan Becker, MD, MMM, FACP, FNKF, Associate Vice President, Hospital Operations (UI Health)
- Larry Goodman, MD, CEO, Rush University Medical Center
- Luann Hamilton, Deputy Commissioner, City of Chicago, Department of Transportation (CDOT)
- Kevin O'Malley, General, Strategic Planning, Chicago Transit Authority (CTA)
- Dennis O'Neill, Executive Director, Connecting4Communities
- George Limpererias, Chairman, West Central Chamber
- Thomas Samuels, FAIA, Thomas Samuels Enterprises (2020 W. Ogden Project / Development Parameters)
- Fareeda Shabazz, Founding Principal, PTC Medical Preparatory High School
- Jennifer Woodward, President (IMDC)
- Kapila Vigas, Director, EnterpriseWorks Chicago



IMD Scope of Work

Goals

To develop a conceptual framework for district development that fosters:

- District identity and recognition as a world class medical center
- Economic opportunities
- Institutional advancement and collaboration
- Improves district access, public transportation interface and coordination between institutions
- Provides a strong framework for new development

Three Primary Components of Work (each addressed by a sub-group of the working team)

1) Improve IMD Gateways and District Aesthetics

- Provide a better sense of district Identity, gateway development and wayfinding
- Coordinate a vision for a “Gateway” on Damen Street from Blue Line CTA station to Ogden Ave.

2) Enhance Transportation Access for District Stakeholders

- Establish efficient transportation alternatives and connections throughout the district
- Coordinate transportation initiatives with both institutional and community needs

3) Support Institutional/ Joint Initiatives

- Coordinate with stakeholders and IMD partners to leverage resources and develop shared facilities / initiatives
- Encompass both real estate development and health care related business objectives for stakeholders



Improve IMD Gateways and District

-Provide creative expertise and counsel on creating an improved aesthetic of the IMD

Guiding principle – view all decisions through the lens of visiting clients; create the image of an attractive, vital environment that is clean and safe

- Create Gateway through adaptive re-use of old Cook County hospital and redevelopment of the adjoining park
- Make exterior lighting design and improvements a priority
- Take advantage of the Eisenhower exposure to create awareness and image for the District
- Strengthen all District edges
- Clarify and link open spaces – expand on current UIC plan
- Create development / gateway nodes connecting adjacent neighborhoods
- Establish hierarchy of pedestrian street design



Create Gateway through adaptive re-use of old Cook County hospital and redevelopment of the adjoining park



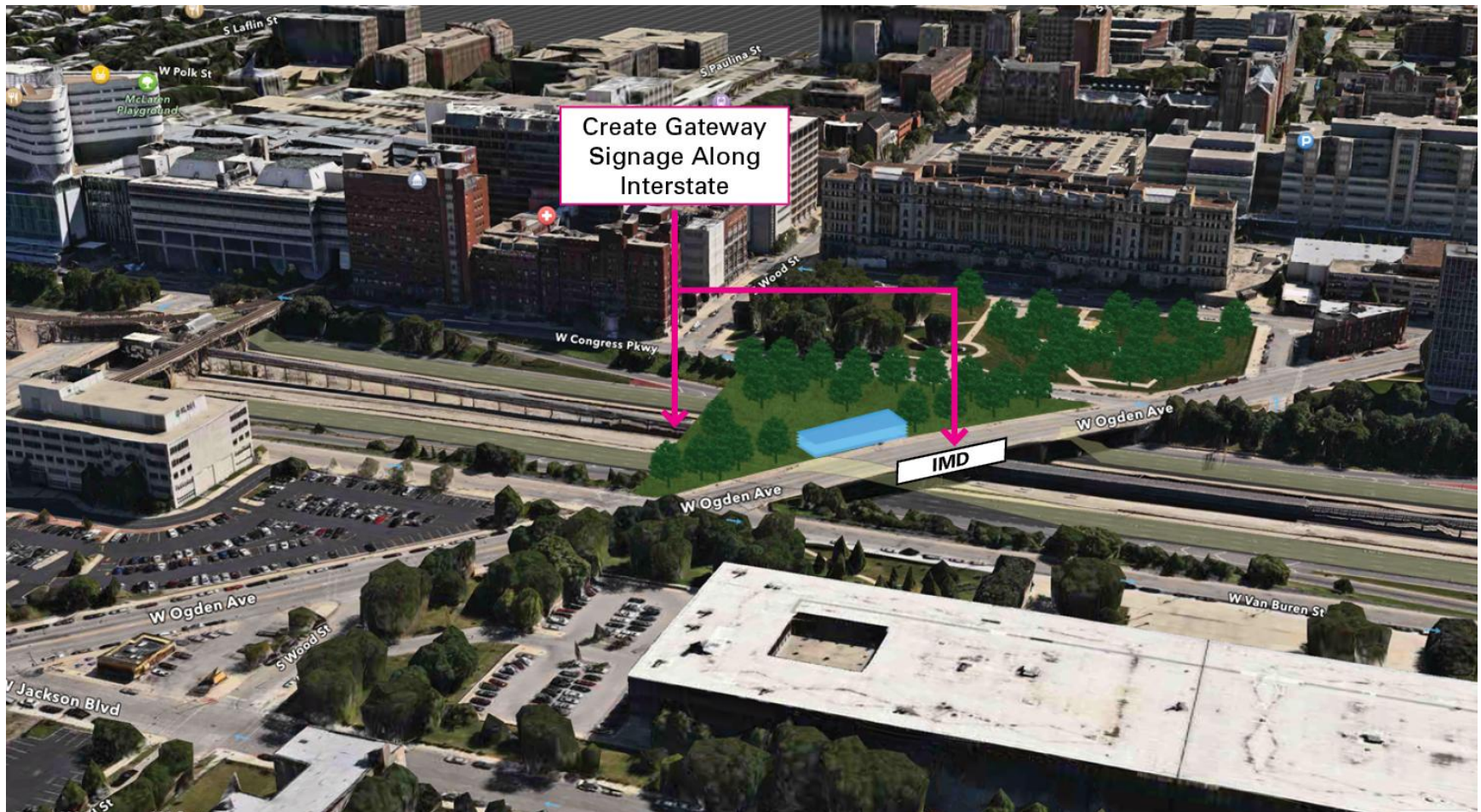


Make exterior lighting design and improvements a priority





Take advantage of the Eisenhower Expressway exposure to create awareness and image for the District





Create a signature and inviting pedestrian bridge across the Eisenhower Expressway







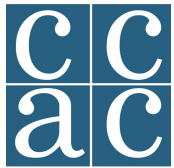
Clarify and link open spaces – expand current UIC plan





Create landscape gateways at strategic intersections recognizing the District





Enhance IMD Transportation Access

Provide transportation counsel on improving District accessibility for all stakeholders

Guiding principle – leverage existing transportation infrastructure to create a walkable environment, and support automotive, public transit, district circulator and alternative transportation modes to establish an enduring sense of place.

Support District with transportation improvements and greater connectivity to:

- Transit Stations along CTA Blue Line, Pink Line and proposed Ashland BRT
- Eisenhower Expressway and IMD parking network
- Vertiport for greater institutional / medical emergency access
- Intermodal facility for future business enterprises

Create an internal circulator to stop at transit stations, parking locations and institutional entrances.

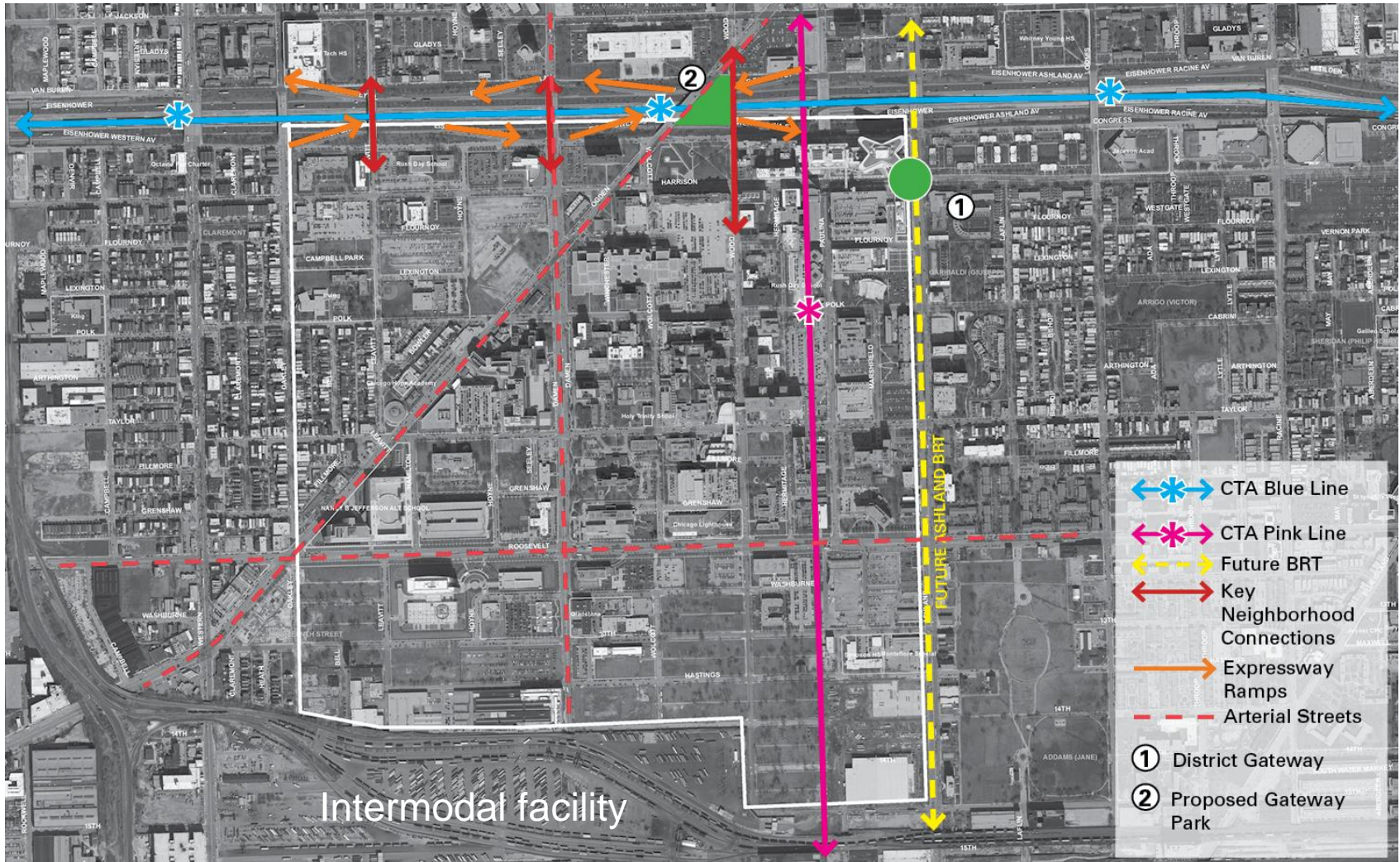
Coordinate an integrated parking plan and explore shared parking initiatives with medical institutional stakeholders but also neighboring entities such as United Center, UIC, Crane High School, Malcolm X College, etc.

Establish a District-wide streetscape design with signage and way-finding plan that reinforces:

- Ogden Avenue Gateway to District
- East /West connections to Ashland BRT stops and pedestrian improvements on Ashland
- Pedestrian streetscape for Taylor Street connecting to the retail district to the east
- Greater connection to Pilsen neighborhood through improvements to Roosevelt Road
- Coordinate streetscapes beyond the District boundaries to create connections to the neighborhoods

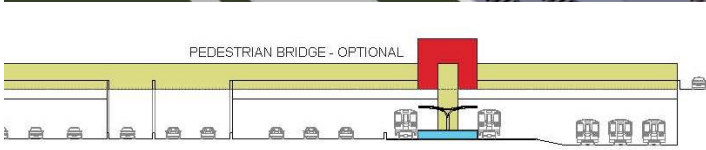
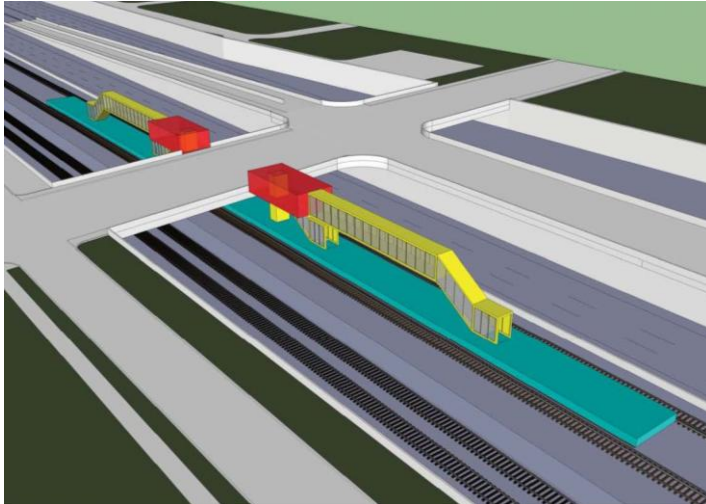


Connect and build-off existing infrastructure; including expressways, arterials, transit lines and rail



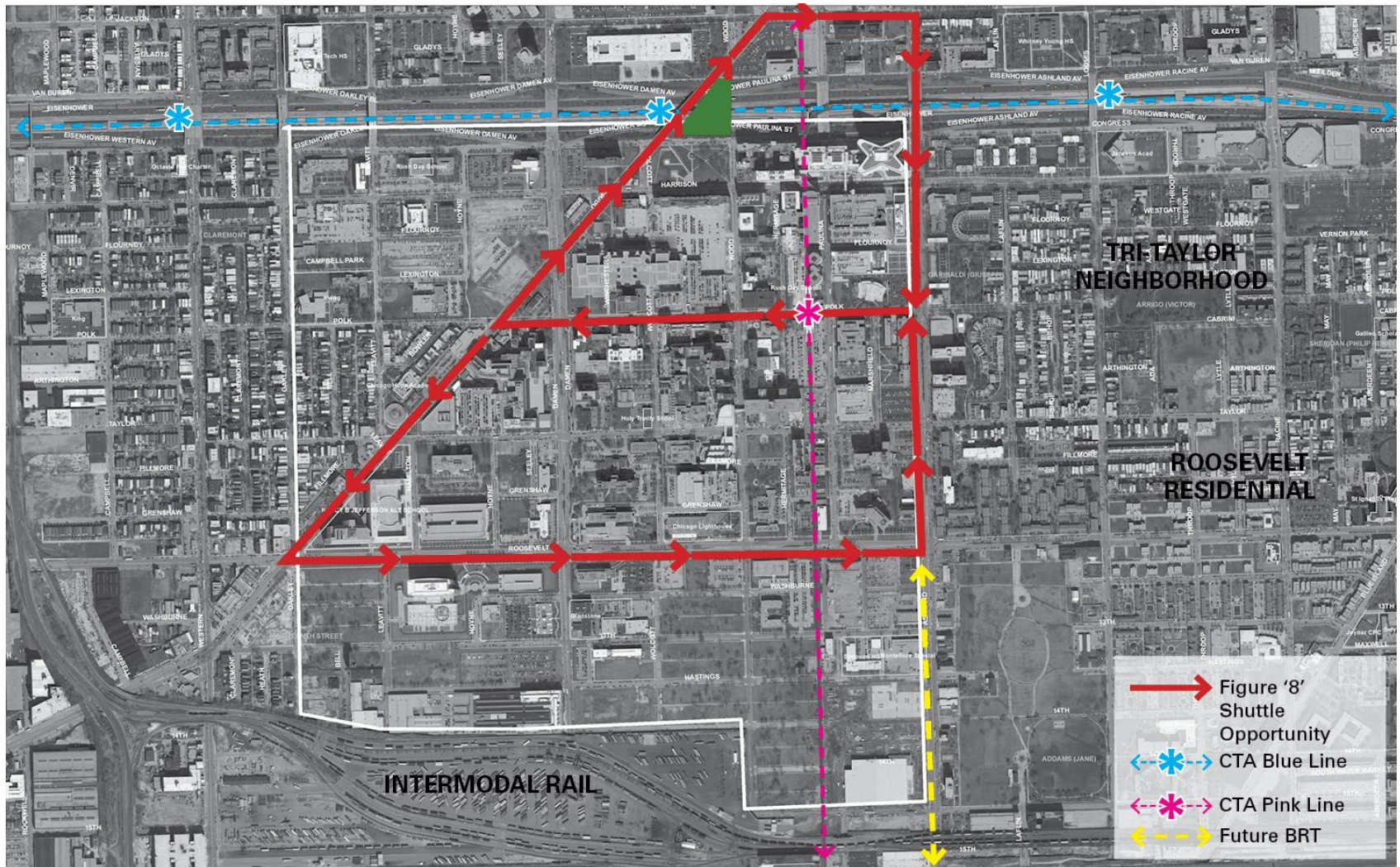


Establish a District Transportation Management Plan addressing all modes



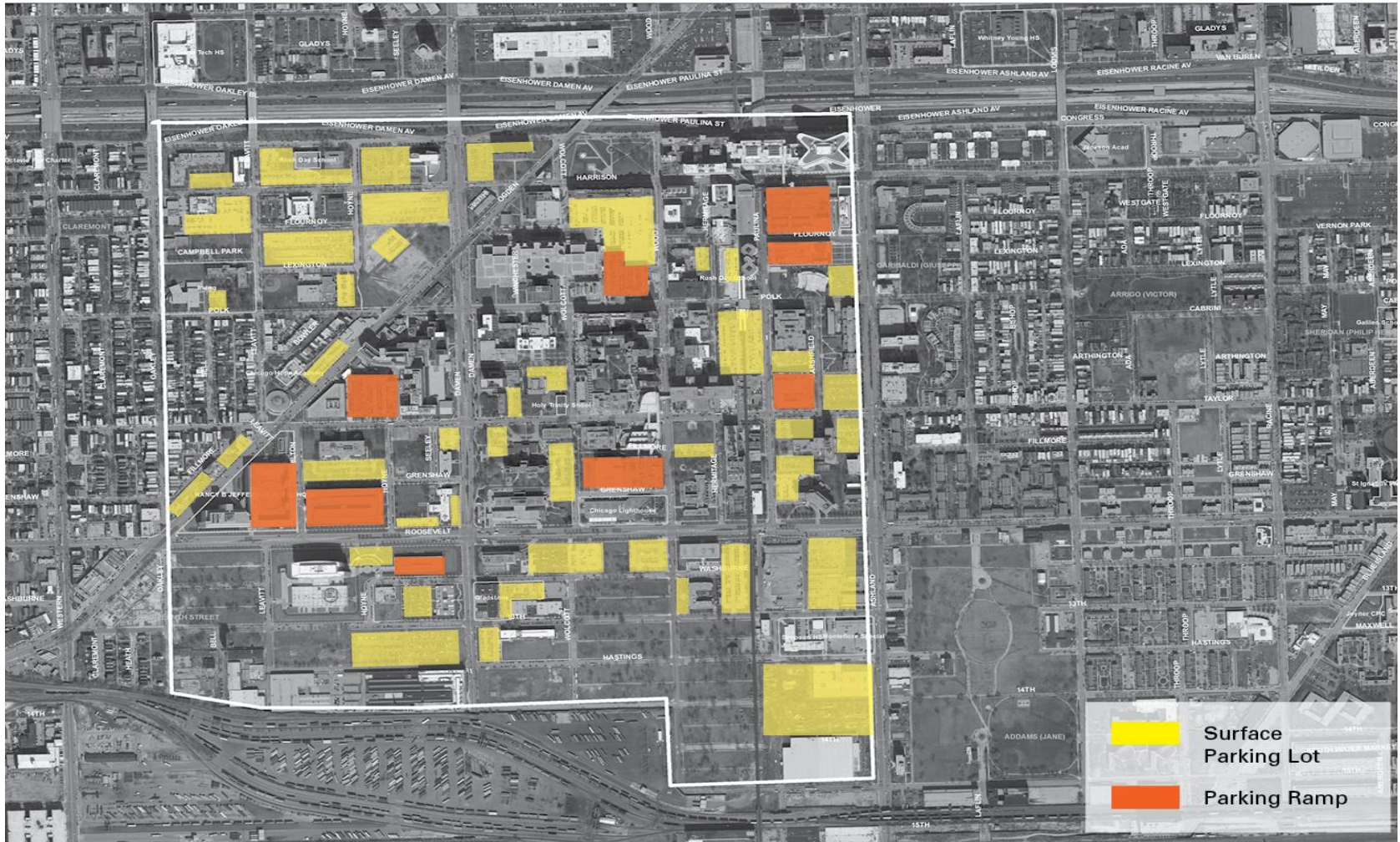


Create a district wide circulator shuttle to connect to transit stations, institutions, parking and community partners



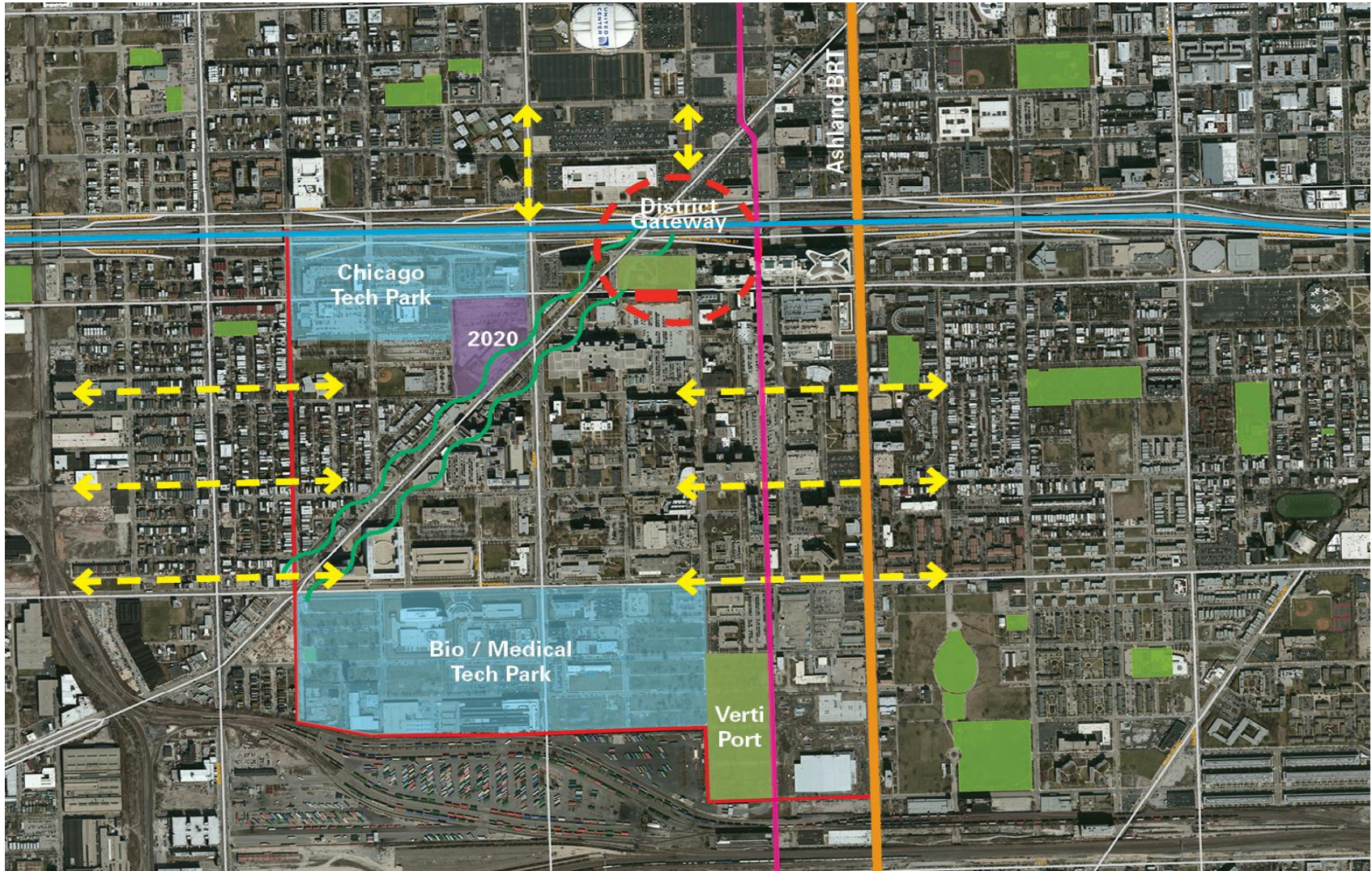


Establish a comprehensive and integrated Parking Plan; consider redevelopment of surface parking lots and shared parking with United Center





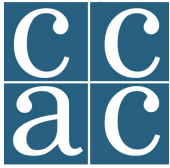
Create a District Framework Plan to support key initiatives with urban design guidelines



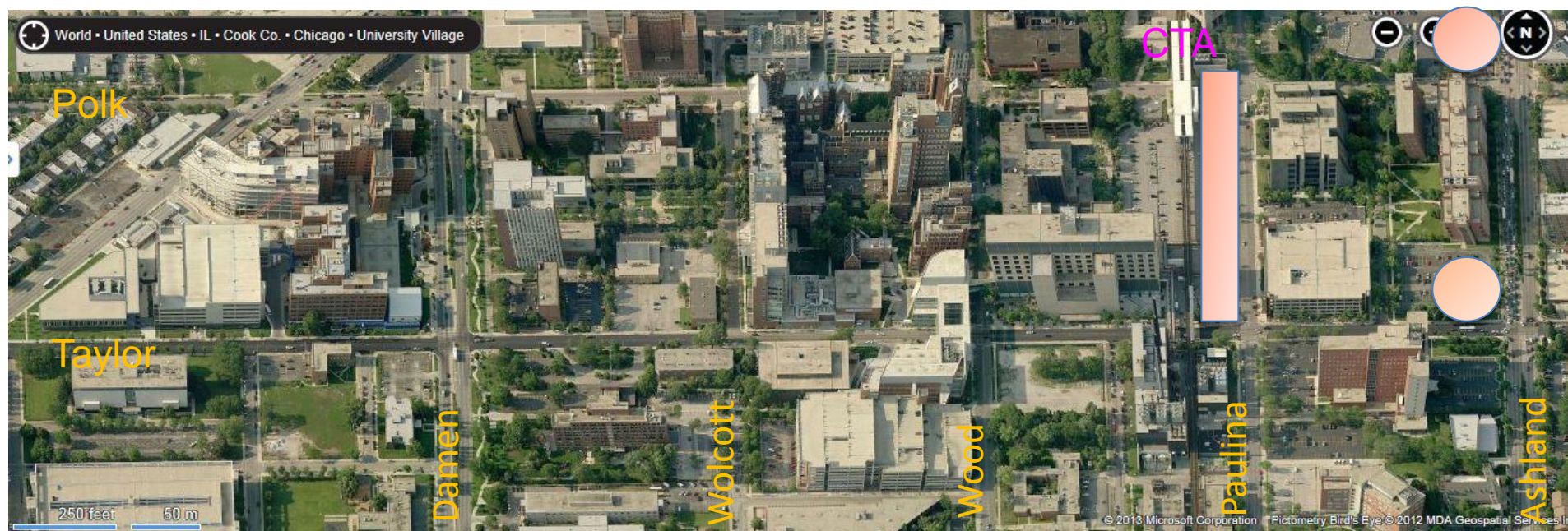


Create a streetscape, wayfinding and signage framework to establish a sense of place and District identity





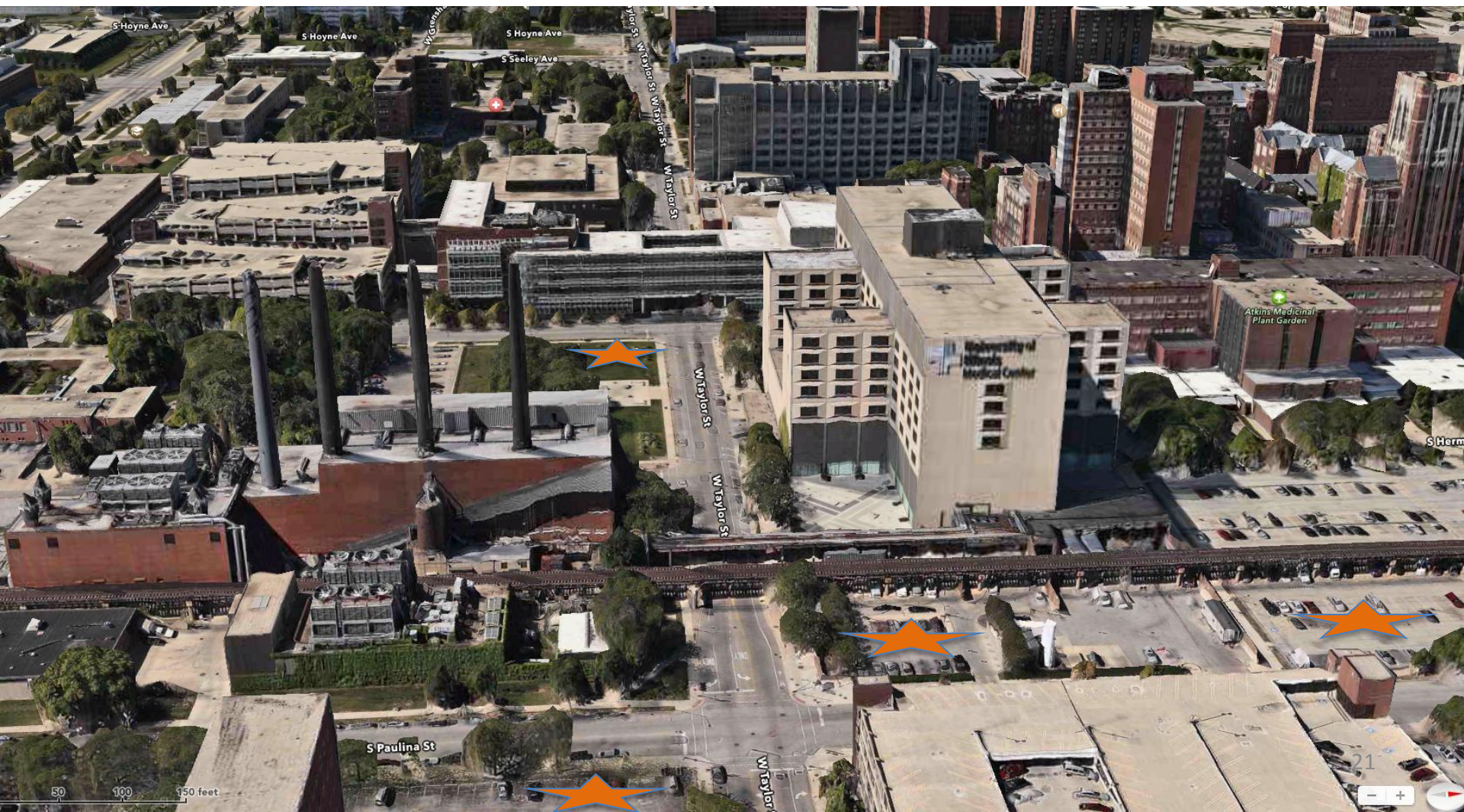
Improve pedestrian experience in the center of the District and create retail nodes at strategic infill sites



Provide infill retail at transit stop locations; consider retail development at parking lots located at Ashland/ Taylor, Ashland/ Polk and Polk /Paulina

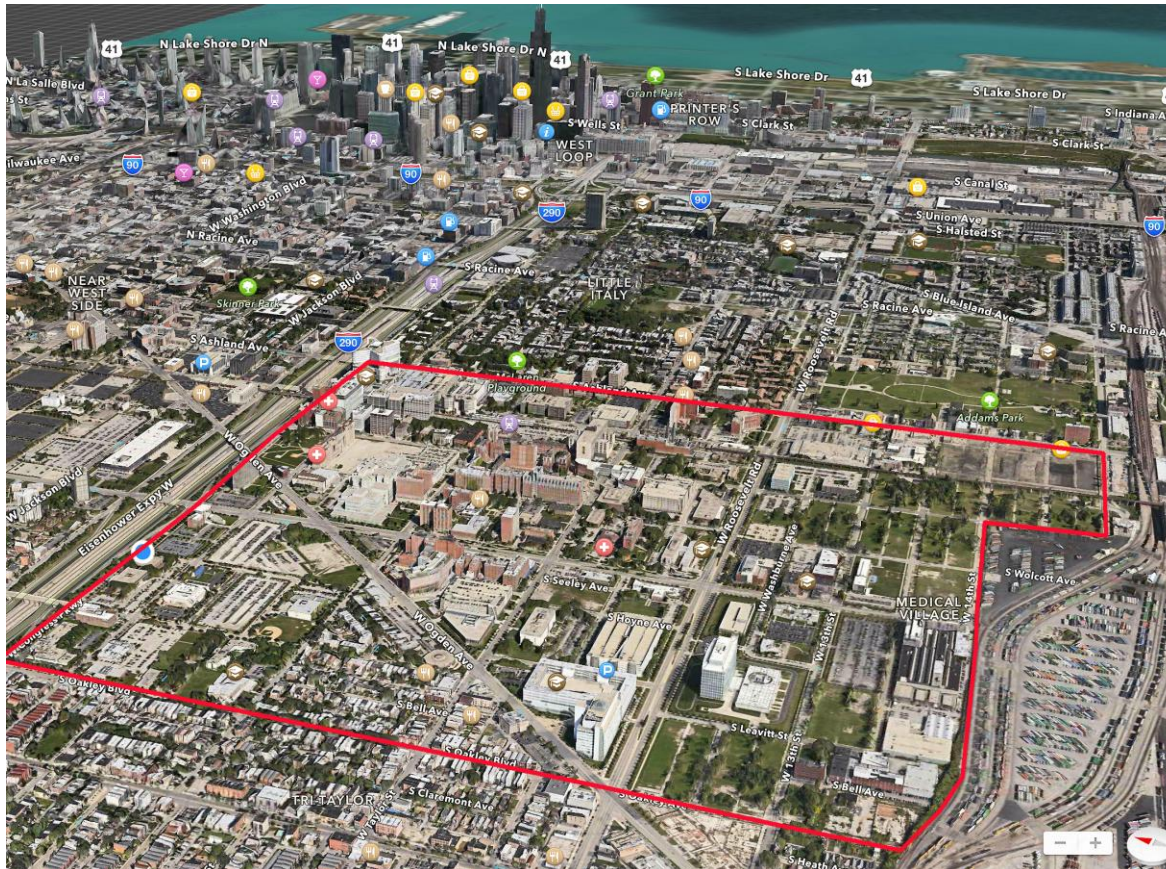


Potential retail infill development along Taylor Street and Paulina Street at transit locations





Support Institutional / Joint Initiatives: Changing Paradigms



The Illinois Medical District is the nations' largest and most diverse urban medical district; however, the District has not yet realized its full potential and mission.
(BCG 2013 report)

Today the District is moving forward with IMDC mission to be a leader in patient care and medical research, utilizing our diversity and unique assets while driving economic growth.

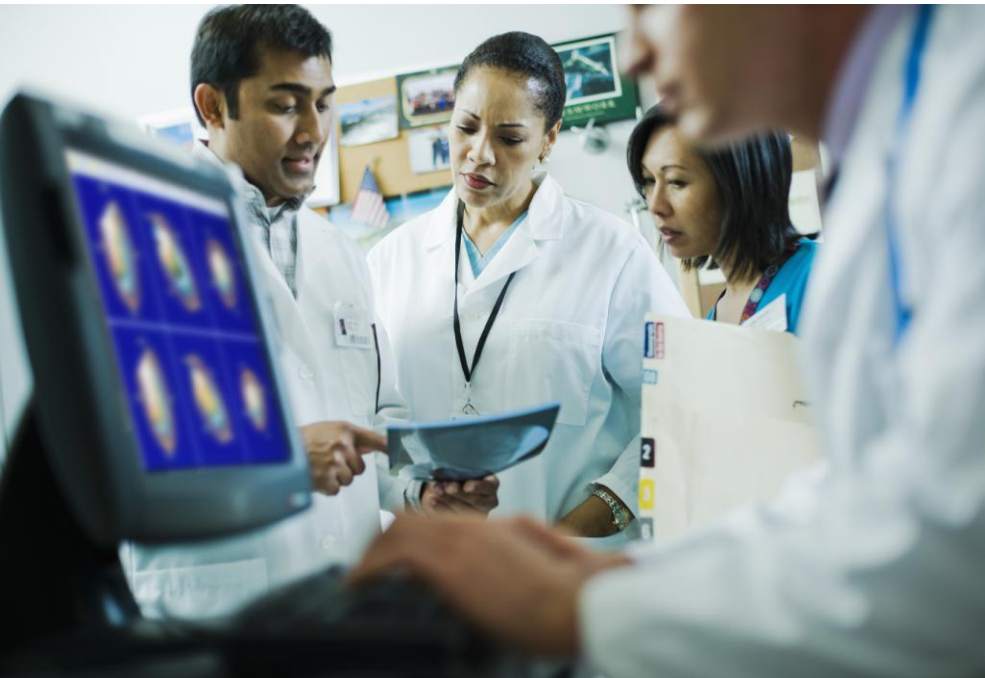


Support Institutional / Joint Initiatives: Plan for Collaboration

- Celebrate Existing Collaborations:
 - PCORI application that includes each of the District institutions, among others, to construct data to support large-scale clinical trials
 - Medical Home Network [Rush and Cook County, among others] to organize health care providers around a singular vision: to improve the health status of people living within the network
 - CORE Center clinical care for infectious diseases [Rush and Cook County]
 - CTSI [Clinical and Translational Science Institutions] in region includes UIC
 - Chicago Health Atlas integration of inpatient and outpatient data across multiple institutions [Rush, Cook County, UIC, among others]
 - Research studies conducted at VA by investigators affiliated with District members [Rush, UIC]
 - District Security Working Group with Including FBI, CPD, UIC, Stroger police, CTA Police, etc.
 - Communications Alliance
 - CEO Meetings



Plan for Collaboration





Identify shared/new facilities as catalyst for District economic development



- Supplier campus
- Data center
- Diagnostic laboratories
- Retail infill along Paulina, Ashland and Taylor Streets
- Pediatric clinical services
- Daycare services
- Affordable Care Act navigation and compliance
- 2020 W. Ogden Development
 - Each IMD member to lease space for shared clinical and research practice



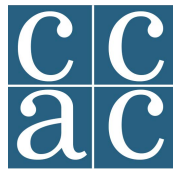
Identify specific real estate sites within the District for development opportunities

- Supplier Campus in the southwest region, south of Roosevelt and proximate to intermodal access [Parcels P2, P3, P4, P5, P6, P7, P8, P9, P10]
- Laboratory sites located in either existing buildings [13th/Paulina] or build-to-suit opportunities
- Attract industry and trade associations to co-locate within 2020 W. Ogden, proximate to conference center and mixed-use amenities [Parcels P1 and immediately adjacent to 2020 W. Ogden]
- Daycare and employee health facilities throughout the District



Supplier Campus





IMD Charrette Summary: Recommendations

- **Ideas for consideration in coordination with BCG Strategic Plan:**
 - Supplier Campus with potential to serve entire region
 - Tele-Medicine to track, prevent re-admissions, promoting the sharing of patient data across institutions
 - Intra-District Transportation
 - Urban Design, Landscaping & Signage Guidelines
 - Integrated Parking Plan
 - Waste Management Plan
 - Food Service, Retail and Amenities Coordination
 - Grant Writing
 - Communications/PR coordinated through IMDC
 - Inter-Governmental Affairs coordination for interests common among District Members
 - Real Estate/Operations Management across District



The Promise

Reprise the current condition by leveraging the benefits and assets

- New District Administrative and Board Leadership
- Political / Structural Changes
- Changes to Health Care Delivery and Access
- Re-engagement of Medical Institutional Leadership in the District
- Opportunities indentified by BCG
- Value Capture of PCORI and unique clinical trial demographics
- Increased economic development of Chicago's Westside neighborhoods

Results and goals will be consistent with the IMD Mission.



The Challenge

Commit necessary resources to complete plan and implement some district wide physical improvements or "low hanging" fruit to show early success and gain support.

Get beyond the current level of communication / commitment by enhancing efforts for:

- Collaborative working arrangements and developing new multi-level organizational and communication structures between stakeholders
- Launching new collaborative initiatives to explore how working relationships can develop and evolve
- Engaging with additional stakeholders from surrounding neighborhoods beyond the District borders (Malcolm X, Crane High School, United Center, Pilsen, Lawndale, UIC, etc)



Conclusions and Next Steps

Next Steps

- CCAC Presentation January 14, 2014
- CCAC / IMD Charrette Report end of January

The IMDC issued an Request for Proposals for Urban Land Use Planning and Consulting Services to conform to the mission of the District as outlined in the Districts' statute and current strategic plan

The work of the CCAC IMD Charrette will continue to assist in guiding land planning goals and recommendations.