*A STRATEGIC PLAN FOR THE*

# ADDISON CORRIDOR

A PLAN TO CREATE + RETAIN JOB-GENERATING BUSINESSES AND TO GUIDE INFRASTRUCTURE INVESTMENT + COMMUNITY ACCESS TO RIVER + OPEN SPACE

## Competitive

- *Concentration of proven industry sectors*
- *Proximity of educated and skilled work force*
- *Public investment in infrastructure*
- *Built on existing businesses*

## Innovative

- *Incubator for green entrepreneurs*
- *Synergistic marketing Corridor-wide*
- *Integration of business + community interests*

## Sustainable

- *'Going Green' incentives for businesses*
- *District-wide sustainability practices*
- *Transit-oriented services*

**CITY OF CHICAGO**

**DEPARTMENT OF COMMUNITY DEVELOPMENT**

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**CITY OF CHICAGO**
**DEPARTMENT OF COMMUNITY DEVELOPMENT**

**Richard M. Daley, Mayor**
**Christine Raguso, Acting Commissioner**

# Addison Corridor Strategic Plan

A plan to create + retain green job-generating businesses and to guide 'green' infrastructure investment

**Economic Development**
**Corridor Master Plan**
**Implementation**

**ISSUED 05.03.10**

## Acknowledgments

The purpose of this study was to identify which business \ industrial sectors, if any, were viable in the Addison Corridor, and to develop competitive, innovative and sustainable strategies for attracting new businesses while retaining existing businesses.

The study took place over approximately ten months in 2009, from initial data collection and existing conditions assessments to the initiation of plan adoption proceedings with the City Council.

A Steering Committee is serving as both the project manager and 'champion' for the campus Strategic Master Plan. The Steering Committee served as a liaison between the consultant team and participating public agencies and Corridor stakeholders; provided input on issues and opportunities; and reviewed the consultant team's assessments, evaluations, findings, and recommendations.

Special thanks to Don Hohenadel and Oneida Pate of the Department of Community Development for steering committee and community input process management, and the staff members of the Ward offices, City departments and consultant firms.

Commissioner, Department of Community Development
2009

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*Figure S-1. Location Map*

## **Strategic Master Plan** Executive Summary

- Proven industrial \ business sector targets: building products, professional + scientific services, computer + electronic products
- Proximity to work force, especially well-educated workers
- Focus on continuing education + training at center of corridor
- Incubator for new and small entrepreneurial businesses
- 'Green' focus on campuses and in buildings
- Attractive riveredge setting
- Development-ready sites
- Existence of anchor \ legacy businesses, both large + small
- Existing critical mass of properties
- Variety of parcel sizes + floorplates
- State of the art utilities + infrastructure
- Improved employee access \ transit
- Success stories of similar plans in different cities
- Joint marketing + branding
- City + community commitment
- Tools to make it happen
- Financial incentives (TBD)

## Addison Corridor Strategic Master Plan

This Strategic Plan outlines recommendations for the redevelopment of the Addison Corridor into a successful, 21st Century urban business park, based on a vision of competitiveness, innovation, and sustainability. Three aspects of this overall vision were studied: economic development, physical master planning, and implementation. The following is a brief summary of the findings and recommendations.

*The Addison Corridor business campus will be a world-competitive model incubator for innovative, job-rich businesses with a ladder of employment opportunities, state-of-the-art 'green' infrastructure, and a visually-compelling, physical character.*

- **Global Competitiveness**
  "An Incubator for Innovation"
- **Business Success in the Community**
  "Rebranding the urban business Corridor"
- **Measurable Results: Business + Jobs Creation**
  "Job-rich businesses with a ladder of jobs"
- **Implementable**
  "A blueprint to help guide decisions"
- **Local Jobs for Local People**
  "A blueprint to help guide decisions"

The three business campuses are aligned along the Chicago River which will become the visual focus and 'spine' for the campus. The River will be redeveloped with a riverwalk as the center 'spine' of the Corridor. Riveredge amenities will include gathering places or plazas with outdoor seating and dining, and recreational opportunities. The River will create a strong identity bringing together the east and west sides of the Corridor, with new pedestrian and bicycle bridges, arterial bridge enhancements and new neighborhood 'greenway' connectors, offering the potential for innovative structures and a strong urban identity. Sustainability and LEED-certification of sites and structures with features, such as green roofs, stormwater best management practices, the use of recycled\local materials, etc. will be showcased in Addison Corridor, as Chicago's first 'green' business park. The underlying manufacturing zoning classifications will remain to promote and protect a wide variety of businesses and business development in the Corridor.


*Figure S-2. One Corridor/Three Campuses*

## Economic Development

### Goals+ Objectives

- New Class-A facilities on an urban business campus
- Retain + nuture existing businesses, both large + small
- Assist existing businesses to grow + expand
- Promote Corridor to fill vacancies
- Redevelop building stock to attract new businesses
- Job creation + a ladder of pay ranges

Building on the study area assessment, business sector research, and real estate analysis, preliminary redevelopment strategies were developed to promote the Addison Corridor's strengths and address its challenges. These strategies relate to three potential redevelopment zones or campuses within the Addison Corridor that were developed based on a synthesis of the Campus assets and the business sector potential. This approach aligns the campuses' different needs with distinct plans, while still building a vision for the Corridor as a whole. The map to the right shows the three proposed redevelopment zones.

Existing properties and businesses of all sizes will be assisted in growth and expansion, and tenanting within the Corridor's campuses.

The Flex Zone to the north will continue to have a mix of uses and the potential to develop in a variety of directions within the land use restrictions of the rest of the Corridor.

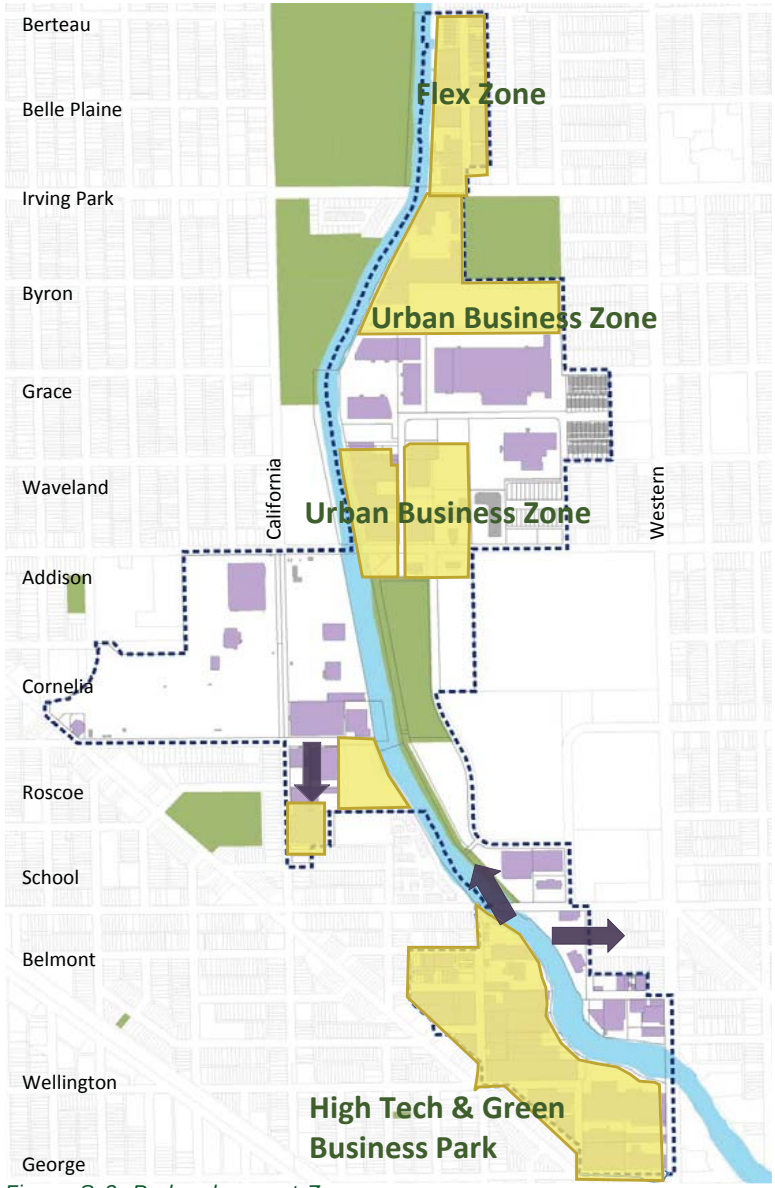



*Figure S-3. Redevelopment Zones*

## **North Campus:** Urban Business

The North Campus, located on the East side of the Chicago River, from Addison on the south to Irving Park on the North, could be repositioned as an urban business zone that could accommodate the "business-to-business" and "business-to-consumer" operations identified in the section on target business sectors, such as caterers, wholesalers, and light industrial users that need a range of space sizes, tall ceiling heights, and convenient truck access. Amenity services for businesses and their employees, such as daycare facilities, should also be allowed as supporting businesses that increase the attractiveness and competitiveness of the area as a business location, but not as an anchor or primary use in the Urban Business Zone.

A new Rockwell alignment is proposed to connect the businesses of the North Campus to adjacent arterials. In addition, greenways for pedestrians and bicyclists will connect the adjoining neighborhoods to the new Chicago Riverwalk.

*Figure S-4. Potential Full Build-out Scenario- North Campus*


*Figure S-5. North Campus Development*

## **Central Campus:** Urban Business + Training/ Educational Zone

The Central Campus, located on both sides of the Chicago River from Belmont on the south to Addison on the North, has at least two major businesses: Hu-Friedy and WMS Gaming, and one institution: DeVry University, which have plans for expansion. This strategic master plan should specifically address ways to accommodate the needs for additional building space and parking of these expansions, including considering the option of relocation of existing non-business uses, such as the City's police fleet storage. New land uses should offer a mix of high-tech businesses and institutions with an emphasis on professional and continuing education, training, and personal development focus. Existing Clark Park, located east of the River in this campus, is slated to have major high school and recreational sports facility improvements,  as well as community programming, which can have synergies with this training and education focus.

The eastward extension of Roscoe into the Central Campus with a new pedestrian \ bike bridge over the River will improve access and connectivity to the sides of the River.

*Figure S-6. Potential Full Build-out Scenario- Central Campus*


*Figure S-7. Central Campus Development With One of Several Clark Park Improvement Alternatives*

## **South Campus:** High-Tech + Clean-Tech Zone

The South Campus, located on both sides of the Chicago River, from Elston on the south to Belmont on the north, has the greatest potential for a major redevelopment to create a high-quality modern business park environment within the Addison Corridor. There is significant potential to capitalize on the agglomeration of high-tech businesses and educated labor force in the north side of Chicago, and attract high-tech, research and development businesses to this area. Additionally, this area could leverage its proximity to the Green Exchange to develop one of the first green business clusters in the City, focusing on non-retail green businesses such as building material manufacturers and contractors. In addition, the Julia C. Lathrop Homes will be redeveloped with LEED ND Gold Certification. The entire South Campus west of the river could be considered as a potential redevelopment zone with the option of existing viable businesses to be relocated within the newly developed spaces or elsewhere in the Addison Corridor. This would provide the minimum critical mass needed for a new business park to create a marketing presence. The South Campus Green Exchange and Lathrop Homes represent a synergistic opportunity to create jobs, train employees, nurture businesses, and build a "green" community.

A new pedestrian \ bicycle bridge at Barry will provide access and connectivity to both sides of the River.

*Figure S-8. Potential Full Build-out Scenario- South Campus*

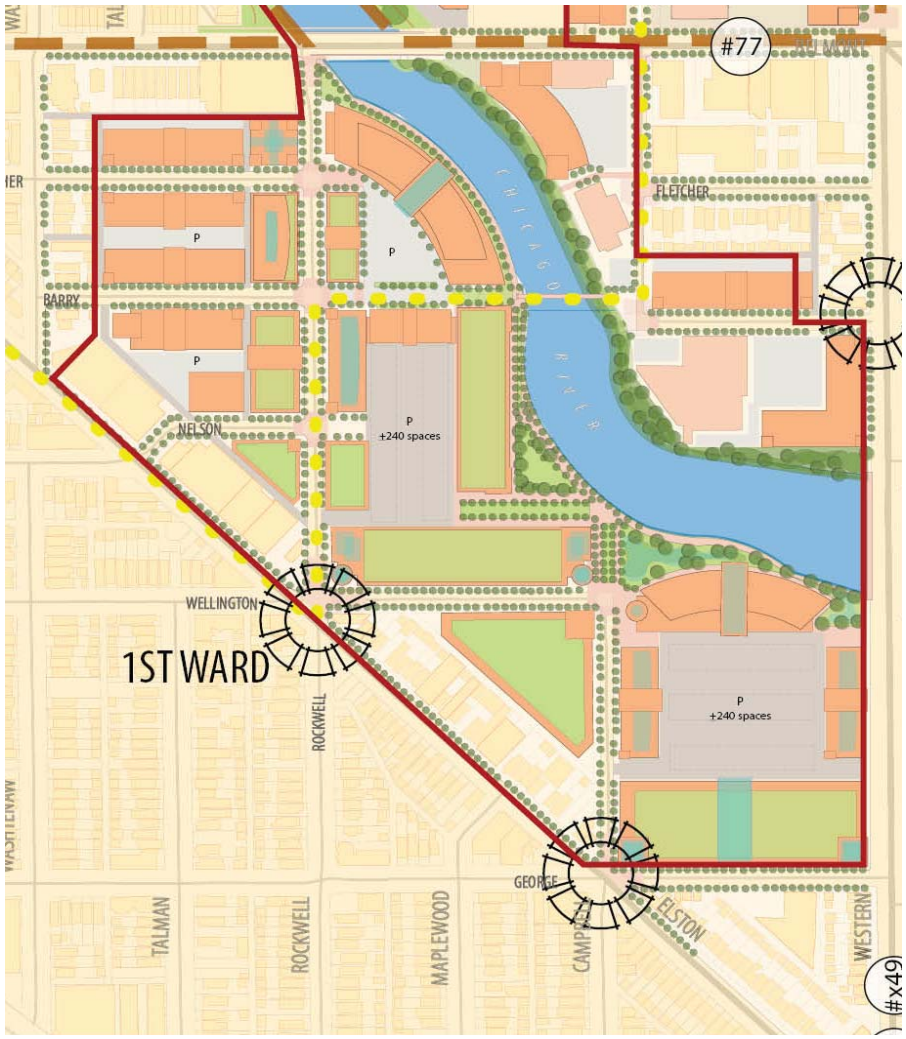



*Figure S-9. South Campus Development*

## Physical Master Plan

### Goals + Objectives

- Provide a viable and mutually-supportive mix of business uses based on the underlying (M) zoning
- Provide an integrated, multi-modal access + transportation network to and within the Corridor
- Offer a state-of-the-art infrastructure to attract + retain businesses
- Meet physical, programmatic, functional and expansion needs of specific business \ industrials sectors
- Incorporate 'green' features in natural + manmade facilities
- Incorporate sustainable infrastructure + best stormwater practices throughout the Corridor
- Form public \ private partnerships to implement infrastructure improvements to jump-start redevelopment
- Create clean Corridor boundary of purposes of land use and management.
- Connect both sides of the River at two new locations to promote walking and bicycle access to the Corridor


*Figure S-10. Physical Master Plan*

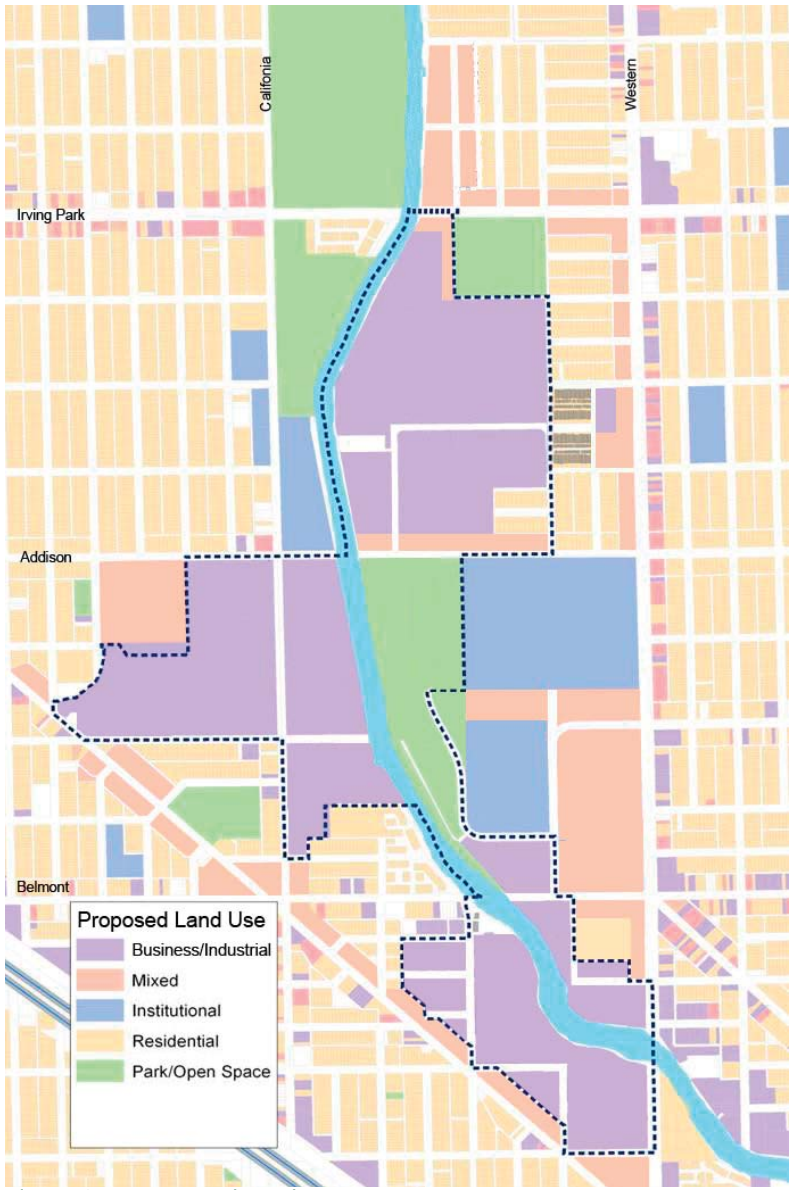



*Figure S-11 Proposed Land Use*

## Land Use

The Addison Corridor will accommodate a range of business and light industrial uses, with limited retail and restaurant establishments along the main east-west arterials outside of the Business Corridor (such as Irving Park, Addison, Belmont, and Elston), that could serve as amenities to businesses. A strict definition of the Addison Corridor campus boundaries will be established within which residential uses would not be permitted, eliminating speculation in land prices associated with conversion of industrial uses to residential uses. However, there is a need for affordable housing which could be accommodated along Irving Park just west of Campbell. Job-generating, but non-manufacturing, uses will be permitted in the Corridor, such as call-centers, back office uses, business services, and employee support services (e.g. daycare facilities) would serve as amenities to the Addison Corridor businesses and residents. Overall, approximately 50% of existing buildings and land uses are to remain, with the potential for similar square footage of infill or new construction, generally of 1-3 stories in height, with up to 70% site coverage maximum to encourage a 'green' walkable environment. A ratio of 1 parking space for each 400 SF is recommended, provided that access to transit is made more convenient, including possibly a campus circulator. Shared parking and the future potential of shared parking garage(s) have been incorporated in the plan.

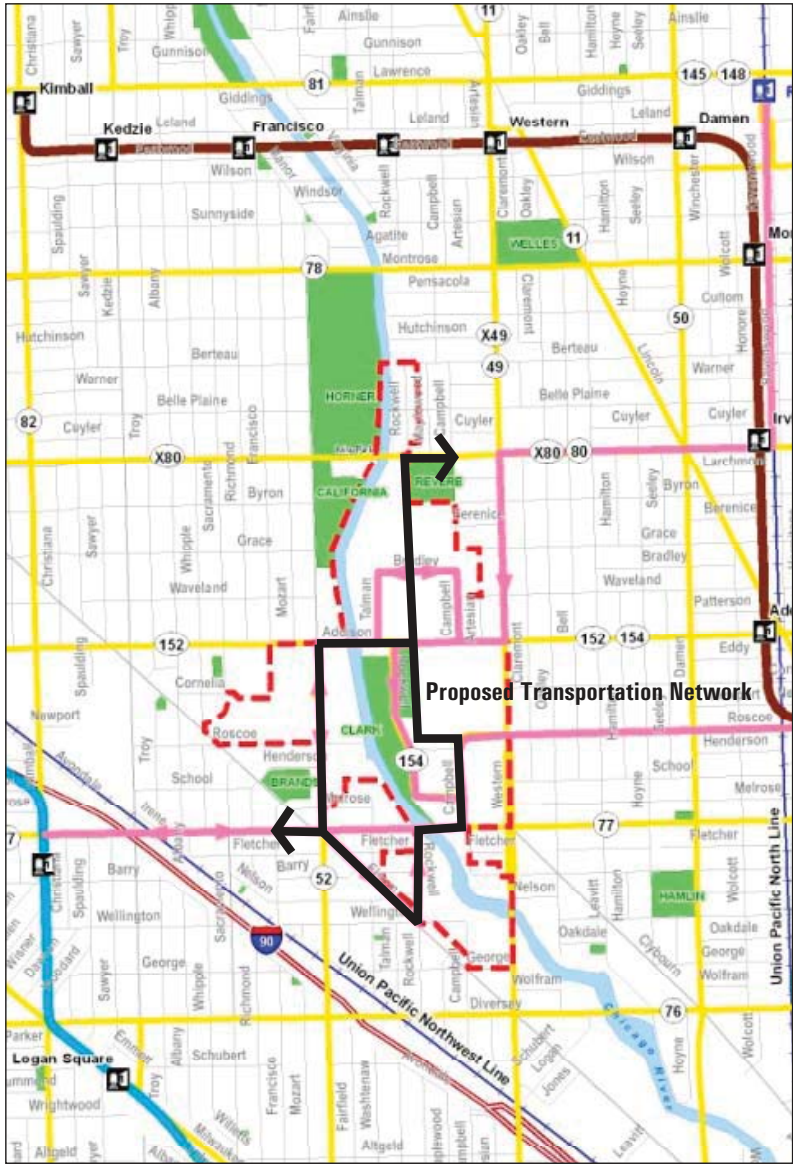



*Figure S-12. Proposed Transportation Network*

## Transportation

Multi-modal access and circulation to and within the Addison Corridor include new pedestrian \ bikeways, improved transit service and access, car-sharing, shared parking and new streetscapes emphasizing safety and walkability.

Shared parking lots or structures will allow employee lots to be used in the evening and on weekends with surrounding uses, such as Clark and Revere parks, retail, schools, restaurants, and valet services. Creative parking practices should be instituted in the Addison Corridor, such as assigning fees for private parking spaces closer to the place of business, free\ cheaper parking spaces farther from the place of business, developing a parking cash out incentive program where the business would provide an equal transportation subsidy to employees who ride transit, carpool, vanpool, walk or bicycle to work; priority parking for car/van pools; "fees in lieu of" parking spaces—i.e. pay into a municipal or traffic mitigation fund in lieu of providing the required parking on site. These fees could also be used to pay for transit, bicycle and pedestrian improvements. 'Spillover' business park parking in the adjacent residential areas can be reduced or eliminated by implementing daytime residential parking permits and having the City enforce this policy.

Business-supported shuttle services directly from the Corridor to and from the Metra and CTA train stations will encourage increased use of transit by employees, along with participation in the RTA transit check program. A transportation resource center in the Corridor is also recommended, with a traffic management coordinator to organize car pools, hand out information on public transit, monitor truck traffic, and manage traffic conflicts. Truck traffic will be permitted to support business uses, and will be designed to minimize conflicts between pedestrians and vehicles, with dedicated truck turn lanes, separate truck drives, wayfinding signage, and warning signals.


*Figure S-13. Infrastructure Improvement Plan*

## Streetscape

Substantial improvements to the Addison Corridor streets and streetscapes must be made to improve pedestrian \ cyclist safety, improve wayfinding and physical appearance, and to increase attractiveness to existing and prospective businesses, as well as adjoining neighborhoods. Streetscape improvements should include upgraded utilities and communications, sidewalks, plantings, street furnishings, signage, and artwork \ specialty graphics.

## Infrastructure

Infrastructure improvements will be the primary public capital investment needed to attract and retain businesses in the Addison Corridor. Campus-wide, as opposed to parcel-by-parcel, development of utilities within street rights-of-way, will reduce redevelopment costs and increase the efficiency and effectiveness of 'green' approaches to communications, water, power, and waste services. Energy-generating devices in the Corridor may include wind turbines, photovoltaic solar panels, geothermal installations and water "wheels". The plan encourages the creation of an Energy District partnering with ComEd to service the Corridor, adjacent land and redevelopment of Lathrop Homes site.

The existing sewer system may require upgrades to meet the demand of the proposed development. Continued use of storm water best management practices will be institutionalized on a campus-by-campus basis. These practices will be beneficial particularly along the Chicago River to control erosion and treat water before it enters the River. The water system piping will need to be resized to meet future demand. However, to reduce potable water consumption, cleaned water from the River and rainwater may be used for toilet flushing and irrigation. Energy-generating devices and/or energy-absorbing materials and systems will be among the sustainable strategies for the Corridor.

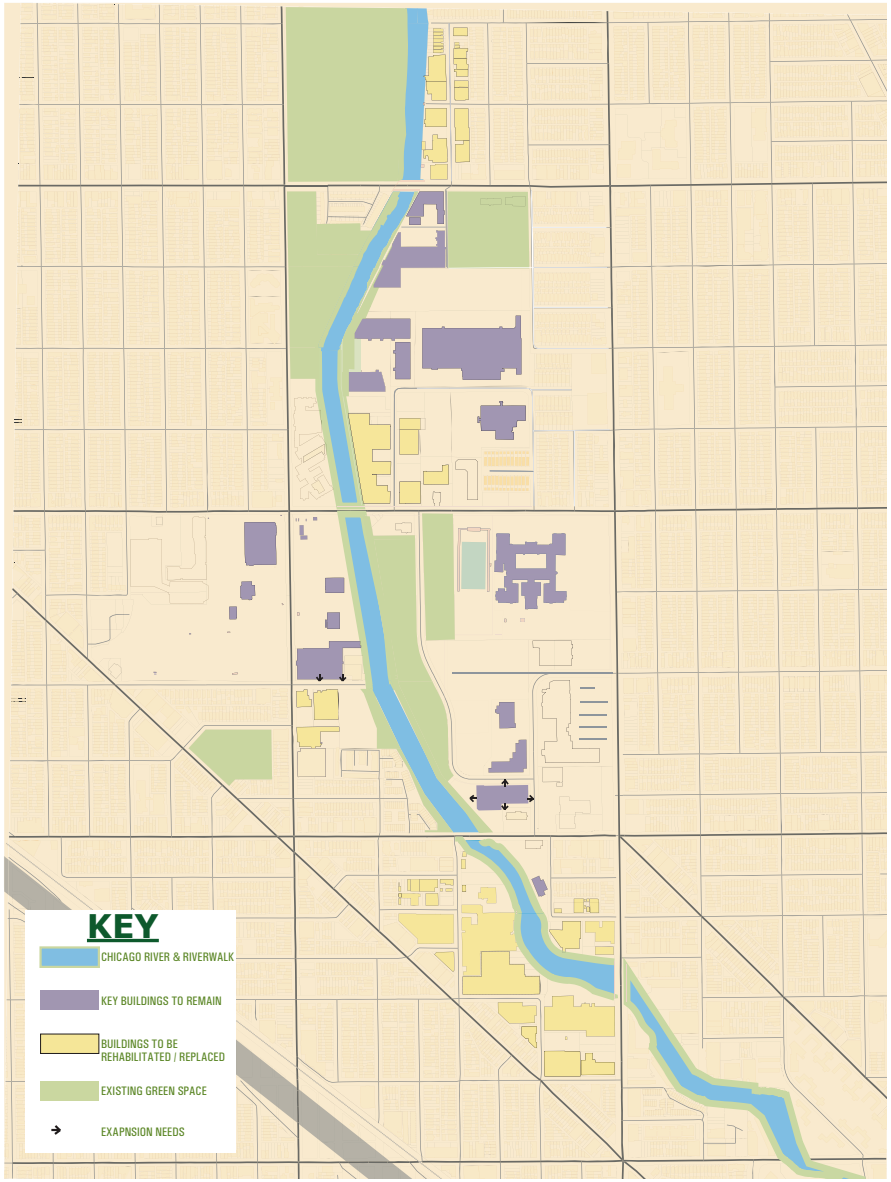



*Figure S-14. Architectural Program*

## Landscape

To support the overall goals of the Addison Corridor, landscape improvements will create a new riverwalk and enhance open space, and interconnect the campuses and connect the neighborhoods to the River and parks, while incorporating sustainable strategies for air, water, and soil conservation. Landscape improvements to streets, park edges and the Riverwalk could generally be a needed capital investment, with a public \ private partnership to maintain these improvements. Preservation of open space and creation of new green space (up to 20 acres in this plan) is a primary directive of plan implementation. Desired improvements to the existing Revere and Clark Parks include:

- Tike-friendly and tike-sized soccer fields
- State-of-the-art baseball diamond
- Indoor rowing center
- Privately-operated fitness facility
- Indoor pool (open to the general public)
- Community gardens
- Farmers' market
- Small outdoor state \ ampitheater
- Outdoor festivals with regional appeal
- Ecological education
- Town square

## Architecture

Architecture in the Addison Corridor should meet or exceed programmatic requirements for high tech office and research facilities, including integrated state-of-the-art communications, a range of floor plate sizes from 2,500 to 35,000+ SF, a range of lease depths from 65' to 150'+, 15'+ high ceilings, efficient underfloor HVAC, raised flooring, and durable materials. LEED certification for all buildings will be encouraged. The condition of the existing building stock varies from functionally obsolete to state-of-the art. Adaptive reuse and renovation of existing buildings will be encouraged when cost-effective, with the option of demolition and replacement as the alternative. There is approximately 2 million SF of space currently in the Corridor (with approximately 4,600 jobs), with the expectation that an increase to 2 million SF at full buildout (5,000+ jobs) will result from redevelopment of at least 50% of the existing space.

# Implementation

**Goals + Objectives**

- *Institute 'guarantees' that the Strategic Master Plan will be implemented*
- *Identify incentives to 'jump start' redevelopment*
- *Identify implementable strategies to attract + retain businesses*

**Highest Priority + Overarching Actions**

The highest priority Overarching Actions applicable to the entire Corridor are summarized below: (Relative cost of these actions are indicated by $ symbols)

**1. Creation of Organizational Capacity**
Responsibility – DCD
Time Frame: 3-6 Months

- Create a Management Entity(s) for the Addison Corridor to market Corridor, manage redevelopment process, + oversee day-to-day operations, the Transportation Resource Center, and\or
- Create \ designate a LIRI group to serve as an advocate for business within the Addison Corridor, facilitate business development by marketing the Corridor, and provide workforce development assistance, and\or
- Designate city staff position to oversee marketing + management of Corridor.

An organizational decision is critical to the next steps of implementing the Corridor Plan.

**2. Establishment of Financing Tools and Programs**
Responsibility – DCD
Time Frame: 1 Year

- Consider a Special Service Area (SSA) to fund Management Entity's annual operations
- Complete Addison/Talman TIF to encompass entire Corridor within TIF districts
- Set up Small Business Improvement Funds (SBIF) to assist small business with building renovation.
- Facilitate the use of streamlined TIF application for requests up to a $1 million and strategically use TIF for larger development projects
- Designate Corridor as a Recovery (a.k.a. American Act) Zone in order to access Recovery Zone Facility Bonds within the next year.
- Develop a Financing Plan
  - o Determine sources and uses of funds over time.
  - o Identify and apply for grants and explore the use of various state, federal and local incentives including New Market Tax Credits and Recovery Zone Bonds.
  - o Use best practices from other municipalities and business campus developments as to how best use TIF funds.

**3. Land Use Regulatory Framework**
Responsibility – DZLUP
Time Frame: 1-2 Years

- Continue to allow as-of-right non-manufacturing, job-generating uses in the Urban Business Zone such as call-centers, back office uses, and other service businesses within the underlying (M) zoning classifications
- Continue to allow businesses to include food service, and daycare services within property

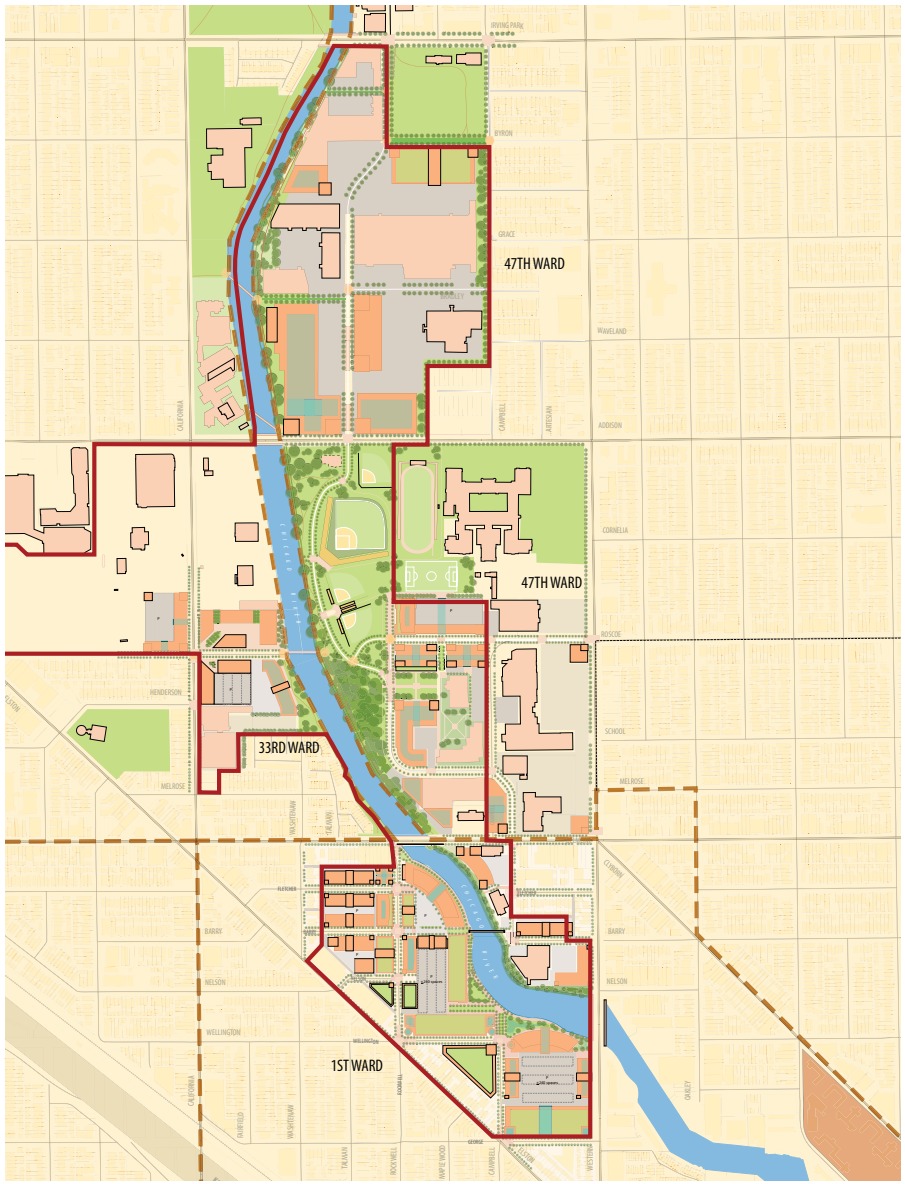



*Figure S-15. Proposed Management Entity(s) Boundaries*

- Expedite approval process:
  - Consider a more streamlined process for obtaining City approval for the Cook County Class 6b property tax incentive.
  - Review the potential for expediting the permitting process (e.g. LEED Certification)

## Catalytic Public Improvement Projects

The public improvement projects described below are high priority projects that are necessary to establish the appropriate physical structure and framework for the Addison Corridor.

- As the highest priority, meet with existing business + property owners to expand and \ or renovate to meet current market, space and parking demands. (DCD)
- Make Corridor-wide infrastructure improvements (e.g. utilities, stormwater, energy generation) to meet current + prospective business needs. (CDOT)
- Install key Corridor connectors north-south at Riverwalk and Rockwell, and east-west at Roscoe and Barry (CDOT)
- Improve multimodal circulation in Corridor, including better access to mass transit (CDOT/CTA)
- Seek LEED incentives and Certification of existing, new and future buildings, through an expedited permit process and other initiatives reach out to the Chicago Green Business Center for other incentives. (CGBC)

# 1. Introduction

## Vision

*The Addison Corridor business campus will be a world-competitive model incubator for innovative, job-rich businesses with a ladder of employment opportunities, state-of-the-art 'green' infrastructure, and a visually-compelling, physical character.*

The overall Vision for the Addison Corridor business campus was derived from Aldermanic, Departmental, and community input with the following components:

**Global Orientation**
"An Incubator for Innovation"

- Give Chicago the competitive position to attract key growth sectors
- Create a compelling, implementable plan
- Become the model in the world for business Corridors and a global competitor
- Branding with a range of global businesses

**Business Success in the Community**
"Rebranding the urban business Corridor"

Enhance viability of existing strong companies
Want success in Northwest part of city
Focus on "Business" Corridors rather than "industrial" Corridors
Identify opportunities for growth on campus and in community
Coordinate with other industrial Corridors in Chicago
Target emerging markets, opportunities for the community

**Measurable Results:** "Job-rich businesses with a ladder of jobs"

- Focus on job retention as well as creation
- Create a ladder of jobs, a range of jobs
- Make viable recommendations for "job-rich" businesses
- Use domestic and international sources and ideas
- Support existing entrepreneurship and the creation of new businesses

**Implementable**
"A blueprint to help guide decisions"

- Need strong implementation strategy
- Identify short term and long term recommendations and funding sources.
- Identify investments that need to be made to make the Addison Corridor competitive
- Link investment projects to funding sources

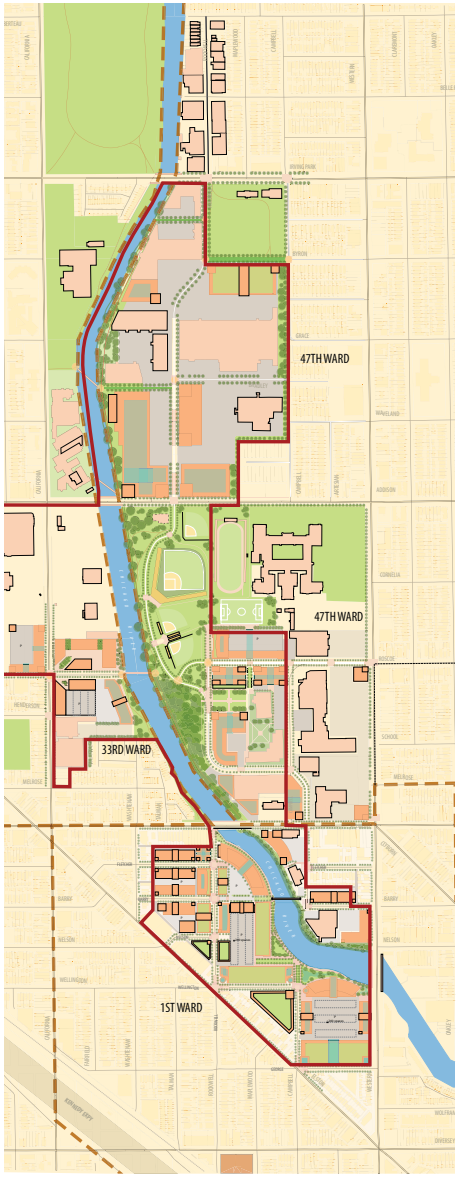



*Figure 1-2. Addison Corridor Limits*

## Community Input

The Addison Corridor exhibits a number of context issues which are addressed in the Strategic Plan. The majority of these issues can be resolved with appropriate physical planning and implementation, but some, especially related to business retention and attraction, will require both business-friendly policy and marketing efforts on the part of the City of Chicago.

Community input, by residents, property owners, businesses and other stakeholders, was obtained in three public workshops. The first workshop was an opportunity for stakeholders to express their overall needs, desires and concerns about the Addison Corridor and for the consultant team to LISTEN. The second workshop was an opportunity for the consultant team to show the RESPONSE to community input as incorporated in the Strategic Master Plan. And, the third workshop was an opportunity for the community stakeholders to ENGAGE in the process of plan implementation.

### Community Input

**1.** At the first Community Workshop, the overall purpose and goals of the Corridor Plan, an in-depth presentation of the market \ real estate economic development analysis, and an evaluation of existing conditions and opportunities were presented. The key 'themes' expressed by stakeholders at Community Workshop #1 include the following:

- **Connectivity:**

Ped \ bikeways to parks + river
Traffic \ transit (discourage trucks)
Deal with parking
Address safety concerns

- **Identity:**

Buffer vs. mesh together?
River is 'gem'
Building the actual Vision

- **Mix of Uses:**

Flex space \ live work OK
Expand number of uses within campuses
Housing (affordable)
More open space
Incorporate community needs

- **Existing Properties:**

Lease up vacancies in short term
Fund modernization + adaptive reuse

- **Implementation**:

When?
Guarantees?
Incentives?

**2.** At the second Community Workshop, a recap of the economic development analysis, an in-depth explanation of the proposed physical master plan, including land use, urban design, transportation, architecture, landscape \ streetscape, and infrastructure, response to community input from Workshop #1, and a preliminary analysis of implementation strategies were presented. The key 'themes' expressed by stakeholders at Community Workshop #2 include the following:

- **Connectivity:**

Concerned about road access
Concerned about traffic congestion on Addison
Want Rockwell to stay open south of Addison
Examine sequencing of traffic signals
Need overall traffic management
Clearances of new Rockwell at Bradley Business Park
Link to Metra would be good
Examine parking restrictions during Cubs games and peak rush hours
Put parking underground instead of above ground
Rockwell alignment should stay open
Rockwell should be closed for more open space

Western viaduct should be removed

- **Finance**

Taxes are high, compared to suburbs
TIF district 2.
Developers should pay fees to finance parks \ open space
Will there be tax incentives to bring new businesses in?
Business need help + education from DCD to find financing and funding programs

- **Mix of Uses:**

Support existing businesses
Should there be a Master developer?
Try to keep existing small businesses (Aerotecture, Lakefront Roof Supply)
Bring a McDonald's near Lathrop Homes
Keep small businesses (provide affordable spaces)
Add second high school in institutional campus

- **Greening \ Open Space**

Provide incentives to current business \ property owners to 'go green' now
Incorporate a farmer's market, biotech uses, nursery
Use green space at Clark park for farmer's market, bandshell + outdoor activities
Expand Revere Park + fieldhouse
Increase amount of green space + green uses

**3.** At the third community workshop, a summary of the full Corridor Plan and list of permitted land uses under existing zoning was presented. The following key themes expressed by the stakeholders were:

- Local jobs for local employees: Concerns that jobs would be filled by persons not living in the surrounding neighborhoods, thus creating commuter traffic + congestion
- Traffic + Congestion: Concerns about 1000s of new jobs and impact on traffic and parking. Must plan for traffic, parking + transit usage in more detail.
- Green Products: Interest in greenhouses and gardens
- Vacancy Rates: Continuing concern about current high vacancy rate, expressed by existing property owners. [Team suggests that the highest priority next step is for DCD to assist these properties (particularly Basic Wire + Cable, Bradley Business, and Wrightwood) to lease up before additional space is developed.]

**Implementation:**

- Identify both existing and proposed job ladder (job types, quantities+ compensation)
- Identify housing choices available for employees within the community
- Identify current employee place of residence and mode of transportation
- Study impact of new development + jobs on access, traffic + congestion within the surrounding Wards

## Response to Community Input

1. The key responses to the stakeholders' input from Workshop #1 to be incorporated in the Strategic Master Plan include the following:

**Economic Development:**

- Target businesses \ properties to 'jumpstart' development
- Create incentives
- Balance land uses for business\job creation with community need's for open space and other uses

**Physical Master Plan:**

- Show physical connections

- Define traffic movements + increase pedestrian safety
- Create physical buffers at land use conflict points
- Incorporate campus \ neighborhood goods + services
- Identify public \ business shared facilities potential
- Incorporate community open space + facility needs
- Identify near term as well as long term improvements

**Implementation:**

- Develop timeline for investment + improvements
- Institute 'guarantees' that Vision will be built as designed
- Identify incentives to 'jump start' redevelopment
- Concentrate on leasing up current vacancies
- Allow broader but compatible mix of uses

2. The key responses to the stakeholders' input from Workshop #2 to be incorporated in the Strategic Master Plan include the following:

Economic Development

- o Refine existing business \ property owner 'support' strategies
- o Renovate older buildings for small businesses to maintain affordable rents

**Physical Master Plan**

- o Highlight new green space Plan creates
- o Consider extending Revere Park to the south
- o Green up the Riverview shopping center parking lot for farmer's markets, etc.
- o List the park improvements desired by stakeholders for future implementation

**Implementation**

- o List a comprehensive traffic study as a high priority
- o Summarize Plan as a marketing piece

3. The key stakeholders' input from Workshop #3 to be incorporated in the final Strategic Master Plan include the following:

**Economic Development:**

- Target existing + future employment opportunities to the local residents
- Specifically identity ways to fill current vacancies of buildings to remain before building any new structures.

**Physical Master Plan:**

- Include list of permitted uses under existing M-1 and M-2 zoning to illustrate the broad range of as-of-right land uses.
- Suggest that the proposed green roofs of both existing and new buildings could be used for community greenhouses and gardens

## Strategic Master Plan Organization

The purpose of this Strategic Master Plan is to guide decision-making on public, public \ private, and private development efforts.

The Strategic Master Plan is to be used by the Aldermen's offices, City Departments, RTA and sister services, developers, property owners, businesses, site planners, architects and engineers.

As a Strategic Master Plan, this plan is preliminary and conceptual in nature. It showcases opportunities and possibilities, but without developing the details which will be produced in later implementation phases of the Corridor plan.

The following sections Economic Development Plan, Physical Master Plan, and Implementation Plan are the three components of the Strategic Master Plan. The contents of these subplans are focused, again, on preliminary concepts and strategies to achieve the stated goals for the Addison Corridor.

**ECONOMIC DEVELOPMENT**
Describes target business sectors

**CORRIDOR MASTER PLAN**
Describes the environment needed by these target business

**IMPLEMENTATION PLAN**
Describes priority short term, catalytic actions \ projects as well as longer term projects to realize the potential of the Addison Corridor

An APPENDIX follows which includes detailed information about the public input process, the economic development analyses, architectural conditions, and case studies used as examples for this Strategic Master Plan.

As a living document, a Strategic Master Plan should be updated on a regular basis to record completed actions and projects with more refined strategies and more in depth stakeholder input.

Comments and suggestions to this Plan should be directed to the Commissioner, Department of Community Development, City of Chicago.

# 2. ECONOMIC DEVELOPMENT

**A Corridor of Three Green Campuses:**
The Addison Corridor offers the opportunity to create three distinct campuses along the Chicago River to serve the different market sectors identified by the Economic Development Plan

**North Campus**
An Urban Business Zone with land assembly opportunities to accommodate large-footprint users

**Central Campus**
A Campus that brings together institutions and businesses around unique open space amenities along the river

**South Campus**
A Campus with great potential to create a High Tech and Green Business zone along the river

# ECONOMIC DEVELOPMENT

**Goals + Objectives**

- World-class urban business campus
- Globally-competitive agglomeration of industries
- Center for cutting-edge industries
- Job creation + a ladder of pay ranges
- Nurture existing businesses

## Introduction and Purpose

As a guiding piece for the Addison Corridor Strategic Master Plan, the economic development component reviews the Addison Corridor's (the Corridor) business and real estate potential to inform the physical master plan for the area. The economic development analysis examined the following:

- The Addison Corridor study area context, key physical characteristics, and the business climate;
- The business sector potential, including industrial, high-tech and green sectors;
- The characteristics and trends of industrial real estate in the city and the region; and
- Case studies of successful urban industrial parks in the nation.

Based on this research, this section identifies target business sectors that should be focused on for new business attraction and retention in the Corridor and the corresponding redevelopment strategies that would facilitate the successful revitalization of the Corridor.

## Study Area Location and Context

The Addison Corridor is located on the North Side of Chicago, approximately five miles north of the Loop. Interstate 90/94 is located to the west of the Corridor, and there are four convenient interchanges between the interstate and local routes that lead directly and quickly to the Corridor. From different points along the western edge of the Corridor, these interchanges are approximately 0.75 to 1.25 miles away. The Chicago Transit Authority (CTA) provides bus transit throughout the Addison Corridor, but there are no train stations in the Corridor or within a close walking distance.

Within a five mile radius of the Addison Corridor are approximately 43,000 businesses and 1.3 million people. This concentration of businesses and people provides a locational advantage with convenient access to both suppliers and customers. It also provides a deep and varied labor pool. Figure 2-1 shows the Addison Corridor study area boundary and surrounding context. Figure 2-2 shows the population, average income, and education levels of residents in the surrounding neighborhoods.

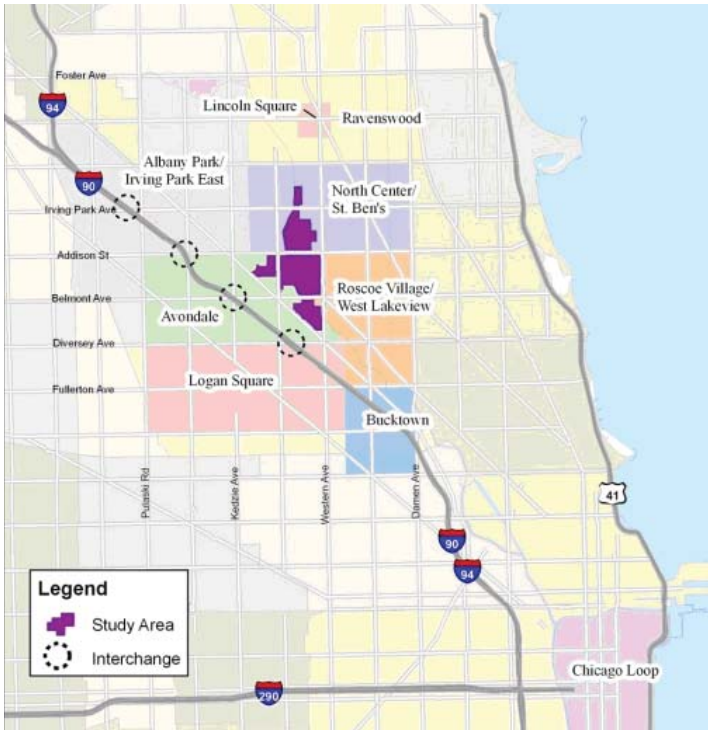



*Figure 2-1: Addison Corridor + Surrounding Context*

| Neighborhood | 2008 Pop. | 2008 Average Household Income | Education Attainment (%) | | | | |
|---|---|---|---|---|---|---|---|
| | | | Less than High School. | High School | Assoc | Bach. | Masters PhD. |
| Roscoe Village/West Lakeview | 22,984 | $104,148 | 12.8 | 13.9 | 4.7 | 36.1 | 20.9 |
| Ravenswood | 37,587 | $77,229 | 14.7 | 17.2 | 5.1 | 30.4 | 18.9 |
| Lincoln Square | 2,410 | $78,557 | 16.9 | 13.0 | 6.7 | 28.9 | 20.9 |
| Albany Park/Irving Park East | 73,999 | $66,352 | 32.4 | 24.6 | 5.2 | 15.6 | 6.6 |
| North Center/St. Ben's | 30,439 | $92,464 | 12.9 | 20.4 | 5.0 | 29.9 | 16.1 |
| Bucktown | 11,701 | $118,862 | 12.1 | 9.9 | 5.3 | 38.0 | 23.1 |
| Avondale | 42,543 | $62,232 | 35.4 | 28.3 | 5.3 | 10.6 | 5.1 |
| Logan Square | 62,678 | $62,151 | 35.8 | 19.7 | 4.8 | 15.9 | 9.2 |
| CHICAGO | 2,899,818 | $72,379 | 23.5 | 24.4 | 5.5 | 17.1 | 11.5 |

Source: ESRI and *S.B. Friedman and Company.*

*Figure 2-2. Population, Income, + Education Statistics for Neighborhoods*

Figure 2-2 shows that the neighborhoods surrounding the Corridor have a diversity of income and education levels. The education levels and average incomes for households in Albany Park/Irving Park East, Avondale, and Logan Square are lower than Chicago's average. The average incomes for households in the five other neighborhoods, however, are higher than Chicago's average. Incomes are particularly high in Roscoe Village/West Lakeview, North Center/St. Ben's, and Bucktown, where percentages of the population with bachelor's and master's/professional/doctorate degrees are also higher. This diversity of income and education levels supports a diversity of businesses' employment needs in the Corridor.

The Corridor is also located in close proximity to the Green Exchange, a cooperative that will serve green businesses in the former Cooper Lamp Factory building directly to the east of I-90/94 on Diversey Avenue. Spearheaded by Baum Development and other public and private partners, the Green Exchange started as a concept in 2006 and is now almost complete, pending the approval of a construction loan to make final improvements. Once completed, the Green Exchange will be a landmark LEED-Platinum building that will allow more than 100 sustainable businesses to share ideas, services, and customers.

With the characteristics described above, the Addison Corridor's location provides significant and unique opportunities for business synergies.

**Profile of Study Area**

The study area was reviewed to obtain an understanding of the Addison Corridor's physical characteristics. According to data obtained from InfoUSA, a business data base, the Corridor includes 130 businesses and more than 3,200 employees. The types of businesses vary widely throughout the Corridor, from traditional metalworking companies to high-tech firms.

The Addison Corridor can be characterized by three Campuses that roughly correspond to three Aldermanic Wards. While the distinct nature of each Campus requires consideration, it is also important to understand the Corridor as a whole and produce a cohesive vision that succeeds across ward boundaries. The three Campuses and their respective boundaries are as follows:

- The South Campus is bounded by George Street to the south and Belmont Avenue to the north. It is included in the 1st Ward.
- The Central Campus is bounded by Belmont Avenue to the south and Addison Street to the north. The area west of the river is included in the 33rd Ward, and the area to the east is part of the 47th Ward.
- The North Campus is bounded by Addison Street to the south and Berteau Avenue to the north. It is included in the 47th Ward.

The Campuses are displayed in Figure 2-3 below.

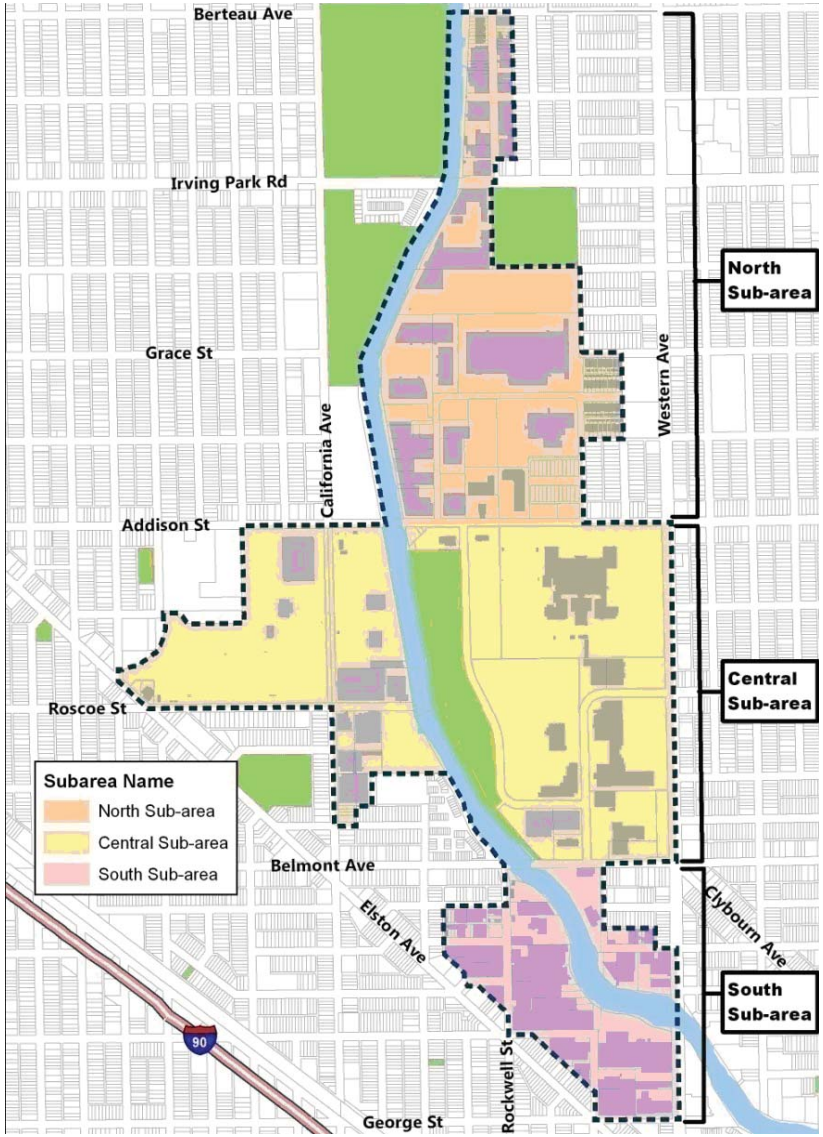



*Figure 2-3. Campus Boundaries of the Addison Corridor*

**Profile of Key Employers**

Figure 2-4 below shows the locations of key business anchors, and the corresponding Figure 2-5 lists their industry sectors, sales, and numbers of employees.

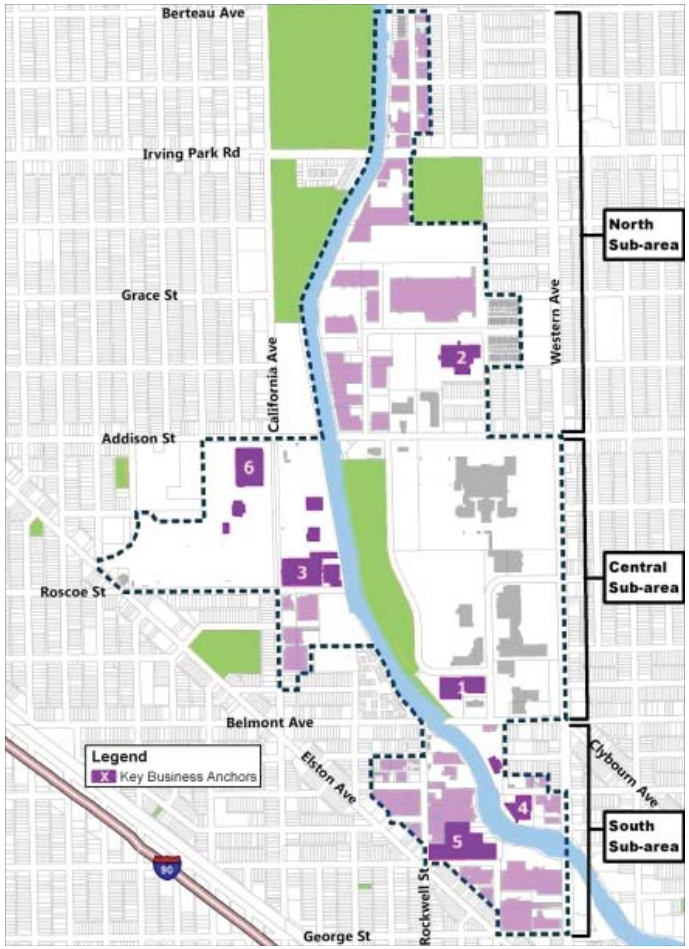



*Figure 2-4. Key Business Anchors in the Addison Corridor*

| ID | Companies | Sector Name | Sector Sales Volume in Corridor | Number of Employees in Sector |
|---|---|---|---|---|
| 1 | Hu-Friedy | Medical Equipment and Manufacturing | $128,800,000 | 380 |
| 2 | WGN | Broadcasting | $100,750,000 | 250 |
| 3 | WMS Gaming | Computer and Electronic Manufacturing | $92,050,000 | 450 |
| 4 | Tampico Beverages | Beverage and Tobacco Manufacturing | $63,300,000 | 75 |
| 5 | Cenveo | Printing and Related Support Services | $49,250,000 | 308 |
| 6 | ComEd | Electric Power Generation | N/A | 660 |

*Figure 2-5. Key Business Anchors in the Addison Corridor*

Key employers in the Campuses are as follows:

South Campus:

- Cenveo is the third largest graphics communication company in North America. Its Corridor facility manufactures envelopes.
- Tampico Beverages produces the top-selling brand of refrigerated juice drinks sold in grocery stores.
- Aerotecture International produces wind turbines for urban, suburban and rural applications.

Central Campus:

- Hu-Friedy is one of the world's largest dental equipment manufacturers and employs 380 people in its 100,000 square foot facility in the Corridor. Approximately half of this space is devoted to sales, marketing, engineering, and IT, while the other half is dedicated to manufacturing. Because of physical expansion constraints, Hu-Friedy recently moved its distribution activity to a facility in Niles, where an additional 60 people are employed.
- WMS Gaming produces slot machines and employs 450 people in its 140,000 square foot facility. Its operations in the Corridor include game design, sound recording, sales, and marketing. Its manufacturing operations are located in Waukegan. WMS has plans to significantly expand its Corridor facility, adding approximately 470,000 square feet and an additional 450 employees.
- ComEd employs 660 people at its Addison Corridor facility, which is 200,000 square feet. Their land totals 38 acres, divided between 27 acres west of California Avenue and nine acres east of California Avenue. It serves 92,000 electricity customers from the substation located east of California Avenue and also uses land to store transformers and other equipment.

North Campus:

- WGN is one of Chicago's local television stations. The station occupies a 29,000 square foot state-of-the-art newsroom facility.

## Key Physical Characteristics

This section provides a physical overview of the study area, describing key characteristics of the Addison Corridor's real estate stock. This overview is an important component of understanding existing real estate conditions, as well as challenges and opportunities for businesses and property owners in the Corridor.

### Building Vacancy and Age

Figure 2-6 below shows vacancy and building age data for industrial buildings in the Addison Corridor. This table was compiled using information from property owners and data from CoStar, a comprehensive database of commercial and industrial real estate information.

Vacancy rates are fairly comparable across the Corridor, though they are slightly higher in the North and South Campuses. The majority of the Addison Corridor buildings were constructed in the 1950s. This older building stock exists across the entire Corridor. The vacancy rates and

| Characteristic | Total | Campus | | |
|---|---|---|---|---|
| | | North | Central | South |
| Estimated Number of Industrial Buildings | 78 | 29 | 36 | 13 |
| Vacancy | | | | |
| Overall Vacancy Rate | 21% | 22% | 18% | 23% [1] |
| Number of Buildings >= 50% Vacant | 18 | 7 | 8 | 3 [1] |
| Building Age | | | | |
| Number of Buildings < 10 Years | 4 | 0 | 1 | 3 |
| Number of Buildings 10-50 Years | 31 | 13 | 13 | 5 |
| Number of Buildings > 50 Years | 57 | 16 | 36 | 5 |

*[1] It was not possible to obtain vacancy rates for all buildings in the South Campus.*

*Figure 2-6. Vacancy and Building Age Data for Industrial Buildings*

**North Campus:** The North Campus's overall vacancy rate is 22 percent. It includes seven buildings with vacancy rates of 50 percent or more.

One of these buildings is the 350,000 square-foot facility at 2500 West Bradley Place, which Wrightwood Capital purchased in 2008, when it was almost fully occupied. Since then, tenancies have changed and occupancy has decreased. Heltzer (David Sutherland Furniture) subleased its 20,000 square feet space to In and Out Moving and Storage. Bodine has shrunk its operations and downsized its space needs from 130,000 to 50,000 square feet, raising the building's vacancy rate to 34 percent. This vacancy rate will increase further in September of 2009, when the Department of Children and Family Services will terminate its lease of 36,000 square feet. Allstyle, the largest current tenant, has no plans to change its 120,000 square feet lease. Even though the building has been well maintained since it was built in 1956, the building has low ceiling heights that do not easily accommodate current industrial users. Its limited parking poses a challenge to attracting business users with large staffing needs as well. Its dated features, like an air conditioning system that cannot be switched off in vacant areas, also make it expensive to maintain and operate.

The three buildings at Bradley Business Center face similar challenges. Although the three buildings were constructed in the late 1980s and thus do not face the same obsolescence challenges as the 2500 West Bradley Place facility, the Business Center has significant vacancies. Of the three buildings owned by Hansen Realty, one is fully occupied. Corus Bank uses 39,500 square feet for back office operations, and ACI Modelux occupies 7,000 square feet. RCN occupies 48,000 square feet of the second building, which also has 21,555 square feet of vacant space. The third building, at 36,000 square feet, is 100 percent vacant.

The brokerage firm Camins Tomasz Kritt represents two properties on Talman Avenue that are both functionally obsolete and effectively vacant. One is 100 percent vacant, and the other houses a skeleton staff of three people. In 2008 Camins Tomasz Kritt was able to sell another building in this location to Shiraleah, a designer and manufacturer of environmentally friendly accessories and apparel. Shiraleah uses this space for warehousing and distribution.

Property owners in the North Campus have found it difficult to lease or sell multi-tenant space in the last two years. Although the current economy has posed additional challenges, there are other key issues that a better economy will not mitigate, such as land use conflicts, high real estate taxes, time-consuming procedures for incentive programs, and restrictions on allowable uses based on the existing zoning.

**Central Campus:** The Central Campus has an overall vacancy rate of 18 percent, with three contiguous buildings on California Avenue that are 100 percent vacant. These buildings are all more than 50 years old, while the majority of the other buildings in the Central Campus are between 11 and 50 years old. The WMS building, though originally constructed before 1950, has been improved over the years to meet the needs of its high-tech user.

Parking is not as limited as it is in the North Campus, as there is greater ability to share space. WMS currently leases two parking lots from ComEd, and Hu-Friedy leases 50 spaces from the adjacent DeVry University.

Unlike in the North Campus, where many of the properties are owned by developers or investors, the properties in the Central Campus are owned by the occupying businesses, such as ComEd, WMS, and Hu-Friedy. ComEd is satisfied with its current site and utilization of space, and while WMS requires room to expand, there is enough space to accommodate it. WMS plans to add approximately 470,000 square feet of space in a four-phase project that will take place over the next five to six years. This expansion plan includes a parking deck. Hu-Friedy, by contrast, has no room for a needed expansion.

East of the river, the Central Campus also includes Lane Tech, a public high school, and DeVry, a community college which offers associate's and bachelor's degree programs at its Corridor location. Further east of these two institutional users is a large shopping center on Western Avenue, which includes both a Dominick's and a Jewel.

**South Campus:** According to information available, the South Campus has an overall vacancy rate of 23 percent, with three buildings that are 100 percent vacant. Buildings more than 50 years old particularly dominate the South Campus. Many of the industrial buildings in this area are functionally obsolete because of their multi-storied configuration, relatively small footprints, and inadequate loading conditions.

Certain users suggest that their current facilities and/or parking do not fit their needs. For Cenveo the issue is not quantity, but quality of space, as its facilities do not suit its operations. Below, Figures 2-7 and 2-8 display vacancy rates and building ages, respectively.

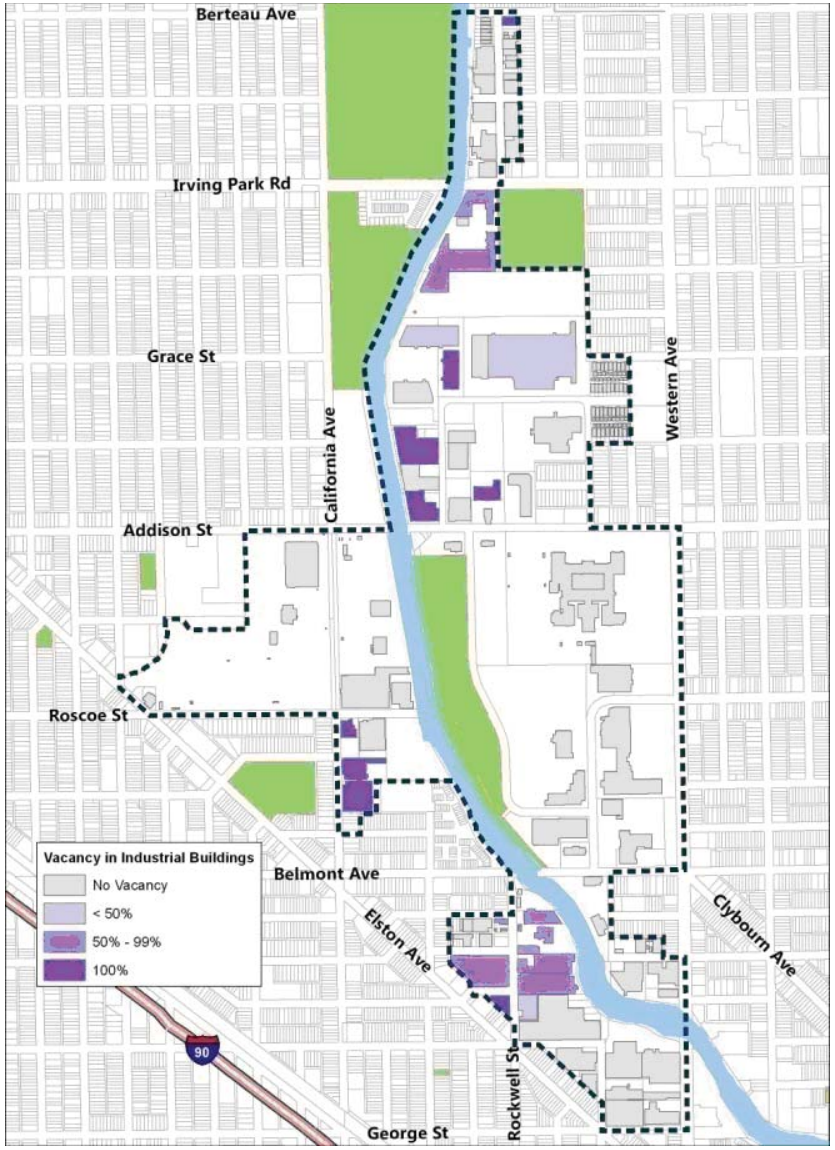



*Figure 2-7. Vacancy Rates in the Addison Corridor*


*Figure 2-8. Ages of Buildings in the Addison Corridor*

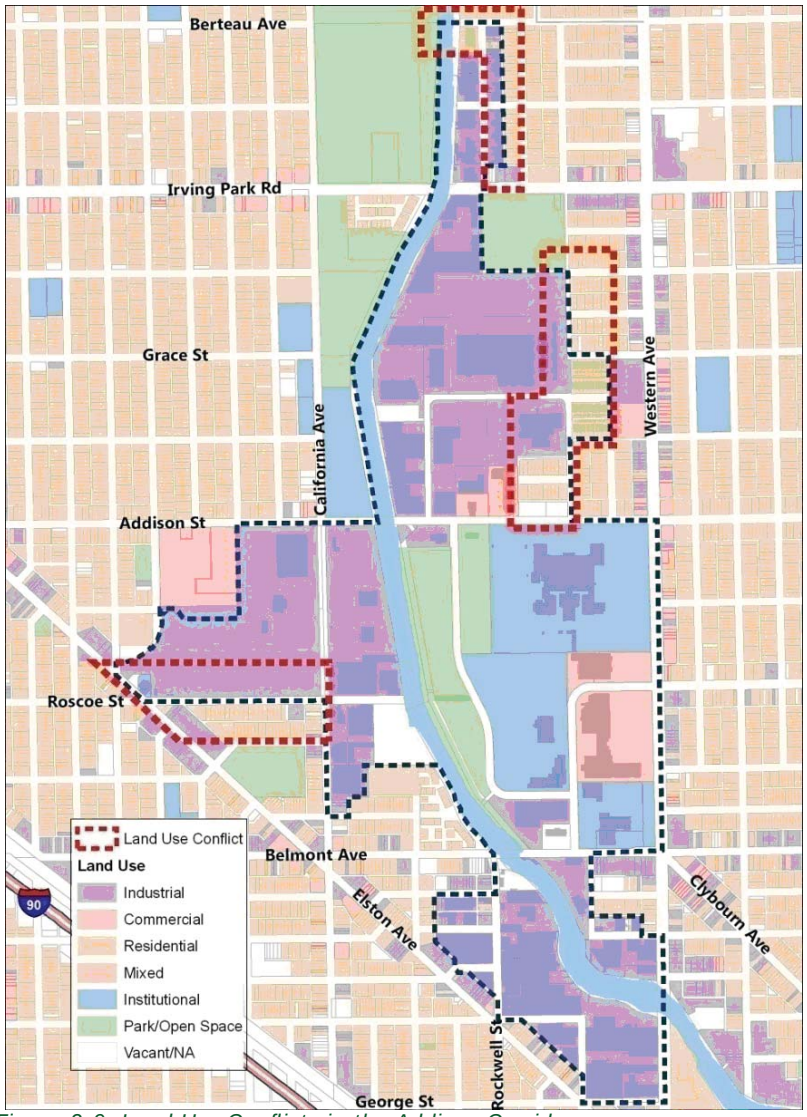



*Figure 2-9. Land Use Conflicts in the Addison Corridor*

### Land Use Conflicts

The Addison Corridor is surrounded by residential neighborhoods, which poses land use conflicts throughout the Corridor. Figure 2-9 highlights the three most acute land use conflicts, which are described in more detail below:

- Rockwell Street, between Irving Park Road and Berteau Avenue: industrial space shares a block with residential houses.
- Campbell Avenue and Patterson Avenue, between Bradley Place and Addison Street: single-family bungalow houses line Campbell Avenue, while new residential condos have been built on Patterson Avenue. These residential uses directly abut WGN's facilities.
- Roscoe Street, west of California Avenue: ComEd's parking lot and transformer storage are located directly across from residential uses.

## Business Climate

The study area was reviewed to assess the business climate in terms of real estate taxes, tax abatement programs, and other potential funding sources that encourage business development.

### Real Estate Taxes

Real estate taxes are a key consideration when a business is choosing where to locate, as they can vary widely within a region. Cook County taxes are much higher than taxes in adjacent counties, significantly increasing the cost of doing business in the City of Chicago. To show the impact of taxes, the team calculated the annual taxes in each county for a sample industrial building that is 80,000 square feet and valued at $10 million. Displayed in Figure 2-10 below, the results show that Cook County taxes are more than twice the level of taxes in DuPage and Will Counties, and they are substantially higher than the rest of the Seven-County region as well.

| | Cook | DuPage | Kane | Kendall | Lake | McHenry | Will |
|---|---|---|---|---|---|---|---|
| A. Median Sales Ratio [1] | 18.06% | 26.82% | 27.28% | 27.48% | 27.94% | 28.30% | 27.23% |
| B. Average Equalization Factor [2] | 2.8439 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| C. Average Tax Rate [3] | 7.09% | 6.15% | 7.00% | 7.79% | 7.11% | 7.10% | 6.52% |
| D. Estimated Total Annual Taxes [4] | $364,148 | $164,943 | $190,960 | $214,069 | $198,653 | $200,930 | $177,540 |
| E. Estimated Annual Taxes PSF [5] | $4.55 | $2.06 | $2.39 | $2.68 | $2.48 | $2.51 | $2.22 |

*[1] Assessment to Sale Ratios as of 2006, from Illinois Department of Revenue.*
*[2] Cook County Equalization Factor as of 2008, from Cook County Clerk's website.*
*[3] Average Tax Rates as of 2006, from Illinois Department of Revenue.*
*[4] Total Annual Taxes (D), calculated by multiplying A*B*C.*
*[5] Annual Taxes PSF (E), calculated by dividing D by 80,000.*

*Figure 2-10. Estimated Taxes for a Sample Industrial Building*

### 6B Classification

Cook County provides a real estate tax incentive to offset the high taxes for industrial users. Designed to attract new industry, stimulate expansion of existing industry, and increase employment, Cook County's 6B Classification offers a real estate tax reduction for the development of new industrial facilities, the rehabilitation of existing industrial structures, and the industrial reutilization of abandoned structures. The 6B Classification also requires that the real estate be used for industrial purposes, which are defined as manufacturing; extraction or processing of raw materials to create new materials or recycle them; or transportation and storage of materials or products for wholesale distribution.

Qualifying industrial real estate would be eligible for the 6B Classification assessment level from the date that new construction, substantial rehabilitation, or substantial re-occupancy is completed, and the building is assessed. 6B properties will be assessed at 10 percent of market value for the first 10 years, 15 percent for the 11th year, and 20 percent in the 12th year.

If the sample industrial property described above were assessed at the 6B classification rate of 10 percent instead of the 18 percent currently being assessed, the estimated annual taxes would be $201,633 in total or $2.52 per square foot. With the 6B classification, Cook County taxes are lower than Kendall County taxes and on par with Lake and McHenry Counties.

The application requires a certified resolution from the City stating that it supports a Class 6B application for the property and finds 6B necessary for development to occur. Anecdotal evidence suggests that this resolution can be difficult and time-consuming to obtain. In addition, the City's new Sustainable Development Policy now requires that a Class 6B property must have a green roof, LEED certification, or a stormwater system that exceeds the City's stormwater specification by 20 percent. The relative difficulty and potential expenses in obtaining the 6B Classification can reduce the attractiveness of the tax incentive.

**Financing Alternatives to Reduce Real Estate Costs**

Although the City faces challenges in stimulating infill redevelopment, financing mechanisms that are more prevalent within the city can reduce redevelopment costs and make it more competitive with the suburbs. These financing mechanisms include:

- **Tax Increment Financing (TIF).** This program allocates future increases in property taxes from a designated area to pay for improvements only within that area, thus allowing taxing bodies to directly utilize their taxes for redevelopment. The Addison Corridor includes three TIF districts. TIF law supports development, redevelopment, and rehabilitation activities, including assembly and acquisition of sites, demolition, site preparation, relocation, and environmental remediation. While TIF is available in suburban locations, the City has a proven track record of using TIF to proactively incentivize redevelopment, particularly when there are extraordinary costs associated with the redevelopment project.

- **New Markets Tax Credits (NMTC).** This program offsets federal income taxes for taxpayers that make qualified equity investments in designated Community Development Entities (CDEs), which in turn award capital to businesses and projects in Areas of Greater Economic Distress. The Chicago Development Fund (CDF) manages the NMTC program for the City of Chicago, and a majority of the Corridor parcels may qualify. For areas that qualify as under Greater Economic Distress, CDF's Industrial Expansion Loan program is a potential financing tool, as it can be used to build new industrial facilities or to expand or rehabilitate existing facilities. Industrial Expansion Loans can also be combined with other incentive programs, such as Class 6B assessment reductions and TIF. Evidence shows that more NMTC deals occur in cities because qualified low-income areas are disproportionately located in central cities, and the Community Reinvestment Act motivates large banks to invest in NMTC deals in cities.

Figure 2-11 below shows the boundaries of the three TIF districts that overlap with the Addison Corridor and the areas in the Corridor that are eligible for NMTC.

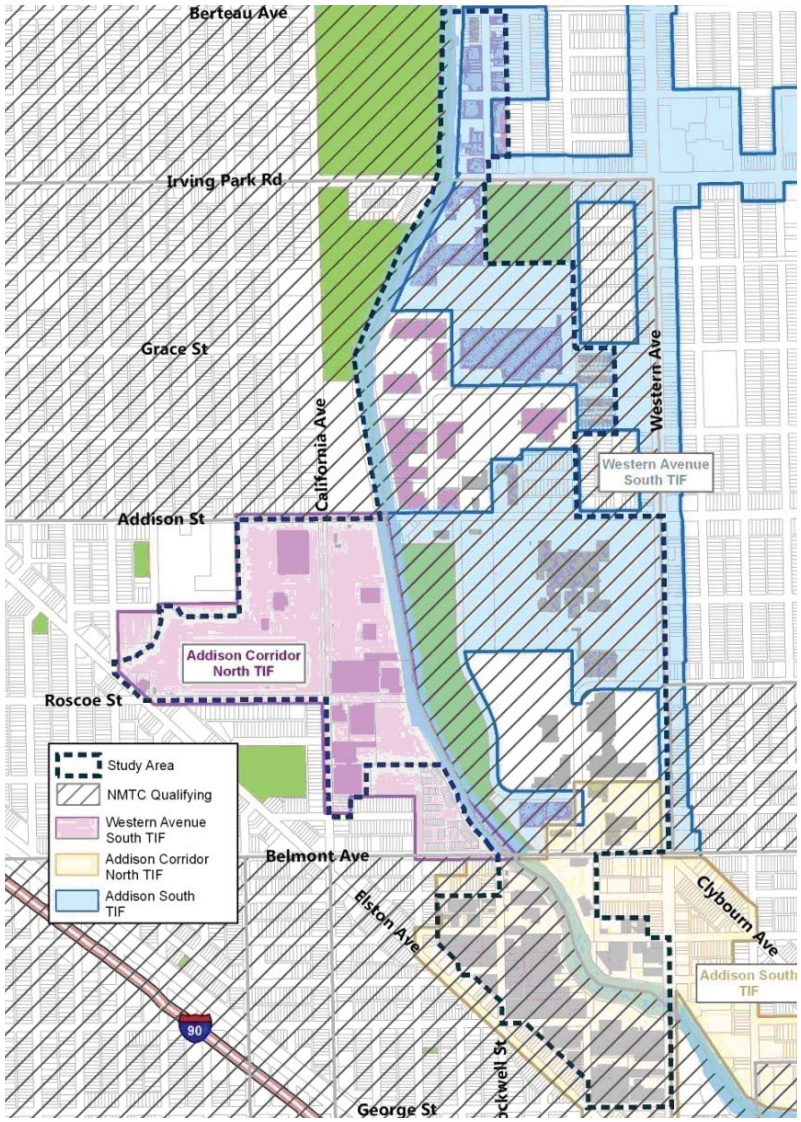



*Figure 2-11. TIF Districts and NMTC-Eligible Areas in the Corridor*

## Competitive Position of the Addison Corridor

The Corridor has the following strengths and opportunities that can help retain existing businesses and attract new business development:

- The Corridor includes several strong and growing business anchors that provide jobs today and promise more jobs in the future.
- While the Corridor is not immediately adjacent to a highway, it is located within 0.75 to 1.25 miles of four interchanges with I-90/94 and is served by CTA bus routes.
- Its proximity to Chicago's North Side residential neighborhoods and its convenient transportation access allow the Corridor to tap into a strong and diverse labor pool in the city and in the suburbs.
- The relatively higher density of people and businesses in the city provide a unique competitive advantage for businesses that need to interact directly with consumers and/or other businesses within the city as part of their operations.
- Once completed, the proposed Green Exchange will be a hub for green businesses with a primarily retail focus. The Green Exchange may also provide opportunities to capitalize on the first formal cluster of green business as in Chicago and create a second green business center in the Corridor. This center would potentially including green manufacturers and other green business services that would complement the Green Exchange's retail focus.
- Businesses in the Corridor can leverage financial resources such as Tax Increment Financing and New Market Tax Credits.

The challenges for future redevelopment within the Corridor and potential strategies to address these challenges are discussed below:

- A higher property tax rate for industrial and business uses in Cook County results in a higher cost of business. Yet new construction in the Corridor or relocation of companies to the Corridor could potentially allow businesses to obtain 6B

Classification for assessment purposes, making the property tax burden commensurate with the suburbs for at least a 10-year period.

- The prevailing functional obsolescence of the Corridor's existing industrial building stock makes it difficult to attract new businesses. The significant costs associated with the rehabilitation required to improve existing buildings or the costs associated with infill redevelopment pose a significant barrier to attracting new businesses. The use of public financial tools such as TIF and NMTC may facilitate redevelopment in the Corridor for new businesses.
- The Corridor does not have a cohesive modern business park environment. Creation of uniform signage and features that tie the public realm together, as well as the branding of the Corridor as a business park for marketing purposes, will likely assist in creating cohesion.
- The limited availability of sites in some areas of the Corridor make it difficult for growing businesses to accommodate their expansion needs within the Corridor. Identifying areas of the Corridor that have excess surface parking and/or underutilized property that can be redeveloped is a key consideration for this planning effort.
- Parking is a significant problem in some areas of the Corridor. Existing businesses with excess parking appear to be leasing parking to other businesses with parking shortages. Any redevelopment of the Corridor should consider a combination of strategies to meet or reduce the parking need, including enhancing transit access, the provision of structured parking, shared parking solutions, and on-street parking.
- Land use conflicts with surrounding residential areas pose a challenge for industrial businesses, and the pressure to convert to residential uses has depressed reinvestment in much of the existing building stock. The designation of truck routes that keep traffic away from neighborhoods and the provision of adequate buffering are potential strategies to resolve or minimize these conflicts.

**Business Sector Analysis**

The goal of the business sector analysis was to identify specific sectors that can provide the best opportunities for future economic development within the Addison Corridor.
The analysis involved researching broader regional opportunities as well as Corridor-specific opportunities. The research steps included the following:

- Review of a shift share analysis conducted by World Business Chicago (WBC) to identify economic sectors with the greatest promise for growth within the entire Chicago metropolitan region.
- Analysis of the spatial distribution of industrial businesses within the city's 24 industrial Corridors and identification of the competitive niches for each Corridor.
- A targeted analysis to identify the potential of high-tech sectors.
- An analysis of green industry sectors to explore their future growth potential.
- Interviews with City staff, real estate brokers, and developers to identify key businesses within the Corridor that have growth/expansion plans and new businesses that are seeking industrial space and have indicated interest in locating within the Corridor.

The insights gained from the research steps were then synthesized to identify business sectors that have the greatest potential for the CORRIDOR. The research steps and the subsequent synthesis of the business sector potential for the CORRIDOR are discussed below.

**Review of WBC Shift Share Analysis**

In 2008, WBC, a not-for-profit economic development corporation, conducted a shift share analysis to identify target industry sectors that can foster economic development in Chicago. Shift share is an analytical method used to assess the portion of regional economic growth that stems from national trends and the portion that results from regional factors. By comparing the growth rate of a specific industry at the regional and

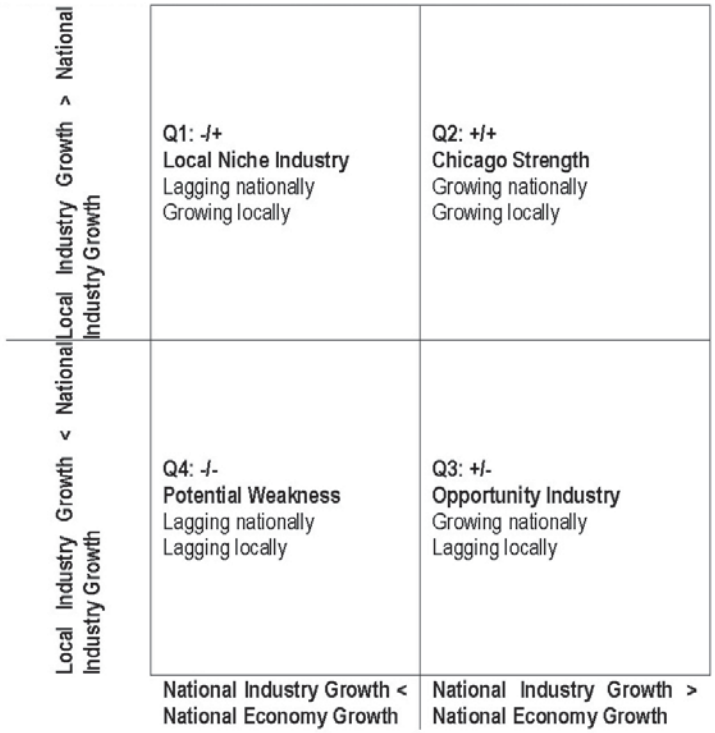



*Figure 2-12. Target Industry Selection Based on Shift Share Methodology*

national level and comparing these rates to the overall national economy, it is possible to allocate each industry into one of the four quadrants shown in Figure 2-12.

To complete this analysis, WBC first identified a shortlist of industries that are specialized in the Chicago region using Location Quotients (LQ). For a particular industry, its Location Quotient is the ratio of the industry's share of economic activity (measured by indicators such as Gross Regional Product or employment) in the region to the share of the industry's economic activity in the nation. The short-listed industries were analyzed further using the Shift Share method for allocation into the four quadrants shown in Figure 2-12. The principles by which each industry is allocated into the four quadrants and the associated interpretation of this allocation is discussed below. (A more detailed discussion of the analysis steps undertaken by WBC is included in the Appendix).

- Q1 includes those industries that are lagging behind the overall national economy but growing faster in Chicago than they are in the nation. These industries represent longstanding local niche industries.
- Q2 includes industries that are growing faster than the overall national economy and are growing faster in Chicago than they are in the nation. These industries represent Chicago's strengths and have the highest likelihood of expanding in the future.
- Q3 includes industries that are growing faster than the overall national economy, but their local growth is lagging in comparison to the growth of these same industries nationally. These are potentially emerging industrial sectors in Chicago, and there is opportunity for these sectors to grow and parallel national trends for the industry.
- Q4 includes industry sectors that are lagging behind the national economy and lagging in growth locally. The majority of these industries have relatively slow growth rates and offer limited potential for growth.

Based on this analysis, WBC selected 10 industry sector groupings that were highly concentrated in the Chicago area and that are:

- Long-standing local niches (Q1 industries and some Q4 industries).
- Growing both nationally and locally (Q2 industries).
- National growth industries that Chicago has yet to take advantage of (Q3 industries).

Further details showing the subsectors included in the 10 industry sector groupings are provided in the Appendix. For this study, the 10 short-listed industry groupings were further analyzed for their compatibility within the Addison Corridor. Each target industry was assigned a rating of low, medium, or high viability for the Corridor. The list of 10 target industry sectors and their viability for the Corridor is shown in Figure 2-13.

| WBC Focus Industries in Chicago Region | | Viability in the Corridor | | |
|---|---|---|---|---|
| | | Low | Medium | High |
| 1 | Building Finishing Contractors | | | x |
| 2 | Food Manufacturing & Services | | X | |
| 3 | Specialized Chemicals Manufacturing | x | | |
| 4 | Metals & Machinery Manufacturing | | X | |
| 5 | Electrical Equipment & Component Manufacturing | | | x |
| 6 | Other Specialized Manufacturing | | X | |
| 7 | Transportation & Warehousing | x | | |
| 8 | Computer Systems Design & Related Services | | | x |
| 9 | Scientific, Technical, & Professional Services | | | x |
| 10 | Waste Management & Remediation | x | | |

Source: World Business Chicago, InfoUSA, and S.B. Friedman and Company

*Figure 2-13: Target Industries for Chicago Region + Viability in the Corridor*

The low, medium, and high ratings are explained below:

- **Low Viability.** These industries do not currently have a presence in the Corridor, and they are not likely to be a good fit for the Corridor in the future. Both chemical manufacturing and waste management and remediation are generally heavy industries that do not suit an area surrounded by residential neighborhoods. Transportation and warehousing also typically require sites that are significantly larger than are available in the Corridor and generate significant truck traffic which would create conflicts with surrounding neighborhoods.

- **Medium Viability.** These industries currently exist in the Corridor, and while these existing businesses may expand, new businesses in these industry sectors are unlikely to choose the Corridor as the preferred location. Food manufacturing, for example, is well represented in the Corridor (e.g., Tampico Beverages and Little Miss Muffin), but a stronger food industry cluster is present further south in the Stockyards Industrial Park and is the preferred location for new food sector businesses. Metal fabrication, machinery manufacturing, and other specialized manufacturing are also represented in the Corridor, but new businesses in these sectors generally require larger-scale heavy industrial facilities that are not suitable for the Corridor. These industries also have a more established presence and stronger cluster on the South Side.

- **High Viability.** These industries currently have a presence in the Corridor and/or show future potential. The specific sector groupings and the rationale for classifying these sectors with a high viability for the Corridor are discussed below.

- **Building Finishing Contractors.** Chicago has experienced a boom in construction over recent years. While the current economic downturn has reduced the near-term potential for this sector, over the longer term the Chicago region is likely to continue to grow, and new construction activity will create a demand for building finishing contractors. For the most part, the enterprises in this sector are managed from a central location with limited storage of equipment and basic supplies, but the work is typically performed on construction sites. This is an industrial sector that would benefit from easy access to the rest of the city from the Corridor and would be compatible with the surrounding uses in the Corridor.

- **High-Tech Sectors.** Electrical equipment and component manufacturers, computer systems design and scientific, technical, and professional services industries are grouped as high-tech sectors because all of them use advanced technologies and require highly trained workers. Many of these sectors are already prevalent in the Corridor and can also benefit from the close proximity to the highly educated labor force present around the Corridor. This sector group is discussed further in subsequent sections.

### Industrial Corridor Analysis

An analysis of Chicago's 24 industrial Corridors was conducted to understand the spatial distribution of different business sectors and to assess the business potential of the Addison Corridor relative to other corridors.

A list of all businesses in the industrial Corridors was collected using InfoUSA, which categorizes businesses according to the North American Industry Classification System (NAIC). For businesses with at least $10

million in annual sales, their four-digit NAIC codes were verified based on their corporate website information. The largest businesses within each Corridor were identified based on sales volume and the number of employees. Then the businesses were sorted according to sector to identify those sectors that together make up at least 50 percent of each Corridor's sales volume (a summary table is provided in the Appendix). Finally, the 24 corridors within the city were divided into three geographic groups--northern, central, and southern--to assess larger geographic patterns in industry clusters. Interstate 290 separates the northern and central corridor groups, and 63rd Street separates the central corridors from the southern corridors. Figure 3-14 below shows the geographic distribution of industrial corridors and their strongest sectors.

The analysis shows the following spatial pattern of businesses within the 24 industrial corridors:

- The southern corridors are characterized by heavy manufacturing mainly of transportation equipment, because of the presence of the Ford Assembly Plant and Supplier Park. In 1999 Ford, which already had a large assembly plant on Chicago's South Side, located its supplier park in Chicago with over $96 million in financial incentives from the City and the State. Completed in 2004, Ford's supplier manufacturing campus occupies a 155-acre former brownfield site near the company's assembly plant and has created 1700 new jobs.
- The central corridors share a concentration of metal and food manufacturers. In the 19th century Chicago centralized its meat packing activity in this part of the city, and although cattle pens disappeared by the 1960s, the central corridors attracted a large cluster of food manufacturers and distributors. In addition to this food cluster, the central corridors also include a cluster of metal manufacturers, several of which lease space in the Stockyards Industrial Park. Created in 1971, this park occupies 475 acres and includes 172 businesses with 9,150 employees. Tenants can access special incentives and programs, including Industrial Revenues Bonds, property tax incentives, TIF benefits, and New Markets Tax Credits (NMTC) allocations. Testa Produce, a distributor of fresh produce and frozen items, recently applied to the Chicago Development Fund for a $15 million NMTC allocation to fund a new distribution center located in the Stockyards Industrial Park.
- The northern corridors show a more diversified picture: these corridors host some heavy manufacturing industries in food and metal, such as the Ravenswood Industrial Corridor's Tempel Steel plant, which employs approximately 1300 people. In addition to the manufacturing cluster, the northern corridors also include traditional high-tech sectors, such as computer and electronics manufacturing, and professional, scientific, and technical services.

Like other northern corridors, the Addison Corridor has a diverse industrial base. Because of its proximity to residential neighborhoods, the Corridor has a limited amount of heavy manufacturing. Several light manufacturing industries, such as manufacturing of paper products (Cenveo), dental equipment (Hu-Friedy), and computer and electronic products (WMS Gaming) are present in the Corridor. The Corridor also has a strong base in broadcasting (WGN) and professional service industries such as small design, engineering, and consulting (Five Star Engineering and Red Box Workshop). This analysis suggests that a small high-tech cluster has emerged within the diverse Addison Corridor.

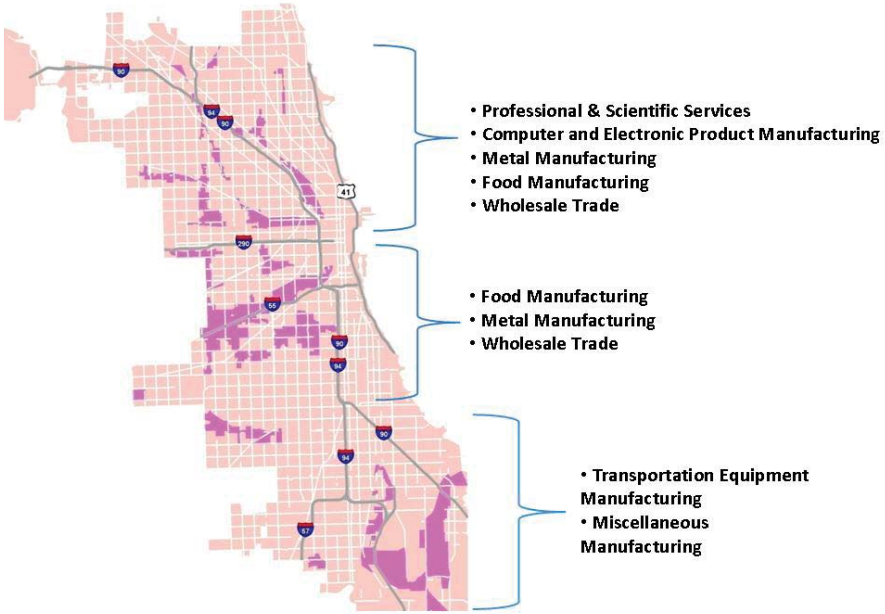



*Figure 2-14. Industrial Corridors*

### High-Tech Industry Analysis

The industrial corridor analysis reveals that a small cluster of high-tech industries has emerged in the Addison Corridor and the other northern corridors. Therefore, a more in-depth study of high-tech industries was conducted to ascertain the Chicago region's competitive position in this industry group and to determine whether the Addison Corridor can capture a bigger share of these industries.

Traditionally, high-tech sectors are defined as computers, electronics, and telecommunications industries. A team of professors from the University of California at Berkeley and the University of Minnesota argue, however, for a broader definition of "high-tech" that includes science and technology professions as well. This study used science and technology occupations as a marker for high-tech and found large numbers of high-tech jobs within industries that are outside the traditional computer, electronic, and telecommunications sectors. The study showed that older, industrial cities such as Chicago have successfully generated large numbers of high-tech jobs within a more diversified range of industries, including aircraft component manufacturing, pharmaceuticals, engineering and architectural services, medical instruments, management and public relations, and research, testing, and evaluation services. The authors analyzed metro areas according to the numbers and growth rates of high-tech jobs. This analysis showed that the Chicago metro area had the largest number of high-tech jobs, with almost 350,000 in 1997, and ranked second in absolute high-tech job growth between 1991 and 1997 by adding 528,000 new jobs. Figure 2-15 below displays the results for the top 10 metro areas.

| MSA/PMSA | Jobs, 1997 (thousands) | Absolute Job Growth, 1991-1997 | | Hi-Tech Job Share, 1997 | |
|---|---|---|---|---|---|
| | | Job Growth (thousands) | Rank | Job Share (%) | Rank |
| Chicago | 347.1 | 528 | 2 | 12.4 | 16 |
| Washington DC | 321.6 | 337.3 | 6 | 20.3 | 4 |
| San Jose | 289.1 | 163 | 29 | 41.3 | 1 |
| Boston | 281.5 | 262.6 | 14 | 20.9 | 3 |
| New York | 250.3 | 277.6 | 13 | 10.1 | 21 |
| Philadelphia | 222.5 | 216 | 18 | 13.1 | 13 |
| Dallas | 197.9 | 484.5 | 4 | 16.4 | 9 |
| Seattle | 174.9 | 257.8 | 15 | 21.1 | 2 |
| Minneapolis–St. Paul | 162.6 | 318.5 | 7 | 15.3 | 11 |
| Houston | 162.5 | 392.9 | 5 | 12.2 | 17 |

Source: "Gauging Metropolitan 'Hi-Tech' and 'I-Tech' Activity," Karen Chapple, Ann Markusen, Greg Schrock, Daisaku Yamamoto, and Pingkang Yu, Economic Development Quarterly 2004, 18, 10.

*Figure 2-15. Highest Job-Adding Metro Areas*

The shift share analysis and the high-tech occupation study demonstrated that Chicago has a strong potential for attracting high-tech industries. The Addison Corridor is well positioned to attract these industries because of the following reasons:

- A large number of highly educated workers that can fill high-tech jobs are located in close proximity.
- The Corridor has an existing base of high-tech companies, including computer systems design, electrical equipment and component manufacturing, and scientific, technical, and professional services.

**Green Industry Analysis**

Chicago has embarked on a bold plan to become the "greenest city in America," and the attraction, expansion, and retention of key green businesses is a crucial component of the City's initiative. Therefore, further research was conducted to explore the potential for fostering a green industry cluster within the Addison Corridor that could capitalize on the proximity of the Corridor to the Green Exchange.

The green sector analysis involved the following research steps:

- Review of WBC study, which defined green industry and identified the green industries that should be the highest priority for the Chicago region.
- Spatial analysis to identify location patterns of green businesses within the Chicago region and the city.
- Research of pre-existing and recently enacted government-sponsored programs/incentives that will nurture the growth of green businesses in the future.

• *WBC Green Business Study*

Since Mayor Richard M. Daley announced a mission to make Chicago the "greenest city in America," the City has prioritized environmental issues and embarked on a series of programs to build a strong reputation in the sustainable cities movement. One component of this multi-pronged effort is a recent WBC study that aimed to identify which green industries should be proactively targeted for economic development.

Because NAIC and other industry classification systems do not include definitions of green sectors, one of the first tasks of the study was to define green industries. The WBC study relied on primary research with industry experts, policy experts, and corporate executives, as well as secondary research using periodicals, websites, research reports, and data bases. From this research, the WBC study developed four categories of green industries:

- **Generation:** The production of solar, wind, biomass and geothermal energy sources. Activities include the entire value chain from production of component parts (such as solar panel, wind turbine parts, biofuel production, and fuel cells) to the actual production of energy.
- **Waste:** The removal and/or recycling of air, land, and water waste. Activities include the entire value chain from the production of inputs to the treatment of waste.
- **Usage:** This category includes the following:
  - Construction industry associated with green building material production and green building construction or rehabilitation.
  - Systems and processes relating to the production of green technologies and instruments.
  - Consumables production, such as bioplastics, household appliances, and lighting.
  - Transportation-related production, including the entire value from inputs through production of energy efficient and alternative fuel vehicles.
- **Services:** This category includes the following:
  - Legal industry associated with environmental law.
  - Financial industry associated with green-tech-focused venture capital and private equity.
  - Consulting, engineering, and analytical services with a

green-tech focus.

- o Remediation/industrial services for soil remediation and other industrial waste.

WBC used screening criteria to identify a shortlist of four green industry categories that Chicago should target for economic development. A summary of the screening methodology is included in the Appendix. All four industry categories had strong projected nationwide growth. These industries are described in detail below, along with examples of business types and of Chicago's strategic advantages.

1) **Wind (generation):** Types of wind businesses include wind utilities and wind component manufacturers, such as turbines. Chicago's strategic advantages include:

- Availability of skilled labor force.
- Availability of existing machinery for wind turbine manufacturing (in auto parts factories).
- Proximity to markets.

2) **Biomass (generation):** Types of businesses include biomass utilities and manufacturers of biomass components, such as biomass stoves. Chicago's strategic advantages include:

- Access to facilities such as biotech wet labs.
- Access to manufacturing space.
- Access to supply sources (e.g., corn, municipal waste).
- Ability to transport biomass energy (e.g., energy grid).
- Support from the City and awareness of biomass benefits.

3) **Construction (usage):** Types of businesses include developers, contractors, and green building product manufacturers. Chicago's strategic advantages include:

- Availability of skilled labor force.
- Availability of green construction training.
- Expedited permitting process (Chicago's Green Permit Program).
- Synergy with existing organizations (e.g., Chicago Center for Green Technology).

4) **Water (waste):** Types of businesses include water equipment manufacturers, water and wastewater engineers, and water-based environmental remediation firms. Chicago's strategic advantages include:

- Availability of skilled labor force with education diversity.
- Strong knowledge base in local universities.

Of these industries, wind and construction are most promising for the Addison Corridor. While it is not feasible to construct wind farms in the Corridor's central city location, the Corridor has a number of engine, turbine, and automotive parts manufacturers that could leverage their existing capabilities to produce wind generation components. The Addison Corridor also has a small cluster of building equipment manufacturers and contractors that could develop green specialties.

- *Spatial Analysis of Green Businesses*

The WBC study identified a list of 240 metro Chicago green businesses, classified as such according to the study's categorization system. Many of these firms are conventional businesses that have a green businesses component, and green business does not necessarily represent their core function. Of this list of 240 businesses, 55 percent had addresses provided, and these 130 green businesses were geocoded to analyze potential spatial patterns, identify existing clusters, and infer location preferences.

Figure 16 below shows a pattern of concentration in the Loop, on the North Side of the city, and along major highways within the region. Of the 71 green businesses located in the City of Chicago, the cluster of 26 green businesses in the Loop includes eight headquarters or satellite offices for goods-producing firms, but the majority (18) are service firms that include legal, consulting, architecture, urban design, and engineering firms.

There are 20 green businesses located on the North Side, and this number represents 29 percent of the city's total number of green businesses. As in the Loop, the majority of these businesses are service firms and include legal, consulting, architecture, urban design, and engineering firms. The six goods-producing businesses include, among

others, a wind turbine manufacturer, a construction firm, and a lighting and electrical supplies distributor.

This spatial analysis suggests that the Addison Corridor is well positioned to take advantage of the burgeoning green business cluster on the North Side. Because the existing businesses on the North Side are mostly service firms, this analysis suggests that consulting, engineering, and analytical services--one of the industry groupings identified in the WBC study--should be an additional target area for the Corridor.

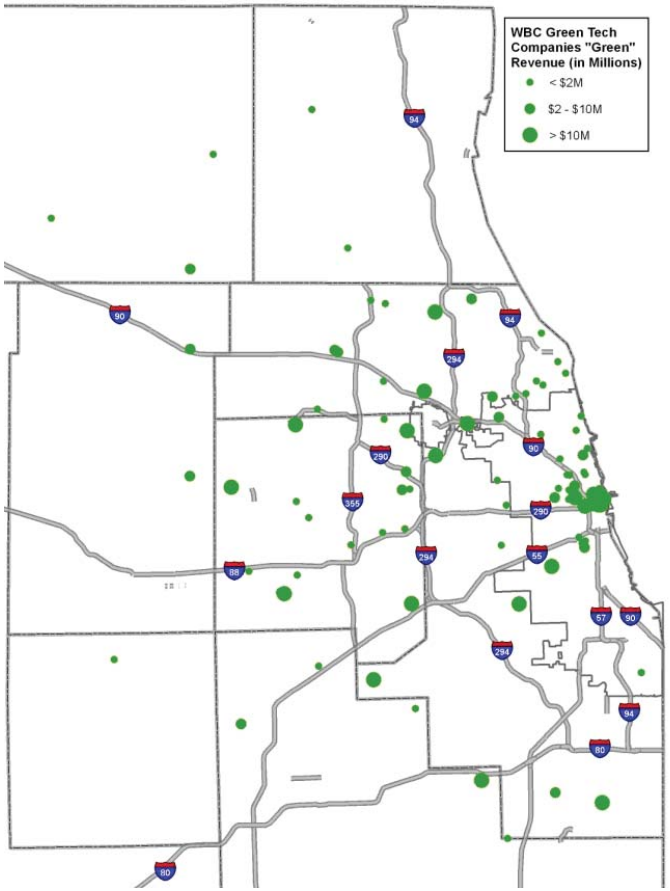



*Figure 2-16. Green Business Clusters*

**Other Demand Drivers for Green Industries**

In the final component of the green industry analysis, other potential demand drivers for green businesses were researched. These include the 2009 American Recovery and Reinvestment Act, or Federal Stimulus, which provides significant funding for green industries in an effort to stimulate the economy, as well as existing federal, state, and city government-sponsored programs that strive to create a more sustainable society by developing new industries. Together, these programs can stimulate demand through direct spending and subsidies, as well as reduce the cost of business through tax incentives. Green demand can spur demand for redevelopment and potentially for space in the Addison Corridor.

The various programs by level of government are discussed below.

- *Existing Demand Drivers*

In addition to the new Federal Stimulus funding for green industries, there are other government-sponsored programs in place at the federal, state, and city levels:

### Federal Programs:

- Energy Star: an international standard for energy-efficient consumer products. Created as a joint program between the U.S. Environmental Protection Agency and the U.S. Department of Energy, Energy Star aims to reduce consumers' energy bills and create similar savings in greenhouse gas emissions. Energy Star also helps businesses with energy management strategies that measure current energy performance, set goals, track savings, and reward improvements.
- Environmentally Preferable Purchasing (EPP): helps the federal government "buy green" and, in doing so, uses the federal government's enormous buying power to stimulate market demand for green products and services.

### State-wide Programs in Illinois:

- Utility Rebates: various programs, many of which are sponsored by utility companies, provide rebates to individuals and businesses that make energy-efficient improvements.

- Illinois Clean Energy Community Foundation Grants: competitive grants to programs and projects that improve energy efficiency, develop renewable energy resources, and preserve and enhance natural areas and wildlife habitats in Illinois.

### City-wide Programs in Chicago:

- Sustainable Development Policy: implemented by the Department of Planning and Zoning, the policy requires all projects receiving any form of public assistance to include sustainable features. Often it requires the building to be LEED-certified and include a green roof.
- Green Permit Program: expedites permit review process for projects that qualify as green buildings, reviewing permit applications within 30 days, instead of the typical 60 to 90 days.
- Chicago Climate Action Plan: includes recommendations to retrofit 400,000 dwelling units and nearly 10,000 commercial and industrial buildings to make them 30 percent more energy-efficient by the year 2020.

- *New Demand Drivers*

The $787 billion Federal Stimulus package was signed into law on February 17, 2009, and includes substantial funding for various green initiatives. Tracking the green funding streams provided insight on whether this funding could directly assist or create demand for green industries in the Corridor. The Stimulus package's green dollars can be broadly divided into support for research and development activities and funding for energy-efficient physical upgrades. Three agencies--Defense, Energy, and Housing--administer the majority of the programs, while the Internal Revenue Service (IRS) administers the tax credit program for individuals and business owners who make energy-efficient improvements to their homes and businesses. This analysis is illustrated in Figure 2-17 below.

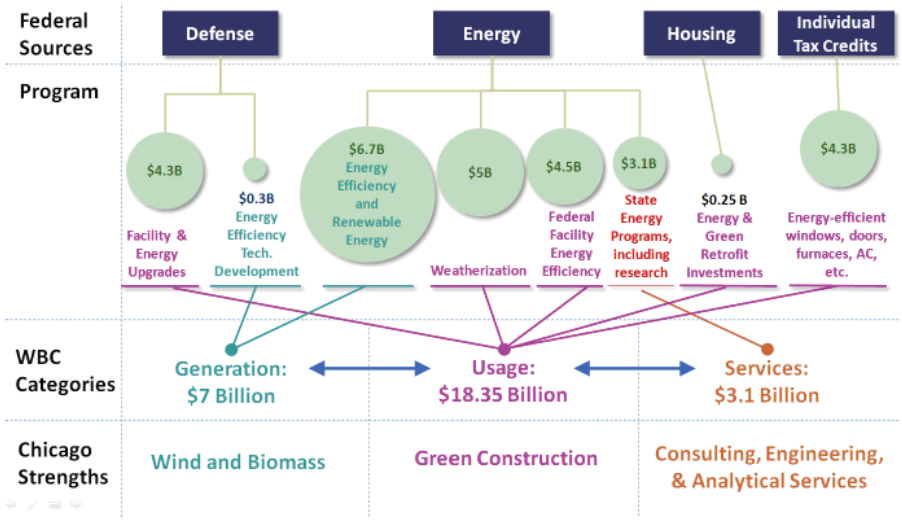



*Figure 2-17. Potential Stimulus Impact on Green Industries*

This analysis reveals that a significant portion of the Stimulus funds will drive demand for green construction. Because the WBC study identified construction as a target green industry for Chicago, this finding is important, and both building contractors and manufacturers of energy-efficient building components could substantially benefit from an induced demand for energy-efficient products and installation/construction services. For homeowners who make energy-efficient improvements by 2010, tax credits can substantially reduce the cost of those improvements. For example, tax credits will cover up to 30 percent of the costs for storm windows, solar water heating systems, and geothermal heat pumps. Before the Stimulus, tax credits for geothermal heat pumps were capped at $2 thousand, which only marginally offset the $30 thousand cost of a geothermal heating system. With the Stimulus package's tax credits, homeowners can now receive $10 thousand for their geothermal investment, which will provide them an annual saving of $3 thousand. Both manufacturers and installers of geothermal units will stand to gain from this direct credit to consumers.

• *Recent Demand for Industrial Space in the City and the Corridor*

Recent inquiries for industrial space in the city and within the Addison Corridor were analyzed based on data tracked by City staff and interviews with brokers and property owners within the Corridor. Categorizing each inquiry by industrial sector or types of users, this analysis provided information on the types of business that were actively seeking space within the city and the Corridor and could therefore be potential targets for the Corridor.

• *City Data on Inquiries for Industrial Space*

The City's Director of Industrial Initiatives and Policy compiles a list of inquiries for industrial space in the city. Because this list only includes inquiries that go through the City's Department of Community Development, it does not provide a comprehensive representation of all potential businesses interested in locating within the city; this list still offers, however, a representative sample of the nature of business opportunities that the city could capture. Figure 2-18 below shows the inquiries for industrial space made to the City by type/category of business since August 2007.

| Industry Type/Sector | Number of Businesses | Percent of Businesses | Number of Businesses with Green Products/Services |
|---|---|---|---|
| Food Manufacturing | 8 | 18% | |
| Professional, Scientific, +Technical Services | 4 | 9% | 1 |
| Fabricated Metal Manufacturing | 4 | 9% | |
| Catering | 3 | 7% | |
| Technical + Trade Schools | 3 | 7% | |
| Wholesale | 3 | 7% | |
| Motion Picture + Sound Recording | 3 | 7% | |
| Electrical Equipment, Appliance, + Component Mfg. | 2 | 4% | 2 |
| Wood Product Manufacturing | 2 | 4% | |
| Wind Turbine Manufacturing | 2 | 4% | 2 |
| Other | 11 | 24% | 4 |
| **Total Inquiries** | **45** | **100%** | **9** |

Source: City of Chicago, Department of Community Development, and *S. B. Friedman & Company.*

*Figure 2-18. Number of Inquiries by Industry Type/Sector*

As Figure 2-18 shows, approximately 45 inquiries for space were made between August 2007 and July 2009. The list of industries generally corroborates the shift share, high-tech sector, and green sector analyses discussed earlier. Food and fabricated metal manufacturing and professional, scientific, and technical services account for a majority of the inquiries. Inquiries from professional, scientific, and technical services, and electrical equipment, appliance, and component manufacturing businesses demonstrate that high-technology sectors are showing interest in locating within the city. Approximately 20 percent of the inquiries included firms that would be classified as green businesses for their roles in manufacturing green products such as wind turbines, fuel cells, environmentally-conscious apparel, preparation of precious metals/jewelry from recycled electronics, as well as businesses that provide research and development services.

In addition, the list shows inquiries from caterers, technical and trade schools, and wholesale sectors. While these industries do not fall within traditional manufacturing, these job-generating industries provide business-to-business and business-to-consumer services, and they benefit from the relatively high population and business concentration within the city.

The list tracked by the City also provides information on the space needs of businesses and their preferences to buy or lease space. Figure 2-19 shows the inquiries by businesses based on the size ranges of their real estate space needs, and Figure 2-20 shows businesses' preferences to own or lease space.

As shown in Figure 2-19, the majority of inquiries seek spaces in the 10,000 to 30,000 square feet and 30,000 to 60,000 square feet ranges, which are the typical size ranges of available space in the Addison Corridor. Additionally, the vast majority of business (72%) would prefer to buy and own their space rather than lease space. While this trend suggests weaker demand for multi-tenant space, it implies potential demand for industrial condominiums and/or build-to-suit opportunities on "development-ready" sites.

| Size of Business | Number | Percent |
|---|---|---|
| <10,000 | 6 | 13% |
| 10,000-30,000 | 12 | 27% |
| 30,000-60,000 | 12 | 27% |
| 60,000-100,000 | 5 | 11% |
| >100,000 | 6 | 13% |
| NA | 4 | 9% |
| **Total Inquiries** | **45** | **100%** |

Source: City of Chicago, Department of Community Development, and *S.B. Friedman and Company*

*Figure 2-19. Real Estate Size Needs*

| Leasing v. Owning Preference | Number | Percent |
|---|---|---|
| Prefer Buying | 23 | 72% |
| Buy or Lease | 5 | 16% |
| Lease | 4 | 12% |
| **Total Inquiries** | **32** | **100%** |

Source: City of Chicago, Department of Community Development, and *S.B. Friedman and Company*

*Figure 2-20. Leasing vs. Owning Preferences*

• *Current Leasing Interest in the Addison Corridor*

To assess the types of users currently interested in locating within the Corridor, recent transaction data within the Corridor was reviewed and interviews with industrial brokers and property owners within the study area were conducted. This research provided the following insights:

• *Key Transactions within the Corridor*

The interviews and analysis of leasing data suggest that demand in the last three years has been weak. As discussed in the Building Age and Vacancy section, several brokers and property owners have not succeeded in leasing or selling vacant space, and vacancy levels in the Corridor have increased over the past five years. Some of the successful transactions that have occurred within the Corridor include:

- Corus Bank: call center function of the bank.
- James Electronics: manufacturer of custom-designed transformers and coils for the electrical/electronic industries.
- Qualtex: ATM manufacturer and processor of ATM transactions.
- Shiraleah: warehouse and distribution space for an environmentally and socially responsible fashion, accessories, gifts, and home products manufacturer and wholesaler.

These users that the Addison Corridor has successfully attracted in the past few years include high-tech firms, green businesses, local distributors, and back office operations. These users generally fit within the profile of target users that were identified in the Industrial Sector Analysis.

• *Inquiries for Space within the Addison Corridor*

Some of the brokers and property owners seeking to lease space within the Corridor compiled data based on inquiries by potential users. The highlights of this data include:

- At least 11 percent of the inquiries were from institutional users such as churches and charter schools.
- Nine percent of the inquiries were for services that could serve as amenities for existing business users, such as a fitness and/or day care center.
- The remaining inquiries and the associated space needs are categorized as follows:
- Office/flex/warehouse users: 5,000-35,000 square feet.
- Movie production: 36,000 square feet.
- Video game developer: 8,500 square feet.
- Consumer-oriented services (e.g. caterers and florist wholesalers): 15,000 square feet.
- Back office users: 20,000+ square feet.

In addition to the above inquiries, the developer of the Green Exchange reported that at least five green product manufacturers have expressed

interest in locating in the Green Exchange. The inquiries for manufacturing space ranged from 2,500 to 40,000 square feet, and those expressing interest included a green roof manufacturer, a recycled glass insulation manufacturer, and an organic tea, coffee, and spice packager. The Green Exchange, which is designed to accommodate retail users and businesses that need showroom space, will not accommodate manufacturing businesses. However, there is great potential for synergy by connecting this pioneering project, which brings together a cluster of green retail businesses, to green manufacturing and R&D businesses in the Corridor.

**Target Business Sectors for the Corridor**

While there are challenges in the Corridor that need to be addressed, several factors, including the presence of strong existing business anchors, the presence of highway and transit linkages that provide regional access, the high density of people and businesses that can be potential customers for new businesses, and the presence of a skilled labor force in close proximity are key competitive advantages that make the Corridor an attractive place to do business.

A synthesis of the sector analysis research points to several industry clusters that could be targeted for development in the Corridor. These target sectors are not intended to limit the types of uses that the Corridor could attract; rather, they serve as a list of business sectors that are projected to offer the greatest promise for economic development within the Corridor. The target business clusters and associated business sectors for the Corridor are as follows:

• *High-Tech Cluster*

The shift share analysis and the "Metropolitan 'Hi-tech' and 'I-tech'" study demonstrated the Chicago region's strength in attracting high-tech sectors. The highly educated labor force trained in high-tech occupations, the existing concentration of high-tech businesses on the North Side, and the recent interest of high-tech businesses seeking space in Chicago all suggest that this industry cluster has the potential to be successful in the Corridor, provided that the right real estate stock is developed. The types of high-tech sectors with potential include:

- Computer Systems Design and Related Services.
- Professional, Scientific, and Technical Services.
- Electrical Equipment and Component Manufacturing.
- Other sectors with high tech occupations, including medical equipment and supplies manufacturing, software publishing, telecommunications, and data processing.

• *Green Cluster*

The several federal, state, and local programs aiming to encourage energy efficient and environmentally conscious development, as well as the most recent provisions of the Federal Stimulus, will help nurture green business growth. The development of the Green Exchange just south of the Corridor also creates the potential to create a synergistic development in the Corridor by providing manufacturing, construction, and research and development to complement the Green Exchange's retail focus. Potential green sectors that could be targeted for the Corridor include:

- Generation: component manufacturing such as wind turbines, or research and development.
- Construction: manufacturing of green materials and building components, as well as space for green building contractors.
- Scientific, Technical, and Professional Services: green technology focused consulting, and professional services such as engineering and architecture firms.

• *"Business-to-Business" and "Business-to-Consumer" Cluster*

One of the key advantages of the Addison Corridor is its location in the heart of the North Side. This location allows firms located within the Corridor to access a high concentration of businesses and consumers within close proximity and benefit from the presence of a large and diverse labor pool. This advantage is particularly beneficial for business-to-business and business-to-consumer services that require local distribution of products or services. Back office and call center operations can also be successful at

this location because of the presence of a large labor pool. Potential sectors with such functions include:

- Caterers
- Wholesale/Local Warehouse and Distribution (e.g., flower wholesalers, office supply stores, online grocery stores)
- Building Finishing Contractors
- Customer Service/Call Centers

• *Legacy Businesses*

Many of the existing businesses within the Corridor have had a long history there and intend to remain in the Corridor. At least two businesses, WMS and Hu-Friedy, plan to expand their employment base and their facilities. A Corridor plan should accommodate the needs of existing businesses and facilitate the growth of expanding business.

• *Support Services*

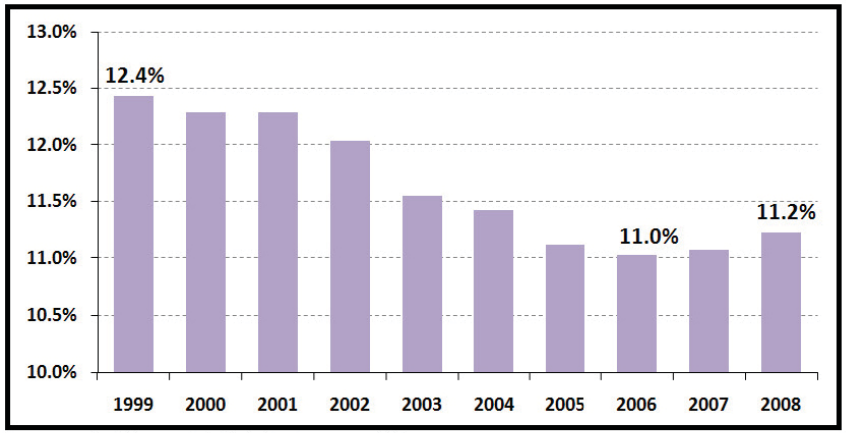
In addition to the target business sectors discussed above, there is also potential for additional support services such as a day care center, a fitness center, and a shared business center. While these uses do not represent the Corridor's traditional business uses, these support services could serve as amenities to existing firms, new businesses, and residents. Interviews with brokers and property owners in the Corridor suggest that such users have shown interest in locating within the northern portion of the Corridor. Allowing these uses could potentially reduce vacancies in existing facilities in the Corridor.

## Real Estate Analysis

The real estate trends for industrial space in the city and the seven-county Chicago region (Cook, DuPage, Kane, Kendall, Lake, McHenry, and Will Counties) were analyzed and compared to obtain an understanding of the demand for industrial space in the region. Evaluation of industrial space trends at these two geographic levels provides insights regarding the dynamics of the capture of industrial space demand within the city and the rest of the region. The analysis also provides insights regarding the character of industrial space in demand across the region and the extent to which the city and the Addison Corridor industrial stock provide the right kind of space.

### Occupied Industrial Stock in the City and the Chicago Region

In 2009 Chicago contained approximately 109 million square feet of occupied industrial space, which represented 11% of the regional occupied industrial stock of approximately 968 million square feet. The city's share of industrial space in the region has declined in the past 10 years from over 12% in 1999 (Figure 2-21 below). This is primarily due to the demolition of industrial space or the conversion of industrial uses to other uses. While much of this demolition/conversion involved older, functionally obsolete industrial facilities, the recent housing boom also resulted in the conversion of industrial uses to residential uses.




Source: CoStar and S.B. Friedman and Company.

*Figure 2-20. Leasing vs. Owning Preferences*

Overall, in the last 10 years in the city over 5.6 million square feet of industrial space was demolished or converted to other uses while only 4.3 million square feet of new industrial space was added to its existing industrial stock, resulting in a net loss of 1.3 million square feet. Within the same time frame the seven-county region added more than 120 million

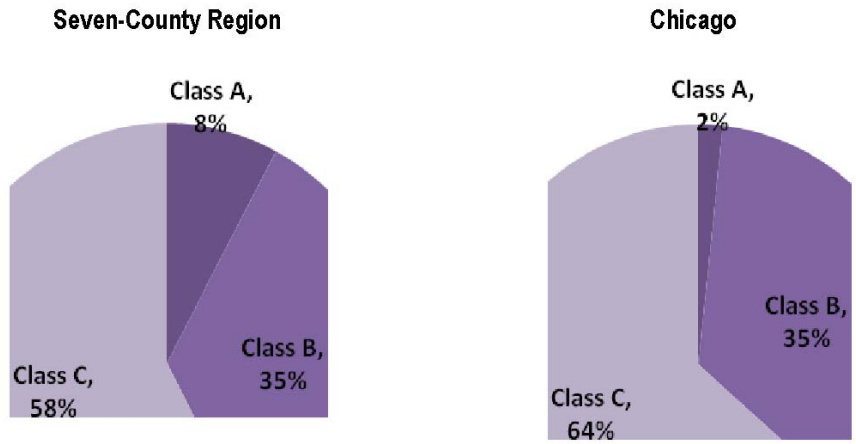
square feet of net new industrial space.

The performance of the city in terms of absorption (net new industrial space leased or purchased for occupancy) has also lagged behind the region. Between 1999 and 2009 the seven-county region absorbed, on average, over six million square feet of industrial space every year, while the city experienced negative absorption (meaning that more industrial space was vacated than new space leased or purchased) of approximately 750,000 square feet per year.

The key question is whether the decline of industrial space and the negative absorption is a result of diminishing demand for industrial space in the city or whether other factors such as limited land availability, the lack of modern industrial facilities, and pressures to convert to other users have influenced the reduction in industrial space supply.

To address this question, an analysis was conducted to review the quality of space available in the city and the absorption pace of relatively new and modern space. Figure 2-22 below shows the classification of total industrial space in the city and the seven-county Chicago region by class, as designated by CoStar. Class A space is typically assigned to newer or recently renovated high quality industrial spaces, while older, lower quality industrial facilities are typically assigned a Class C designation. Class B falls in between the range of Class A and Class C space.

As shown in Figure 2-22, there is very little Class A space available for users that want to locate in the city. Class C space makes up the majority of Chicago's (64%) real estate stock, while Class A space represents 2% of the overall industrial stock in the city. By contrast, the seven-county Chicago region has 8% of Class A space, indicating that the rest of the region has a greater proportion of higher quality industrial space than the city. Additionally, much of the newer suburban industrial space is located within planned business park environments with limited land use conflicts or other redevelopment challenges that are experienced in the city. Besides the Stockyards Industrial Park and the Ford Supplier Park, no major industrial/business park initiatives have been undertaken in the city.



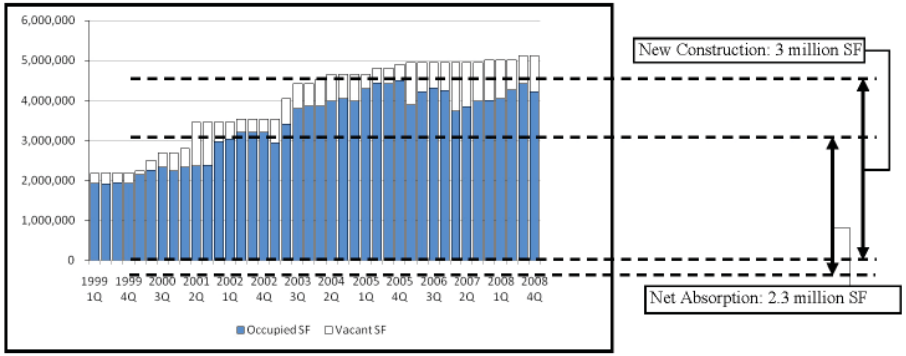

Source: CoStar and S.B. Friedman and Company.

*Figure 2-22. Chicago's Industrial Space by Class, 2009*

Even though the overall annual absorption rate of industrial space in the city has been negative over the last ten years, the absorption rate for new and recently renovated industrial facilities has been positive. This trend indicates that there is demand for modern industrial space in the city. Figure 2-23 shows the changing occupancy levels of all industrial facilities in the city that were either built or renovated in or after 1999.

As shown in Figure 2-23, nearly 3 million square feet was built or renovated in the last 10 years between 1999 and 2008. At the end of 2008, over 82% of the space was occupied. In effect this indicates that over 2.3 million square feet of new and renovated industrial space was absorbed in the last 10 years at an average annual rate of 230,000 square feet a year (net of the 1.9 million square feet that was already occupied in 1999).

The fact that the city experienced positive absorption for newer modern industrial space suggests that there is demand for industrial uses in the city. However, the relative shortage of high quality modern industrial space in the city appears to have limited its capture of the regional demand for industrial space. It is therefore recommended that the City consider




Source: CoStar and *S.B. Friedman and Company.*

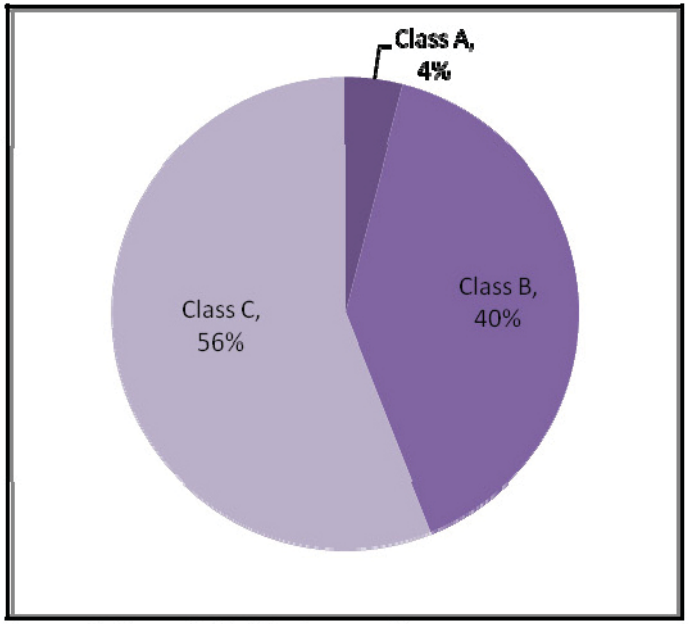
*Figure 2-23. Occupancy Levels of New or Renovated Industrial Facilities in the City*

proactive methods to introduce development-ready industrial sites and/or modern industrial facilities to capture a greater share of the regional demand.

### Analysis of the Addison Corridor's Industrial Stock

Industrial space in the Corridor has many of the same challenges that the overall industrial stock in Chicago faces. CoStar does not provide space classification data on all properties in the Corridor, but a sample of 25 industrial properties in the Corridor shows a slightly better pattern than the City of Chicago. The majority of the industrial stock is Class C space (Figure 2-24), but at 56%, this number is lower than the city's percentage of Class C space. As discussed earlier in the "Profile of the Study Area," much of the existing space is old and obsolete, and there are significant vacancies distributed throughout the Corridor. The Corridor as a whole does not provide a cohesive business environment that is attractive to new businesses.

To revitalize this Corridor, new development strategies are needed that address the major challenges in the Corridor, including land use conflicts, parking issues, obsolescence of existing structures, and the lack of an attractive modern business park environment. Therefore, case studies were reviewed to understand how other cities have dealt with the revitalization and/or creation of new urban industrial parks and to obtain insights regarding the repositioning of the Addison Corridor.




Source: CoStar and S.B. Friedman and Company.

*Figure 2-24. A Sample of the Corridor's Industrial Space by Class, 2009*

### Case Studies

The lack of greenfield land in the city and the complications associated with infill redevelopment makes modern business park development in the city much more challenging than suburbs with significant greenfield land. Three urban industrial parks/areas were studied in order to obtain insights regarding the kind of proactive actions and investments necessary to facilitate the creation of a modern business park environment with development-ready industrial sites and/or modern industrial facilities. The case studies also provide insights regarding best practices for new industrial development and to understand the financial, political, and/or institutional factors that made the parks successful. Although each of these industrial parks faced a unique set of challenges and opportunities, it is possible to extrapolate lessons from these parks that may apply to Chicago and particularly to the Corridor.

• *Brooklyn Navy Yard*

In 2005 the City of New York rezoned the Brooklyn waterfront to allow residential development, and it initiated a concurrent plan to expand the Navy Yard to accommodate displaced businesses. The City owns the Navy Yard, and the Brooklyn Yard Development Corporation (BNYDC), a not-for-profit organization, manages the industrial area under a contract with the City of New York. BNYDC is responsible for developing the underutilized areas of the Yard, leasing space, and for overseeing the ongoing modernization of the Yard's infrastructure.

The City allocated capital dollars for infrastructure improvements at the Navy Yard – its 10-year capital plan included $21 million for initial work on the 500,000 square-foot expansion. The entire waterfront redevelopment plan involved $130 million of capital expenditure by the City in addition to $1.5 billion in private funds. The City issued tax-exempt bonds to finance infrastructure improvements along the river.

The Navy Yard is 300 acres in total, with 42 acres of developable land area and 92 acres of total leasable building area. Businesses can lease a range of space sizes. In Building 128, which BNYDC is currently pre-leasing, ground floor spaces range from 8,000 to 55,000 square feet. In buildings already completed the lease price per square foot ranges from $13 to $19. The Yard serves a range of users, including industrial, retail, and film and media.

The Navy Yard includes green features such as wind turbines, storm water runoff collection, solar-powered trash compactors, and a requirement that all new buildings follow LEED-Silver rating standards.

• *Menomonee Valley Industrial Center*

In 1998 the City of Milwaukee adopted a redevelopment plan for the Menomonee Valley, a post-industrial blighted area. This plan included the development of a new 70-acre industrial park. The City invested $16.9 million to assemble and improve the parcels, which required substantial environmental remediation. Tax incremental financing and brownfield grants supported this public investment.

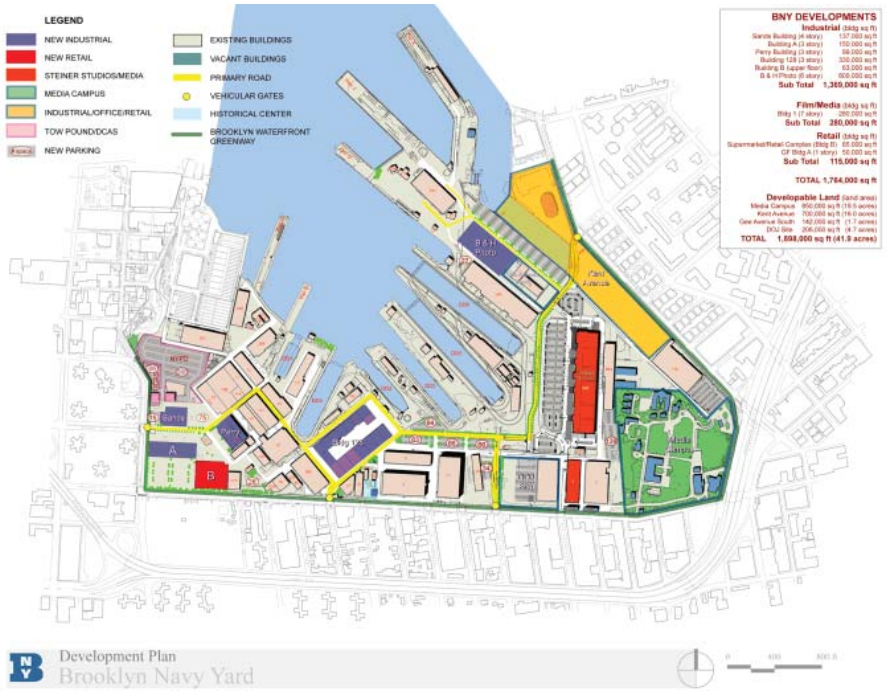


*Figure 2-25. Site Plan for Brooklyn Navy Yard*

Menomonee Valley Partners (MVP), a public-private partnership, brought together business and property owners, local and state government, and community leaders to guide the development of the Menomonee Valley Industrial Center. Funded by a number of foundations, MVP has overseen the creation of a development program and sustainable design guidelines, and it continues to facilitate the redevelopment process.

The plan for the industrial park includes 60 acres devoted to business sites and 9.8 acres devoted to roads and infrastructure. The industrial park is set up on a "build-to-suit" development model where development-ready sites are sold to businesses that then design and build facilities to meet their needs. Sites range from 1.5 to 10 acres and can be divided or combined to accommodate users' needs. MVP began active marketing in 2005 and to date has sold 40 acres to industrial businesses at an average annual rate of 10 acres. Approximately 362,000 square feet of buildings have been

developed on approximately 28 acres and approximately 160,000 square feet is planned for development on the remaining sold property. The design guidelines for the industrial park have enforced a minimum FAR of 0.3. The plan provides shared parking facilities, minimal setback requirements, and shared stormwater facilities to maximize the productive, cost-effective, and resource-efficient uses of the land.


*Figure 2-26. Site Plan for Menomonee Valley Industrial Center*

- *Pittsburgh Technology Center*

Located less than two miles from downtown Pittsburgh on the Monongahela River, the Pittsburgh Technology Center (PTC) sits on 48 acres of land that was formerly occupied by steel production facilities. When demand for steel fell in the 1960s and 1970s, the site became idle, and the Park Corporation eventually purchased it in 1981. In 1983 the Pittsburgh Urban Redevelopment Authority (URA) purchased the site from the Park Corporation in a move to dramatically redevelop the area, which was contaminated with tar pits, waste oil, and ferrous cyanide.

To acquire, remediate, and build infrastructure on the site, the URA combined $1.9 million from its land acquisition fund with another $23 million from other public sources, including the Commerce Department, Pittsburgh Water and Sewer Authority, and TIF funds. The $7.5 million of TIF funds were almost immediately repaid because of the site's early success.

The URA engaged the Urban Land Institute (ULI) to formulate a development plan, and ULI recommended a strategy to leverage the site's proximity to Carnegie Mellon and the University of Pittsburgh to create a high-tech research campus. Carnegie Mellon and the University of Pittsburgh Center for Biotechnology and Bioengineering were the site's first hi-tech tenants, and several others have followed these institutional anchors. Other businesses include Union Switch and Signal, a signaling, automation, and control manufacturer, which operates an office and research building, a chemical company that has a research center, and a technology consulting company. Altogether businesses in the PTC employ approximately 1,000 people and generate about $1 million a year in taxes.

The site plan below shows 14 existing buildings, three future buildings, and two expansions. The buildings range in size from 68,000 square feet to the 175,000 square foot space occupied by Union Switch and Signal. There are three shared parking garages, each of which provide approximately 730 spaces, and a 572-space garage used exclusively by Union Switch and Signal. One building has an expansion plan to add 40,000 square feet of space, and a second building has an expansion plan to add 87,000 square feet of space.


*Figure 2-27. Site Plan for Pittsburgh Technology Center*

### Lessons Learned from Case Studies

The case studies demonstrate that central cities have been successful in recent years in bringing new industry back into the city and preserving existing industrial stock. The key attributes leading to these successes that can potentially be replicated for repositioning industrial development within Chicago and in the Addison Corridor in particular include:

- **City Leadership:** In all three case studies the city governments or their respective redevelopment authorities initiated the industrial parks. In the Brooklyn Navy Yard and Menomonee Valley Industrial Center examples, not-for-profit development corporations were formed to manage redevelopment and leasing activity going forward.
- **Public Funding:** Significant public investment was necessary to mitigate the challenges involved with infill redevelopment in the city such as demolition, environmental remediation, and the reintroduction of appropriate public infrastructure. The public investment ranged from $23 million to more than $130 million and drew from several types of sources, including tax-exempt bonds, TIF, and brownfields grants.
- **Development-Ready Sites:** A hallmark of all three industrial developments was the creation of clean development-ready sites that could be sold to businesses or developers who would then build facilities according to their needs. In the Navy Yard modern multi-tenant facilities were also developed to attract businesses.
- **Critical Mass:** All three industrial developments were large enough (45 acres or more) to have sufficient critical mass to establish a marketing presence in their regions.
- **Anchors:** Securing of anchors to jumpstart the development is critical to achieving success. PTC was able to secure institutional anchors that led to further private investments. The Brooklyn Navy Yard accommodated existing businesses that relocated from the Brooklyn waterfront.
- **Flexible Spaces:** All three parks provide flexible options for different types of users. The Brooklyn Navy Yard offers built multi-tenant spaces ranging from 8,000 to 55,000 and development-ready sites, while the Menomonee Valley Industrial Park and the Pittsburgh Technology Center provide build-to-suit parcels that can be further divided or combined.
- **Green Features:** The Brooklyn Navy Yard incorporates several green features on site and requires all future buildings to follow LEED-silver guidelines.
- **Branding and Marketing:** All three industrial parks have cohesive identities that create distinctive brands. Successful branding can help attract new tenants and market the activities and/or products of users.

## Opportunities

### Preliminary Redevelopment Strategies

Building on the study area assessment, business sector research, and real estate analysis, preliminary redevelopment strategies were developed to promote the Addison Corridor's strengths and address its challenges. These strategies relate to four potential redevelopment zones within the Corridor that were developed based on a synthesis of the Campuses' assets and the business sector potential. This approach aligns the Campuses' different needs with distinct plans, while still building a vision for the Corridor as a whole. Figure 2-28 shows the proposed redevelopment zones and the specific strategies and business sector focus for each redevelopment zone is discussed below.

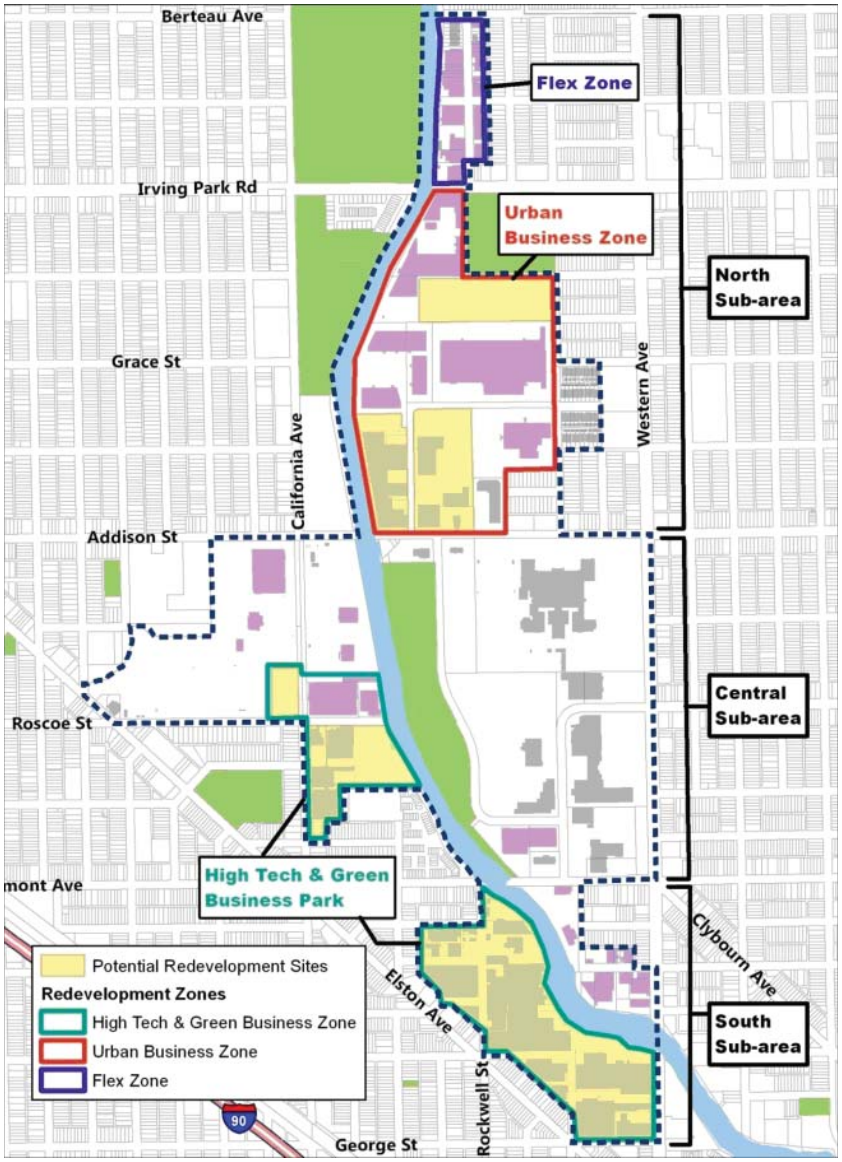



*Figure 2-28. Potential Redevelopment Zones*

**South Campus: High-Tech and Green Business Park Zone**

The South Campus's current building stock west of the river is for the most part functionally obsolete. This Campus has the greatest potential for a major redevelopment to create a high quality modern business park environment within the Addison Corridor. There is significant potential to capitalize on the agglomeration of high-tech businesses and educated labor force in the north side and attract high-tech and R&D businesses to this area. Additionally, this area could leverage its proximity to the Green Exchange to develop one of the first green business clusters in the city, focusing on non-retail green businesses such as building material manufacturers and contractors, as discussed in the section on green businesses. The entire South Campus west of the river could be considered as a potential redevelopment zone with existing viable businesses relocated within the newly developed spaces or elsewhere in the Corridor. This would provide the minimum critical mass needed for a new business park to create a marketing presence. Another node which could have a high tech focus is the area around Roscoe Street and California Avenue. WMS, the largest high-tech company in the Corridor, is planning to expand its R& D facility at this location and could serve as an anchor that attracts additional high-tech businesses. The potential redevelopment would likely need a mix of flex, office and industrial space and could range from single story to three/ four story facilities.

To successfully facilitate the transformation of this area into a high quality business environment, key strategic actions include:

- Detailed development strategy and redevelopment program that includes a highly targeted marketing program, building-by-building assessments of rehabilitation potential, acquisition/ demolition strategy, plans for the voluntary relocation \ reconstruction of existing businesses such as Cenveo, and an overall financing plan.
- Cooperation with existing property owners and businesses to assemble parcels to create development-ready sites for build-to-suit users and multi-tenant developers. This would require significant demolition and/or substantial rehabilitation

of existing industrial stock and ensuring that the right infrastructure is available.

- Exploration of alternative institutional arrangements for a proactive entity with appropriate capabilities to execute and manage the potential redevelopment. Although development corporations or public private partnerships are uncommon within Chicago, other cities have created these legal entities to implement similar redevelopment.
- Seeking institutional and corporate linkages that allow for technology transfer, commercialization of research, and sharing of ideas and lab space so that a high-tech cluster can thrive in the Corridor. It will be important to initiate contact with universities in the city, major corporations with a strong R & D focus, and the Green Exchange to explore the potential of establishing such linkages. One of the highly desirable outcomes would be the establishment of an R & D facility within the Corridor by a major university or a corporation.
- Establishment of strong pedestrian and transit linkages to adjacent neighborhoods such as Roscoe Village, Lincoln Square and Bucktown where the highly educated and creative class workforce necessary for the high-tech and green R & D businesses would likely reside.

**North Campus: Urban Business Zone**

The North Campus between Addison and Irving Park Road has a varied building stock ranging from older obsolete facilities on the west side of Bradley Place, to relatively functional facilities such as the Bradley Business Park and the WGN facility. This area could be repositioned as an urban business zone that could accommodate the "business-to-business" and "business-to-consumer" operations identified in the section on target business sectors, such as caterers, wholesalers, and light industrial users that need a range of space sizes, tall ceiling heights, and convenient truck access. Amenity services for businesses and their employees, such as fitness centers and daycare facilities, should also be allowed as supporting businesses that increase the attractiveness and competitiveness of the area as a business location, but not as an anchor or primary use in the Urban Business Zone.

Potential strategies to assist existing property owners fill overall vacancies and revitalize this area of the Corridor include:

- Conducting a building-by-building assessment to determine which buildings could be rehabbed to be attractive to potential businesses and which should be completely redeveloped.
- Encouraging strategic value-enhancing investments to modernize existing facilities (such as increasing energy efficiency or creating loading docks).
- Providing relief from current regulations that restrict allowed uses to manufacturing and wholesale uses and allowing property owners to attract other job-generating uses such as call-centers, back office uses, and other service businesses. Additionally, the City should consider allowing uses that would serve as amenities to the Corridor businesses and residents, such as fitness centers and daycare facilities, as long as they are not primary uses in the zone.
- Exploring the potential to allow for a limited amount of work-live spaces (with a specific definition on the allowable percent of the work-live use within a facility) that also ensure that a business license is maintained by the resident.

**North Campus: Flex Zone**

The area north of Irving Park Road has shallow lot depths of 200 feet or less that make it extremely challenging for redevelopment into modern industrial facilities. While there are many existing businesses within this area, there are also residential uses that are prevalent in the same block, creating significant land use conflicts. This area may therefore be best suited to function as a "flex zone" that recognizes the current adjacency of industrial and residential space and explicitly allows redevelopment that promotes a mix of residential and office/flex uses to encourage a work-live environment.

The most critical aspect of realizing such redevelopment of this area is to adjust the zoning code to allow for work-live uses where workers can live

in residential units within the building where they work as long as they maintain the necessary business licenses.

### Facilitation of Legacy Business Expansion

At least two major businesses within the Corridor, Hu-Friedy and WMS Gaming, have plans for expansion. While WMS has acquired the necessary property to facilitate its expansion, Hu-Friedy appears to have no property owners adjacent to its existing facility that are willing to sell. The Plan for the Addison Corridor should specifically address ways to accommodate the needs for additional building space and parking of these expanding businesses, including considering the relocation of existing non-business uses in the Corridor such as the City's police fleet storage.

## Overall Strategies

Additional Corridor-wide strategies for successful revitalization include:

- Creation of a designated Local Economic and Employment Development (LEED) Council specifically for the Corridor. The LEED Council can serve as an advocate for business within the Corridor, facilitate business development by marketing the Corridor, and provide workforce development assistance to ensure that the skilled labor force in the surrounding neighborhoods is available to businesses.
- Creation of a strict definition of the boundaries within which residential uses would not be permitted, eliminating speculation in land prices associated with conversion of industrial uses to residential uses.
- Consideration of a more streamlined process for obtaining City approval for the Cook County Class 6b property tax incentive for new industrial businesses or businesses undertaking substantial rehabilitation.
- Review of the potential for expediting the permitting process.
- Leveraging of the riverfront location to create a public riverwalk that ties the Coridor together and serves as an amenity for future employees.
- Consideration of limited retail and restaurant establishments along the main arterials (such as Elston, Addison, and Belmont) or adjacent to existing restaurants, such as Hot Doug's at Roscoe Street and California Avenue, that could serve as amenities for the employees as well as residents in the area.
- Exploration of ways to reduce automobile dependency and the need for parking by providing alternative transportation modes including bus transit, shared shuttle services to Metra and CTA train stops, car-sharing, biking, and walking.
- Creation of an internal truck circulation route to serve businesses and designation of truck routes that eliminate or minimize truck traffic within adjacent residential neighborhoods and park lands.

Meets contemporary physical, programmatic + functional needs

Provides multi-modal mobility

Protects open space + environment

Incorporates sustainable strategies development

LAND USE \ URBAN DESIGN

TRANSPORTATION

INFRASTRUCTURE

STREETSCAPE

LANDSCAPE

ARCHITECTURE

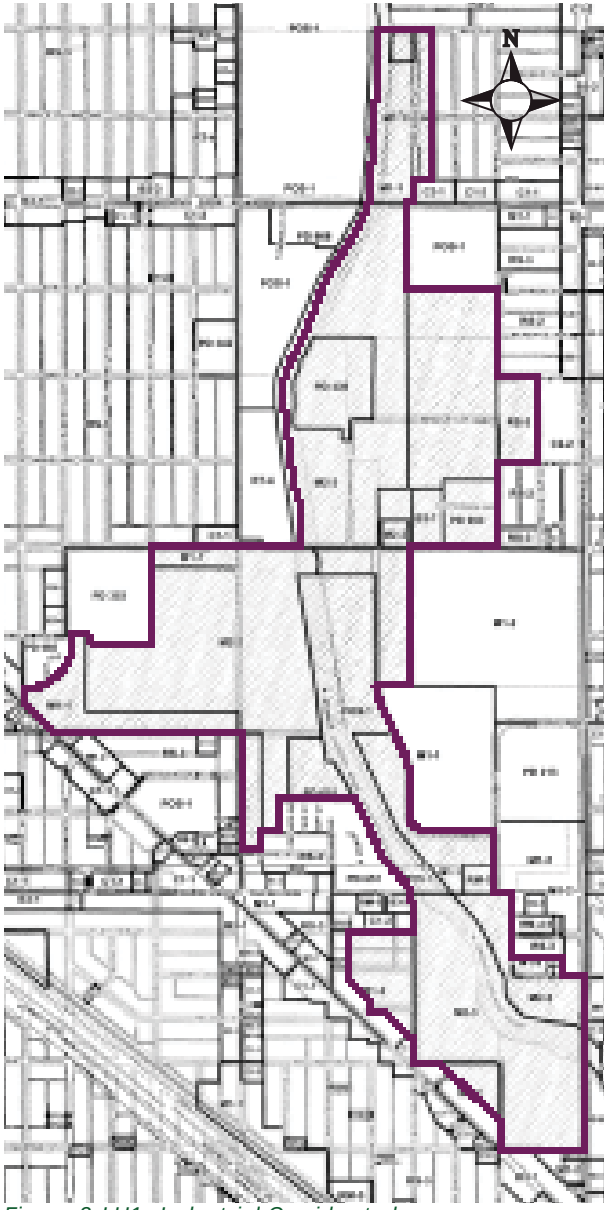



*Figure 3-LU1. Industrial Corridor today*

## INDUSTRIAL CORRIDOR ZONING BOUNDARY TODAY

The Current Boundary which defines the Addison Industrial Corridor has served well in protecting the existing manufacturing uses, (Figure 3-LU1). Per the Chicago Zoning Ordinance, the "M", Manufacturing districts are intended to accommodate manufacturing, warehousing, wholesale and industrial uses outside the Central Area. The district regulations are intended to:

- Promote the economic viability of manufacturing and industrial uses
- Encourage employment growth; and
- Limit the encroachment of unplanned residential and other non-industrial development within industrial corridors.

These goals are consistent with the vision and goals laid out in the Addison Corridor Strategic Master Plan. The plan is envisioned to be a blueprint that can assist future development in the corridor, insure that land is available for job producing uses, and help the corridor develop as a viable and vibrant district for industry and manufacturing.

However, the following issues can be considered to update the boundary to be consistent with land uses:

1. Residential development has already encroached in several locations as shown in Diagram 1.
2. Significant part of existing Clark Park is zoned M1
3. The Devry parcel is zoned M 1 but is not part of the Industrial Boundary. Devry is also an existing non conforming use since commercial schools are not a permitted use in the M zoning
4. Lane Tech High School, a major institutional use in the area, is zoned M1
5. There is one isolated B3-1 zoned parcel within the Industrial Corridor Boundary north of Addison Street
6. There are some manufacturing zoned parcels with existing manufacturing uses along Elston that are not within the corridor boundary
7. The area north of Irving Park has seen some residential encroachment along the River and the north boundary of the corridor.

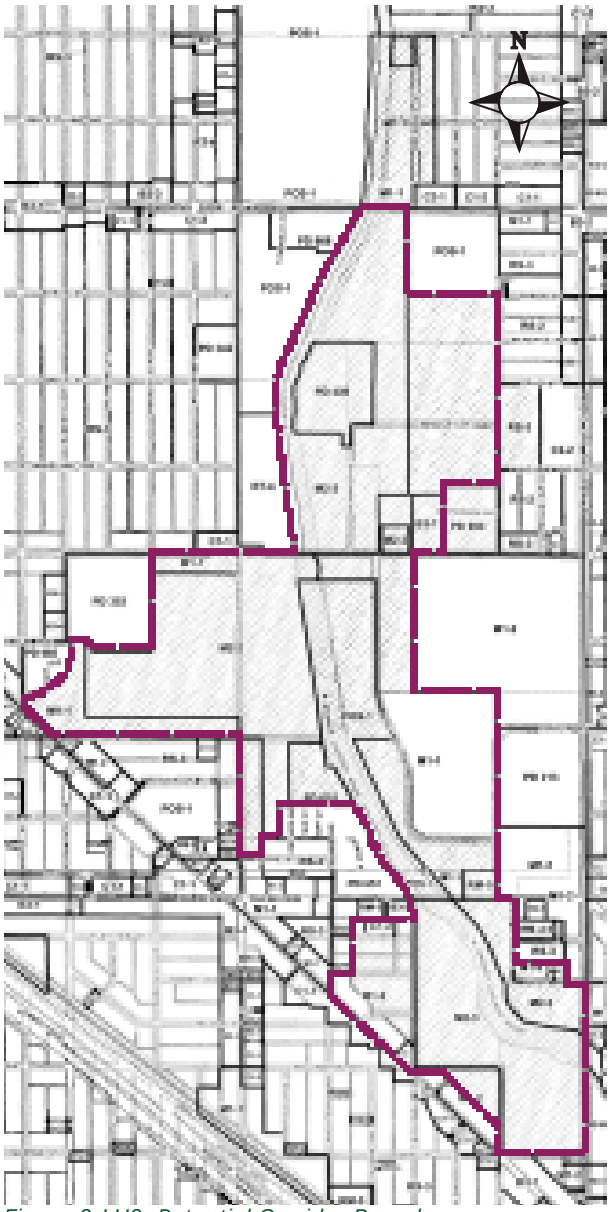



*Figure 3-LU2. Potential Corridor Boundary*

## PROPOSED ADDISON INDUSTRIAL CORRIDOR BOUNDARY

There is an opportunity to create a clear and well articulated boundary to defines the "Addison Corridor" which is consistent with the existing land uses and the recommendations of this Strategic Plan. The Proposed boundary, shown in Figure 3-LU2, is based on the following recommendations:

1. Residential developments that have already encroached into the corridor should be taken out of the Addison Corridor Boundary.
2. All of Clark Park, including existing parcels and proposed expansion, should be zoned "Public Open Space".
3. The Devry parcel is a major component of the Strategic Plan and should be included within the Corridor Boundary.
4. Lane Tech High School, a major institutional anchor, should be rezoned from M1-2 to an R-zoning that the City would consider appropriate for a High School.
5. The isolated B3-1 zoned parcel within the Industrial Corridor Boundary north of Addison Street that should be rezoned M1-1.
6. Manufacturing zoned parcels with existing manufacturing uses along Elston between Washtenaw and Rockwell should be included within the Corridor Boundary.
7. The Strategic Plan envisions the area north of Irving Park as a flex zone that recognizes the current adjacency of industrial and residential space and explicitly allows redevelopment that promotes a mix of residential and office/flex uses. It is recommended that this area be taken out of the Corridor Boundary.
8. The boundaries and land use regulations for the Corridor may need strengthening through the use of an S-S-A (SSA) or other tool.

## ZONING MODIFICATIONS

There is a current proposal under consideration by the City to have a consistent M1-1 zoning for parcels north of Addison. This would require rezoning properties along the river and one parcel along Addison to M1-1 from a M2-2 designation.

### Land Use: Current Permitted Uses in M-1 \ M-2

The list of allowable uses in the M-1 and M-2 districts illustrate that no unreasonable restrictions were being put on alternative uses, except that private residential was still to be prohibited. The following (*) uses are ones that the Team recommends as targets to fill existing vacancies:

Animal Services
Building Maintenance Services*
Business Support*
Communications*
Day Care
Eating + Drinking Establishments
Entertainment + Spectator Sports
Food + Beverage Retail Sales
Group Living (Special Permit)
Laundry Services
Manufacturing, production and industrial services*
Offices* (Back office, call centers, catalog sales)
Parks
Personal Services
Postal Service
Public Safety
Recycling Facilities* (particularly for Wrightwood Properties)
Residential Storage* (particularly for Basic Wire + cable)
Retail
Utilities* (Alternative energy generation)
Vehicle Sales + Services
Warehousing*

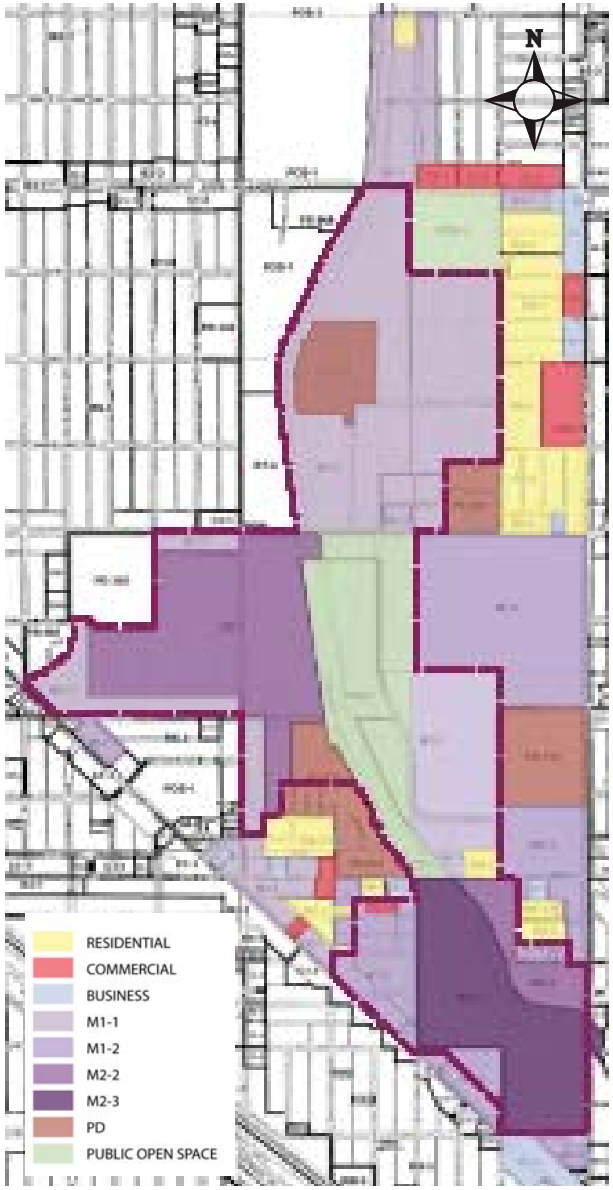



*Figure 3-LU3. Potential Boundary and Zoning Updates*

## LAND USE \ URBAN DESIGN

Land use and other zoning code requirements for M1-1 are consistent with the goals and recommendations of the Strategic Plan, (Figure 3-LU3). However, following issues need to be considered:

1. Health club/Gym: The Strategic Plan mentions Health club/Gym as a potential ancillary use that can be a benefit to employees in the Addison Campus. This use is not listed in the current zoning code. Possible consideration would be to allow a Health Club or Gym as an accessory use in M1 and M2 zoning districts with a limit of 3,000 sf of GFA.
2. Building material sales: Building material sales are permitted in M2 but not in M1. Building material retail sales could be a component of building material manufacturing that could be located in the North Campus that is planned to be rezoned to M1. Possible consideration would be to allow this to be permitted in the M1 district within the corridor. Like current M2 and M3 requirements, this should be limted to 20% of total floor area, and code requirements for outside storage of materials.

### CONCLUSION

The revised "Addison Industrial Corridor Boundary" will better relate to underlying zoning and existing land uses, and the recommendations of the Strategic Plan. This same boundary can also define the area of jurisdiction for the Management Entity that is recommended for the implementation of the plan. Future TIF districts can also follow the same clear boundary for ease of implementation.

The new boundary also helps in marketing a clear identity as a well defined corridor of three unique campuses, anchored by the Chicago River and Clark Park.

## NORTH CAMPUS: Urban Business Zone

### Vision

The north campus of the Addison Corridor will build on the synergy of existing anchors such as WGN and Bradley Business Center, and adaptive reuse of existing buildings such as Wrightwood Property / Bodine and Basic Wire and Cable, to attract a variety of businesses which may require large footprint facilities.

With the extension of Rockwell Street from Irving Park to Addison to the south, the north campus will have a clear, shared access systems for efficient service and safe truck movement. The new alignment will create deeper sites that can accommodate larger floorplate buildings along the River just north of Addison. The reconstructed Rockwell will serve as a major infrastructure and utility corridor for the whole campus.

The campus will also provide convenient 'green' connections to the new riverwalk from the neighborhoods to the East.

### Existing Issues

- There is no common roadway that serves the whole campus. Talman and Campbell have access only from Addison to the south. The north parcels owned by Basic Wire and Cable have no access or connections to the rest of the campus to the south.
- Service and loading areas face the river and existing facilities limit opportunities to create the required 30 foot riverwalk, especially in the south parcels.
- Parcels south of Bradley Business Center along the river are about 200 to 300 feet deep, and are not suitable for buildings with larger footprints and service area needs.
- The neighborhood has no access to the river through the campus.
- Revere Park is bordered to the south by a chain-link fenced large truck parking area.

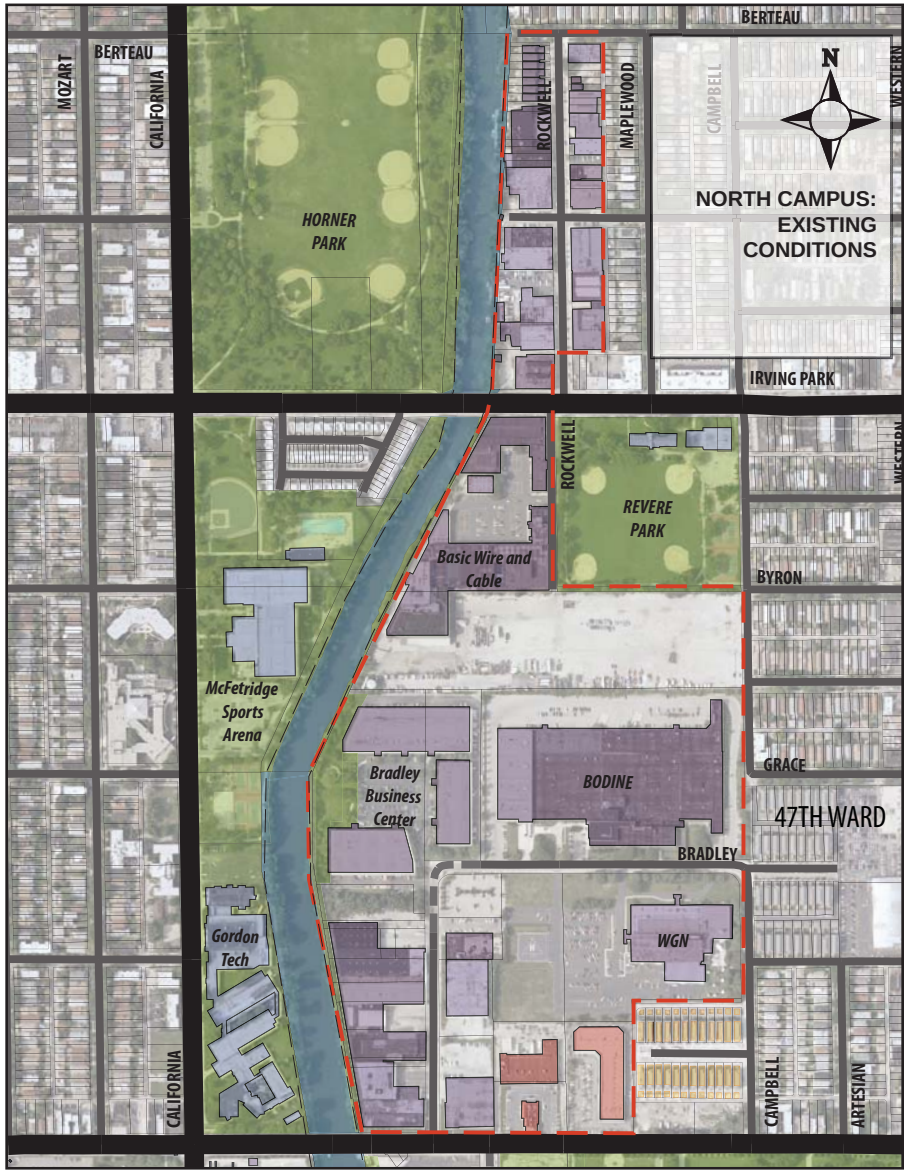



*Figure 3-UD1 . North Campus Existing Conditions*

## Opportunities

The north campus has approximately 36 acres of land with WGN, the Wrightwood Property / Bodine facility, and Bradley Business Center as major anchors.

- There is the potential to create a single circulation and access route to serve the whole campus by extending Rockwell Street south to connect from Irving Park Road to Addison Street. A new Rockwell Street extension would allow existing Talman Avenue to be eliminated, creating larger development parcels along the river that can accommodate the parking and service needs of large anchors. The new Rockwell right-of-way can also serve as a major infrastructure and utility corridor for the whole campus.
- The southern edge of Revere Park can be better defined with a "Greenway" connection that allows safe pedestrian connections to the river for the residents to the east. This also creates a better front door for future buildings that can develop on the site south of the park.
- The planned new pedestrian and bicycle bridge across the river at Bradley Place is a great opportunity to connect the campus to the neighborhoods and open spaces to the west. There are opportunities to provide pedestrian connections to the bridge and the river edge through the campus at Bradley Place and through the Basic Wire and Cable courtyard.

Under-utilized land along Talman Ave.

Private drive at proposed Rockwell alignment

Proposed "greenway" south of Revere Park

*Figure 3-UD2 . Opportunities*

A centrally located shared parking garage can serve the needs of the existing and future anchors of the campus. The relocated Rockwell Street alignment provides the opportunity to locate a garage on the new larger and deeper parcels.

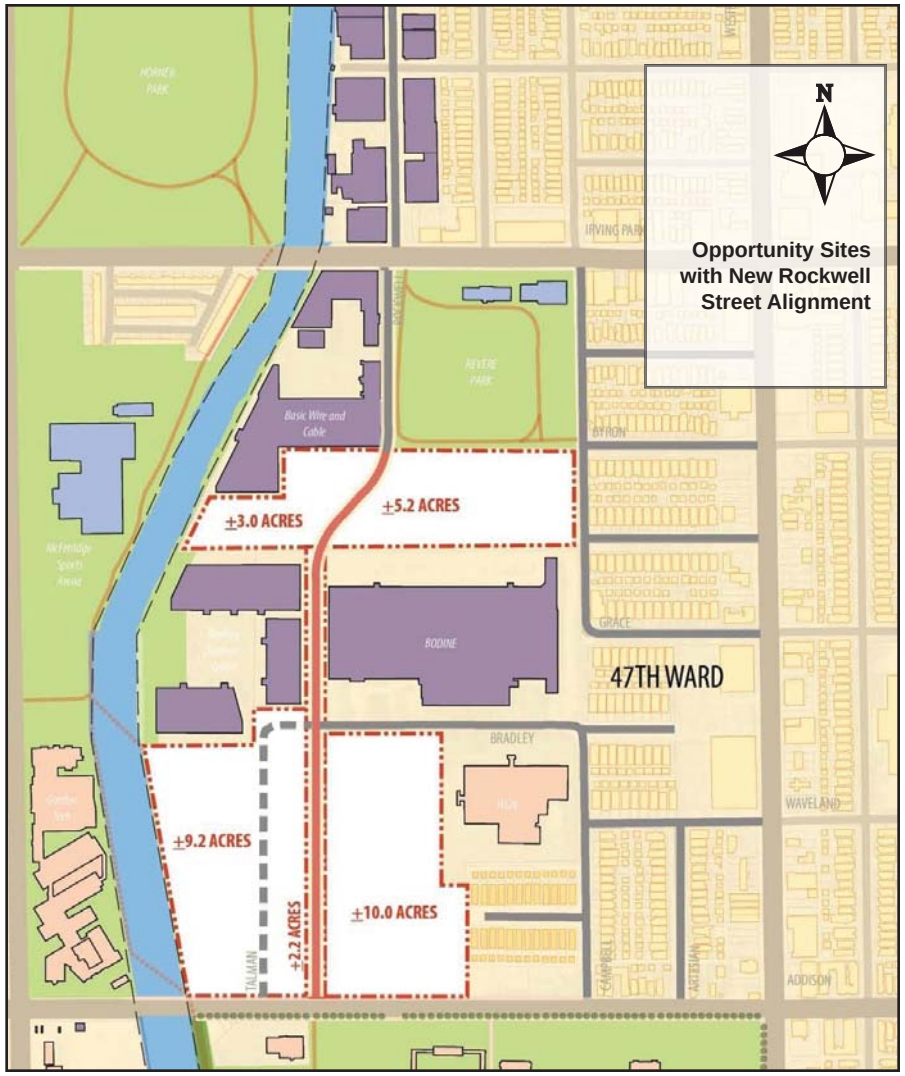



*Figure 3-UD3 . North Campus Available Parcels*

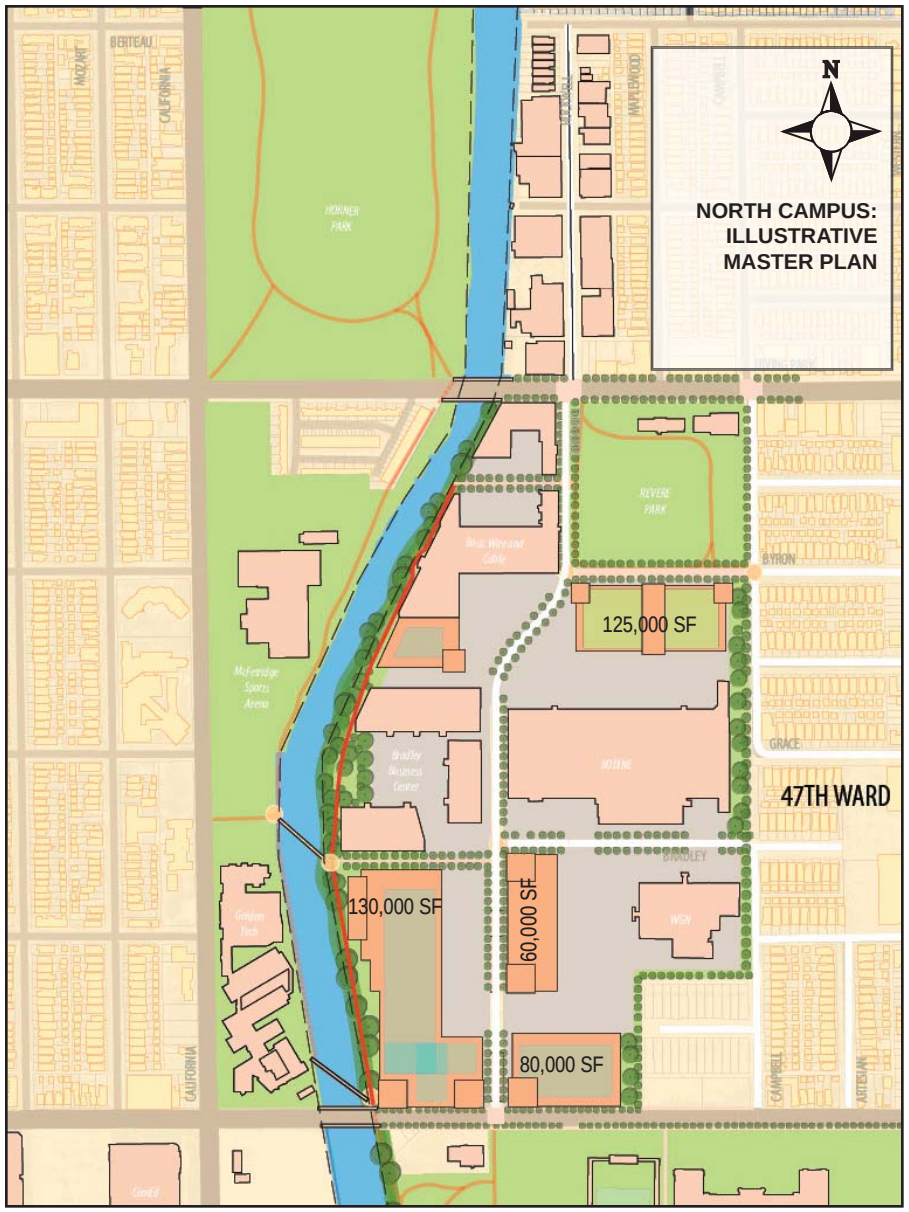



*Figure 3-UD4. North Campus Illustrative Master Plan*

## Plan Recommendations

### Roadways

Create a single circulation and access route to serve the whole campus by extending Rockwell Street south to connect from Irving Park Road to Addison Street.

- Today, the street section from Irving Park to Byron Street is a private street that dead ends at the Basic Wire and Cable parking lot. This can be extended south to connect to the existing access road east of Bradley Business Center
- Eliminate Talman and bring Rockwell straight southward to create larger development parcels along the river.
- The new Rockwell right-of-way can serve as a major infrastructure and utility corridor for the whole campus.
- There is the potential to extend Byron Street to Rockwell as a "greenway" to create a well defined public edge to the park and a front door for future buildings that can develop south of the park.

### Site Assembly

Maximize development potential for large footprint buildings by assembling land between the new Rockwell Connection and the river, between Addison Street and Bradley Business Center. A new large footprint building can be accommodated south of Revere Park. The existing Basic Wire and Cable building can be expanded to the south with a small addition. Overall, the North Campus has the potential to add approximately 500,000 SF in new development with a total of approx. 1,460 parking spaces.

A new pedestrian\bicycle bridge at Bradley Place is recommended to cross the River to Gordon Tech, McFetridge Sports Arena and Horner Park to the North. Safe pedestrian connections to the bridge and the river edge should to be provided for the residents to the east. The following are recommended locations for pedestrian greenway connections:

- South of Bradley Business Center
- Along the south edge of Revere Park and through the Basic Wire and Cable courtyard

### Parking

A centrally located shared parking garage is recommended to serve the needs of the existing and future anchors of the campus. A potential location is at the southeast corner of Bradley Place and the new Rockwell Street that could provide approximately 130 spaces in each floor, with over 500 spaces in a four storey garage.

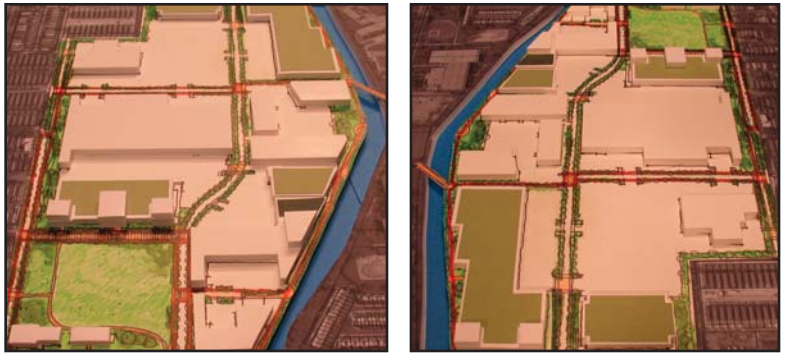


*Figure 3-UD5. Potential Full Buildout of North Campus with large footprint buildings*

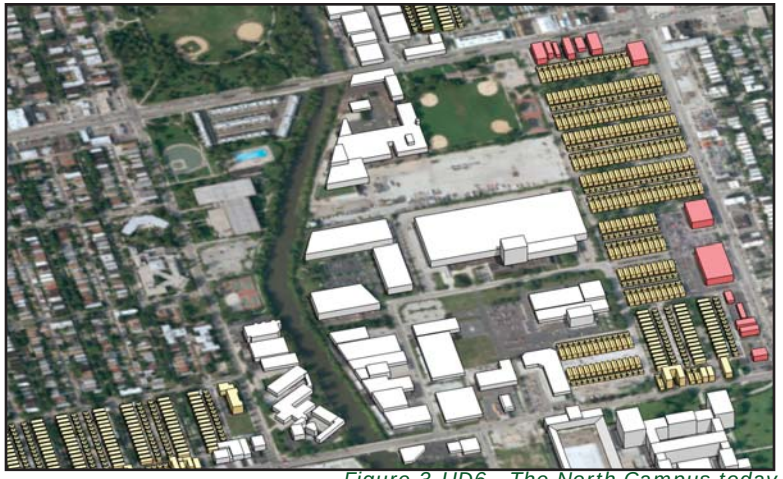


*Figure 3-UD6 . The North Campus today*

*Figure 3-UD7 . Potential Full Build-out Scenario*

## CENTRAL CAMPUS: Urban Business, Training & Educational Zone

### Vision

The Central Campus of the Addison Corridor will build on the synergy of existing institutional uses and businesses to create a unique urban business park along the Chicago River and Clark Park. The campus will provide a framework of quadrangles and open spaces that can accommodate new development and the expansion needs of existing anchors- DeVry University and HuFriedy Corp. Roscoe Street will be the heart of the campus, with a new pedestrian and bike bridge to connect the campus to the neighborhoods to the east and the west. The campus will showcase signature green buildings along the Chicago River, and become a major anchor in the riverwalk trail system.

### Existing Conditions

- Roscoe Street stops at Campbell Avenue and does not connect to Rockwell Street to the west.
- Hu Friedy needs room to expand it's production space. There are limited options to do this:
  - Expansion to the south is restricted because of existing residential use
  - Expansion to the north would have to be across Rockwell into Devry property
  - Expansion to the east would impact the parking lot for the police and court
  - Expansion along the river would impact the park
  - Cambell Avenue north of Belmont Avenue does not align with Cambell Avenue south.

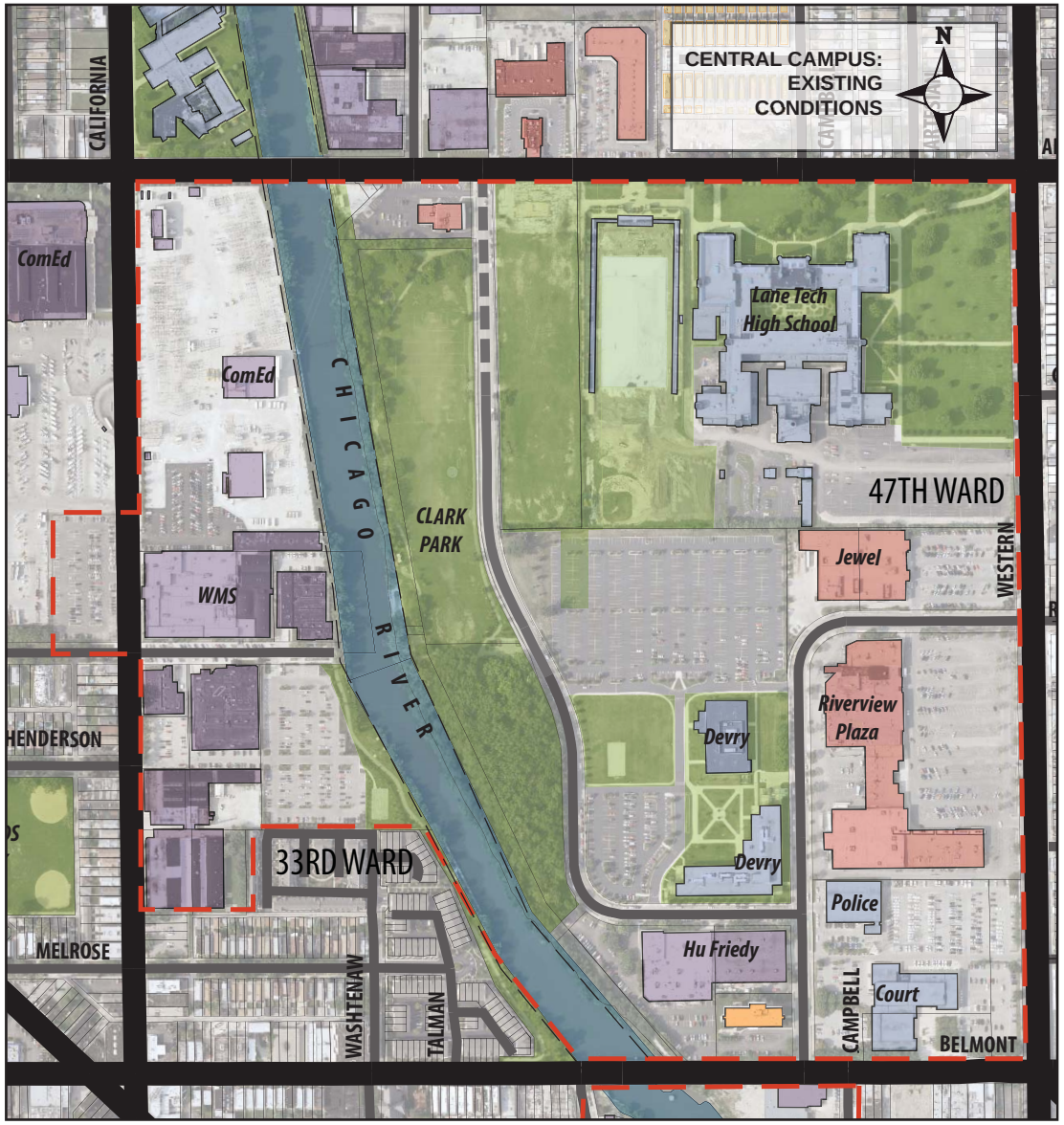



*Figure 3-UD8. Central Campus Existing Conditions*

## Opportunities

- The central campus has a total of approximately 28 acres of land with HuFriedy and DeVry University as major anchors on the east side and WMS and ComEd on the west. The potential relocation or removal of Rockwell will allow Clark Park to be improved with a high school regulation baseball 'stadium', other recreational fields, and playground for younger children.
- WMS has major expansion plans for both sides of Roscoe Street, including an employee parking garage.
- The potential relocation or removal of Rockwell Avenue can add approx. 3.5-7.5 acres of park land for new fields along the river.
- A pedestrian and bike bridge at Roscoe Street can connect the two sides of the river, and become a major spine that creates a strong identity for the campus.
- The campus offers the opportunity for a shared parking strategy that can benefit a variety of users, including institutional users like Devry, the businesses, recreational fields and Clark Park, and also for off-site parking for the Cubs.
- Potential locations for future garages can include the Devry Parking lot to serve the east part of the campus and a future garage on Comed property at the corner of California and Roscoe.

*Existing bike path along the River from Roscoe Street to Belmont Street*

*Figure 3-UD9. Existing Bike Paths*

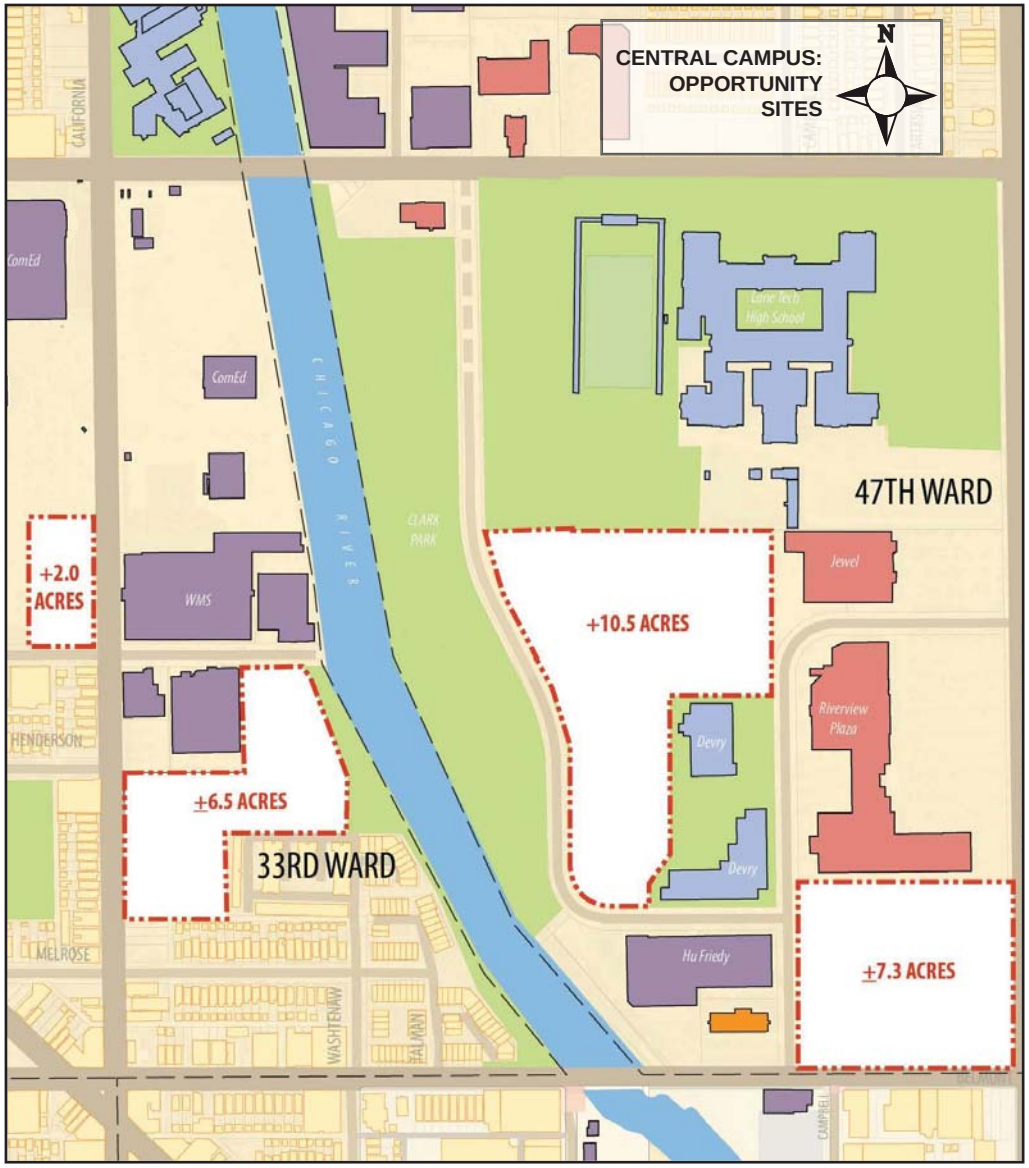



*Figure 3-UD10. Central Campus Available Parcels*

## Plan Recommendations

### Create a Campus of Walkable Quads

The central campus will provide a framework of quadrangles and open spaces that can accommodate new development and the coordinated expansion needs of existing 'anchors' such as Hu Friedy, DeVry University, WMS and ComEd.

### Extend Roscoe Street from the East

Roscoe will be the heart of the central campus, extended from the East and connected with a new ped \ bike bridge over the River. It is important that public access to the River and new riverwalk via Roscoe be preserved and enhanced.

*Figure 3-UD10 . Location of potential pedestrian bridge at Roscoe Street*

### Shared Parking

Shared parking, both surface and structured should be coordinated with any redevelopment plans on the east side to benefit Clark Park, Lane Tech, DeVry, HuFreidy and other business \ institutional uses in the future. On the west side, shared parking, both surface and structured – possibly on ComEd property at California and Roscoe should be coordinated with WMS, ComEd and other businesses in the area. WMS has major expansion plans for both sides of Roscoe, including structured parking.

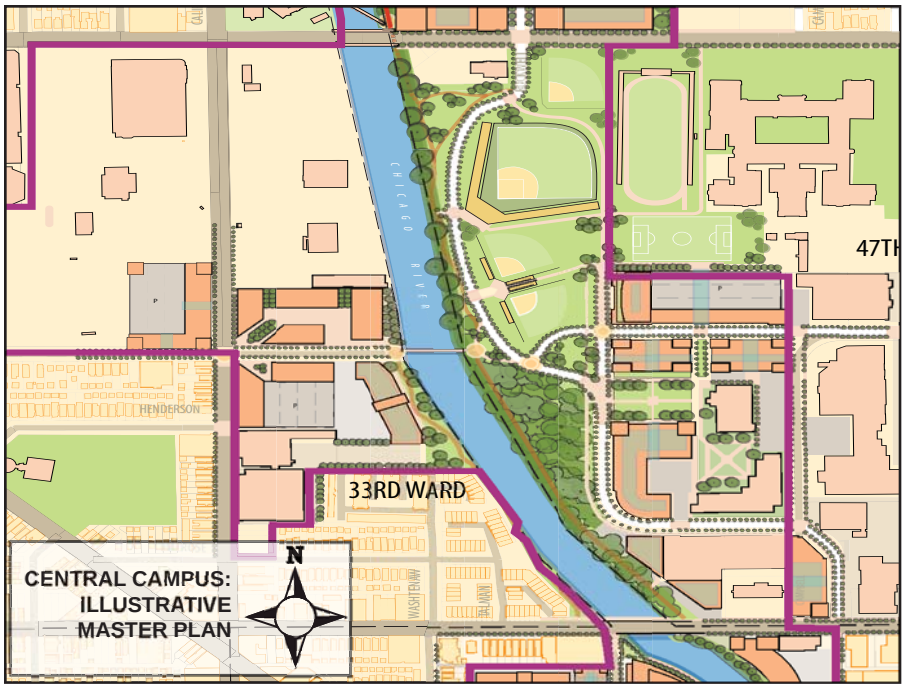



*Figure 3-UD12. Central Campus Illustrative Plan*

### HuFriedy Expansion

Expansion of HuFriedy office and production space (approximately 100,00 SF) is shown to the East on a parcel currently occupied by a courthouse and police station \ fleet storage. Other options include expansion to the North in cooperation with DeVry's expansion needs, or to the east (with the relocation of Campbell Street).


*Figure 3-UD13. Potential Full Buildout of Central Campus with buildings around quads*



*Figure 3-UD14. Existing buildings along California Ave.*



*Figure 3-UD15. Lane Tech H.S. + Existing Devry main campus and WMS Games*

*Figure 3-UD16. Central Campus Today*

*Figure 3-UD17. Potential Full Buildout Scenario*

## SOUTH CAMPUS: Clean-Tech Park

### Vision

The south campus of the Addison Corridor will be known as Chicago's New Clean-Tech Park along the Chicago River. Building on the synergy of the Green Exchange building and the redevelopment of nearby Lathrop Homes, the Corridor will attract green businesses in a modern work environment. The campus will have excellent bike and pedestrian connections from the neighborhoods and transit stops, and offer innovative alternatives to driving and auto dependency. The campus will showcase signature green buildings along the Chicago River and an urban riverwalk that will be a shared asset for the campus and the neighborhood.

### Existing Conditions

- The South Campus has a total of approx. 36 acres of land with about 29 acres on the west side and 7 acres on the east side of the river. Tampico, Cenveo and Aerotecture International are major anchors in the area.
- The area offers a variety of parcel shapes and sizes, from 1 acre to 12 acres, and parcel depths that vary from 110' to 560'.
- Service and loading areas face the river on both sides. Existing facilities limit opportunities to create the required 30 feet riverwalk in this area.

*Figure 3-UD18. Existing stock of industrial buildings*

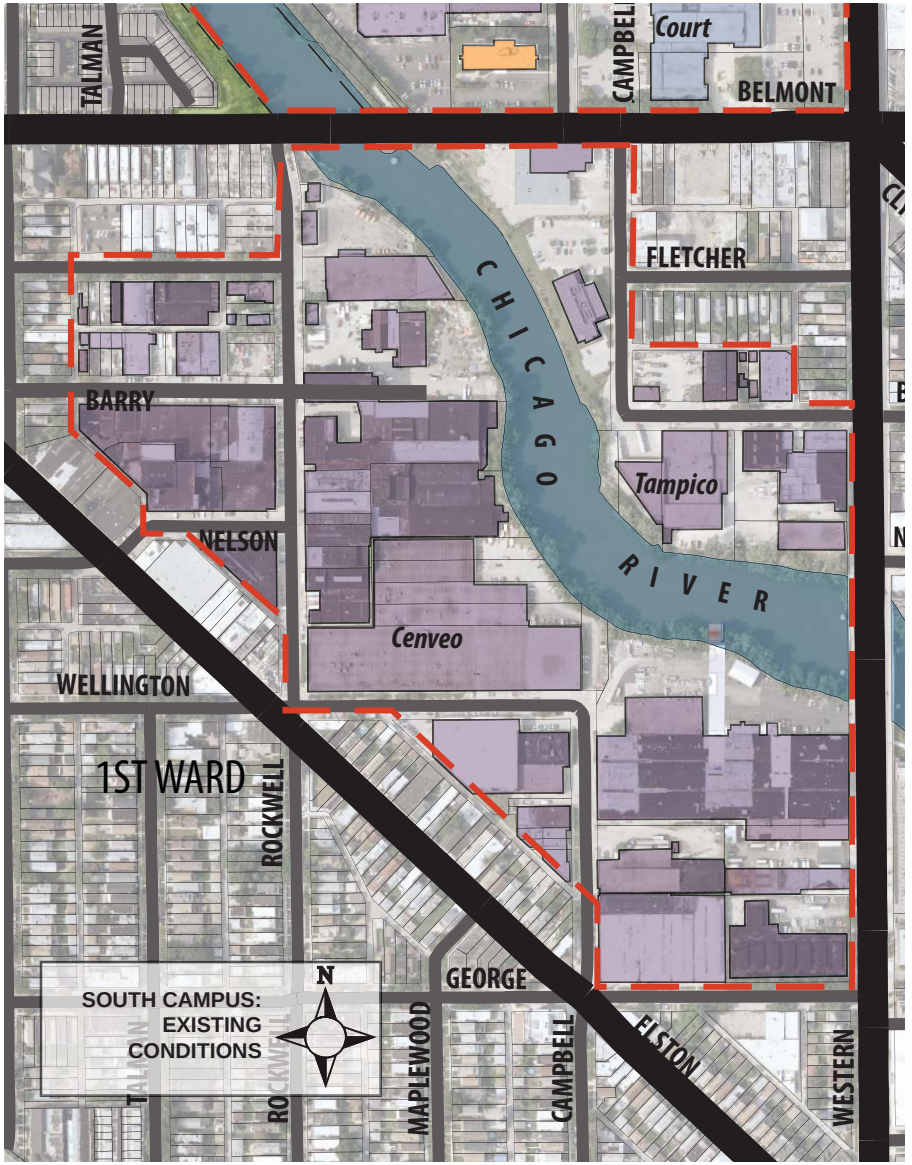



*Figure 3-UD19. South Campus Existing Conditions*

## Opportunities

With a variety of parcel depths ranging  from 110’ to 560’, a range of floorplates for Clean-Tech Businesses can be accommodated in the area. Floorplates of 65’ depth are ideal for high tech office and research. Depths of 120’ work well for research, light assembly, and double-loaded high tech office space. Deeper floorplates of 250’ or greater may be used for larger manufacturing \ assembly, and distribution facilities.

By assembling the sites along the river, parcels of significant size and depth can be created to accommodate signature new buildings facing the river. The parcels will be deep enough to allow loading and services areas to be located away from the river and major street frontages.

Two Options were considered for the phased redevelopment of the South Campus.  Option 1, shown below, assumes that the Cenveo and Tampico facilities remain in their existing locations, and parcels are redeveloped around the existing buildings. New signature buildings along the river are developed to create a strong identity for the campus. Shared surface parking is provided, and a new 30 foot riverwalk creates a great pedestrian connection to the surrounding neighborhoods. Option 2 for Full Build-out is shown in the Illustrated Master Plan in the following page.

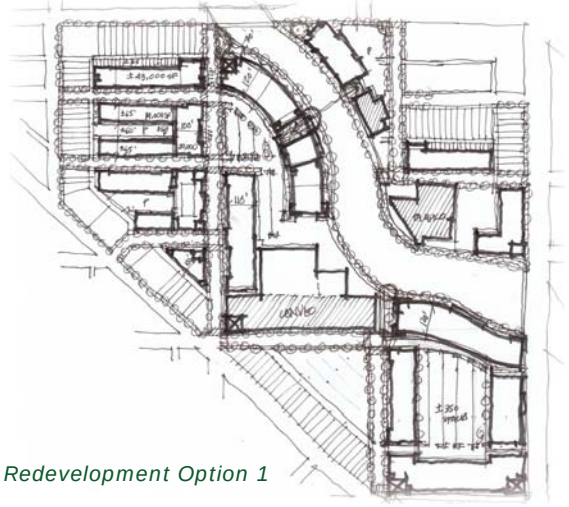


*Figure 3-UD20. Redevelopment Option 1*

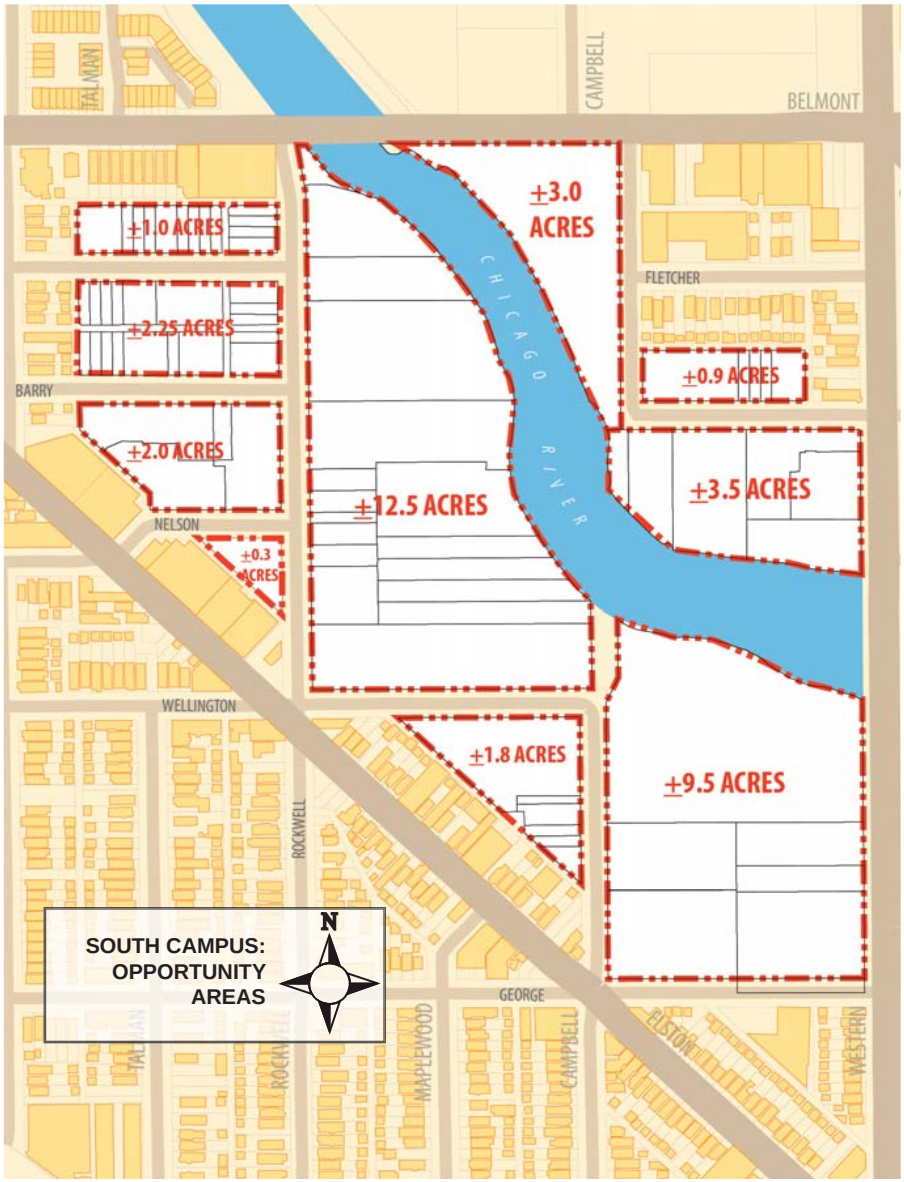



*Figure 3-UD21. South Campus Available Parcels*

## Plan Recommendations

- Create a strong identity for the south campus as Chicago's new Clean-Tech Campus with new signature "Green " buildings along the Chicago River and an urban riverwalk as a gateway to the campus.
- The river should be the central feature of the new campus, not an edge or a barrier between the two sides.
- At full build-out, the Master Plan assumes that the existing Tampico facility remains and the Cenveo site is redeveloped for new Cenveo facilities.
- New buildings should face the river and the streets, with shared parking and loading facilities to the rear.

### Streetscape and greenways

- Rockwell Street will be the major north south spine of the campus, and should be improved with enhanced streetscaping.
- Enhanced streetscapes and greenways on Campbell and Barry are recommended to link residential areas to the River.
- Urban Riverwalk and Bridge
- Create a continuous urban riverwalk from Belmont to Western, with riveredge plazas as gathering places to serve both the campus and nearby residents.

*Figure 3-UD22. Potential Full Build-out of Large Buildings in South Campus*

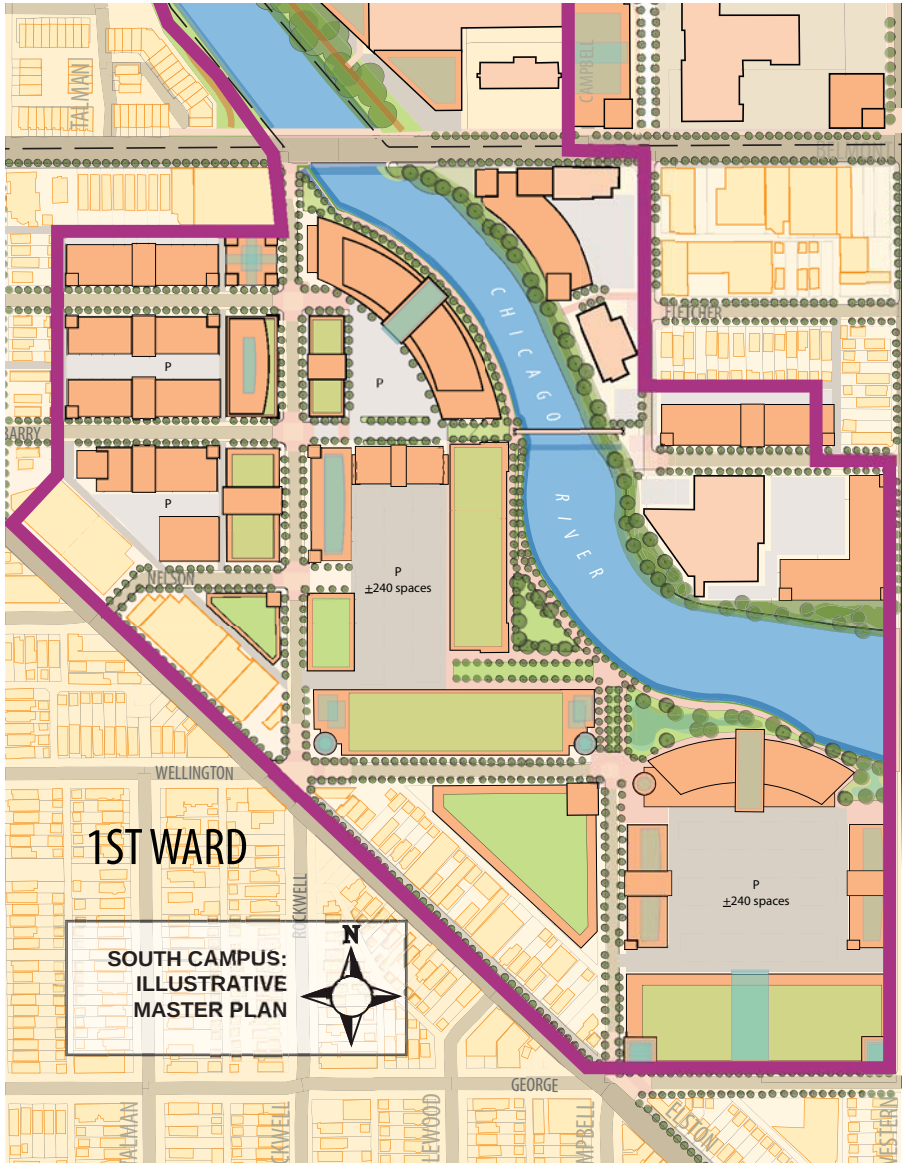



*Figure 3-UD23. South Campus Illustrative Plan*

- A new pedestrian \ bicycle bridge at Barry, and underbridge connections at Belmont and Western are recommended to provide both East-West and North-South riverwalk continuity.

**Parking**

The assembled sites along the river are large enough to accommodate one or more shared parking garages to meet the needs of future anchors. The sites are deep enough to place garages in the interior of the sites, without facing the river or the major streets.

*Figure 3-UD24. Potential Urban Riverwalk*

*Figure 3-UD25. The Central Campus today*

*Figure 3-UD26. Potential Full Build-out Scenario*

## A Corridor of Three Distinct Campuses

The Chicago River will create a strong identity bringing together the east and west sides of the Corridor. The River will be redeveloped with a riverwalk as the center 'spine' of the Corridor. Riveredge amenities will include gathering places or plazas with outdoor seating and dining, and recreational opportunities. New ped\bike bridges and existing arterial bridge enhancements offer the potential for innovative structures and an opportunity to create a strong identity and gateways to the Corridor. Sustainable features, such as green roofs, stormwater best management practices, recycled\local materials will be incorporated wherever possible.

**Overall Development Summary**

**North Campus**
Assuming Large Footprint Single Story Buildings

| | |
|---|---|
| New Buildings | ±480,000 SF |
| Parking (excluding WGN Parking) | ± 1,450 Spaces |

**Central Campus**
Assuming 3 story Buildings along the River, California and in the Devry Campus, and 100,000SF expansion for HuFriedy

| | |
|---|---|
| New Buildings | ± 670,000 SF |
| Parking | ± 1,525 Spaces |
| WMS Games Expansion | ± 466,672 SF |
| WMS Expansion Parking | ± 976Spaces |

**South Campus**
Assuming 3 story buildings along the river and Western, one story buildings in the interior

| | |
|---|---|
| New Buildings | ± 950,000 SF |
| Parking | ± 1,460 Spaces |

*Figure 3-UD27. Overall Buildout*

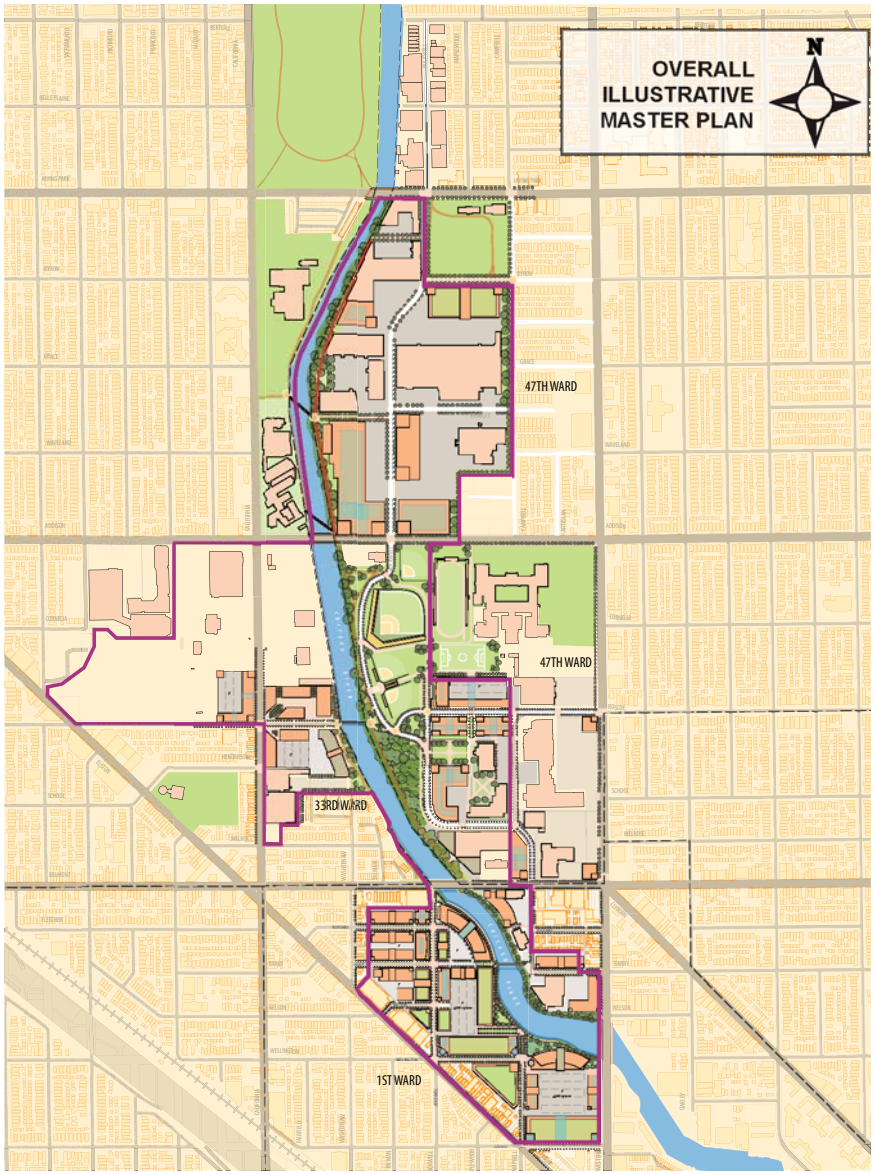



*Figure 3-UD28. Overall Illustrative Master Plan*

# TRANSPORTATION

## Existing Conditions

### Transit

The Addison Business Campus Study Area is well served by public transit. CTA provides service directly with eight CTA bus routes and one additional route just outside of the study area. The routes that serve the campus also provide connections to the CTA and Metra train lines. The CTA Blue Line is connected at 6 stations by 6 bus routes that serve the corridor. The CTA Brown Line is connected at 5 stations by all routes serving the campus except Route 52 described below. The only rail line not connected by a direct route is the Metra Union Pacific North line. The CTA bus routes that serve the area are listed below.

Route 49 Western provides 24 hour north-south service on Western Avenue between 79th Street (7900 S) and Berwyn (5300 N). Daily ridership has increased to 21,672 (4.2%) from 2007 to 2008. Bus stops are located every block along Western Avenue in the study area.

Route X49 Western Express provides limited stop service on Western Avenue between 95th Street (9500 S) and Berwyn. Stops in the study area are at Belmont and Addison and just outside the study area at Diversey to the south and Irving Park to the north. Each of these stops has significant usage of over 300 on and offs per day. Service operates weekdays only from 6:30am-9:15am and 2:10pm-6:35pm. Daily ridership in the past year increased 10.4% to 14,507.

Bus stop usage for both Routes 49 and X49 is heaviest at Addison and at Belmont where people transfer to east-west routes. Over 1,800 people a day use these stops in both directions. It is thought that many of these riders are students from Lane Tech and Gordon Tech High Schools, located at Western Avenue and Addison Street.

Route 52 Kedzie/California initiates service in the western part of the study area along California Avenue. The route begins at an off-street bus turnaround at California and Cornelia. Service seven days a week from 4am-6am until 11pm, is provided south to Kedzie and 63rd Streets. While this route has shown the greatest percentage increase in usage, none of the significant increase has been in study area since this route operates only a ¼ mile in the study area. The California/Cornelia bus turnaround has no significant facilities for drivers or riders. It has a bus stop sign and has the capacity for three 40' buses. The CTA has no plans to move or upgrade the bus turnaround.

Route 77 Belmont operates east-west via Belmont Avenue thru the southern third of the study area. Service is between Cumberland Avenue on the West and Halsted Street on the east with some service on the eastern end to Diversey and Lake Shore Drive. While Route 77 operates 24 hours/7 days a week, overnight service is only operated between Central and Halsted. The limited overnight service provides connections to the CTA's Blue Line to the west and the Brown, Purple, and Red Lines to the east. Daily ridership on this route has increase by 4.1% to 24,489 in 2008. Ridership increase in the study area has been minor. The majority of users of the route access the DeVry University campus located at Rockwell and Campbell Streets, at two stops, Western and Campbell. Both of these stops show a usage of over 300 people a day in each direction.

Route 80 Irving Park and limited stop Route X80 Irving Park Express serve the northern part of the study area along Irving Park Road. Daily ridership on Route 80 decreased .02% to 12,599 but ridership on Route X80 increased 9.2% to 4,909 in 2008. Usage of these routes to access the study area is low, with less than 150 people using the four stops (two in each direction on Irving Park Road between Western and Rockwell Avenue. Route 80 provides a connection to the Metra Union Pacific Northwest Line.

Addison is the central east-west street thru the study area. Route 152 operates on Addison, between Cumberland and Lake Shore Drive, during the hours of 5:00am to 10:30pm on weekdays and 6am-8pm Saturdays and 8am-8pm on Sundays. A significant amount of weekday ridership on the Addison comes from the Lane Tech and Gordon Tech High Schools, both located in the study area. Route 152 Addison serves 11,997 riders a day, an increase of 2.9% from 2007; this ridership is considered heavy with many transfers at Addison and Western. Bus stops frequented by students is highest averaging over 450 a day boarding and alighting in both directions. Usage at the stops not frequented by students is still high with a usage of over 200 a day at Rockwell and Francisco. Route 152

serves the Metra Milwaukee District North Line.

Route 154 Wrigley Field Express is a sporting/special event route that operates only when there are events at Wrigley Field. It operates from the DeVry University parking lot at Rockwell/Campbell and runs non-stop to Wrigley Field. It operates from DeVry three hours before the event until one hour after it begins. Return service is provided after the Wrigley Field event ends.

Route 76 Diversey provides service just south of the study area along Diversey Avenue. Route 76 operates seven days a week (weekdays, 5am-11pm; Saturdays, 6am-9pm; Sundays, 8am-8pm). Ridership at the stops closest to the study area, Campbell and Rockwell, average 140 people in both directions; it is likely that some of those riders walk the short distance north to access the study area.

There has been discussion of CTA restoring service on Clybourn Avenue, but most proposals show any new route ending south of the study area.

The bus routes provide connections from the study area to the CTA rapid transit lines and the Metra Union Pacific North and Northwest Lines. The CTA Blue Line, approximately ¾ miles to the southwest, connects Downtown Chicago to O'Hare Airport, traveling through the northwest side of the City and the City of Park Ridge. The two closest CTA rail stations to the study area on the Blue Line are the California and Western stations. Routes 52, 49, and X49 connect the study area to the Blue Line at these stations. The CTA Brown Line, ¾ mile to the east of the study area, provides access northwest to the Albany Park neighborhood and to Downtown Chicago. Two stations, Addison and Irving Park, are closest to the study area. Routes X80, 80, and 152 provide connections from the study area to these stations. From the Brown Line, riders can transfer at the Belmont Station for the Purple and Red Lines. The Red Line operates 24 hours/seven days a week between Howard Street on the north and 95th/State on the south, with access to Downtown Chicago via the State Street subway stations. The Purple Line operates weekday rush hours. Northbound Purple Line service is non-stop between Belmont and Howard with service continuing to the Village of Wilmette. The Purple Line terminates on the south end via the CTA loop elevated structure.

There are two Metra commuter lines that are near the study area. The Union Pacific North Line operates between downtown Chicago and Kenosha, Wisconsin. The closest stations to the study area are the Clybourn Station to the southeast and the Ravenswood Station to the north east. There is no direct CTA bus route to either Metra station from the study area. Metra also provides service on the Union Pacific Northwest Line which operates between downtown Chicago and the Village of Harvard, with a branch line serving McHenry, Illinois. The stations closest to the study area are Clybourn to the southeast and Irving Park to the west. There are no direct bus routes leading from the station to the Clybourn Station. Routes 80 and X80 provide service between the study area and the Metra Irving Park Station.

| Street Name | Average Daily Traffic | Number of Lanes/Direction | General Limits |
|---|---|---|---|
| Irving Park Road | 42,000 | 4 – East/West | Far west suburbs to Lake Shore Drive |
| Addison Street | 27,000 | 4 – East/West | Cumberland Avenue to Local Lake Shore Drive |
| Belmont Avenue | 24,000 | 2/4 – East/West | Mannheim Road to Lake Shore Drive |
| California Avenue | 12,000-14,000 | 2 – North/South | Montrose Avenue to Grand Avenue |
| Western Avenue | 42,000-45,000 | 4 – North/South | 147th Street to Howard Street |
| Elston Avenue | 15,000 | 2 – Northwest / Southeast | North Avenue to Milwaukee Avenue |
| Clybourn Avenue | 17,000 | 2 – Northwest / Southeast | Division Street to Western Avenue/Belmont Avenue |

*Figure 3-TR1. Average Daily Traffic Volumes*

**Roadways**

The Addison Corridor Study Area is served by a network of arterial, collector and local roadways. The following table summarizes the existing Average Daily Traffic (ADT) volumes, number of lanes and limits of these roadways: All three of the east/west arterials, Irving Park Road, Addison Street and Belmont Avenue, have full interchanges with the Kennedy Expressway (I-90) located to the west of the study area which provides easy access for longer distance trips to and from the study area. The other arterials listed provide access throughout the City by connecting to the well-established grid network. As a result, the study area is well-situated for accessibility

by employees and delivery vehicles.

One of the deficiencies within the study area is the lack of a collector street network. East/west travel is restricted due to the location of the Chicago River which bisects the middle of the study area in a north south direction. River crossings are located at the major arterials – Irving Park Road, Addison Street, and Belmont Avenue. In the north/south direction, there is a lack of roadway continuity. Currently, in the North Campus of the study area between Irving Park Road and Addison Street there are no north/south roadways which connect. At the north end, Rockwell Street dead-ends into a parking lot for Basic Wire and Cable. To the east, Campbell Avenue is discontinuous between Grace Street and Bradley Place. At the south end of this area, Talman Avenue and Campbell Avenue provide access to Bradley Place, providing a loop within that area.

The Central Campus of the study area between Addison Street and Belmont Avenue is bisected by the Chicago River. To the west, most of the businesses have direct access to California Avenue. East of the River, there is north/south continuity provided by Rockwell Street which curves east at the south end of DeVry University and tees into Campbell Avenue.

The South Campus of the project area is also bisected by the Chicago River with no continuous north-south roadway that would tie the study area together.

It would be desirable to provide better access within the area through a collector roadway in a north-south direction. Additionally, it may also be appropriate to add more east-west collector roads depending on proposed development conditions. Adding additional roadway infrastructure would provide better accessibility to businesses in the area and enhance the pedestrian connection to CTA bus routes, as well as enhancing bikeway connections. A more extensive roadway system would also allow for more efficient movement for truck traffic serving the local businesses.

**Parking + Parking Code**

The Addison Business District is a recognized Business District by the City of Chicago. Similar to a Planned Manufacturing District, a Business District does have uniform zoning and therefore parking requirements. A recognized business district overrides all zoning within the district and requires all types of zoning in the district to abide by zoning code 17-10-0207-U (Parking Group U). Parking Group U covers Electronic Data Storage Centers and Industrial businesses. It requires 1 space per four employees.

The majority of the Addison Business District is zoned as M1 and M2 with three large Planned Developments (PD439, PD 651 and PD 993) and three other smaller zones. City of Chicago Zoning code provides an opportunity for industrial uses to share parking. Code 17-10-0700 Shared Parking states: "Shared parking represents an arrangement in which two or more nonresidential uses with different peak parking demands (hours of operation) use the same off-street parking spaces to meet their off-street parking requirements." Under the requirements, Industrial uses are "daytime uses" which enables them to share parking with "nighttime or Sunday uses".

Businesses in the Addison Business Park will not be able to gain parking through a shared arrangement, but the opportunity to gain additional revenue by sharing parking exists with those facilities within 600 feet of schools, religious assembly facilities or other entertainment uses.

### Existing + Planned Bikeways

CDOT's Bike Program publishes a map showing existing bike paths. The map is available online at: www.cityofchicago.org/Transportation/bikemap/keymap.html.

The following are bike facilities existing or contemplated for the Addison Corridor area:

- Elston Avenue (Roscoe to Newport): Existing bike lane
- California Avenue (Melrose to Roscoe): Proposed marked shared lane (CMAQ 2009 construction)
- California Avenue (Roscoe to Addison): Proposed bike lane (CMAQ 2009 construction)
- Belmont Avenue (Chicago River to Western): Contemplated bike lane
- Roscoe Street/Campbell Avenue (Belmont to Western): Contemplated bike lane - connects contemplated bike lane on Belmont to contemplated bike lane on Roscoe to the east
- Addison Street (California to Lakefront Trail): Recommended bike route - connects to proposed bikeway on California and to river trail - no proposed or contemplated bike lane, but interested in improvement for cyclists.
- A proposed shared-use path and under-bridge connections along the river in this area should be considered as well.

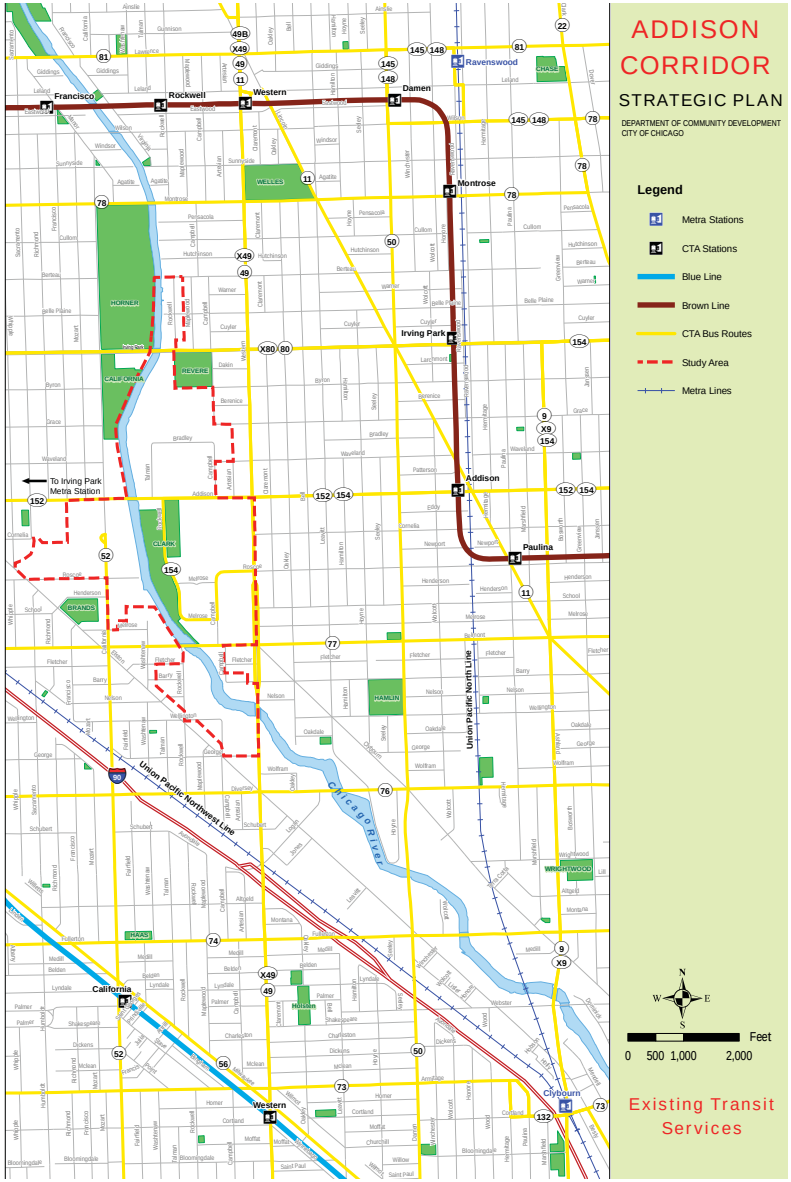



*Figure 3-TR2 . Existing Northside Transit Services*

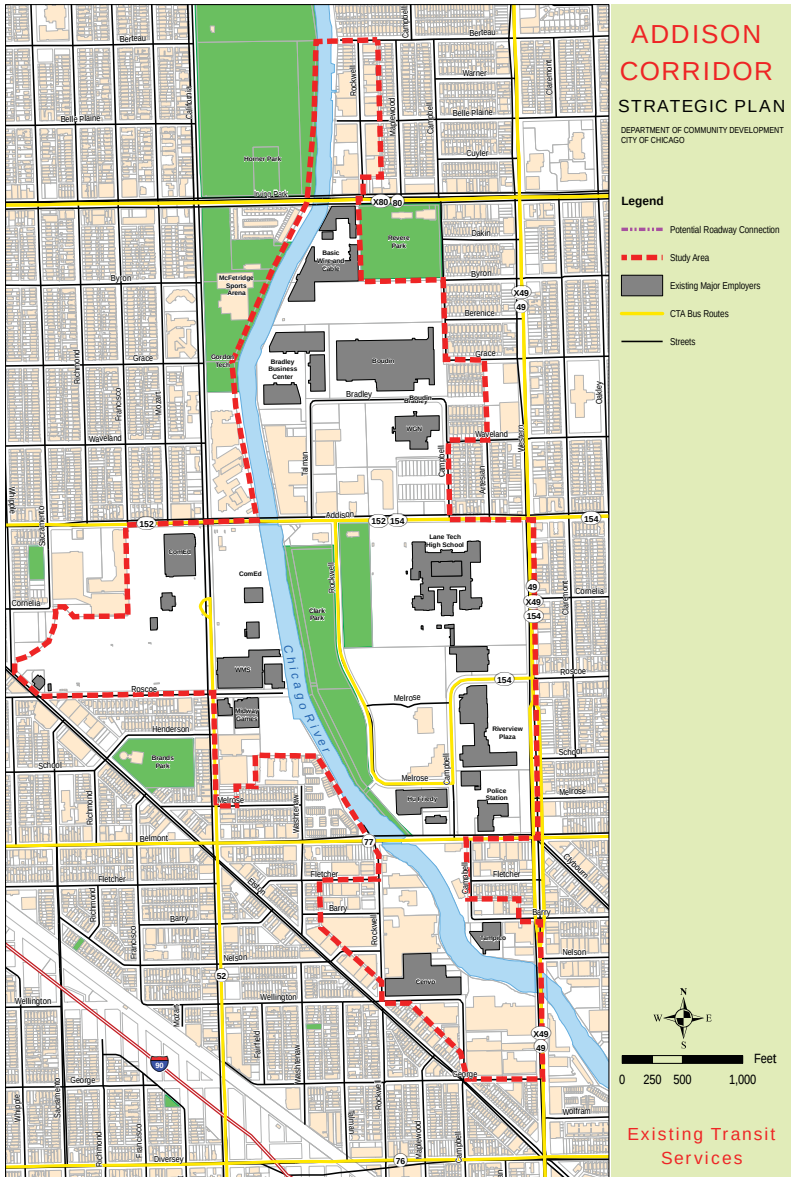



*Figure 3-TR3 . Existing Transit Services in the Corridor*

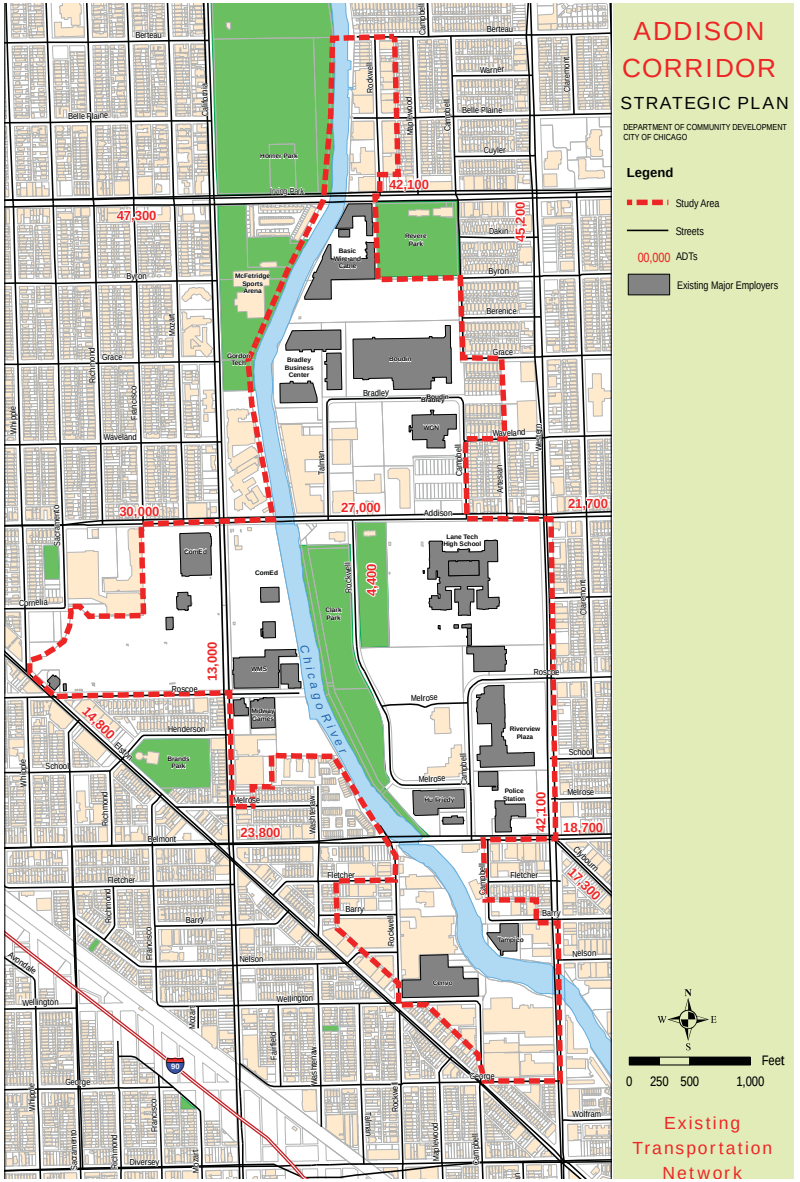



*Figure 3-TR4 . Existing Roadways*

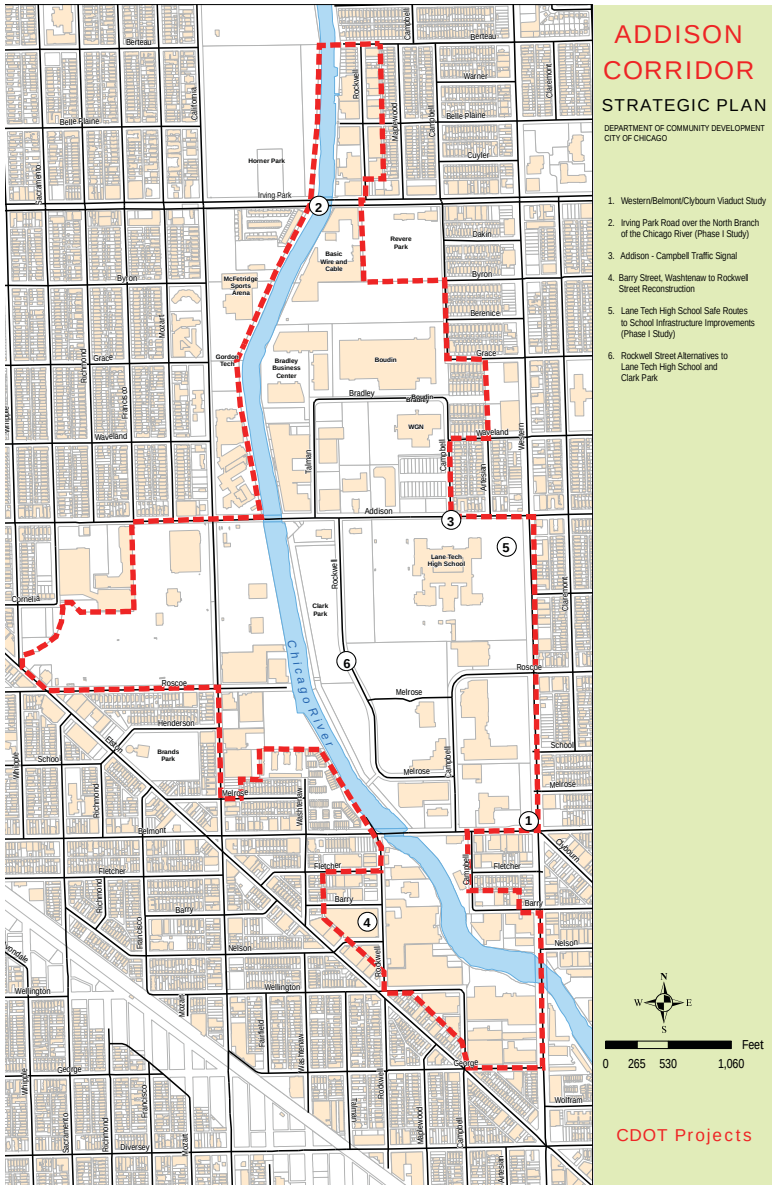



*Figure 3-TR5 . Current + Planned CDOT Projects*

## Opportunities

Based on the comments made at the public meeting stated above, as well as the project team's analysis, the following are recommended strategies for transit, access, parking, and truck traffic issues in the business park.

- **Rockwell Street Alternatives**

Rockwell Street is an existing roadway in the central campus, providing a connection between Addison and Campbell Streets. It bisects Clark Park. Due to proposed improvements to Clark Park including the expansion of baseball fields and other facilities, there have been discussions of closing Rockwell Street in this area, improving Rockwell Street as it currently exists, or moving its alignment to the east or west to avoid bisecting the planned improvements. The following explores each of these options. However, before any of these options are deemed realistic or viable, a traffic study must be conducted. The traffic study would determine what impacts a change to Rockwell Street would have on access to existing businesses on the south end of the campus as well as on the existing roadways within and surrounding the study area. A traffic study would also take into consideration any changes that may occur with the Belmont/ Western Avenue viaduct located at the southeast end of the study area.

The preferred plan offers a "symbiotic" relationship between community \ school sports uses of Clark Park, and Corridor access and circulation needs for competitive operation of the Addison Green Business Corridor. Many alternatives were explored:

### Options:

**1. Retain the Existing Rockwell Street Alignment**

Rockwell Street, in its current alignment, provides an important north-south connection through the central campus. It is a two lane, low speed roadway, with parking along both sides of the street. Its current alignment separates parkland in the north section closest to Lane Tech High School. An unofficial traffic count (undated) indicates that potentially 4,400 vehicles utilize this section of Rockwell daily, providing some relief from

the north- south arterials in the project area , California and Western. The street allows direct access to Clark Park, on street parking for park users, and access to the existing businesses and other uses in the south part of the central campus, including HuFriedy and Devry University. If the road were to remain, the improvements to Clark Park would still be feasible per the Chicago Park District's plans. The improvements call for baseball fields and soccer fields.

If Rockwell Street alignment were to remain, Improvements to the existing right of way could enhance pedestrian access and safety. Additional landscaping along Rockwell Street and traffic calming measures, such as speed bumps, clearly marked and/or raised crosswalks, signage and other enhancements that would encourage a pedestrian friendly setting could be added. The street could also be enhanced with on-street bike lanes.

Retaining the existing street would also continue to allow for emergency vehicle access to either park facilities or businesses, and would also allow for a route for a transit circulator thru the business park that is proposed as part of this study.

**2. Retain the Existing Rockwell Street Alignment But With Daily Closures**

Another option would be to retain the Rockwell Street alignment but to close the portion on the north end that separates the parkland during the times the park is heavily used, typically during the after school hours, evening hours and on the weekends. Temporary barricades could be installed to prevent through traffic during this time. The existing roadway south of this closure would still allow for park access and on-street parking. Allowing the street to remain open during most of the day would allow access to the existing and proposed businesses to the south. This option, however, would require city personnel to be on hand on a daily basis to install the temporary barricades, which could be a costly solution.

**3. Relocate Rockwell Street to the West**

This plan, (see Figure 3TR-6) one of several options, provides needed weekday access to and from existing commercial, retail and businesses, while minimizing impact on the major arterials and neighborhoods. It establishes safe pedestrian access during the week and on major park event weekends by potentially restricting vehicular access on Rockwell Street with bollards and other devices, as appropriate.

Relocating Rockwell Street to the west would allow continuous north south access to HuFriedy, Devry University and other businesses to the south in the central campus. As stated in Option 1, it would continue to provide some relief to traffic conditions on Western Avenue or California. This option would allow the additional development of Clark Park, but by relocating to the west, it would allow for a unification of the parkland providing a safer pedestrian atmosphere for park users.

If Rockwell Street is relocated, it is recommended that enhancements be made to make the street more pedestrian and bicycle friendly. The new alignment should provide two narrow travel lanes (10' wide each) for traffic in a curvilinear fashion to slow traffic down. Landscaping in the form of closely spaced trees at the curb line would be appropriate. No parking along the street would be provided Additional pedestrian crosswalk features including raised crosswalks or crosswalks that are distinguished by different pavement treatments should be included. A bike lane could also be provided on-street or on a separate off street multi use path providing north south access thru the park.

**4. Relocate Rockwell Street to the East**

An option to relocate a portion of Rockwell Street to the east, adjacent to the Lane Tech High School stadium has been proposed. Relocating Rockwell Street to the east would allow continuous north south access to HuFriedy, Devry University and other businesses to the south in the central campus. As stated in Option 1, it would continue to provide some relief to traffic conditions on Western Avenue or California. This option would allow the additional development of Clark Park, but by relocating to the east, it would allow for a unification of the parkland providing a safer pedestrian atmosphere for park users.

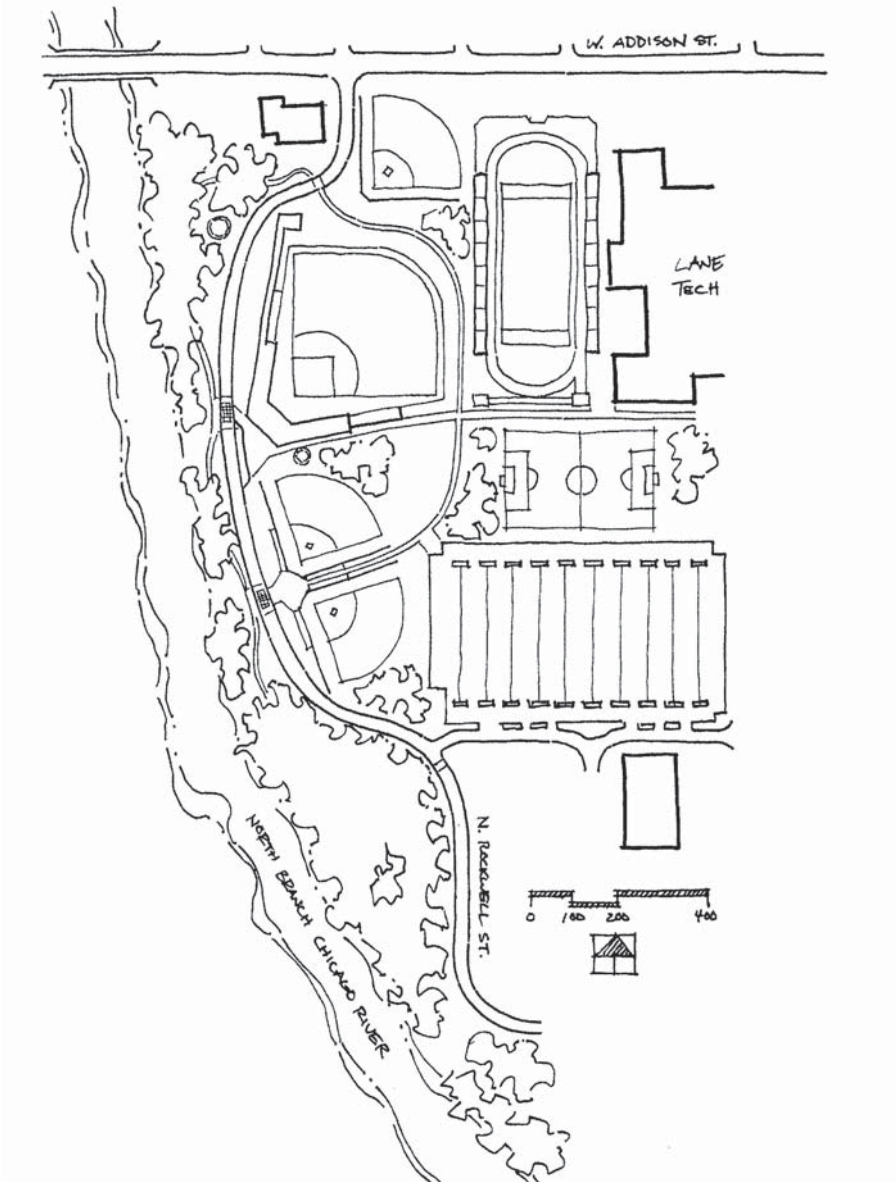



*Figure 3-TR6. Option 3- Rockwell St./Clark Park Configuration (Courtesy of CDOT/AECOM)*

If Rockwell Street is relocated, it is recommended that enhancements be made to make the street more pedestrian and bicycle friendly. The new alignment should provide two narrow travel lanes for traffic (10' wide each)in a curvilinear fashion to slow traffic down. Landscaping in the form of closely spaced trees at the curb line would be appropriate. No parking along the street would be provided. Additional pedestrian crosswalk features including raised crosswalks or crosswalks that are distinguished by different pavement treatments should be included. A bike lane could also be provided on-street or on a separate off street multi use path providing north south access thru the park.

**5. Closing Rockwell Street Permanently**

This option would allow an increase in the amount of parkland by utilizing the former street right-of-way for parkland and also would unify the existing parkland currently separated by Rockwell. The increase in parkland could benefit the proposed developments planned for Clark Park, including new baseball and soccer fields. Eliminating the street would enhance the safety of park users as they move to different areas of the park. In order to enhance pedestrian access to the different areas of the park, a bikepath/ pedestrian path could be provided. Parking could be provided either in a parking lot shared with businesses to the south or in new lots on the edges of the park.

By eliminating Rockwell, safer movement between Lane Tech High School and Clark Park would also be enhanced. Access to the existing and proposed new business developments in the south part of the central campus would be provided from the roadways that remain, Roscoe and Campbell. Employees from the east or west would travel on Belmont to Campbell to reach the campus. Those coming from the north of south would travel on Western to Roscoe.

- **Transit Shuttle**

In order to provide more direct transit service to the business park, shuttle service connecting the business park to Metra and CTA trains may be appropriate.

Before a transit shuttle is seriously considered, more information needs to be gathered from the employees and their willingness and need for direct service to the campus. Several CTA bus routes already provide connections to various parts of the campus from the CTA and Metra rail stations. However, in order for the existing service to be more readily used, the redesign of the campus must promote better pedestrian access that will allow employees to walk between places of employment internal to the campus to the arterial streets where they can catch a bus. In some locations within the campus, transit is difficult to access because of roads that do not go through, walls and fences that block pedestrian access, a general lack of aesthetic appeal on the existing pedestrian routes, and parking that is free and close to places of employment.

The proposed transit shuttle could provide a service, however, by providing a more direct ride for those employees who are located in parts of the campus that are more remote from the existing bus routes and so should be considered.

Two shuttle services have been conceptually designed; these services could operate individually, or they could be combined into one service.

### Options:

**1: Metra UP North – Brown Line Shuttle**

The Metra UP North – Brown Line Shuttle will operate from the Metra UP North Ravenswood station to the Cenvo Company at Wellington and Rockwell. This shuttle will serve the businesses on the Bradley Place loop; along California between Addison and Belmont, and terminate at the Cenvo Company. The estimated time from the Ravenswood Station to Cenvo is 30 minutes.

This routing will serve businesses that have a longer walk from current CTA bus service. Businesses located internal to the business park are not directly served by transit. This shuttle can also provide supplemental service connecting all businesses along the route to the CTA Brown Line Irving Park Station or CTA Brown Line Paulina Station. The supplemental service will provide service between the business park and the Roscoe Village neighborhood, a neighborhood where current and potential employees of the business park are thought to live.

**Option 2: CTA Blue Line Shuttle**

A second option is the Blue Line Shuttle. Starting at the Belmont Blue Line Station, the shuttle would travel east on Belmont to California and then north to Addison, serving the Bradley Place loop. The shuttle will then travel down Rockwell, Melrose and end at Campbell/Belmont. This will give businesses along California and the Bradley Place loop direct service from the Blue Line. Workers along Rockwell and Melrose will have the option of using this longer, one seat ride as an alternative to transferring to a local bus after using the CTA Blue Line. The estimated time from the CTA Blue Line Belmont Station to Belmont/Campbell is 21 minutes.

In addition to the parking shuttle, there are other recommendations for encouraging better use of transit. These include encouraging business to distribute RTA transit checks or hand out free transit passes as a benefit and encouraging good pedestrian paths from existing CTA bus stops to businesses.

**C. Traffic Management**

### Overall Traffic Management Strategies:

A transportation resource center or a transportation management association (TMA) could be established in the Addison Corridor. A traffic management coordinator's responsibility would be to organize car pools, hand out information on public transit, monitor truck traffic, manage traffic conflicts, and encourage businesses to schedule supply and service vehicles in a manner so as to avoid conflict with peak traffic flows. The transportation center would host a web page that would clearly identify the various transportation options available to the employees and be a location for CTA ticket vending machines and other information.

### Truck Traffic:

Truck traffic represents 8-10% of the Irving Park Road traffic, which is considered a high percentage. Most likely there are similar percentages on the other arterials (need to use Belmont/Addison/Irving Park Road to access I-90.) The goal is to handle truck traffic more efficiently and safely as follows:

- When redeveloping the business park, the entrances need to accommodate appropriate truck turning radii and dedicated turn lanes to facilitate truck traffic flow

Utilize a traffic management coordinator to monitor the movement of trucks into and out of loading dock areas and make improvements as necessary

- Install way-finding mechanisms that clearly direct trucks the most efficient and direct way
- Install warning signals at locations within the business park which will warn pedestrians when a truck is entering or exiting the facility
- The design of the future loading areas should ensure that all truck movements into and out of the truck service ramps are head-in and head-out movements; this will ensure that trucks will not be backing out onto the street disrupting other traffic
- Look into separating truck traffic from vehicular traffic internal to the business park when designing layout

## D. Parking

### Parking Strategies:

The objective is to reduce the amount of parking on the campus. Some strategies to do this are:

- Redevelopment of the business park should include larger shared parking lots or parking garage rather than smaller facilities associated with only one business; these shared lots help to reduce the number of overall parking spaces. Make sure there are good pedestrian linkages between the different businesses and the parking lot.
- Employee parking lots should be used in the evening and on weekends with surrounding uses, including Clark and Revere parks, retail, schools, restaurants, valet services, etc. for overflow parking
- Assign a fee for private parking spaces closer to the place of business and free or cheaper parking spaces in parking garages or shared parking lots farther from the place of business
- Prevent spillover business park parking into the residential areas by implementing daytime residential parking permits and having the City enforce it
- Develop a parking cash out incentive program where the business would provide an equal transportation subsidy to employees who ride transit, carpool, vanpool, walk or bicycle to work; this would require the employer /developer to identify the true cost of debt service, maintenance and operations for individual employee parking spaces
- Develop a remote parking area (outside of the business park) and provide a shuttle service to and from the business park; this would encourage less traffic within business park, more open space, etc
- Allow priority parking for car/van pools closer to the office building
- Have the developer pay "fees in lieu" of parking spaces—i.e. pay into a municipal or traffic mitigation fund in lieu of providing the required parking on site; these fees could also be used to pay for transit, bicycle and pedestrian improvements
- Count on-street parking towards meeting the business's required parking
- Reduce or eliminate parking minimums for developers/business owners; one estimate is to reduce parking requirements by 10% provided that transit is within ¼ mile of employment area (it is); another estimate from Best Practices is to provide between .25 (low end) to 1.25 (high end) spaces per 1,000 square feet of office space (traditional practice is 3-5 spaces per 1,000 feet.

- Shared parking should typically be within 1,200 feet ( a little less than one quarter mile) of the businesses; 1,200 feet is an acceptable walking distance from parking to office door

*Other Strategies:*

- Integrate a car sharing program (e.g. I-GO) on site so that a car is available mid day as needed if employee utilizes transit to get to work
- Initiate car or van pool services among employees ( can work with Pace RideShare program)
- Implement designated bikeways thru the business park with adequate bicycle parking (sheltered, secure) and encourage businesses to offer shower facilities
- Provide more Cubs parking during off peak hours (DeVry has 400 spaces for Cubs parking served by CTA shuttle—there may be a need for more)

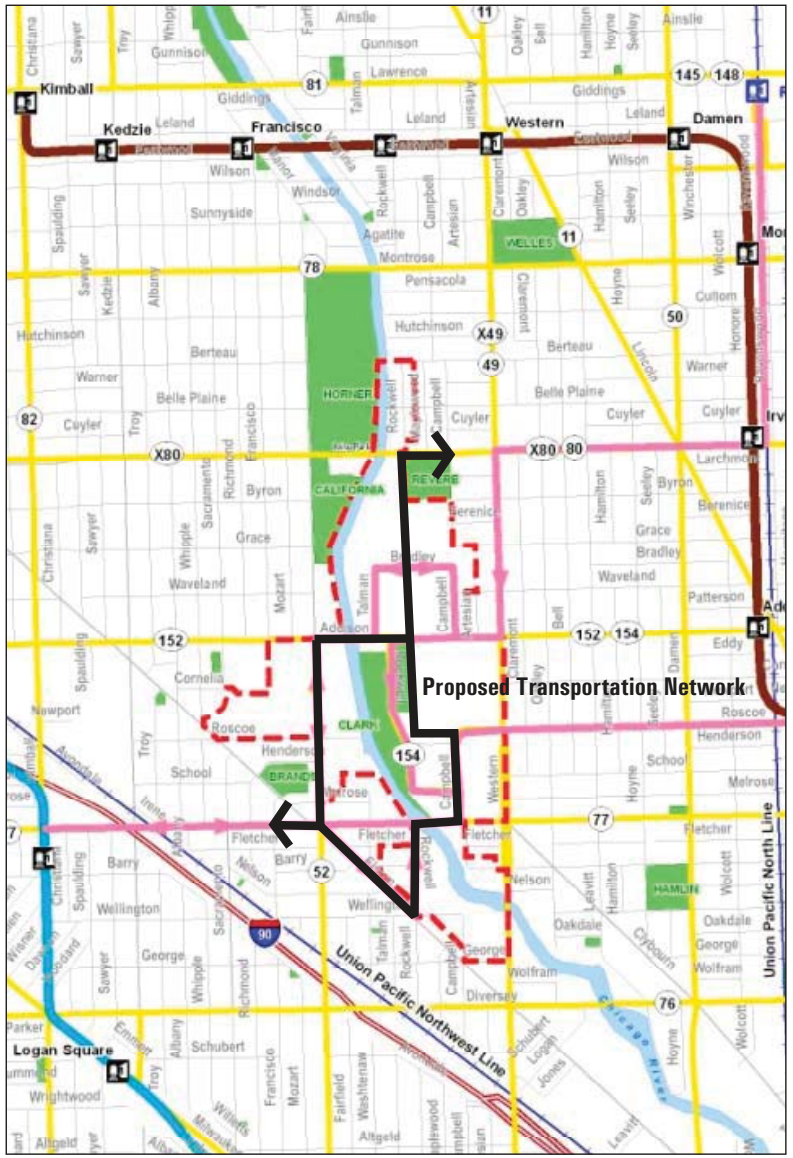



*Figure 3-TR7 . Current + Proposed Campus Circulator + Transit Network*

# INFRASTRUCTURE

The provision of state-of-the-art infrastructure for the Addison Campus is a key element to attracting and retaining businesses. The components of this infrastructure include: a campus-wide stormwater management plan, utilities (power, water, communications), energy generation, water reclamation, and waste management.

## Flood Plain

The Addison Corridor (Corridor) consists of a large land area and a portion of the North Branch of the Chicago River. The Corridor area adjacent to and including the Chicago River is within a floodplain. This floodplain is considered a special flood hazard area subject to inundation by the 1% annual chance flood, however, no base flood elevation has been determined. This means that this area has the potential to flood during a 100-year storm event. The Corridor area outside the immediate vicinity of the Chicago River has a 0.2% annual chance flood which means the possibility of flooding exists with a 500-year storm.

The Chicago Department of Water Management has been contacted about areas within the Corridor that are susceptible to flooding based on 311 calls. Reports from 2008 calls about water in basements show the highest density of basement flooding are in the south and west portions of the Corridor. Recommendations for proposed improvements are listed below in the Sewer System section of the master plan.

### Combined Sewer

## Sewer System

The City's system can experience severe surcharging during heavy rainfall events, leading to basement and street flooding at many locations in the City. In order to reduce basement flooding, the City started the Rainblocker Program in 1997 which involves placing vortex or orifice restrictors in the outlet pipe of catch basins. The purpose of the Rainblocker Program is to reduce the rate that storm runoff enters the sewer system, reducing system surcharging, and therefore, minimizing sewer backups. Basement flooding due to storm sewer backup can be reduced with the installation of vortex restrictors throughout the Corridor. Many catch basins within the Corridor have been replaced and have restrictors. As catch basins are replaced, vortex restrictor installation is required by the Department of Water Management (DOWM).

### Deep Tunnel

Within the Corridor along the Chicago River, the Metropolitan Water Reclamation District of Greater Chicago (MWRDGC) created the Tunnel and Reservoir Project (TARP). The deep tunnels within TARP form an underground river 250 to 300 feet below the Chicago River which runs parallel to the river. In the Corridor, these tunnels convey overflows from the combined sewer system to the North Side Water Reclamation Plant (NSWRP). NSWRP currently serves 1.4 million City and northern Cook County Suburban residents with a design capacity of 333 million gallons per day (MGD). The average flow rate in 2008 was 245.5 MGD.

Based on the sewer atlas, there are 8 combined sewer overflow (CSO) outfalls located within the study area. During heavy storm events, once the capacities of TARP and the NSWRP are exceeded, untreated sewage overflows into the Chicago River. The TARP system is still under construction and is expected to be completed by 2020. Flooding throughout the Corridor should be reduced upon completion of TARP due to the capacity of the tunnel system.

Increased development in the study area will increase the use of the sewer system. Methods to reduce the amount of water entering the sewer system include the use of stormwater "Best Management Practices" (BMP).

*Examples of storm water BMP include:*

- Green roofs which are layers of living vegetation that can be installed on top of buildings. The vegetation on the roof absorbs the initial rainfall and slows down storm water runoff. This practice has the added benefit of reducing energy costs by keeping the building cooler in the summer by absorbing solar energy and warmer in the winter by providing insulation.
- Natural landscaping utilizing native vegetation can enhance absorption of storm water. Filter strips are vegetated areas that are designed to receive runoff from adjacent impervious surfaces. Downspouts may also be directed to drain onto these vegetated areas. Bio-infiltration-rain gardens are shallow landscaped depressions used to increase storm water absorption. Drainage swales are broad, vegetated channels that can be used for the movement and temporary storage of runoff. These can also be provided along the Chicago River to reduce erosion.
- Natural detention basins that emulate natural lake or wetland systems can be used to absorb and detain storm water. A detention basin could be placed in the park adjacent to the DeVry campus. When no rainwater is present, the park will have land that can be used as a soccer or football field.
- Permeable pavers can promote the absorption of storm water. Instead of being transported via a drainage structure to the sewer system, water trickles through the permeable pavers and into the ground below and eventually into the water table. This could be particularly useful in the Dominick's parking lot.
- "Green Alley's" which use permeable pavers in addition to pervious asphalt or concrete. These alleys reduce the amount of rainwater which enters the sewer system (if catch basins are present) and/or reduce the amount of sheet flow of rainwater to the adjacent streets. Green Alley's could replace all alleys within the Corridor.

With these BMP in place, there could be a substantial reduction in stormwater flows into the sewer system. This would mean less flooding of streets and buildings.

*Figure 3-IN1 . Green Roof*

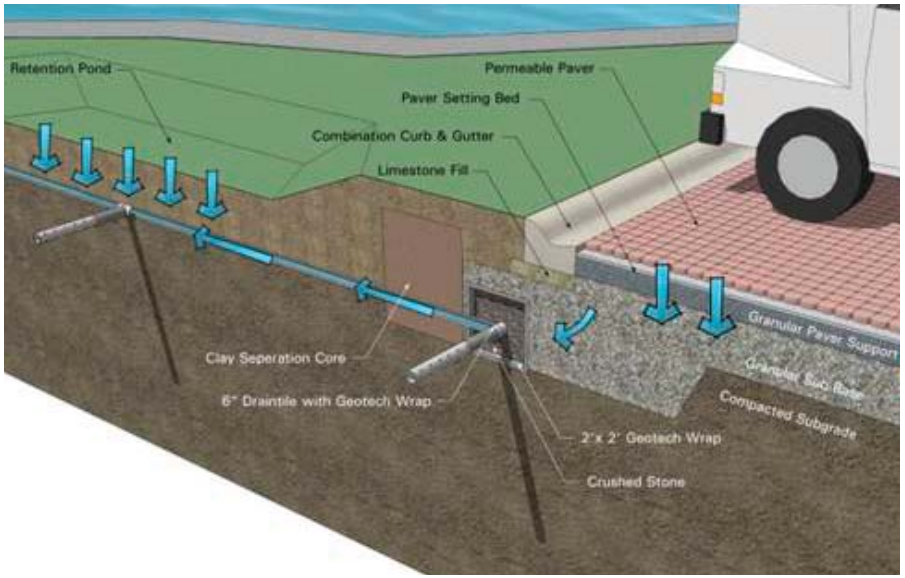



*Figure 3-IN2 . Permeable Pavers + Water Filtration (Courtesy of DLK Civic Design)*

# INFRASTRUCTURE

## Water System

Potable water for the Corridor is received from the Jardine Water Purification Plant (JWPP) which is owned by the City of Chicago. The JWPP receives wastewater from Lake Michigan and feeds water to smaller distribution facilities which serve the Corridor via a series of water mains. Water mains are located throughout the Corridor. In particular a 24" main is located along Western, an 8" main along Irving Park, a 16" main along Addison, a 16" main along Rockwell and Campbell between Belmont and Addison, a 12" main along California between Belmont and Addison, and an 8" main along Elston within the Corridor. Based on information received from DOWM, there appear to be no problems with water pressure within the Corridor.

With increased development, water demand will also increase. It is estimated that water demand is 150 gallons per day per person. Some of the stormwater BMP can be used to supplement water supply. For instance, using natural landscaping will reduce the amount of treated water used to sustain plant life. Additionally, rainwater can be collected in rain barrels and used for gardening and outside cleaning which reduces potable water use.

Rainwater harvesting systems can be used which provides a method of using filtered and cleaned rainwater to supplement water needed to flush toilets in buildings throughout the Corridor. Rainwater is collected either on the roof of buildings or in an underground storage tank. Rainwater is then filtered and cleaned and pumped to a storage tank within the building. Upon flushing, a booster pump is engaged to maintain the desired system pressure to the toilets. Only when there is not enough water in the system to maintain this pressure is the municipal system used.

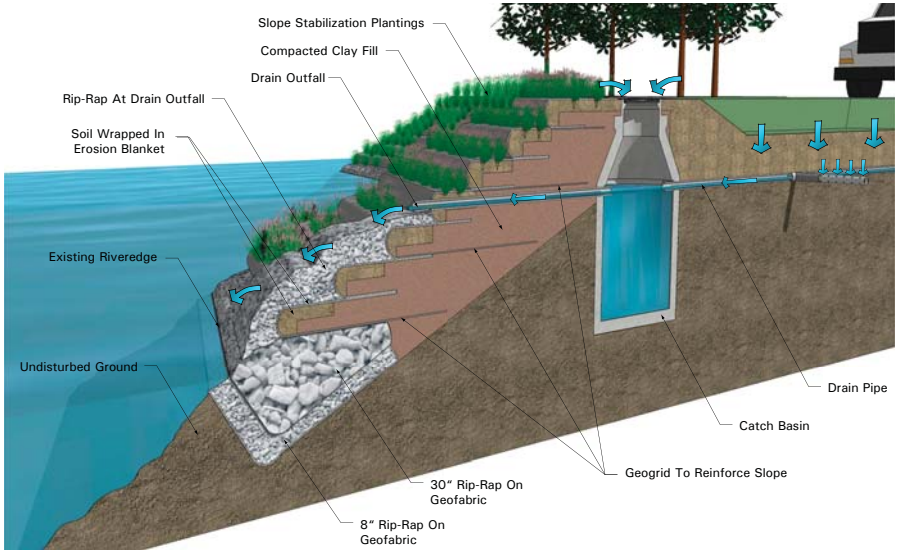



*Figure 3-IN3 . Riveredge Water Treatment Courtesy of DLK Civic Design[at Ward 33 Public Works Facility]*

## Electricity

Electricity through the Addison Corridor is served by the grid owned by Commonwealth Edison (ComEd). The substation which serves the Corridor is located at 3500 N. California. A 'green' energy grid should be provided or managed by ComEd, allowing new or existing buildings to access alternative energy on a district-wide basis.

The recommended development for the Corridor will bring higher electricity demand. However, ComEd does not forsee an issue with supply. In keeping with making the campus more environmentally friendly, there are measures to reduce the demand on the existing system. Two direct methods of reducing electricity demand are photovolt Addison Corridors and wind turbines.

### Photovolt

Photovoltaic panels can be used to convert sunlight into energy. Semiconductive materials, such as silicon, can be placed in roofing materials and connected to the main service panel in the building. The electricity for the building is always connected to the service supplied by the energy provider but is only used when not enough energy is generated from the roof panels.

*Figure 3-IN4 . Solar Energy Farm [ComEd]*

*Figure 3-IN5 . Wind Turbines*

### Wind Energy

Wind turbines convert the kinetic energy in the wind into mechanical power and a generator can convert this power into electricity. In an effort to find more urban uses of wind turbines, advances have been made in design which has led to the development of a rooftop turbine. One design of a rooftop turbine measures 5 feet by 10 feet and is capable of generating 4,000 kWh per year which is approximately half the energy required for a single-family home.

### Natural Gas

Gas within the Corridor is provided by People's Energy which has underground gas lines throughout the area. Gas mains which serve the Corridor include a 16" main along Western (from Roscoe to Waveland), 12" main along Elston at Whipple which continues north along Sacramento at Cornelia, and a 12" main along Rockwell from Wellington to just south of Belmont.

In an effort to reduce natural gas consumption, geothermal pumps could provide a method to reduce the use of natural gas. Geothermal pumps use the earth's temperature (50 to 55 degrees) to heat and cool buildings by running fluid filled coils through the ground and into a heat exchanger located inside the building. For the Corridor, buildings placed adjacent to the Chicago River can utilize the river's constant temperature for heat exchange since the water is warmer than the air temperature in the winter and cooler than air in the summer.

### Telephone and Data Network System

The Corridor is serviced by Comcast and SBC who provide telephone and internet service via fiber optic cables located both overhead and underground. SBC has stated that most of the Corridor telephone service is wired through overhead cables and when expansion of the system becomes necessary, there should be enough underground conduit to support increased wiring. Efforts have been made to contact the internet providers however no response has been received to date.

## Opportunities

- On developed properties, direct stormwater runoff to green infrastructure and drain to River (not combined sewers)
- Use 'green' infrastructure (such as bioswales) to drain redeveloped sites and parkland to River rather than combined sewers.
- Reconnect drainage to River.
- Connect stormwater system to River (e.g. HCCRF) by slowing, cooling, and filtering water.
- Require LEED-certification for both existing and new buildings + sites, including green roof installations
- Install solar farm for Corridor-wide use

# STREETSCAPE

Substantial improvements to Addison Corridor streetscapes must be made to improve pedestrian \ cyclist safety, improve wayfinding and physical appearance, and to increase attractiveness to existing and prospective businesses, as well as adjoining neighborhoods. Streetscape improvements should include sidewalks, plantings, street furnishings, signage, and artwork \ specialty graphics.

## Existing Conditions

### North Campus

The North Campus street conditions vary from poor \ fair (e.g. Rockwell north of Irving Park) to good \ excellent (e.g. Bradley Place). There is no north-south connection between Irving Park and Addison, and limited access to Revere Park.

#### Existing Arterials
Irving Park
Addison

#### Existing Commerical Streets
Talman
Bradley Place
Rockwell

#### Existing Residential Streets
Berteau
Belle Plaine
Byron
Grace

### Central Campus

The Central Campus street conditions are in generally in good condition, although most streets do not meet current Chicago Streetscape Design Guidelines.

#### Existing Arterials
Addison
Belmont

#### Existing Commercial Streets
Talman
Rockwell
Roscoe (west of Western, and west of River)
Campbell

#### Existing Residential Streets
None in study area

### South Campus

The South Campus is generally densely packed with large footprint buildings and narrow streets. The street conditions are generally poor.

#### Existing Arterials
Belmont
Elston

#### Existing Commerical Streets
Rockwell
Campbell
Fletcher (west of River)
Barry (west of River)
Nelson (west of River)

#### Existing Residential Streets
Fletcher

# STREETSCAPE

## Opportunities

### Central Axis + Subaxis

Overall, Rockwell, north to south, and Roscoe, east to west, in the Central Campus form the central axis of the Addison Corridor business campus. The proposed intersection of Rockwell and Roscoe will be south of the Clark Park sports facilities, and could become the geographical and campus center marked by a plaza with an interpretive history and discovery (in the sense of the Future, or education\research) display. At this location, the 'plaza' could also be readily used by the community for neighborhood events.

Bradley Place in the North Campus, and Barry in the South Campus, both providing east-west access from the community to the River, form the subaxis at their intersection with Rockwell.

## General Guidelines

In addition to the Chicago Streetscape Guidelines, Green Alleys, and Landscape Ordinance, the following guidelines are critical to the Addison Business Campus:

- Minimize street widths wherever possible to encourage reduced vehicular speeds while increasing pedestrian safety
- Incorporate designated bike lanes wherever possible, separated from both pedestrian and vehicular traffic, and providing north-south and east-west linkages
- Adopt standard streetscapes for the campus ranging from two-lane park drive to four-lane boulevards
- Utilize standardized set of streetscape elements, such as bike racks, transit shelters, trash receptacles, and benches
- Promote wayfinding by standardizing signage, signage placement and sequencing on light poles, free-standing, and on buildings.

*Figure 3-ST1 . Example of New Streetscape*

### North Campus Opportunities

The North Campus requires a reconstruction of Rockwell north of Irving Park to improve the safety and appearance of the streetscape, and to prepare for infill, replacement and adaptive reuse of buildings.
A major gateway element(s) at Irving Park and Rockwell is recommended.
The following are recommended streetscape projects in the North Campus:

- Reconstruct Rockwell as the north-south connector
- Link Belle Plaine to Riverwalk
- Provide pedestrian\bikeways at Irving Park from Campbell + Revere Park to California
- Install Gateway feature at Rockwell + Irving Park (north + south)
- Install Gateway feature at Rockwell + Addison (north side only if Rockwell vacated south of Addison)
- Extend Rockwell southward to Addison
- Vacate Talman
- Link Bradley Place to Riverwalk

## STREETSCAPE

### Central Campus Opportunities

The Central Campus needs to be connected both east to west of the River, and north to south along Rockwell \ Talman to promote intracampus access and movement. A major east-west link between the community and the Riverwalk should be at Irving Park and at Bradley Place with a secondary access route at Byron. A major gateway element(s) at Addison and Rockwell, at Roscoe, at California, the campus center, and Western, are recommended. The following are recommended streetscape projects in the Central Campus:

- Provide ped\bikeways at Addison from Western to California
- Extend Roscoe to south end of Rockwell
- Install Gateway\identifier at intersection of Roscoe + Rockwell
- Install Gateway\identifier at intersection of Roscoe + California
- Reconstruct south end of Rockwell
- Link Roscoe to Riverwalk
- Install new ped\bike bridge at Roscoe over River
- Install new ped\bike bridge at Rockwell south over River
- Improve Campbell
- Work with existing property owners to link Henderson and Brands park to the riverwalk just south of the former Midway Games property and north of Creators
- Extend Melrose to Campbell and south end Rockwell (future)

### South Campus Opportunities

The South Campus needs to be connected north to south at Rockwell and at Barry, with ped\bike bridges over the River. Generally, the south campus will be all new construction and thus an opportunity to reconstruct the streets with new facilities in mind. The new streets should be as narrow as feasible, but with appropriate sidewalks and landscaping, to create an attractive new environment. A gateway element should be placed at Rockwell and Belmont, and a Rockwell and Wellington. The following are recommended streetscape projects in the South Campus:

- Provide pedestrian\bikeways at Belmont from Western to California
- Improve Barry,Fletcher, Nelson, Wellington + George
- Link Campbell, Barry, Fletcher, Nelson, + Wellington to Riverwalk (both sides of River)
- Realign Campbell north of Belmont in north-south alignment to eliminate jog (future)
- Install Gateway feature at Elston + Rockwell
- Install Gateway feature at Belmont + Rockwell


*Figure 3-ST2 . Study of Streetscaping Opportunities*

# LANDSCAPE

## Objectives:

- Install new Riverwalk
- Identify opportunities for sustainable landscape
- Preserve + enhance existing open space + parks
- Provide greenways from community to new Riverwalk

To support the overall goals of the Addison Corridor landscape improvements will create a new riverwalk and enhance open space, to interconnect the campuses and connect the neighborhoods to the River and parks, while incorporating sustainable strategies for air, water, and soil conservation.

## Existing Conditions

There is a variety of landscape conditions from manicured corporate sites and moderately-maintained Chicago Park District Parks (Revere and Clark) to wild \ derelict riveredges. Street landscaping is minimal.

### North Campus

The riverbank north of Irving Park is in tight, dimensionally, and generally characterized as overgrown with native and invasive species. There is no other open \ green space in this section.

Well-used Revere Park is south of Irving Park and is good condition. There is an unlandscaped parking lot at the Wire and Cable property \ The Bradley Business Center, Wrightwood\Bodine and WGN have well-maintained landscapes. The riveredge between Irving Park and Addison is generally, wide enough for a 'standard' Riverwalk cross-section.

### Central Campus

Clark Park occupies a substantial portion of the Central campus, is well-used, in good condition, and is planned for major reconstruction to accommodate a high school caliber baseball 'stadium,' as well as recreational soccer and baseball fields. The Riveredge adjacent to Clark Park is attractive, having been somewhat maintained by the Metropolitan Water Reclamation District (WMRD) and the Chicago Park District (CPD). A canoe \ kayak launch appears to be well-used but is in poor condition. A small parking area at the south end of Clark Park needs resurfacing.

The natural woodlands to the south of Clark Park are currently used as a BMX terrain park, which keeps weed growth down, but compacts the soil around existing trees. HuFriedy employees park along the Riveredge and in between trees at the southern end of these woodlands. An existing walkway along the River and adjacent to the woods is well-used by Hu-Friedy employees for walking and jogging.

On the east side of the River, DeVry University has two large, unlandscaped parking lots, which contribute to the urban heat island effect, and substantial lawn areas. Riverview Plaza also has a vast, unlandscaped parking lot, contributing to the urban heat island effect.

On the west side of the River, ComEd has unlandscaped parking lots, and a major substation, both with relatively unattractive fencing.

The riveredge on the west side of the River varies from corporate dock space and landscaping, to debris and unmaintained vegetation.

### South Campus

The smaller part of the South Campus, to the east of the River, has a well-maintained (by Tampico) riveredge, including lawn and sheetpiling improvements.

The west side of the River has a generally very poor condition riveredge, virtually no landscaping, and no public open space due to the large size of existing buildings.

## Opportunities

Overall, the Chicago River, its riveredge and a proposed riverwalk along both sides, will be the central feature of the Addison Corridor business campus, but use by the community must be welcomed and encouraged. The River, as one community member said, is the "gem" of this part of Chicago's neighborhoods, and must be shared by both business \ commercial employers and employees, and by the residents of all three Wards including in the Addison Corridor. Use the Riverwalk Design Guidelines and adjust to address actual conditions in the Corridor.

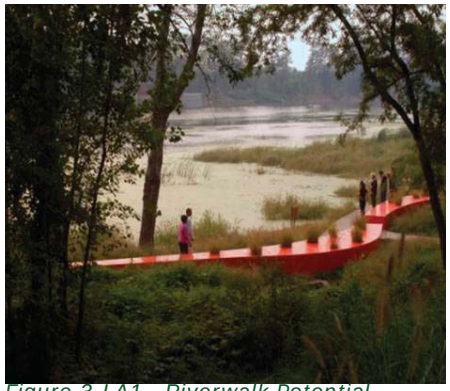


*Figure 3-LA1 . Riverwalk Potential (China)*

*Figure 3-LA2 . Example of Naturalistic Riverwalk*

Each campus should have an open space or park for campus and community use. The North Campus has Revere Park; the Central Campus has Clark Park; and, it is proposed, that a new small park be created in the South Campus between Fletcher and Barry with frontage along Rockwell.

*Streetscape opportunities are addressed in the Streetscape section above. Stormwater management is addressed in Infrastructure above.*

## General Guidelines

- Install the riverwalk according to the Chicago Riverwalk Design Standards
- Create under-bridge riverwalk connections at major arterials, if possible (instead of connecting at the top of bridge)
- Create greenways connecting neighborhoods to River through public\private partnerships which establish access to the Chicago River, and to encourage community members to utilize the new Riverwalk
- Adhere to the Chicago Landscape Ordinance for landscaping of parking lots
- Designate segregated bikeways (preferably) or bike lanes on all streets, where practical.
- Coordinate landscaping with the campus-wide stormwater management plan
- Consider use of water purification islands

*Figure 3-LA3 . Example of Floating Water Purification Island*

*Figure 3-LA4 . Example of Water Purification Island*

- Utilize permeable materials for any hardscapes
- Use native, drought-, wind-, and salt-tolerant plants
- Use winter hardy, low maintenance plants
- Create raingarden landscaping to capture water for reuse as

irrigation

- Use water cisterns, plants + animals to purify water for reuse
- Require green roofs on all new buildings
- Assist property owners to install green roofs on existing buildings

*Figure 3-LA5 . Example of Container Water Purification*

*Figure 3-LA6 . Example of Green Roof Vegitation*

- Incorporate wind, solar, water, and geothermal energy generation technologies in all public landscapes, where applicable.
- Assist private property owners to do the same
- Establish a plant palette and planting design standards for each part of the campus

*Figure 3-LA7 . Example of Greenway*

*Figure 3-LA8 . Example of Landscaped Parking Area*

**North Campus Opportunities**

The North Campus is home to 'legacy' businesses \ buildings as well as the location for new infill and larger parcel redevelopment. The River and Revere Park should be connected with a greenway, and the park improved according to CPD standards and community input. The following are recommended landscape projects for the North Campus:

- Install the riverwalk on both sides of the River, if possible (on the east side, at a minimum)
- Create a narrow or floating riverwalk may be feasible behind existing buildings along the River, and \ or a boardwalk constructed off the riverbank.
- Create a small riverfront overlook at the termination of Belle Plaine and the River
- Work with Wire and Cable to create a green walk\bikeway connection between Revere Park and the River along Irving Park
- Work with Wire and Cable to create a green walk\bikeway along Byron, and terminated in a riverfront overlooks.
- Work with Wire and Cable to landscape existing parking lots for shared use
- Work with Bradley Business Center and property owner(s) to the south of Bradley Place to create a ped\bikeway connection to the River, terminated by a riverfront overlooks.

Desired improvements to Revere Park include:

- Expansion of Boys & Girls Club facilities and activities
- Improved access from east to south
- Expansion of park to south

## LANDSCAPE

*Figure 3-LA9 . Example of Native Landscape Retrofit*

**Central Campus Opportunities**

Again, a substantial amount of the Central Campus east of the River is Clark Park, slated for a major reconstruction \ improvement effort. With Devry and Lane Tech as neighbors, there is a landscape opportunity create campus quadrangles with the Addison Corridor campus 'plaza' at the intersection extended Roscoe and the south end of Rockwell. This open space could demonstrate the 'green' features of the campus as an interactive educational display. The following are recommended landscape projects for the Central Campus:

- Install the Riverwalk at both sides of the River, where practical, addressing existing natural and manmade conditions along each side.
- Create a landscaped central 'plaza' at approximately the intersection of south Rockwell and extended Roscoe
- Create a small riverfront overlooks at the termination of Roscoe, both sides of the river
- Create a small riverfront overlooks at the termination of Rockwell and the River, both north and south of the River
- Coordinate campus landscaping efforts with CDOT and CPD improvements of Clark Park
- Maintain a ped\bikeway connection (at a minimum) between Addison and the Roscoe extension at Rockwell
- Landscape the existing DeVry parking lots
- Protect the best specimen trees and plants in the woodlands to the south of Clark Park; recognize the historic significance of this site as Riverview Amusement Park
- Screen ComEd substation
- Landscape any new surface parking at WGN or ComEd
- Follow the Chicago Landscape Ordinance for any new parking garages in the Central Campus
- Landscape Riverview Plaza parking lot to reduce heat island effect
- Landscape ComEd + any other surface lots per City Landscape Ordinance

Desired improvements to Clark Park include:

- Tike-friendly and tike-sized soccer fields
- State-of-the-art baseball diamond
- Indoor rowing center
- Privately-operated fitness facility
- Indoor pool (open to the general public)
- Community gardens
- Farmers' market
- Small outdoor state \ ampitheater
- Outdoor festivals with regional appeal
- Ecological education
- Town square

*Figure 3-LA10 . Potential Riveredge Treatment Adjacent to Clark Park*

**South Campus Opportunities**

The South Campus is proposed to be redeveloped and thus offers the opportunity to integrate architecture and landscape, link the community to an expansive riverwalk, and to create a new neighborhood park. The following are recommended landscape projects for the South Campus:

- Install the riverwalk on both sides of the River
- Work with Tampico to modify their riveredge to accommodate a public riverwalk
- Work with Tampico to create a ped\bikeway connection to the River at Barry terminated by a riverfront overlooks.
- Install new ped\bike bridge across River at Barry
- Work with HuFriedy to redevelop their property at Fletcher, Barry + Rockwell into a new public park

## ARCHITECTURE

**Goal + Objective:** To meet functional and programmatic facility needs to attract, retain, and expand businesses.

Architecture in the Addison Corridor should meet or exceed programmatic requirements for high tech office and research facilities, including integrated state-of-the-art communications, a range of floor plate sizes from 2,500 to 35,000+ SF, a range of lease depths from 65' to 150'+, 15'+ high ceilings, efficient underfloor HVAC, raised flooring, and durable materials. LEED certification for all buildings will be encouraged.

### Existing Conditions

The approximately 95 buildings \ properties in the Addison Corridor campus range in quality, condition and fitness for contemporary business uses. A majority of space was built in the 1950's, and are thus not suitable for modern industrial users, as evidenced by high vacancy rates in obsolete buildings. Roughly, 28 properties are in good \ excellent condition (1, 193,035 SF) and are usable'as is; 47 properties (452,600+ SF) need improvement or replacement; and 20 properties (318,890 SF estimated), particularly in the South Campus area west of the River, need full replacement to attract and retain viable businesses. This architecture yields 2,915, 1065+, and 208+ jobs, respectively, for a total estimate of 4185 jobs currently in the Addison Corridor campus. The existing average building floorplate is 35,500 SF, with 22-26% site coverage \ footprint, 410 SF average per job, and 572 SF of building area per parking space.

| | |
|---|---|
| **Existing Average Floorplate** | **35,000 SF** |
| **Existing Average Footprint on Site** | **22 - 26%** |
| **Existing Average Area per Job** | **410 SF** |
| **Building Area per Parking Space** | **572 SF** |

*Figure 3-AR3. Analysis of Existing Architecture*

*Figure 3-AR1: Existing Buildings in Corridor*

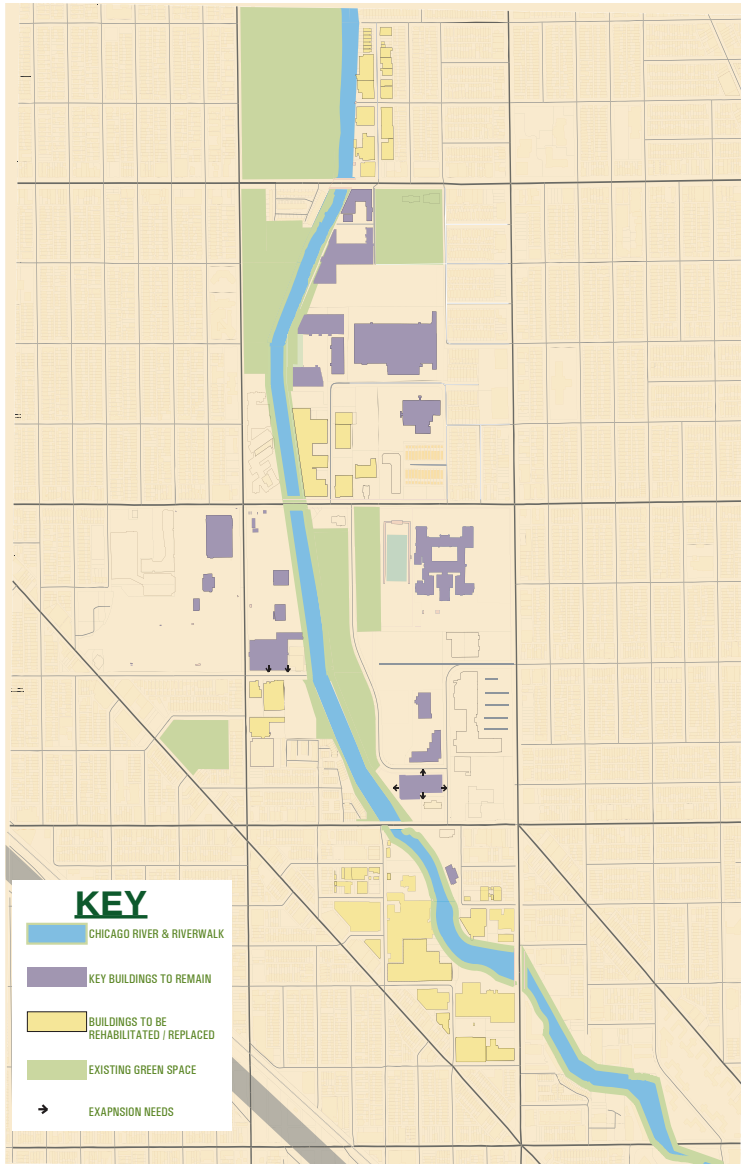



*Figure 3-AR2 . Assessment of Existing Architecture*

**North Campus**

Wire and Cable, a distinctive older building complex with large floor plates, would be ideal for adaptive-reuse as a home forprofessional and scientific services, and work\live. The Bradley Business Center is newer, with attractive facilities, but a parking shortage which has made full lease-up difficult. Wrightwood Properties recently purchased the former Bodine industrial building and is attempting to lease it up with multiple tenants. WGN, broadcasting, has modern facilities, and a helicopter port. There are new owners of a large property on Talman and the River, and just south of Bradley Place. Strategies to assist all of these properties become fully leased up are needed.

*Figure 3-AR4. Bradley Business Center*

*Figure 3-AR5. Wrightwood\Bodine Building*

**Central Campus**

ComEd, electric power generation, does not foresee any expansion needs, but recognizes that their property might be more efficiently used for fleet park and parking supportive of adjoining businesses.

WMS, computers and electronic manufacturing, has plans to expand.

DeVry, higher education institution, stated plan to replace southern of their two campus buildings in the future, and expectation that this DeVry campus would continue to be the 'flagship.'

HuFriedy, medical equipment manufacturing company, needs to expand by approximately 100,000 SF which could be accomplished to the south, requiring the relocation of the cooperative housing facility, or to the north, requiring property acquisition from DeVry University and realignment of roadways.


*Figure 3-AR6. HuFriedy Building*

**South Campus**

Tampico, beverage and tobacco manufacturing, has relatively new facilities in the South Campus, east of the River, and some room to expand

Cenveo, printing and related support, may need to be relocated within the campus to allow new High Tech Green Park development. There may be opportunities for relocation to existing Wrightwood \ Bodine building or to construction of new facilities in the North Campus

The cost of renovation \ reconstruction is often higher than complete replacement. However, there is much value in the 'character' of older buildings which have been renovated or adaptively-reused.

Existing properties in good\ excellent 'as is' condition include: The largest building and vacancies are in Wire and Cable and the Wrightwood (former Bodine facility). To fit the target model for attracting businesses to the Addison Corridor campus, these facilities can be thought of as incubators, similar to the Green Exchange, with very small and larger tenant.

## Opportunities

Market research, as stated in Section 2. Economic Development, indicates that if state-of-the-art industrial \ high tech business facilities were available in the Addison Corridor, absorption would be high.

The cost of renovation \ reconstruction is often higher than complete replacement. However, there is much value in the 'character' of older buildings which have been renovated or adaptively-reused.

*Figure 3-AR7. Example of New High Tech Green Building*

## General Guidelines

- Accommodate the recommended architectural program for the future Addison Corridor campus:: a range of floorplates \ building sizes from 2,500-5,000 SF to 25,000-35,000 SF of new, adaptive reuse, and renovated space, with a target of one (1) parking space per 400 SF, to meet ongoing parking demands. However, sharing spaces between parcels is strongly encouraged
- Design floorplates to accommodate a wide range of scenarios from single loaded to double loaded Corridors, for easy subdivision + expansion
- Require the minimum floorplate depth to be 65-70' for high tech office and research facilities (and also to accommodate enclosed parking below occupied floors) and 1 parking space per 300 SF. Office space is expected to consume up to 50% of building area, and manufacturing from 25% - 75%
- For high tech office, research and light assembly, provide a floorplate depth of approximately 120', allowing for double-Corridor or no Corridor flexibility. Office space can be expected to consume 25%-75% of enclosed space, high tech \ lab space 25-75%, warehouse less than 20%, ceiling heights 10-18'; dock requirements:1:20,000 SF
- Provide 250' in lease span depth for manufacturing and assembly with office space expected to consume less than 25% of enclosed space; high tech \ lab space 25-50%, and warehouse \ assembly space 75%-90% of space.
- Provide raised flooring and under-floor displacement ventilation systems
- Accommodate startup businesses as well as expansion of expanded businesses flexibility in subdivision of floorplates is critical, with state-of-the-art communications and utilities. Loading docks should be accessed from the rear or side of buildings, not directly off the street

65' BUILDINGS : TECH PARK, VANCOUVER

Multi-tenant building

Parking Ratio: 1 per 300 sf

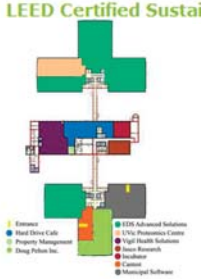
Floor plates designed to accommodate a wide range of scenarios

Labs, manufacturing, general office, and research and development

Industry standards:

1. 65 feet x 300 feet Buildings
2. 14'-9" Floor-to-floor height
3. Easily subdivided floor plan
4. Raised flooring and under floor displacement ventilation systems
5. Optimum solar orientation

LEED Certified Sustainable Buildings



| | |
|---|---|
| Max. Floor Area | 415,016 sq.ft |
| Floor Plates | 20,000 sq.ft |
| Building Height | 18m (4 storeys) |
| Parking | 1,285 cars |
| Lease Space (new) | 235,000 sq.ft |
| Retail Space | 15,000 sq.ft |
| Connectivity | OC-48 |
| Zoning | P-12 Institutional / Technology Park Zone |
| Site Area | 35 Acres |

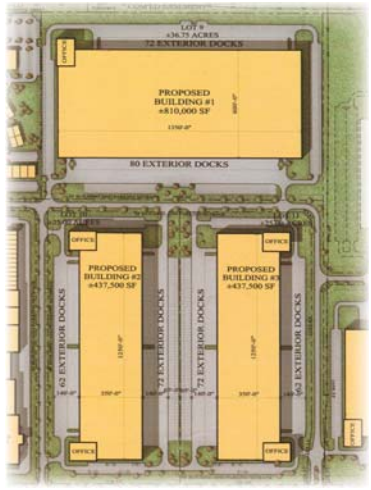
2. 120' BUILDINGS


| | Size (SF) | % Office | % Hi-Tech Space/ Lab | % Ware-house | Ceiling Height | Dock Ratio | Curb Appeal |
|---|---|---|---|---|---|---|---|
| R&D Flex | Up to 100,000 | 25%- 75% | 25%- 75% | Below 20% | 10' – 18' | Averages 1: 20,000 | High |

*Figure 3-AR9 . Example of 120' Lease Span Buildings*

- Specify architectural requirements for professional and scientific services, computer and electronic product manufacturing, building finishing contractors, electrical equipment and component manufacturing, 'green' building components and energy generation (wind, biomass, water) for weatherization, energy efficiency, research, retrofit investments, and building components
- Provide Class A facilities need state of the art communications and utilities, business identity (signage, landscape, architectural design), and employee amenities (green space, retail \ service, food and beverage, fitness, locker rooms \ showers)
- Optimize solar and wind orientation for new buildings
- Require LEED ratings and a target of 30% less energy usage for renovated buildings Environmental-friendly features should include: low-VOC paint, carpet, and building materials, high-efficienty HVAC systems, energy-efficient T-5 lighting, water-efficient irrigation or irrigation using rainwater and treated brownwater, and preferred parking paces for bicycles, low-emitting vehicles, vans and carpools
- Require the highest LEED rating for new buildings, within the parameter of quality, cost and time
- Suggested materials should favor local materials (with 500 miles), recycled \ reused materials include glass, precast, masonry
- Flexible tenantizing, A minimum of 15 ' ceiling heights (15' – 25' typical)
- Establish an architectural massing that is, at a minimum, three stories in height (approximately 36') or greater to create an urban presence
- Design easy-to-find entrances to buildings, oriented to the street, and in scale with the building
- Require windows and façade articulation on all sides of buildings
- Encourage 'light and airy' architectural styles, given the parameters of functional and operating programs and budgets
- Orient new buildings to face the River with significant façade treatments
- Disallow new parking and loading facilities on the riveredge
- Create an urban, ensemble of river-oriented buildings, rather than stand-alone 'monuments' – demonstrate that innovative architecture can be in a dense, low-acreage urban setting

250'+ BUILDINGS




| | Size (SF) | % Office | % Manuf. | Ceiling Height | Dock Ratio | Shape | Occupancy |
|---|---|---|---|---|---|---|---|
| Multitenant | Up to 120,000 | Up to 50% | 25% - 75% | 16' – 24' | Varies | Non-rectangular | Always multitenant |

*Figure 3-AR10 . Example of 250' Lease Span Buildings*

*Figure 3-AR11 . Green Exchange*

*Figure 3-AR12 . Green Exchange*

**North Campus**

The critical architectural program for floorplates and ceiling heights are being met by the Wire and Cable Building, Bradley Business Center, and the Wrightwood \ Bodine building and yet, there are high vacancies. Aside meeting parking shortages at Bradley and Wrightwood \ Bodine, it is recommended that a fresh, possibly out of the box look at these buildings may yield some tenant-attracting ideas and approaches.

The area north of Irving Park was examined, and could be designated as a flex-zone and a business-to-business zone, where a substantial number of existing buildings will remain, be modernized or adaptively reused. This area is not conducive to the newer, green high tech businesses being targeted for the Addison Corridor, however. The 'flex zone' includes multi-floor older buildings and a number of one story 'garage'-front facilities, which do not meet the target architectural program projected for the Addison Corridor. In this zone, the existing business and commercial uses, especially small, startup, and community-serving businesses will be encouraged to stay. New infill, replacement, and work\live facilities could be permitted. The adjoining residents have indicated that affordable housing in this area might also be an acceptable redevelopment scenario.

The following are architecture "projects" recommended for the North Campus:

- Assist existing property owners with a façade and signage improvement program to improve overall flex-zone appearance
- Work with Wire and Cable property owner to evaluate building and building complex ideas to lease up space and preserve the structures
- Work with Wire and Cable property owner to evaluate alternative redevelopment scenarios for existing parking and storage lot
- Work with Bradley Business Center property owner to evaluate building and building complex ideas to lease up space
- Work with Bodine Cable property owner to evaluate building and building complex ideas to lease up space

## ARCHITECTURE

- Work with all property owners to develop a shared parking program to meet parking demand
- Investigate need for a public parking facility
- Develop prototypical new facility for Talman properties
- Work with property owners to identify facilties to be shared between campus businesses and the community (e.g. food service, fitness, recreational, and conference facilities)
- Develop lease-up improvements and marketing strategies for Wire and Cable, Wrightwood\Bodine, and Bradley Center
- Assist Hu-Friedy in acquiring land to expand to the North, East, or to the South
- Build\share parking to support WGN and Hu-Friedy expansion needs
- Build\share parking to support Bradley Place parking needs

**Central Campus**

The Central Campus includes both substantial existing buildings (e.g. ComEd, DeVry and HuFriedy) and the well-used Clark Park. The challenge in the Central Campus, architecturally-speaking, is to assist WMS, Hu-Friedy and DeVry in their near and long-term expansion needs.

WMS has plans well along. Hu-Friedy needs a business-friendly, 'relook' at their 100,000 SF expansion requirements; and DeVry will be examining how to replace their older facility with a new one, while creating a quadrangle or campus feel to their flagship campus.

The following are architecture "projects" recommended for the Central campus:

- Adaptive reuse or replacement of the Midway Games and the Creators buildings is under study, as of this date.
- The Clark Park and Lane Tech historic stadium improvements will be championed by Alderman Schulter, CPD and CDOT, and are not addressed further in this Plan.
- Work with ComEd to study the feasibility of a shared, public parking garage at California and Roscoe
- Work with DeVry to study the feasibility of a shared, public parking garage at Roscoe and Rockwell, to serve the University, Clark Park, Lane Tech, and H-Friedy.
- Work with DeVry to identify a new building \ expansion
- Review with Hu-Friedy expansion concepts; discuss with police, courthouse, and the residential cooperative the feasibility of relocation to permit Hu-Friedy expansion
- Work with property owners to identify facilties to be shared between campus businesses and the community (e.g. food service, fitness, recreational, and conference facilities)

*Figure 3-AR13 . Example of New Green High Tech Building*

## ARCHITECTURE

### South Campus

The South Campus is proposed to have all-new, state-of-the-art facilities, requiring the demolition of existing 'obsolete' older structures. It is assumed, but not proven, that the existing structures cannot be modernized to meet the high-tech, green business needs for the Addison Corridor South Campus, and it is critical that existing businesses in "affordable" leased spaces be housed in the Corridor if redevelopment occurs. The following are architecture "projects" recommended for the South Campus:

- Develop alternative architectural prototypes for South Campus buildout, for use in branding and marketing materials
- Work with Cenveo to evaluate relocation or rebuild-in-place options
- Identify facilties to be shared between campus businesses and the community (e.g. food service, fitness, recreational, and conference facilities)
- Coordinate architectural redevelopment program with City ordinances, regulations, and real estate policies
- Meet with existing businesses to determine expansion needs (if any).

*Figure 3-AR14 . Example of Green, High Tech Riveredge Building*

# 4. IMPLEMENTATION PLAN

## IMPLEMENTATION PLAN

### GOALS + OBJECTIVES

- Institute 'guarantees' that the Strategic Master Plan will be implemented
- Identify incentives to 'jump start' redevelopment
- Identify implementable strategies to attract + retain businesses

To successfully facilitate the transformation of this area into a high-quality business environment, key strategies for the Corridor must include:

A detailed development strategy and redevelopment program that includes a highly targeted marketing program, building-by-building assessments of rehabilitation potential, acquisition/demolition strategy, plans for the expansion of or voluntary relocation of existing businesses, and an overall financing plan.

- Marketing and Branding
  - o Build alliances with universities and corporations to enable technology transfer.
  - o Use direct marketing to target businesses/industries to attract key anchor(s) to the business park.
  - o Create visibility and awareness of business park to commercial brokerage and business community.
  - o Involve World Business Chicago in marketing and promotion of business park to potential businesses.
  - o Resolve method to compensate marketing representative/ broker for property not owned by City or Management Entity.
- Refinement of User Needs
  - o Research and conduct interviews with firms in target industries (build on research completed for study).
  - o Identify developers \ tenants for new 'signature' buildings along + facing the River with parking behind.

Cooperation with existing property owners and businesses to assemble parcels to create development-ready sites for build-to-suit users and multi-tenant developers. This would, especially in the South Campus, require significant demolition and/or substantial rehabilitation of existing industrial stock and ensuring that the right infrastructure is available.

- Creation of Development Sites
  - o Monitor land/property prices.
  - o Negotiate with property owners.
  - o Establish acquisition authority and explore opportunistic acquisition of strategic sites using TIF.
  - o Make sites development-ready by demolishing obsolete improvements and/or cleaning environmental contamination.

Exploration of alternative institutional arrangement for a proactive entity with appropriate capabilities to execute and manage the potential redevelopment. Although development corporations or public-private partnerships are uncommon within Chicago, other cities have created these legal entities to implement similar redevelopment.

Seek institutional and corporate linkages that allow for technology transfer, commercialization of research, and sharing of ideas and lab space so that a high-tech cluster can thrive in the Addison Corridor. It will be important to initiate contact with universities in the city, major corporations with a strong R & D focus, and the Green Exchange to explore the potential of establishing such linkages. One of the highly desirable outcomes would be the establishment of an R & D facility within the Corridor by a major university or a corporation.

## Highest Priority + Overarching Actions

The highest priority overarching actions applicable to the entire Corridor are summarized below (relative cost of these actions is indicated by $ symbols):

1. Creation of Organizational Capacity
Responsibility – DCD ($)
Time Frame: 3-6 Months

- Create a Management Entity(s) for the Addison Corridor to market Corridor, manage redevelopment process, + oversee day-to-day operations, and\or
- Create \ designate one LIRI group to serve as an advocate for business within the Addison Corridor, facilitate business development by marketing the Corridor, and provide workforce development assistance, and\or
- Designate city staff position to oversee marketing + management of Corridor.


*Figure 4-2. Proposed Management Entity(s) Boundaries*

2. Establishment of Financing Tools and Programs
Responsibility – DCD
Time Frame: 1 Year

- Consider a Special Service Area (SSA) to fund Management Entity's annual operations.
- Complete Addison/Talman TIF to encompass entire Corridor within TIF districts.
- Set up Small Business Improvement Funds (SBIF) to assist small business with building renovation.
- Facilitate the use of streamlined TIF application for requests up to $1 million and strategically use TIF for larger development projects.
- Designate Corridor as a Recovery Zone in order to access Recovery Zone Facility Bonds.
- Develop a Financing Plan:
  - Determine sources and uses of funds over time.
  - Identify and apply for grants and explore the use of various state, federal and local incentives including New Market Tax Credits and Recovery Zone Bonds.

3. Revise Land Use Regulatory Framework
Responsibility – DZLUP
Time Frame: 1-2 Years

- Contrive to allow for non-manufacturing, job-generating uses in the Urban Business Zone such as call-centers, back office uses, and other service businesses.
- Contrive to allow businesses to include food service, and daycare services within property.
- Expedite approval process:
  - Consider a more streamlined process for obtaining City approval for the Cook County Class 6b property tax

incentive.

- o Review the potential for expediting the permitting process.

4. Land Use Coordination & Development of Education/Training Jobs Larger Community

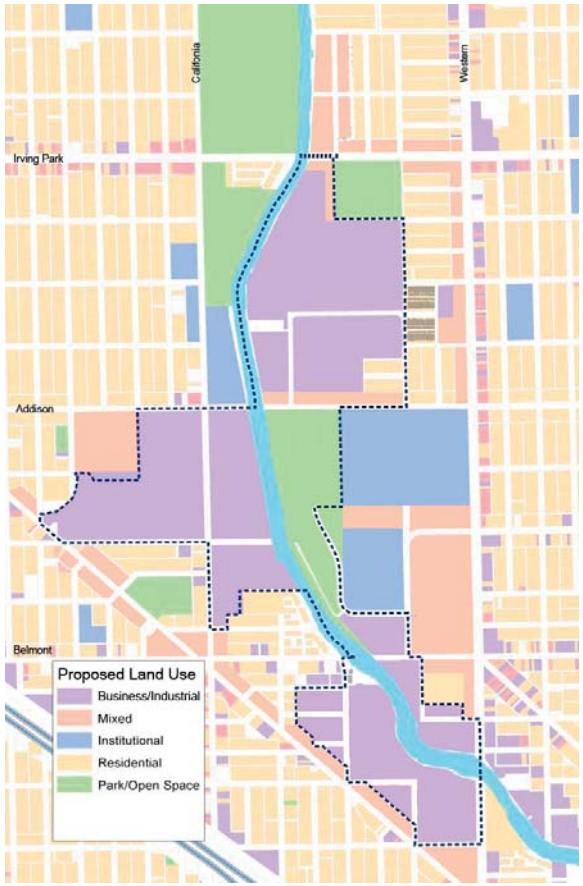



*Figure 4-3. Proposed Land Use*

## Catalytic Public Improvement Projects

The public improvement projects described below are high priority projects that are necessary to establish the appropriate physical structure and framework for the Addison Corridor (relative cost of these actions is indicated by $ symbols).

- o **Assist existing business + property owners in expanding and \ or renovating to meet current market, space and parking demands.**
- o **Make Corridor-wide infrastructure improvements (e.g. utilities, stormwater, energy generation) to meet current + prospective business needs.**
- o **Install key Corridor connectors north-south at Riverwalk and Rockwell, and east-west at Roscoe and Barry**
- o **Improve multimodal circulation in Corridor, including better access to mass transit**

A detailed traffic, parking + transportation study should be undertaken to fully assess the impact of full buildout (2 mil SF) on the roadways in and around the campus.

An analysis of potential job types, required education\training levels + compensation ranges at full buildout should be undertaken and compared to existing housing values + current existing corridor jobs to evaluate the potential of local residents (within 20 minute commute) filling the new jobs.

These projects can be implemented within the design and engineering disciplines, as described below:

### Architecture Improvements

The existing building stock ranges from facilities in obsolete \ dilapidated to excellent \ new condition. To retain existing businesses and attract new ones, architectural improvements should be made. This effort should be undertaken by DCD within a 1-2 year time frame, with funding through public\private partnership(s). Specific actions include:

- Conduct a detailed building-by-building assessment to determine which buildings could be rehabbed to be attractive to potential businesses and which should be completely redeveloped. ($)
- Encourage strategic value-enhancing investments to modernize existing facilities (such as increasing energy efficiency or creating loading docks). ($$)
- Identify expansion + modernization needs of existing businesses + building owners. This should be undertaken by DCD within a 1-2 year timeframe. ($)
- Assist businesses + property owners to expand + modernize. This should be undertaken by DCD within a 1-2 year timeframe. ($)
- Assist Businesses Expansion
  - o Facilitate planned expansion of WMS Gaming
  - o Review with Hu-Friedy expansion concepts and explore creation of expansion opportunities based on assessing:
    - ☐ Possible relocation of police fleet parking and courthouse at Campbell and Belmont Avenues.
    - ☐ Possible land acquisition from DeVry
- Work with property owners to identify facilities to be shared between campus businesses and the community (e.g. food service, fitness, recreational, and conference facilities) ($)
- Consider new mixed-use building(s) along newly extended Roscoe which turn the corner to face Clark Park and shield potential parking garage behind. These buildings could expand Devry Classroom space, including research space and offices with some support retail and shops at the ground floor that could serve as amenities to the Devry Campus, the neighborhood, and the Park. ($$$)
- Consider new shared parking garage behind buildings along newly extended Roscoe ($$$)

### Infrastructure Improvements

Utility and communications infrastructure in the Addison Corridor will need substantial improvement to attract and to retain businesses. These efforts should be undertaken by the City in coordination with property owners and CPD within a 2-3 year timeframe. Specific actions include:

- Perform stormwater detention analysis for reducing storm water flows and improving water quality. The analysis should be performed on a campus-by-campus basis rather than a parcel-by-parcel basis. ($)
- Perform a potable water pressure drop analysis within the Corridor using the full buildout scenario. If inadequate pressure is found, pipes should be resized to meet future demand. To reduce potable water consumption, consider using cleaned water from the River for toilet flushing and irrigation. ($)

*Figure 4-4. Incorporate water filtration in Riverwalk design*

- Perform bird migration and wind generation study within the Corridor to assess the value of wind turbines in the area. ($)

*Figure 4-5. Install solar\wind farm to generate energy*

- As new development and building uses are determined, contact SBC and Comcast to determine the requirements of the Corridor. The providers can then determine whether enough fiber optic is available to meet the future demand and place new cable as needed. ($)
- Install a Corridor-wide 'green' stormwater management system. ($$$)
- Upgrade utilities + create energy generation district. ($$$)

## Urban Design

The overall quality and competitive image of the Addison Corridor depends on the implementation of key principles for urban design, architecture, streetscape, and landscape. These principles lead to the successful 'performance' of the physical environment as a walkable green and urban place. 'Signature' buildings along the River, a green, landscaped setting, screened parking and loading, front doors on the street, and view\walk corridors to the River, are among the principles to be implemented.

- o Create urban design + architectural development guidelines to define core development principles for the Corridor.

*Figure 4-6. Build 'signature' building facing the River*

- o Create streetscape + landscape design guidelines for both public + private properties.
- o Create an overall sustainability plan to define targets for improved efficiencies, reduced consumption + waste, and improve overall awareness of policies.

## Streetscape Improvements

*Figure 4-7. Install new streetscapes*

Streetscape, signage + wayfinding improvements should establish strong pedestrian and transit linkages to adjacent neighborhoods such as Roscoe Village, Lincoln Square and Bucktown where the highly educated and creative class workforce necessary for the high-tech and green R & D businesses would likely reside. Specific actions to be undertaken include:


*Figure 4-8. Install Corridor-wide + campus wayfinding*

- Resurface + streetscape all streets. This effort should be undertaken by CDOT within a 2-3 year timeframe. Funding: _ ($$$)
- Install new signage + wayfinding. This effort should be undertaken by CDOT within a 2-3 year timeframe. Funding:_ ($$)

Funding for these projects may be available through the following programs:

- Congestion Mitigation and Air Quality (CMAQ) funds—CMAQ supports bicycle and pedestrian facility projects including bicycle paths, sidewalks and pedestrian urban design enhancements
- IL Dept. of Commerce and Economic Opportunity (DCEO,) Business Development Public Infrastructure Program--- Funding is available only for infrastructure projects which lead directly to private section expansion or retention activities. Public infrastructure improvements could include local roads and streets, access roads, bridges, sidewalks, wastes disposal systems, water and sewer line extensions, gas and electric utility extensions.
- The Illinois Transportation Enhancement Program (ITEP) Funds—appropriate for bicycle and pedestrian facilities
- The Illinois Transportation Enhancement Program (ITEP) Funds – Illinois Green Streets Initiative

## Landscape Improvements

Landscape improvements should reinforce the 'green' and sustainable image of the Addison Corridor. Specific actions include:

- Coordinate Corridor landscape\streetscape upgrades around and through Revere and Clark Parks with planned CPD park improvements. This effort should be undertaken primarily by CDOT as part of a streetscaping program with 3-5 year timeframe. Funding: CDOT\CPD ($)

*Figure 4-8. Install new Riverwalk*

- Install new Riverwalk on both sides of the River from Western on the south curve to Belle Plaine at the north, using the Chicago Riverwalk Design Guidelines and modified to fit the variety of conditions in the Corridor. This effort should be undertaken by CDOT in coordination with CPD within a 3-5 year timeframe. ($$$)

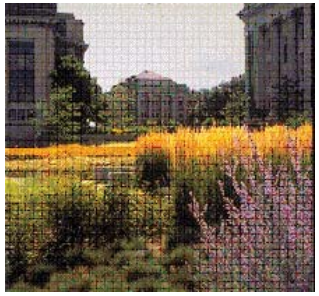


*Figure 4- 9. Install sustainable landscapes on public + private properties*

- Identify landscape improvements within existing properties which could be accomplished, and identifying responsibility for and funding of landscape maintenance. Funding: Private \ Public Partnerships ($)

*Figure 4-10. Reduce heat island effect at surface parking lots*

- Reconfigure Parking lot on Riverview Plaza with additional landscaping to reduce heat island effect. Funding: Public private partnership. ($)

*Figure 4-11. Install new public River accessways through campuses*

- Install new public River accessways at Belle Plaine, Basic Wire and Cable, Bradley Place, Roscoe, and Barry. This effort should be undertaken by CDOT after the installation of the Riverwalk, in coordination with CPD and property owners within a 3-5 year timeframe. ($$)

## Transportation Improvements

The plan will emphasize the improved pedestrian connections between parcels and businesses to the existing bus service provided in the corridor. Improved pedestrian connections from the interior of the campus to arterial bus routes on Western, Belmont, Addison, CAlifornia, Diversey, and Irving Park will significantly improve transit access to the corridor. There is a high level of transit service in the area today that is often difficult to access because of raods that do not go through, walls and fences that block pedestrian access, and a general lack of aesthetic appeal on the existing pedestrian routes.

The transit shuttle as described in the plan could be scaled back to provide only connections that are not duplicated by already-frequent bus service. A connection to Metra UPNW is currently available by the Irving Park bus (80) and a connection to the Metra Milwaukee District North is accommodated by the Addison bus (152). CTA Blue line is connected at 6 stations by all 6 bus routes that serve to the corridor. The CTA Brown line is connected at 5 stations by every bus route serving the corridor except the California. The only rail service not connected by a single bus trip is the Metra Union Pacific North. A shuttle would be needed if a non-transfer bus trip is desirable.

Transportation improvements should result in specific ways to reduce automobile dependency and the need for parking by providing alternative transportation modes including bus transit, shared shuttle services to Metra and CTA train stops, car-sharing, biking, and walking. And the creation of an internal truck circulation route to serve businesses and designation of truck routes should eliminate or minimize truck traffic within adjacent residential neighborhoods and park lands. Specific actions to undertake include:

- Conduct a traffic study on local reoadways to determine the feasibility of closing Rockwell Street between Belmont \ Addison. This effort should be undertaken by CDOT within a 1-2 year timefreame ($).

- Market existing transit services to encourage employees to utilize transit. This effort should be undertaken by the management entity and business \ property owners in consultation with CTA, Metra, Pace and RTA. Funding: No new funding needed; utilize existing marketing staff at transit agencies; business owners can issue transit checks or offer other incentives to employees to take transit but this would come out of their budgets. ($)

*Figure 4-12. Improve transit access + amenities*

- Investigate a transit shuttle between CTA \ Metra Stations. A feasibility study should be undertaken by the management entity and business \ property owners in consultation with CTA within a 1-2 year timeframe. Funding: Federal and regional grants + public \ private financing.
- Investigate need for public parking structures (s). This should be undertaken by the Chicago Department of Revenue within a 1-2 year timeframe. Funding: Public \ private financing ($)
- Work with all property owners to develop a shared parking program to meet parking demand. This effort should be undertaken by the Chicago Department of Revenue in cooperation with business and property owners to help alleviate current parking shortages within a 1-2 year timeframe. Funding: Private \ public financing. ($)
- Investigate a transit shuttle between the CTA/Metra Stations. A feasibility study should be undertaken by the management entity and business \ property owners in consultation with CTA within a 1-2 year timeframe. Funding: Federal and regional grants + public \ private financing.
- Install new pedestrian bridges + walkways over River at Roscoe and Barry., and new ped\bikeways north-south within the Corridor. This effort should be undertaken by CDOT within a 2-3 year timeframe. ($$$)

*Figure 4-13. Investiages transit shuttle to CTA\Metra train stations*

*Figure 4-14. Example of Urban Ped\Bikeway*

## Campus-by-Campus Actions + Projects

To meet the overall goals and objectives of the Addison Corridor Strategic Master Plan, a set of campus-by-campus implementable actions \ projects must also be adopted. These actions and projects will 'guarantee' that the vision and the particulars of the master plan will be realized.

Implementation actions and projects were compiled from all of the recommendations in the Economic Development and Physical Master Plans, and are organized by campus, by Ward, and by category (i.e. economic development, urban design, transportation, architecture \ landscape and infrastructure) for future reference. The timeframe, roles \ responsibilities, relative costs and funding \ financing options are identified for the highest priority actions or projects.

*See the attached full list of strategies and actions Implementation Strategies matrix.*

*Figure 4-15. Compiled List of Projects + Tasks*

DCD Addison Corridor Strategic Master Plan

IMPLEMENTATION PLAN

Compiled Detailed List of Projects + Tasks

| WARD | Campus | Priority | Category | *Category: AR = Architecture; EC = Economic Development; IN = Infrastructure; LA = Landscape Architecture; LU = Land Use; ST = Streetscape; TR = Transportation; UD = Urban Design*<br>PROJECT \ Task | Timeframe | Responsible Parties | Relative Cost |
|---|---|---|---|---|---|---|---|
| 0 | Overall | A | AR | Identify expansion + modernization needs of existing businesses + building owners | Short | DCD | $ |
| 0 | Overall | A | AR | Assist businesses + property owners to expand + modernize | Short | DCD | $ |
| 0 | Overall | A | AR | Develop architectural design guidelines for infill + new construction | Short | DCD | $$ |
| 0 | Overall | A | AR | Work with property owners to identify facilties to be shared between campus businesses and the community (e.g. food service, fitness, recreational, and conference facilities | Short | DCD | $ |
| 0 | Overall | A | EC | Create a Management Entity for the Addison Corridor to market Corridor, manage redevelopment process, + oversee day-to-day operations | Short | DCD | $$ |
| 0 | Overall | A | EC | Create a LIRI group to serve as an advocate for business within the Addison Corridor, facilitate business development by marketing the corridor, and provide workforce development | Short | DCD | $ |
| 0 | Overall | A | EC | Work closely with existing property owners to attract tenants + leaseup | Short | DCD | $ |
| 0 | Overall | A | EC | Develop + coordinate marketing + advertising for Corridor | Short | DCD | $ |
| 0 | Overall | A | IN | Install 'green' stormwater management system | Short | DCD | $$$ |
| 0 | Overall | A | IN | Upgrade utilities + create energy generation district | Short | DCD | $$$ |
| 0 | Overall | A | LA | Coordinate Corridor landscape upgrades with CPD park improvements | Short | DCD | $ |
| 0 | Overall | A | LA | Develop Corridor landscape guidelines based on Chicago Landscape Ordinance | Short | DCD | $ |
| 0 | Overall | A | LU | Create a strict definition of the boundaries within which residential uses would not be permitted, eliminating speculation in land prices associated with conversion of industrial uses to | Short | DCD | $ |
| 0 | Overall | A | LU | Consider limited retail and restaurant establishments along the main arterials (such as Elston, Addison, and Belmont) or adjacent to existing restaurants that could serve as amenities | Short | DCD | $ |
| 0 | Overall | A | LU | Allow for non-manufacturing job-generating uses in the Urban Business Zone such as call-centers, back office uses, and other service businesses such as fitness centers and daycare | Short | DCD | $ |
| 0 | Overall | A | LU | Allow for a limited amount of work-live spaces in the Flex Zone that also ensure that a business license is maintained by the resident. | Short | DCD | $ |
| 0 | Overall | A | ST | Resurface + streetscape all streets | Short | CDOT | $$ |
| 0 | Overall | A | ST | Install new signage + wayfinding | Short | CDOT | $ |
| 0 | Overall | A | TR | Market existing transit services | Short | CTA\Metra Marketing | $ |
| 0 | Overall | A | TR | Provide better connections to transit | Mid | Developers | $ |
| 0 | Overall | A | TR | Encourage employees to use existing transit services | Short | Business owners | $ |
| 0 | Overall | A | TR | Provide more attractive + comfortable transit stops | Mid | City\CTA | $ |
| 0 | Overall | A | TR | Reduce the amount of parking required in business park/encourage shared parking | Mid | DZLUP | $ |
| 0 | Overall | A | TR | Investigate need for public parking facility(s) | Short | CDOT | $ |
| 0 | Overall | A | TR | Work with all property owners to develop a shared parking program to meet parking demand | Short | CDOT | $ |
| 0 | Overall | A | UD | Construct new buildings along + facing the River with parking behind | Long | Developers | $$$$ |
| 0 | Overall | A | UD | Install new pedestrian bridges over River | Short | CDOT | $$$ |
| 0 | Overall | A | UD | Install new Riverwalk - both sides of River from Belmont to Belle Plaine | Short | CDOT | $$$ |
| 0 | Overall | A | UD | Install new public River accessways | Mid | CDOT | $$ |
| 0 | Overall | A | UD | Develop urban design guidelines for infill + new development | Short | DZLUP | $ |
| 0 | Overall | A | UD | Develop sustainability guideline or plan for Corridor | Short | DZLUP | $ |
| 0 | Overall | A | UD | Provide business wayfinding signage | Mid | DCD | $ |
| 0 | Overall | B | EC | Consider a more streamlined process for obtaining City approval for the Cook County Class 6b property tax incentive | Short | DCD | |
| 0 | Overall | B | EC | Create financial incentives to facilitate existing and new businesses/property owners to make strategic value-enhancing investments to modernize existing facilities (such as increasing | Short | DCD | |
| 0 | Overall | B | EC | Acquisition + preparation of key parcels for redevelopment | Mid | DCD | |
| 0 | Overall | B | TR | Implement a transit shuttle between business park and CTA/Metra Stations | Long | CTA | |
| 0 | Overall | B | TR | Design business park to accommodate truck traffic efficiently and safely | Mid | Developer\CDOT | |
| 0 | Overall | B | TR | Provide vehicular flow + wayfinding signage | Mid | Business owners | |
| 0 | Overall | B | TR | Reduce the amount of parking required in business park/encourage shared parking | Mid | Business owners | |
| 0 | Overall | B | TR | Implement bikeways and pedestrian paths through business park | Short | Developer | |
| 0 | Overall | B | TR | Implement a transit shuttle between business park and CTA/Metra Stations | Long | Business owners | |
| 0 | Overall | B | TR | Implement a transit shuttle between business park and CTA/Metra Stations | Long | Metra | |
| 0 | Overall | B | TR | Implement bikeways and pedestrian paths through business park | Short | DZLUP | |
| 0 | Overall | B | TR | Implement bikeways and pedestrian paths through business park | Short | CDOT | |
| 0 | Overall | C | TR | Establish a transportation resource center in business park with a traffic management coordinator. Responsibilities would include promoting transit, resolving truck traffic issues, | Long | DCD | |

| WARD | Campus | Priority | Category | PROJECT \ Task | Timeframe | Responsible Parties | Relative Cost |
|---|---|---|---|---|---|---|---|
| 0 | Overall | C | TR | Integrate a car sharing (e.g. I-GO) or van pool program | Short | Business owner | |
| 0 | Overall | C | TR | Establish a transportation resource center in business park with a traffic management coordinator. Responsibilities would include promoting transit, resolving truck traffic issues, | Long | Business owners | |
| 0 | Overall | C | TR | Establish a transportation resource center in business park with a traffic management coordinator. Responsibilities would include promoting transit, resolving truck traffic issues, | Long | CTA\Metra Marketing | |
| 1 | South | A | UD | Provide Pedestrian and Bike Bridge to connect the east and west sides of the south campus | | | |
| 1 | South | A | UD | Enhance streetscaping and pedestrian connections along Campbell to provide river access to surrounding neighborhoods | | | |
| 1 | South | A | UD | Enhance streetscaping and pedestrian connections along Barry, on both sides of the river, to provide river access to surrounding neighborhoods and access to Bridge | | | |
| 1 | South | A | UD | Develop new signature High Tech office building along the river between Western and Campbell to help create the momentum for reinvestment in the south campus area | | | |
| 1 | South | A | UD | Develop new buildings along the river potentially hightech office and research | | | |
| 1 | South | A | UD | Develop new high tech office and research buildings along Campbell | | | |
| 1 | South | A | UD | Highlight the intersection of Wellington, Rockwell and Elston as entry to South Campus | | | |
| 1 | South | A | UD | Highlight the intersection of George, Campbell and Elston as entry to South Campus | | | |
| 1 | South | A | ST | Improve Barry,Fletcher, Nelson, Wellington + George | | | |
| 1 | South | A | ST | Link Campbell, Barry, Fletcher, Nelson, + Wellington to Riverwalk (both sides of River) | | | |
| 1 | South | A | ST | Resurface + streetscape all streets | | | |
| 1 | South | A | ST | Install new signage + wayfinding | | | |
| 1 | South | A | IN | Install 'green' stormwater management system | | | |
| 1 | South | A | IN | Upgrade utilities | | | |
| 1 | South | A | EC | Identify site, building program, and infrastructure needs of target business users. | | | |
| 1 | South | A | EC | Develop financing plan for acquisition, infrastructure, and incentive programs. | | | |
| 1 | South | A | EC | Position area as a high-tech and green business park. | | | |
| 1 | South | A | EC | Market development sites to targeted businesses. | | | |
| 1 | South | A | EC | Marketing + advertising | | | |
| 1 | South | A | AR | Develop alternative architectural prototypes for South Campus buildout, for use in branding and marketing materials | | | |
| 1 | South | A | AR | Work with Cenveo to evaluate relocation or rebuild-in-place options | | | |
| 1 | South | A | AR | Identify facilties to be shared between campus businesses and the community (e.g. food service, fitness, recreational, and conference facilities) | | | |
| 1 | South | A | AR | Coordinate architectural redevelopment program with City ordinances, regulations, and real estate policies | | | |
| 1 | South | B | UD | Work with HuFriedy to redevelop their property at into 'green' Business Park | | | |
| 1 | South | B | UD | Create the Riverwalk from Belmont to Western | | | |
| 1 | South | B | UD | Develop new buildings in block bordered by Western, George, and Campbell | | | |
| 1 | South | B | ST | Provide pedestrian\bikeways at Belmont from Western to California | | | |
| 1 | South | B | ST | Realign Campbell north of Belmont in north-south alignment to eliminate jog (future) | | | |
| 1 | South | B | ST | New pedestrian bridge over River | | | |
| 1 | South | B | LA | Work with Tampico to modify their riveredge to accommodate a public riverwalk | | | |
| 1 | South | B | LA | Work with Tampico to create a ped\bikeway connection to the River at Barry terminated by a riverfront pocket park | | | |
| 1 | South | B | LA | New Riverwalk | | | |
| 1 | South | B | LA | Public river accessways | | | |
| 1 | South | B | EC | Explore public-private partnerships between property owners, management entity, and City. | | | |
| 1 | South | B | EC | Acquisition + preparation of key parcels for redevelopment | | | |
| 1 | South | B | AR | Demolition of obsolete buildings | | | |
| 1 | South | C | UD | Consolldate shared parkng area screened by buildings in block bordered by Western, George, and Campbell | | | |
| 1 | South | C | ST | Install Gateway feature at Elston + Rockwell | | | |
| 1 | South | C | ST | Install Gateway feature at Belmont + Rockwell | | | |
| 1 | South | C | ST | Consider vacating Nelson 'spur' | | | |
| 33 | Central | A | IN | Install 'green' stormwater management system | | | |
| 33 | Central | A | EC | Coordinate with DeVry expansion plans | | | |
| 33 | Central | A | EC | Assist HuFriedy in expansion | | | |
| 33 | Central | B | ST | Link Byron to Riverwalk | | | |
| 33 | Central | B | ST | Install gateway \ identifier at intersection of Roscoe + California | | | |
| 33 | Central | B | AR | Demolish obsolete buildings | | | |
| 33 | Central | B | AR | Work with ComEd to study the feasibility of a shared, public parking garage at California and Roscoe | | | |

| WARD | Campus | Priority | Category | PROJECT \ Task | Timeframe | Responsible Parties | Relative Cost |
|---|---|---|---|---|---|---|---|
| 33 | Central | C | UD | Develop new buildings at Roscoe and California on under-utilized ComEd property | | | |
| 33 | Central | C | UD | Consider new shared parking garage behind buildings at Roscoe and California on underutilized ComEd property | | | |
| 33 | Central | C | ST | Reconfigurae of ComEd parking | | | |
| 33 | Central | C | LA | Screen ComEd substation | | | |
| 33 | Central | C | AR | Construction of new public garage at ComEd | | | |
| 47 | Central | A | UD | Provide Enhanced streetscaping and pedestrian connections along Campbell and Rockwell | | | |
| 47 | Central | A | UD | Coordinate with plans already underway for Clark Park improvements. | | | |
| 47 | Central | A | UD | Realign\vacate Rockwell to accommodate Clark Park improvements and provide connection and access | | | |
| 47 | Central | A | UD | Provide ped\bike\transit access to Clark Park + parking | | | |
| 47 | Central | A | ST | Realign + extend Roscoe from Addison to Iriving Park | | | |
| 47 | Central | A | ST | Reconfiguration of DeVry parking to allow Hu Friedy expansion + shared parking | | | |
| 47 | Central | A | ST | Provide new signage + wayfinding | | | |
| 47 | Central | A | ST | Extend Roscoe Street from Western west to Rockwell | | | |
| 47 | Central | A | ST | Provide Streetscaping on newly extended Roscoe to strengthen pedestrian access to Clark Park | | | |
| 47 | Central | A | ST | Provide ped\bikeways at Addison from Western to California | | | |
| 47 | Central | A | ST | Extend Rockwell from Irving Park southward to Addison | | | |
| 47 | Central | A | ST | Extend Roscoe to south end of Rockwell | | | |
| 47 | Central | A | ST | Reconstruct south end of Rockwell | | | |
| 47 | Central | A | ST | Extend Melrose to Campbell and south end Rockwell (future) | | | |
| 47 | Central | A | LA | Coordinate campus landscaping efforts with CDOT and CPD improvements of Clark Park | | | |
| 47 | Central | B | UD | Reconfigure Parking lot with additional landscaping to reduce heat island effect | | | |
| 47 | Central | B | ST | Vacate Talman | | | |
| 47 | Central | B | ST | Link Bradley Place to Riverwalk | | | |
| 47 | Central | B | ST | Install Gateway \ identifier at intersection of Roscoe + Rockwell | | | |
| 47 | Central | B | ST | Link Roscoe to Riverwalk | | | |
| 47 | Central | B | LA | Create a landscaped central 'plaza' at approximately the intersection of south Rockwell and extended Roscoe | | | |
| 47 | Central | B | LA | Maintain a ped\bikeway connection (at a minimum) between Addison and the Roscoe extension at Rockwell | | | |
| 47 | Central | B | LA | Landscape the existing DeVry parking lots | | | |
| 47 | Central | B | LA | Protect the best specimen trees and plants in the woodlands to the south of Clark Park | | | |
| 47 | Central | B | LA | Landscape Riverview Plaza parking lot to reduce heat island effect | | | |
| 47 | Central | C | UD | Develop new bildings+academic quadrangle at DeVry | | | |
| 47 | Central | C | UD | Consider new mixed-use building(s) along newly extended Roscoe which turn the corner to face Clark Park and sheid potential parking garage behin. These building could expand | | | |
| 47 | Central | C | UD | Consider new shared parking garage behing buildings along newly extended Roscoe | | | |
| 47 | Central | C | UD | Create new outlot buildings for the shopping center along Western to hold the corners | | | |
| 47 | Central | C | LA | Perimeter improvements to Clark Park (as required) | | | |
| 47 | Central | C | AR | Consider future relocation of Silent Cooperative to residential area, to allow Hu Friedy expansion | | | |
| 33/1 | Central | B | ST | Work with existing property owners to link Henderson and Brands park to the riverwalk just south of the former Midway Games property and north of Creators | | | |
| 33/47 | Central | A | EC | Assist WMS Games in planned expansion | | | |
| 33/47 | Central | A | AR | Adaptive reuse or replacement of the Midway Games and the Creators buildings | | | |
| 33/47 | Central | A | AR | Work with DeVry to study the feasibility of a shared, public parking garage at Roscoe and Rockwell, to serve the University, Clark Park, Lane Tech, and H-Friedy. | | | |
| 33/47 | Central | A | AR | Work with DeVry to identify a new building \ expansion | | | |
| 33/47 | Central | A | AR | Review with Hu-Friedy expansion concepts; discuss with police, courthouse, and the residential cooperative the feasibility of relocation to permit Hu-Friedy expansion | | | |
| 33/47 | Central | B | ST | Install new ped\bike bridge at Roscoe over River | | | |
| 33/47 | Central | B | LA | Create a small riverfront pocket park at the termination of Roscoe, both sides of the river | | | |
| 33/47 | Central | C | UD | Provide Pedestrian and Bike Bridge at Roscoe over River to connect to Riverwalk on East and West side | | | |
| 47 | North | A | UD | Convert private drive to new Rockwell at Irving Park as entry to campus, and connect south to existing Bradley Street | | | |
| 47 | North | A | UD | Create Pedestrian street south of Revere Park between Campbel and Rockwell | | | |
| 47 | North | A | UD | Provide Pedestrian and Bike Bridge over River to connect to Riverwalk on West side | | | |
| 47 | North | A | TR | Provide new shared parking area in underutilized land south of Basic Wire and Cable and along newly extended Rockwell St. | | | |
| 47 | North | A | ST | Redevelop existing parking lots (Wire + Cable) | | | |

| WARD | Campus | Priority | Category | PROJECT \ Task | Timeframe | Responsible Parties | Relative Cost |
|---|---|---|---|---|---|---|---|
| 47 | North | A | ST | Relocation of Talman south of Bradley Place | | | |
| 47 | North | A | ST | Reconstruct Rockwell as the north-south connector | | | |
| 47 | North | A | ST | New streetscape for new Rockwell from Irving park to Addison | | | |
| 47 | North | A | LA | Introduce landscape islands for parking area at Basic Wire and Cable to creat pedestrian access to the river from Revere Park. | | | |
| 47 | North | A | EC | Assist Basic Wire + Cable in adaptive reuse + leaseup | | | |
| 47 | North | A | EC | Assist Wrightwood in adaptive reuse + leaseup | | | |
| 47 | North | A | EC | Assist Bradley Business Park in leaseup | | | |
| 47 | North | A | AR | Assist existing property owners with a façade and signage improvement program to improve overall flex-zone appearance | | | |
| 47 | North | A | AR | Work with Wire and Cable property owner to evaluate building and building complex ideas to lease up space and preserve the structures | | | |
| 47 | North | A | AR | Work with Wire and Cable property owner to evaluate alternative redevelopment scenarios for existing parking and storage lot | | | |
| 47 | North | A | AR | Work with Bradley Business Center property owner to evaluate building and building complex ideas to lease up space | | | |
| 47 | North | A | AR | Work with Bodine Cable property owner to evaluate building and building complex ideas to lease up space | | | |
| 47 | North | A | AR | Develop lease-up improvements and marketing strategies for Wire and Cable, Wrightwood\Bodine, and Bradley Center | | | |
| 47 | North | A | AR | Assist Hu-Friedy in acquiring land to expand, either to the North, East, West or South | | | |
| 47 | North | A | AR | Build\share parking to support WGN and Hu-Friedy expansion needs | | | |
| 47 | North | A | AR | Build\share parking to support Bradley Place parking needs | | | |
| 47 | North | B | UD | New building to front new pedestrian street south of Revere Park with parking lot behind to be shared parking with Bodine building. Parking should be screened from neighborhooc | | | |
| 47 | North | B | UD | Provide new underbridge connection from Horner park across Irving Park to connect Riverwalk s at Horner and California parks | | | |
| 47 | North | B | UD | Provide Riverwalk from new public access point near Basic Wire and Cable to Addison | | | |
| 47 | North | B | UD | Provide underbridge pedestrian connection to cross Addison St and link with Riverwalk to the south | | | |
| 47 | North | B | UD | Develop new building just south of Basic Wire and Cable | | | |
| 47 | North | B | UD | Provide neighborhood access to Riverwalk with new pedestian connection from Bradley Street, just south of Bradley Business Center | | | |
| 47 | North | B | UD | Remove Talman to create larger parcels | | | |
| 47 | North | B | UD | Potential new larger footprint building bewteen river and extended Rockwell | | | |
| 47 | North | B | UD | Consider shared parking garage located at Bradley and newly extended Rockwell | | | |
| 47 | North | B | ST | Link Belle Plaine to Riverwalk | | | |
| 47 | North | B | ST | Provide pedestrian\bikeways at Irving Park from Campbell + Revere Park to California | | | |
| 47 | North | B | ST | Install enhanced streetscaping for Bradley to strengthen pedestrian connection from the neighborhood | | | |
| 47 | North | B | LA | Perimeter improvements to Revere Park | | | |
| 47 | North | B | LA | Install the riverwalk on both sides of the River, if possible (on the east side, at a minimum) | | | |
| 47 | North | B | LA | Create a narrow riverwalk may be feasible behind existing buildings along the River, and \ or a boardwalk constructed off the riverbank. | | | |
| 47 | North | B | LA | Create a small riverfront pocket park at the termination of Belle Plaine and the River | | | |
| 47 | North | B | LA | Work with Wire and Cable to create a green walk\bikeway connection between Revere Park and the River along Irving Park | | | |
| 47 | North | B | LA | Work with Wire and Cable to create a green walk\bikeway along Byron, and terminated in a riverfront pocket park | | | |
| 47 | North | B | LA | Work with Wire and Cable to landscape existing parking lots for shared use | | | |
| 47 | North | B | LA | Work with Bradley Business Center and property owner(s) to the south of Bradley Place to create a ped\bikeway connection to the River, terminated by a riverfront pocket park | | | |
| 47 | North | B | AR | Demolition of obsolete buildings | | | |
| 47 | North | B | AR | Develop prototypical new facility for Talman properties | | | |
| 47 | North | C | ST | Install Gateway feature at Rockwell + Irving Park (north + south) | | | |
| 47 | North | C | ST | Install Gateway feature at Rockwell + Addison (north side only if Rockwell vacated south of Addison) | | | |

# 5. APPENDIX

## 5.1 Economic Development Studies

## 5.2 Existing Architecture Analyses

## 5.3 Additional Case Studies

# Appendix 5.1 ECONOMIC DEVELOPMENT STUDIES

## 1.1 Process for Chicago Area Shift-Share Analysis

1. ID'ed four-digit SIC codes for industries in the following sectors (total of 223):
    a. Utilities
    b. Construction
    c. Manufacturing
    d. Wholesale Trade
    e. Transportation & Warehousing
    f. Information
    g. Finance & Insurance
    h. Real Estate & Rental & Leasing
    i. Professional, Scientific, & Professional Services
    j. Management of Companies & Enterprises (essentially holding companies)
    k. Administrative & Support & Waste Management & Remediation Services
    l. Arts, Entertainment, & Recreation
    m. Accommodation & Food Service
    n. Other Services (Excl. Public Administration)

2. Downloaded historical annual nominal Gross Regional Product (GRP) data for the Chicago-Naperville-Joliet, IL Metropolitan Statistical Division (MSD) from Economy.com.
    a. inflation-adjusted [historic] GRP data to 2006 dollars using BLS's online Inflation Calculator [can adjust to 2007 or 2008 dollars if desired, but same relationships will hold].
3. Calculated 2006 location quotients (LQs) for all 4-digit industries relative to the U.S.
    a. All industries meeting 1.20 LQ threshold (count = 73, or 33%) move on to Shift-Share (S-S) Analysis.
    b. For Chicago MSD, where total GRP is 3.0% of U.S. GRP, 1.20 LQ is equivalent to 3.6% of national industry product.
4. For 73 industries meeting LQ threshold, conducted S-S for 2001 to 2006
    a. 2001 was trough of last recession, per National Bureau of Economic Research (NBER)
    b. 2006 is most recent available year-end data (2007 estimate will be finalized in early March –currently still considered a "forecast" by Economy.com)
5. By sector (or combination thereof), scatter plotted:
    a. National industry growth in excess of average national growth (x axis)
    b. Local industry growth in excess of national average and national industry growth (y axis)

** Industries without a NAIC code listed are 5-digit industries within the designated 4-digit NAIC code. Source: Economy.com, World Business Chicago, City of Chicago Department of Community Development.*

## 1.3 Top Sectors in Industrial Corridors

| Industry Group | NAICS Code* | 2006 Location Quotient | 2006 Employment | 2001-2006 Δ (Gross Regional Product) | 2001-2006 Shift-Share Components (Gross Regional Product) | |
|---|---|---|---|---|---|---|
| | | | | | Nat'l. Industry Δ | Local Industry Δ |
| **1 Building Finishing Contractors** | 2383 | 1.23 | 29,620 | 19.6% | + | - |
| Drywall and Insulation Contractors | | | | | | |
| Painting and Wall Covering Contractors | | | | | | |
| Flooring Contractors | | | | | | |
| Tile and Terrazzo Contractors | | | | | | |
| Finish Carpentry Contractors | | | | | | |
| Other Building Finishing Contractors | | | | | | |
| **2 Food Manufacturing** | | | | | | |
| Grain and Oilseed Milling | 3112 | 1.79 | 2,143 | -17.3% | - | - |
| Sugar and Confectionery Product Manufacturing | 3113 | 2.37 | 5,523 | -28.7% | - | - |
| Bakeries and Tortilla Manufacturing | 3118 | 2.03 | 14,918 | -11.6% | - | - |
| **3 Specialized Chemicals Manufacturing** | | | | | | |
| Paint, Coating, and Adhesive Manufacturing | 3255 | 1.59 | 4,164 | 40.6% | + | + |
| Soap, Cleaning Compound, and Toilet Preparation Manufacturing | 3256 | 1.51 | 6,775 | -1.2% | + | - |
| Other Chemical Product and Preparation Manufacturing | 3259 | 1.27 | 4,782 | 14.1% | - | + |
| **4 Metals & Machinery Manufacturing** | | | | | | |
| Iron and Steel Mills and Ferroalloy Manufacturing | 3311 | 0.54 | 1,334 | 48.5% | + | + |
| Steel Product Manufacturing from Purchased Steel | 3312 | 2.16 | 3,915 | 106.7% | + | + |
| Industrial Machinery Manufacturing | 3332 | 1.51 | 4,445 | 8.2% | - | + |
| Commercial and Service Industry Machinery Manufacturing | 3333 | 1.85 | 5,136 | 4.1% | - | + |
| Engine, Turbine, and Power Transmission Equipment Manufacturing | 3336 | 2.41 | 4,023 | 42.8% | + | + |
| Other General Purpose Machinery Manufacturing | 3339 | 1.78 | 11,464 | 5.8% | - | + |
| **5 Electrical Equipment & Component Manufacturing** | | | | | | |
| Electric Lighting Equipment Manufacturing | 3351 | 1.43 | 3,166 | -0.8% | - | + |
| Electrical Equipment Manufacturing | 3353 | 1.81 | 9,193 | 3.0% | - | + |
| Other Electrical Equipment and Component Manufacturing | 3359 | 1.62 | 6,994 | 6.4% | - | + |
| **6 Other Specialized Manufacturing** | | | | | | |
| Other Textile Product Mills | 3149 | 0.76 | 1,957 | 140.0% | + | + |
| Other Miscellaneous Manufacturing | 3399 | 1.69 | 15,338 | 15.0% | - | + |
| **7 Transportation & Warehousing** | | | | | | |
| Inland Water Transportation | 4832 | 1.26 | 1,208 | 0.9% | + | - |
| General Freight Trucking | 4841 | 1.21 | 33,097 | 15.4% | - | + |
| Support Activities for Rail Transportation | 4882 | 2.90 | 2,163 | 94.0% | + | + |
| Freight Transportation Arrangement | 4885 | 2.94 | 18,222 | 33.5% | + | + |
| Warehousing and Storage | 4931 | 1.62 | 28,105 | 24.8% | + | - |
| **8 Computer Systems Design and Related Services** | 5415 | 1.20 | 42,139 | 5.5% | - | + |
| Custom Computer Programming Services | | | | | | |
| Computer Systems Design Services | | | | | | |
| Computer Facilities Management Services | | | | | | |
| Other Computer Related Services | | | | | | |
| **9 Scientific, Technical, & Management Services** | | | | | | |
| Management, Scientific, and Technical Consulting Services | 5416 | 1.87 | 47,129 | 8.0% | + | - |
| Management Consulting Services | | | | | | |
| Environmental Consulting Services | | | | | | |
| Other Scientific and Technical Consulting Services | | | | | | |
| Scientific Research and Development Services | 5417 | 1.70 | 26,535 | -12.3% | + | - |
| Research and Development in the Physical, Engineering, and Life Sciences | | | | | | |
| Research and Development in the Social Sciences and Humanities | | | | | | |
| **10 Waste Management & Remediation** | | | | | | |
| Waste Collection | 5621 | 0.90 | 2,941 | 69.0% | + | + |
| Remediation and Other Waste Management Services | 5629 | 0.66 | 2,079 | 51.4% | + | + |
| **11 Special Food Services** | 7223 | 1.52 | 25,595 | 7.7% | + | - |
| Food Service Contractors | | | | | | |
| Caterers | | | | | | |
| Mobile Food Services | | | | | | |

s without a NAIC code listed are 5-digit industries within the designated 4-digit NAIC code.
conomy.com, World Business Chicago, City of Chicago Department of Community Development

*1.3 Top Sectors in Industrial Corridors Contd. Source: InfoUSA and S.B. Friedman and Company*

## 1.4 WBC Green Business Screening Criteria

The WBC study included interviews with businesses not only in the Chicago region but also in California, Massachusetts, and other states with strong records in green businesses. The study also involved interviews with policy experts and with private and public leaders of green business initiatives. The study supplemented these interviews with secondary research, such as best practices guides, analyses of current and potential green jobs, and the Bureau of Labor Statistics/Census Bureau. Based on interviews and secondary research screening criteria were developed to identify priority green industry categories for WBC to focus its attraction and retention efforts. The screening criteria were developed based on category attractiveness at a national level and Chicago's ability to compete.

Category attractiveness was evaluated according to the following performance metrics:

- Green category growth
- Profitability
- Job growth potential
- Job diversity
- Wage level
- Employees per company

Chicago's ability to compete was based on the following metrics:

- Industry ratings of Chicago's business climate, quality of life, and infrastructure, knowledge, capital, physical and human resources
- Current Chicago foothold (industry share)
- Strategic benefit

| Corridor and Industry | Estimated Sales Volume | Estimated Number of Employees | Percentage of Corridor Sales | Percentage of Corridor Employees |
|---|---|---|---|---|
| **Addison** | **$ 797,991** | **3,232** | **100%** | **100%** |
| Broadcasting (except Internet) | $ 100,750 | 250 | 13% | 8% |
| Computer and Electronic Product Manufacturing | $ 92,050 | 467 | 12% | 14% |
| Merchant Wholesalers, Durable Goods | $ 86,762 | 184 | 11% | 6% |
| Motion Picture and Sound Recording Industries | $ 70,304 | 260 | 9% | 8% |
| Beverage and Tobacco Product Manufacturing | $ 63,300 | 75 | 8% | 2% |
| **Armitage** | **$ 1,549,487** | **4,301** | **100%** | **100%** |
| Transportation Equipment Manufacturing | $ 321,442 | 100 | 21% | 2% |
| Food Manufacturing | $ 280,383 | 730 | 18% | 17% |
| Merchant Wholesalers, Durable Goods | $ 207,716 | 269 | 13% | 6% |
| Fabricated Metal Product Manufacturing | $ 116,855 | 545 | 8% | 13% |
| **Brighton Park** | **$ 1,853,975** | **3,946** | **100%** | **100%** |
| Fabricated Metal Product Manufacturing | $ 519,223 | 1,218 | 28% | 31% |
| Food Manufacturing | $ 464,251 | 658 | 25% | 17% |
| **Burnside** | **$ 1,073,959** | **1,222** | **100%** | **100%** |
| Miscellaneous Manufacturing | $ 750,352 | 409 | 70% | 33% |
| **Calumet** | **$ 10,681,589** | **4,873** | **100%** | **100%** |
| Transportation Equipment Manufacturing | $ 9,732,163 | 2,650 | 91% | 54% |
| **Elston / Armstrong** | **$ 586,672** | **1,555** | **100%** | **100%** |
| Electrical Equipment, Appliance, and Component Manufacturing | $ 407,442 | 534 | 69% | 34% |
| **Greater Southwest** | **$ 3,401,060** | **3,297** | **100%** | **100%** |
| Miscellaneous Manufacturing | $ 2,472,400 | 1,500 | 73% | 45% |
| **Harlem** | **$ 506,033** | **1,341** | **100%** | **100%** |
| Merchant Wholesalers, Nondurable Goods | $ 221,435 | 288 | 44% | 21% |
| Merchant Wholesalers, Durable Goods | $ 67,574 | 119 | 13% | 9% |
| **Kennedy** | **$ 533,231** | **1,061** | **100%** | **100%** |
| Merchant Wholesalers, Nondurable Goods | $ 241,093 | 157 | 45% | 15% |
| Building Material and Garden Equipment and Supplies Dealers | $ 73,500 | 210 | 14% | 20% |
| **Kinzie** | **$ 5,591,523** | **15,645** | **100%** | **100%** |
| Merchant Wholesalers, Nondurable Goods | $ 1,487,306 | 1,496 | 27% | 10% |
| Food Manufacturing | $ 990,510 | 1,259 | 18% | 8% |
| Merchant Wholesalers, Durable Goods | $ 626,356 | 976 | 11% | 6% |
| **Knox** | **$ 481,090** | **1,995** | **100%** | **100%** |
| Professional, Scientific, and Technical Services | $ 90,665 | 278 | 19% | 14% |
| Merchant Wholesalers, Durable Goods | $ 75,243 | 119 | 16% | 6% |
| Specialty Trade Contractors | $ 37,060 | 184 | 8% | 9% |
| Fabricated Metal Product Manufacturing | $ 36,585 | 205 | 8% | 10% |
| **Little Village** | **$ 1,093,712** | **2,685** | **100%** | **100%** |
| Fabricated Metal Product Manufacturing | $ 351,492 | 702 | 32% | 26% |
| Merchant Wholesalers, Durable Goods | $ 173,561 | 218 | 16% | 8% |
| Food Manufacturing | $ 162,000 | 400 | 15% | 15% |
| **North Branch** | **$ 4,144,612** | **15,140** | **100%** | **100%** |
| Merchant Wholesalers, Nondurable Goods | $ 548,483 | 487 | 13% | 3% |
| Professional, Scientific, and Technical Services | $ 463,141 | 2,664 | 11% | 18% |
| Merchant Wholesalers, Durable Goods | $ 424,412 | 608 | 10% | 4% |
| Primary Metal Manufacturing | $ 265,086 | 548 | 6% | 4% |
| Building Material and Garden Equipment and Supplies Dealers | $ 257,978 | 816 | 6% | 5% |
| Miscellaneous Manufacturing | $ 182,540 | 710 | 4% | 5% |
| **Northwest** | **$ 1,895,152** | **6,240** | **100%** | **100%** |
| Merchant Wholesalers, Durable Goods | $ 365,416 | 667 | 19% | 11% |
| Merchant Wholesalers, Nondurable Goods | $ 304,935 | 389 | 16% | 6% |
| Miscellaneous Manufacturing | $ 253,520 | 1,022 | 13% | 16% |
| Truck Transportation | $ 145,042 | 741 | 8% | 12% |
| **Peterson** | **$ 766,192** | **2,842** | **100%** | **100%** |
| Computer and Electronic Product Manufacturing | $ 235,858 | 750 | 31% | 26% |
| Professional, Scientific, and Technical Services | $ 118,272 | 519 | 15% | 18% |
| Machinery Manufacturing | $ 81,430 | 270 | 11% | 10% |
| **Pilsen** | **$ 3,707,943** | **9,249** | **100%** | **100%** |
| Merchant Wholesalers, Nondurable Goods | $ 1,219,088 | 1,253 | 33% | 14% |
| Merchant Wholesalers, Durable Goods | $ 674,047 | 1,137 | 18% | 12% |
| **Pulaski** | **$ 995,370** | **3,136** | **100%** | **100%** |
| Building Material and Garden Equipment and Supplies Dealers | $ 142,362 | 332 | 14% | 11% |
| Computer and Electronic Product Manufacturing | $ 136,000 | 250 | 14% | 8% |
| Fabricated Metal Product Manufacturing | $ 93,221 | 428 | 9% | 14% |
| Primary Metal Manufacturing | $ 85,574 | 291 | 9% | 9% |
| Food Manufacturing | $ 83,870 | 355 | 8% | 11% |
| **Pullman** | **$ 559,428** | **1,812** | **100%** | **100%** |
| Food Manufacturing | $ 137,400 | 600 | 25% | 33% |
| Merchant Wholesalers, Nondurable Goods | $ 90,906 | 168 | 16% | 9% |
| Merchant Wholesalers, Durable Goods | $ 70,340 | 78 | 13% | 4% |
| **Ravenswood** | **$ 1,707,865** | **4,894** | **100%** | **100%** |
| Primary Metal Manufacturing | $ 483,200 | 800 | 28% | 16% |
| Fabricated Metal Product Manufacturing | $ 161,932 | 604 | 9% | 12% |
| Electronics and Appliance Stores | $ 154,933 | 513 | 9% | 10% |
| Merchant Wholesalers, Durable Goods | $ 146,305 | 209 | 9% | 4% |
| **Roosevelt/Cicero** | **$ 898,202** | **2,861** | **100%** | **100%** |
| Food Manufacturing | $ 194,208 | 350 | 22% | 12% |
| Merchant Wholesalers, Durable Goods | $ 184,377 | 355 | 21% | 12% |
| Chemical Manufacturing | $ 84,321 | 433 | 9% | 15% |
| **Stevenson** | **$ 2,512,815** | **7,411** | **100%** | **100%** |
| Merchant Wholesalers, Nondurable Goods | $ 740,915 | 1,417 | 29% | 19% |
| Furniture and Related Product Manufacturing | $ 253,138 | 481 | 10% | 6% |
| Merchant Wholesalers, Durable Goods | $ 215,880 | 372 | 9% | 5% |
| Food Manufacturing | $ 165,968 | 736 | 7% | 10% |
| **Stockyards** | **$ 6,455,953** | **15,005** | **100%** | **100%** |
| Food Manufacturing | $ 1,716,690 | 2,670 | 27% | 18% |
| Merchant Wholesalers, Nondurable Goods | $ 651,138 | 758 | 10% | 5% |
| Merchant Wholesalers, Durable Goods | $ 535,473 | 776 | 8% | 5% |
| Chemical Manufacturing | $ 480,977 | 743 | 7% | 5% |
| **West Pullman** | **$ 67,603** | **234** | **100%** | **100%** |
| Fabricated Metal Product Manufacturing | $ 40,712 | 112 | 60% | 48% |
| **Western / Ogden** | **$ 2,297,260** | **4,246** | **100%** | **100%** |
| Fabricated Metal Product Manufacturing | $ 1,819,043 | 2,366 | 79% | 56% |

## Appendix 5.2 EXISTING ARCHITECTURE ANALYSIS

| ADDISON CORRIDOR | Combined Properties Data | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| Address | Total Land Square Footage | Bldg Square Footage | Floors | Condition of Improvements | Parking Area | Estimated Parking Spaces | Name of Business (or vacancy) | Number of Employees on site |
| **Subtotals** | 5,490,408 | 1,193,034 | | Usable as is | 834,076 | 2,085 | 126.04 | 2,914 |
| **Subtotals** | 1,500,571 | 452,602 | | Needs renovation | Est | 787 | 34.45 | 1,063 |
| **Subtotals** | 1,449,501 | 318,890 | est | Reconstruct | Est | 378 | 33.28 | 208 |
| **TOTALS** | **8,440,480** | **1,964,526** | | **ALL** | | **3,250** | 193.77 | **4,185** |
| **Acres** | **194** | **SF** | | **Conditions** | | | | **Employees** |
| 3500 N California | 1,409,299 | n/a | 3 | Usable as is | | | Com Ed | 650 |
| 3600 N Talman | 60,914 | 50,000 | 1 | Usable as is | | | Donald Bruce & Co | 7 |
| 3243 N California | 35,250 | 55,000 | 1 | Usable as is | | | Cretors & Co | 80 |
| 3269 N California | 25,380 | n/a | 1 | Usable as is | | | Vacant? | |
| 2633 W Addison | | n/a | 2 | Usable as is | | | State Farm Insurance | 30 |
| 3245 Campbell | | | | Usable as is | | | Police | |
| xxx W. Belmont | | | | Usable as is | | | Courthouse | |
| 3054 W. Barry | | | 2 | Usable as is | | | | |
| 2415 W. Barry | | | 2 | Usable as is | | | Tampico? | |
| 2500 W Bradley | 567,530 | 150,000 | 2 | Usable as is | 124,291 | 311 | Bodine Electric Co | 200 |
| 2600 W Bradley | 567,530 | 150,000 | 2 | Usable as is | 124,291 | 311 | Alstyle Apparel | 35 |
| 2501 W Bradley | 435,021 | 75,000 | 2 | Usable as is | 133,497 | 334 | WGN-TV | 300 |
| 2630 B W Bradley | 387,180 | 45,000 | 2 | Usable as is | 71,509 | 179 | Unisource / Jesco Group, Inc. | 25 |
| 2630 W Bradley | 387,180 | 45,000 | 2 | Usable as is | 71,509 | 179 | MTH Industries | 100 |
| 2640 B W Bradley | 387,180 | 45,000 | 2 | Usable as is | 75,945 | 190 | Cable Tek | 12 |
| 2640 W Bradley | 387,180 | 45,000 | 2 | Usable as is | 75,945 | 190 | RCN | 200 |
| 3001 N Campbell | 185,751 | 149,615 | 1 | Usable as is | 33,386 | 83 | Cenveo | *see above* |
| 3106 N Campbell | 146,974 | 54,000 | 2 | Usable as is | 3,827 | 10 | Tampico Beverages AKA Marbo Inc | 28 |
| 3232 N Rockwell | 108,894 | 54,000 | 2 | Usable as is | 55,783 | 139 | Hu-Friedy Mfg. Co., Inc. | 450 |
| 3401 N California | 104,544 | 94,856 | 2 | Usable as is | 5,198 | 13 | WMS Gaming | 355 |
| 2425 W Barry | 74,778 | 9,862 | 1 | Usable as is | 15,400 | 39 | Tampico Beverages | 25 |
| 2950 N Campbell | 57,153 | 23,129 | 1 | Usable as is | 3,200 | 8 | Cenveo | 200 |
| 3000 N Campbell | 57,153 | 16,995 | 1 | Usable as is | 4,300 | 11 | Illinois Masonic Warehouse | 5 |
| 4030 N Rockwell | 37,772 | 12,355 | 2 | Usable as is | 14,567 | 36 | Albany Auto Inc (Albany Auto Sales and | 7 |
| 4040 N Rockwell | 27,265 | 15,000 | 1 | Usable as is | 2,957 | 7 | Custom Magnetic, Inc (AKA James | 20 |
| 4015-4031 N Rockwell | 20,300 | 18,069 | 2 | Usable as is | 1,794 | 4 | Saranda's Furniture | 3 |
| 2924 N Western | 17,280 | 15,153 | 2 | Usable as is | 16,677 | 42 | A Foreign & Domestic Auto Parts | 7 |
| 4045 N Rockwell | 2,900 | 70,000 | 3 | Usable as is | - | - | General Products | 175 |

| ADDISON CORRIDOR | | | | Combined Properties Data | | | | |
|---|---|---|---|---|---|---|---|---|
| Address | Total Land Square Footage | Bldg Square Footage | Floors | Condition of Improvements | Parking Area | Estimated Parking Spaces | Name of Business (or vacancy) | Number of Employees on site |
| 3920 N Rockwell | 742,691 | n/a | 2 | Needs renovation | | | USDA APHIS PPQ Cooperative Asian | 25 |
| 3940 N Rockwell | 742,691 | n/a | 2 | Needs renovation | | | A-Z Industries at Wire + Cable | 25 |
| 3950 N Rockwell | 742,691 | n/a | 2 | Needs renovation | | | Gallery Lafayette at Wire + Cable | 5 |
| 3636 N Talman | 99,035 | n/a | 1 | Needs renovation | | | Austin Continental Inc | 40 |
| 3637 N Talman | 50,998 | 35,000 | 1 | Needs renovation | | | Tile Outlet Co | 1 |
| 2600 W Irving Park | 30,915 | n/a | 2 | Needs renovation | | | Wire + Cable building | |
| 2601 W Irving Park | 30,763 | n/a | 2 | Needs renovation | | | Wire + Cable building | |
| 3050 N Rockwell | 29,045 | 8,500 | 2 | Needs renovation | | | Pur Filter Corp | 10 |
| 4111 N Rockwell | 10,440 | 5,902 | 1 | Needs renovation | 3,594 | 9 | Lund & Company Invention, LLC/ Lund | 5 |
| 2830 W Roscoe | 68,132 | n/a | 2 | Needs renovation | | | Fire Station | |
| 3325 N California | 502,334 | n/a | 1 | Needs renovation | | | Midway Games Inc | 350 |
| 2942 N Western | 250,383 | n/a | | Needs renovation | | | Riverview Self Storage | 3 |
| 2942 N Western | 250,383 | 75,000 | 2 | Needs renovation | | | Lakefront Supply | 45 |
| 3065 N Rockwell | 164,088 | n/a | 4 | Needs renovation | | | Bare Metals, Inc | 4 |
| 3065 N Rockwell | 164,088 | n/a | 4 | Needs renovation | | | Summit Construction | 5 |
| 3700 N Talman | 151,411 | 105,000 | 1 | Needs renovation | | | Admiral Tool & Manufacturing Co. | 140 |
| 2626 W Addison | 73,763 | 30,000 | 1 | Needs renovation | | | Flow Products, Inc | 50 |
| 3121 N Rockwell | 35,103 | 32,000 | 1 | Needs renovation | | | Milano Designs Inc | 30 |
| 4130 N Rockwell | 34,213 | 10,000 | 1 | Needs renovation | | | Heltzer Incorporated | 25 |
| 4130 N Rockwell | 34,213 | 10,000 | 1 | Needs renovation | | | Goose Island North Yards formerly | 10 |
| 2419 W Barry | 29,828 | n/a | 1 | Needs renovation | | | Second City Foam Inc | 2 |
| 2432 W Barry | 28,197 | n/a | 1 | Needs renovation | | | Quality Excavation, Inc | 15 |
| 4100-4108 N Rockwell | 26,093 | 22,000 | 2 | Needs renovation | | | Midland Plastics Inc | 35 |
| 3054 N Western | 25,488 | n/a | 2 | Needs renovation | | | Fireplaces & Accessories (AKA | 20 |
| 2929 N Campbell | 24,059 | 13,000 | 1 | Needs renovation | | | Dover Industrial Chrome Inc | 8 |
| 2929 N Campbell | 24,059 | 1,000 | 1 | Needs renovation | | | TV Jay Electroforming Co | 5 |
| 4014 N Rockwell | 21,944 | n/a | 1 | Needs renovation | | | Vacant | |
| 3027 N Rockwell | 20,050 | n/a | 1 | Needs renovation | | | Call of the Wild Dog Training | 15 |
| 2930 N Campbell | 16,113 | n/a | 1 | Needs renovation | | | ACAN Windows | 17 |
| 2930 N Campbell | 16,113 | n/a | 1 | Needs renovation | | | Innovative Process Inc | 1 |
| 3022 N Rockwell | 15,963 | 56,500 | 2 | Needs renovation | | | Enamellers & Japanners Inc | 50 |
| 2612 W Barry | 12,500 | 13,000 | 1 | Needs renovation | | | Aeromotive | 5 |
| 3057 N Rockwell | 10,800 | n/a | 3 | Needs renovation | | | Rockwell-Lockwell Self-Storage | 10 |
| 3057 N Rockwell | 10,800 | 5,000 | 3 | Needs renovation | | | Wenesco, Inc. | 12 |
| 4131 N Rockwell | 10,440 | 11,000 | 1 | Needs renovation | | | Ampcor Inc | 7 |
| 4141 N Rockwell | 9,280 | n/a | 2 | Needs renovation | | | Department of Water and Sanitation. | |

| ADDISON CORRIDOR | | | | Combined Properties Data | | | | |
|---|---|---|---|---|---|---|---|---|
| Address | Total Land Square Footage | Bldg Square Footage | Floors | Condition of Improvements | Parking Area | Estimated Parking Spaces | Name of Business (or vacancy) | Number of Employees on site |
| 4141 N Rockwell | 9,280 | n/a | 2 | Needs renovation | | | Complete Furniture Service | 2 |
| 4155 N Rockwell | 8,595 | 10,000 | 1 | Needs renovation | | | Century Fasteners & Machine Co., Inc. | 12 |
| 4121 N Rockwell | 6,960 | n/a | 1 | Needs renovation | | | Delmark House | 4 |
| 2632 W Barry | 2,500 | 4,000 | 1 | Needs renovation | | | Scholars International | 3 |
| 2550 W Addison | | n/a | 1 | Needs renovation | | | 7-Eleven and Subway\Lane Plaza | |
| 2600 W Addison | | n/a | 1 | Needs renovation | | | McDonalds | |
| 3031 N Rockwell | | n/a | 2 | Needs renovation | | | Superior Maintenance | 5 |
| 3035 N Rockwell | | n/a | 2 | Needs renovation | | | Done Rite | 40 |
| 3045 N Rockwell | | 5,700 | 1 | Needs renovation | | | Bucktown Recycling Station, Inc. | 4 |
| 3075 N Rockwell | | n/a | 1 | Needs renovation | | | Dept of Water | |
| 4101 N Rockwell | | n/a | 1 | Needs renovation | | | Midwest Neon Supply Co. | 18 |
| 2945-2965 N Campbell | 250,383 | n/a | 2 | Reconstruct or | | | Clearview Window Manufacturing | 10 |
| 2432 W Barry | 28,197 | n/a | 1 | Reconstruct or | | | Atlas Recycling | 25 |
| 3050 N Western | 25,488 | n/a | 2 | Reconstruct or | | | Peter and the Wolf Grooming | 7 |
| 2416 W Barry | 8,775 | n/a | 2 | Reconstruct or | | | Cosmos Corp Mechanical Corp | 5 |
| 3900-3918 N Rockwell | 742,691 | n/a | 2 | Reconstruct or | | | Action Electric Sales Co Inc formerly | 60 |
| 3725 N Talman | 70,946 | 10,000 | 1 | Reconstruct or | | | Automatic Ice Makers Inc | 30 |
| 2900 N Western | 57,600 | 6,000 | 1 | Reconstruct or | | | Vacant | |
| 3150 N Campbell | 45,000 | n/a | 1 | Reconstruct or | | | Vacant | |
| 2603 W Barry | 35,600 | 13,000 | 1 | Reconstruct or | | | LaBrosse Ltd. | 15 |
| 2440-2460 W George | 29,321 | n/a | 1 | Reconstruct or | | | Bush Boake Allen | 5 |
| 2440-2460 W George | 29,321 | n/a | 1 | Reconstruct or | | | EMSL Analytical | 8 |
| 2460 W George | 29,321 | n/a | 1 | Reconstruct or | | | Woodworld | 7 |
| 2622 W Nelson | 28,726 | n/a | 4 | Reconstruct or | | | Gabriel's Awnings | 5 |
| 3001 N Elston | 27,392 | 129,400 | 1 | Reconstruct or | | | Done Rite | 1 |
| 2617 W Fletcher | 14,990 | n/a | 1 | Reconstruct or | | | Vacant | |
| 3054 N Rockwell | 10,300 | n/a | 2 | Reconstruct or | | | Vacant | |
| 2635 W Fletcher | 7,500 | n/a | 1 | Reconstruct or | | | Vacant | 0 |
| 3118 N Rockwell | 5,450 | n/a | 1 | Reconstruct or | | | Vacant | |
| 2629-2633 W Fletcher | 2,500 | n/a | 1 | Reconstruct or | | | Space used by 60+ artists and | 0 |
| 2620 W Fletcher | | n/a | 2 | Reconstruct or | | | The Architectural Revolution, The Alley | 30 |
| 2500 W Addison | exempt | | | Unknown | | | Vacant, former laundry facility | |
| 2640 W Addison | 64,021 | n/a | | Unknown | | | Vacant | |
| 3151 N. Campbell | | | 2 | Unknown | | | | |

**Park Features**

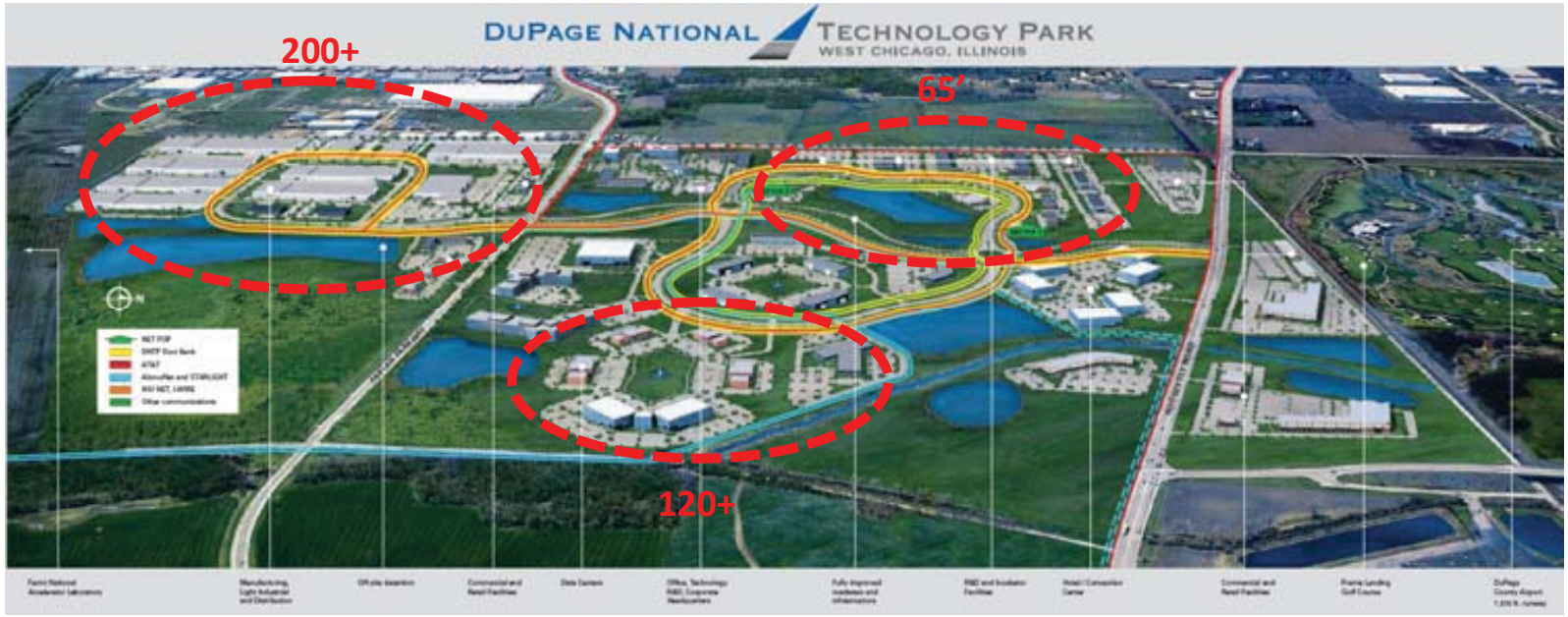
- 800-acre campus
- 5.5 million square feet upon total build-out
- All new geographically redundant fiber communications network
- 10 GB bandwidth, scalable to 100 GB
- Engineered for bandwidth speed, redundancy and survivability
- Designed to support 99.999% up time
- LEED certified buildings available
- 'Rapid Response Team' in place to address all technology, infrastructure / network requirements

**User/Location Benefits**

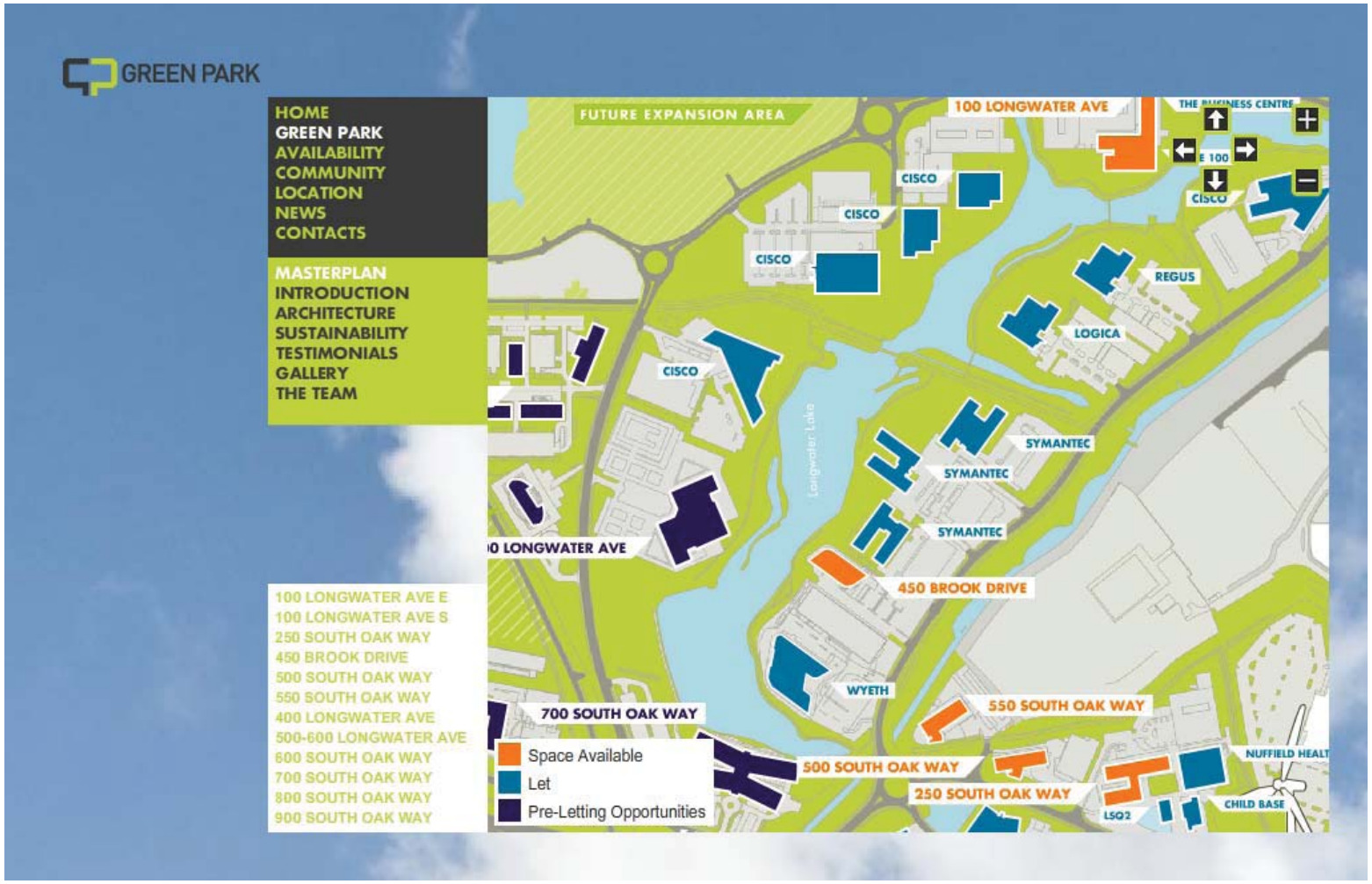
- Ideal for local, regional, national and international operations and headquarters
- Low DuPage County taxes and operating costs
- Strong DuPage County labor demographics
- In close proximity to hotels, dining, shopping, golf and recreation
- Abundant executive housing and affordable housing available within minutes
- Adjacent to key transportation routes and public transportation
- Nearby DuPage Airport supports national and international corporate travel (7,570' runway)
- Future Metra station

# DUPAGE NATIONAL TECHNOLOGY PARK

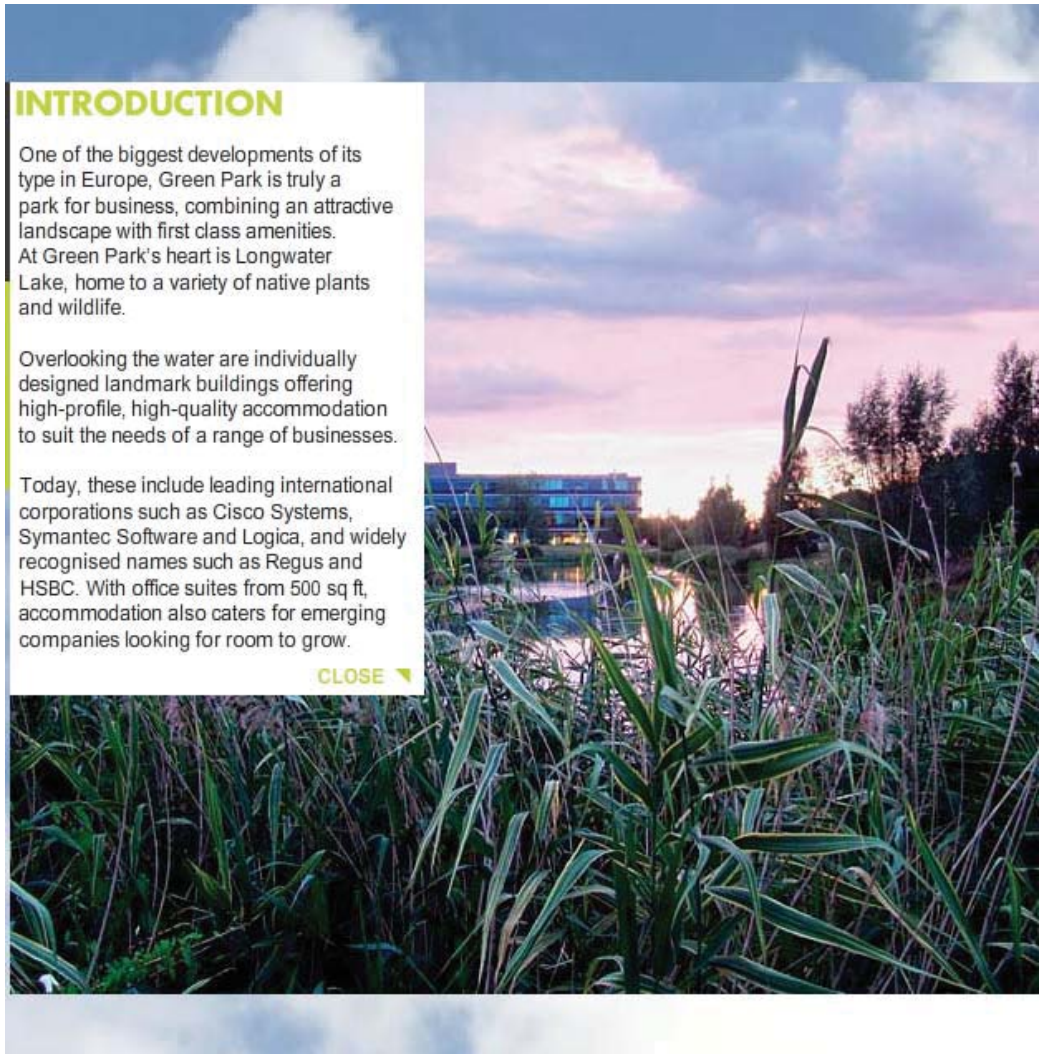
## WEST CHICAGO



# EXAMPLE: GREEN PARK, ENGLAND



# EXAMPLE: GREEN PARK, ENGLAND




LAKE AS HEART OF GREEN PARK

WATERFRONT PLAZAS AND AREAS OF NATIVE LANDSCAPING

LANDMARK BUILDINGS

VARIETY OF BUILDING AND SPACE SIZES

# GREEN TECH PARK

## ARCHITECTURE THAT IS
## INNOVATIVE
## SUSTAINABLE
## AND ICONIC



## SPECIFICATION

- Double-height reception with 2 x 10 person passenger lifts
- Glazed curtain walling
- Four pipe fan coil air conditioning
- LG3 and LG7 compliant lighting
- Raised floor with 200mm void
- Toilets and disabled persons' WC facilities on each floor
- Shower cubicle on every floor, with disabled persons' shower on one level
- Clear floor to ceiling height of 2.8m
- 1.5m planning grid
- CCTV 24 hour on-site security
- Targeting BREEAM rating of Very Good

# New Green Industrial Buildings


A. Biodiesel tanks for fleet fuel
B. 67,000-sf vegetative roof
C. Rooftop solar arrays for domestic hot water
D. Vertical green screens for shading
E. Permeable paver sidewalks made of “smog-eating” photocatalytic cement
F. 400 kW wind turbine, supplying 6-8% of the building’s total annual energy use
G. Bioswales collect and filter rainwater runoff
H. Runoff drains from bioswales into a detention pond
I. LED canopy fixtures for parking lot illumination


The planned $26 million, 162,500-sf headquarters and distribution facility for Testa Produce Inc. and JAB Produce Co. in Chicago is designed to be one of the greenest industrial buildings in the nation