



BRONZEVILLE

ARTS/
CULTURE/
UNLIMITED
POTENTIAL

HEIRS OF BRONZEVILLE
22 MAY 2013 PROOF



HEIRS OF BRONZEVILLE

22 MAY 2013 DRAFT



ESTABLISHING NEW POTENTIALS FOR BRONZEVILLE

Construction activity of the full program has the potential to support

320 to 620

direct construction jobs,
generating a total of

220 to 440

indirect and induced jobs.

Construction activity of the full program has the potential to generate total tax revenue ranging from

\$2.7 million to \$5.5 million

for the state and local government

&

\$6.3 to \$12.7 million

for the federal government.

SOURCE: IMPLAN

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A VISION FOR THE FUTURE

THE HEIR GALLERY, INC. SEEKS TO BUILD THE CATALYST FOR NEIGHBORHOOD CHANGE IN BRONZEVILLE.

This project will spark growth and progress within Chicago's urban core by creating a socially and environmentally sustainable community facility that will empower inner-city youth with marketable creative skills in the art, technology, and film industries. Housing and commercial spaces will complement the creative and community facilities and programs that will further develop the economic activities in the in both the immediate neighborhood

as well as throughout the greater South Side. This community facility will engage unique and contemporary design as well as sustainable strategies to achieve these goals. In other words, this project aims to create a nexus of creativity, technology, and commerce to reinvigorate the South Side while simultaneously providing a home for Chicago's creative community.

With this development, the Heir Gallery, Inc. will bridge the gap between creative education and employment opportunities while connecting development prospects with the needs of the creative community. The Heir Gallery, Inc. intends to achieve these goals through partnerships with organizations, corporations, and individuals who share similar visions. The intention is to work with a variety of people for a holistic approach grounded in existing social infrastructure that can operate and grow synergistically.



EVERYTHING
CAN BE
BETTER,
IT JUST
STARTS WITH
A PLAN.

OBJECTIVES

By establishing a new center for arts and culture on the South Side of Chicago, the Heir Gallery, Inc. seeks to accomplish a series of objectives that will not only transform the lives of Bronzeville residents, but also to strengthen the ties among Chicago's creative community, as well as make Chicago a truly global cultural destination. Not only will this project change how Chicagoans see themselves, it will also transform how others view the city

Redevelop the neighborhood.

Although Bronzeville and the South Side have an important cultural legacy, recent years have diminished the prominence of the area. This vision seeks to bring the neighborhood back to its potential as a great place to live, work, and create.

Create the center for art and culture in Chicago and in the region.

Chicago does not yet have a single center for creative culture and art, even though there are several small and unique creative communities spread across the neighborhoods. This development would change that condition and become a place where all Chicagoans to come together and celebrate art.

Create a new center of creative commercial activity on the South Side.

This development would help improve the economic conditions of South Side residents, both directly and indirectly. Social and educational programs linked to commercial development would help create self-sustaining neighborhood development and improvement, create jobs, and give South Siders more access to arts and culture.

Strengthen the future creative of Chicagoans.

The programs and spaces that make up this development will not only create a more cohesive creative community, but they will also ensure Chicago's place as a future hub for arts and culture. Through education and training programs, combined with occupational and practical outlets, Chicago's children and youths will have the opportunities they need to pursue successful careers in the arts.

Create a new destination within the city, not just for residents, but for tourists and visitors.

Together, the components of this project will put Bronzeville on Chicago's map for happening cultural places, and it will put Chicago on the global map for creative and innovative culture. Instead of losing artists and creatives to cultural communities of other cities, Chicago will become a magnet for people interested in consuming culture, as well as those who wish to produce it.



AUDIENCE

There are three main groups of people who this development will benefit most. The first and most immediate includes the residents of Bronzeville. The second group is a bit broader, as it addresses the needs of Chicago's artistic community. Finally, this project has the potential to reach beyond Chicago residents and to touch visitors and tourists. It is also important to emphasize that one of the key tenets of this project is diversity. Chicago is a diverse city and any sort of meaningful cultural intervention should reflect this diversity as well as provide outlets and opportunities for people of all communities. This project is designed to appeal to people of all ages and cultures, for both local Chicago residents, as well as those who will be drawn to it from other places.

LOCAL RESIDENTS

In its current condition, Bronzeville is an urban neighborhood adequately large to support the off-peak use of a development of this scale. See the section on economics for details about commercial activity in the area. However, to improve the quality of life of the residents, Bronzeville needs more commercial activity and improved access to shops and services. 285,000 people currently live within a short bus or bike ride from the site. In addition, recent demographic information indicates that

middle and upper income households are moving to the area: since 2000, there has been a 12% increase in this population who live in Bronzeville. Finally, no one will deny that Bronzeville lacks services that are expected in other urban neighborhoods. Examples of such services include grocery stores and retail outlets, banks and services and other institutions, as well as opportunities for art, recreation, and entertainment.



ARTS COMMUNITY

CHICAGO ALREADY HAS A FLOURISHING ARTIST COMMUNITY,

but that does not mean it cannot grow and improve. In the greater metropolitan region, there are already 90,000 people employed in the arts, entertainment, and recreation fields there are 4,500 arts related businesses that employ 40,000 people within 50 miles of Bronzeville. But, it is common knowledge that Chicago's active artists and creative individuals are spread out across the city: although there are several hubs of artistic activity, each with its own unique character, there is no center for this community and no place for a de facto arts festival or event series. There also is not yet a true center of Chicago's creative scene to which people are instinctively drawn. Moreover, creative people keep leaving Chicago for cities specifically known for their creative communities, such as Los Angeles and New York

City, or even Austin and Atlanta. In order to maintain and improve Chicago's status as a city with a significant arts and cultural scene, it is imperative to keep these people from leaving. In addition, given the current and constant need for innovation and interdisciplinary collaboration, it is also necessary to give this diverse group of creative individuals a place to gather, share ideas, and develop a more cohesive creative community. With more of these opportunities for innovation and collaboration available, there will be more opportunities to foster and reinforce a more cohesive creative community.

This group also includes young, creative adults who are the future artists and creative professionals and who will be leaders in the local economy in the not-too-distant future. Currently, within the Bronzeville area, about 17% of the total population of 50,000 people falls within the 15-24 age range. These youths need of meaningful education, training, and employment. This demographic also currently lacks immediate access to arts and culture, even though they have the potential to be significantly influenced and motivated by such creative outlets. Opportunities in artistic and other creative endeavors also provides children and youths with productive outlets for their time. In order to ensure Chicago's future as destination for cutting edge arts and culture, it is necessary to invest in the talent of the future and to give young adults access to inspiration, education and training, as well as to provide them with the opportunities to use their skills productively through creatively oriented employment.



Design Miami
Miami, FL

VISITORS + TRAVELLERS

Visitors to Chicago make up the third group of people who this development will benefit. Although this group includes people who come from distant places, not every visitor is from distant places. Many people who come to Chicago are on short visits from nearby areas who are specifically looking to participate in cultural activities while

doing some shopping in the city. Moreover, this project also has the opportunity to be a destination for artists and creative professionals from beyond the metropolitan Chicago area including those who travel specifically for a festival or cultural happening and the associated activities that accompany these types of events.





INFINITE POSSIBILITIES

This project contains opportunities that will affect the city on the hyper-local neighborhood scale, the greater city, as well as the metropolitan area. It even has the potential to create an iconic, world class destination that attracts people from beyond the Great Lakes and Midwest. Of primary and initial importance is how this development will act as a catalyst so that its influence can not only spread beyond the immediate neighborhood but also produces self-sustaining development through commercial and programmatic synergies.

LOCAL CATALYST

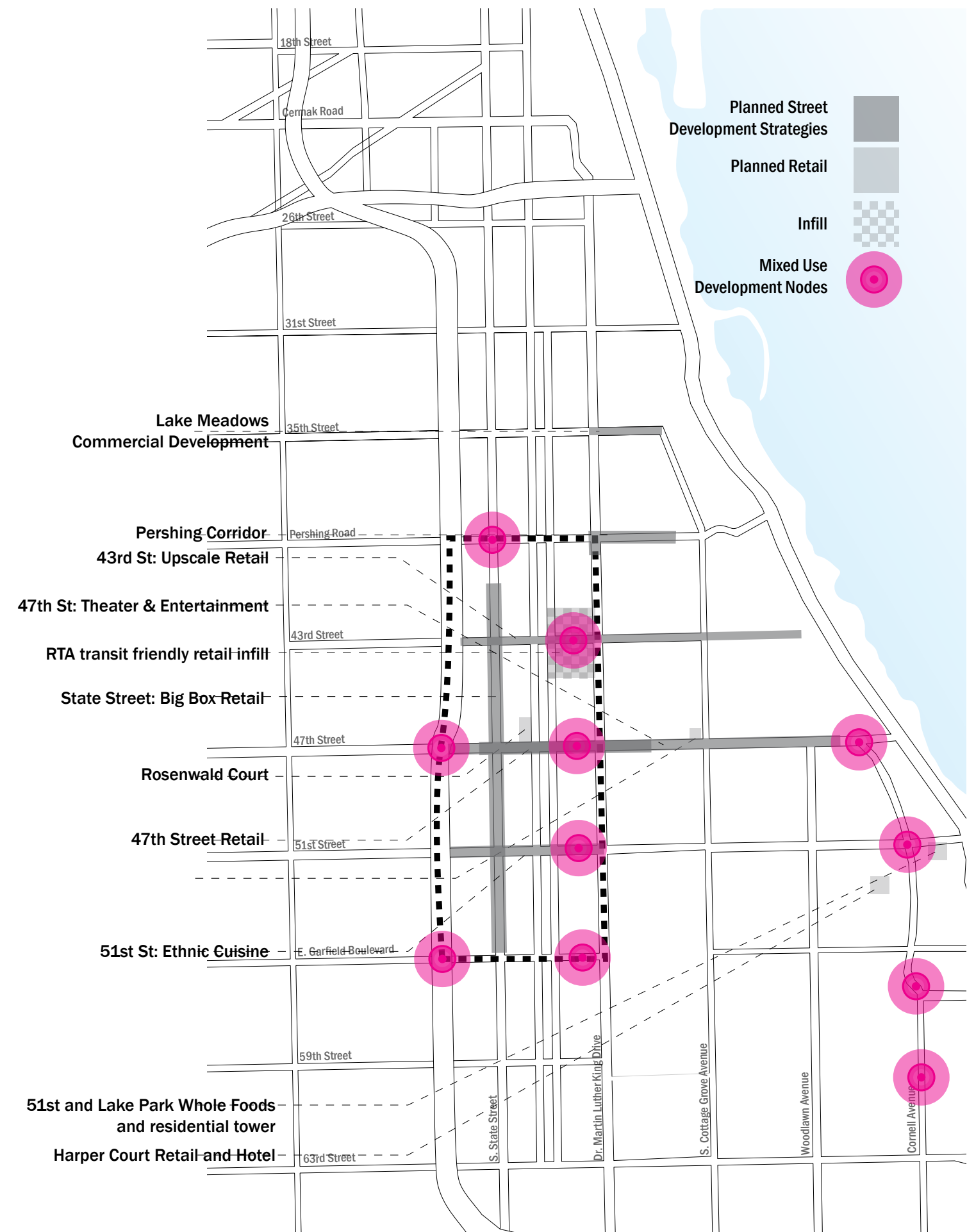
THE HEART OF THESE INTENTIONS IS TO DEVELOP BRONZEVILLE IN AN ECONOMICALLY FEASIBLE, SELF-SUFFICIENT, AND SUSTAINABLE MANNER.

This idea of sustainability extends beyond the environment: it also addresses the social, economic, and cultural issues that affect residents. Comprehensive sustainable strategies include educational opportunities, training, and career development directly connected to the creative economy through employment opportunities. Such programs can be implemented through partnerships with school programs, after school programs, or summer activities. There is also the potential to develop stand-alone art and technology training programs. This initiative might be thought of as a sort of contemporary vocational school for the 21st century, and includes a college preparatory academy. Finally, a broadly defined knowledge center would house independent and non-profit organizations and act as a resource to connect schools with other extra-curricular programs. Such programs

support many of the recommendations in the 2012 Chicago Cultural Plan, especially those that focus on education and learning, creative jobs, and collaboration between and across organizations.

In addition to educational development, sustainable development can extend deeper into the community through increased economic activity, increased residential density, better infrastructure, and increased number and availability of services. Part of this development includes retail and commercial outlets and services, socially and environmentally conscious housing, but also the development of public space to promote public health and well-being. Not only do public spaces serve dual purposes as active landscapes that encourage robust and healthy lifestyles, but they can also directly improve the environment through green initiatives that directly address with healthy food, air, land, and water supplies.

Artistic and cultural programming completes the program by supplementing the physical and economic health and well-being of the community. Art shows, creative cultural activities, festivals and events can all be built into local economies so that they can complement and support each other. Retail outlets can accompany festivals, and vice versa. This programming can also future support the mission of educational and training programs, not only by providing regular employment opportunities for participants, but also by allowing them to showcase their creative skills and talents in their own neighborhood.



CITYWIDE CONNECTIONS

Other benefits to developing Bronzeville are the already present neighborhood scale connections to nearby institutions and cultural hubs. In addition to being one of the last places in Chicago with substantial land available that is also easily accessible to the Loop. Bronzeville is also relatively near Lake Michigan. There are other contextual attributes that make this an ideal location to begin an intervention on such a scale. For example, its proximity to existing cultural and higher education institutions like the University of Chicago and the Illinois Institute of Technology, as well the existing neighborhood hubs of artistic and cultural production like Pilsen and Bridgeport make this location ideal for developing arts and educational programming. In addition, there already are existing residential and commercial developments emerging elsewhere in the immediate area.

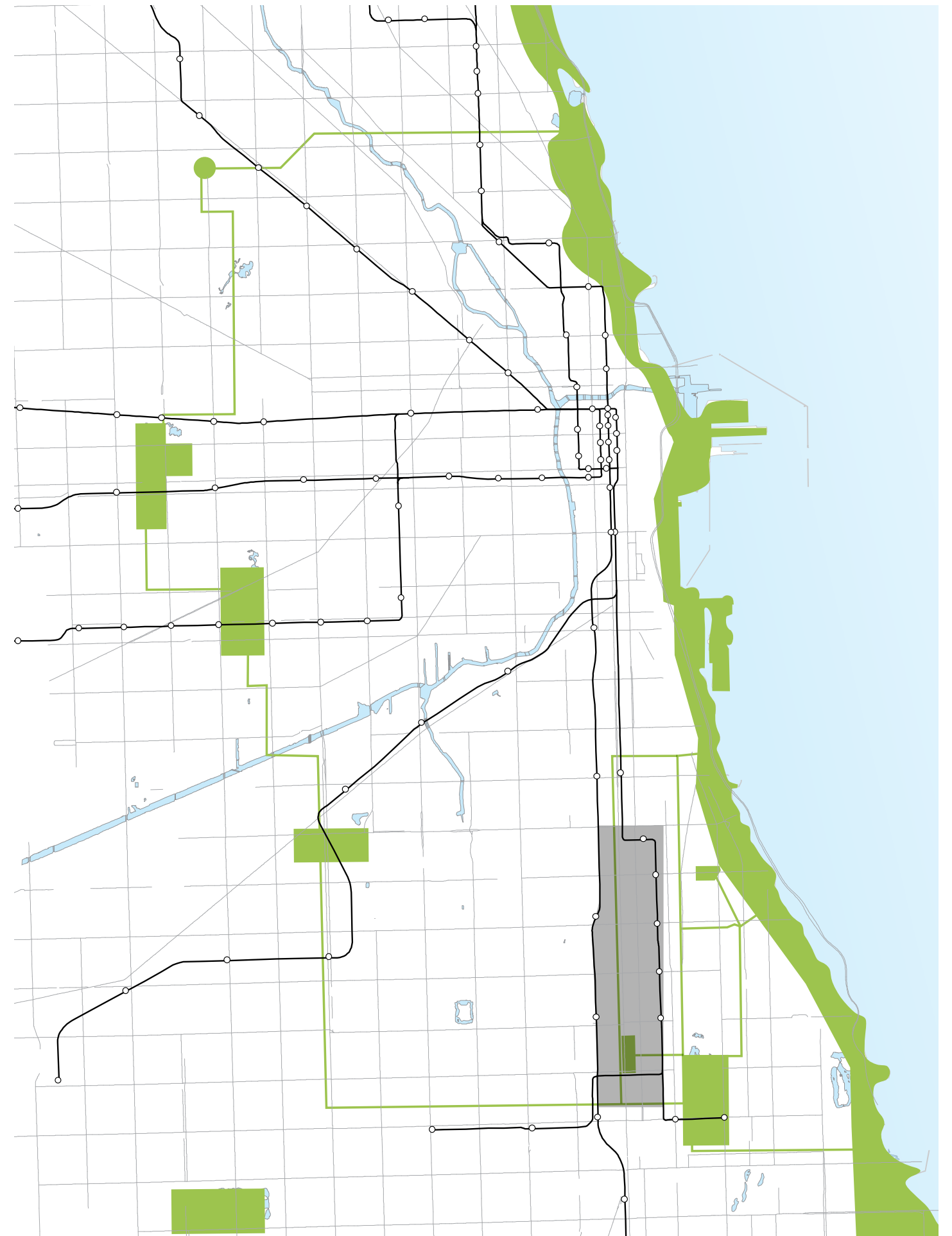
Finally, the Bronzeville area is extremely connected to the rest of Chicago via public transportation and city's green infrastructure. The Chicago network of boulevards runs directly through the neighborhood, and there are many Chicago Park District parks adjacent to the site. This proximity to green infrastructure facilitates partnerships and synergies with Park District programming and spaces. Public

transportation also has a major presence in the neighborhood. Not only do the Green and Red Line El trains run directly through, and stops in the neighborhood, but planned bus rapid transit along 55th Street increases

access to Bronzeville from almost anywhere else in the city. In turn, the presence of public transportation supports the connections between Midway Airport,

Union Station, and even O'Hare, making Bronzeville accessible to the rest of the world. Strategically, this project will connect with the city with the boulevard system to the network of parks, boulevards, and green spaces. An arts promenade that crosses the site will directly plug into this existing network of green spaces.

“THE PRESENCE OF PUBLIC TRANSPORTATION SUPPORTS THE CONNECTIONS BETWEEN MIDWAY AIRPORT, UNION STATION, AND EVEN O’HARE, MAKING BRONZEVILLE ACCESSIBLE TO THE REST OF THE WORLD.”



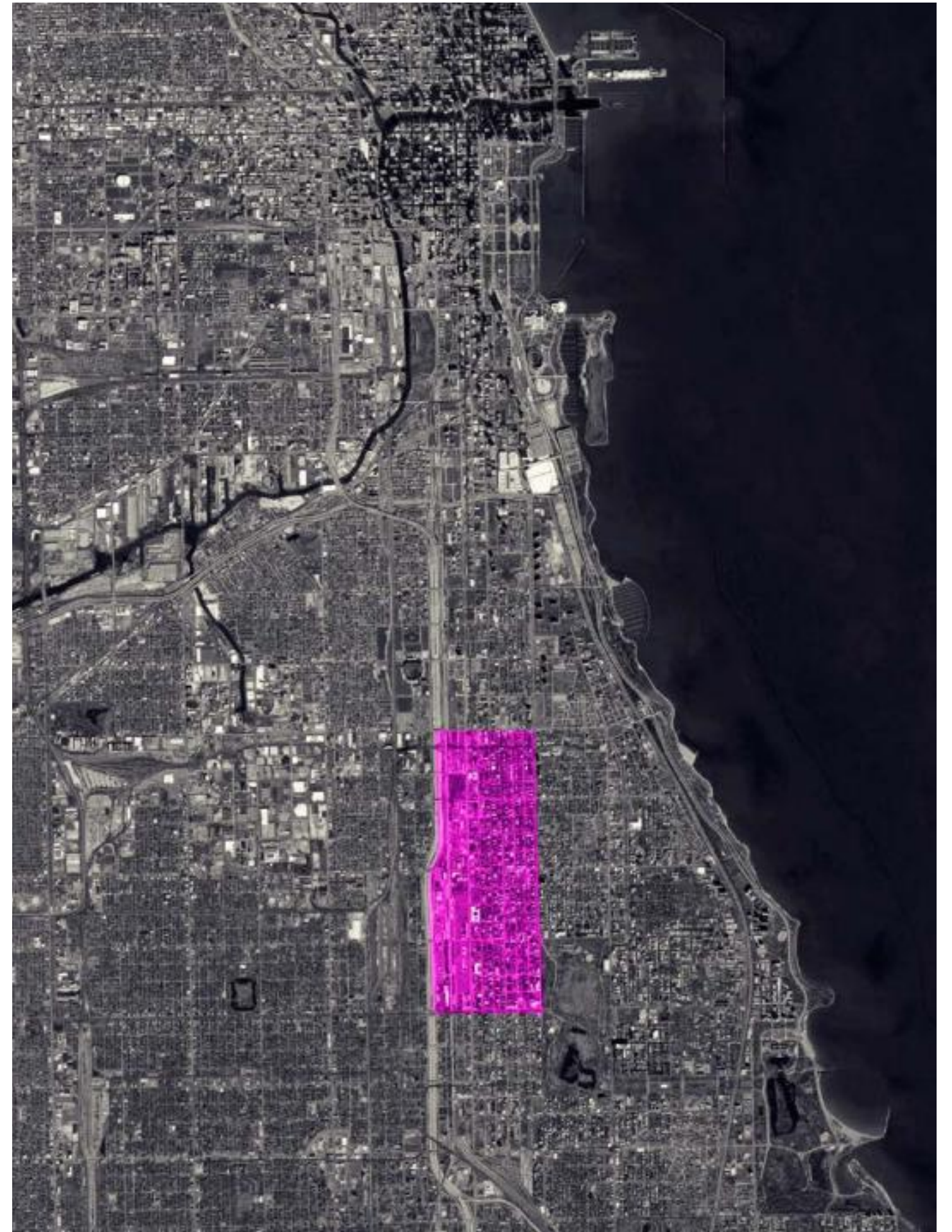
GREATER CHICAGO

THE 2012 CHICAGO CULTURAL PLAN PRESENTS MANY OPPORTUNITIES FOR DEVELOPMENT IN THE BRONZEVILLE AREA.

These opportunities go beyond the educational and learning opportunities discussed earlier in this document. Such a development would substantially increase access to the arts in South Side neighborhoods. Specifically, recommendation 17 suggests the creation of a Museum Campus South and encouraging the development of a vibrant cultural district. The creation of a nexus of cultural activity near the DuSable Museum and Washington

Park would help to support this goal of creating a cultural district. Moreover, the creation of such a site slightly west of Washington Park would improve the connection to the CTA through its proximity to Red Line and Green Line trains. This connection has the opportunity to serve as a portal to the new Museum Campus South cultural district.

The space available in Bronzeville also provides for another recommendation that supports the Chicago Cultural Plan: Recommendation 27 suggests the creation of a permanent, major festival ground to help make Chicago more of a global cultural destination. Because Washington Park has historic status, for example, it would be difficult to use the park space as permanent festival grounds for an event the scale of a Lollapalooza. However, the large open spaces that remain at the site of the former Robert Taylor homes would provide adequate space to build permanent festival infrastructure in a location easily accessible to the rest of the city.



CULTURAL LOOP

The creation of and connections between these cultural facilities, festival grounds, museum campus south, as well as its proximity and linkages to nearby institutions and neighborhood hubs of artistic creates a cultural loop between Chicago's South Side and the cultural destinations of the downtown area. Such a loop is implicitly suggested in the 2012 Chicago Cultural Plan, which supports initiatives that link neighborhoods together with the downtown area. These programs would encourage collaborations, neighborhood festivals and events and create the infrastructure for a city-wide arts and cultural celebration.

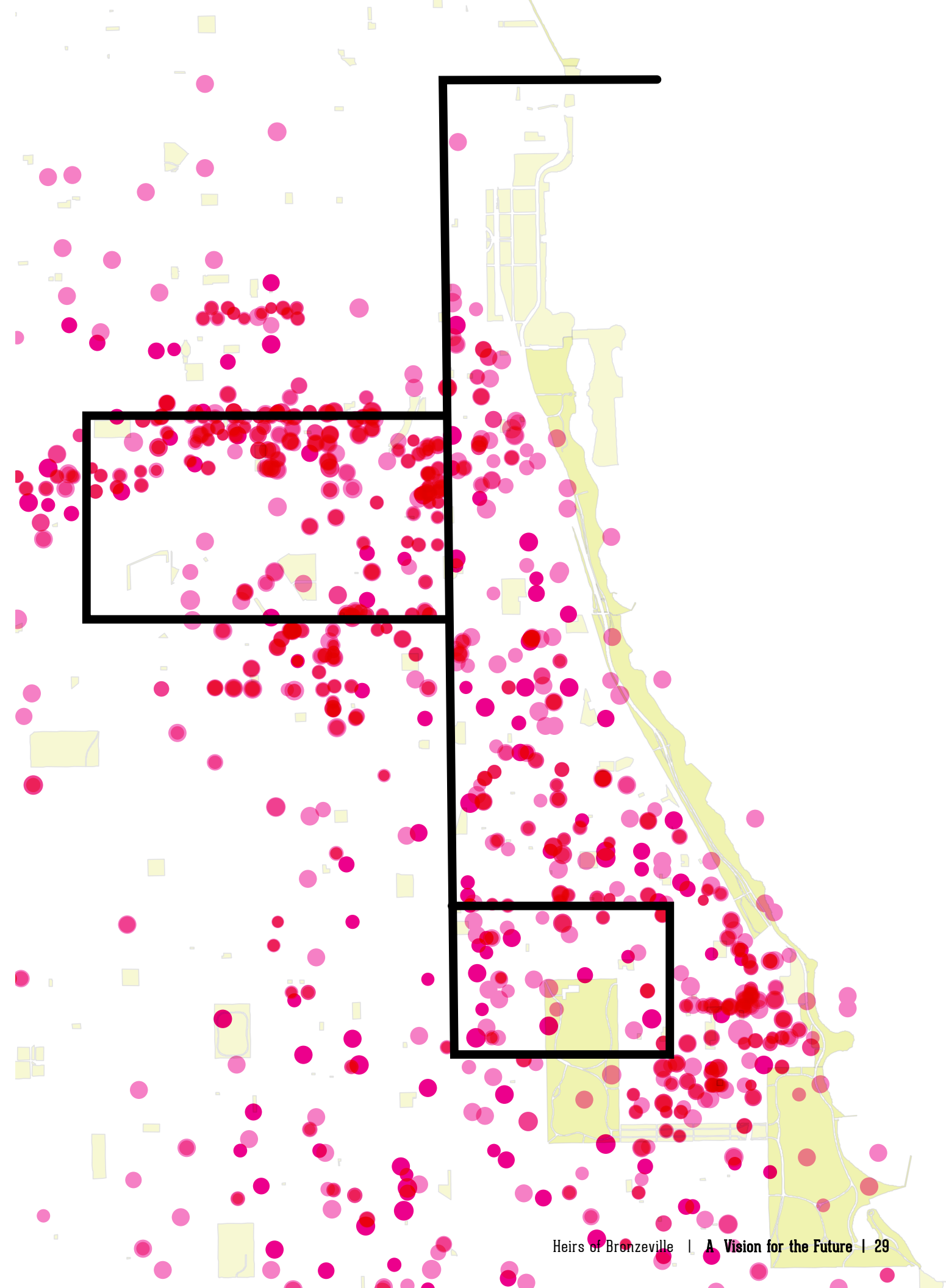
Such a loop would connect to the existing cultural facilities and infrastructure that includes the existing Museum Campus, Loop cultural resources, as well as the soon to be new Navy Pier. Such a strategic move so close to El stations could also facilitate a city-wide arts and cultural festival with events that happen across the city. An arts promenade would help to create and physically express this connection and would link to Chicago's existing green network and facilitates movement between neighborhood scale artistic and cultural districts. This sort of monumental corridor can also help orient visitors and direct their travels between locations of interest.

This arts promenade would also serve additional purposes such as creating places for outdoor, public activities. In addition to the recreation and pedestrian oriented infrastructure, this space could serve as a location for public art installations, as well as host neighborhood scale events and festivals.

Finally, an arts promenade could contribute to the rebuilding of the city grid in the area and help improve integration with the neighborhood context.

Over the years, the Chicago grid that was made up of city blocks was erased by the erection and subsequent demolition of high rise housing projects. What remains are large swaths of land that are separate from the city grid. This promenade, along with the addition of smaller scale connecting streets, can reconnect the site with the surrounding neighborhood, and better integrate it with the existing city fabric.

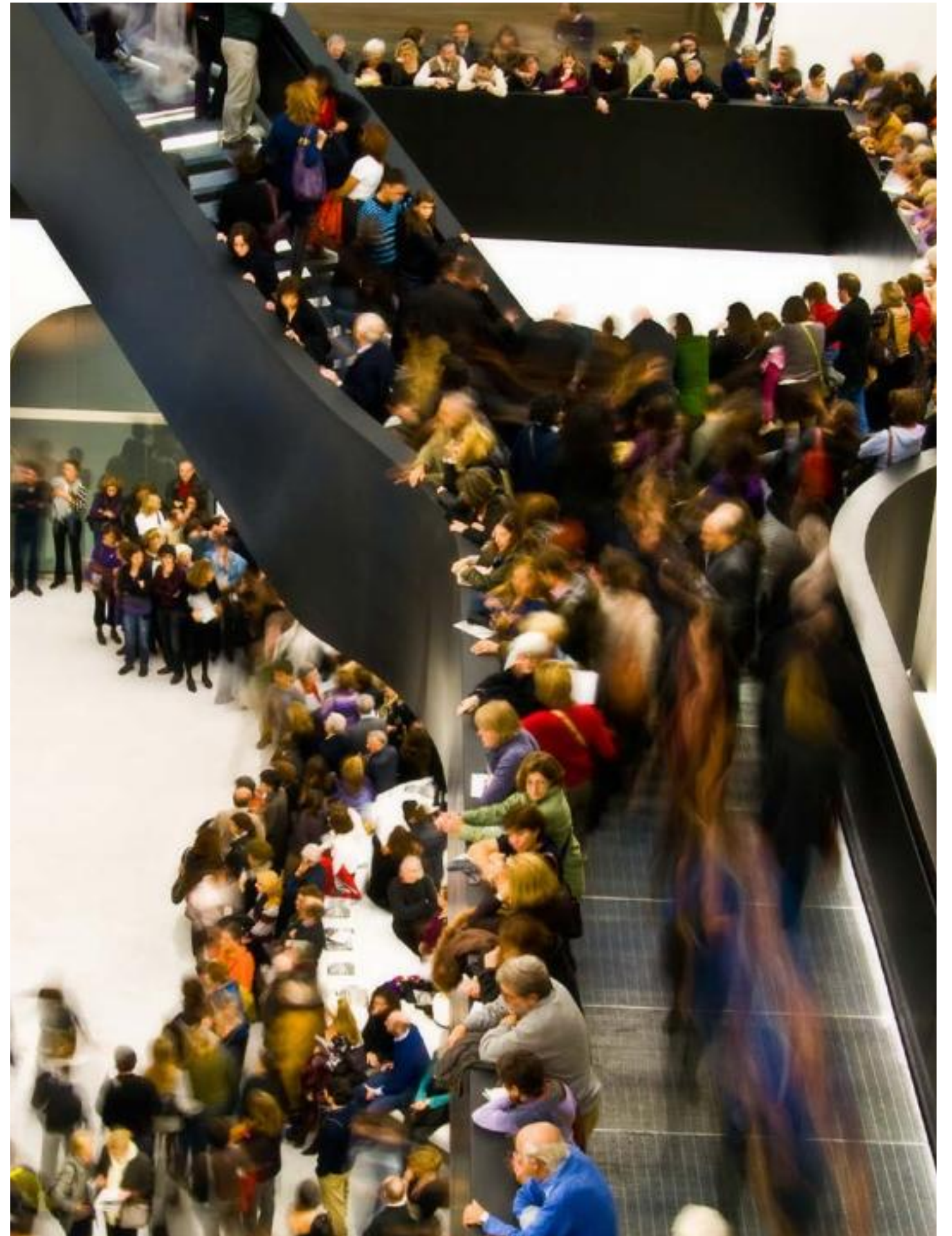
**“A STRATEGIC
MOVE SO CLOSE TO
EL STATIONS COULD
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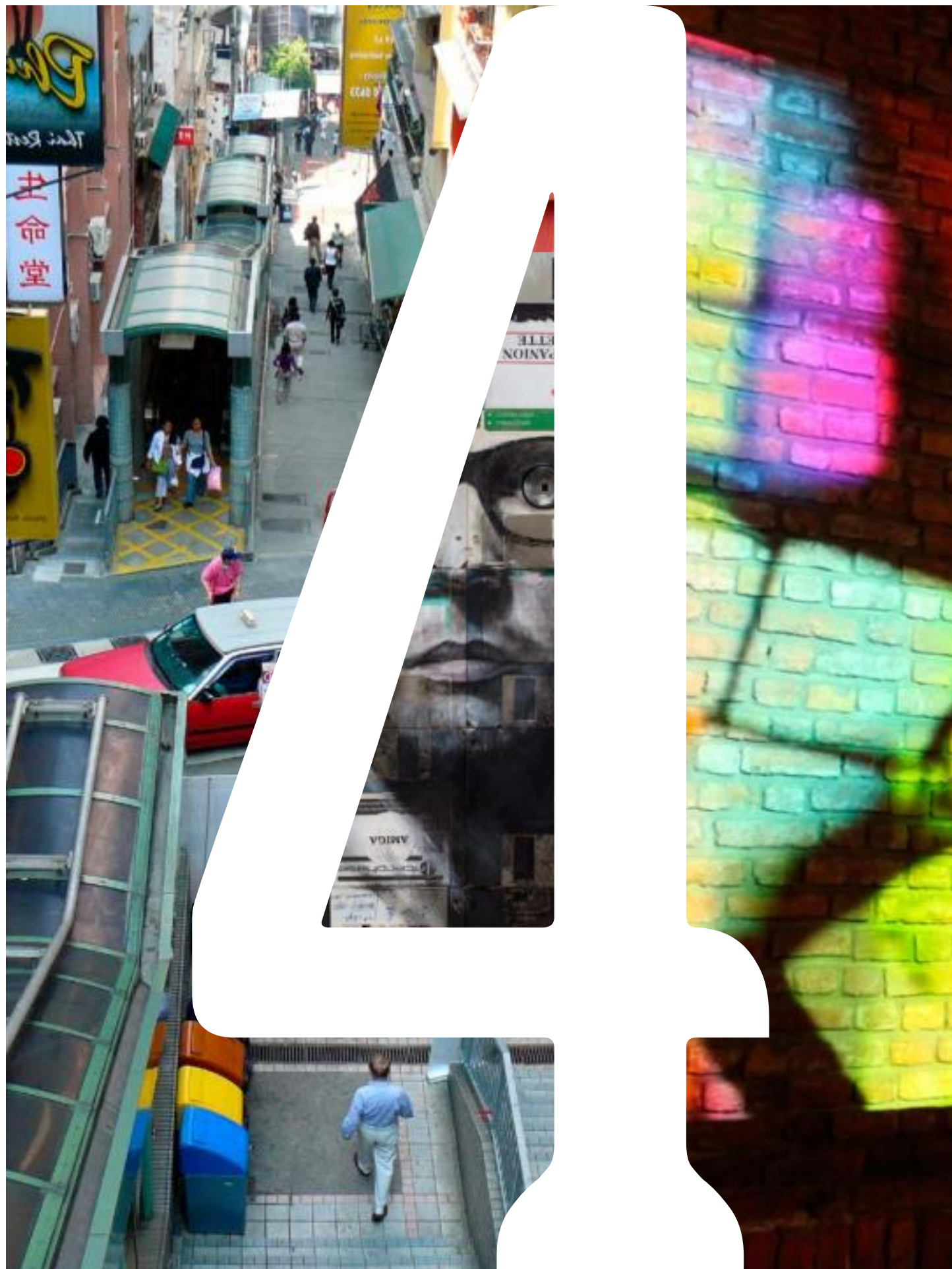


ICONIC PLACES

Finally, this development has the potential to create a new iconic destination within the city. Because of its scale, it has a truly iconic potential to attract more than just local visitors. As an attraction with a global draw, it will help Chicago become known as a place for artists, not just a place where artists are born. With an intervention of this degree, Bronzeville could become known as the place for artists within Chicago, the place where innovative

and exciting things happen. Finally, it would be meaningful for a development like this to happen in Bronzeville. As a neighborhood with so much creative historical legacy, it is already known world-wide for its contribution to music, literature, and the arts. The easiest way to create a significant creative future would be to build upon a cultural foundation that already exists.





PROGRAM

The ultimate goal of the programming will not only be to celebrate Bronzeville's dynamic past contribution to culture, but to be **future oriented** and **focused on the development of the arts and related fields.**

There are three main components to the program. The first is a public amenity. The second is the collection of arts and cultural infrastructure. The third includes the more commercially oriented development of housing, retail, and services. Each of these programmatic elements are made up of several pieces that contribute to larger the mission of a diverse, sustainable destination that is focused on the development of art and cultural industries.

The public amenity will take the form of a park that is more than just an outdoor public space. It will include the arts promenade and will be designed to host large outdoor events. The park design will include an outdoor venue, active landscapes that can support both sports fields and festival or concert grounds, and will serve as the context in which the built program will be situated. This landscape will include greenscape, water, and trees, as well as hardscape where appropriate.

ARTS + CULTURE

The arts and cultural programming will include an artist market, artist housing, and a creative media center. The artist housing will provide a place for artists to live, work and collaborate with each other. The artist market would help them show and sell their work to the public. As a year round venue for artists and their work, it will help create a destination to consume art in Chicago.

Finally, the creative media center will be able

to physically host the dynamic programming affiliated with the project. It will include a space for music, film, and performances, and it will also house the more educationally oriented programs, training facilities, and an arts incubator space. Non-profits and other arts organizations can be based here, and the creative media center will have spaces to host facilities that support their work, such as a media tool library, film and recording studios, and writing workshops.



A NEW GLOBAL DESTINATION

The commercial component will be made up of a variety of different types of developments that complement and support the arts and cultural programming. Restaurants and retail outlets will make up most of the commercial programming, however, the creative and arts programming will be supported by office space for creative

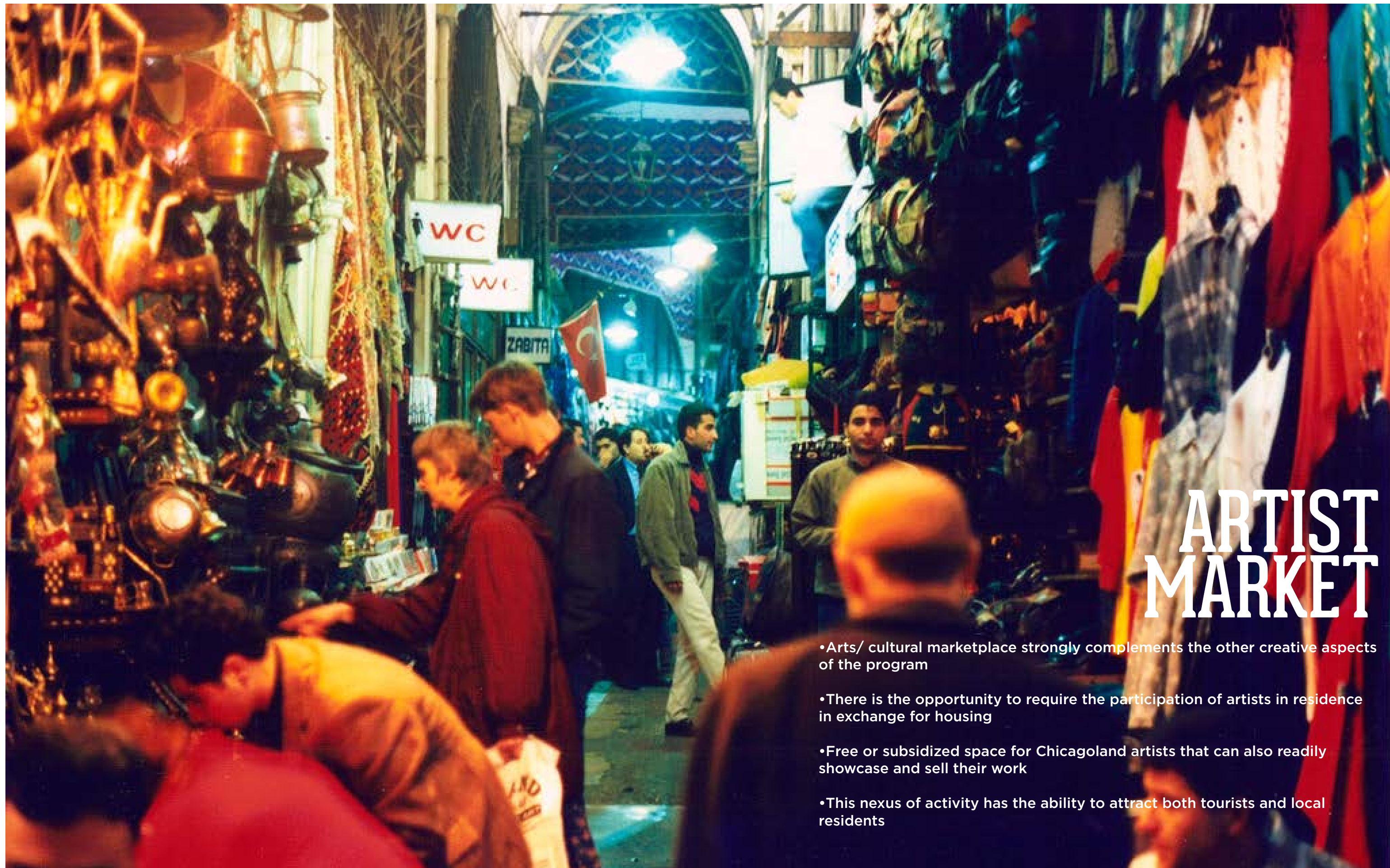
commercial and related businesses. Finally, the commercial development will include market rate housing as well as a hotel to host visitors. The increased numbers of residents and visitors will provide financial support to the arts related programming through everyday and tourist commerce.





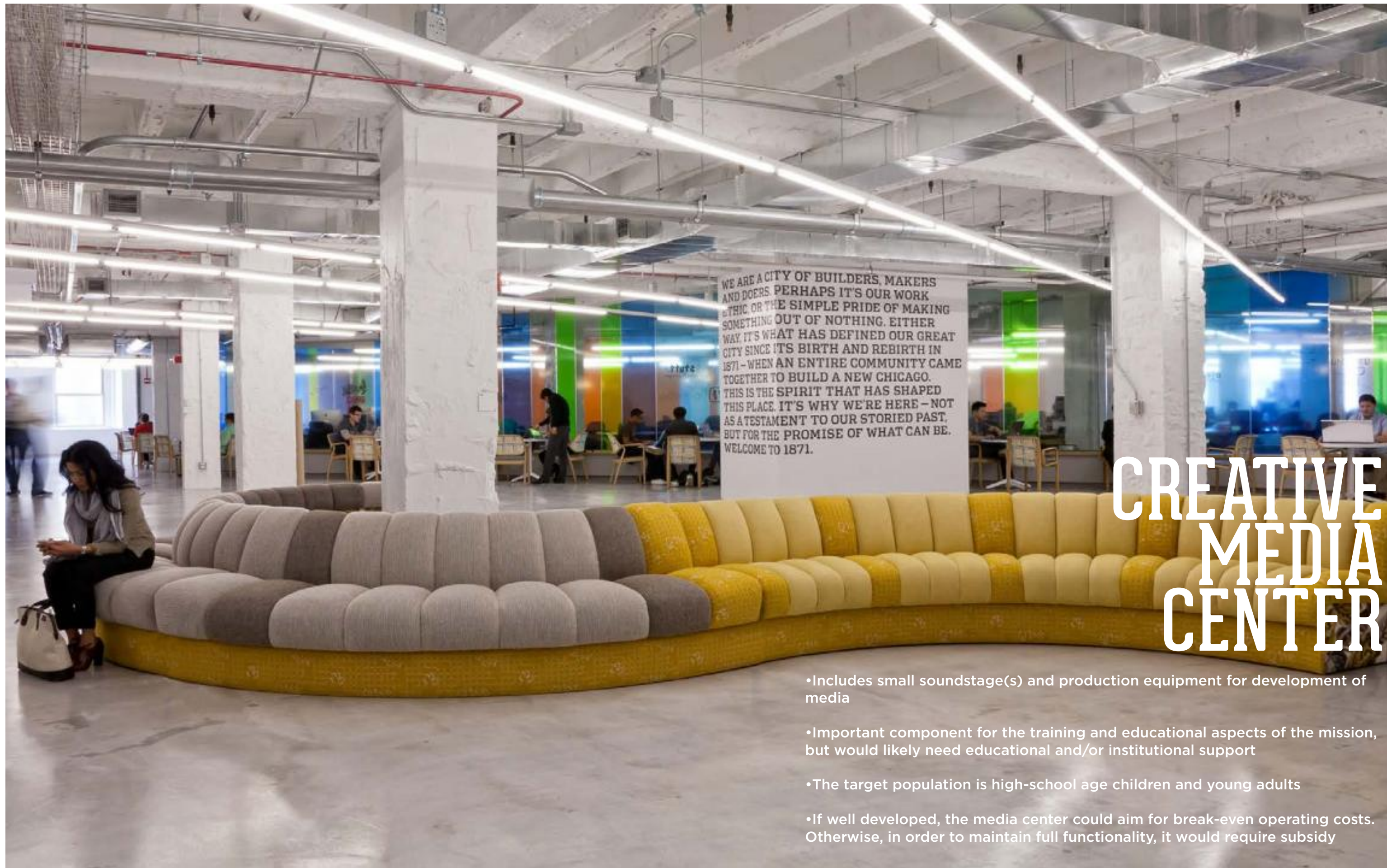
PUBLIC AMENITY

- Has the ability to attract people to the site and enables sponsorship opportunities from both corporate and philanthropic sources
- Has the ability to attract people to the site and enables sponsorship opportunities from both corporate and philanthropic sources
- A well-designed, quality environment increases the likelihood that nearby market rate development, particularly residential and retail, will succeed
- Locally-oriented program elements create frequent and repeat usership that, in turn, supports other components



ARTIST MARKET

- Arts/ cultural marketplace strongly complements the other creative aspects of the program
- There is the opportunity to require the participation of artists in residence in exchange for housing
- Free or subsidized space for Chicagoland artists that can also readily showcase and sell their work
- This nexus of activity has the ability to attract both tourists and local residents



CREATIVE MEDIA CENTER

- Includes small soundstage(s) and production equipment for development of media
- Important component for the training and educational aspects of the mission, but would likely need educational and/or institutional support
- The target population is high-school age children and young adults
- If well developed, the media center could aim for break-even operating costs. Otherwise, in order to maintain full functionality, it would require subsidy



ARTIST HOUSING

- This aspect of the program strongly complements and supports other components of the program
- Because of its nature, this would require grant and/or subsidies to maintain operations
- If coupled with “extroverted” program elements like the artist market, it could act as a draw for non-artist populations
- Disciplinary specific organization would encourage collaboration, while proximity to other fields would facilitate innovation and interdisciplinary work



RETAIL

- Retail opportunities have the ability to cater to area between Lake Michigan and Dan Ryan on the South Side
- Integration with artist program elements could enable and attract other tenants and brands
- Boutique retail becomes a possibility after the site is initially activated with other program elements



VENUE

- A formal, indoor venue can develop in later stages in the project. Meanwhile, event programs can be thoughtfully accommodated within the public amenity during earlier phases of the development
- A smaller sized venue lowers operating and development costs, and increases opportunities for more frequent utilization
- Flexibility in layout enables more frequent and varied performance opportunities, which then enable revenue sources
- High footfall and frequent visitation increases opportunities and revenue for naming rights and sponsorship potential



**ECONOMICS
&
MOVING
FORWARD**

ECONOMIC & DEVELOPMENT STRATEGIES

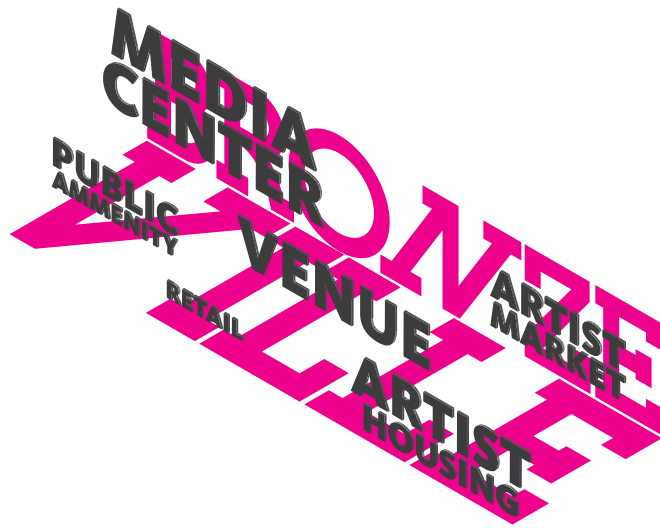
There are a range of economic, strategic, and implementation approaches to advancing the concept. The ultimate approach would be site-specific and imply different program typologies and scaling. Strategies generally relate to new construction that may create a clustering effect, or development/ redevelopment capitalizing on existing neighborhoods and adjacencies. Depending on the ultimate location the concept and related construction or reuse, financial implementation tools and program details would vary.

Implementation strategies include the following

1. 47th & State Street Node
2. 47th Street Corridor
3. Transit Oriented Creative District
4. 51st and State Street - Vacant CHA Property

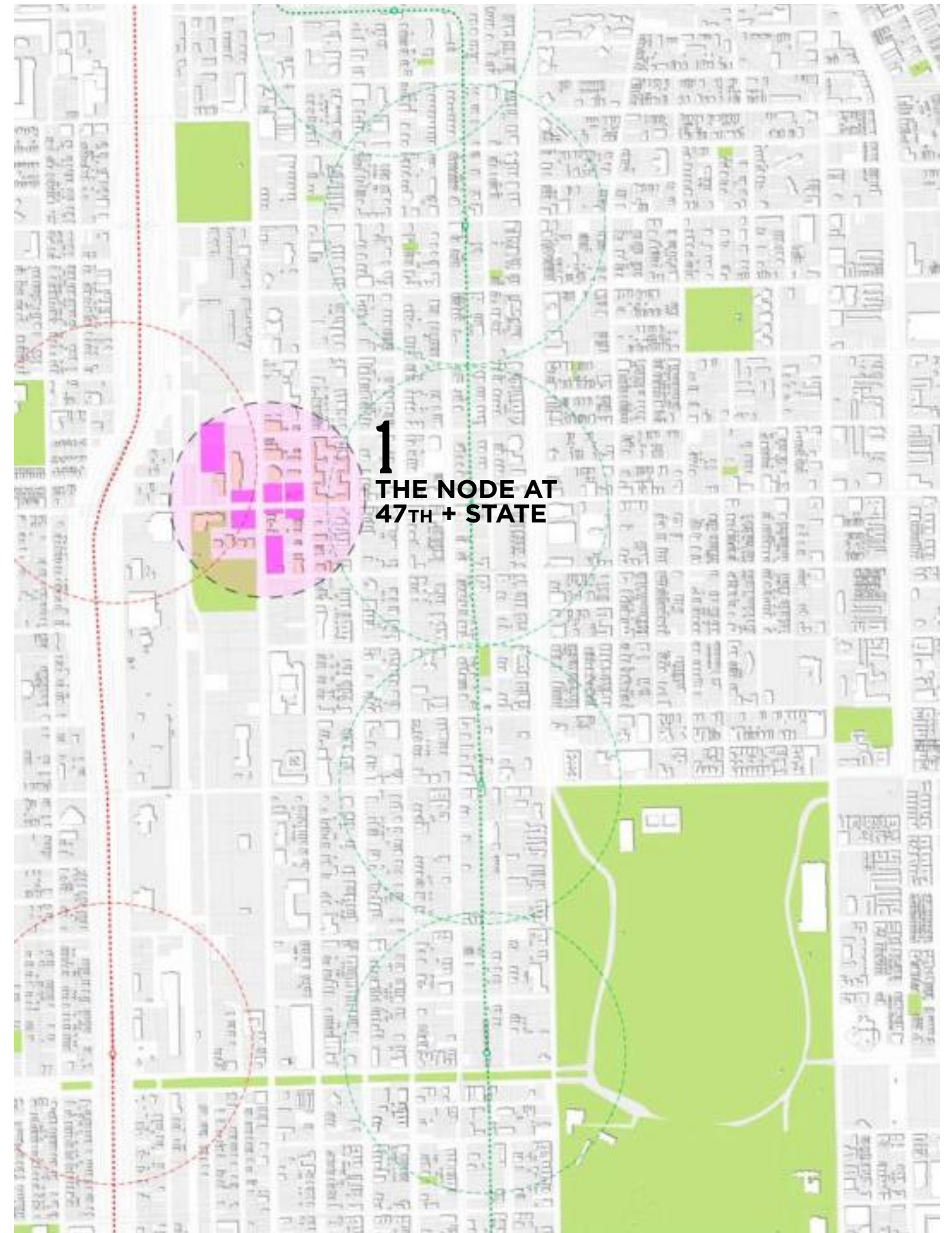


THE NODE AT 47TH + STATE

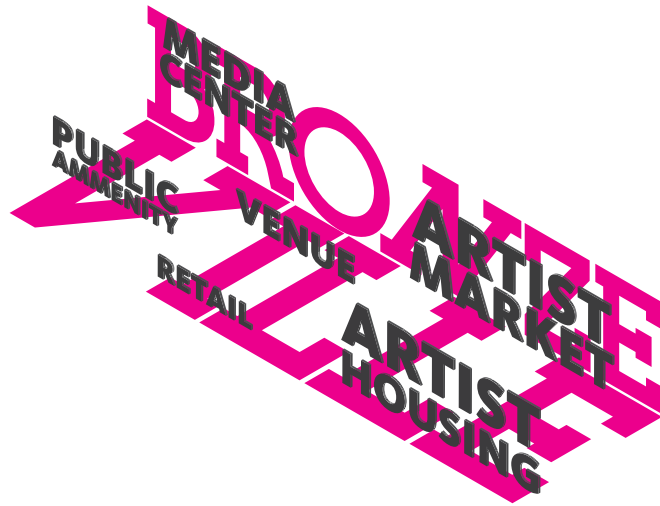


This strategy is focuses on a highly visible intersection, capitalizing on optimal demand metrics in the immediate area, in addition to serving a broader market.

- Infill Development on all four corners
- Ability to attract private investment for development a mix of real estate uses and anchor tenants.
- Adaptive reuse of underutilized buildings
- Tie into existing Beethoven Elementary School and Omega MB Church
- Complement the next phase of Legends South
- Strong Public Realm Gesture

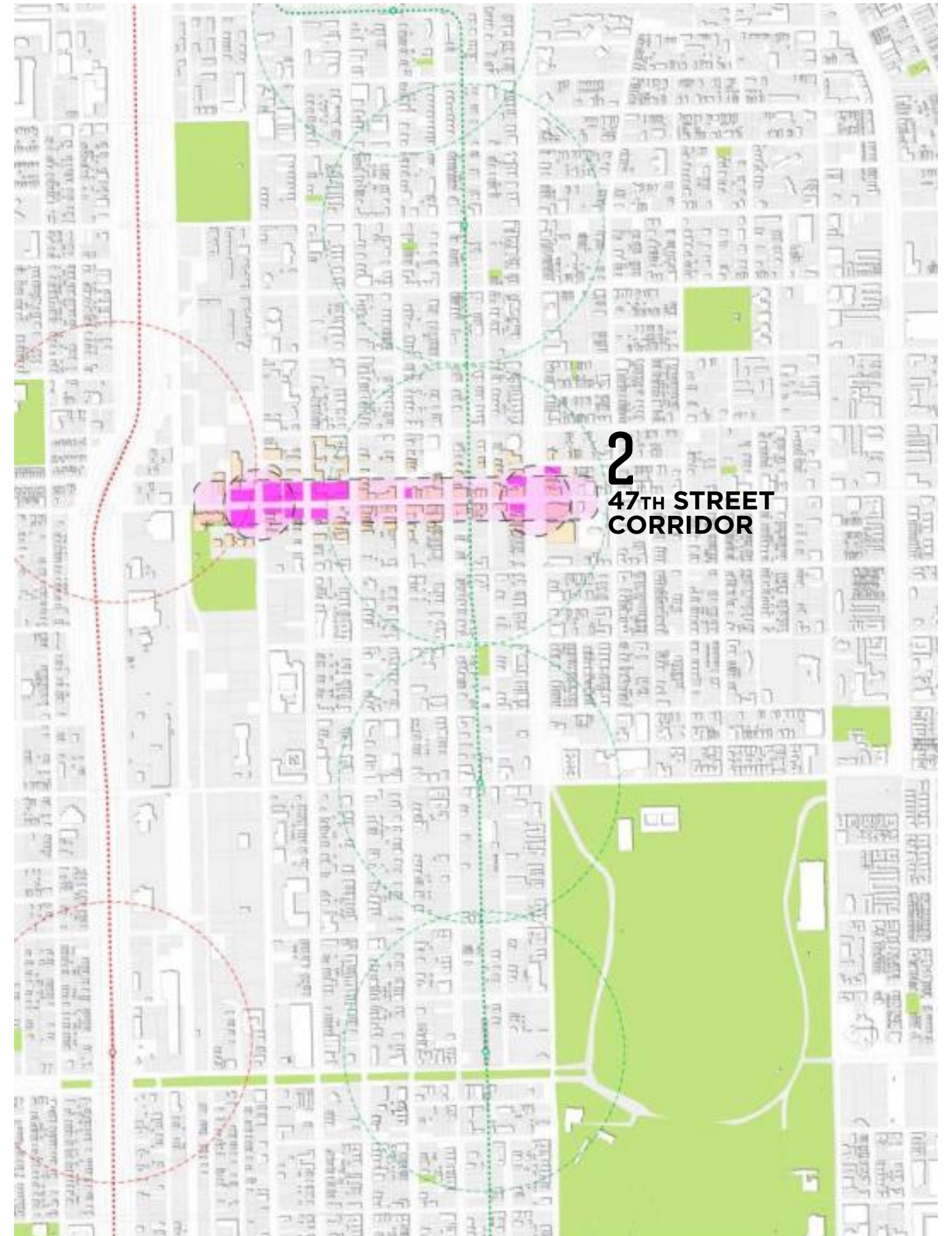


47TH STREET CORRIDOR

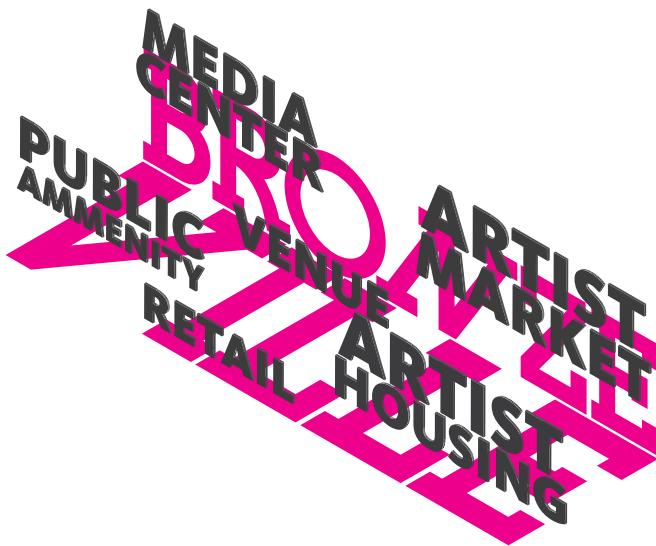


This strategy has the ability to leverage surrounding commercial activity as a demand driver for allied real estate use types. It will increase the number of assets along the corridor for the local community.

- Balances new development with existing retail corridor
- Smaller infill development around and between State Street and Martin Luther King, Jr. Drive
- Rebranding the public realm of 47th Street

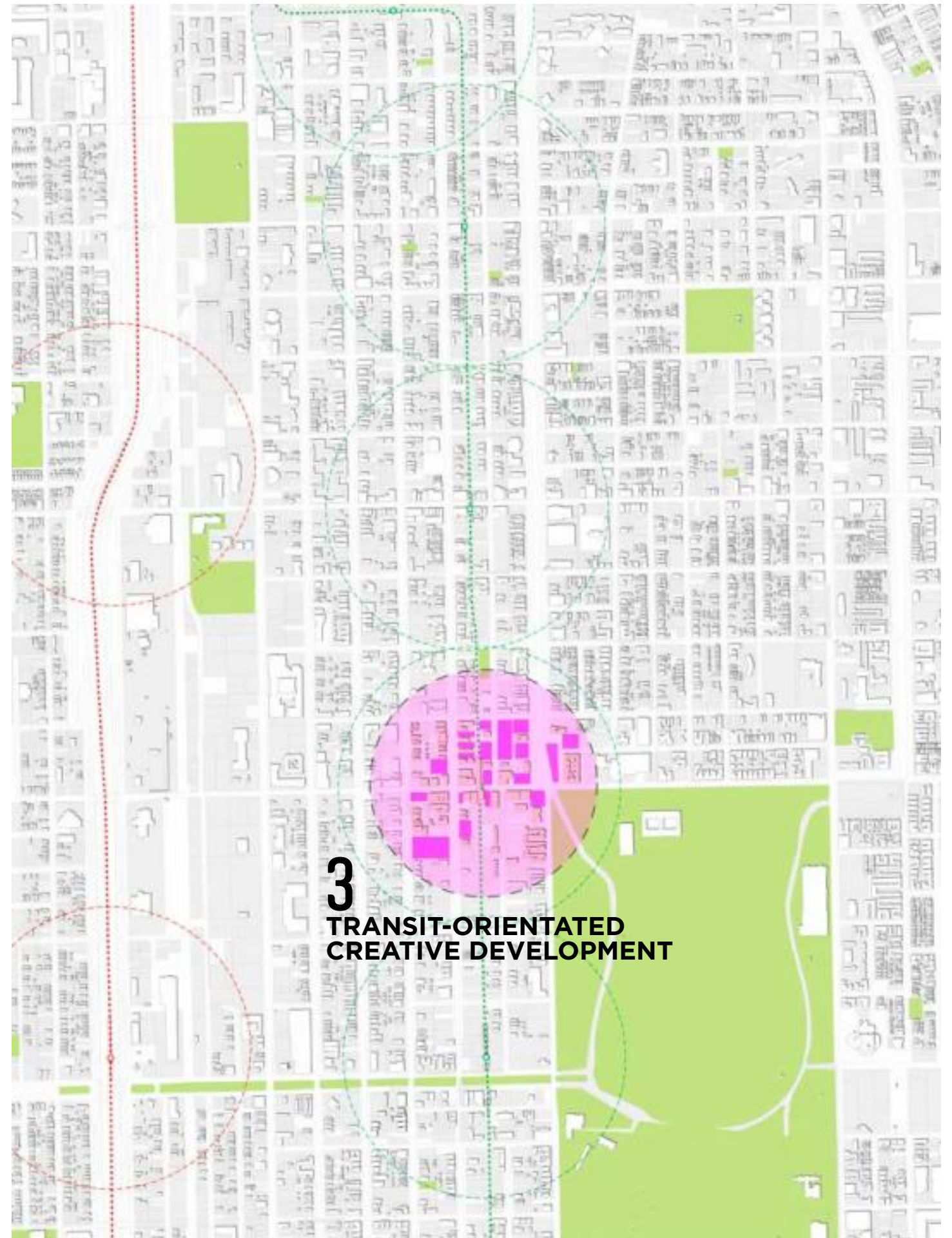


TRANSIT ORIENTED CREATIVE DISTRICT



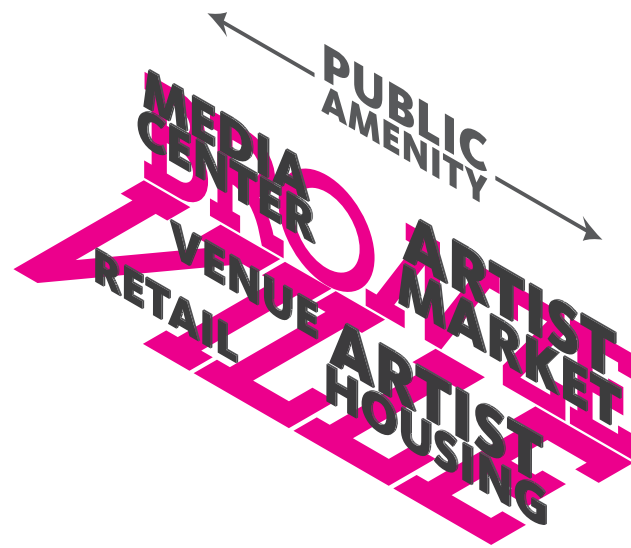
This strategy has the ability to transform the community, capitalizing on the emergent socioeconomic context. This strategy is driven by private investment opportunity and the densification of a central core area, such as a transit node.

- Large scale urban Infill strategy
- Gateway into Washington Park
- Transit Oriented Development around the 51st Green Line station



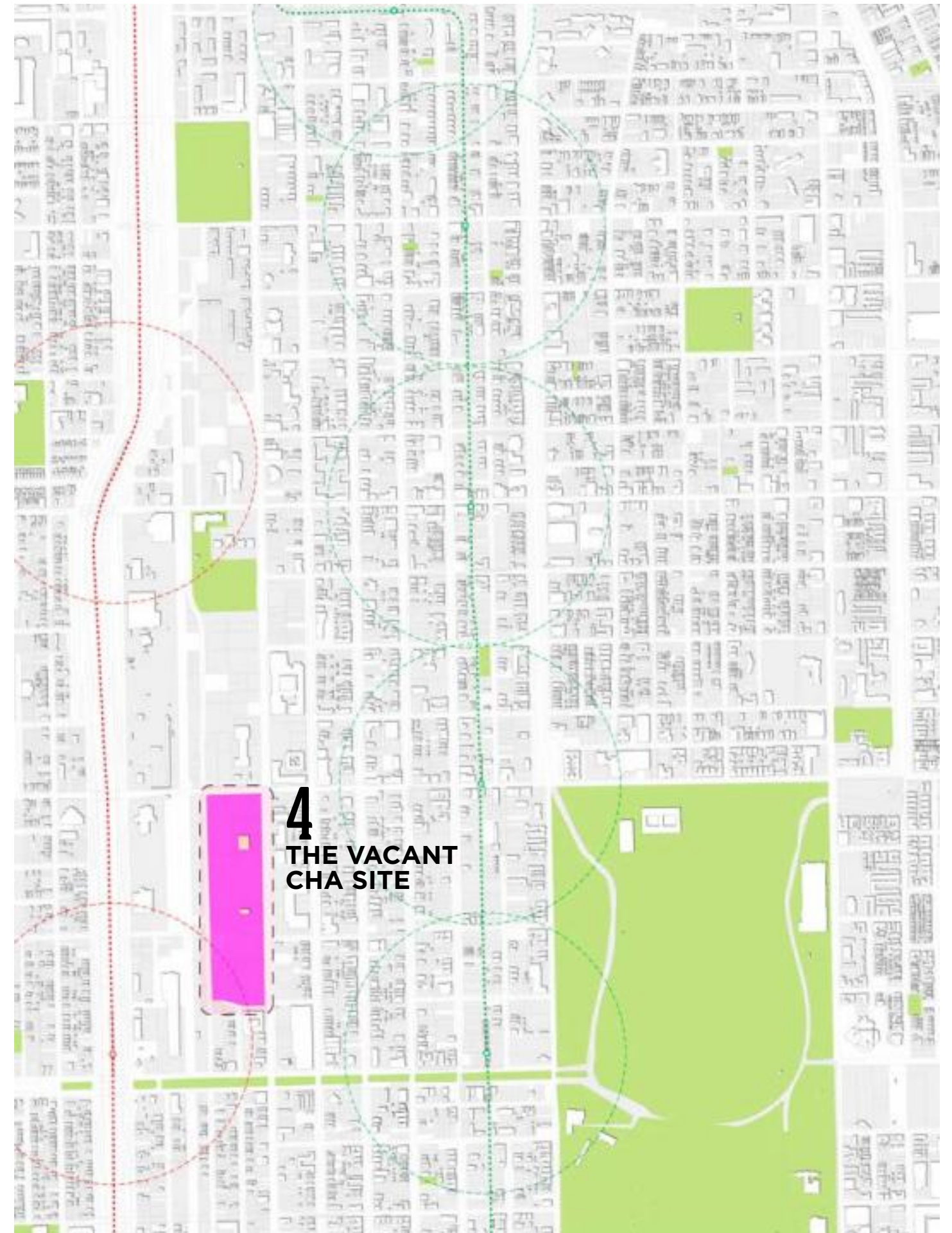
3 TRANSIT-ORIENTATED CREATIVE DEVELOPMENT

THE VACANT CHA SITE



This strategy has the ability to reposition the context of the site area through varied levels of development activity. This type of approach can be organic, hinged on the interest of a pioneering market base. Future development and placemaking is stimulated through an inspired cultural connection.

This ground-up approach varies in capital investment activity depending on the state of local infrastructure and programmatic aspirations.



PHASING STRATEGY FOR VACANT CHA SITE

The vacant CHA property on 51st and State Street provides the best opportunity for this development. Its completion will extend over two phases across ten years. In addition to the two primary phases, there is also a proposed future phase that includes a vision for 10 the 15 year period.

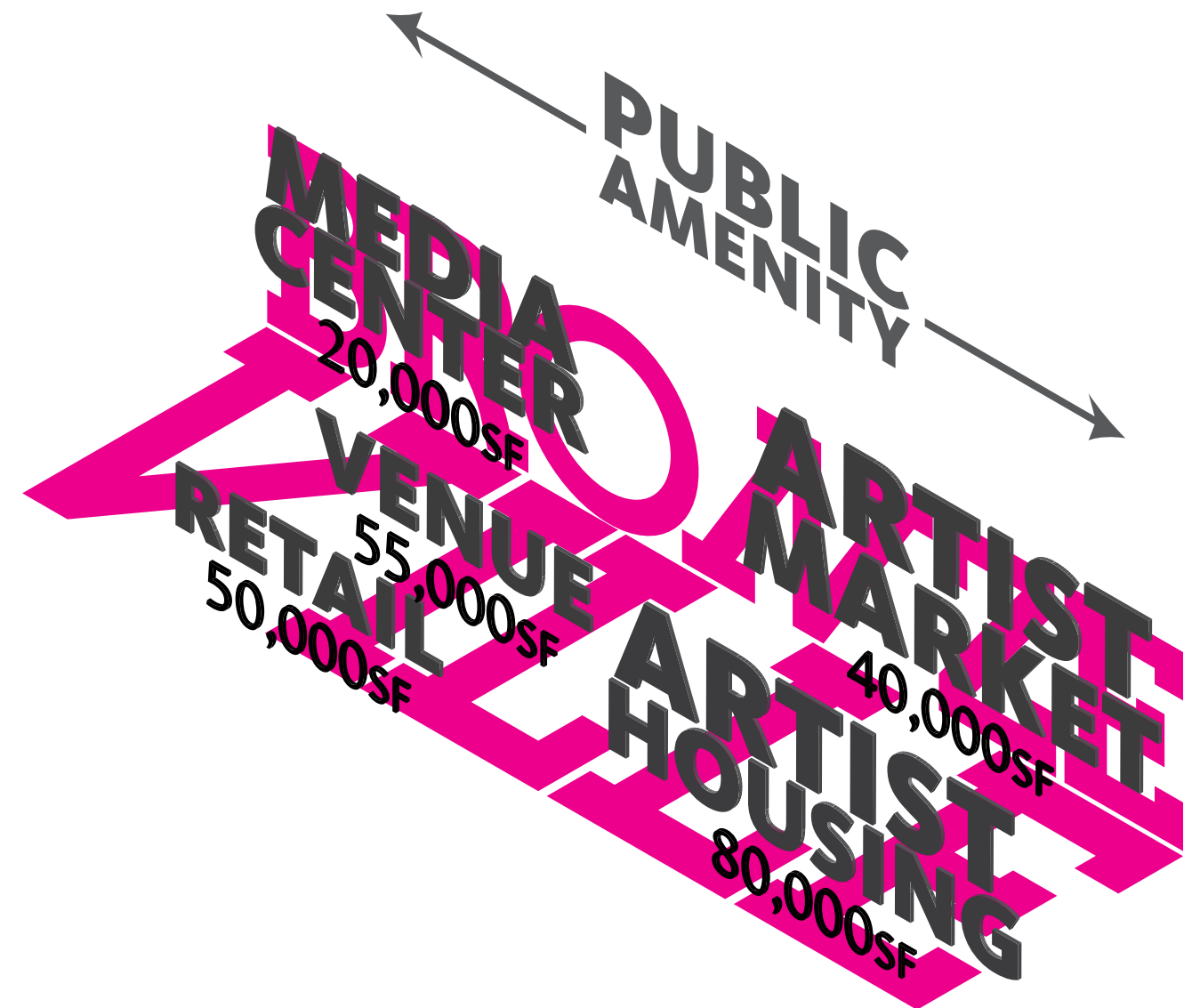
The first phase will occur in two parts. The first part of the first phase has two main components: the first is the creation of buzz about the place through a curated series of events and happenings that will highlight and showcase the creative potential of the site. At the same time, a 40,000 SF artist market will be developed to give artists and other creative individuals a permanent place to show their work in the area. In a sense, this beginning phase is about making Bronzeville known as a place for artists, thus changing how Chicagoans perceive the neighborhood, and getting people in the habit of visiting the area as a creative destination.

The second part of the first phase extends over the first five years. It includes fully developing the public amenity. This part of the project includes 300,000 SF of landscaped outdoor space that has the potential to

host events, sports, as well as an arts promenade. This urban landscape will be accompanied by 80,000 SF of artist housing and a 20,000 SF creative media center to host the social and educational programs, as well as to support local artists' work.

Phase two is to be completed during the 5 to 10 year period with the development of 50,000 SF of retail space. It will help supplement the existing artist market with more permanent spaces for vendors and retailers as well as provide important retail services for the growing surrounding community.

The final, future phase of the project will culminate with the building of a 55,000 SF indoor venue that can host a variety of arts-related programs. It will not replace the performance spaces in landscape or in the creative media center, but instead, it will add to the already established arts hub through a larger, more formalized performance space.



PHASING STRATEGY FOR VACANT CHA SITE

PHASE ONE

0-5 years

Program Elements

Artist Market
\$5,200,000
40,000 SF



Public Amenity
\$50,700,000
300,000 SF



Creative Media
\$9,750,000
20,000 SF



Artist Housing
\$23,400,000
80,000 SF



Site Prep + Parking
\$11,500,000
300 PARKING SPACES

Funding

Development Cost
\$ 70,000,000

Public Funds
\$ 70,000,000

TIF Funds
\$ 31,000,000

NMTC Funds
\$ 12,000,000

Economic Dev. Grant
\$ 27,000,000

Private Debt
\$ 0

PHASE TWO

5-10 years

Program Elements

Retail
\$9,750,000
50,000 SF



Site Prep + Parking
\$11,500,000
300 PARKING SPACES

Funding

Development Cost
\$ 10,000,000

Public Funds
\$ 3,000,000

TIF Funds
\$ 0

NMTC Funds
\$ 3,000,000

Economic Dev. Grant
\$ 0

Private Debt
\$ 7,000,000

* FUTURE PHASE

10-15 years

Program Elements

Venue
\$19,662,500
55,000 SF



Total Development Cost \$80,000,000
Total Development Area 490,000 SF

Operating Income, average \$1.7 million per year
Debt Service, average \$0.7 million per year, after 5th year
Net Income, pre tax, average \$1.3 million per year
Debt Coverage Ratio, average 2.82 per year, after 5th year

*Future phase not included in financial return estimates

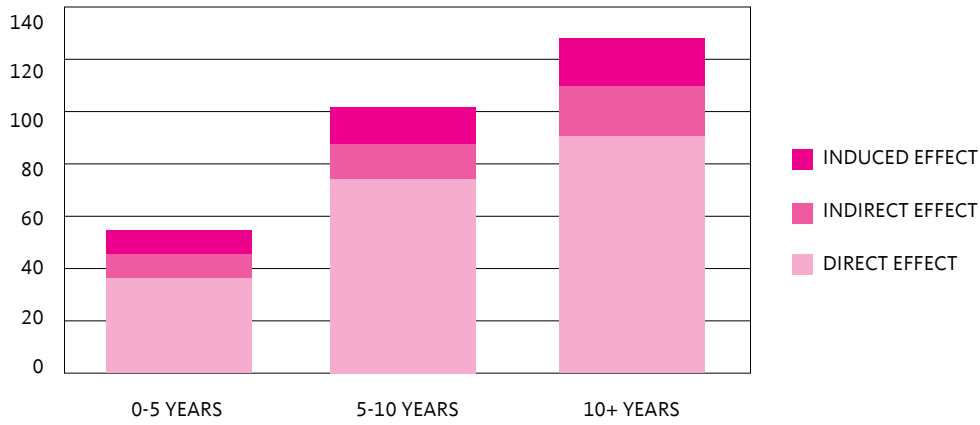
JOBS & IMPACT

This summary quantifies potential economic impacts resulting from conceptual capital improvements at the development site (former Robert Taylor Homes). The estimated economic impact of the proposed plan is derived from capital improvements at the site and associated costs, as well as operational employment. The potential economic impact is measured in terms of direct, as well as indirect and induced jobs, wages, and fiscal impact gained in the Cook County study area resulting from new economic activity at the proposed development site. All potential economic impact ranges are based on local industry relationships and the share of commodities that are purchased within the local study area; this assessment analyzes construction impacts based on a range of 50% to 100% of all derivative regional economic activity (industry purchases) taking place within the Cook County study area.

Overall, implementing the program elements could generate between 540 to 1,060 total construction jobs, of which, roughly 220 to 440 are ripple effect (indirect and induced) jobs. During the construction period, construction events have the potential generate state and local fiscal impacts ranging from \$2.7 to \$5.5 million, and total fiscal impacts for the federal government ranging from \$6.3 to \$12.7 million.

Total Construction Period Economic Impacts

	0-5 Years	5-10 Years	10+ Years
Total Jobs	340 - 680	70 - 130	130-250
Average Wages	\$68,520	\$67,280	\$69,260
Total State and Local Fiscal Impact (millions \$)	\$1.8 - \$3.6	\$0.4 - \$0.7	\$0.6 - \$1.2
Total Federal Fiscal Impact (millions \$)	\$4.1 - \$8.2	\$0.7 - \$1.5	\$1.5 - \$3.0
Source: IMPLAN			



Estimates suggest that direct operational employment associated with the plan could increase as phasing progresses. Direct operational employment at the site will reach a peak in the 10+ year phase of the program, at which time the site might include a market, amenity space, as well as residential and retail space, and an

entertainment venue. Additionally, estimates indicate that the plan could potentially support 90 direct operational jobs, subsequently generating a ripple effect of nearly 40 jobs elsewhere in Cook County.

In addition, economic activity related to operations could potentially create an additional \$2 million in annual tax revenue for the state and local government at full build-out, and total fiscal impacts of nearly \$1.9 million for the federal government

Annual Operation Economic Impact

	0-5 Years	5-10 Years	10+ Years
Annual Jobs	55	102	129
Average Wages	\$37,769	\$34,862	\$37,537
Annual State and Local Fiscal Impact (millions \$)	\$0.4	\$0.8	\$2.0
Annual Federal Fiscal Impact (millions \$)	\$0.5	\$0.8	\$1.9
Source: IMPLAN			

GROUND UP URBANISM

Ground-up urbanism can enhance existing underutilized public spaces.

Also known as tactical urbanism, it is a potentially transformative method to enhance existing underutilized public spaces, like these vacant lots on the South Side of Chicago. Ground-up urbanism relies on grassroots action to transform the quality and character of place. Although it can be institutionally supported, this sort of action performs best when it produces spontaneous, organic interaction within and across communities. In turn, this newly developed socio-cultural character of a place should help transform how people think about a locations' character and potential, as well as transform how people use it.





These carefully coordinated strategies can help enhance a place's quality and presence within a neighborhood and further promote a truly unique public space that supports and connects communities. It also benefits the people who live, work, and visit the area. Such strategies not only temporarily enhance a place but they also provide the groundwork and precedent for immediate and more transformative long-term change. However, in order to work, such interventions need to be truly public and accessible to anyone who visits. It also helps if they encourage some sort of active participation, rather than passive observation.



After analyzing many instances of ground up urbanism across the globe Mike Lydon explains in *Tactical Urbanism, Volume 2* that:

“tactical urbanism,” is a deliberate approach to city-making that features the following five characteristics:

- A deliberate, phased approach to instigating change;
- An offering of local ideas for local planning challenges;
- Short-term commitment and realistic expectations;
- Low-risks, with a possibly a high reward; and
- The development of social capital between citizens, and the building of organizational capacity between public/private institutions, non-profit/NGOs, and their constituents. (2012)

Ground-up urbanism has the ability to turn a place that people rarely think about to being a place where people expect cool, innovative things to happen.

In other words, such strategies have the opportunity to create a destination where none currently exists, and create a new nexus of urban life. Lydon also sees these strategies as having the ability to quickly build trust across communities, which in turn, expands the role of the public in creating its own public spaces and also expedites the process of transforming urban environments (2012). He notes that today, it's not only guerilla activists acting alone, but in many cases they team up with urban institutions and city government to achieve more, bigger things, faster (2012). Although not yet a hub for this type of activity, Chicago help improve its urban environment by taking advantage of this type of strategy.