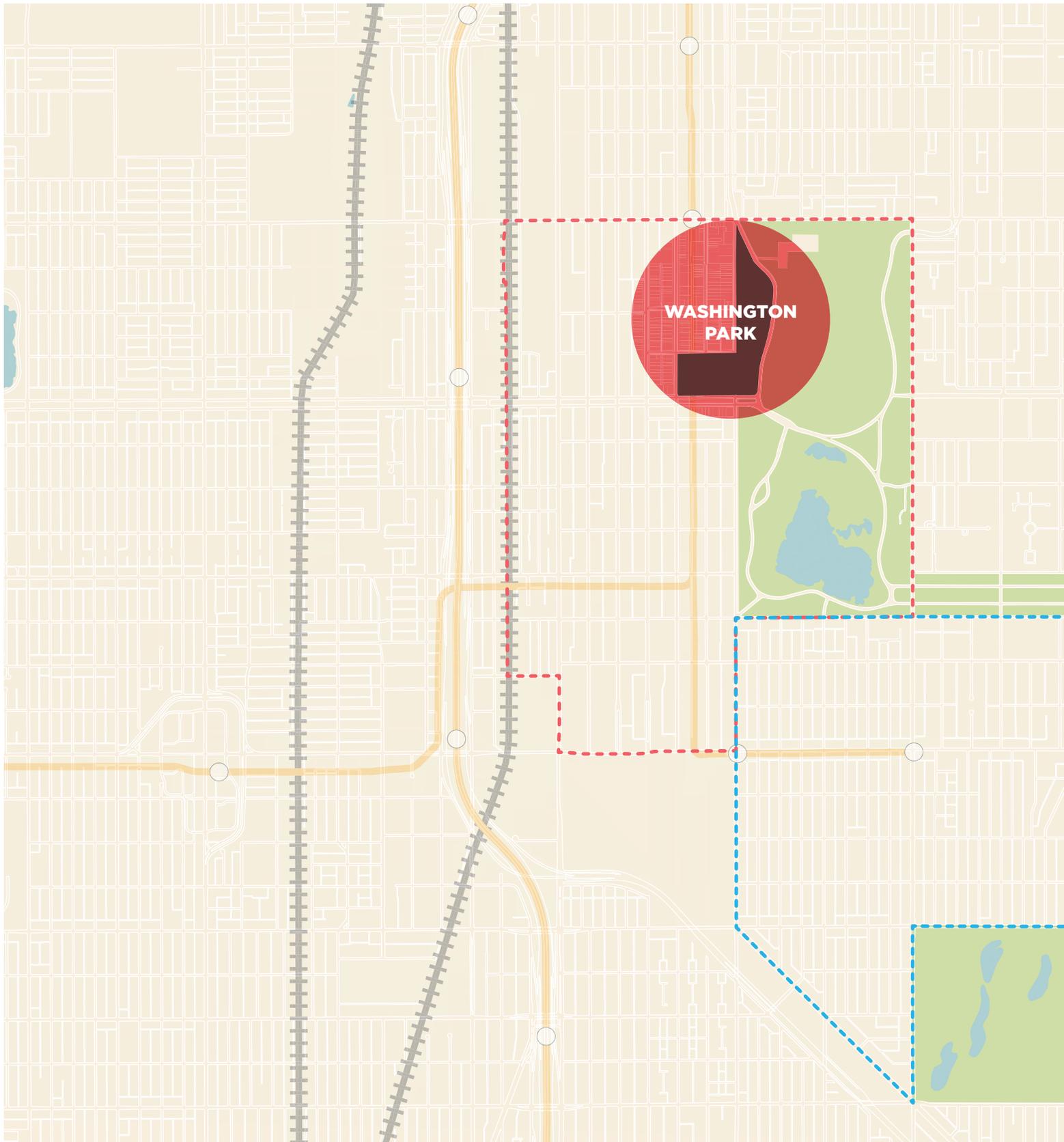


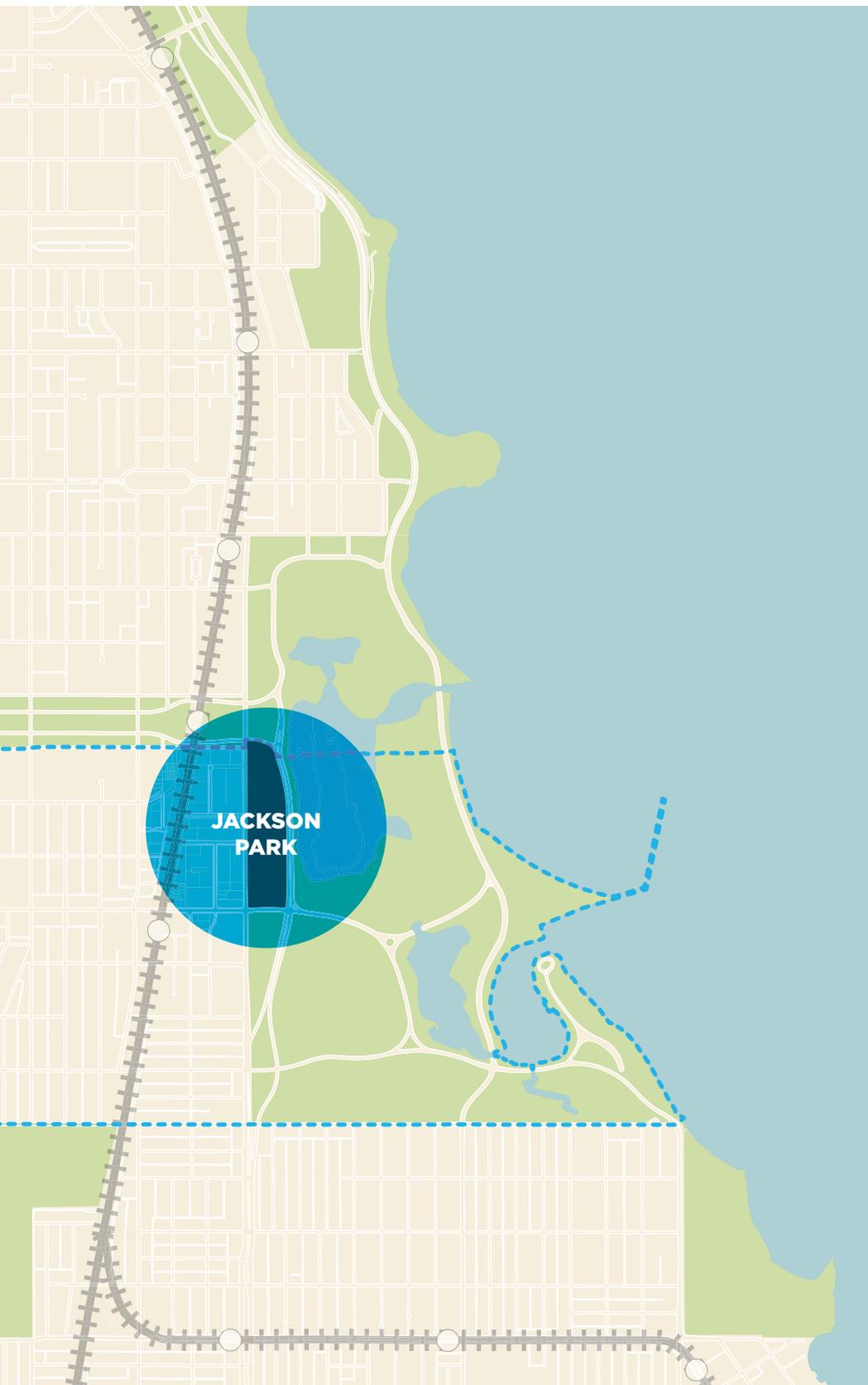


# Obama Presidential Center

**Economic & Community  
Development Analysis**

FINAL REPORT





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## ABOUT THIS DOCUMENT

This document intends to provide the Obama Foundation with an assessment of how each of the two sites under consideration for the Obama Center—Washington Park and Jackson Park—can maximize the potential for accelerating economic and community development progress.

The document takes a comprehensive approach to assessing the existing Context around the site from the perspective of People, Dollars, and Place. Creating a Value Proposition for each site, identifying potential Development Scenarios that evaluate available real estate and potential compatible uses around the sites, and providing an Implementation Roadmap that addresses both physical development and neighborhood-focused programmatic initiatives.

The goal of this document is not to identify which site is superior, but to present the best case as to how each can meet the Foundation's economic and community goals, along with feasible strategies to make either a reality.

# Introduction

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The Obama Presidential Center will reside in the South Side of Chicago, on one of two sites under consideration. Serving both as a celebration of the President and First Lady’s achievements, and the headquarters for a Foundation that is global in ambition and reach in and around Chicago. The Obama Presidential Center could feasibly be located anywhere, in any setting, within the United States.

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As a multi-function center—tourist destination, philanthropic headquarters, events and special program facility—a bucolic destination, a vibrant urban location, or a destination clustered amongst tourist attractions could all make sense. But the Foundation selected the South Side, and more specifically, two sites that bridge some of the South Side’s premier assets—the University of Chicago, the grand Olmsted Parks—and urban neighborhoods that are rich in history, but in many ways are divided physically, racially, and economically from Chicago’s power centers.

The deliberate choice to return to the area where the Obama family lived and worked, and were deeply engaged in serving these communities, presents an opportunity for shared success; enhancing the Center experience in its authenticity and embrace of its surroundings, and leveraging the Center’s economic footprint and program generation to accelerate the revitalization of its surrounding neighborhoods.

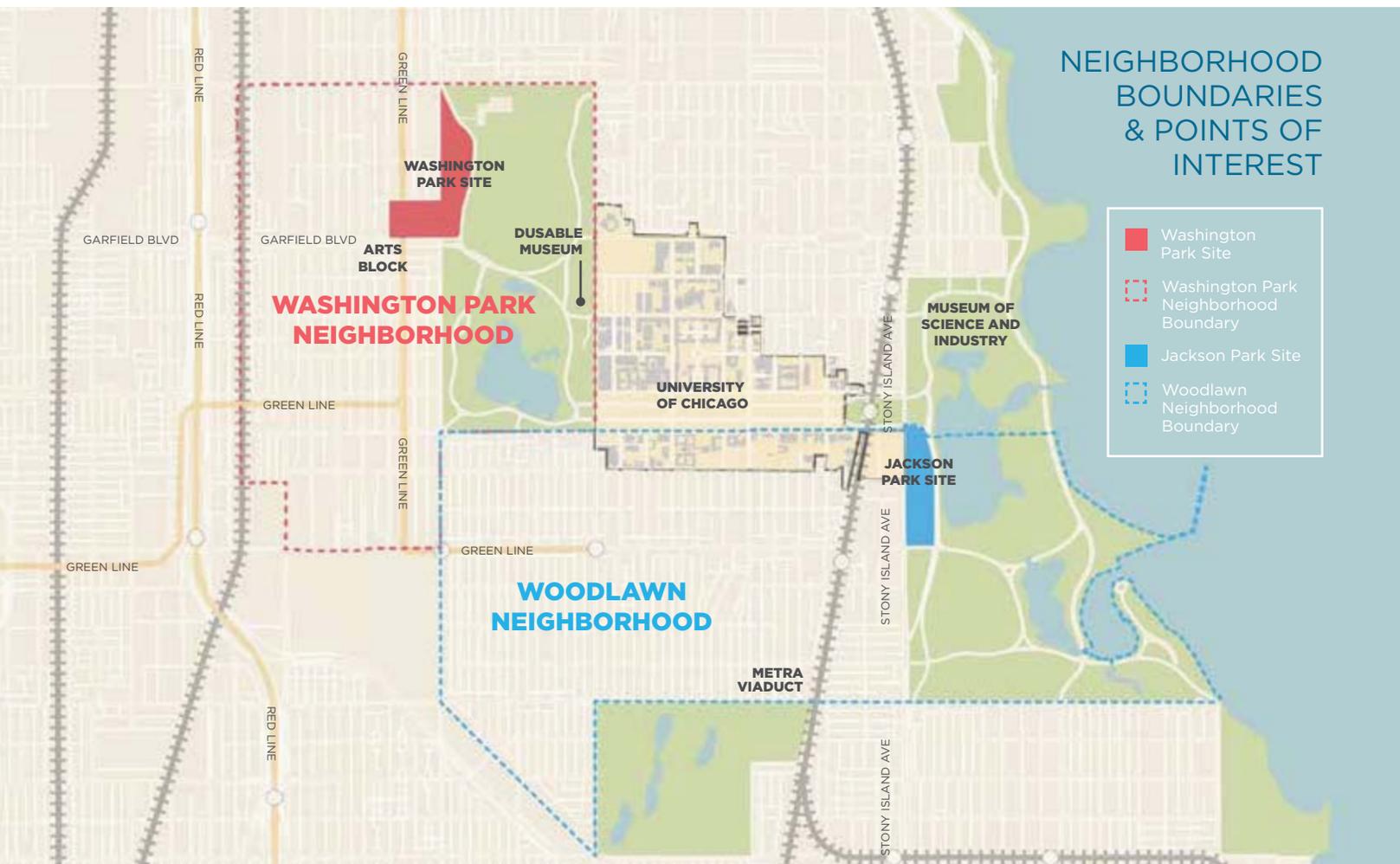
## JACKSON PARK SITE

The Jackson Park site sits amidst the University of Chicago to its west, the Museum of Science and Industry to its north, and is located on the historic, well maintained, and utilized Jackson Park itself. The site is in the northeast corner of the Woodlawn neighborhood. In addition to the University of Chicago’s physical investment in its South Campus and numerous neighborhood-serving efforts, Woodlawn has benefited from a diverse array of community, educational, cultural, and faith-based organizations residing in the neighborhood. Transit in Woodlawn is served by the CTA and the Metra, but only Metra is within easy walking distance of the site. The tracks themselves act as a divider cutting off the site from the majority of the neighborhood. The physical connection between the site and Woodlawn is primarily along 63rd Street, under the Metra Viaduct linking to a commercial corridor with significant redevelopment potential, and along Stony Island Ave, an underutilized commercial corridor that ties into the Skyway, south suburbs, and Indiana.

## WASHINGTON PARK SITE

The Washington Park site, primarily on Washington Park with another 11 adjacent acres within the city grid, sits within the Washington Park neighborhood. The blocks surrounding the Center site have deteriorated due to disinvestment and abandonment, and the neighborhood lacks a robust community development presence. However, its direct connection to the green line on the CTA, location at the nexus of historic Garfield Boulevard and Washington Park itself, and proximity to the DuSable Museum, a new Arts High School, and the University of Chicago’s world-class Arts Block initiative establishes the potential for a transformative urban redevelopment effort.

“The deliberate choice to return to the area where the Obama family lived and worked, and were deeply engaged in serving these communities, presents an opportunity for shared success...”



# Criteria

This report uses three primary lenses to evaluate the economic impact and community development potential for each site:

## 01 Center Viability

Ability for the site to maximize visitation and enhance and enrich the visitor experience.

### THE THREE CRITERIA ARE NOT MUTUALLY EXCLUSIVE.

Untangling these overlapping areas requires further analysis of both the existing conditions of the area surrounding the sites, and the potential for new investment and development to advance the goals.

## 02 Local Economic Opportunity

Opportunity to leverage the Center's location to create jobs and capture economic activity in the South Side.

## 03 Mission & program compatibility

Capability for the Center's activities to spill outside its campus and into the surrounding area.





Washington Park: Schulze Bakery

# Context

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The contextual factors surrounding the sites – such as the demographic profile of residents (**People**), the economic drivers and activity (**Dollars**), and physical characteristics (**Place**) – create a two-way street where certain elements can either contribute to or detract from the Foundation’s success, while at the same time present opportunities for the Center to engage both physically and programmatically.

The following describes the existing People, Dollars, and Place dynamics around each site, taking into account both a neighborhood boundary (Woodlawn for the Jackson Park site; the Washington Park neighborhood for the Washington Park site) and a 10-minute walkshed boundary that surrounds the site and crosses neighborhood boundaries.

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# People

Those who live in Woodlawn and Washington Park reflect the composition of much of the South Side – following decades of population loss, the neighborhoods are today comprised of a predominantly African-American residential base with varying educational and income levels, that on the whole skew below City averages. But in comparing the two, the Washington Park neighborhood exhibits more deep-seeded troubles in terms of poverty and crime than Woodlawn, while Woodlawn has more density and socio-economic diversity.

The Jackson Park demographics also change as it picks up a larger share of the Hyde Park and University of Chicago population. This is particularly evident in the racial composition, as the percentage of African-American residents moves from 85% for Woodlawn to 59% for the 10-minute walkshed surrounding the site. Washington Park as a neighborhood is 97% African-American, vs 85% African-American within the 10-minute walkshed around the Washington Park site.

## WALKABILITY

To understand who lives near the two sites is not by neighborhood, but simply by proximity. A 10-minute “walkshed”- boundary from which anyone is a 10-minute, or quarter mile walk from the perimeter of the site. For the Washington Park site, there is actually a greater density and a higher population (13,300) than Jackson Park site (7,600).

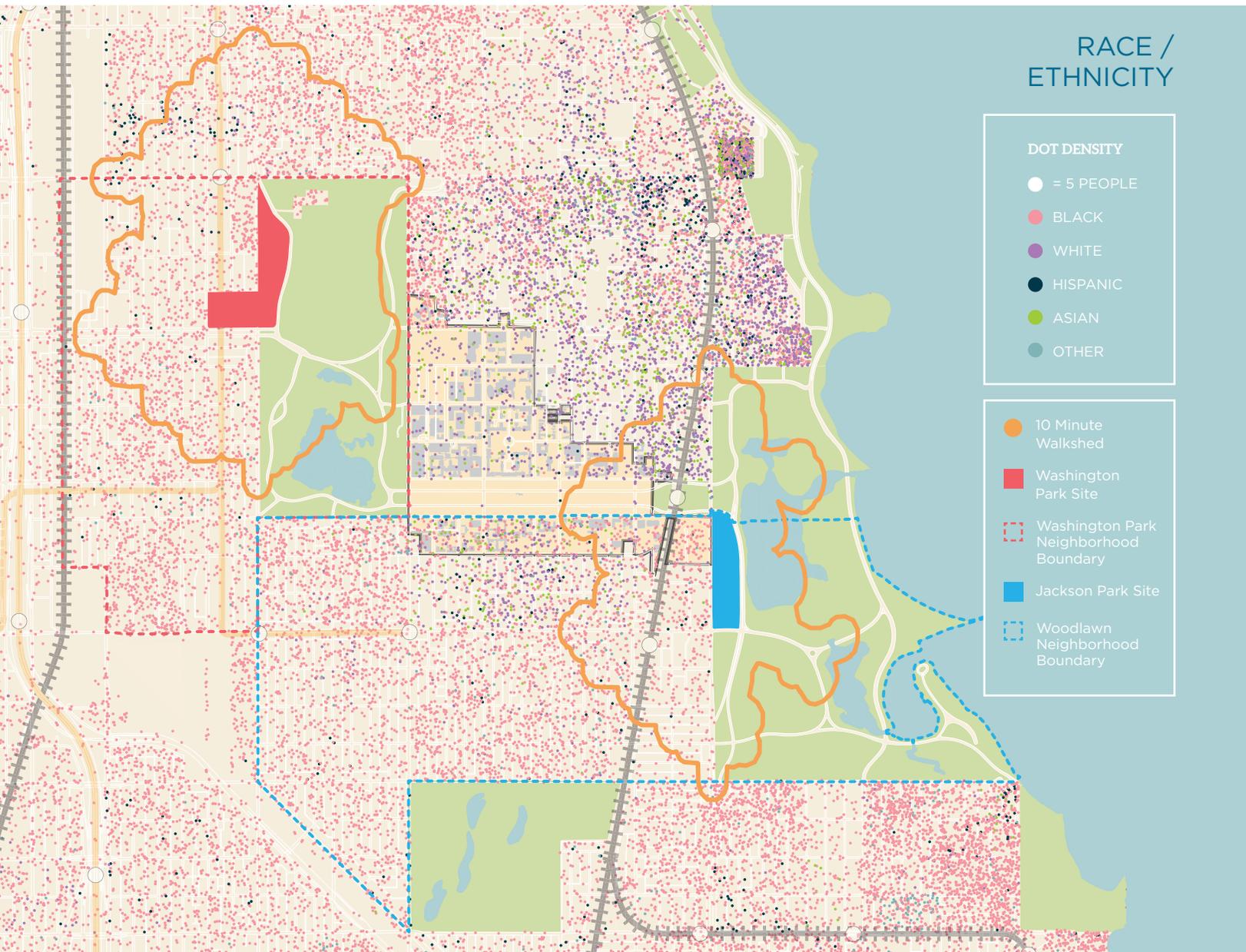
When considering the 10-minute walkshed around each site, Washington Park actually has greater density with a higher

population (13,300) than Jackson Park (7,600). The Jackson Park demographics also shift as it picks up a larger share of the Hyde Park and University of Chicago population. This is particularly evident in the racial composition, as the percentage of African-American residents moves from 85% for Woodlawn to 59% for the 10-minute walkshed surrounding the site. Washington Park as a neighborhood is 97% African-American, vs 85% African-American within the 10-minute walkshed around the Washington Park site.

To understand who lives near the two sites is not by neighborhood, but simply by proximity.



# RACE / ETHNICITY



# People

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Both neighborhoods have experienced near term population loss of almost 20% from 2000-2013, a continuation of a long-term trend, as Woodlawn's population peaked at 81,279 in 1960, and Washington Park's population peaked at 56,856 in 1950.

Relative to one another, Woodlawn performs better than Washington Park in almost every metric and in some cases Woodlawn comes close to the City of Chicago. In Woodlawn, educational attainment is on par with the City in terms of percent of residents with a high school degree. However, Woodlawn has significantly more families living in poverty, (31% compared to 19% for Chicago), and a crime rate per capita that is double the city's crime rate per capita. Woodlawn benefits from a large number of non-profit and public entities that help provide services and build community capacity to help residents address housing, education, and employment concerns.

Many of Washington Park's challenges are highlighted in its socio-economic data...

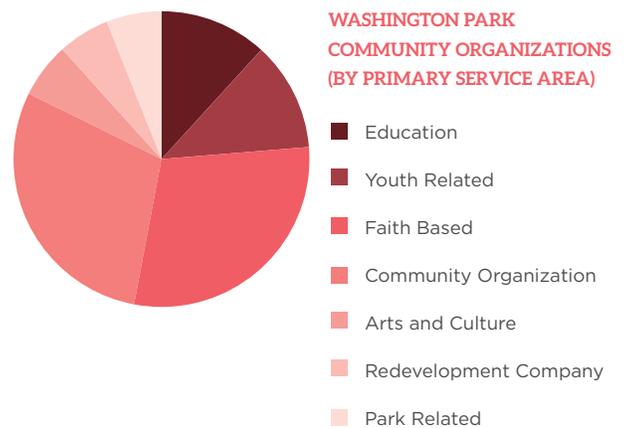
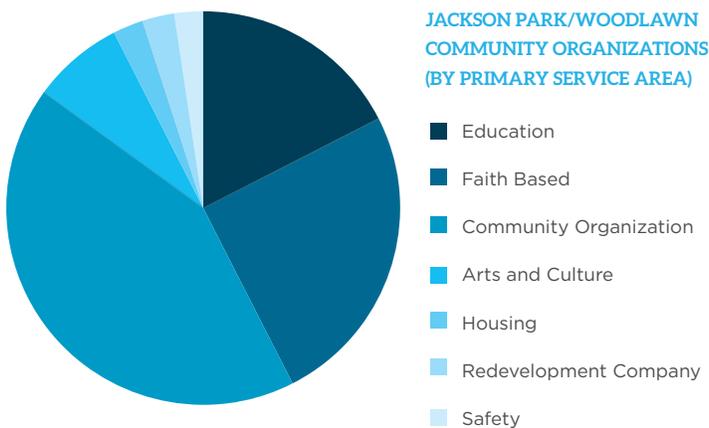
Close to half (49%) of Washington Park families live in poverty compared to 31% in Woodlawn and 19% in Chicago.

Unemployment in Washington Park (32%) is almost double that of Woodlawn (24%) and over double of Chicago (13%). Finally, crime per capita is triple that of city crime per capita and significantly more than Woodlawn's crime per capita. Compared to Woodlawn, Washington Park lacks a robust community infrastructure to help residents address these larger socio-economic concerns.

**Woodlawn and Washington Park are also differentiated by the number and type of community-based organizations serving them.**

Woodlawn, partially anchored by the 20,000 congregants of the Apostolic Church of God (located only a few blocks from the Jackson Park site), is home to a number of social, cultural, and education-focused organizations. However, the sheer number, and at times seemingly competing interests across neighborhood divisions (Woodlawn as commonly differentiated by East Woodlawn and West Woodlawn, with Cottage Grove serving as the dividing line) along with historic, but slowly fading, distrust of the University Chicago creates a complicated web of community leadership and organizational mission. Washington Park, in contrast, has fewer, and less mature organizations to serve its residents, creating a vacuum that some community leaders are now trying to fill.

	Jackson Park/ Woodlawn Neighborhood	Washington Park Neighborhood	City of Chicago
Population (2013)	21,900	11,500	2,706,200
Population per Square Mile (2013)	14,500	11,350	12,291
Population Loss (2000-2013)	-21%	-18%	-7%
Unemployment Rate (2013)	24%	32%	13%
Families Living in Poverty (2013)	31%	49%	19%
% Not Graduation from High School (2013)	16%	26%	19%
Assaults per 1,000 Residents (2015)	14	20	6



# Dollars

In terms of the “dollars”, neither neighborhood generates a significant volume of economic activity. Their primary commercial corridors, 63rd Street in Woodlawn and Garfield Boulevard in Washington Park, as opposed to providing retail and amenities, feature vacant buildings, vacant sites, and residential and institutional uses. Residential values in both neighborhoods are less than the City average, failing to build equity for home-owners.

The Jackson Park/Woodlawn Neighborhood has a larger sales volume, but the \$420,000 in sales is considered relatively lackluster commercial activity, as even small retailers in stronger areas of the City have sales above \$1 million per store. Woodlawn’s sales activity is mostly concentrated around the 63rd and Cottage Grove and the 63rd and MLK Green Line stations, with scarcely any retail and dining activity within a 10-minute walk of the Jackson Park site. The estimated 1,925 are associated with either neighborhood services or smaller educational institutions, childcare providers, and community centers scattered around the neighborhood.

The Washington Park Neighborhood supports a smaller workforce, with only 580 estimated jobs, of which the largest employer is Provident Hospital on 51st Street just north of the park. Although Garfield Boulevard is Washington Park’s historic commercial corridor, the data shows little economic activity on that street. The 10-minute walkshed shows an increase in estimated sales, from \$420,000 for the neighborhood to \$2.5 million within the walkshed, most likely attributed to the Walgreens at 51st and Cottage Grove.

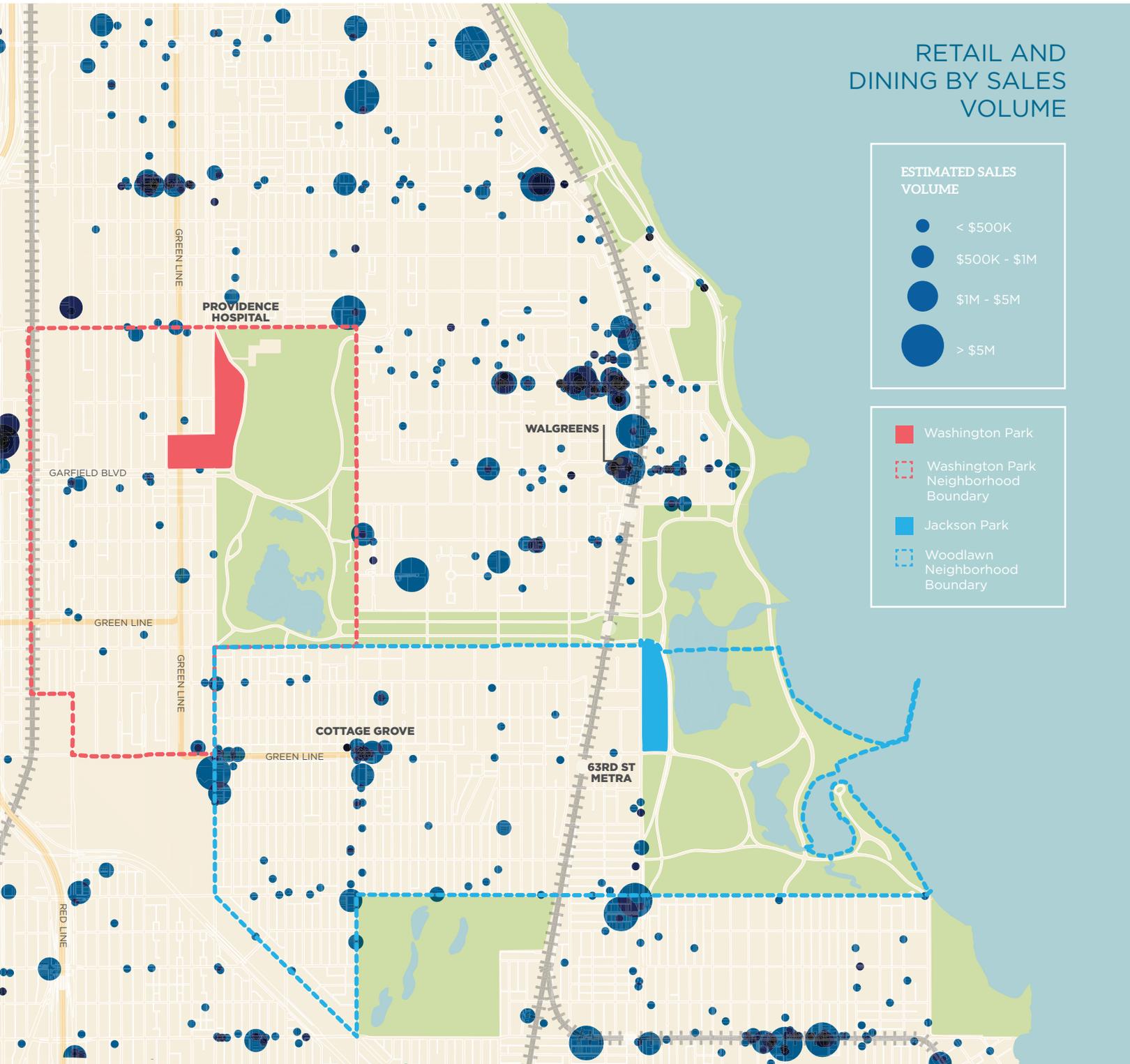
In terms of residential value, the City’s average home value in 2013 was \$230,000, Woodlawn and Washington Park’s home values were 23% and 33% less, respectively.

Woodlawn’s sales activity is mostly concentrated around the 63rd and Cottage Grove and the 63rd and MLK Green Line stations, with scarcely any retail and dining activity within a 10-minute walk of the Jackson Park site.

	Jackson Park/ Woodlawn Neighborhood	Washington Park Neighborhood
Workforce (Estimated Jobs, 2013)	1,925	580
Retail and Dining Sales Volume , 2013)	\$420,000	\$260,000
Home Values (2013)	\$177,000	\$155,000
Construction / Renovations (2010-2013)	\$104 Million	\$32 Million



# RETAIL AND DINING BY SALES VOLUME



# Place: Jackson Park

The physical conditions (“Place”) cannot be summarized by a quantitative comparison. Each site has a different mix of nearby assets, real estate, and transportation options that translate to differentiated development opportunities.



## THE JACKSON PARK SITE IN WOODLAWN IS BEST CHARACTERIZED BY ITS PROXIMITY TO KEY ASSETS IN THE SOUTH SIDE:

**Jackson Park Amenities:** It sits on the well-maintained and utilized Jackson Park that already is home to the Museum of Science and Industry (MSI), attracting 1.4 million visitors a year, and the Jackson Park Golf Course, which is planning a multi-million dollar renovation.

**University of Chicago** is blocks away, and is firmly invested in growing its South Campus (south of the Midway Plaisance), north of 61st Street. Recent additions include the Logan Arts Center, and the University is currently planning a conference center, a new hotel, and relocating the Harris School of Public Policy into a newly renovated building. U Chicago is further invested in Woodlawn through a new U Chicago Charter School on 63rd Street, providing security services in parts of Woodlawn, and providing expanded housing incentives for employees to buy or rent in the neighborhood.

**A number of other cultural, educational, and faith-based organizations** are located within a few blocks of the site, including the Apostolic Church of God, Hyde Park High School, and the South Side YMCA.

This mix of institutions, assets, and community resources is spurring interest and investment in the neighborhood, beyond the University of Chicago. A new supermarket is under consideration on Cottage Grove, along with a transit oriented development around the 63rd and Cottage Grove stop. Additional development is considered on the vast vacant blocks along 63rd between Cottage Grove and the Metra.

While these are important assets, the site faces two significant challenges when considering its ability to transfer economic activity into nearby areas:

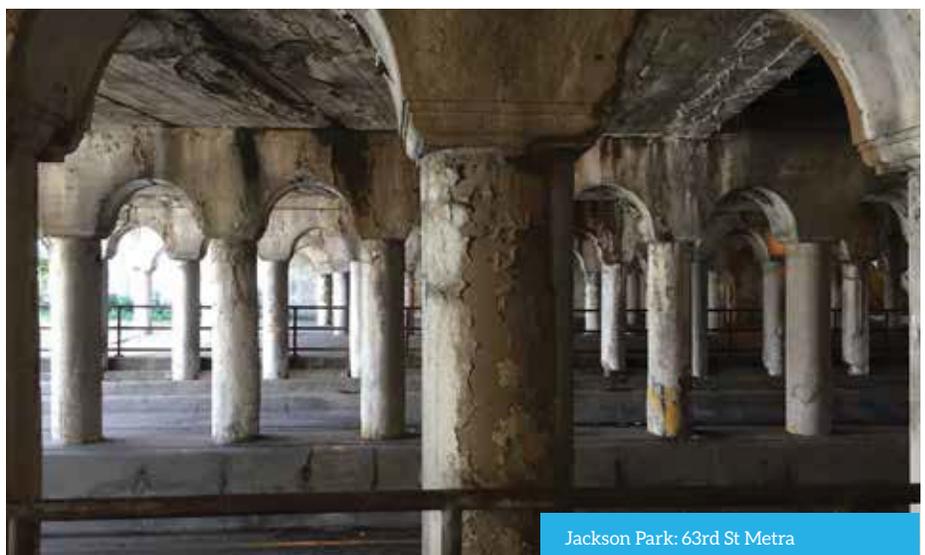
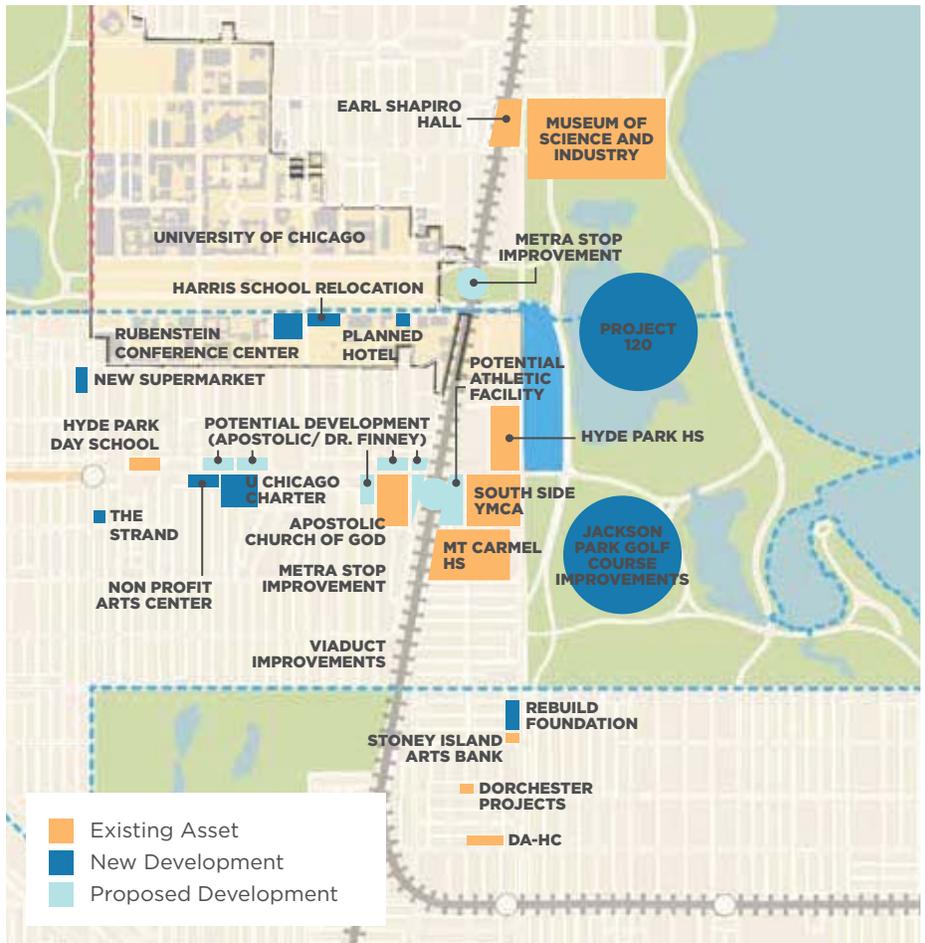
**ADJACENT USES THAT CANNOT CONTRIBUTE TO SENSE OF PLACE:**

While the institutional and community uses fronting the Jackson Park site such as the South Side YMCA, Hyde Park High School, and U Chicago surface parking are serving important purposes, they preclude the opportunity to introduce more active program elements, such as retail and amenities, that can create a stronger sense of place around the site.

**METRA IS A BARRIER:**

Although the METRA is an important connection to Downtown and south suburbs, its physical infrastructure acts as a barrier, cutting off the site from the majority of Woodlawn, west of the tracks. The viaducts at 63rd and 60th street are uninviting, while the other city streets have no connection from one side to the other.

Because of these conditions, new development can be accommodated further west on 63rd Street or south on Stony Island, but these locations lose their connectivity to the site because they are not as proximate. In the areas closer to or adjacent to the Center, development requires a more complicated approach to controlling sites and relocating existing uses.



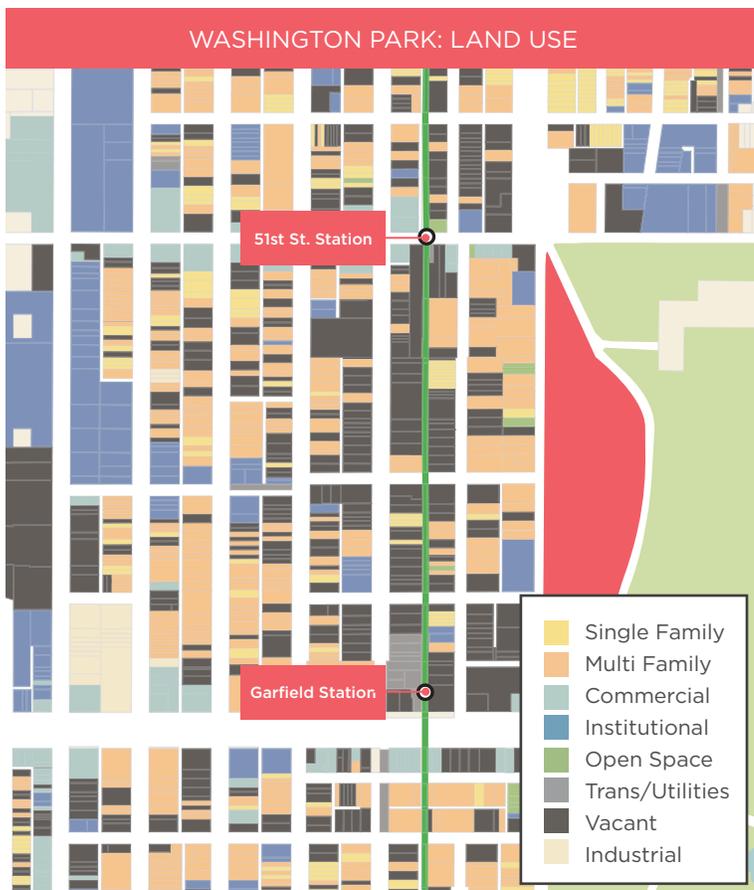
Jackson Park: 63rd St Metra

# Place: Washington Park

Washington Park differs from the Jackson Park/Woodlawn Neighborhood in that its nearby assets are still being incubated.

The DuSable Museum, on Washington Park, has less than 10% of the visitors as the MSI. Its primary educational institution will be the nearby Dyett High School, which was only recently approved for reopening. The most significant community based resource serving Washington Park is KLEO Community Family Life Center, but that organization does not have the same capacity as similar Woodlawn organizations. Other amenities, such as the new XS Tennis Center, have yet to open. What may likely be one of Washington Park’s most important assets, the Arts Block, has only been in existence for a few years, but in many ways showcases a different potential trajectory for Washington Park.

Leveraging investment from the University of Chicago and artist and U Chicago professor Theaster Gates, the Arts Block includes an Arts Incubator, bookstore, and café, with plans for further expansion.



WASHINGTON PARK’S STRENGTHS ARE DEFINED LESS BY THESE ASSETS, AND MORE-SO BY ITS PHYSICAL CHARACTERISTICS AND POTENTIAL FOR DEVELOPMENT:

**Vast supply of vacant land** around the site and throughout Washington Park, that includes 11 acres that the City and U Chicago will transfer to the Foundation if the site is selected.

**A CTA Green Line stop** that sits within the 11 acres, connecting the site to the City’s primary transit network and presenting an opportunity for transit-oriented development.

**A location that intersects with the City’s street grid**, allowing for energy and activity from the Center to emanate from Washington Park into the surrounding neighborhoods.

Although the disinvestment in Washington Park can be seen as an opportunity for the Center to act as a positive change agent, it is clearly a challenge. Specifically:

**CURRENTLY ISOLATED**

If the Center were delivered on the site today, it would sit isolated by a vacant neighborhood to the west, and an underutilized park to the east.

**NEED FOR PARTNERS**

Furthermore, simply locating the Center in Washington Park does not guarantee other uses (such as new dining and retail benefiting from the demand generated by the Center) will be attracted by economic opportunity, nor can the Center be sure other uses (businesses, institutions, non-profit organizations) attracted by the Center's prestige and mission will show up.

**SIMPLY STATED, THE WASHINGTON PARK SITE HAS MORE RISKS ASSOCIATED WITH IT THAN JACKSON PARK.**

Despite its connection to CTA and the city grid, the lack of existing economic drivers, disinvested neighborhood condition, and dearth of nearby amenities place more pressure on the Center to engage residents and stimulate economic activity, not just to meet its mission, but also to ensure its long-term success. However, if the Center can accomplish this, it will transform its surrounding neighborhood, and in doing so act as the connective tissue between the South Side and rest of Chicago.



Washington Park: Bike Box

# Value Proposition

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The People, Dollar, and Place realities differentiate Washington Park from Jackson Park, as well as create two different “value propositions” for the Center to locate in either place. In both cases, those value propositions start to define how future development, economic activity, and community participation, can be spurred by the Center and contribute to its success.

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# Jackson Park

The Center takes advantage of the **ready-made** Jackson Park site and U Chicago's neighborhood investments to contribute to the **regeneration** of Woodlawn, with **nearby partners** leveraging the Center's community-facing efforts.

**New infill development** energizes 63rd Street and Stony Island Ave, making Woodlawn a neighborhood of choice for the City of Chicago, while the Center bears **less risk of failure**.

# Washington Park

The Center leads the **reinvention** of Washington Park into a vibrant **mixed-use** and **mixed-income district** of learning, training, **production and innovation**.

The Center's mission and program is continuously reflected and informed by **renewed economic activity**, a strengthened residential base, and community focused programming that **integrates the South Side** physically, intellectually, socially, and culturally with the fabric of the city.

# Development Scenarios

## RETURNING TO THE THREE GOALS OF:

### 01 Center Viability

### 02 Local Economic Opportunity

### 03 Mission Compatibility

New development is a required ingredient to create the sense of place, spur investment and employment growth, and establish hubs of community activity that are embedded within the value propositions for both sites. The following section describes how such physical development may occur.

According to an estimate developed by the University of Chicago in its bid to host the Center, it is projected to attract 800,000 visitors a year, with some 350,000 coming from out of the region. While this generates a certain level of direct demand for food, retail, and lodging, as a stand-alone facility this amount of demand is insufficient to attract so much development to revitalize or redevelop an entire district. And as the Dollars analysis showed, the Center is not building on an existing base of commercial activity, for either site it is starting new.

As opposed to relying solely on direct demand from visitors, district development is going to be driven by compatible commercial, institutional, and residential uses that will attract new investment, generate street-level activity, and support complimentary retail and dining. As the Value Propositions indicate, new energy in either neighborhood spurred by the Center's location, along with the Foundation's focus on media, technology, leadership, and global citizenship, has the potential to attract a new variety of users.

Businesses that incorporate innovation, creativity, social equity, and civic functionality may find an ideal home near the Center. Those and other neighborhood serving organizations may also choose to locate nearby, incorporating arts, culture, health, education or youth services benefiting from formal or informal collaboration with the Center and other nearby programs. While square footage for certain uses can be assigned to "non-market" demand, it is difficult to project the uses, physical requirements, and timing of such uses.

As opposed to relying solely on direct demand from visitors, district development is going to be driven by compatible commercial, institutional, and residential uses that will attract new investment, generate street-level activity, and support complimentary retail and dining.

This analysis assumes two different time frames. The first timeframe coincides with when the Center will open addressing development within a few blocks of the Center itself. The second timeframe assumes an additional 15 years of activity as the Center and related activities around it drives additional demand for residential and commercial growth.



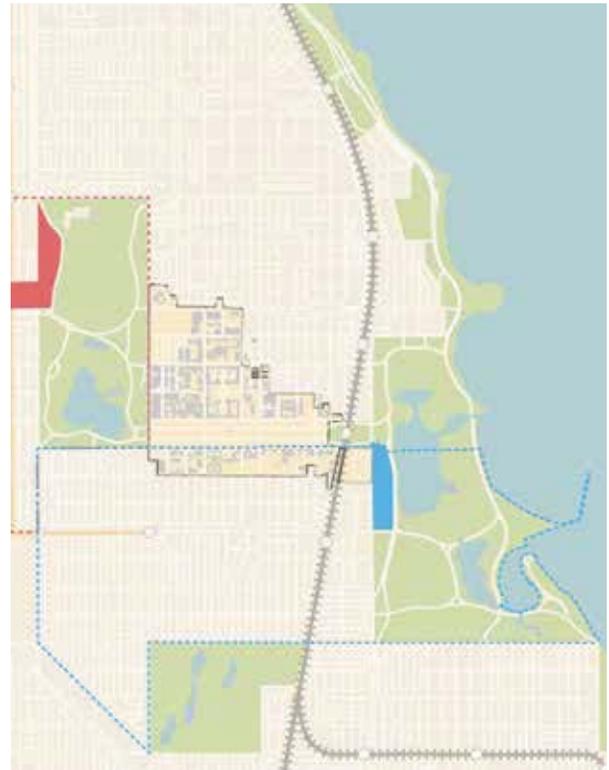
# Jackson Park: 2021

The 2021 development approach will meet the direct demand needs for each site, concentrate development within a smaller district ensuring development sites are within a quarter mile of the Center, and identify underutilized parcels that either the Center or a friendly party can control, transact, or partner with the property owner. More specifically for each site:

**Identify development opportunities that support the Center and Woodlawn neighborhood, including mixed-use residential development, along with commercial and institutional uses supported by retail. To create a sense of place, the development scenarios focuses on 63rd between just west of the METRA line and Stony Island, identifying parcels either under friendly control or controlled by independent parties that can align their interests with the Center.**

The strongest opportunity for new development within close proximity to the Jackson Park site is along 63rd Street to the east and west of the Metra Lines. Because of the existing uses and ownership along this stretch, potential redevelopment requires a number of strategic acquisitions, partnerships, and relocation/replacement of a variety of existing functions.

The scenario identifies totals 12.5 acres, 77% of which are privately owned. Only the 1.54 acre lot at 63rd southeast of the Metra is City owned and vacant (#4). The identified sites also include almost 1,000 existing surface parking spaces utilized by the Hyde Park High School (#1), South Side YMCA (#2), Mount Carmel High School (#5) and Apostolic Church of God (#7 and #8). Also included is a one-story retail / commercial building and associated parking, with six active tenants that would need to be bought out or relocated.



As the Jackson Park site can tap into the Woodlawn residential market that U Chicago students and faculty are increasingly active in, the 2021 development scenario for Jackson Park envisions a mix of institutional and residential uses with ground floor retail and amenities on 63rd Street and Stony Island. Included in this are a media production space, fab lab, coworking, flex working and other commercial space catering to businesses, organizations, and entrepreneurs that will benefit from proximity to the Center. The development scenario also includes 114,000 square feet of retail that can support demand generated by the Center, existing residents, U Chicago and other existing businesses, and the new uses included in the development scenario. In total, 2.4 million of new development is projected in this scenario.

- |   |   |
|---|---|
| <b>1</b> <b>2.17 Acres</b><br><b>Owner:</b> City<br><b>Use:</b> Vacant-Hyde Park Grass Lot      | <b>6</b> <b>0.44 Acres</b><br><b>Owner:</b> Public<br><b>Use:</b> Viaduct                         |
| <b>2</b> <b>2.76 Acres</b><br><b>Owner:</b> YMCA<br><b>Use:</b> Surface Parking                 | <b>7</b> <b>1.47 Acres</b><br><b>Owner:</b> Apostolic Church/City<br><b>Use:</b> Surface Parking  |
| <b>3</b> <b>1.57 Acres</b><br><b>Owner:</b> Woodlawn Development Corp<br><b>Use:</b> Commercial | <b>8</b> <b>0.52 Acres</b><br><b>Owner:</b> Apostolic Church<br><b>Use:</b> Surface Parking       |
| <b>4</b> <b>1.54 Acres</b><br><b>Owner:</b> City<br><b>Use:</b> Vacant                          | <b>9</b> <b>1.06 Acres</b><br><b>Owner:</b> Private<br><b>Use:</b> Vacant                         |
| <b>5</b> <b>2.00 Acres</b><br><b>Owner:</b> Mount Carmel High<br><b>Use:</b> Surface Parking    | <b>10</b> <b>1.11 Acres</b><br><b>Owner:</b> Chicago Park District<br><b>Use:</b> Park Facilities |

**Important considerations to the Jackson Park 2021 development scenario are:**

**CONTROL**

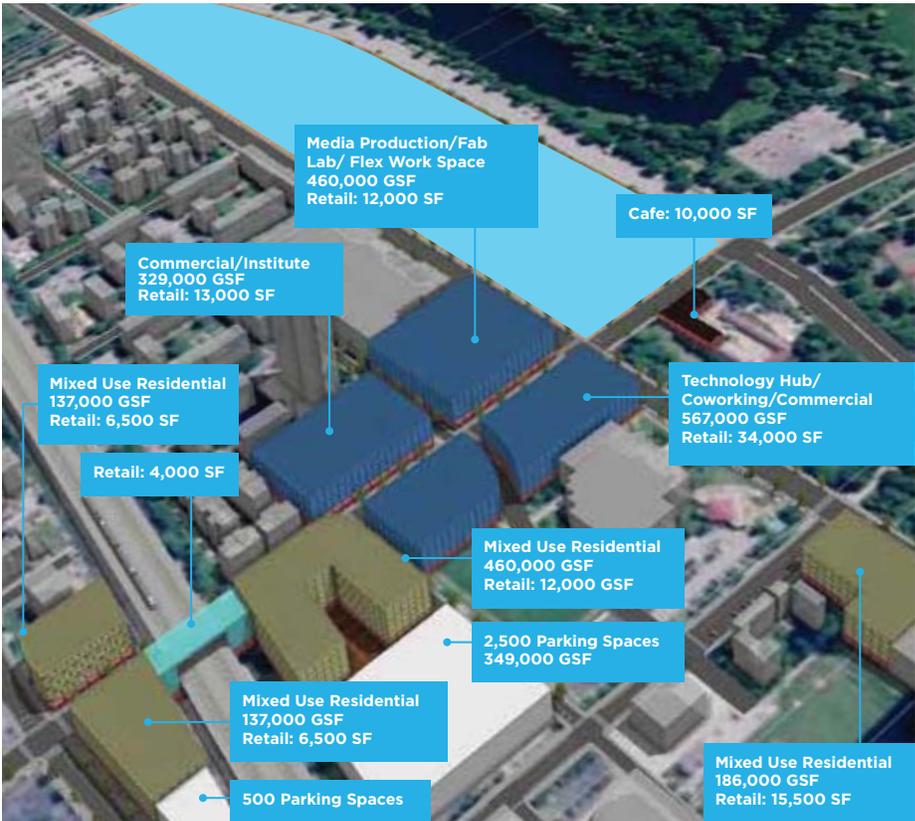
The 10 acres of privately held land requires control that can foster new development via acquisition, lease, or partnership of some type. Some parcels may be more feasible because they are currently underutilized, such as the grassy portion of the Hyde Park High School site fronting 63rd Street (#1). Other sites included in this scenario such as the Apostolic Church lots and South Side YMCA site will require significant negotiations, and likely capital, to foster development.

**RELOCATIONS**

To replace parking for Mt. Carmel High School, Hyde Park High School, the South Side YMCA, and Apostolic Church of God, another 1,000 parking spaces are needed. Sites #4 and #5 are an option, but this would further encumber the development potential surrounding the site.

**INFRASTRUCTURE / PUBLIC REALM**

Upgrades to the Metra station are required to improve the visitor experience to the site and enhance connectivity along 63rd Street. The addition of a retail space within the viaduct (#6), similar to 53rd Street and 57th Street, will require additional structural and infrastructure investments. Similarly, if the site that houses the maintenance shed on the park (#4) is replaced with an amenity such as a café, there is a cost to relocating the shed and making minor park improvements.



# Washington Park: 2021

There is a vast supply of real estate available for development that is owned by the City or a likely friendly third party, with few existing uses on those sites that complicate development. However, the lack of activity surrounding the site makes development predominantly reliant on non-market demand from uses that will benefit from proximity to the Center. Concentrating development activity along Garfield, the primary commercial corridor where the Center, University, and City control the real estate between the Green Line and Washington Park, can create a rewarding visitor experience while growing the market to spur additional development in the neighborhood.

**Incentivize new development to fill the void in Washington Park. One possibility is to create a micro-district, utilizing the 11 acres and land predominantly owned by the City and University, clustering development around Garfield Boulevard and between Michigan and MLK.**

In total, 19 acres were identified for potential development, including the 11 acres controlled by the Foundation (#1). Privately owned land accounts for 27% of the sites, most of which are “out parcels” that are included in consolidations with City and University owned land (#3, #4, #5, #6, #7, #8). This privately owned land is either vacant or has some residential property that will require relocations. The scenario also includes the area that U Chicago has targeted for the Arts Block expansion (#2) giving the Foundation, University, and City control of both sides of Garfield Boulevard from Prairie Ave to MLK Boulevard.

In all, these sites can support approximately 4.1 million square feet of development on 20 acres, including about 80,000 square feet of retail, food and dining uses along Garfield and MLK Boulevard. While there is no existing development plan for the 11 acres controlled by the Foundation, this scenario proposes they are developed as a new intermodal center for the CTA line, that also includes structured parking, tech hub, media production space, fab lab and flex work space, along with scattered ground floor retail. Another key use in the development scenario is the inclusion of a new community college, as it can serve the immediate neighborhood, provide vocational training for the new enterprises also locating in the district, and likely establish a working partnership with the



Center. South of Garfield Boulevard is the Arts Block extension along with a proposed 100 room hotel. Other uses included are artist live/work space, light manufacturing, and a healthcare clinic.

- 1 11 Acres**  
Foundation will assume control  
**Use:** Surface Parking/  
Bus Staging/Vacant/  
Commercial
- 2 1.82 Acres**  
**Owner:** City/University  
**Use:** Vacant
- 3 .91 Acres**  
**Owner:** City/  
University/Private  
**Use:** Vacant/  
Veterans Center
- 4 .5 Acres**  
**Owner:** City/Private  
**Use:** Vacant/Residential
- 5 1.26 Acres**  
**Owner:** City/Private  
**Use:** Vacant/Multi-  
Family
- 6 1.22 Acres**  
**Owner:** City/Private  
**Use:** Vacant/  
Multi-Family
- 7 .87 Acres**  
**Owner:** City/Private  
**Use:** Vacant/Multi-  
Family
- 8 2.47 Acres**  
**Owner:** City/Private  
**Use:** Vacant/Multi-  
Family

**Important considerations for the 2021 Washington Park scenario are:**

**VISION**

Achieving some elements of the Washington Park 2021 scenario are vital to the Center's overall success. To identify partners and energize funders, a more complete vision for the Washington Park district will likely be required.

**ORGANIZATION**

Consolidating as much vacant land near the center as possible will be important to achieving the district development plan. Much of the property is already controlled by the University and City, two key stakeholders for the Center, but other property is still privately held. Consolidating and either developing or landbanking these properties will allow for a more cohesive implementation of a Washington Park vision. Included in this is creating a relocation plan with the residents and businesses within the redevelopment area.

**INFRASTRUCTURE / PUBLIC REALM**

The Washington Park site will require additional physical improvements. A priority improvement is an upgrade to Washington Park itself to ensure active use entirely surrounding the Washington Park site and to strengthen the connection to U Chicago and the Medical Center on the east side of the Park. Streetscape improvements, principally to Garfield Boulevard, will improve the visitor experience for those approaching from the Dan Ryan Expressway and support the revitalization of the Garfield commercial corridor.



# 2036

Beyond the core areas considered in the 2021 development scenarios, both The Jackson Park/Woodlawn Neighborhood and Washington Park have a significant number of city-owned vacant parcels that can be developed, particularly as residential demand grows in either neighborhood.

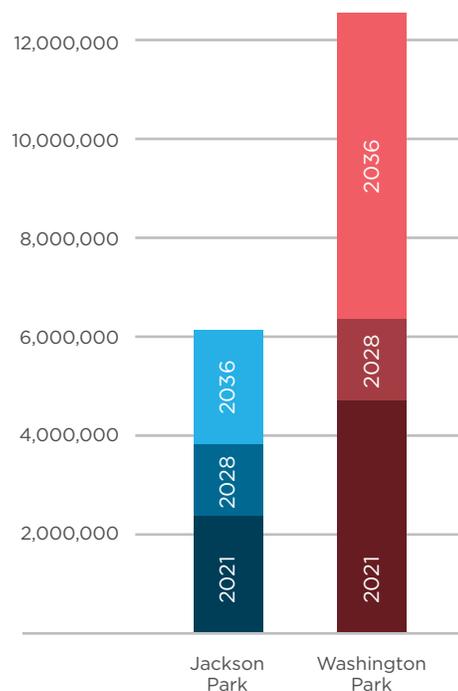
## JACKSON PARK/WOODLAWN NEIGHBORHOOD

In Jackson Park, it is likely that this development pressure will grow along the 63rd Street corridor where there are redevelopment efforts underway, and north of 63rd where U Chicago is actively seeking ways to better engage the neighborhood with the South Campus.

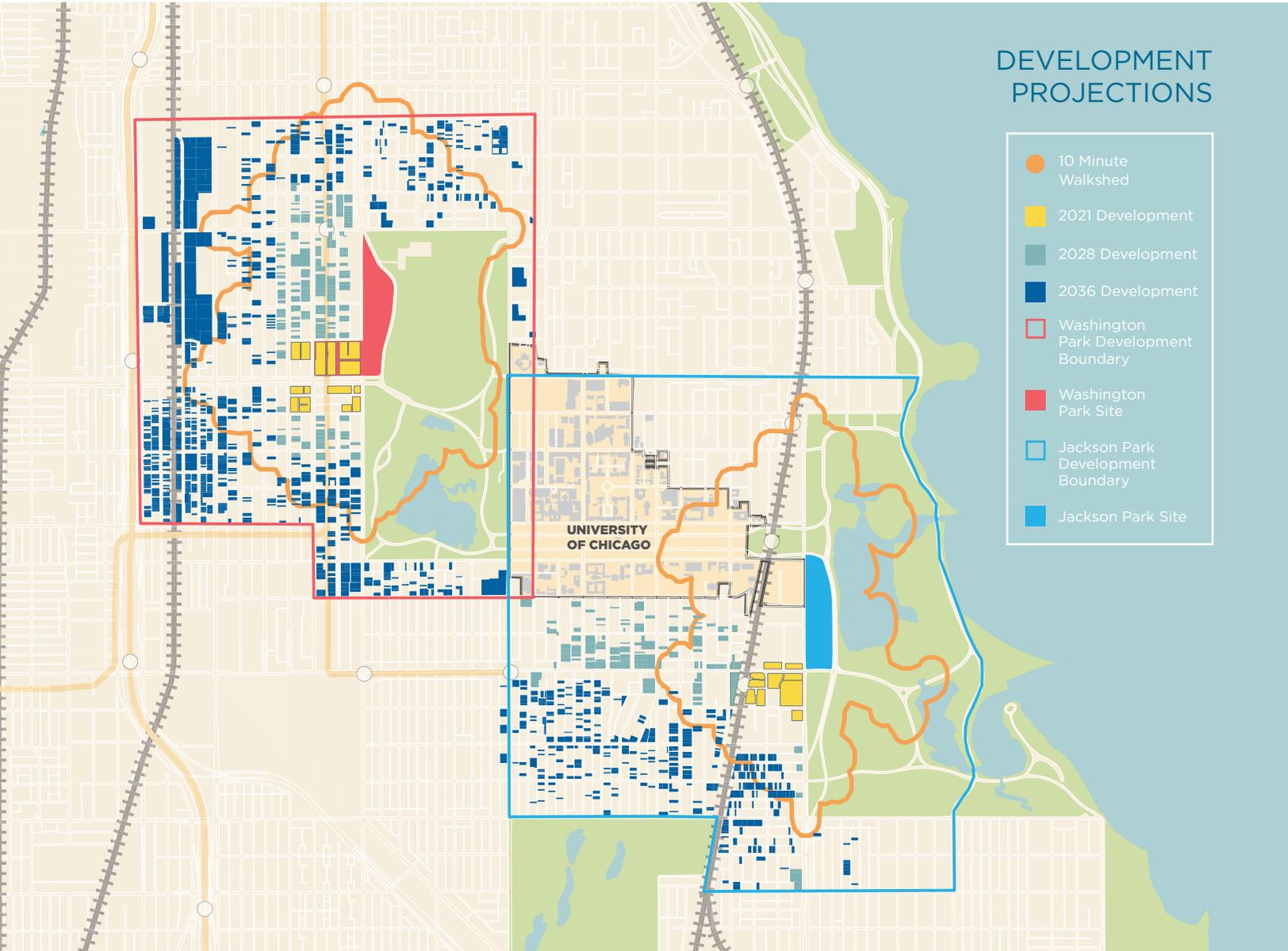
## WASHINGTON PARK

In Washington Park, with the Center and the park itself serving as the primary assets and draws, development pressure will radiate west, north and south from there. In total, the district around the Washington Park site identified below can support approximately 13 million gross square feet of new development. Jackson Park can support approximately 6 million square feet.

GROSS SQUARE FEET OF NEW DEVELOPMENT



# DEVELOPMENT PROJECTIONS



# Implementation Roadmap

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The approach to attracting investment and coordinating development around the Jackson Park and Washington Park sites differ, based on the available real estate, nearby stakeholders, and market conditions. Each requires a specific “hardware” and “software” strategy initiating development (hardware) and coordinating and programmatic initiatives geared towards neighborhood and Center constituents (software).

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# Jackson Park

The Center located in Jackson Park will benefit from the software opportunities, and struggle with the hardware. This is because programmatically, if the Center located in Jackson Park will be embedded in a Woodlawn neighborhood revitalization effort that, if coordinated correctly, will leverage U Chicago, community and faith-based organizations such as the South Side YMCA and Apostolic Church of God, and neighborhood organizations active in the northeast quadrant of Woodlawn. Because of so many ongoing efforts, the Center will likely not need to lead a community revitalization strategy, but serve as another institutional stakeholder outwardly engaged with its surrounding community. Opportunities to plug community-oriented efforts stemming from the Foundation—whether they be focused building community capacity, teaching leadership skills, or piloting tools for civic participation—into local outlets will not require significant capacity building within the neighborhood itself.

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## JACKSON PARK

Physically, as the Center generates market demand and non-market demand alike, little real estate is available within close proximity to host new retail, dining, commercial, and institutional development. The only options are to either locate those uses further away from the Center, such as along 63rd Street a half mile from the site, further south on Stony Island, or to create development opportunities through acquisitions and partnerships that may be capital intensive and require significant human resources to accomplish (i.e. developing on the South Side YMCA land, acquiring the Woodlawn retail building (#3) or partnering or transacting with the Apostolic Church for their land). The lack of physical development can be somewhat mitigated by the Jackson Park location, as it is already a regional attraction and a classically beautiful park setting, along with planned University of Chicago investments, such as their new hotel and new conference center planned for 60th Street.

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## CENTER DEVELOPMENT ROLE

- Broker partnerships / transactions with friendly developers and existing landholders
- Facilitate select development projects by attracting market or non-market tenants, convening capital partners, and manage overall mix of uses (i.e. monitor appropriate food and retail mix, seek opportunities for a new business interested in locating nearby)

## KEY PARTNERS

- **University of Chicago**  
Can focus community development efforts in Woodlawn, support select physical development.
- **City of Chicago**  
Leverage real estate, facilitate new development, public improvements along 63rd Street and Stony Island, METRA station improvements.
- **Chicago Parks District**
- **Museum of Science and Industry**  
Campus planning to connect Jackson Park attractions.
- **Neighborhood based organizations**  
Neighborhood planning and programmatic partnerships.



Jackson Park

# Washington Park

The hardware and software dynamics are reversed in Washington Park compared to Jackson Park. In Washington Park, the Center will have to take an active leadership role in building a network within the neighborhood that can engage residents and businesses and connect them to Center-related activities. The Center will have to work with existing stakeholder organizations such as the Arts Block, KLEO, new Dyett High School, and DuSable Museum, but at the same time concentrate on attracting private, non-profit, and public partners to the area. The lack of neighborhood organizational capacity within Washington Park creates an opportunity for a strong tie, and potentially transformative outcome, between the Center and its programming activities that can have a local community impact.

Meanwhile, the Center will need to lead a significant development agenda to build out the district immediately surrounding the site, primarily along Garfield east of the Green Line.”

This includes creating a bold vision for the area surrounding the Center, assembling vacant land under consolidated ownership (either as a subsidiary of the Foundation or in friendly hands), raising capital for acquisitions, pre-development, and development subsidy, and identifying development partners to execute on the vision and strategy. Attracting large, non-market demand uses that can in turn generate their own demand is critical to catalyzing development in the neighborhood. For example, a new community college benefits from proximity to the Center, can attract thousands of users a day, who in turn will

enhance market demand and accelerate the corridor revitalization, and ultimately enhance housing demand.

At the same time, the Center should consider programs that build community capacity and increase employment opportunities, such as local workforce development programs associated with the Center and businesses locating near the Center, or training sessions or services provided through the Center with use of Center facilities. The causes supported by the Obama family in and out of the White House, including initiatives related to youth education, empowerment of young women, community health, sustainable food production, post-incarceration integration, etc., can all have outward community impact if they are part of the Center program, even tangentially. At the same time, Center activities focusing media production, technology, and innovation, all have the opportunity to launch new business ventures or attract small or large businesses to the district.

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## CENTER DEVELOPMENT ROLE

- Consolidate land ownership
- Create neighborhood vision
- Raise capital
- Attract new users – market and non-market

## KEY PARTNERS

- **University of Chicago**  
Further development of the Arts Block and facilitation of other programs relevant to Washington Park, leveraging of real estate, support for community organization.
- **City of Chicago:**  
Consolidating ownership, streetscape improvements particularly along Garfield Boulevard and MLK, facilitating the attraction of new users.
- **Will need additional partners to fill the void**



Washington Park

# Organizing Entity

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In either case, to translate the Center's goals and activities into positive local neighborhood outcomes, an organizing entity that can facilitate partnerships and attract investment that, while compliments the Center, is focused outside its immediate site. The following are examples of collaborative entities that have successfully partnered institutional and community organizations to focus on activities as varied as real estate development, workforce training, neighborhood cleanliness, events programming, and marketing.

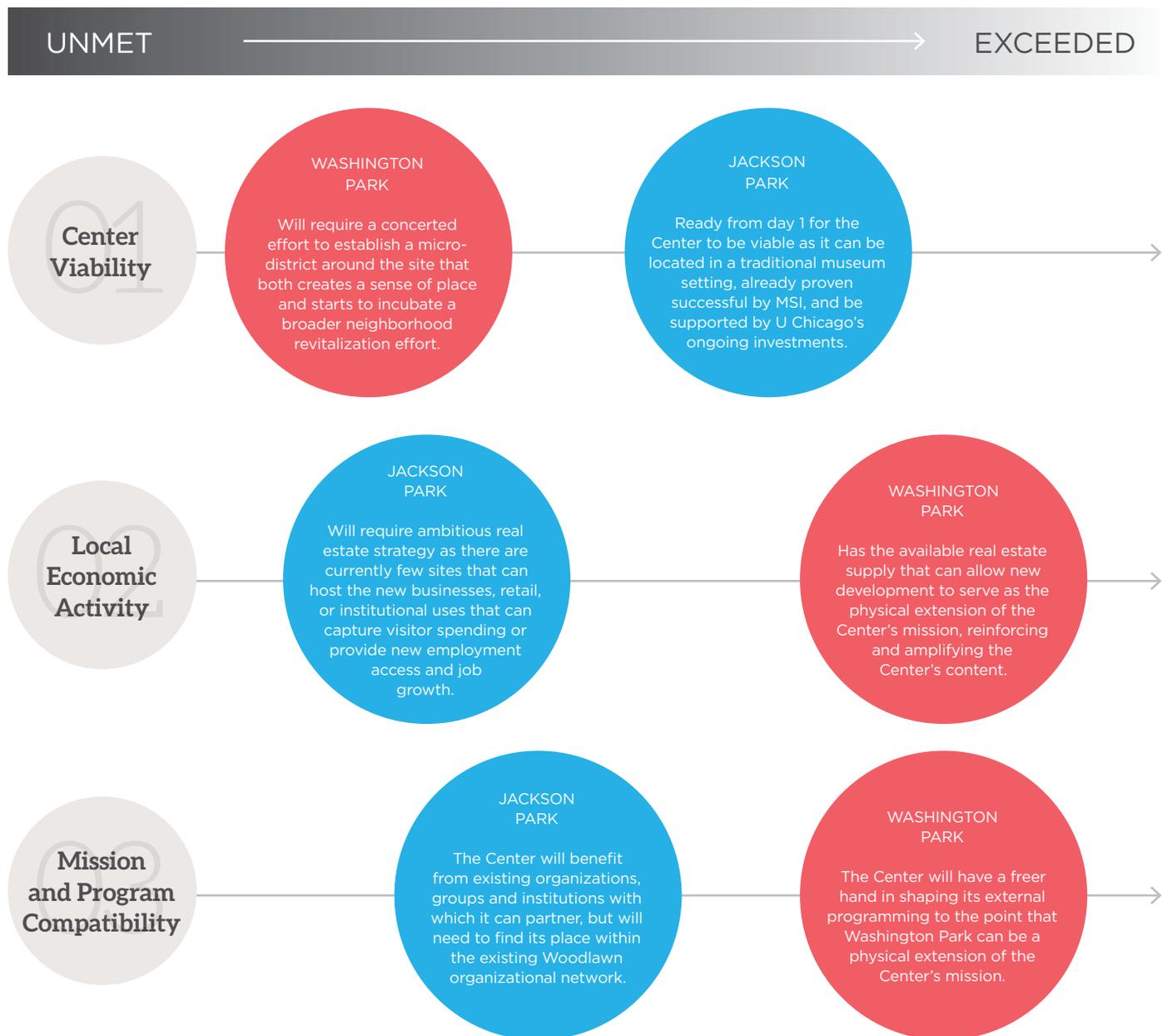
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## CASE STUDIES OF SIMILAR ORGANIZATIONS

	<b>MISSION</b>	<b>INSTITUTIONAL PARTNERS</b>	<b>FUNDING</b>	<b>PRIMARY ACTIVITY</b>
<p><b>Midtown Detroit Inc.</b></p> 	<p>Midtown Detroit Inc. is a nonprofit planning and development organization that supports the physical maintenance and revitalization of the Midtown Detroit neighborhood, while working to enhance public awareness, appreciation and use of the district.</p>	<p>Wayne State University, Henry Ford Health Systems, Detroit Medical Center</p>	<p>Funding support provided by Anchor institutions, foundations, fee for service, grants, dues, and other.</p>	<p>District Planning, Maintenance and Beautification, Community Development, Real Estate Development, District Marketing, Planning and Economic Development, Special Events</p>
<p><b>University City District</b></p> 	<p>UCD's mission is community revitalization. We work within a place-based, data-driven framework to invest in world-class public spaces, address crime and public safety, bring life to commercial corridors, connect low-income residents to careers, and promote job growth and innovation.</p>	<p>Children's Hospital of Philadelphia, Drexel University, Hospital of the University of Pennsylvania, University of Pennsylvania, University of the Sciences, University City Science Center</p>	<p>Funding support provided by board contributions, fee for service, grants, in-kind income, community contributions and support, and other income</p>	<p>Transforming Public Spaces, Community Events, Arts, and Culture, West Philadelphia Skills Initiative, Economic Development and Innovation, Maintaining Clean and Safe Streets</p>
<p><b>Memphis Medical District Collaborative</b></p> 	<p>Working Mission is to enhance the overall vitality of the Memphis Medical Center and create a thriving neighborhood that is diverse, sustainable and a great place to live, work, play, visit, and learn.</p>	<p>St. Jude Children's Research Hospital, Methodist Le Bonheur Healthcare, University of Tennessee Health Science Center, Regional One Health, Southwest Tennessee Community College, Baptist Memorial Hospital, Southern College of Optometry, Memphis Bioworks</p>	<p>Funding support provided by institutional partners and philanthropic contributions.</p>	<p>Public Realm, Safety and Security, Programming and Marketing, Community Development</p>
<p><b>University Circle /Cleveland</b></p> 	<p>UCI is the development, service, and advocacy organization responsible for the growth of University Circle as a premier urban district and world-class center of innovation in health care, education, and arts &amp; culture.</p>	<p>Cleveland Museum of Art, Cleveland Orchestra, Cleveland Institute of Art, Case Western Reserve University, Cleveland Institute of Music, Museum of Contemporary Art Cleveland, Cleveland Botanical Garden, Lake View Cemetery, Cleveland Museum of Natural History, University Hospitals and Case Western University</p>	<p>Private and public financial support from individuals, corporations, and foundations and government entities.</p>	<p>Real estate development, signage, streetscape, public realm enhancements, clean and safe programming, running chamber of commerce, marketing</p>

# Conclusion

Reflecting on the context surrounding the sites, the value proposition for each site, the development scenarios, and the implementation roadmap for each, how do Washington Park and Jackson Park align with the three goals?



Having articulated how each of the two sites can meet the three goals required for the success of OPC's objectives, we must recognize that they do so in different ways, applying different sets of tools, working at different scales, and mitigating different levels of risks.

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## JACKSON PARK

The infill, **parcel-by-parcel development**, nested in a larger neighborhood transformation effort that is already underway, makes Jackson Park location **successful from day one**. It requires less infrastructure support by **leveraging U Chicago's investments** and will be connected to a larger success story of "**Woodlawn as a neighborhood of choice**" with **little risk**.

## WASHINGTON PARK

On the other hand, Washington Park requires an **intervention at the full district level** without instantly available "partners". This will require OPC to take a **leadership role** in creating the **vision** and leading a district wide strategy that will attract **local and national partners** to an amazingly powerful story of transformation that is the "practical" and **physical extension of OPC's mission**. Transforming Washington Park from a divider between two very different parts of the city to a connector and integrator has the potential to **create city-wide impact** eliminating decades of segregation and isolation policies. The story **generates content for OPC** that reinforces its program and ensures its relevancy. While other Presidential Libraries celebrate past legacies, OPC will constantly curate new content. **The risks are high, but the vision is audacious.**



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