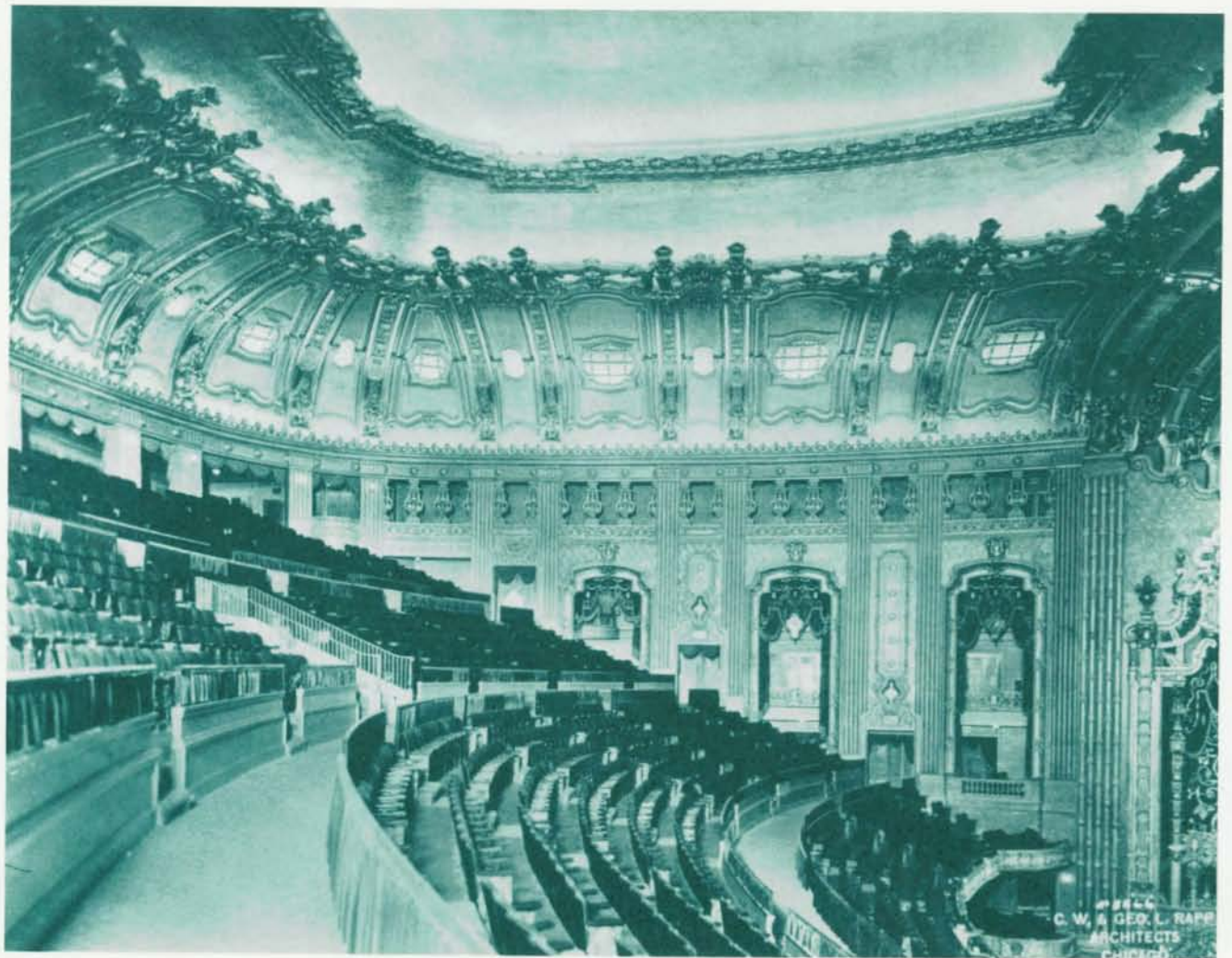


AN ADVISORY SERVICES PANEL REPORT

Uptown Chicago, Illinois



**Urban Land
Institute**



Uptown Theatre interior.

Uptown Chicago, Illinois

A Strategy for Redevelopment of the Uptown District

November 12-17, 2000
An Advisory Services Panel Report

ULI-the Urban Land Institute
1025 Thomas Jefferson Street, N.W.
Suite 500 West
Washington, D.C. 20007-5201

About ULI—the Urban Land Institute

ULI—the Urban Land Institute is a non-profit research and education organization that promotes responsible leadership in the use of land in order to enhance the total environment.

The Institute maintains a membership representing a broad spectrum of interests and sponsors a wide variety of educational programs and forums to encourage an open exchange of ideas and sharing of experience. ULI initiates research that anticipates emerging land use trends and issues and proposes creative solutions based on that research; provides advisory services; and publishes a wide variety of materials to disseminate information on land use and development.

Established in 1936, the Institute today has more than 16,000 members and associates from 60 countries, representing the entire spectrum of the land use and development disciplines. Professionals rep-

resented include developers, builders, property owners, investors, architects, public officials, planners, real estate brokers, appraisers, attorneys, engineers, financiers, academicians, students, and librarians. ULI relies heavily on the experience of its members. It is through member involvement and information resources that ULI has been able to set standards of excellence in development practice. The Institute has long been recognized as one of America's most respected and widely quoted sources of objective information on urban planning, growth, and development.

This Advisory Services panel report is intended to further the objectives of the Institute and to make authoritative information generally available to those seeking knowledge in the field of urban land use.

Richard M. Rosan
President

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Washington, D.C. 20007-5201

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About ULI Advisory Services

The goal of ULI's Advisory Services Program is to bring the finest expertise in the real estate field to bear on complex land use planning and development projects, programs, and policies. Since 1947, this program has assembled well over 400 ULI-member teams to help sponsors find creative, practical solutions for issues such as downtown redevelopment, land management strategies, evaluation of development potential, growth management, community revitalization, brownfields redevelopment, military base reuse, provision of low-cost and affordable housing, and asset management strategies, among other matters. A wide variety of public, private, and nonprofit organizations have contracted for ULI's Advisory Services.

Each panel team is composed of highly qualified professionals who volunteer their time to ULI. They are chosen for their knowledge of the panel topic and screened to ensure their objectivity. ULI panel teams are interdisciplinary and typically include several developers, a landscape architect, a planner, a market analyst, a finance expert, and others with the niche expertise needed to address a given project. ULI teams provide a holistic look at development problems. Each panel is chaired by a respected ULI member with previous panel experience.

The agenda for a five-day panel assignment is intensive. It includes an in-depth briefing day composed of a tour of the site and meetings with sponsor representatives; a day and a half of hour-long interviews of typically 80 to 100 key community representatives; and a day and a half of formulating recommendations. Many long nights of discussion precede the panel's conclusions. On the final day on site, the panel makes an oral presentation of its findings and conclusions to the sponsor. At the request of the sponsor, a written report is prepared and published.

Because the sponsoring entities are responsible for significant preparation before the panel's visit, including sending extensive briefing materials to each member and arranging for the panel to meet with key local community members and stake-

holders in the project under consideration, participants in ULI's five-day panel assignments are able to make accurate assessments of a sponsor's issues and to provide recommendations in a compressed amount of time.

A major strength of the program is ULI's unique ability to draw on the knowledge and expertise of its members, including land developers and owners, public officials, academicians, representatives of financial institutions, and others. In fulfillment of the mission of the Urban Land Institute, this Advisory Services panel report is intended to provide objective advice that will promote the responsible use of land to enhance the environment.

ULI Project Staff

Rachelle L. Levitt
Senior Vice President, Policy and Practice

Mary Beth Corrigan
Managing Director, Advisory Services

Nancy Zivitz Sussman
Senior Associate, Advisory Services

Jason Bell
Panel Coordinator, Advisory Services

Adrienne Schmitz
Director, Residential Community Development

Nancy H. Stewart
Director, Book Program

Libby Howland
Manuscript Editor

Betsy Van Buskirk
Art Director

Martha Loomis
Desktop Publishing Specialist/Graphics

Kim Rusch
Graphics

Diann Stanley-Austin
Director, Publishing Operations

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The panel would also like to acknowledge the owners of Pasteur restaurant for hosting the Sunday night dinner, the Uptown National Bank for

hosting the reception and presentations, Truman College for providing interview space, and Richard Sklenar of the Theatre Historical Society of America for his informative tour of Uptown's historic theaters and ballroom.

Finally, the panel is grateful to the countless public officials, business leaders, representatives of organizations and interest groups, and citizens of the Uptown community who took time to be interviewed as part of the panel's research process.

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ULI Panel and Project Staff

Panel Chair

William H. Hudnut III
Senior Resident Fellow
Urban Land Institute
Washington, D.C.

Panel Members

Barbara A. Campagna
Principal
Einhorn Yaffe Prescott Architecture &
Engineering
New York, New York

Christopher Degenhardt
Principal
The Degenhardt Company
Mill Valley, California

Jonathan B. Eisen
Director of Projects
Street-Works
Alexandria, Virginia

Ray Forgianni, Jr.
Director and City Planner
Kenosha Department of City Development
Kenosha, Wisconsin

Troy T. Palma
Senior Consultant
Robert Charles Lesser & Company
Chicago, Illinois

Michael Stanton
Principal
Michael Stanton Architecture
San Francisco, California

Phillip E. Stephens
President and CEO
Stephens Property Group
Atlanta, Georgia

ULI Project Director

Adrienne Schmitz
Director
Residential Community Development

ULI On-Site Coordinator

Jason Bell
Coordinator
Advisory Services

Foreword: The Panel's Assignment

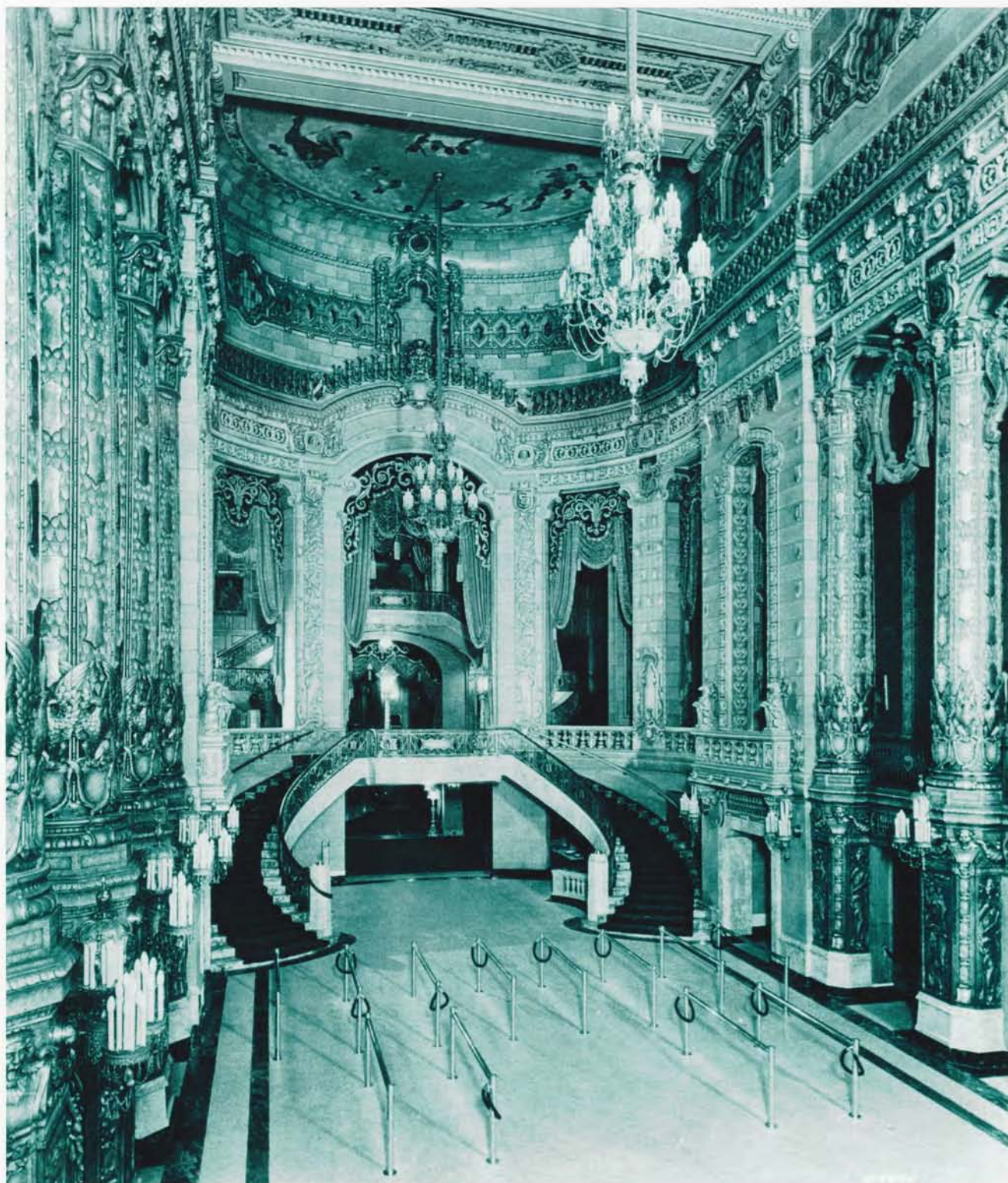
The panel's assignment was to examine in all its diversity the area referred to as the Uptown Entertainment District, which extends along the Broadway corridor from the post office to Leland Avenue and along the Lawrence Avenue corridor from Magnolia to the People's Church, and to make recommendations about future courses of action. The panel was asked to help develop a vision for this district, including its retail, dining, and entertainment venues, and to advise on issues relating to the urban infrastructure. The panel was not asked to develop a vision for the entire Uptown neighborhood, which spreads over the 46th and 48th wards, but accomplishing the assignment required an understanding of the greater neighborhood context.

This report is divided into four sections:

- *Market potential*, which examines local demographics and the economy to determine the feasibility of developing an Uptown Entertainment District with retail, dining, and other supporting uses;
- *Development strategies*, which provides a vision for the Uptown Entertainment District;
- *Planning and design*, which establishes guidelines for preserving and restoring historic properties and integrating new development into the plan for the district; and
- *Implementation*, which lays out strategies for organizing a process for establishing goals and carrying out development.



Greater Chicago area.



Overview and Summary

Uptown has long been and continues to be a point of entry for immigrants to the Chicago area. In addition, many longtime Chicago residents make their home, earn their living, and pursue their education in Uptown.

The word “diversity” is used throughout this report to characterize Uptown. The panel strongly believes that the preservation of this rich diversity provides an underlying strength that will enable Uptown to develop an entertainment district, improve and expand its business core, and revitalize the community as a whole.

Uptown’s other major asset is its magnificent architectural heritage. **The Uptown Theatre is the crown jewel of the district. Indeed, it is one of the most outstanding theaters in the United States.** In addition, the Aragon Ballroom, the Riviera Theatre, and the district’s many terra-cotta facades make an aesthetic foundation upon which to build.

Uptown also is favored by a desirable location near Lake Michigan, excellent public transportation infrastructure, highway access, and mostly stable and attractive housing stock. Uptown should be well positioned to ride the coattails of the Chicago region’s strong economic growth.

General Observations

A few preliminary observations on some basic issues are pertinent.

Finding Common Ground

The panel noted significant tensions between different elements in the community, including philosophical differences between the two wards, conflicting opinions among developers and advocates for the economically disadvantaged members of the community, and the unwillingness of some ethnic groups to work with others. There are truths and visions about which men and women of good character and conscience will differ, but at

the end of the day, if all possible objections to any undertaking need to be resolved, then nothing can be accomplished.

It is incumbent upon the business, political, and nonprofit agencies in the community to use this report as a basis for a public visioning process that seeks to give everyone a voice, to reconcile differences, and to move ahead in establishing a plan for the neighborhood. The panel intends this report to be used as a starting point, not as a definitive final statement.

Preserving Diversity

The panel was struck by the diversity of the Uptown community, the abundance of its historic buildings, its multiethnicity, the variety of its housing, and the mix of retail and entertainment uses. The well-known urbanist Jane Jacobs has argued that diversity and density are the prerequisites for successful urban life. The Uptown community has both, and they represent strengths upon which Uptown can build. Different elements in the community may feel threatened by this diversity, but, in the panel’s opinion, it contributes to the vitality and potentiality of the district.



The Uptown Theatre (opposite page and left) is the crown jewel of the Uptown district and one of the most outstanding theaters in the United States.

Contributing to the local nightlife scene and bringing historic value, the Green Mill (below) and the Aragon Ballroom (right) currently are thriving and should be viewed as part of the core of the entertainment district.



Working in Proactive Partnership

None of the panel's recommendations will succeed without the committed involvement and support of the public sector. Local government can help put together layers of financing, use its powers for zoning and land assembly, provide essential services, approve plans, and construct infrastructure improvements. Without this assistance, little will be accomplished.

The private sector can bring indispensable resources and talent to the table. And nonprofit or-

ganizations can provide their constituencies not only significant services, but also a voice in the decision-making process.

Thinking Long Term and Seeing the Big Picture

The panel's report is not intended as a recipe for an immediate transformation. The report should be used as a springboard. It suggests directions that can be followed, but results will not be achieved overnight. The panel encourages patience. Stakeholders should take a long view of the revitalization of the Uptown area and see the broad picture of its evolution.

Key Recommendations

In response to its assignment, the panel makes the following key recommendations.

Preserving Historic Properties

- Give full support to the ongoing operations of the Aragon Ballroom and the Green Mill. These thriving entertainment venues will become part of the core of the entertainment district.
- Focus restoration efforts on the Uptown Theatre, the premier historic property in the district. Its restoration will be expensive and difficult, but the theater is a major historic and aesthetic treasure that must be retained.
- Restore the Riviera Theatre for entertainment uses, thus adding to the critical mass of entertainment venues in the district. Consider the development of this property, however, to be of secondary importance compared with the restoration of the Uptown Theatre.



- Do not consider the People's Church a priority for redevelopment. It is at the edge of the proposed entertainment district and it would be difficult to market it to a commercial user at this time.

Developing a District

- In order to properly revitalize and redevelop the entertainment district of Uptown, act immediately to capitalize on the currently strong market conditions.
- Attract better-quality retailers and restaurants to the Uptown community. A mix of local, regional, and national businesses should be assembled to provide the best possible array of consumer goods and services.
- Make the completion of the redevelopment of the former Goldblatt's store the first step. The success of retailers in this project will spur investment by other retailers.
- Provide parking. Uptown has a shortage of convenient parking. The surface-parking area behind the Uptown Bank should be developed as a multilevel parking structure with street-level shops along Broadway. Other sites identified by the panel for parking structures include the parking lot north of Lawrence Avenue west of the CTA (Chicago Transit Authority) right-of-way; the northeast corner of Lawrence and Broadway; Sun Center Plaza; the post office parking lot/American Metro Bank site; and the northwest corner of Magnolia and Lawrence avenues.
- Develop a coordinated marketing and promotions strategy to create a calendar of events and bring metropolitan area residents and tourists to Uptown.
- Undertake a comprehensive streetscape improvement program.
- Because of its proximity to Uptown, apply specific requirements for the development of the Wilson Yard property, which is currently being considered. Require, namely, that the Wilson Yard development provide at least 10 percent more parking than is required for the project



The panel believes that restoration efforts should focus first on the magnificent Uptown Theatre. The Riviera Theatre (left), while beautiful, is of secondary importance.

itself and that it comply with design guidelines established for the Uptown district.

- Consider developing an indoor ethnic marketplace. With its array of ethnic groups, attractive location, and ready supply of entrepreneurs, Uptown would be a logical place to initiate such a marketplace, which could attract business and accompanying spillover activity from the entire Chicago metropolitan area.
- Capitalize on the community's ethnic diversity, which is a major asset for creating community character and identity, particularly with regard to dining and retail opportunities. Consider developing, as noted, a marketplace with an emphasis on international foods or a multicultural center with offices and meeting rooms available to all cultural groups and associations.

Organizing the Community

- Clarify the approval process. The community's leaders and residents should work together to prepare a development plan and guidelines for the district. Any development plan must have broad-based community support.
- Manage the redevelopment process and the district like a business is managed, assigning appropriate responsibilities to city aldermen, city agencies, local community groups, and local stakeholders.

Market Potential

Assuming that employment growth in downtown Chicago remains strong, that growth will provide accessible jobs for Uptown's residents. As economic conditions and job growth continue to improve in the city, the Uptown area is well positioned to capture a share of the prosperity. Uptown's strong transportation infrastructure should ensure that the proposed entertainment district of Uptown benefits from the city's growth.

Regional Overview

Over the past ten years, metropolitan Chicago has experienced tremendous growth, adding nearly 500,000 jobs, which makes the region fourth in the nation in terms of absolute employment growth. In 1999, employment in the Chicago metropolitan region stood at more than 4.2 million.

The business services sector—particularly consulting and computer services—has led the resurgence of the economy, with a growth rate of nearly 6 percent annually. The new economy also has been a major player, with the high-tech industry accounting for more than 190,000 jobs, or almost 5 percent of total jobs in the region. Higher concentrations of high-tech jobs are found only in Silicon Valley, Boston, and Washington, D.C.

The Chicago metropolitan area is projected to add more than 40,000 new jobs annually over the next five years, which represents a growth rate similar to the national average. However, many analysts caution that projections could be affected by a national economic downturn that may materialize.

Contributing to the aura of uncertainty is the global merger frenzy that has had a sweeping impact on the Chicago area. Mergers by Bank One and First Chicago National Bank, SBC and Ameritech, and BP and Amoco, to name a few, have reduced the number of major bank headquarters in the region.

Also keeping many economists and analysts on alert is the current shakeout in the high-tech industry. The list of dot.com consolidations and closings continues to grow as internet analysts downgrade shares of many Web-based retailers. The Chicago area is waiting to see if many of its high-tech companies will survive the next few months. Although caution is justified, Chicago's economy remains as diversified as any U.S. regional economy. The balance of employment in the services, trade, and manufacturing sectors in Chicago contributes to the region's resiliency.

Over the past ten years, the Chicago suburbs experienced a 25 percent growth in employment, while employment in the city of Chicago decreased by almost 4 percent. However, in 1994, downtown's job decline began to reverse and job growth has been steadily increasing since then. This year, downtown has experienced a nearly 1 percent increase compared with a 2 percent job growth rate in suburban locations.

It is not only jobs, but also office, housing, and retail real estate markets that have benefited from the city of Chicago's renaissance. While suburban locations will garner the lion's share of job growth in the region over the next five years, which is projected to be at a rate of 2 percent annually, the city of Chicago will enjoy an annual increase of nearly 1 percent—a truly remarkable growth rate considering the trend of declining jobs in central cities nationwide. Chicago is setting an economic development example that other metropolitan regions around the country are trying to emulate.

The Chicago metropolitan statistical area (MSA) is the third largest in the United States, with a population nearing 8 million. Population in the Chicago MSA is expected to grow at a rate of 0.4 percent annually over the next five years. The distribution of population growth over this period is expected to follow recent trends, especially in

the western and northern suburbs, where both residential and commercial development are expected to remain strong.

The growth of the city of Chicago's population is a relatively new trend. In 1999, 4,000 newly constructed owner-occupied condominium units were sold, and at least 6,000 new units are slated for development in coming years. Chicago is leading the national back-to-the-city trend, in which young people and empty nesters are choosing an in-town lifestyle over suburban living.

Uptown Overview

Critical to the success of the entertainment district proposed for Uptown will be the ability to attract businesses willing to invest in a location that they have perceived negatively in the recent past. Uptown is feeling the results of the city's latest prosperity and new housing construction now peppers its older residential neighborhoods. Good economic conditions are expected to continue, but for how long is uncertain. In order to properly revitalize the entertainment district of Uptown, the community must act immediately to capitalize on the currently strong market conditions.

To better understand the market potential for a mixed-use entertainment district in Uptown, the panel analyzed the market area extending in a two-mile radius from the intersection of Broadway and Lawrence Avenue. While the overall population and household counts in this market area have not changed dramatically, the demographic characteristics of the residents have.

In 1999, there were 243,000 persons and 115,700 households, up slightly from the 1990 Census. The number of people and households is not projected to change much over the next five years, because most of the area is built out. (It is important to note that the population and earnings figures provided here are estimates based on the 1990 Census and may not fully account for all the households that have moved or are expected to move into this area.)

Within this numerical stability are some interesting shifts in household income. According to CACI Marketing Services, the median household income in the two-mile radius was approximately \$34,400 in 1999, up from \$25,900 in the 1990 Census. Median household income is projected to increase to nearly \$40,000 over the next five years.



A population of nearly 250,000 lives within the two-mile radius surrounding Broadway and Lawrence.

Uptown's current retail landscape does not include a sufficient range of goods and services to meet residents' needs.



Furthermore, approximately 23,000 households (20 percent) had an annual income of \$50,000 or more in 1999. Over the next five years, the number of households earning \$50,000 or more is expected to increase to 43,000 (37 percent).

Chicago's redevelopment has been occurring in a pattern north from downtown (the Loop), and Uptown is, in this pattern, the next sequential area for redevelopment. Lincoln Park, Lake View, and the Bucktown/Wicker Park areas have undergone major changes over the past 20 years. Uptown, with its accessible lake location and transportation infrastructure, is inevitably the next growth node.

Residential developers are struggling to keep up with the strong demand for in-town housing in Chicago. As a result, speculators are seeking development sites in the greater Uptown area, which is still more affordable than the Lincoln Park, Lake View, and Bucktown/Wicker Park areas. The value of newly developed condominiums in greater Uptown often exceeds by several times the value of existing housing. The inflation of land values in an affordable area often displaces resident households, an important issue for Uptown to consider in its planning for a mixed-use entertainment area.

The ethnic and economic diversity of its residents is an important facet of the Uptown area. Historically, Uptown has served as a point of entry into Chicago. Among the groups that began arriving many years ago are Appalachians, native Americans, and African Americans from the South. In more recent years, Africans, Cubans, and Asians have used Uptown as an entry point. The success of the Argyle Street retail district is a direct result of the Asian immigration.

Economic diversity also characterizes Uptown. This area has a significant stock of affordable housing as a result of public policies dating back to the 1960s and 1970s. While income levels in the area are increasing, the fact remains that almost 35 percent of Uptown households earn less than \$25,000 annually.

Redevelopment in other areas in Chicago has displaced many lower-income residents. In Uptown, on the other hand, the panel has been convinced that the community will work hard to maintain its housing stock for low- to moderate-income families. While efforts to retain affordable housing do not impede the success of a mixed-use entertainment district in Uptown, they require special attention and a willingness to compromise to ensure a balanced mix of new development.

Retail Uses in Uptown

According to residents interviewed by the panel, Uptown currently has an incomplete and substandard offering of specialty retail goods and services. Residents must go outside the community for all but their most basic shopping needs, causing their purchasing dollars to leave the Uptown area.

The closest conventional shopping mall is in Lincolnwood, approximately five miles northwest of Uptown. This mall is anchored by Carson Pirie Scott and JCPenney, but does not include Marshall Field's, Chicago's dominant fashion department store retailer. Many Uptown residents shop in downtown Chicago, at the Marshall Field's flagship store or at the hundreds of other specialty stores located in the Loop or along north Michigan Avenue. Downtown Chicago is 20 minutes away by CTA Red Line and 20 to 30 minutes away by car via Lakeshore Drive.

South of Uptown, national chain retailers and restaurants are located along Clark Avenue south of Wrigley Field. North of Uptown, chains are located along Broadway and Clark in Edgewater and further north in Evanston.

By contrast, Uptown is completely unserved by any of the nation's better-quality chain retailers. Similarly, no movie theaters are located in the immediate vicinity. The closest major multiplexes are at Western and Webster Place and at Webster and Clybourn. Neither multiplex is accessible by transit.

A small number of mom-and-pop stores, many of which are ethnic in flavor, serve the area. They help create the multicultural and diverse character that identifies Uptown. Although local merchants contribute to the essential character of Uptown, many local retail establishments are substandard in the following ways:

- physically obsolete store finishes;
- unattractive storefronts and signage;
- generally lower-quality merchandise at relatively low price points;
- poor sales and low rent levels; and
- limited on-site and off-site parking.

The characteristics of Uptown merchants generally resemble those of retailers doing business in blighted urban environments. The demographics of the community suggest that the area is capable of sustaining a much broader selection of retailers. Key statistics from the one- and two-mile rings are shown in the table on this page.

The data in the table suggest that retailers offering better-quality merchandise at moderate to higher price points and good customer service could sustain excellent sales volumes in the Uptown community. For example, a 12,000- to 15,000-square-foot super bookstore requires a population of at least 157,000, including 15,000 to 20,000 college graduates. Uptown easily meets this standard.

The panel believes that the first step in attracting better-quality retailers to the community is the successful completion of the redevelopment of the

1999 Population, Broadway/Lawrence Intersection

	One-Mile Radius	Two-Mile Radius
Population	91,000	45,000
Households	42,000	120,000
Median Household Income	\$32,000	\$37,000
Households with AHI* above \$35,000	20,000	64,000
Households with AHI* above \$50,000	12,500	42,000
Daytime Population	25,000	75,000
Population with Bachelor's Degree or Higher	20,000	61,000

* Average household income per year.

former Goldblatt's store. It understands that the developer is working with Borders Books and a good-quality apparel merchant. Other retailers, observing the success of the retailers in the Goldblatt's property, will be attracted to the Uptown community.

The panel recommends that the surface-parking area behind the Uptown Bank be developed as a multilevel parking structure with street-level shops along the Broadway frontage. Such a development will greatly enhance the chance for success of the former Goldblatt's location, as well as improve the streetscape. In addition, the adjacent Uptown Broadway building should be renovated and re-leased to contemporary, better-quality retailers in order to add critical mass and merchandise diversity at this location.

Additional retail development could take place in the stores in front of the Riviera and Uptown theaters at the southwest and northwest corners of Broadway and Lawrence. The panel understands

The Goldblatt's property is slated to be converted into 60,000 square feet of retail anchored by Borders Books. Upper levels will include 25 residential condominiums.





Uptown's business district (above and below) includes many buildings of varying size and quality that could house new businesses.

that the developer of the former Helig Meyers furniture store is working with a new restaurant, which would make a very positive contribution to the area's nightlife.

Finally, Uptown's two transit stations are missed opportunities for retail development. In 1999, total patronage was 1.45 million at Wilson Avenue (putting it in 31st place among CTA's 142 stations) and 833,000 at Lawrence Avenue (making it the 66th busiest station in the CTA system).

Potential Urban Entertainment Uses for Uptown

The basic components necessary for a successful urban entertainment development are as follows:

- a multiscreen cinema;
- three to five good-quality, sit-down restaurants; and



- a nucleus of retailers including bookstores, music stores, casual apparel and activewear merchandisers, athletic apparel and equipment stores, and ten to 15 specialty stores that complement the overall tenant mix.

The retailers should be tied together by a common design theme. An appropriate amount of parking is critical to success. Ongoing promotional efforts are needed to draw patrons from the regional market. Major employers should be required to have a program for training and employing local area residents.

Among the entertainment and retail categories that the panel believes would be successful in Uptown and would make a highly positive contribution to the future of the community are those discussed in the following paragraphs. It should be emphasized that the panel has not contacted any of these businesses and some may indeed be more upscale than can be supported by the current market. The panel believes that the Uptown community should do all it can to work with developers and landlords to attract 25 to 30 retailers of the type and quality suggested here over a five-year period.

Cinemas

The rule of thumb among cinema operators is that the market can support one screen for each 10,000 people in a given market area. By this standard, Uptown could support 20 or more screens. However, a cinema development of this size would require parking for approximately 1,500 cars and would overwhelm the community's infrastructure and character. An eight- to 12-screen venue would be more appropriate. A multiplex cinema in this size range would occupy 35,000 to 50,000 square feet. A traffic study would be necessary to measure the specific parking requirements. The availability of public transit will reduce the parking requirements to some extent.

Restaurants

The last decade has seen tremendous advances in the quality of chain-operated restaurants, and Chicago is home to some of the best establishments in the United States, including the Lettuce Entertain You chain and Levy Restaurants. Examples of excellent restaurants that would do

well in Uptown include Macaroni Grill, Gino's East, Maggiano's Little Italy, Big Bowl, and Outback Steak House. The panel notes that the Pasteur restaurant is a locally owned business that would be competitive with the restaurant examples mentioned. The Green Mill tavern also would thrive in this environment.

Books and Music

Barnes & Noble, Borders Books and Music, Tower Records, and Camelot Records are likely candidates for the retail mix in Uptown.

Apparel

Popular mid-priced clothiers such as Gap, Gap Kids, Baby Gap, and Abercrombie & Fitch would be appropriate for the Uptown market, as would athletic-shoe and -clothing retailers.

Fitness Centers

A number of operators, such as Bally's Total Fitness or Crunch, would be appropriate to complement existing facilities.

Furniture and Lifestyle Stores

Examples of lifestyle stores that might succeed in Uptown include Pottery Barn, Williams Sonoma, and Restoration Hardware.

Specialty Grocers

Uptown is a viable location for smaller grocery chains that cater to an educated, urban clientele—stores such as Whole Foods, Wild Oats, and Trader Joe's.

Big-Box Retailers

Big-box retailers generally occupy stores ranging from 15,000 to 50,000 square feet. For general discount retailers such as Target the stores can be as large as 125,000 square feet. Most big-box retailers specialize in a given merchandise category and sometimes are referred to as "category killers" because it is difficult for smaller, local stores or regional retailers to compete successfully with them. Examples include Toys "R" Us; Kids "R" Us; T.J. Maxx; Bed, Bath & Beyond; Circuit City;



and Office Depot. Very little land is available in Uptown to accommodate stores of this size. The Wilson Yard project offers one possibility for a big-box retailer if the development plan calls for a vertical stacking on two or three levels.

A Blend of Chain and Local Merchants

The preceding examples focus on chain stores. Developers now understand that the best shopping districts offer a blend of chain stores and the area's best local and regional retailers. A good blend of well-managed national, regional, and local merchandisers offers consumers the best choices and contributes to an attractive and interesting urban environment. Local merchants, in particular, help define the identity of the community. It would be a mistake to overpopulate the Uptown area with chain retailers.

One requirement for improving retailing in Uptown is to strengthen the existing local merchants by adding new parking facilities and adopting storefront and signage criteria. A second requirement is to secure good-quality national chains that will improve the community's retailing image as well as provide a wider range of goods and services, enabling residents to meet their shopping needs in their own neighborhood.

The most vibrant retail districts include a mix of local, regional, and national businesses that create synergy among each other.

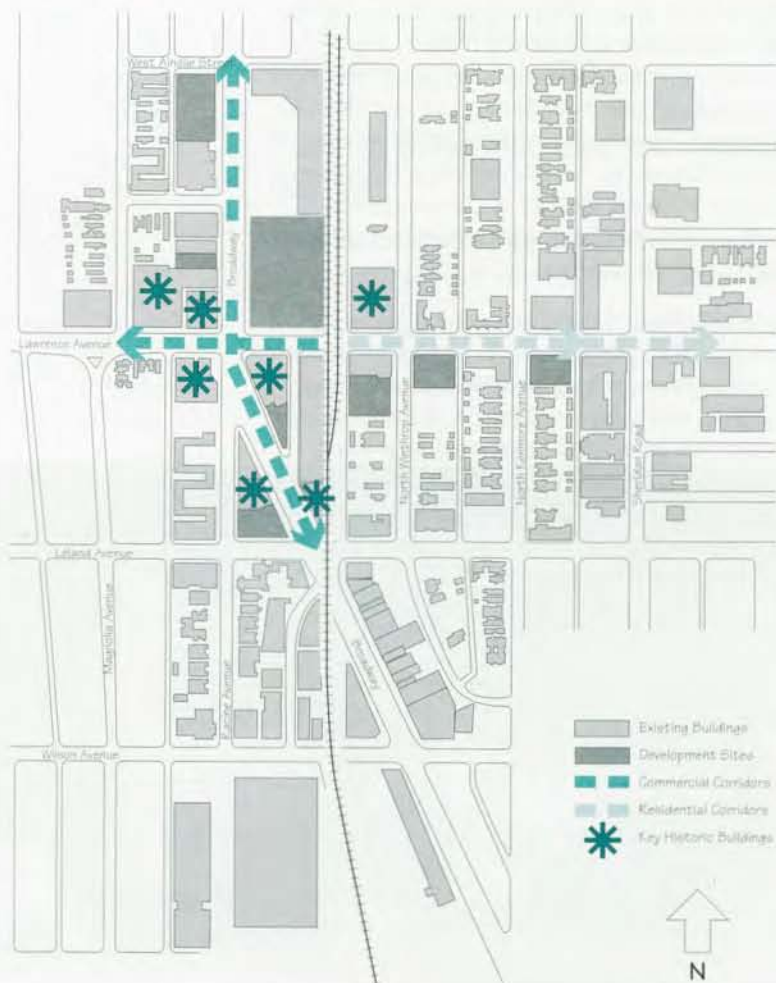
Uptown Entertainment
District concept plan.

Uptown is very well located—close to Lake Michigan, surrounded by mostly stable residential areas of charm and character, and well served by public transportation, including two CTA train stations and numerous bus routes. It is at the junction of major north/south and east/west thoroughfares (Lawrence Avenue and Broadway).

Creating a Mixed-Use Entertainment District

- *Historical context.* An entertainment district with a historical context that can be built upon and enriched over time works best. Uptown's rich history of jazz and theater venues provides such a context.

- **Critical mass.** Enough activity must be generated to build the district's identity as an entertainment district and to support related uses, including public transit service. A critical mass



of activity helps everyone to perceive the area as a destination and also enhances the perception of safety. With the potential for four or five entertainment venues, Uptown can create the necessary critical mass.

- *Access.* Ease of access is another critical requirement. Uptown is well served by roads and transit, although east/west travel can be difficult. Its serious parking deficiency necessitates the development of additional parking, preferably through a parking management system for the whole district.
- *Supporting land uses.* Restaurants are the most common supporting uses in entertainment districts. In Uptown, the needs and opportunities are broader. The Uptown Entertainment District's mix should include music and theater-equipment stores, service retail, and stores that emphasize the community's ethnic diversity.
- *Sense of place.* A special district should emanate a sense of place or destination, so that the visitor clearly knows when he or she has arrived. This can be accomplished through a consistency of design components—including sidewalks, lighting, street trees, and street furniture—as well as a consistency of architectural treatments and signage.
- *Tenant mix.* A high-quality tenant base must be established. It should include a mixture of local, regional, and national tenants. This is best accomplished through a coordinated merchandising strategy for the district.
- *Marketing.* Finally, special districts benefit dramatically from a coordinated marketing and promotions strategy.

These requirements for success form the basis of the strategies that the panel recommends for developing an entertainment district in Uptown. Each requirement is dealt with in greater detail in later sections of this report.

Development Plan and Guidelines

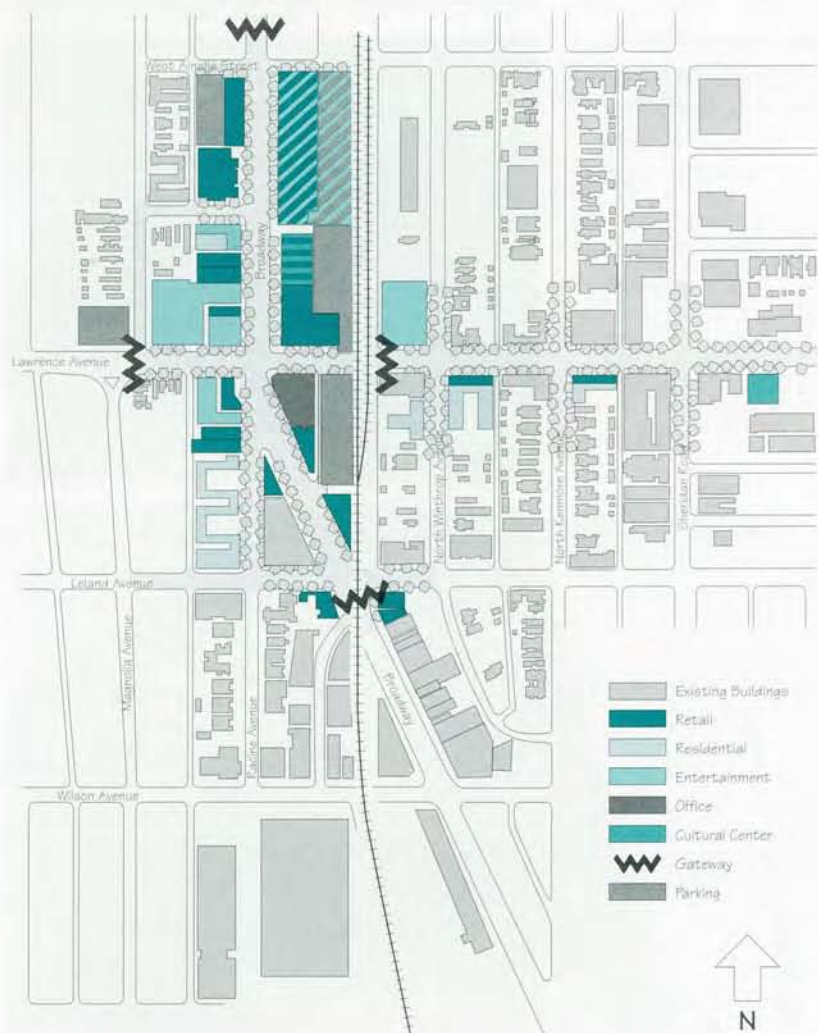
In the panel's experience, developers work best in an environment where the approval process is

clear and direct. The process for gaining community and political support, and therefore, approval, in Uptown appears vague and uncertain. It is not entirely clear how it works. For this reason, the panel recommends that the community prepare a development plan—and accompanying guidelines. Local residents should be heavily involved in the preparation of this plan so that it has strong community support. Once the plan is approved, proposed developments that are in compliance with the plan should receive automatic approval.

Streetscape Improvements

The currently poor image of Uptown derives as much from the poor quality of the streetscape as from any other factor. Trees are almost totally

Uptown Entertainment District development strategies.





The Green Mill, the oldest jazz club in the United States, has been in operation since the 1920s.

absent. Sidewalks are in poor condition. Lighting is without character. These conditions signify a lack of local commitment to the neighborhood that is a serious deterrent to high-quality development.

The panel believes that a major program of streetscape improvements in accordance with established guidelines is the number one priority for the area. Such improvements will immediately create a sense that something is happening and will communicate to the market that the public sector is committed to the creation of a thriving Uptown district.

Three Priorities

Uptown currently offers four primary entertainment venues—the Green Mill, the Aragon Ballroom, the Riviera Theatre, and the Uptown Theatre. The district also offers numerous key properties with redevelopment potential, including the Goldblatt's store. The panel suggests the following priorities for investment in the district:

- Full support should be given to the ongoing operations of the Green Mill and the Aragon Ballroom. Because they are already up and running, they are the seeds that will grow the entertainment district.
- Nearly all of the discussion that the panel heard focused on the Uptown Theatre. It is the panel's view that the Uptown Theatre is the second priority. Its renovation should be put

in the context of an entertainment strategy for all venues.

- The Goldblatt's property is the panel's third priority. A development proposal for this site is well advanced, and the panel is very supportive of it. Once the property is redeveloped, it will, in conjunction with the already beautifully restored Uptown Bank across the street, form the beginnings of a center that can supply synergism for further redevelopment.

The Uptown Theatre

The Uptown Theatre must be restored. It is well known that this will be an expensive and difficult process needing a tremendous program of public/private cooperation to succeed. However, the theater is truly significant historically and magnificent aesthetically. It is the kind of property of which people will say: "Can you believe that this building was nearly torn down at the beginning of the century?" Future generations will not forgive those who do not attend to this obligation.

The restoration effort will need to be based on a realistic operational strategy. The restored theater probably will be required to accommodate more uses than were intended for the original theater. The panel recommends a restoration plan that includes the following:

- flexible seating in the amphitheater to allow for a variety of events;
- the ability to temporarily partition the vast auditorium to allow for events of different sizes; and
- use of the entrance hall and other function rooms for receptions and meetings, thus establishing commercial value for these spaces.

The panel understands that a potential operator/owner has expressed interest in the Uptown Theatre. Given the likelihood that there are very few such interested parties in the market, this entity should be given serious consideration and potentially full support.

The Goldblatt's Site

The development proposal for the Goldblatt's site includes a Borders Books and Music store with a

café on two stories in Building A; ground-floor retail with parking above and below and three stories of apartments in Building B; and construction of a 12-story building (Building C) on the site of the Plymouth Hotel, with street-level retail, parking, and apartments.

By way of details, the panel feels that the opportunities for active street frontage should be maximized and it would prefer to see a large-scale use or anchor tenant on the old hotel site. The upper levels of Building C would provide an excellent location for mixed-income housing. The Plymouth Hotel building is of only minor historic interest and does not, in the panel's view, have sufficient architectural value to warrant its preservation.

Other Issues

The Riviera Theatre

When restored, the Uptown Theatre may well draw many events now held in the Riviera, thus requiring an alternate development strategy for the Riviera. In the interest of creating the critical mass of entertainment venues required for an entertainment district, the panel would like to see the building restored for another type of entertainment. It makes the following recommendations for the use of the Riviera, in order of preference:

- a theater featuring plays that become associated with the venue, like *Shear Madness* in Washington, D.C., or *Forever Plaid* in Chicago;
- a dinner club featuring, for example, magic shows, stand-up comedians, amateur nights, and culturally specific shows appealing to the neighborhood's diverse cultural and ethnic groups; or
- redevelopment of the site—in conjunction with the corner lot and adjacent property to the north, which need redevelopment in any case—for ground-floor retail (possibly including a multicultural marketplace) and residential uses on the upper floors (possibly a mix of market-rate and affordable units).

Multicultural Marketplace

Uptown currently supports the highly successful Asian Market along Argyle Street. There is



Constructed in 1924, the Uptown Theatre is a building of national historic and architectural importance.



Redevelopment of the Goldblatt's site (left and below) will plant the seeds for further community revitalization.





The redevelopment district's numerous surface-parking lots are potential development sites.

every reason to believe that this model can be expanded. The city of Chicago has experimented with the concept of an urban marketplace in the central business district, but without success. In other North American cities, indoor marketplaces offering a wide variety of produce, ethnic foods, and other products have been very successful. They typically have been neighborhood based.

Uptown may be the proper place for Chicago's first successful indoor multicultural marketplace—and for good reasons. The ingredients for its success—location, ethnic diversity, entrepreneurship, and available space—are present in Uptown as they are nowhere else on Chicago's north side:

- Although not the central location of the north side, Uptown provides merchants with access to a large population—both Uptown residents and other north side residents traveling through—on a daily basis.
- A multicultural marketplace presents a unique opportunity to capitalize on Uptown's ethnic diversity—its ethnic products, foods, and services, many of which are not otherwise available in Chicago—to create a showcase for the rest of the city.
- Many ethnic entrepreneurs operate in greater Uptown. They could enter the retailing sector by way of a neighborhood marketplace with a lower capital investment than would be required to open an independent store.

- If the events currently held at the Riviera Theatre are relocated to the renovated Uptown Theatre, the Riviera might be adapted to serve as a marketplace. Another possible location for a marketplace is the northeast corner of the Broadway/Lawrence intersection as a portion of that site's redevelopment.

A multicultural marketplace in Uptown could create the kind of synergy that could serve as the foundation of a successful urban retail and entertainment district.

The People's Church

The People's Church is at the edge of the entertainment district study area and outside the area that the panel believes should be the focus of initial redevelopment efforts. Thus, the panel does not consider it a priority for redevelopment. Furthermore, the church is currently fulfilling a necessary community service, albeit in a deteriorating and underutilized building that is unusual enough to be very hard to market. Nevertheless, the panel believes that time and patience will bring the right user to this building.

Wilson Yard

The panel understands that the Wilson Yard property is being considered for development via a request for proposals (RFP) from developers. Because of its proximity to the Uptown district, the Wilson Yard redevelopment can have a positive impact on the district. The panel recommends that the RFP include a requirement that the site provide a minimum of 10 percent more parking than is required for the development itself. Also, the development should be required to comply with the design guidelines for the Uptown district, which ought to be established prior to beginning the property's development.

Other Development Opportunities

The development strategies section of the panel's report has focused on strategies for the major development sites. There are, however, a number of other development opportunities to which the following more general strategies should apply:

- It is not uncommon in areas like Uptown to find key sites that fail to be maintained or used to their maximum potential because of disinter-

ested ownership, lack of capital, or other reasons. When such disinvestment occurs on several sites near each other, they become a drag on the whole area and a serious impediment to good redevelopment. The panel recommends using tax increment financing (TIF) and powers of condemnation or negotiated purchase of the land in such locations to gain control of these properties for redevelopment purposes.

- Vacant lots, like decaying properties, distract from the vibrancy of urban and retail environments. Thus, the city parking lot (in conjunction with the whole northeast corner of the Broadway/Lawrence intersection) and the parking lot opposite the Aragon Ballroom on

Lawrence Avenue are two sites that should be candidates for early development.

- The need for community-serving retail was frequently mentioned in the panel's interviews with local residents. For this reason and to ensure the vitality of the street, the panel recommends that street-level retail be required along the commercial street frontage of all new buildings, including parking garages.

Planning and Design

Uptown contains a variety of neighborhoods with a diversity of buildings, demographics, and economic conditions. Some neighborhoods are economically stable, while others are distressed. The Uptown Entertainment District is located at the crossroads of most of these neighborhoods.

The panel believes that in order to develop and implement a sound and effective development strategy for the district, the community must prepare a unified vision for its revitalization within the context of the greater area—in essence, a development plan that provides the framework for a decision-making process.

The development plan must be created through a consensus-building, community-based public process. Identifying the needs of the community and developing a profile of the demand for space might be accomplished through surveys and interviews. As part of the process, a planning consultant would meet with targeted user groups who represent the community's diverse populations. Focus groups would be convened to consider various options for growth and change and to identify which options are realistic.

Obtaining input from key stakeholders and groups in the community is necessary to craft a vision statement that accurately reflects the goals and priorities of the community. The importance of consensus building and interactive communication cannot be underestimated.

The development plan should establish an overall profile of space in the community: what kinds of space are in short supply and in excess supply. It should develop suggestions for consolidation and differentiate between community “wants” and “needs.” A successful development plan within a district of historic significance must establish equitable standards that can accommodate user

needs, potential development scenarios, and preservation goals.

The development plan for the entire area should provide a comprehensive and cohesive set of guidelines. The process of preparing the plan should help to build a common sense of purpose among the various constituencies and lead them to a unified vision of Uptown, so that recommendations for the entertainment district can be made within a context.

The plan should seek to

- reinforce the special character of each neighborhood;
- support improvements already underway;
- describe the improvements required to stem further deterioration; and
- provide strategies for inspiring confidence in a healthy urban future.

Design Guidelines

Design guidelines are one of the basic building blocks of a development plan, particularly for a historic district plan. Developing design standards that are sympathetic to both historic preservation concerns and development concerns is a tangible yet elusive task.

Design guidelines are basically a set of instructions for the designer, owner, and occupants of a property. They outline what is permitted and what is not. The guidelines should encourage the revitalization of buildings and sites. The important characteristics of the district's properties should be identified, so that they can be categorized by the level of preservation effort merited. Typical categories in design guidelines include the following:

- preservation;
- restoration;
- sensitive adaptive use;
- adaptive use; and
- rehabilitation.

Buildings of primary historical and interpretive importance that are in near original condition should receive the highest level of treatment possible, and thus should be assigned to the preservation category. Buildings of lesser historic or interpretive importance that have lost their original integrity should be used in a manner that best fits the community's functional needs, and thus should be assigned to the rehabilitation category.

The key to developing usable design standards for a historic district is knowing when to be prescriptive (telling what must be done) and when to be interpretive (suggesting a way of doing something). *The Secretary of the Interior's Standards for the Treatment of Historic Properties* contains the classic interpretive standards. It provides recommendations for appropriate treatments. Typically, guidelines prescribe for preservation features and interpret for rehabilitation features. For example, if the Uptown Theatre's grand lobby were identified as a preservation or restoration zone, the guidelines would identify the exact colors of paint that must be used within it. But if the theater's basement were identified as a rehabilitation feature, the guidelines would identify it only as needing to be painted.

The Uptown district's design guidelines should also provide guidance for new construction—both additions to existing buildings and new buildings. They should allow for appropriate response to changes in the economy.

The Uptown Entertainment District design guidelines should incorporate the following:

- the community's goals;
- principles for new construction and for preservation;
- general preservation directives; and



The business and entertainment district (left and below) should capitalize on Uptown's ethnic diversity.



- a comprehensive set of instructions for development within the district that should include specific information for each site that takes into account the specific building types involved and differences in uses.

The task of preparing the development plan and its guidelines should be coordinated by professional architectural advisers appointed by the community, perhaps under the auspices of the Uptown Community Development Corporation (UPCORP). These advisers should comply with

Rich architectural detailing is evident on many of the historic structures in Uptown. The 1926 Aragon Ballroom features elaborate terra-cotta sculpting and diamond-patterned brickwork.



the qualification standards established by the National Park Service (36CFR, part 61) in the disciplines of architectural history, architecture, or historic architecture. Additional advisers with development expertise may also be part of the team. The development plan and guidelines should be reviewed by the advisers before they are presented to the department of city planning.

Many of the buildings in the Uptown Entertainment District are identified as "contributing components" to the historic district, which is listed in the National Register of Historic Places. All publicly funded work on buildings identified as a contributing component or individually listed on the National Register must be reviewed by the Illinois State Historic Preservation Office (SHPO), and should not proceed without that agency's evaluation of its potential for adverse impacts on the historic resources of the historic district.

Projects using federal rehabilitation tax credits must be certified by the U.S. Department of the Interior. Such projects may or may not also be reviewed through the community process. These

Uptown's streets and sidewalks are much in need of repair and refurbishing.



projects must follow the procedures provided in *The Secretary of the Interior's Standards for the Treatment of Historic Properties*.

Uptown Historic District

The Uptown district's design guidelines should be based on achieving districtwide goals, as well as on specific design and preservation principles that encourage development yet respect the multicultural flavor of the community. The development plan should connect the entertainment district to the larger community. It should provide for alternative uses on underused sites and for adapting historic buildings to contemporary uses. Its general goals should include the following:

- Preserve the overall character of the historic district.
- Preserve cultural uses and support cultural needs.
- Revive historic entertainment venues.
- Reinforce the district's identity and gateways.
- Replace the "missing teeth" in the urban street wall.
- Provide for safety and security, while preserving the district's traditional appearance.
- Establish a common vocabulary for the design of open space and streetscape.
- Allow for the repair and relocation of existing roadways and sidewalks.
- Allow for utility and infrastructure improvements that are sympathetic to the historic character of the district.
- Improve lighting and signage along streets and on the ground floors and entrances of buildings.

The Uptown district's design guidelines should include recommendations for restoration, adaptive use, additions, and new construction. The planning and design principles for the district must seek to maintain a harmonious relationship between the significant buildings and their immediate context.

Historic and Other Existing Buildings

The development plan's goals for historic and other existing buildings should be based on a hierarchy of recommendations, depending on the quality and significance of the property, as follows:

- Preserve original or historically significant materials and architectural features.
- Repair rather than replace when feasible.
- When repair is no longer prudent, replace with compatible features or materials.
- Reinforce the street wall (buildings lining the streets) and the entrances of entertainment venues, including marquees.
- Provide for additions or alterations to historic buildings when necessary to bring them up to contemporary standards.
- Encourage adaptive uses of historic structures that support the district's theme while being sensitive to the character-defining features.

New Construction

The development plan's goals for new construction should include the following:

- Allow for new building construction sympathetic to the character of the historic district.
- Minimize the loss of historic features in the construction of additions.
- Attach additions to the rear or sides of buildings qualifying as a contributing component, to minimize the impact on the streetscape.
- Allow new and innovative ideas in building design and entertainment programs to be expressed.
- Avoid the use of postmodern or ironic architectural vocabulary.
- Repeat the massing and architectural elements of existing buildings.

Attributes and Elements

The design guidelines for restoration, adaptive use, additions, and new construction should include separate directives on the attributes and

the elements of structures. The structural attributes that should be addressed include:

- size and shape;
- materials and colors; and
- methods and details.

The structural elements that should be addressed include the following:

- entries;
- windows and doors;
- roofs; and
- walls.

Stabilization

When all efforts to find a productive use for a historic building have been exhausted, or when funds are not currently available to put a deteriorating structure into usable condition, it may be necessary to close up the building temporarily to protect it from the weather and secure it against vandalism.

Stabilization and mothballing may be the only ways to protect from demolition a vacant building that has been declared unsafe by building officials, as is the case with the Uptown Theatre. Long-term mothballing requires the following steps:

- stabilization of the exterior;
- properly designed security protection;
- interior ventilation, either through mechanical or natural air-exchange systems; and
- continued maintenance and surveillance monitoring.

A comprehensive mothballing program can be expensive—10 percent or more of a modest rehabilitation budget. But a properly designed mothballing program can be the first phase of a more comprehensive restoration. Grants for this phase may be available from a variety of public and private sources. (The appendix to this report pro-

vides details on how to stabilize and mothball historic properties.)

Open Space

The Uptown neighborhood is blessed with easy access to Lincoln Park, an impressive linear park along the shore of Lake Michigan and a significant amenity that continues to draw new residents to Uptown. With the exception of Lincoln Park, however, the Uptown neighborhood has a deficiency of parks, playgrounds, and publicly accessible recreational space.

Such open space is a vital need. As the community's land use evolves, constant attention should be paid to finding opportunities for playgrounds, small parks, and community gardens. Within the study area, the panel identified no viable opportunities for new open space. Furthermore, the land in this commercial core will be of greatest benefit to the Uptown neighborhood if it is redeveloped more intensely as mixed use.

Within Uptown, the streets and sidewalks are the most important public open space. Designed properly, an urban street can form a marvelous public "room" that focuses communal energy and establishes a sense of place. In diverse and multicultural environments like Uptown, the need for streets to function as more than traffic arteries is particularly acute.

Currently, Uptown's public rights-of-way are Spartan and merely utilitarian. They fail to foster a positive image or create an inviting pedestrian atmosphere. With the exception of a small portion of North Broadway near the Sun Center Plaza project, the streets of Uptown's commercial core are characterized by a lack of trees, dilapidated concrete sidewalks, and illumination designed solely to provide light for vehicular traffic.

The panel recommends a significant program to upgrade the streetscape in Uptown. An improved streetscape offering a safer, more pleasant, and more physically memorable pedestrian environment will help strengthen the identity of Uptown and will support commercial and civic activity.

A comprehensive and coordinated plan should be developed for the redevelopment of the sidewalks in the core area. The panel recommends that at a minimum the boundaries of the street enhancement program should extend along Broadway from the intersection of Argyle Street on the north to the CTA Red Line overpass on the south, and along Lawrence Avenue from Magnolia on the west to Winthrop on the east.

The exact boundaries of the area selected for the street enhancement program should be carefully determined. For example, there may be advantages to extending the street enhancements farther south along Broadway to engage the new commercial development at the Wilson Yard site, and farther east along Lawrence Avenue to locate the gateway of the Uptown neighborhood closer to Lakeshore Drive. Such opportunities should be explored.

The panel observes that the two historic cemeteries west of Broadway fail to contribute as much to the adjacent public domain as they might if they were not enclosed in masonry walls (topped, in the case of Graceland Cemetery, with razor wire). If feasible, the panel believes, the benefit of replacing the walls with iron fences would far outweigh the cost.

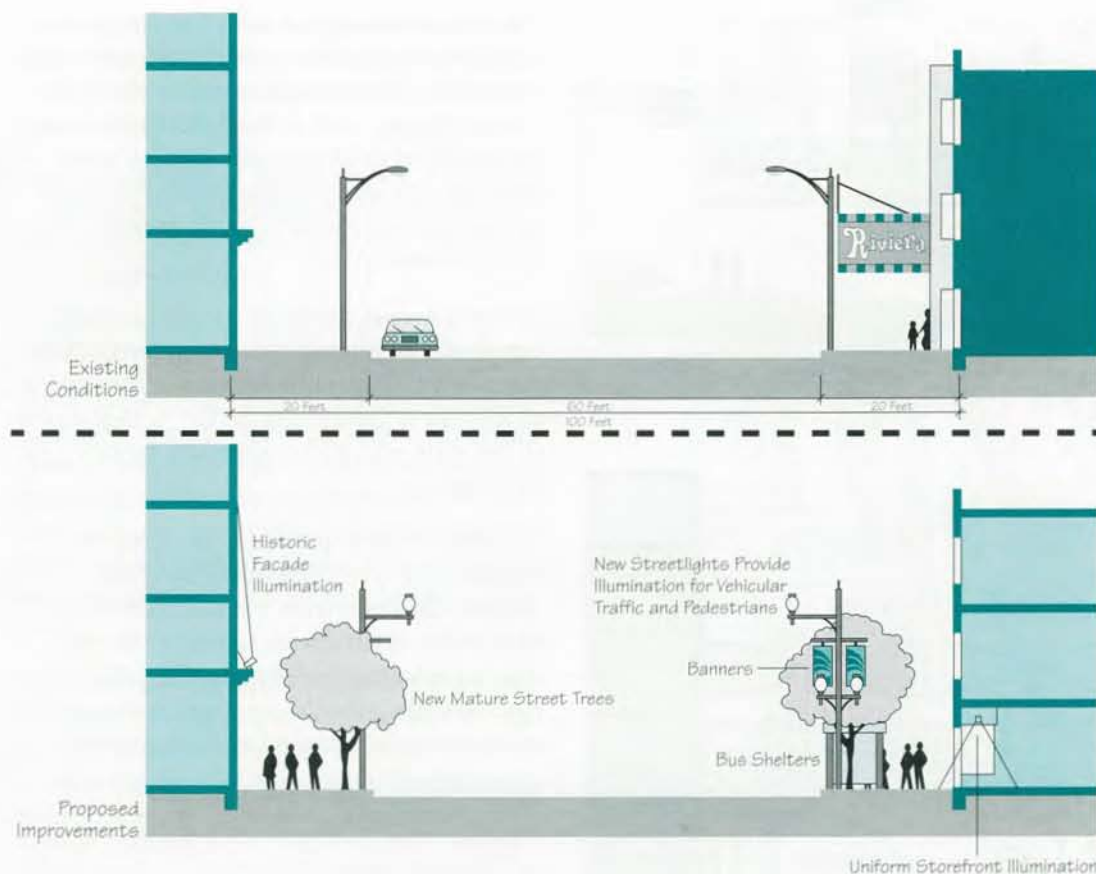
Streetscape Program

Many simple upgrades can contribute mightily to fostering a positive street environment. Each of the elements suggested by the panel here will contribute to a more vibrant pedestrian environment and a strong positive image for Uptown.

Broadway. Broadway, as the widest street and the principal commercial street in Uptown, requires special treatment. Its 100-foot-wide right-of-way includes 20-foot-wide sidewalks and a 60-foot-wide driving surface. The panel proposes the following upgrades for this street:

- *Street trees.* A tightly spaced planting of mature trees should extend the length of Broadway (from Argyle Street on the north to the CTA Red Line overpass or further on the south). Irregularly framed and defined by its buildings, Broadway currently lacks devices to contain and order activity along the street. Densely spaced trees will give a sense of en-

Existing conditions on Broadway (top) and the panel's proposed improvements (below).

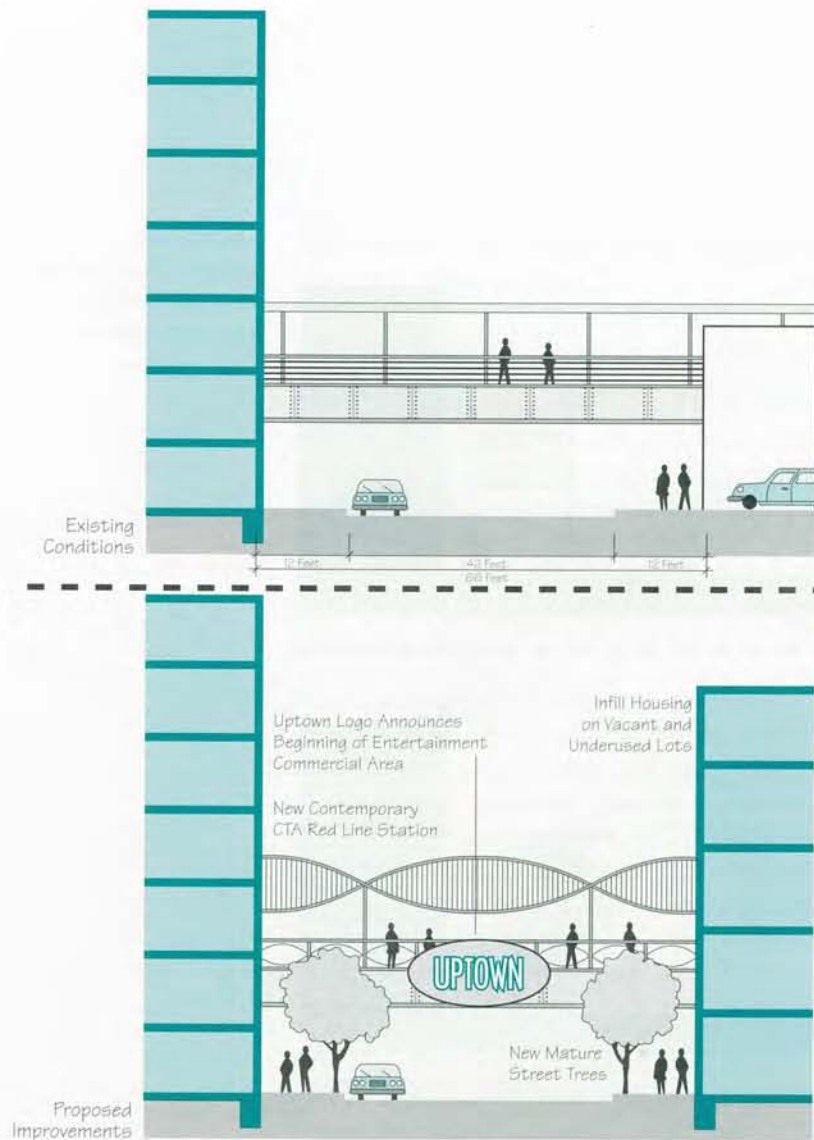


sure, encourage pedestrian activity on the sidewalk, and improve the appearance of the Uptown district.

- *Streetlights.* All street lighting should be replaced with a single style of fixture providing appropriate illumination for both vehicular and pedestrian activity. A style of streetlight used in Uptown when it was commercially thriving might be a good choice. Absent an appropriate historical precedent, a sensitive, contemporary lighting standard would be preferred over an incorrect historic style. The results of the city's lighting study should be considered.
- *Distinctive paving.* The concrete paving should be selectively replaced with a highly distinctive paving that contributes to a feeling of urban richness and a sense of place.
- *Bus shelters.* Two bus routes serve the study area—the #36 running north/south on Broadway and the #92 running east/west on Lawrence Avenue.

Bus shelters should be developed along Broadway, particularly at the corner of Lawrence Avenue where people wait to transfer from one line to the other. The style of the shelters should be appropriate for the district.

- *Historic facade illumination.* A facade illumination program would take advantage of Uptown's major physical asset—its architectural heritage—to showcase the neighborhood's outstanding buildings and to provide a sparkle of brilliance that will enhance the nighttime atmosphere.
- *Storefront illumination.* Merchants should agree to illuminate storefronts and display windows to a uniform level during agreed hours in the evening, which will help create a sense of safety, neighborhood continuity, and visual interest.
- *Banners and seasonal plantings.* A program of banners and seasonal plantings should be insti-



Existing conditions on Lawrence Avenue (top) and the panel's proposed improvements (below).

tuted to add interest and reinforce the special character of the commercial and entertainment district.

Entry and Focal Elements. Highly distinctive gateway elements should be developed at the logical entry points to the Uptown commercial and entertainment district. The panel identifies the following places for special entry elements:

- (from the east) the CTA tracks over Lawrence Avenue;
- (from the south below Leland) the CTA tracks over Broadway;
- (from the west) at Magnolia on the blank rear facade of the Uptown Theatre; and
- (from the north) at Broadway and Argyle.

The Uptown commercial district should have a distinctive focal element—a sculpture, a fountain, or the like. The triangle of pavement east of the Riviera Theatre south of the Broadway/Lawrence intersection is an ideal location for such an element, which would be highly visible for several blocks when approached in either direction along North Broadway.

Lawrence Avenue. Lawrence Avenue is a major east/west road running through Uptown. In the summer, it carries traffic from the neighborhoods to the west to Lake Michigan. The right-of-way is 66 feet wide, with 12-foot sidewalks flanking a 44-foot roadway.

The panel proposes planting street trees and installing new streetlights along Lawrence Avenue. The street trees will have to be located close to the curb to ensure sufficient sidewalk space to encourage pedestrian activity. The narrow sidewalks make the construction of new bus shelters inappropriate on Lawrence Avenue.

Street Closures and Modifications

Vehicular activity contributes to street vitality, and the panel believes that street closures should be avoided except in situations where the need for such modifications is compelling. That being said, the Uptown neighborhood has a dense fabric of public rights-of-way, several of which are limited in length and usefulness.

The panel recommends the abandonment of North Clifton Street from Broadway to Lawrence Avenue. This change will accomplish the following:

- facilitate the efficient development of structured parking at the existing surface lot, to better serve the multiple retail and entertainment needs of the area; and
- allow for the construction of a new retail building that can fill in a prominent hole in the retail continuity of Broadway.

The panel also recommends that Racine Avenue from Lawrence Avenue to Leland Avenue be limited to one-way southbound traffic. This modification will accomplish the following:

- take traffic pressure off of the intersection of Broadway and Lawrence by eliminating an awkward turn located too close to the busy intersection; and
- allow this block of Racine Avenue to be re-striped with angled parking to expand the amount of parking serving the new retail in the Goldblatt's buildings.

Parking

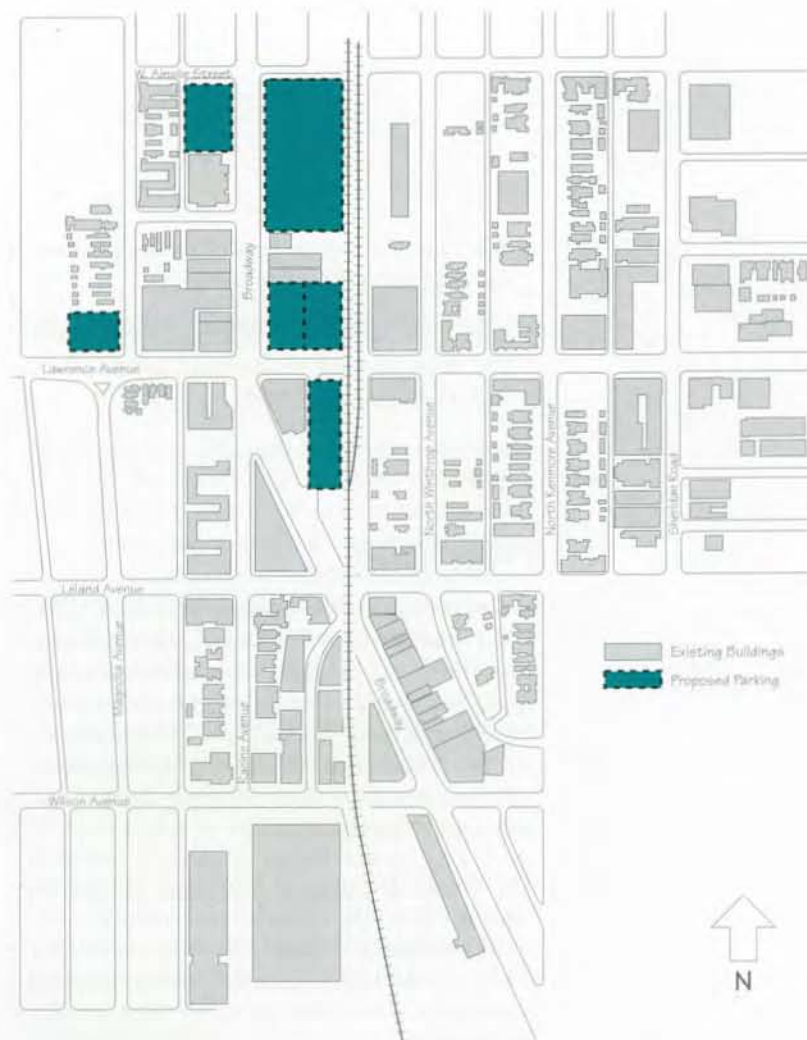
Uptown is seriously deficient in readily available parking to support commercial activity. The continued absence of adequate parking would pose an insurmountable barrier to commercial redevelopment. Any program to create an entertainment district must include significant new parking. The need cannot be met unless structured parking is built.

Structured parking represents an important community investment in Uptown's commercial area. In order to ensure the maximum benefit from this investment, the panel recommends the following guidelines for the location and development of parking facilities:

- All new parking should be located west of the CTA tracks.
- Locations that serve multiple constituencies (for example, Argyle Street, the theater area, the Wilson Yard development, and the like) should receive preference.
- Air-rights development above new parking should be aggressively pursued. Community support facilities, such as the desired multicultural center, or housing would be appropriate uses for development above parking.
- Parking structures should incorporate street-level retail facing commercial streets.

Furthermore, all new developments should be required to furnish parking in excess of the parking requirements for the specific project.

Many factors must be weighed in order to select the most appropriate sites for new parking. The panel recommends consideration of the following



six sites as priority locations for new parking garages:

- Uptown Bank parking lot;
- parking lot north of Lawrence Avenue and west of CTA right-of-way;
- northeast corner of Lawrence Avenue and Broadway (as part of a more intense development of this site);



Uptown Entertainment District parking opportunities.

Two CTA stations serve Uptown's residents and businesses. They should be upgraded to set the tone for the district's revitalization.

- Sun Center Plaza (as part of a more intense development of this site);
- post office parking lot/American Metro Bank site (incorporating replacement parking for the U.S. Postal Service); and
- northwest corner of Magnolia and Lawrence avenues.

Public Transit

The importance of the upgrade of the two CTA Red Line stations at Wilson and Lawrence avenues should not be underestimated. More than 2.1 million people enter the neighborhood annually through these two stations. The success of any revitalization of the Uptown entertainment and commercial district will largely depend on this improvement.

The Wilson Avenue and Lawrence Avenue stations are front doors to the entertainment district, but the first impression they create currently is unfavorable. The stations are dirty and nondescript. The sidewalks under them are dark and unsafe.

The upgraded stations should be appealing architecturally. Their design should announce to train riders that positive change is occurring in Uptown and help create a more distinct visual image for the area.

Intermodal connections between the Red Line and the two bus lines serving Uptown need to be strengthened through the addition of bus shelters, as mentioned. Interfaces situated below CTA overpasses must be well illuminated and made inviting and safe.

Uptown's excellent rail and bus access makes it well suited for transit-oriented development (TOD). The panel recommends that the TOD opportunity be taken advantage of through the intense development of the vacant and underused sites on Lawrence Avenue east of the CTA overpass. In addition, the selective development of the air rights above new parking structures and the reuse of certain existing buildings, such as the Broadway Uptown Building, for live/work space should be actively explored.

Traffic Analysis

Finally, the panel recommends that a full traffic impact analysis of the proposed development plan be undertaken to better understand the traffic implications of a successful entertainment/commercial district at this location.

Implementation

Uptown's diversity is both an asset and a challenge. The people of Uptown enjoy where they live, but they would like to see improvements in many areas. The challenge is to create a vehicle to bridge the gaps within the community and foster a unified front for all.

Clearly, resources—public and private—are limited. And Uptown's dense urban environment limits easy development opportunities. But the community feels a strong sense of the need for recovery and creative development within the framework of existing buildings and infrastructure.

The panel believes that the market potential for retail and entertainment development is very strong. However, the potential for office development is not particularly strong, and office uses should be considered cautiously in planning future development.

The panel has put a number of development proposals on the table for consideration, including a multicultural marketplace, the revival of the Uptown Theatre as a multiuse venue, and the preservation and reuse of other entertainment venues. The time seems right for the Uptown Theatre.

The panel has identified potential sites that should be considered for new parking, mixed-use development, retail development, and improving the image of Uptown as a whole. The seed of a redevelopment plan is provided in this report, but the challenge is how to charge forward with these strategies. Locating funding sources will be one key. And additional energy needs to be put forth to ensure success.

The Process

The Uptown community needs to create a development plan and development process for the dis-

trict. First, the community must reach a clear and unified consensus on what is to be accomplished. Then, it must undertake a full due diligence and planning process to further define the district's full potential. Some of the actions that the community must take in order to create a viable development plan follow:

- Conduct a full market analysis of entertainment, retail, housing, office, and hotel uses. The market analysis should study demographics block by block, and should identify the socioeconomic characteristics of potential as well as existing residents and shoppers.
- Define the district's boundaries based on the findings of the market studies.
- Organize teams and introduce a process.
- Conduct a full due diligence study of every block within the district, and examine any and all opportunities to create an overall development strategy.
- Educate, build consensus districtwide, and involve community stakeholders through workshops and lectures.
- Create a plan based on the analysis and on the agreed strategies.
- Prepare a formal document that explains through text and graphics what can be developed or redeveloped, and where. Specify guidelines for street improvements, sidewalks, storefronts, buildings, and the overall image of the Uptown district.
- Package all information in a clear, organized format that tells a simple yet exciting story about Uptown.
- Obtain approval of the plan from the district authority and the community's two aldermen,



The Uptown Bank building at the corner of Broadway and Lawrence Avenue has been restored.

and then submit it to the city. This will put the plan in the city's hands for ongoing review, approval, and accountability.

Once the plan is in place, the community must manage the process—and the district—like a business. All stakeholders within the community must be responsible for certain components, as described in the following paragraphs.

The Development Process

The process for public and private development needs to be defined. How to proceed and whom to go to at each point in the process need to be outlined step by step. The development process must be clear and consistent to ensure success.

It is evident to the panel that every development is different and carries its own baggage, but the more energy put forth at the front end, the less will be the confusion at the back end. Local community groups, the aldermen, and the city of Chicago should come to a consensus on what this district should look like and how the plan should be carried out.

Available Resources

After all the potential public and private funds are aligned, the process for how developers and other businesses can gain access to these funds needs to be made clear. Local community groups and the aldermen should be at the forefront of this effort. Contacts, organizations, agencies, amounts based on the development type, liaison

assistance for developers, and so on should be orchestrated from the start.

The business community should get a clear message that Uptown is organized, professional, and attractive to investors. Uptown should promote itself and send a clear message that this is where business will want to be.

The City's Responsibilities

The support of key city departments and other entities—the mayor's office, the planning and zoning department, the redevelopment authority, the economic development authority, the convention and tourism bureau—needs to be secured as part of the consensus-building process. Each entity should make representatives available to support and assist the process both before and after adoption of the plan.

Again, a clear message in the initial stages will help reduce potential problems in the future. Uptown should predetermine how the district development plan will be administered, so that the process can be easily explained to potential investors. Uptown should hold the departments of public works, transportation, and planning responsible for the portions of the plan involving city streets and sidewalks—holding these departments accountable for upkeep and the consistency of the guidelines, as they are in other Chicago districts, like Michigan Avenue and State Street.

The Aldermen's Responsibilities

Consensus, consensus, consensus. Uptown cannot send different messages from what is supposed to be the same redevelopment district, even though it extends into two wards. There must be one message from Uptown, or the revitalization effort will never work.

Uptown must present itself as a powerful, organized investment district. It should never show its weaknesses, or it will be seen right through. All of the differences should be ironed out during the creation of the development plan.

The two wards and their respective aldermen should unite to promote economic expansion. Their willingness to explain the processes, resources, and access for the city will sell Uptown. The aldermen

should promote the district through its guidelines and enforce them unfailingly.

Local Community Group Responsibilities

Local community groups, such as the nonprofit Uptown Community Development Corporation (UPCORP) can be resources from which Uptown can draw experience and exposure. Uptown should allow economic development opportunities to play their way through these groups into the hands of community residents and leaders.

For example, UPCORP's access to the Uptown Bank, other community development corporations (CDCs), and community business leaders provides a route through which community residents can access financial resources and economic development skills. Community leaders should engage these groups to spur development and attract investors. In this case, the more hands in the pot, the better.

Monthly or bimonthly meetings of community leaders to discuss contacts, prospects, active issues, correspondence, and the status of outstanding issues will facilitate the overall communication process. Inclusion will help reinforce the community's message.

Promoting Uptown

Local community groups have begun to promote the district using handouts, fliers, and signage. This effort should be expanded. The Uptown message must reach not only the entire Uptown area, but also all of greater Chicago. The community should launch identity-establishing events, such as a marketplace held one or two days a week. Monthly and quarterly listings of events in the major newspapers would take the message to more people.

The Uptown Theatre, Aragon Ballroom, and Riviera Theatre should be promoted within the community for meetings, functions, rallies, and larger events and activities. The theaters could also be promoted through outside sources like Jam Productions. Realistic options for these venues include professional and community theater productions, school productions, banquets, movie releases, benefits, tourism functions, lectures,



high-school proms, dance contests, and weddings and other private parties. Eventually, these facilities must be supported by ample parking to provide easier access into and out of the district.

The panel suggests other specific promotional undertakings as follows:

- Put on special events based on the festivals and holidays of the ethnic groups represented in the area, such as Cambodian and Chinese new year celebrations and Mexico's Day of the Dead. These events, which could be held as frequently as once a month, should be well publicized and well organized, from the coordination of parking to the design of street banners to event planning.
- Coordinate a strategy for the district to participate in citywide festivals.
- Conduct a coordinated advertising blitz, which would be more effective than advertising by individual entities.
- Coordinate the operating times of the district's merchants, particularly establishing days and times when all stores will remain open late.
- Help promote the name "Uptown," with the goal of establishing a consistent image for it—a different kind of place; a place offering history, interest, and intrigue; an enjoyable experience not found anywhere else in Chicago.

Uptown's most important open spaces are its sidewalks. Proper design can bring active street life back to the neighborhood.

Led by Richard Sklenar of the Theatre Historical Society of America, panel members tour historic properties.



Businesses should be encouraged to incorporate “Uptown” in their names—such as Uptown Joe’s or Wo Fat’s in Uptown—and in their advertising.

The promoters of Uptown should direct particular attention toward celebrations. Uptown should celebrate more than pride or community involvement. It should share its celebrations with the greater Chicago area. Chicago hosts many neighborhood festivals; so should Uptown.

Uptown has a special advantage over the rest of the city. It is home to a diversity of ethnic groups that still have strong ties to their cultures and homelands. A community in which 50 to 70 languages are spoken should be able to mount festivals and celebrations on a regular basis. Neighborhood festivals should not be restricted to good weather months. They should continue year round, using—when necessary—indoor spaces, including, perhaps, theater lobbies.

Districtwide Coordination

A coordinated management structure will allow for more control over the plan’s implementation, district maintenance, and uses in the district. Allowing too many divergent parties to control the process is a recipe for lack of control and will only bring about a piecemeal approach to the district’s development. Following are some of the broad initiatives that should be undertaken to improve and promote the Uptown Entertainment District:

- *Guideline implementation.* Once the development plan and the guidelines for development and design are in place, the district will have

to enforce them. Adherence to the guidelines will help promote the “there” of the district. All senior leadership within the district should be responsible for the enforcement of these guidelines. Making Uptown community leaders accountable, with the city as a partner, is the only way to ensure that the character of the area is maintained.

- *Coordinated signage.* The district should agree on designs for signage at the major thoroughfares, with supporting graphics that reflect the new image of the area. A district graphics program for special events or just for the changing seasons should be promoted. Use of the words “new,” “exciting,” “accessible,” and “safe” will add to the promotional message of Uptown.
- *Naming rights.* The community could raise cash by selling the names of the events held in the three theaters or even the names of the theaters themselves. How naming rights funds would be distributed among possible recipients should be determined by the community’s leaders, but the panel believes that the theater buildings would benefit the most from such funds. Their upkeep is expensive and they need to provide affordable space in support of community activities.

Funding Opportunities

The requirements for the successful implementation of a difficult urban project are money and organization. Determination can be substituted in large part for either money or organization. The panel believes that the Uptown community, with its strong, diverse neighborhoods, has the will and energy to see through the remaking of Uptown.

The challenging opportunities facing Uptown cannot be met with limited resources. A wide array of both private and public sector resources will need to be tapped. Assistance from all levels of government—local, state, and federal—will be needed to achieve the panel’s strategy outlined in the Uptown plan. The tasks before Uptown are many and varied. They will require funding resources common to most urban redevelopment efforts, a sampling of which are discussed next.

Local Resources

Capital Improvement Funds. The traditional source of neighborhood financial assistance has been the city of Chicago itself. Annually, the city borrows funds for capital improvements on a city-wide basis. Each aldermanic district receives annual funds, which are used for myriad activities, such as sewer and water lines and street improvements.

A substantial amount of these funds should be allocated for the Uptown Entertainment District so that general street improvement projects could be completed—including the streetscape program for Broadway and Lawrence Avenue and open-space enhancement at the Goldblatt's site.

Delegate Agency Program. The city of Chicago has a program to assist with business development in the neighborhoods. Funded at \$8 million citywide, the delegate agency program allows an aldermanic district to receive business assistance tailored to the specific needs of the community.

Given the amount of entrepreneurial interest in the Uptown district and the Asian Market, the Uptown community could benefit from programs to assist new and old retailers in business management and operation. In particular, technical assistance is needed to improve the visual image of individual businesses in the area. Customers expect more than service today; they also expect an establishment to look clean, attractive, and upbeat and to feature stylish, regularly changing window displays.

Business Improvement District or Special Service Area. A BID is a legal vehicle by which a commercial area can have all property owners contribute funds for the purpose of specific improvements or services within the area. The city would collect the funds for an Uptown BID as a part of the annual property tax bill. The BID in turn would decide how the funds are to be allocated. The funds could be used for such activities as promotion of the district or event planning.

The panel strongly urges that such a vehicle be created in the Uptown Entertainment District for the primary purpose of providing visible security in the area, especially at night when large crowds

are often present, such as before and after concerts at the theaters. This could supplement the existing city programs for enhancing the police presence in the area.

A special service area (SSA) could also be established as a source of funding for streetscape improvements and maintenance and promotional items and activities, such as street banners and advertising.

Tax Increment Financing. Tax increment financing (TIF) is one of the most commonly used methods for facilitating development in urban areas. It is used effectively and widely in Chicago. The essence of TIF is to encourage private investment by first incurring public investment and then using the increased property taxes generated by the new investment increment to pay off the original public investment.

The use of TIF is varied. It could be used to underwrite the costs associated with new or rehabilitated infrastructure in the Uptown area, including street and sidewalk repairs, streetscape improvements, and utility systems. It also could be used for more innovative assistance, such as providing second mortgages for private development in order to draw the best kinds of private investment into the Uptown neighborhood.

Two TIF districts are nearly in place in Uptown: one specifically for Broadway and Lawrence Avenue, and the other for the Wilson Yard site immediately to the south. The boundaries of each of these TIF districts should be reviewed sooner rather than later to ensure that no property that has the potential for valuation increase has been inadvertently omitted from the district. Over the course of 23 years—the full life span of a TIF—significant value change can occur on sites that upon first glance might be overlooked.

TIF is the obvious first choice for Uptown funding outside of direct private sector investment. However, it will be insufficient in its present form to adequately cover all of the costs anticipated for the area. TIF funds are best used in situations where other funds are lacking. One of the more standard approaches is to use TIF funds for loans as part of private development activities. Used in



A variety of local, state, and federal funding sources are available for Uptown's revitalization efforts.

this way, TIF funds help spread the risks associated with a pioneer project over more entities, thereby encouraging investment in the project by both a developer and a primary lender.

State Resources

Special TIF Taxes. For some activities, most notably efforts to revive the Uptown Theatre, the traditional approach of TIF will be wholly insufficient. More innovative methods are needed, as has been the case for certain other major Chicago developments—most notably, the Navy Pier and McCormick Place. In fact, one of the strong techniques used in both these examples needs to be considered for the Uptown Theatre, if not for the whole Uptown district. The Metropolitan Pier and Exposition Authority has the power and the expertise to provide the funds most needed in Uptown, and strong consideration should be given by the state of Illinois to extending that authority to include Uptown.

In addition, TIF for Uptown needs a special provision for new and special TIF taxes. Since an ordinary TIF district will not generate sufficient funds to cover all of the needs of Uptown, the panel suggests new TIF taxes, including the allocation of taxes generated by parking, amusement, utilities, City College, state universities located in the city of Chicago, local and state sales taxes, the board of education, the park district, and any other tax generators to which a connection to the Uptown Theatre can be shown. As an example,

new taxes generated in the Broadway/Lawrence TIF for City College could be earmarked for the Uptown Theatre and in return the college's drama and music departments would have access to the Uptown Theatre for major performances. These new TIF taxes will not be an easy undertaking; new laws—especially on a state level—take extraordinary effort.

Although Uptown is blessed with strong elective leadership, the leaders cannot do it alone. They will need strong support from the entire Uptown community. Without strong community consensus and support, it is doubtful that either the city or the state will pass the necessary legislation.

State Diversity Grant. An unusual opportunity exists for a source of funding to add to the diversity of Uptown and at the same time provide an attraction to the area that will create jobs and additional vitality for the business district. It is the panel's understanding that the state of Illinois has set aside \$1 million for the purpose of creating either a library or a museum to be associated with alternative lifestyles. This is a funding opportunity that not only would benefit the gay community, but also would serve as a stimulus to the commercial district and potentially provide a re-use for an underused building.

Federal Sources

Federal Historic Tax Credits. Historic tax credits are available only to private owners who are creating income-producing properties that are not the primary place of residence for the property owner. The owner can receive a 20 percent tax break upon substantial completion of construction, based on the amount of money spent on the development. The property must be certified by the U.S. Department of the Interior to receive approval for this tax credit. The historic tax credit is an area in which UPCORP could be of great assistance to property owners by acting as a technical resource.

NEA Grants. The National Endowment for the Arts (NEA) provides grants to nonprofit organizations only. In the case of Uptown, it would provide grants for such items as new public works and grants to nonprofit organizations there.

Grants for new public works are intended to foster design competitions to stimulate excellence in design in the public realm, specifically for architecture and urban planning. Projects should be of a scope and scale of national significance, and should offer possible approaches for other communities to emulate. Up to \$50,000 can be awarded with at least a one-to-one match on funds.

Grants to organizations for the preservation of the community's historic and cultural heritage are specifically of interest to Uptown. Such a grant would be made for the documentation, recording, or conservation of highly significant works or collections of art, artifacts, or designed elements or

cultural traditions or practices. This program can typically provide up to \$50,000 with a one-to-one match on funds.



PHOTO BY MARK MONTGOMERY, COURTESY OF FRIENDS OF THE UPTOWN, CHICAGO

Conclusion

The panel has attempted to address the issues relating to the community's desire to establish a thriving entertainment district in the Uptown neighborhood. More specifically, the panel looked at what should be done with the existing historic properties; how to deal with other development issues, including the creation of new retail, dining, and entertainment venues; and how to plan for and implement an entertainment district, including structuring the leadership for the task and obtaining funding.

The recommendations in this report will require a major commitment from the community's leaders. They will need to form a united front, and to establish an inclusive process that respects the goals and opinions of community stakeholders. With a community as diverse as Uptown, redevelopment

will not be a simple undertaking. But the panel believes that an Uptown revitalization program can be successfully implemented.

Community leaders will need to come together to assemble an engine of funding and other resources that is powerful enough to carry this commercial development effort forward. Its driver must be a well-organized coalition that embraces the vision for this district. The panel believes that a partnership consisting of the mayor's office, city aldermen, the Chicago Department of Planning, local community groups, and local residents can lead this effort to a successful fruition.



Opposite page: Uptown portrait 2000. More than 300 residents gathered to celebrate the 75th anniversary of the Uptown Theatre on October 28, 2000.

Appendix: Stabilization and Mothballing of Historic Properties

The National Park Service's *Preservation Brief #31: Mothballing Historic Buildings* details the steps required for stabilizing and mothballing a building to prevent further damage.

The steps for stabilizing a building are as follows:

- Structurally stabilize the building.
- Exterminate or control pests, including insects and rodents.
- Protect the exterior from moisture penetration.

The steps for mothballing a building are as follows:

- Secure the building and its features to reduce vandalism and break-ins.
- Provide adequate ventilation to the interior.
- Secure or modify utilities and mechanical systems.
- Develop and implement a maintenance and monitoring plan for protection.

Contractors must be cognizant of protecting the existing historic fabric. The deterioration affecting vacant and deteriorating buildings is usually

directly attributable to a failed and leaking roof, unstable masonry, windows that are open to the elements, no heat, and inadequate building or site drainage. Implementing the following efforts could stabilize a building for seven to ten years:

- Remove all detritus, bird droppings, and damaged and unsalvageable materials from the building. Use caution in doing so, as animal and bird droppings can be hazardous.
- Examine crawl spaces, attics, and basements for pests.
- Secure any hazardous materials and infrastructure by removing only those pieces that are in danger of collapsing and securing what remains with plywood panels.
- Structurally stabilize the building. Stabilization can be implemented at a variety of levels based on the recommendations of a structural engineer. If funding can be secured for a full structural stabilization, all repairs should be made as the basis for a future full restoration. At a minimum, damaged parts of the structure should be removed wherever dangerous, holes in the floors should be protected, and roof beams and rafters should be repaired and replaced or secured with bracing.

Until proper restoration efforts can begin, mothballing can protect structures from further deterioration.



- Remove all failed roofing material. The roof can be protected with an interim roofing of asphalt shingles. Inexpensive aluminum gutters and downspouts can be attached.
- Patch all damaged exterior masonry with reversible materials.
- Secure all door and window openings with plywood panels (one-half-inch exterior grade). Install preformed metal grills in basement (or first-floor) and attic openings to allow for ventilation.
- Install a security fence around the building.
- If possible, install surface-mounted wiring for ionization smoke and fire detection with direct wire to police and fire departments or a designated property supervisor.
- Add a window exhaust fan set on a thermostatic control.
- Install a minimal heating system. Keeping a building heated during the winter can be the key to forestalling further deterioration.
- Provide for periodic monitoring and maintenance of the property, which includes monthly walkarounds to check for vandalism; quarterly interior inspections to air the building out and check for pest intrusion; semiannual site and gutter checks; and annual maintenance and repair checks.

About the Panel

William H. Hudnut III

*Panel Chair
Washington, D.C.*

Hudnut has occupied the Urban Land Institute/Joseph C. Canizaro Chair for Public Policy at ULI since 1996. He is best known for his 16-year tenure as mayor of Indianapolis, from 1976 to 1991. As mayor, Hudnut established a national reputation for revitalizing the city, and came to be regarded as an entrepreneurial leader willing to take prudent risks.

He spearheaded the formation of a public/private partnership that led to Indianapolis's emergence during the 1980s as a major American city. A past president of the National League of Cities and the Indiana Association of Cities and Towns, Hudnut helped Indianapolis record spectacular growth during his years of office.

As a U.S. congressman, Hudnut sponsored 17 bills that became public law. Prior to his entry into public life, Hudnut was a clergyman. After stepping down as mayor, he held posts at the Kennedy School of Government at Harvard, the Hudson Institute in Indianapolis, and the Civic Federation in Chicago. He currently serves on the town council of Chevy Chase, Maryland.

Hudnut is the author of several books, including *Minister Mayor* (1987), *The Hudnut Years in Indianapolis, 1976-1991* (1995), and *Cities on the Rebound* (1998), an analysis of clues to the successful city of the future. He is currently working on a book on redeveloping inner-ring suburbs.

He is the recipient of many awards, including Princeton University's highest alumni honor, the Woodrow Wilson Award for public service (1986); *City and State* magazine's Nation's Outstanding Mayor of 1988 award; the Rosa Parks Award from the American Association for Affirmative Action in 1992; and the Distinguished Public Service

Award from the Indiana Association of Cities and Towns (1985). Hudnut holds degrees from Princeton University and Union Theological Seminary. He has received honorary degrees from 11 colleges and universities.

Barbara A. Campagna

New York, New York

Campagna is a principal with Einhorn Yaffee Prescott Architecture & Engineering, where she directs all historic preservation work in the firm's New York office. She formerly worked with Ehrenkrantz, Eckstut & Kuhn Architects as preservation project director and studio manager. She was a principal with Campagna & Russo Architects PC and Barbara A. Campagna, Historic Preservation Consulting.

Some of Campagna's more noteworthy projects include the restorations of the Shubert, Virginia, and Eugene O'Neill theaters, all Broadway landmarks of the 1920s; restoration of Woodrow Wilson Hall, a national historic landmark; stabilization and restoration of Monmouth University's 1903 Guggenheim Memorial Library; restoration of the 12th-century St. Guilhem Gallery at the Cloisters Museum, part of the Metropolitan Museum of Art; an adaptive use study of the Masonic Temple in Hollywood, California; design guidelines for the Hollywood & Highland Entertainment Center, a complex adjacent to Mann's Chinese Theatre; stabilization of six hospital buildings at Ellis Island, for the National Park Service; exterior and interior restoration of the Federal Reserve Bank of New York; a restoration master plan and restoration of Belvedere Castle & The Dairy in New York's Central Park; and the restoration of the National Arts Club facade in New York City.

Campagna has won a number of awards, including the 2000 Commissioner's Annual Private Sector

Award from the New York State Office of Parks, Recreation, and Historic Preservation; the Lucy G. Moses Preservation Award from the New York Landmarks Conservancy, for the Eugene O'Neill and Virginia theaters; the New York City Landmarks Preservation Commission Award for Excellence, for the restoration of the Shubert Theatre; the John McArthur Award from Building Conservation International, Philadelphia, for the interior restoration of the Eugene O'Neill Theatre; and the Broadway Theatre Institute Award for Excellence for the interior restoration of the Eugene O'Neill Theatre.

Campagna is director of the Association for Preservation Technology International; a trustee of the Victorian Society of America, Metropolitan Chapter; and a trustee of the Preservation Alumni of Columbia University. She has lectured extensively on historic preservation and preservation technology, serves on the board of the Association for Preservation Technology International, and is the cochair of its publication committee. Campagna has written numerous publications, including *New York State County Fairground Architecture* (forthcoming 2001) and *Changing Places: Remaking Institutional Buildings* (1992). She holds a master's of science degree in historic preservation from Columbia University and a bachelor of architecture degree from State University of New York-Buffalo.

Christopher Degenhardt

Mill Valley, California

In 1995, Degenhardt formed his own consulting practice that focuses on development strategy and master planning for resort and recreational development, large-scale residential and community development, and urban revitalization.

Degenhardt's experience has included the conceptualization and management of numerous large-scale projects in the United States, Europe, and southeast Asia. Some examples are the Konak Pier redevelopment in Izmit, Turkey, which is a festival retail and entertainment complex with 150,000 square feet of gross leasable space; and the Melbourne Docklands Authority in Melbourne, Australia, a redevelopment project that will turn acres of unused waterfront property into

a 60,000-seat stadium as well as office, residential, waterfront retail, and recreational uses.

Degenhardt recently chaired an international delegation of ten developers and other professionals to the state of Montenegro to assist in the revitalization and privatization of its tourism industry.

Before forming his own company, Degenhardt worked with EDAW Inc. for 28 years, serving as president and chairman for 15 of those years. During that time, he played a major role in projects such as the plan for Mission Bay, San Francisco; Northstar at Tahoe, a year-round resort near Tahoe, California; and Phase II of the Green Valley Community in Henderson, Nevada.

Jonathan B. Eisen

Alexandria, Virginia

Eisen is director of projects for Street-Works, a mixed-use development and consulting firm with offices in Alexandria, Virginia, and White Plains, New York. Street-Works is devoted specifically to designing and developing great urban places. He has contributed to conceiving and executing planning, architecture, and development projects valued at more than \$500 million.

As senior project manager at the Washington, D.C., Main Street Studio of Cooper Carry, Eisen managed the planning, design, and production of numerous public/private office and mixed-use developments.

During his early career with Pei Cobb Freed & Partners, Eisen contributed to the design and construction of the United States Holocaust Memorial Museum, Educational Concourse Center, Wexler Learning Center, and other public and private projects. He has worked on office, institutional, residential, and planning projects throughout the United States and was architectural guest critic for the Washington Alexandria Architectural Consortium.

Some of his notable projects include the 100 block of King Street in historic Alexandria, Virginia; the 2010 development plan for downtown Charlotte, North Carolina; the Bethesda Row retail development in Bethesda, Maryland; downtown

Celebration, Florida; the Colorado Center in Denver; Crocker Park, a mixed-use development in Westlake, Ohio; Garrison Seaport Center, a mixed-use waterfront revitalization project in Tampa, Florida; Highlands Ranch Town Center in Denver; Lakewood Town Center in Lakewood, Colorado; the redevelopment plan for Fifth & Forbes in downtown Pittsburgh, Pennsylvania; Mizner Park Phase IV in Boca Raton, Florida; Reston Town Center in Reston, Virginia; the redevelopment of Royal Palm Plaza in Boca Raton; Scott Center in Boca Raton; Quendall Landing in Seattle, Washington; Queens West in Queens, New York; the expansion of the Village of Shirlington in Arlington, Virginia; and a downtown business improvement district in Washington, D.C.

Eisen has been honored by the Northern Virginia Building Association with the Outstanding Service Award and the Finest for Family Living Award, and he has received a number of other local and regional design awards. He holds a bachelor of architecture degree with a minor in urban planning and a master of architecture and construction management degree, both from Virginia Polytechnic Institute and State University.

Ray Forgianni, Jr.

Kenosha, Wisconsin

Forgianni is director and city planner for the Kenosha, Wisconsin, department of city development. He has been an urban planner since 1972. Forgianni has worked with the federal Community Development Block Grant program since its inception in 1974. He was a member of the HUD Community Development Block Grant Paperwork Reduction Committee during the first Bush Administration.

Forgianni was a founding member of the Neighborhood Housing Services program of Kenosha, secretary/treasurer for the Kenosha Historical Society, and a member of the Chicago Architectural Foundation and the Frank Lloyd Wright Home and Studio Foundation. He acts as the director of the Kenosha City Plan Commission, the Kenosha Redevelopment Authority, and the Kenosha Historical Preservation Commission.

Forgianni has been instrumental in Kenosha's renaissance through redevelopment, historic preservation, and neighborhood revitalization. Through his efforts, Kenosha obtained the largest housing development action grant (HoDAG) in the state of Wisconsin. His most recent activities have been concentrated on HarborPark Development, a neotraditional neighborhood situated on Kenosha's Lake Michigan shore on a 69-acre former automobile manufacturing site.

Forgianni has been a part-time professor at Carthage College in Kenosha since 1992, lecturing on urban geography, economic geography, and geographical research.

Troy T. Palma

Chicago, Illinois

Palma is a senior consultant with the Chicago office of the real estate advisory firm of Robert Charles Lesser & Company, where he specializes in market, financial, and valuation analyses concerning land uses throughout the United States. His assignments have spanned the western, southwestern, mid-Atlantic, midwestern, and southeastern markets.

Since joining the firm, Palma has conducted economic feasibility studies on a full range of real estate product types, including rental and for-sale residential, office, retail, hotel/conference, golf, and resort uses. He has extensive experience in large-scale master-planned communities. His involvement encompasses making land use and product programming recommendations, devising absorption and take-down schedules, and orienting amenities.

Palma has performed market analyses and strategic planning for numerous rental apartment communities, including market-rate, low-income housing tax-credit, and assisted projects. Recently, he led a team of analysts to ascertain market rental rates for public housing apartment units of the Housing Authority of Baltimore City.

In addition, Palma has experience analyzing and forecasting demographic and economic trends on the national, regional, and local levels. He has

assisted in the development of fiscal impact analysis models for the potential rezoning of several developments, and has spearheaded numerous consumer research efforts.

Palma holds a bachelor's degree in business administration from Loyola Marymount University in Los Angeles. He is a member of ULI and the National Association of Home Builders (NAHB), and is a candidate for member of the Institute of Residential Marketing (MIRM).

Michael Stanton

San Francisco, California

The Michael Stanton Architecture (MSA) firm provides architectural and other design services for a wide variety of project types throughout the United States. Recent projects include St. Paul's Elementary School and an expanded Radisson Hotel at Fisherman's Wharf, both in San Francisco. The firm recently completed the working drawings for the conversion of the Old General Post Office Building, a national historic landmark in Washington, D.C., into a Monoco Hotel. Among Stanton's award-winning past projects are the Potter Electric Company headquarters and the West Bay Community Center in San Francisco; the Ford's Department Store in Watsonville, California; and the Hilton Hotel expansion in Portland, Oregon.

Stanton has twice been awarded the Citation for Excellence in Urban Design by the American Institute of Architects (AIA). He was a key participant on the AIA design team that assisted Spitak, Armenia, after the severe earthquake of December 1988 and was responsible for ULI's replanning of downtown Watsonville, California, after a 1989 earthquake.

In 1991, Stanton was the urban designer on a ULI panel in Richmond, Virginia, that dealt with commercial revitalization and rail transit opportunities. He has written extensively on architecture and urban design for *Urban Land*, *Architecture California*, and *Bay Architect's Review*, which he edited for seven years. Stanton has lectured on urban design and practice issues at California Polytechnic State University-San Luis Obispo,

the University of Minnesota, the University of Houston, the University of Hawaii, the Chinese University of Hong Kong, the Tongji University in Shanghai, the Texas Tech University, the University of Colorado-Denver, and elsewhere.

Over the past 18 years, Stanton has served the AIA in various capacities. In 1999 he was its 75th president. He is a former president of AIA San Francisco and of the AIA California Council (AIACC). He chaired AIACC's Task Force on Managing California's Growth and was the 1992 vice chair of the national AIA Regional and Urban Design Committee. He served on the national board as a director from California from 1992 to 1995, and as a vice president in 1996. In 1991, he was elevated to the College of Fellows. Stanton is currently a director of the National Architectural Accreditation Board.

A native of Baltimore, Stanton holds a bachelor's degree in urban studies from Yale College and a master's degree in architecture from the Yale School of Architecture. He worked for DMJM in Baltimore, Brook Caruthers Shaw in Toronto, and Bull Field Bolkmann Stockwell in San Francisco before founding his own firm in 1982.

Phillip E. Stephens

Atlanta, Georgia

Stephens Property Group is an Atlanta-based investor and developer of shopping centers and older commercial properties located throughout the southeastern United States. Formed in 1998, the firm currently has three projects under development, as follows: The Oxford Buckhead is a \$40 million mixed-use development in Buckhead Village in Atlanta, consisting of 48,000 square feet of retail and restaurant space and a five-level condominium complex with 225 units and related parking facilities. The project is a joint venture with Trammell Crow Residential of Atlanta.

Eastern Shore Centre, a joint venture with the Herring Group of Dallas and two local developers, combines a 600,000-square-foot enclosed regional mall with a 275,000-square-foot power center. Holly Springs Village Center is a mixed-use development outside Raleigh, North Carolina. The

project is a joint venture with York Properties of Raleigh. The 40-acre site will include multifamily housing, townhomes, cluster housing, and condominiums, and will embrace the latest new urbanist land use techniques as well as other conventional land uses.

From 1990 to 1997, Stephens was chairman and CEO of Compass Retail Inc. A subsidiary of Equitable Real Estate Investment Management, Compass was formed in 1990 and under Stephens's leadership the company grew to become the seventh-largest retail property management firm in the United States. When the company was sold to Lend Lease Real Estate Investments in 1987, its portfolio included 40 shopping centers totaling 32 million square feet.

Under Stephens's direction, Compass Retail completed major expansions and mall renovations at 21 centers, at an aggregate cost of \$411 million. Phipps Plaza, the company's flagship property, won more than 30 national and regional awards for excellence in development, including ULI's Large-Scale Development Award and the International Council of Shopping Centers' Design Award for Excellence.

Before forming Compass Retail, Stephens was president of BQK Partners, a diversified asset management, leasing, and development company with assets of approximately \$700 million under management. From 1980 to 1984, he was vice president of development at Kravco Company. Between 1972 and 1979, he held various positions with Equitable's real estate organization.

Stephens is a graduate of Lenior Rhyne College in Hickory, North Carolina, and holds a master's degree in economics from North Carolina State University in Raleigh. He is active in numerous professional organizations. He is a former member of the board of trustees of ULI, a governor of the Urban Land Foundation, and a member of the International Council of Shopping Centers.



ULI—the Urban Land Institute
1025 Thomas Jefferson Street, N.W.
Suite 500 West
Washington, D.C. 20007-5201