

*Acknowledging the past, enhancing the present,
preparing for the future.*

THE MAGNIFICENT MILE[®] ASSOCIATION

MICHIGAN AVENUE DISTRICT | CHICAGO

Vision 2025

**A Policy Plan for North Michigan
Avenue and the Surrounding
District**



THE MAGNIFICENT MILE[®] ASSOCIATION

MICHIGAN AVENUE DISTRICT | CHICAGO

Letter from the Chairman of the Board and President

April 2015

On behalf of The Magnificent Mile[®] Association, its 21st Century Planning Committee, and with thanks to those businesses and community leaders who provided their input, we present Vision 2025, a plan for the future successful development and evolution of North Michigan Avenue and the surrounding District.

The Magnificent Mile area is one of the world's great urban mixed-use districts. In addition to being the retail engine that drives Chicago welcoming millions of visitors annually, it is home to a thriving mixture of luxury hotels, first class commercial office space, high-rise residential neighborhoods, and prominent medical, educational and cultural institutions. The synergy between these diverse uses gives the North Michigan Avenue District an excitement and vitality that few other urban areas can match.

Vision 2025 is the The Magnificent Mile Association's Planning & Advocacy Division's contribution to The Magnificent Mile Association's Centennial Year. 2012 has been a time to remember the past, and the great events and decisions that have led to the evolution of North Michigan Avenue as one of the Great Avenues of the World. 2012 is also an appropriate time to look to the start of our next 100 years.

Developed in cooperation with the Magnificent Mile community, Vision 2025 is a concept plan for the Avenue and its immediate environs. Its goal is to ensure that the Magnificent Mile remains a beautiful, vibrant, economically thriving mixed-use community through the year 2025 and beyond. This updated Vision Plan, first released in 2012, replaces Vision 2012, adopted by the association in 1997.

The Magnificent Mile has changed dramatically over the years while retaining its defining characteristics - a rich mix of uses, architectural and natural beauty, a pedestrian-oriented environment, and a critical mass of activity. Dramatic changes on the Avenue and in the area have occurred since the publication of Vision 2012 in 1997. The next 15 years will be equally dynamic. The basic policies and principles outlined in this report are forward thinking but all can be achieved with the ongoing dedication, commitment and perseverance of The Magnificent Mile Association members, City officials and everyone who contributes to making The Magnificent Mile District a place like nowhere else in the world.



Mr. John McCarthy

President and CEO of Continental Air Transport Co. Inc.
Chairman of the Board

Mr. John Chikow

The Magnificent Mile Association
President and CEO



Thanks to Our Sponsors and Contributors:

Stakeholders Interviewed or Participants in Discussion Groups December, 2011 – May, 2012

Holly Agra, Chicago's First Lady Cruises
Curt Bailey, Related Midwest
John Balourdos, JB Realty
Jeff Byron, Saks Fifth Avenue
Vince Casanova, Chicago Tribune
John Chikow, The Magnificent Mile Association
Michael Christ, Past The Magnificent Mile Association Chairman
John Colletti, The Gibson's Restaurant Group
Bruce Corson, SOAR
Dot Coyle, Chicago Office of Tourism
John Curran, Choose Chicago
Grant DePorter, Harry Caray's Restaurant Group
Kathy Dickhut, City of Chicago Department of Housing and Economic Development
Carolyn Edward, Bloomingdale's
Mitchell Feldman, General Growth Properties
Albert Friedman, Friedman Properties
Charles Gardner, Past The Magnificent Mile Association Chairman
Marilyn Gardner, Navy Pier
Lee Golub, Golub & Co.
Barry Graham, 900 North Michigan Shops
C. Benet Haller, City of Chicago Department of Housing and Economic Development
Peter Hanig, Hanig Footwear
Jacqueline C. Hayes, Jacqueline Hayes & Associates, LTD.
Steve Haemmerle, Navy Pier
John Hammerschlag, Hammerschlag & Co.
Dean Harrison, Northwestern Memorial HealthCare
Todd Hiepler, The Shops at Northbridge
Brian Hopkins, SOAR
Camille Julmy, US Equities Realty, LLC.
Gabe Klein, City of Chicago Department of Transportation

Rosemary Krimbel, City of Chicago Department of Business Affairs and Consumer Protection
Wendy Krimins, Neiman Marcus
Maureen Lampert, Oak Street Council
Steve Lombardo, The Gibson's Restaurant Group
Patrick Magoon, Ann & Robert Lurie Children's Hospital of Chicago
John Maxson, Past The Magnificent Mile Association President
Marilyn Miglin, Oak Street Council
Stanley Nitzberg, Mid-America Real Estate Corporation
Kevin O'Malley, CTA
Alderman Brendan Reilly, City of Chicago 42nd Ward
Kevin Robinson, Langham Hotels
Rick Roman, The Signature Room at the 95th
MaryAnn Rose, Tamar Productions
Russell Salzman, Past The Magnificent Mile Association President
Rebekah Scheinfeld, CTA
Marc Schulman, Eli's Cheesecake
Gordon Segal, Crate & Barrel
Gail Spreen, SOAR, Streeterville Properties
Donald Versen, Past The Magnificent Mile Association Chairman
Don Welsh, Choose Chicago
Robert Wislow, US Equities Realty, LLC.

Sponsors

Solomon Cordwell Buenz & Associates

The Magnificent Mile Association 21st Century Planning Committee

Christine Carlyle, Solomon Cordwell Buenz, Co-Chairman
Ralph Weber, Northwestern Memorial Hospital, Co-Chairman
Sarah Bader, Gensler
Lloyd Berry, Colliers International

Michael Csar, Drinker Biddle & Reath LLP
David Dewey, Brownstone Realty & Development Co.
Kerry Dickson, Related Midwest
Luigi Franceschina, Hellmuth, Obata & Kassabaum, Inc.
Robert Hann, GO Airport Express
Joe Iacobucci, Chicago Transit Authority
Camille Julmy, US Equities Realty LLC
Brenda McGruder, Chicago Department of Transportation
Heather Niehoff, VOA Associates Inc
Stanley Nitzberg, Mid America Real Estate Corporation
Jim Stoller, The Building Group
Michael Toolis, VOA Associates, Inc.
Robert Vance, Chicago Transit Authority
Jerry Walleck, Perkins Eastman
John Ward, First American Bank
Matt Wylie, Eckenhoff Saunders Architects

The Magnificent Mile Association Staff

John Chikow, President and CEO
Philip Levin, Planning Director
Katie Fanella, Public Relations Associate

Document Preparation

Adam Flickinger, Urban Designer/Planner, Solomon Cordwell Buenz
Paula Kaplan Berger, Berger Law PC
The Magnificent Mile Association Interns:
Michael Ashkenasi, Bo Feng, Irwing Gama, Joseph Levie, Olivia Marinelli, Alex Oreschak, Lynn Reidl, Kara Riggio, Stephanie Smith, Jen Weizeorick, and Jason Miranda

The Magnificent Mile Association Contact Information

Website:

www.themagnificentmile.com
www.themagnificentmileassociation.com

E-mail:

info@themagnificentmile.com

Address:

625 North Michigan Avenue
Suite 401
Chicago, IL 60611

Telephone:

(312) 642-3570

Fax:

(312) 642-3826

Find us on:

www.facebook.com/magnificentmile

www.twitter.com/TheMagMile

www.foursquare.com/TheMagMile

THE MAGNIFICENT MILE[®] ASSOCIATION

MICHIGAN AVENUE DISTRICT | CHICAGO

The Magnificent Mile Vision 2025

Acknowledging the Past - Enhancing the Present - Preparing for the Future

The Magnificent Mile Vision 2025 is a policy plan for the future of North Michigan Avenue and its surrounding neighborhoods. Our goal is to ensure that The Magnificent Mile and the surrounding district retains its status as a beautiful, vibrant, architecturally significant, economically thriving and diverse mixed-use community through the year 2025 and beyond. Vision 2025 will serve as a community strategic plan to be implemented by The Magnificent Mile Association committees, developers and the community.



The Magnificent Mile Association

The Magnificent Mile Association (originally named the North Central Business District Association) was established in 1912 to plan and promote the development and beautification of North Michigan Avenue and its environs. The Association has helped to transform the boulevard from Oak Street on the north to Randolph Street and Millennium Park on the south and the surrounding District into one of the top international tourist destinations.

The Magnificent Mile Association is a private, non-profit business organization with members from the retail, hotel/entertainment, professional, institutional, commercial and residential property industries.

Today, The Magnificent Mile Association represents the interests of more than 700 members on issues ranging from planning and advocacy to marketing The Magnificent Mile and its surrounding neighborhoods. The Association is also committed to providing resources to charitable organizations in the area through The Magnificent Mile Charitable Foundation.

Table of Contents

1.0 Introduction + Vision

1.A Overview	6
1.B Expanding the Vision.	8
1.C Purpose of the Vision Plan	13
1.D Past Plans.	14

2.0 Influence of the Past

2.A Early Years.	15
2.B Reconstruction Under the Burnham Plan	16
2.C The Modern Era.	18
2.D The Magnificent Mile Timeline	20

3.0 Urban Context21

4.0 The Magnificent Mile District Today

4.A Overview	26
4.B Retail, Dining & Nightlife	29
4.C Hotels	31
4.D Office Space / Employment	32
4.E Residential / Demographic	33
4.F Medical & Educational Institutions	35
4.G Religious Institutions.	37
4.H Museums, Cultural Attractions & Tourism.	38
4.I Parks & Open Space	39

5.0 Vision 2025 Policies40

6.0 Urban Design + Sustainability

6.A Overview	41
6.B Development	42
6.C Public Realm	48
6.D Landscape	53
6.E Signage	54
6.F Lighting	55

7.0 Marketing + Experience

7.A Overview	56
7.B The Magnificent Mile Experience	57
7.C Marketing the Avenue.	61

8.0 Transportation + Access

8.A Overview	63
8.B Transportation Connectivity	66
8.C Public Transit.	67
8.D Transportation Technology.	68
8.E Parking.	69
8.F Traffic Management	70
8.G Valet and Loading Zones	71
8.H Tour Buses	72
8.I Sustainability	73

9.0 Implementation

9.A Overview + Next Steps	74
9.B Urban Design + Sustainability Summary	75
9.C Marketing + Experience Summary	77
9.D Transportation + Access Summary	78
9.E We Need Your Support!	79

Introduction + Vision

1.0

Vision 2025 is a forward looking document developed by The Magnificent Mile Association over a two-year period in consultation with leading stakeholders. This policy plan for the future of North Michigan Avenue and its surrounding neighborhoods (referred to in this document as the “District”) will serve as a community strategic plan and offer guiding principles to ensure that Chicago’s Magnificent Mile and the surrounding District remains a beautiful, thriving, mixed use community. In order to exceed expectations of the local community and enhance The Magnificent mile Association’s global status, the Association has revised the previous vision and policy document (Vision 2012), which was released in 1997.

Vision 2025 provides an abundant amount of information in context, policy, principles, issues, opportunities and implementation strategies.

For quick access to the Vision Statement, go to Section 5.0. To view the Policies and Principles, see the following sections:

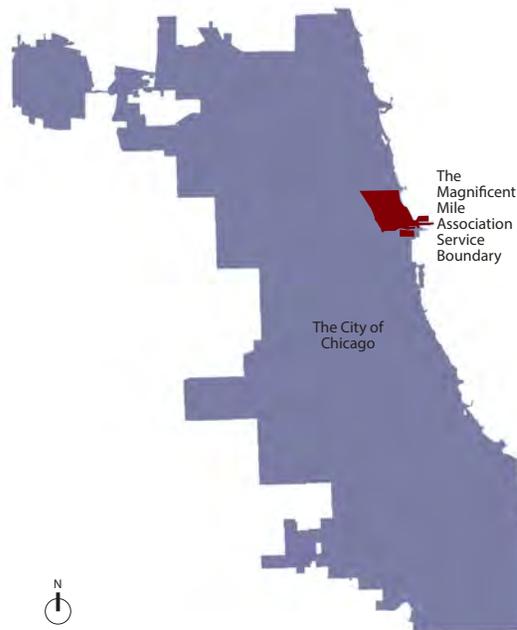
- 6.0 Urban Design + Sustainability
- 7.0 Experience + Marketing
- 8.0 Transportation + Access

Several of the early sections of this Vision 2025 provide background on the District and the mix of uses that make it unique. Refer to Section 4.0, which highlights the numerous changes that have occurred in the District since Vision 2012 was published in 1997. Looking back over the past 15 years makes the case for how dynamic the District currently is, and frames the potential for equally significant changes over the next 15 years.



1.A Overview

Vision 2025 is the current evolution of Vision 2012, developed 15 years ago by The Magnificent Mile Association as a policy plan for the future successful development and evolution of North Michigan Avenue. *Vision 2012: Applauding our Past, Enhancing the Present and Preparing for the Future* has been used since 1997 to provide guidance and direction for the work of The Magnificent Mile Association's committees and task forces. Over the past 15 years, a multitude of dramatic changes have occurred in the District along with the other sectors of the Central Business District.



Key changes in the District include:

New attractions, including the redevelopment of Navy Pier and construction of Millennium Park, which have drawn increasing numbers of visitors to the area.

The international reputation of the Magnificent Mile has gained prominence and has fueled an increasing number of international tourists and the opening of unique stores from around the world. An unprecedented influx of new residential high rise developments which has altered movement patterns, types of stores, services on and around North Michigan Avenue and has contributed to the evolution of The Magnificent Mile as a vibrant environment into the late evening hours.

Substantial expansion by the area's nationally prominent educational and health care institutions which has increased the economic and employment base of the District and the City of Chicago.

Advancements in the use of hand-held devices including tablets and smart phones which have dramatically changed the way we work, play and shop.



1.B Expanding the Vision

Several of the policies outlined in Vision 2012 remain current and have been retained. In addition, changes in the physical and economic environments of the City over the past 15 years have led to the adoption of new or revised policies in this updated 'Vision 2025'.

Mixed-use Neighborhood

To maintain and expand the unparalleled base of commercial (retail, hotel, restaurant), office, cultural and institutional uses, The Magnificent Mile Association has been and will continue to be supportive of well-planned developments with densities, heights and traffic generation compatible with surrounding development and which strengthen the overall physical and economic vitality of the District. Since the publication of Vision 2012 in 1997, The Magnificent Mile Association has responded to the City's initiative to enact a new Zoning Ordinance by restating the Association's commitment to maintaining the District as a beautiful and thriving mixed-use community.

In 2004, the City enacted its new Zoning Ordinance, created a more meaningful menu of zoning bonuses and, in 2003, adopted its first new Central Area Plan in over 25 years. The stated policies

in Vision 2025 are consistent with each of these documents. The Magnificent Mile Association's Planning and Advocacy Division Committees will continue to promote activities and developments that support this vision through the year 2025 and beyond.

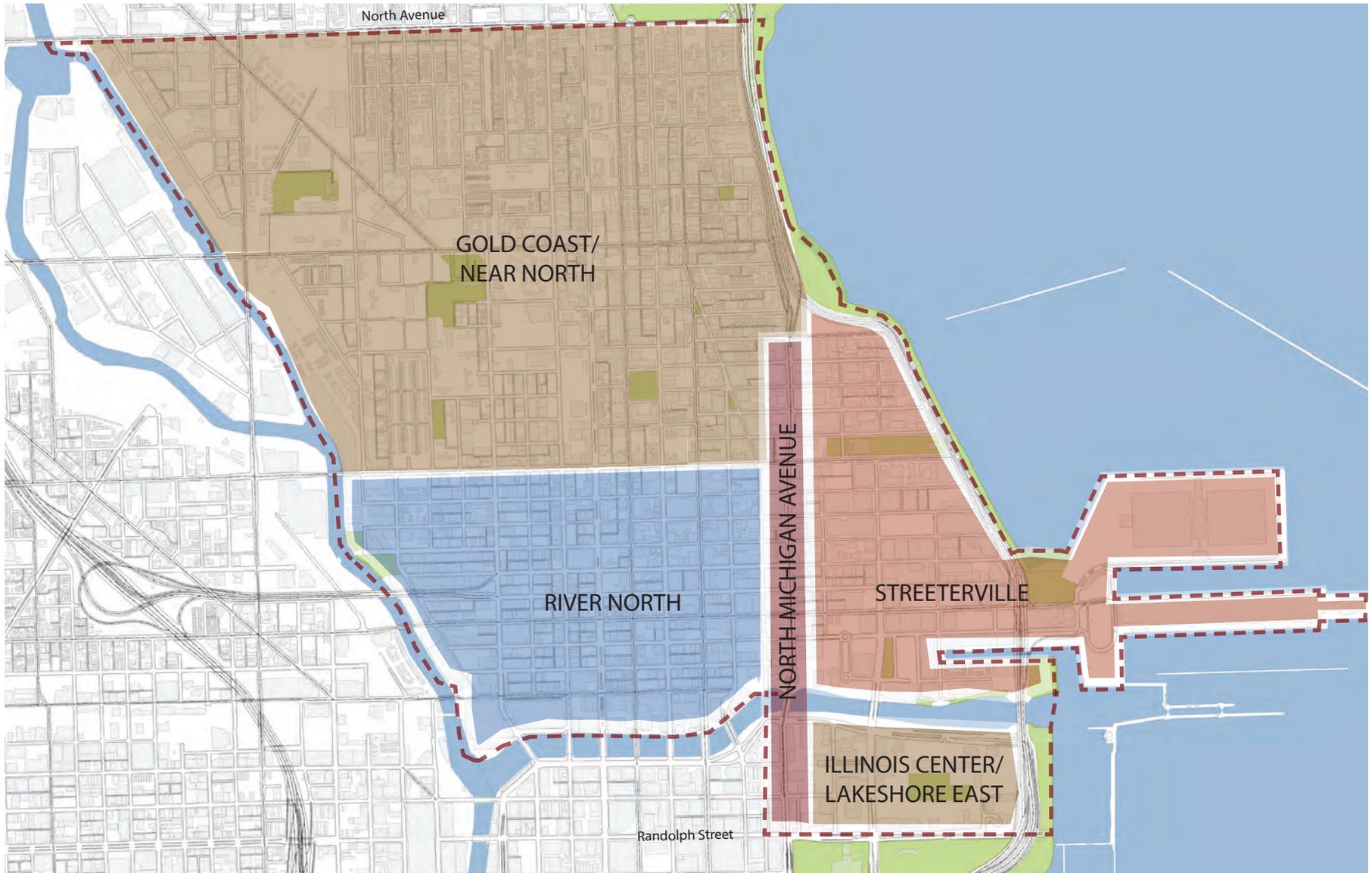
"The residential growth of the past decade gives us the best attributes of neighborhood; coupled with the commercial enterprise, we enjoy a unique profile among US cities. There is an ideal mix of retail, office, residential."
- City of Chicago Official

The larger mixed-use developments in the District including North Bridge, River East and Lakeshore East have added a renewed vitality to the community with new theaters, hotels, specialty retail stores, a varied mix of residential uses and unique open spaces.

The opening of new live theater venues (Broadway in Chicago, Lookingglass Theater, Shakespeare Theater), several new museums

(Museum of Broadcast Communications, Loyola University Museum of Art and the McCormick Bridgehouse Museum) and the expansion of established educational and medical institutions (Loyola University and Northwestern University, Northwestern Memorial Hospital, Lurie Children's Hospital of Chicago, and the Rehabilitation Institute of Chicago) will continue to enrich the Chicago experience for area residents, workers and visitors.

The booming residential market in the early 2000's added thousands of new condominium and rental units throughout the District creating new residential neighborhoods in Streeterville, River North and Lakeshore East. To serve this expanding residential population, more service-oriented retail uses are opening in the community (including dry cleaners and grocery stores). This has changed the character of many of the streets extending to the east and west of Michigan Avenue and has expanded active pedestrian experiences to all corners of The Magnificent Mile Association's service district. In the years between 2007 and 2010, construction declined as many projects were put on hold or discontinued all together. Going forward, a continuing priority will be to work closely with the City, developers, property owners and the retail sector to provide consistent guidance and expanded services to maintain the established mixed-use neighborhood vitality.



The Magnificent Mile District - Neighborhood Map



“The Avenue should think globally,
and with a Midwest flavor –
comfortable and personalized.”

- Retail Mall Manager

The Built Environment

(see Chapter 6.0)

The preservation of existing quality building design and the encouragement of high design standards for future development is vitally important to the future development in the Magnificent Mile District. Design guidelines would ensure that future design and architecture would maintain the distinctive “sense of place” that the District is known for throughout the world.

North Michigan Avenue has a wonderful mix of architectural styles, ranging from Gothic revival to modern. What makes this mix work is the similar approach to building mass, positioning and materials that the most prominent buildings in the area have adhered to over time.

The architectural character of North Michigan Avenue is distinctive, and the incorporation of that character into other aspects of the Avenue is vital to maintaining the Avenue’s sense of place. Modest, understated signage is a hallmark of the Magnificent Mile experience, and the special

Michigan Avenue signage regulations developed by the City help the area retain the tasteful and refined quality for which it is known. At the same time, the Avenue seeks to capitalize on new technologies in signage and lighting to maintain its popularity as a contemporary and fashionable retail destination.

Policies in Vision 2025 offer practical and objective guidance to The Magnificent Mile Association’s review of building proposals. Sensitivity to building design standards must be promoted and maintained in order to enhance the legacy of the Magnificent Mile for future generations.



Source: The Magnificent Mile Association

The Avenue Experience

(see Chapter 7.0)

An important dimension of Vision 2025 that distinguishes it from Vision 2012 is the recognition of North Michigan Avenue as an experience, not just a place or destination. The Avenue delivers a dramatic and distinctive environment that is entertaining to shoppers, diners and other patrons. The next decade will see the Avenue and surrounding District emerging as an increasingly unique experience, enhanced by public art, concerts, theater performances, tasteful light displays, and other events enabled by advances in communication technology.

The Avenue and the surrounding District draw people seeking to be entertained at the various venues –restaurants, retail stores, museums, cultural institutions and other locations. Events such as the nationally recognized Magnificent Mile® Light Festival presented by BMO Harris Bank, the September, 2010 Oprah Winfrey Show on North Michigan Avenue and the filming of movies has placed North Michigan Avenue and the entire District on the world stage.

The pedestrian character of North Michigan Avenue is perhaps the most important element distinguishing the Avenue from other retail areas in the City and region. Important to the continued success of the Michigan Avenue pedestrian realm is the physical character of the public way.

“The median planters – these are a hallmark of the Avenue, and a significant component of the total experience.” - Retail Store Manager

North Michigan Avenue is increasingly known for the quality of the Avenue planters: the exceptional median plantings, the lovely gardens and parkways which change seasonally up and down the Avenue and the beautiful, mature trees. The hallmark median and parkway seasonal landscapes are privately sponsored by area property owners and businesses. The current planting of trees is 6-8 per block, forming a graceful canopy effect along the Avenue.

Transportation

(see Chapter 8.0)

One of the most vital components of a successful retail, office and tourist destination is the area’s accessibility: locally, regionally and internationally. In this respect, The Magnificent Mile is no exception. Connectivity, accessibility and traffic management are all vital to the success and viability of the area, and proactive policies must be developed and promoted to ensure the continued success of North Michigan Avenue and the surrounding neighborhoods.

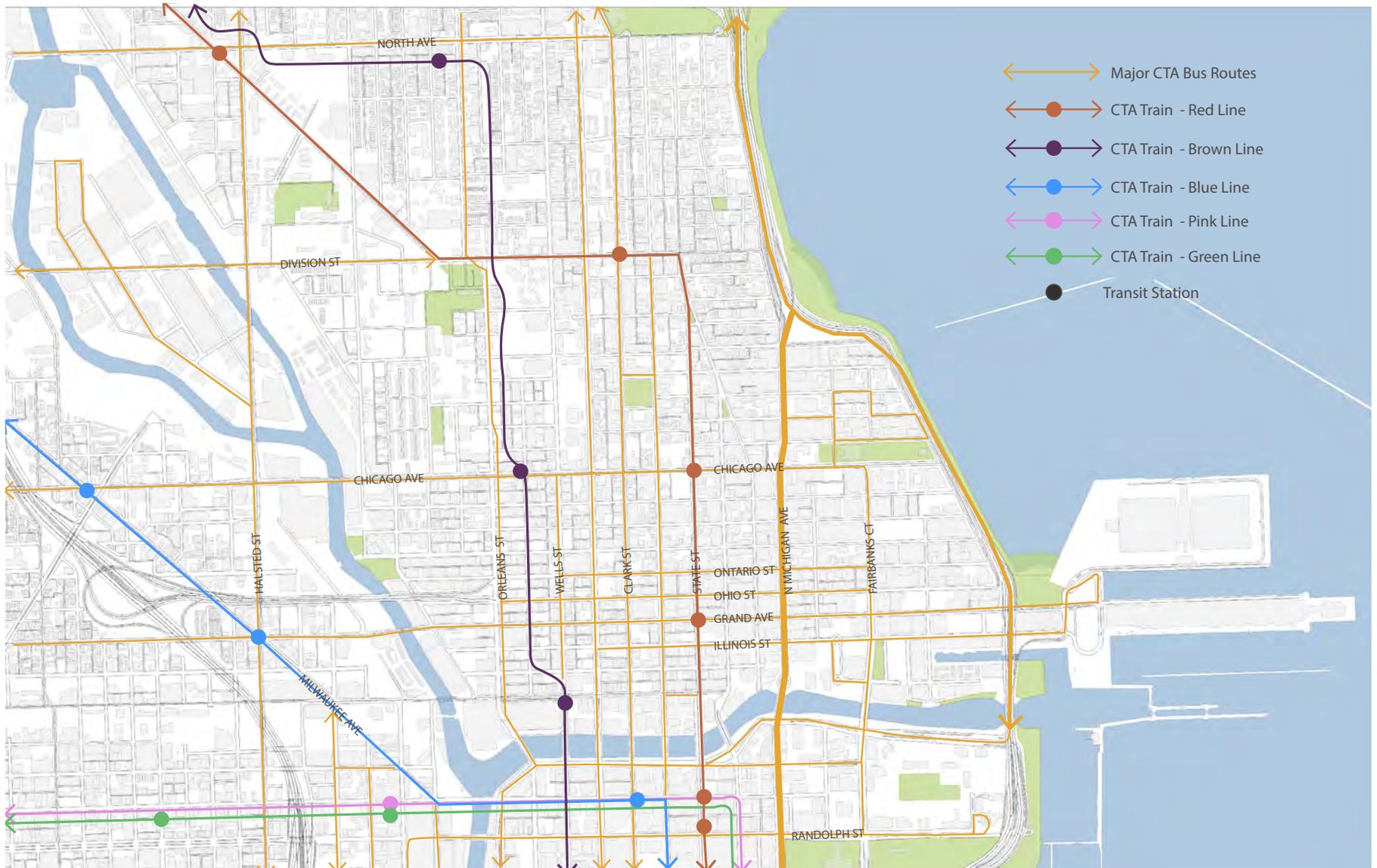
The construction and opening of a dedicated busway by the City in 2002 between Randolph Street and McCormick Place provides a direct and efficient connection for trade show attendees between the hotels in the District and the expanding convention facilities on the near South Side. This busway has greatly improved the connectivity between the two areas, and has been a great benefit to both areas as well as to visitors. Over the next 15 years, The Magnificent Mile Association will be working closely with the City to ensure that the recommendations in the approved Central Area Action Plan relating to transit and roadway improvements are carried out.

The provision of direct connections between the West Loop commuter rail stations and North Michigan Avenue remains a top priority for the City, the Chicago Transit Authority (CTA) and The Magnificent Mile Association.

Direct and reliable CTA service is essential to the effective functioning of North Michigan Avenue. The Magnificent Mile Association maintains positive relationships and regular communications with the CTA in order to ensure the transit needs of North Michigan Avenue workers, residents and visitors are understood and recognized.



Source: Perkins Eastman



Existing Magnificent Mile District Public Transportation Context Map



1.C Purpose of the Vision Plan

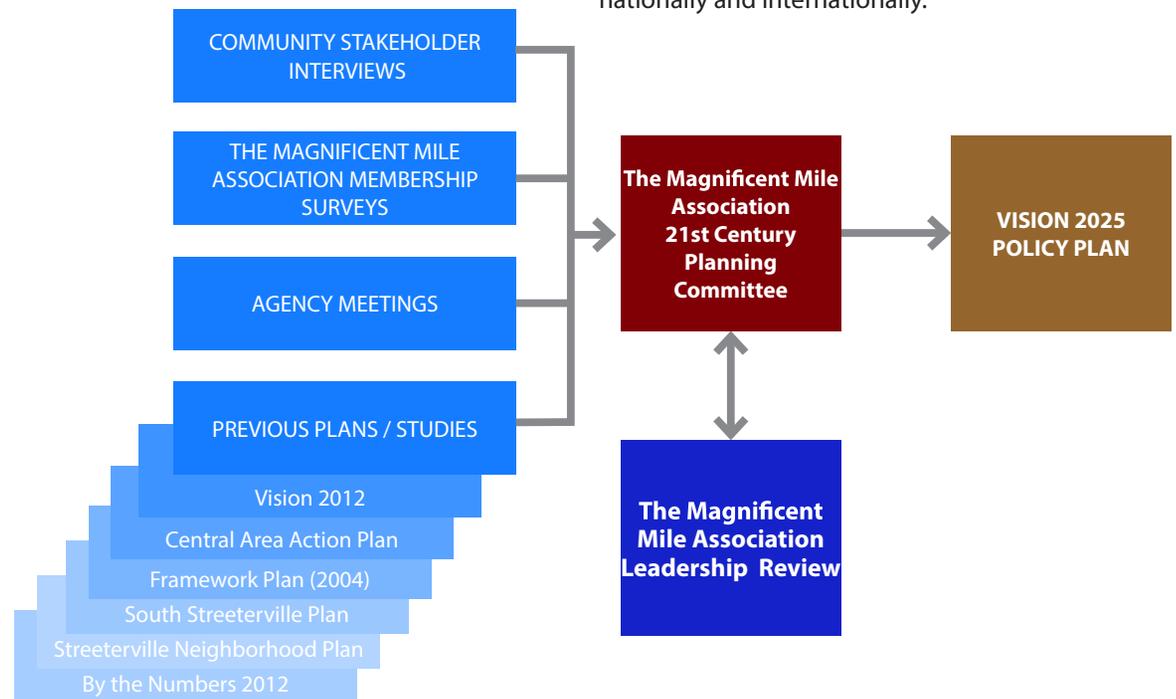
Vision 2025, like Vision 2012, will serve as a plan for the future successful development and evolution of North Michigan Avenue and the surrounding District. The policies and principles enumerated are intended to serve as guidelines for property owners and developers, and for The Magnificent Mile Association's Committees responsible for reviewing development proposals, building signs, and transportation improvements, and for articulating positions on proposed government actions and regulations that impact the Avenue and the entire District.

Through reviews conducted by the The Magnificent Mile Association's Project Review Committee, The Magnificent Mile Association works to ensure that the character of the District is both protected and enhanced. During the review process, developers and committee members discuss the "fit" to the neighborhood context. Common suggestions include the use of stone cladding and other quality materials, the devotion of first floor space to retail uses and the assurance that buildings will be normally built to the lot line while maintaining a setback at the upper floors, helping to create a consistency in the street wall while maintaining the pedestrian scale so important to the Magnificent Mile.

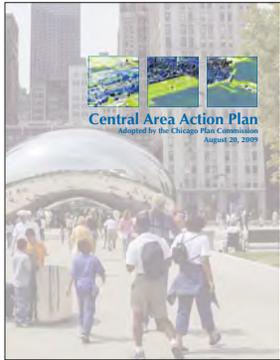
The Magnificent Mile Association Sign and Urban Design Committee works to help new and existing tenants to understand the Michigan Avenue Signage Ordinance and to modify their signage proposals to fit within the area signage guidelines when necessary. The Committee encourages national chain retailers to adapt their signage to fit the character of the District, and The Magnificent Mile Association works with the City to consult on prototype plans to ensure a balance between brand expression and the preservation of the character of the Avenue.

The Magnificent Mile Association's Public Way Committee reviews all aspects of the District's streets, sidewalks, alleys, landscaping and street furniture (bike racks, kiosks, recycling receptacles, etc.)

Vision 2025 will provide guidance to The Magnificent Mile Association's Traffic and Transportation Committee, its task forces that deal with the built environment and The Magnificent Mile Association's Marketing Division in promoting the Avenue experience and marketing the Magnificent Mile and District locally, regionally, nationally and internationally.



1.D Past Plans



City of Chicago Central Area Action Plan

Adopted: August, 2009

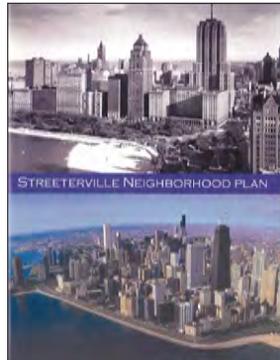
The Central Area Action Plan (CAAP) was developed as a roadmap for the continued implementation of the Chicago Central Area Plan and adopted by the Chicago Plan Commission in June, 2003.

CAAP prioritizes key transportation, urban design, waterfront and open space projects, many of which are relevant to the Magnificent Mile District. Plan recommendations are summarized in Chapters 6.0 and 8.0 of this document.

North Michigan Avenue Framework Analysis: Summary of 2004 Workshops

Date of Publication: February 21, 2005

Prepared by Hellmuth, Obata + Kassabaum, Inc.



This document discusses findings from two workshops held by The Magnificent Mile Association's Michigan Avenue Boulevard Task Force. The purpose of the work was to guide decisions on short term improvements to the infrastructure of the Avenue being considered by the City in its North Michigan Avenue improvement project. The Analysis also outlined a series of projects to be targeted for further study and evaluation.

Many of the recommendations remain relevant for Vision 2025 and are noted in the policy sections of this document.

South Streeterville Design Initiative Charrette Report and Progress

Prepared by: Solomon Cordwell Buenz Associates
March, 2010

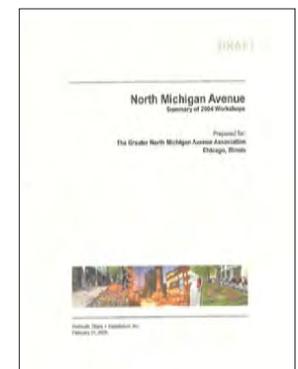
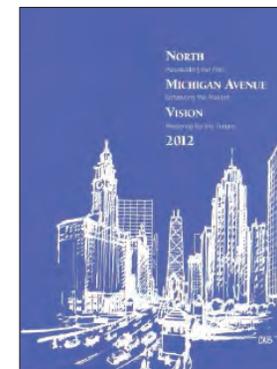
Initiated by the Streeterville Organization of Active Residents (SOAR), The Magnificent Mile Association, and the Streeterville Chamber of Commerce, the planning process and design charrette provided recommendations related to the pedestrian experience, quality of building design and materials, green space and traffic concerns. The recommendations are organized in three areas: Gateways, Traffic and Streetscape. Selective recommendations are incorporated into Vision 2025 policies and principles.

Streeterville Neighborhood Plan

March, 2005

Prepared by: Streeterville Organization of Active Residents (SOAR)

The Streeterville Neighborhood Plan communicates SOAR's vision -- "to preserve, promote and enhance the quality of life in our community" and how that vision applies to development. The Streeterville Neighborhood Plan is a succinct yet comprehensive presentation of guidelines and recommendations, covering land use and development, transportation, circulation, and open space. The Plan presents development principles that have continued to evolve based on experience and trends. Many are incorporated into Vision 2025 policies and principles.



Influence of the Past

2.0

2.A The Early Years

The Magnificent Mile has humble beginnings. In the late 19th century, the Avenue, known as Pine Street, was little more than a narrow residential street. During the City's early decades, the area grew slowly (as it remained disconnected from the Loop), but the District showed promising signs of a strong economic future. Chicago's central location, valuable transportation facilities and growing population paved the way for the area's success. In the decades following Chicago's incorporation, the City's fashionable residential districts were located south and west of the Loop. The north lakefront, however, was largely unspoiled. The turning point came in 1882, when Potter Palmer, the City's most prominent citizen, moved his family to a mansion at 1350 N. Lake Shore Drive. Many other wealthy Chicagoans soon followed suit, leading to the establishment of the Gold Coast overlooking what is now Oak Street Beach. Along with these residents came new businesses and a newfound interest in the area. Pine Street was on its way to becoming a thriving commercial district.



2.B Reconstruction under the Burnham Plan, 1909-1930

The Magnificent Mile, as we know it today, is a product of the famous 1909 Plan of Chicago by renowned city planners Daniel Burnham and Edward Bennett. The plan focused on the development of the City and offered a vision for North Michigan Avenue that would elevate the Avenue to a grand thoroughfare, highly comparable to the Champs-Élysées in Paris. As the plan stated, "Michigan Avenue is probably destined to carry the heaviest movement of any street in the world."

Burnham and Bennett called for a widening of North Michigan Avenue and linking the north and south sides of the street with the construction of a bridge over the Chicago River. To complement the grand gateway, the boulevard would include a double level roadway designed to accommodate the immense volume of traffic with a broad sidewalk to match.

To help execute the ideas set forth in the plan, the North Central Business District Association (now The Magnificent Mile Association) was formed in 1912 and incorporated in 1914. The Association was responsible for representing local interests and working to turn Burnham and Bennett's vision to reality.

Substantial portions of their vision were carried out over the next decade. In 1918, the widening of North Michigan Avenue was completed, followed by the opening of the Michigan Avenue Bridge in May of 1920. The opening of the bridge marked the official introduction of North Michigan Avenue (originally called Pine Street and Lincoln Park Boulevard).

The construction of the Michigan Avenue Bridge coincided with the real estate boom of the 1920's and led to the development of two of the City's most iconic structures (both designated City landmarks): the Wrigley Building and Tribune Tower.

To ensure the upscale character of the District, the Association persuaded the leading Michigan Avenue property owners to agree to restrictive covenants prohibiting the development of warehouses, manufacturing buildings, saloons, laundries or auto showrooms. These guidelines made way for the Allerton Hotel, the InterContinental, The Drake Hotel, Saks Fifth Avenue and other businesses of the like, offering a glimpse of what would become the Magnificent Mile.

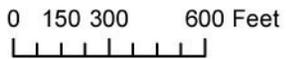


Source: Solomon Cordwell Buenz





Source: City of Chicago GIS



The Magnificent Mile District Building Development Timeline

YEAR_BUILT



2.C The Modern Era, 1930-present

The late 1920's continued to be marked by record-breaking development; however, construction almost completely halted when the Great Depression hit in 1929 and did not resume on a significant scale until the 1960's.

Meanwhile, several important public works projects laid the groundwork for future growth. The first of these was the completion of the Lake Shore Drive bridge in 1937 and the subsequent upgrading of Lake Shore Drive into a major traffic artery. This was followed by the completion of the State Street subway in 1943, which placed North Michigan Avenue within easy walking distance of the City's rapid transit system for the first time. Finally, construction of the Kennedy Expressway and the Ohio Street spur in the late 1950's made the area readily accessible to motorists from the rapidly expanding suburbs.

It was also during this time that renowned real estate developer Arthur Rubloff introduced a grand vision for North Michigan Avenue. Where there were vacant buildings, Rubloff saw the potential for a thriving commercial district; where there were desolate sidewalks, Rubloff saw the potential for a bustling pedestrian promenade; and where there was a common thoroughfare, Rubloff saw the potential for "The Magnificent Mile."

He coined the phrase in conjunction with his plan to revitalize North Michigan Avenue. Rubloff's vision would forever change the avenue and the entire District. While Rubloff and his associates acquired property along the Avenue, he looked to the North Central Business District Association to support his ideas and engage local businesses. Rubloff set out on an aggressive promotional campaign to share with the country what he already knew – North Michigan Avenue was on its way to become One of the Great Avenues of the World. Developers flocked to the area, breathing new life into North Michigan Avenue. For the first time in many years, business was booming. It was at this time that the North Central Business District Association became The Greater North Michigan Avenue Association, today known as The Magnificent Mile Association.

The rebirth of North Michigan Avenue laid the foundation for a series of milestones that would continue to create an urban landscape unlike any other in the world.

High-density commercial redevelopment of North Michigan Avenue began in 1970 when the John Hancock Center was completed and introduced to the Chicago skyline. Standing 100-stories tall, the John Hancock Center was and remains one of the tallest buildings in the world.

Water Tower Place, the country's first urban vertical mall, soon followed in 1975. Water Tower Place introduced what would become a recurring trend along the Avenue: a mixed-use of space containing retail, dining, entertainment, hotel, office and residential units all in one development. The success of Water Tower Place led developers to construct hundreds of thousands of square feet of additional shopping space along the Avenue, much of which was leased to prestigious national retailers wishing to establish a high profile in the Chicago marketplace. By the end of the 1970's, North Michigan

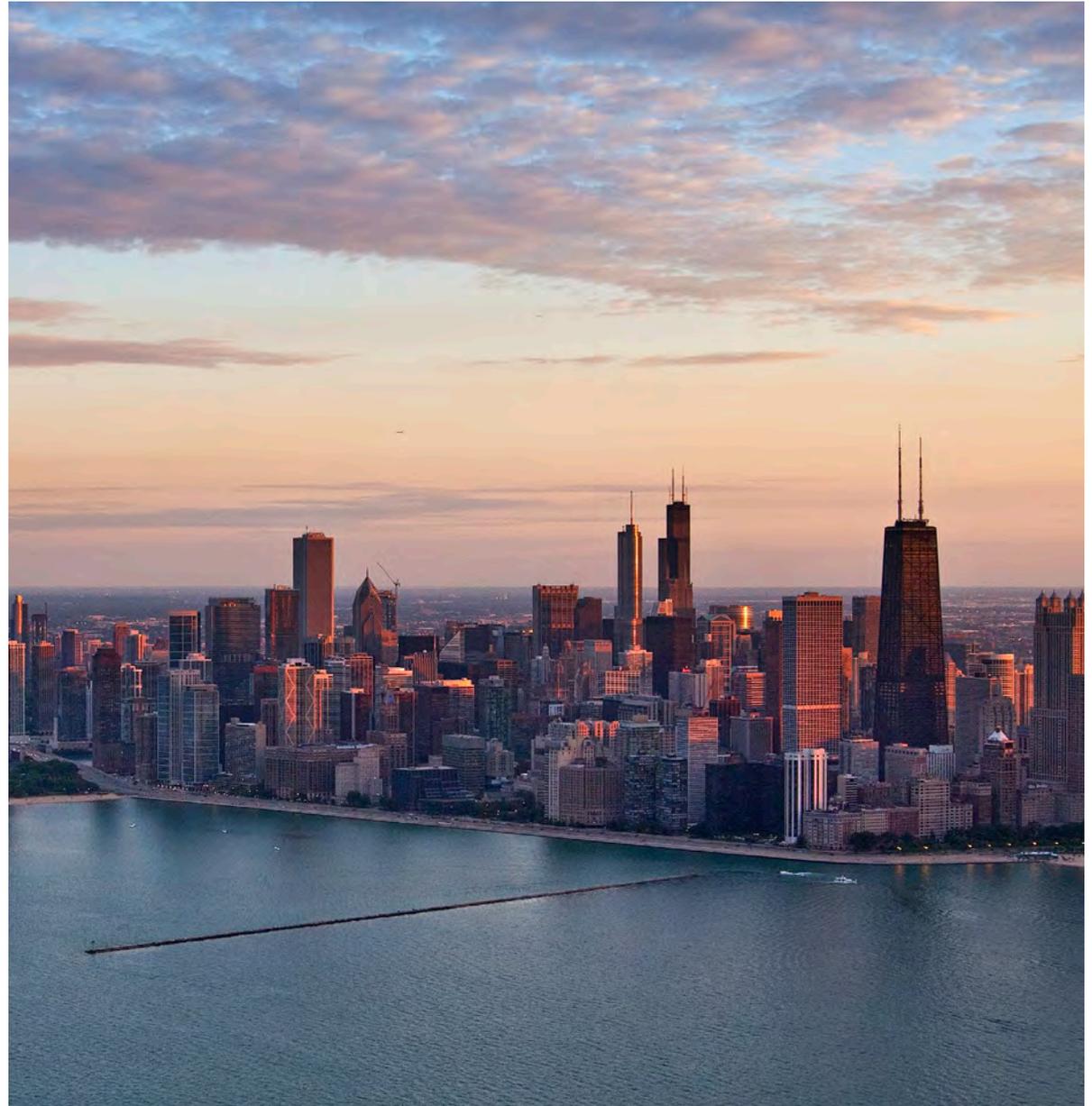


Avenue had become Chicago's dominant retail street. Today, The Magnificent Mile remains a world-class destination for both domestic and international visitors. With 460 shops, 275 restaurants, 60 hotels and a wide selection of entertainment attractions, 20 million visitors are greeted each year with a one-of-a-kind landscape.

In 2010, the Michigan Avenue bridge (which is designated a Chicago landmark along with its four bridgehouses) was renamed the DuSable Bridge after Chicago's first permanent resident, Jean Baptist Point DuSable.

In addition to the Avenue's rich offerings, The Magnificent Mile Association provides visitors with experiences completely unique to The Magnificent Mile. Popular events such as The Magnificent Mile Lights Festival® presented by BMO Harris Bank, the nation's largest evening holiday celebration, and In-Fashion: The Magnificent Mile Shopping Festival™ presented by MasterCard®, the country's only shopping festival of its kind, attract visitors from across the country and around the globe.

The Magnificent Mile has found a permanent place on the world's stage and the spotlight will only continue to shine brighter.



2.D The Magnificent Mile Timeline

1867-69
Water Tower Built

1871
Chicago Fire

1909
Burnham Chicago Plan

1912
(North Central Business District Association)
The Magnificent Mile Association Founded

1920-29
1st Skyscrapers boom

1913
Michigan Avenue Bridge Born

1947
Arthur Rubloff and "Magnificent Mile Plan"

1960
Michigan Avenue

1970-1975
John Hancock Center and Water Tower Place

1988-2001
2nd Great Buildings Boom

1994
Michigan Avenue Streetscape Improvement

1997
Vision 2012

1992-Present
Light Festival

The Present
MAGNIFICENT MILE

2013
The Association's name is changed to The Magnificent Mile Association

Urban Context

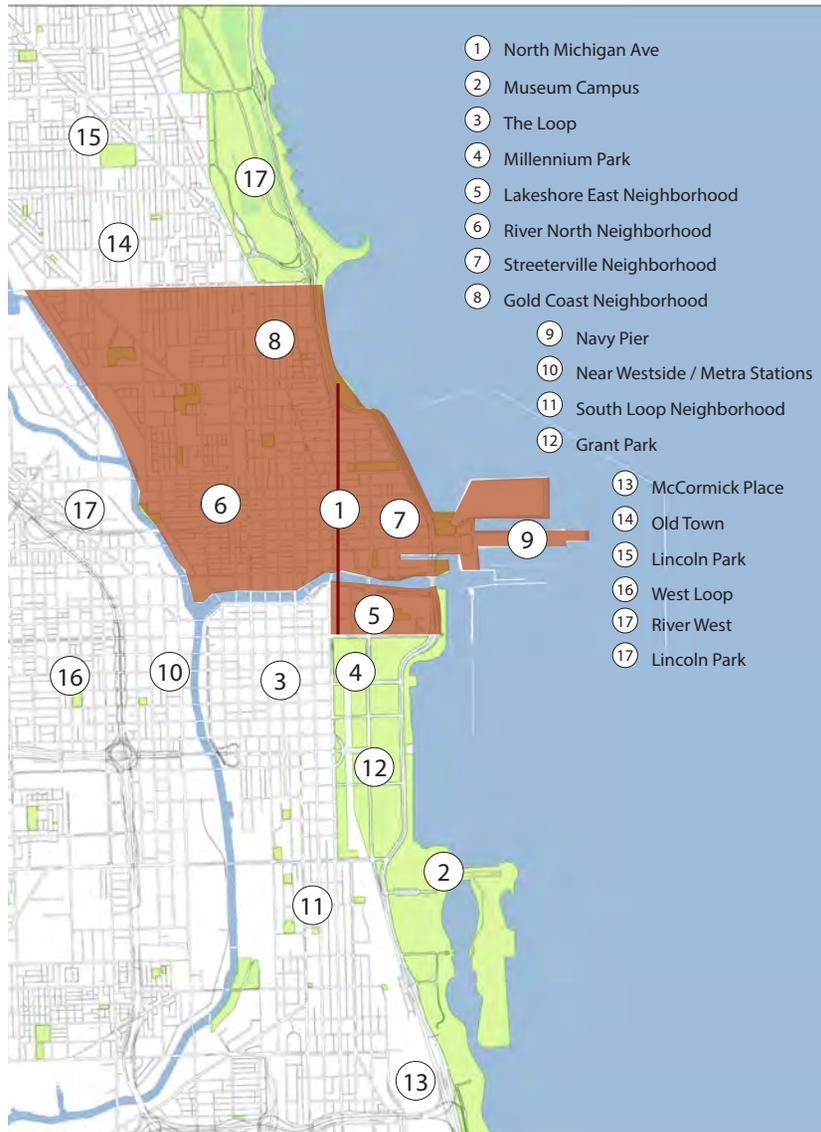
3.0

The Magnificent Mile District is bordered by several high-end residential, commercial and mixed-use neighborhoods and has benefited greatly from its proximity to the many other attractions in or near downtown Chicago. The following is an overview of these surrounding areas and developments that have impacted the District over the past 15 years.

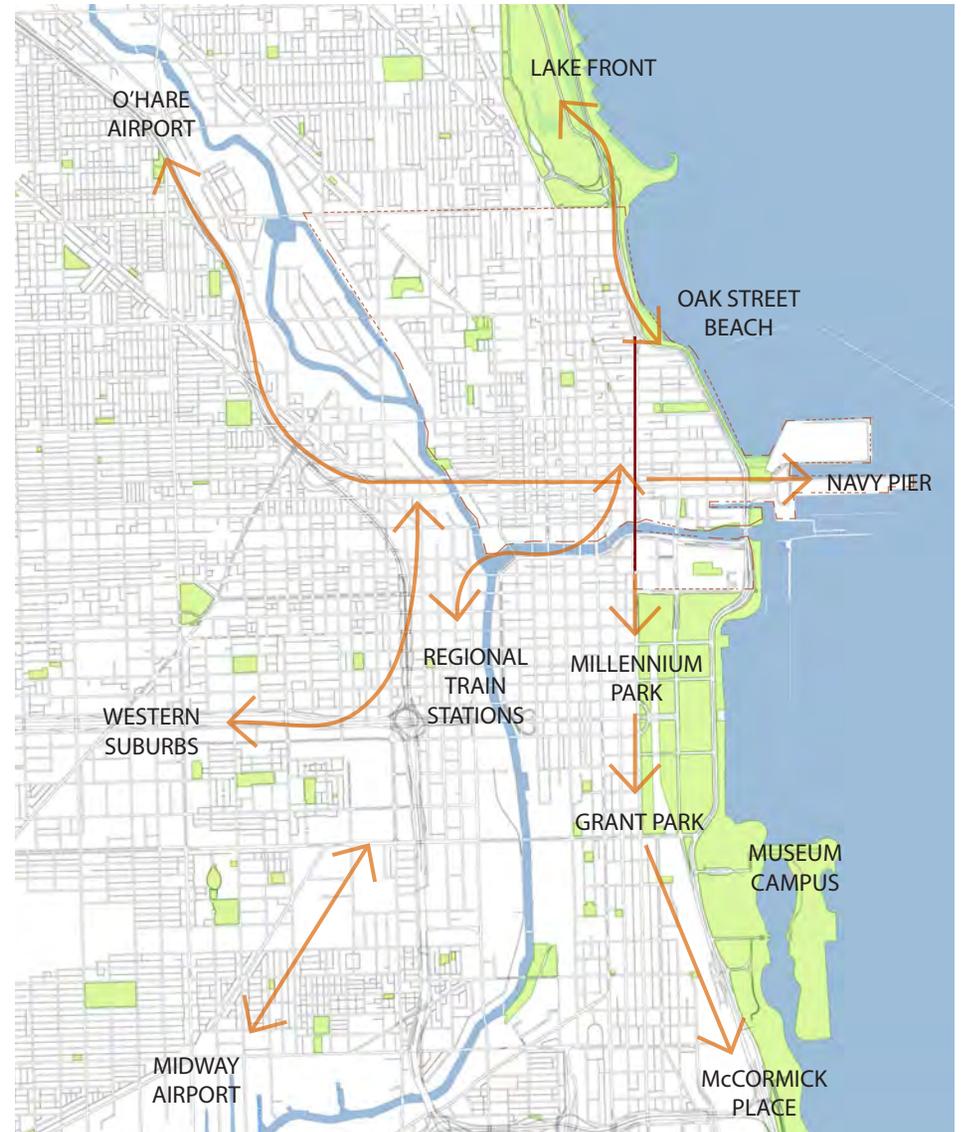
The Loop and Michigan Avenue South of the River

State Street, the Loop's centerpiece and Chicago's principle shopping street for many years, has undergone a revitalization over the past decade with the construction of several new developments (including a new hotel and condominium building anchoring the northern end and the expansion of several institutions of higher education at the southern end). A Target store recently opened in the former Carson Pirie Scott store and new ownership should invigorate the Block 37 development.





Urban Context Map



North Michigan Ave Connectivity



Michigan Avenue between the Chicago River and Randolph Street remains an area of challenge and opportunity. Ongoing investment in new businesses reflect the importance of this area, as well as the critical connection of North Michigan Avenue to Millennium Park to its south. Since Vision 2012 was published in 1997, new hotels, restaurants and stores have opened.

Coordinated planning and development of Michigan Avenue on both sides of the River is required to create a seamless urban experience encompassing both the Magnificent Mile on the north and the Michigan Avenue historic district to the south.



View of Millennium Park

Millennium Park

Opened in 2002 and spanning a length of 3 city blocks from Randolph Street to Monroe Street, Millennium Park offers a stunning cultural experience for both Chicagoans and visitors. The vision of Mayor Richard M. Daley was funded by both the City and the generous philanthropy of the Chicago business community. It features Anish Kapoor's Cloud Gate (popularly referred to as the "Bean"), the Reflection Pool, the 1,525 seat Harris Theater, the Lurie Gardens, Pritzker Pavilion and many other cultural and arts attractions.

Following this significant park investment was the development of the "Modern Wing" addition to the Art Institute of Chicago, connected to the park by a pedestrian bridge across Monroe Street, as well as the development of several luxury residential developments fronting the park. Millennium Park provides continuity linking exciting destinations, from the Museum Campus on the south, to adjacent Grant Park, to Central Michigan Avenue and the North Michigan Avenue District.

Convenient transit throughout the corridor (from McCormick Place and the Museum Campus to the north end of North Michigan Avenue) is required to enhance the experience of all the destinations.



Source: Flickr

Museum Campus and Near South Neighborhood

The rerouting of South Lake Shore Drive and the construction of the 57-acre Museum Campus in 1998 created a renewed vitality in the Near South portion of Chicago's Central Area. Along with the redevelopment of Soldier Field and the ongoing development of the 72-acre Central Station planned development on former railroad property directly south of Grant Park, these projects physically expanded the core of the Central Area and strengthened linkages to McCormick Place further to the south. The opening of the Lakefront Busway in 2002 beneath Grant Park further strengthened the linkages between the District and the tourist and convention destinations at the opposite end of the Central Area.

Near West Side/Metra Train Station Lake Shore East

Over the past 15 years, as available development sites within the Loop area have decreased in number, a wide variety of new office structures have been constructed in the underdeveloped West Loop area surrounding the Metra Train Stations. With exceptional access and proximity to major local and regional transportation routes and services, this area flourished and is continuing to experience development opportunities. During this time, the office market in much of the District has remained stagnant and some office space converted to other uses.

With the growing trend to create livable, walkable, transit-oriented and vibrant communities, there is a great opportunity to enhance the District's environmentally friendly and sustainable image through accessible and convenient transit and pedestrian linkages for employees, residents, and visitors in the Magnificent Mile District. Connections to all sectors of the Central Area continues to be a priority for District property owners, businesses, and institutions. It is important that existing office uses remain in the District and have the opportunities to expand, and for new office and employment centers to consider to locate in the Magnificent Mile area.

Lake Shore East is located in the area between Lake Shore Drive and Columbus Drive on the south side of the Chicago River, on prime land that historically had been in industrial and railroad use. Eight dramatic new residential high rise towers and low rise park homes with a total of over 3,400 units surround a stunning 6-acre urban park. The Lake Shore East development is planned to have over 5,000 residential units when fully built out. The neighborhood's mixed-use Aqua building with its flowing balconies has won numerous architectural awards.

Chicago Riverwalk Improvement

In 2010, the City of Chicago completed an initial phase of the riverfront on the south side of the Chicago River. By 2015, the riverwalk has been extended to LaSalle St., featuring three more "rooms" with unique designs between each bridge. The project connects areas east and west of North Michigan Avenue with a protected pedestrian promenade beneath the DuSable (Michigan Avenue) and every bridge to LaSalle St. Once completed, pedestrians will be able to walk from Lake Shore Drive on the east past Franklin Dr. to Lake St. on the west, accessing the popular boat cruises and enjoying newly landscaped mini-parks. On the north side of the River, Trump Tower (2008) brings a dramatic new riverwalk and terraced park to the neighborhood. Construction of the 4 1/2 acre Wolf Point site (where the main branch of the Chicago River connects with the north and south branches) has begun. In addition to office and residential uses, this development will include a new riverwalk to be constructed along the entire river frontage of the site.



Navy Pier

The revitalized Navy Pier opened in 1995, and was a new attraction when Vision 2012 was published in 1997. It has evolved into the largest tourist destination in the State of Illinois, attracting over 8 million visitors per year. In March 2012, Navy Pier Inc, the newly formed entity entrusted with the operation and redevelopment of Navy Pier, selected James Corner Field Operations as the design team to head up the redesign of the Pier's public spaces. This major redevelopment project is in conjunction with the Pier's anniversary in 2014.

With new and expanded uses at Navy Pier including a possible hotel, issues regarding affordable and accessible parking, transit accommodation and improved pedestrian linkages with North Michigan Avenue and the Streeterville neighborhood need to be addressed.

South Streeterville

The decade of 1997 to 2007 saw significant residential development in several areas in the District, especially in the southern portion of Streeterville. Over 4,000 residential units were constructed after the publication of Vision 2012. With a growing neighborhood residential population, the number of service-oriented business and street-level restaurants and cafes has increased, enhancing the pedestrian experience.

The economic recession, starting in 2008, brought a halt to many of the proposed projects in this neighborhood. The South Streeterville Plan, prepared in 2010 by several community associations and groups, remains a practical guide for future development as economic conditions improve.

River North, including the Ohio/Ontario Corridor

Located to the west of the Magnificent Mile is River North, which has continued to evolve into a thriving mix of uses, including fashionable restaurants, nightspots (especially along the increasingly popular Kinzie and Hubbard Streets), galleries and shops. Many new high-rise residential towers have been constructed on previously under-developed parcels, further increasing the 24 hour / 7 day per week energy of the area.



Source: Navy Pier

The Ohio / Ontario corridor continues to be a downtown entertainment center, with attendant traffic congestion/drop off and pick up conflicts. Vehicles left in the street during valet parking operations often block traffic on these heavily traveled thoroughfares. A larger problem is that the bold architecture and over-scaled signage of the entertainment uses on Ohio and Ontario Streets clash with the understated design approach prevalent on Michigan Avenue. Careful planning is needed to resolve these conflicts and create an appropriate gateway into the District.

Northwestern Medical Campus

Since 1997, one of the largest expansions of medical care and research facilities in the US has occurred in The Magnificent Mile Association area. The dramatic expansion of the Northwestern campus in the past 15 years features 3 new major hospital buildings with over 4 million sq ft, and a major research building. During this time period the campus institutions have also purchased two existing office buildings adjacent to campus, leased additional commercial space, and acquired the former Veterans Affairs properties.

This expansion has generated significant business for nearby hotels, restaurants and retail stores. Increased patients, visitors and employees has resulted in increased traffic and parking demand on the campus. Growth continues, and ongoing efforts will address how the campus fits with and enhances the community.



River North renovated historic building, Source: Flickr.com

The Magnificent Mile District Today

4.0

4.A Overview

North Michigan Avenue's success as a shopping and tourist center at a time when many cities have lost their downtown retail bases, stems in part from the overall prosperity of Chicago's central area. The influence of North Michigan Avenue has extended into the surrounding neighborhoods further strengthening the area as a cohesive district with hotels, retail, educational and health care institutions, cultural attractions, restaurants and nightlife.

North Michigan Avenue shares certain inherent qualities with many of the world's great commercial streets. These qualities are:

Mixture of Uses. North Michigan Avenue's rich variety of people-intensive uses ensures that it bustles with activity throughout the day. The varied schedules of these activities draw a steady flow of visitors to the District throughout the day and night.



Source: Solomon Cordwell Buenz

Architectural and Natural Beauty. North Michigan Avenue is one of the world’s leading examples of urban design. With the Chicago River on the south and Lake Michigan on the north, it has distinctive beginning and end points. The elevation of the street at the DuSable (Michigan Avenue) Bridge affords striking views of the street and river. Jogs in the street alignment at the river and again at Chicago Avenue dramatically frame important landmarks. Most buildings are built out to the property line creating an impressive “street wall”. The 140-foot-wide, tree-lined right-of-way is grand in scale without being intimidating.

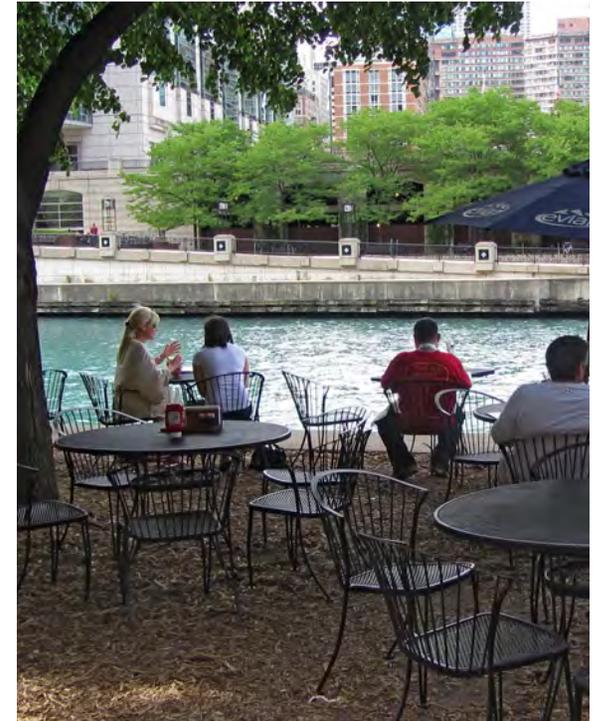
Pedestrian-Friendly Environment. The wide sidewalks, attractive landscaping and eye-catching shop windows are a stroller’s delight. Michigan Avenue carries a high volume of vehicular traffic, yet the needs of pedestrians are never subordinated to those of motorists. The pedestrian environment has expanded to the adjacent east/west streets with the opening of cafes, grocery stores and unique shops.

Adjacent neighborhoods. North Michigan Avenue does not exist in isolation but benefits from its location next to the Streeterville community to the east, Lake Shore East to the south, River North to the west, and the Gold Coast and Old Town to the north. Because of the interdependencies among these communities many of the policies and principles in Vision 2025 apply to the broader

District.

The remainder of this chapter summarizes the key, unique characteristics of the District.

“It is not possible to replicate the Michigan Avenue experience in a literal way elsewhere in the District. But it is necessary to establish appropriate standards so that the side streets reflect the Avenue’s best qualities.” - Real Estate Professional



Source: Solomon Cordwell Buenz



Source: The Magnificent Mile Association

The Magnificent Mile District Today

The Magnificent Mile today is one of the world's great urban success stories.

The following statistics illustrate the role that the District plays in the life of the metropolitan area.



Business & Institutions

- 447 retail businesses (zip code 60611)
- 2,953 business of all types
- 172 restaurants
- 5 theaters
- 3 nationally prominent hospitals and a leading medical school with over 30 buildings and 1.5 million patient visits
- 3 major universities, 3 graduate schools and other educational institutions with total enrollment of approximately 19,000 students
- 28 foreign consulates
- 2 network tv studios
- 2 major museums and numerous commercial galleries
- 14 newspapers and magazines



People

- 90,616 residents
- 35,000 - 50,000 pedestrians each day
- Saturday pedestrian traffic volume at Water Tower Place is over 43,000 people.
- 13,000 students are enrolled in the District.
- Visitors to Chicago, both domestic and international, spent \$11.1 billion and generated \$616 million in tax revenue in 2010.
- 82,215 employees (zip 60611)



Development

- 22 million square feet of office space
- 3.1 million square feet of retail space, including 5 major department stores and 3 vertical malls
- 68 hotels with more than 24,400 rooms representing 70% of the downtown Chicago market
- Some of the country's most successful mixed use buildings
- There are 46 individual landmarked buildings and 5 landmarked districts in the area.

4.B Retail, Dining & Nightlife



Source: The Magnificent Mile Association

Retail

The vast majority of retail activity in the District is focused along Michigan Avenue, making it the “must have” address in the City. The success of retail uses on Michigan Avenue has had a spillover effect on the area with increased retail on nearby streets such as Oak, Walton and Rush Streets.

The retail district thrives by serving a healthy mix of shoppers. The dramatic growth of the District’s residential community in the past 15 years supplements the increasing demand by families typically travelling within a radius of 300 miles to shop the Avenue. The retail district is also growing in popularity with international tourists.

Over 500,000 square feet of retail space has been added since 1997, for a total of 3.1 million square feet as of June 2011. In the past 15 years, international retailers such as Topshop, Zara and All Saints have been attracted to the Avenue. Anchor retailers such as Best Buy add to the mix of increasing national chain stores.

As the demand for retail space along Michigan Avenue has increased, so have the rental values. As of 2011, Michigan Avenue ranked as the 6th most expensive retail location in the United States and 15th world-wide with rental values reaching \$500 per square foot in 2012.

The principal challenge in the years to come is likely to be finding suitable sites for additional development. While some underdeveloped blocks remain on Michigan Avenue proper, several of these are occupied by attractive older buildings that contribute significantly to the street’s character. One solution is to continue to expand retail development on nearby streets, as has occurred with the development of the shops at North Bridge (extending west to State Street and onto Rush Street at the northern end of the District). Chicago Avenue west of North Michigan Avenue presents another opportunity.

“The best shopping in the country. It’s all here, everything you want in one place.” - Retail Store Manager

Dining & Nightlife

The Magnificent Mile District has an abundance of restaurants, movie theaters, music clubs and other entertainment venues that collectively constitute an important dimension of the Avenue experience. Many of these are scattered along the side streets and enhance the District’s street life.

Residential expansion in the Chicago Central Area has contributed to the rise in demand for restaurants, which also thrive on the patronage by downtown office workers, shoppers and tourists. Integrating entertainment uses into the urban fabric is a major challenge. In recent years, major entertainment corridors have emerged along Ohio and Ontario Streets and Hubbard and Kinzie Streets.

4.C Hotels

The Magnificent Mile District is the primary location for hotel development in the Chicago Central Area, reflecting the corridor's importance as a tourist and business traveler destination. In 2011, approximately 60% of the downtown hotel rooms were located within the North Michigan Avenue District. The 64 hotels in the District contain a total of 24,327 rooms and over one million square feet of meeting space.

Between 2000 and 2010 – through two economic downturns – the downtown Chicago hotel sub-market has consistently outperformed the Chicago metropolitan area overall and U.S. national averages in the three major performance metrics – occupancy rate, average daily room rate and revenue per available room.

Six recently announced new hotel developments will be completed by the end of 2014, representing a total of 1,406 rooms.

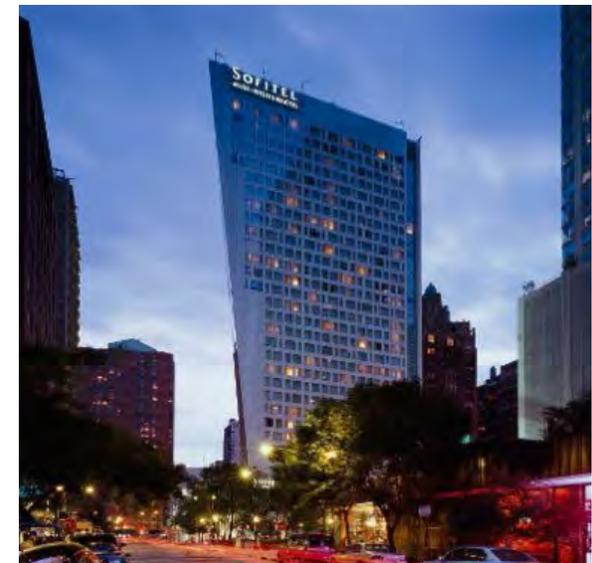


Talbott Hotel, Source: The Magnificent Mile® Association



The Drake Hotel Source: Flickr.com

“Few places in the world can boast a community with several dozen large and small hotels, perhaps a hundred major restaurants and entertainment venues, and several hundred retailers, each with a different appeal”
- Former The Magnificent Mile Association President



Sofitel Hotel, Source: Flickr.com

4.D Office Space / Employment



Source: Flickr.com

Office development in the Magnificent Mile District has seen consistent growth over the years. From 1970 to 1990, the North Michigan Avenue office market grew from 4.8 million square feet to 14 million square feet. As of 2011, there were 144 modern and historic buildings comprising 38.4 million square feet of rentable office space in the District or 27.6% of the total office space in the Central Business District (CBD).

The office market in the District includes a wide variety of employers, including accounting, media, medical and advertising. During the 2000's, some office space was converted to condominiums, apartments and retail space. While 2.6 million square feet of office space within the District has been converted to other uses, 3.5 million square feet of new office space has been added between 2008 and 2010. Also, several projects on the Northwestern Campus have yielded significant expansion of medical office space.

Adding to the international character of Chicago, 28 foreign consulates have offices within the District, many directly on the Avenue or located in close proximity to the Avenue. These consulates span the globe from Great Britain to Japan and India to Chile.

Employment

The Magnificent Mile District is a major job generator. Private employment in the 60611 ZIP code, which includes the District, stood at 74,000 in 1995. Most of the growth was between 1972 and 1990, when employment in 60611 grew 27%, (an increase of approximately 16,500 jobs). This compares to 6% job growth for central Chicago during the same period and an 11% decline for the City as a whole. Significant additional growth was associated with the expansion of the Northwestern Campus starting with the opening of the Feinberg/Galter Pavilion in 1999 through the 2012 relocation of Children's Memorial Hospital from Lincoln Park.



Offices at Clark and Illinois Streets, Source: Solomon Cordwell Buenz

4.E Residential / Demographics

The Magnificent Mile District has seen enormous residential growth over the past 15 years, with an influx of residents looking to take advantage of a dynamic urban lifestyle. This growth was part of the boom in residential growth in the Chicago Central Area, which saw an increase in residential population from approximately 83,000 in 1996 to 165,000 in 2007. The number of residential units in downtown Chicago nearly doubled from 47,066 in 1995 to 87,466 in 2010, with much of this growth occurring in the period 1999-2007 (on vacant and under utilized sites in River North, the southern portion of Streeterville and Lake Shore East).

The U.S. Census recorded a 16% population increase in the Magnificent Mile District from 78,116 in 2000 to 90,616 in 2010. The residential market consists of primarily affluent singles and childless couples. The 2010 estimated per capita income was roughly \$88,000. Moreover, residents in the District constitute the highest income bracket within the City of Chicago. Within the District, more than 30% of all households have annual incomes of over \$125,000. About 35 percent of the area's employed population walk to work.

As development increased over the years a significant number of rental units were converted into condominiums. By 2005, approximately 65% of downtown housing was privately owned in the

"The District, including River North, is highly livable. This is a distinguishing characteristic from much of New York and Los Angeles, and draws people to Chicago"
- Local Developer

form of condominiums, cooperatives, lofts or townhomes. However, the downturn in the housing market in recent years has shifted back to a more equal balance between privately-owned and rental housing for the time being.

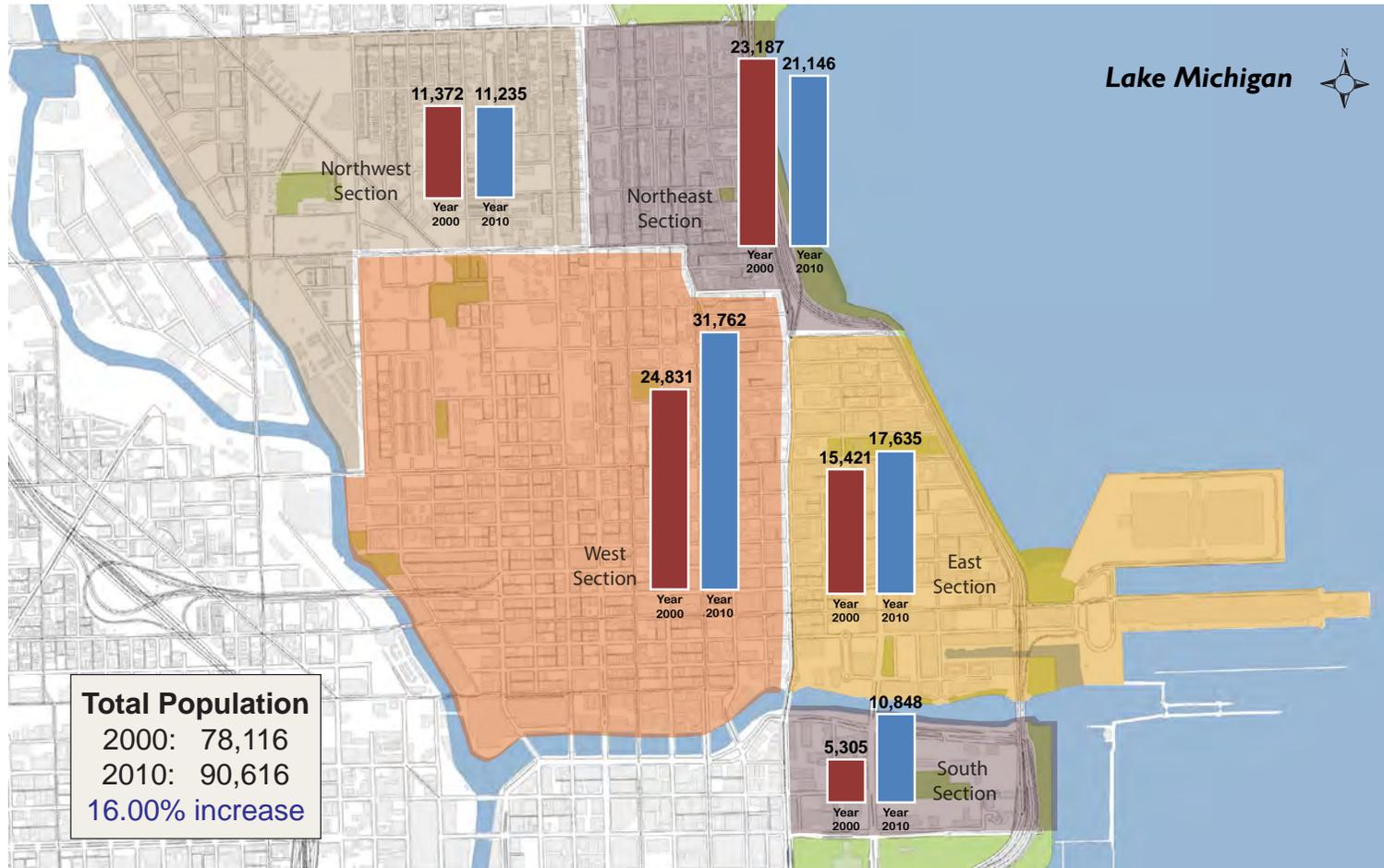
Between 2000 and 2010, there were 35,000 new condominium units, as well as 6,800 condominium conversions, up from 6,200 total new units added in the previous decade. In 2010, six new condominium buildings were built, containing 1,200 units. In 2012, a resurgence in residential development began with the start of construction of 9 new rental apartment buildings in the District with a combined total of approximately 3,500 units. Developers are pursuing new rental apartment projects. In addition, new developments have incorporated open space and convenient shopping into their plans. However, resident amenities including

parks and open space remain deficient. The South Streeterville Plan developed in 2010 remains an important guideline for development of this area.

The residential market in the River North community to the west of North Michigan Avenue has also experienced significant development—new high rise construction and the conversion of loft buildings. This area is especially popular with young professionals working in the Loop office district and surrounding community areas. Although the area has gained prominence as an entertainment district, many blocks remain in use for surface parking. Careful planning is needed as the residential market in this section continues to develop.



Lakeshore East residential neighborhood, Source: Flickr.com



Note: All numbers are calculated based on the U.S. Census 2000 and 2010.

Source: 2012 By The Numbers

The Magnificent Mile District Residential Population Growth (2000 - 2010)



4.F Medical & Educational Institutions



View of medical campus, Source: Northwestern Memorial Healthcare

Institutional uses are an important contributor to the diversity of North Michigan Avenue and enjoy a symbiotic relationship with the District. Employees, visitors, patients and students generate significant business for Michigan Avenue hotels, restaurants and shops. At the same time, the vitality of the District helps the institutions attract clientele and staff. Many professionals from the institutions live in the immediate area.

Much of the dynamic growth of the Avenue over the past 15 years has been associated with the area's medical and educational institutions, especially Northwestern Memorial Hospital, the Ann & Robert H. Lurie Children's Hospital, Northwestern University, Loyola University and the University of Chicago.

Medical

The Northwestern-affiliated institutions are in the midst of a significant expansion, having added over 5 million square feet of new clinical and research and support space. An additional 2 million square feet of space is planned.

Northwestern Memorial Hospital's 1.9 million-square-foot Feinberg – Galter Pavilion opened in 1999 as one of the nation's most advanced centers for medical care. In 2007, Northwestern Memorial Hospital opened the new Prentice Women's Hospital at Chicago Avenue and Fairbanks Court, with a capacity for 13,600 annual births and health care services for women at all life stages. Northwestern Memorial Hospital also purchased



Lurie Children's Hospital of Chicago, Source: Solomon Cordwell Buenz



Rendering of the Outpatient Care Pavilion (currently under construction)

the former Veteran's Affairs Lakeside Medical Center from the federal government in 2005, as a site for future clinical service delivery. In 2014, Northwestern Memorial Hospital will open a new 990,000 sq. ft. Outpatient Care Pavilion at Erie Street and Fairbanks Court.

Northwestern University also opened the new Lurie Research Building in 2005, more than doubling its space for medical research. Further research space expansion is planned.

The prestige of the medical campus was enhanced with the opening of the Ann & Robert H. Lurie Children's Hospital of Chicago in June 2012, relocated from Lincoln Park. The internationally recognized Rehabilitation Institute of Chicago is planning a new hospital to open on campus in 2016, defining the future of physical medicine

and rehabilitation care. These investments are significant for the future, addressing the needs of an aging population and the challenges of national healthcare reform.

Education

Educational institutions in the Magnificent Mile District occupy 37 buildings with 1.8 million square feet of space. The schools, colleges and universities host a student population totaling nearly 17,000 and employ nearly 3,000 workers. In addition to Northwestern University, major institutions of higher learning include the University Of Chicago Graduate School of Business, Loyola University of Chicago Water Tower Campus, and the Moody Bible Institute.

The downtown campus of Northwestern University, located in the Streeterville area, houses the institution's professional schools of medicine, law, and the evening graduate business program with about 3,200 students.

Loyola University Chicago's Water Tower Campus is the home for its professional schools, including Loyola's School of Law, Business Administration, Communication, Education and Social Work. The campus has residences for over 500 students. Loyola also partnered to develop the Clare at Water Tower, Chicago's first high rise continuing care retirement community, which provides students with internship and service learning opportunities.

Currently in the planning stages is a new 140,000 square foot building for Loyola's School of Business Administration. Designed by Solomon Cordwell Buenz, the building will be constructed at Pearson and State Streets.

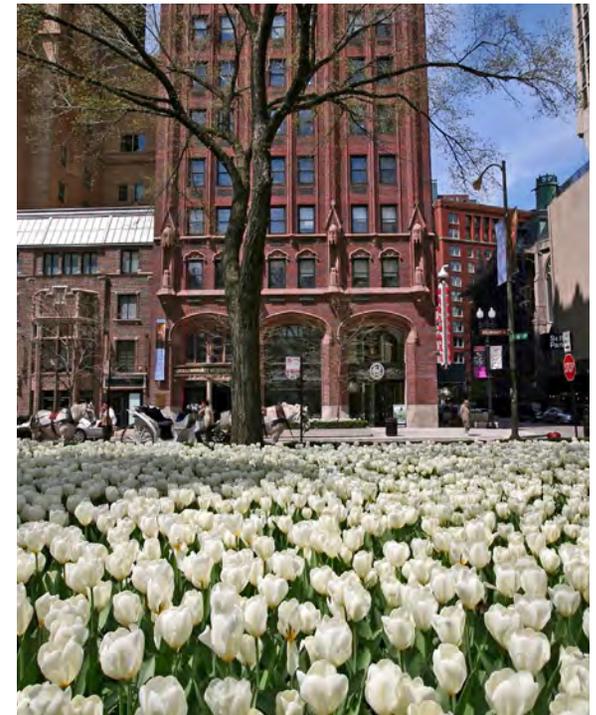
Other schools in the District include the Holy Name Cathedral campus of Francis Xavier Warde grade school at Chicago and State Streets, and the new William B. Ogden Public School at 24 W. Walton Street.

A GEMS World Academy private school is also being planned for construction in the Lake Shore East neighborhood, and is expected to open in 2014. GEMS is a highly respected international private charter school operator with schools in the Middle East, UK, India, and Africa. The Lakeshore East school will be the first GEMS World Academy in the United States.



Source: photo by Mark Bean, Loyola University Chicago

“The mixed use elements and their concentration – this is our greatest attribute. Not only is there retail, residential, office, and hospitality/restaurant, the medical and university campuses create a unique and dynamic environment – perhaps unmatched anywhere.”
- Local Developer



Source: photo by Mark Bean, Loyola University Chicago

4.G Religious Institutions

The Magnificent Mile District is home to 15 churches and synagogues, including two cathedrals: Holy Name Catholic Cathedral and St. James Episcopalian Cathedral. The Roman Catholic Archdiocese of Chicago and the Episcopal Diocese of Chicago both have their main offices nearby, as well as the Orthodox Diocese of the Midwest.

Located on North Michigan Avenue two blocks north of the historic Water Tower across from the John Hancock Center is Fourth Presbyterian Church, constructed in 1914. The Church is currently constructing The Gratz Center, a new five-story, 80,000-square-foot addition being built immediately to the west of the Sanctuary and Parish House.

There are three synagogues in the District, Chicago Sinai Congregation, Lake Shore Drive Synagogue and the Chabad of the Loop, Gold Coast and Lincoln Park.



4th Presbyterian Church, Source: Flickr.com



Sinai Synagogue, Source: Flickr.com

4.H Museums, Cultural Attractions & Tourism

There are 8 museums located in the Magnificent Mile District ranging from the world renowned Museum of Contemporary Art in Streeterville to the unique McCormick Bridgehouse & Chicago River Museum at Wacker Drive. The newest museum in the District, the Museum of Broadcast Communications, opened in June 2012 in River North. Two Museums on Navy Pier, the Chicago Children’s Museum and the Smith Museum of Stained Glass, add to the attractions on the Pier which draws millions of visitors each year.

Tourism is an important part of the District economy and is a cosmopolitan, regional and national industry. Looking forward, an increased importance will be placed on building relationships to a plurality of cultures. The Magnificent Mile Association committees and task forces will recommend urban design, signage, art, and technological initiatives to enhance the tourist experience.



McCormick Bridgehouse Museum, next to the DuSable Bridge



Museum of Contemporary Art



Tour Boats on the Chicago River, Source: Solomon Cordwell Buenz



Poetry Foundation, Source: Flickr.com

4.1 Parks & Open Space

Complimenting the density and high rise development of the Magnificent Mile District are several popular urban parks. Lake Shore Park (located to the east of the Avenue), Ogden Plaza Park, Erie Park (located near the Chicago River) and Seneca Park (located steps away from the Historic Water Tower) are all well-used public gathering spots.

Along the lake shore is the well-used Lakefront Trail system that connects Chicago’s network of marinas, harbors and beaches. Oak Street Beach is at the northern end of Michigan Avenue, with East Lake Shore Drive high rises providing a stunning back drop. Located next to Navy Pier are Ohio Street Beach, Jane Adam’s Park, Olive Park, Gateway Park and the site of the future DuSable Park. Recently, plans were announced by the Chicago Park District for improvements to the Lakefront Trail system in this area that would provide easier access and better connectivity. Construction is set to begin in 2013 on a critical overpass connection near the Chicago River at Lake Shore Drive, often called the ‘Flyover’, which will create a safer crossing for pedestrians and bicycles.

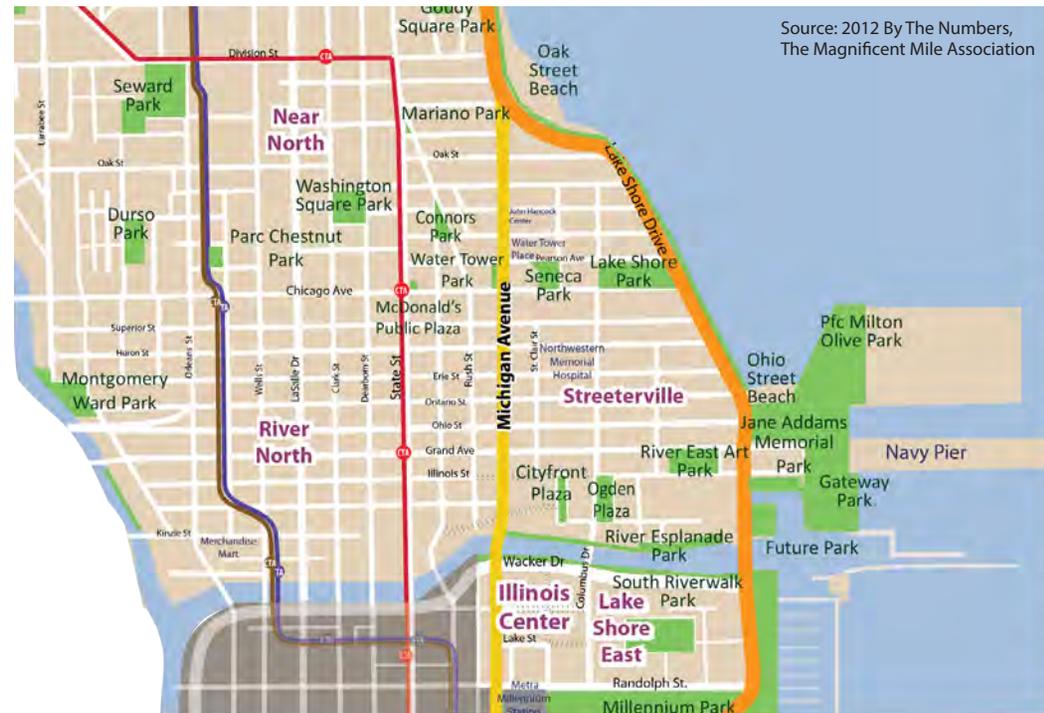
Located on the southern edge of the District is the 24.5 acre Millennium Park which has quickly become home to one of Chicago’s most

photographed icons, The Cloud Gate sculpture (commonly called “The Bean”). Other attractions in Millennium Park include the sophisticated outdoor concert venue, Pritzker Pavilion, which is easily recognized by its open steel beam canopy, and the Crown Fountain (which projects faces of Chicagoans on two large video screens to create an interactive splash-friendly environment).

The abundance of trees on Michigan Avenue also creates a park-like setting. The City requires developers of riverfront properties in the

downtown area to provide a publicly accessible riverwalk, but accumulation of open space by this means is slow. Newer residential communities in southern Streeterville and River North would greatly benefit from additional park space.

Future open space expansion in the area includes a dramatic project described in The City’s Central Area Plan, which calls for a new park on lake-fill on the east side of Lake Shore Drive between Ohio Street Beach and extending north of East Lake Shore Drive.



2025 Policies for the Magnificent Mile District

5.0

What The Magnificent Mile Association Envisions:

The vision of North Michigan Avenue and the District over the next 15 years includes:

- A unique combination of commercial, residential and institutional neighborhoods that form one of the world's most vital and attractive urban districts
- A thriving economic engine for the Chicago region
- A dense, economically and environmentally sustainable mixed use community
- An exceptional experience for shoppers, diners, tourists and workers
- A livable, pedestrian-friendly environment encompassing the length of Michigan Avenue and extending into the surrounding streets
- A showcase for world-class design in which architectural assets are preserved and celebrated and new ideas embraced
- A rewarding environment for economic investment

To achieve this vision, our energy and attention is focused on three key topics:

Urban Design + Sustainability

The diversity of uses and bold scale of design of its magnificent buildings make North Michigan Avenue One of the Great Avenues of the World. As new design and uses are introduced, they must be coordinated and implemented to enhance the environmental and economic strength of the Avenue.

Marketing + Experience

Not just a place and a destination, the Magnificent Mile is an increasingly popular experience for millions of annual shoppers, visitors and people who work in the area businesses and institutions. While there are many alternative shopping venues in the region and Midwest, the District will continue to evolve as an unique place for shopping and dining as well as living and working.

Transportation + Accessibility

Since the opening of the Michigan Avenue bridge in 1920, the Magnificent Mile District's growth has been closely linked to improvements in transportation. The exposure created by high volumes of pedestrian and automobile traffic is an important asset for the District. If the District is to successfully address problems of traffic congestion and parking, new capital investment is essential (particularly with respect to mass transit). In addition, existing resources must be utilized to the best advantage.

These key topics are expanded in the subsequent chapters of Vision 2025.

Urban Design + Sustainable Growth

6.0

6.A Overview

Evolving through a century of incremental development, the Magnificent Mile reflects no single architectural style. Nonetheless, it has an attractive unity of appearance resulting from a shared vision and approach towards urban form, color and selection of materials in the design of principal buildings. This unified vision is reinforced by parkway and median landscaping and a continuous panorama of well designed storefronts, making the street one of the great urban promenades both nationally and globally. This distinct sense of place must be preserved in all new development. High quality design, not specific architectural or period styles, must be the hallmark of the Avenue. New projects in the District should relate visually and enhance the urban context without attempting to replicate previous buildings.



6.B Development | New Construction

Policy 1: Require that new development be well planned and designed to the highest quality with respect to the existing pattern of uses, overall urban context and relationship to transit.



- 1.1 Encourage high quality and innovative architecture and public realm design.
- 1.2 Strengthen the gateways at access points and connections into the District through high quality urban design and integration of buildings, public space and infrastructure to create a compelling sense of place.
- 1.3 Promote active ground floor uses throughout the District, both on Michigan Avenue and the side streets. Discourage blank walls (building facades with no doors or windows) and other ground-floor uses that create pedestrian dead spots, both on Michigan Avenue and the side streets. Throughout the district, street frontage devoted to service and garage entrances, truck docks, passenger drop-off areas and other curb cuts should be kept to a minimum.
- 1.4 Keep retail activity the focus of the Avenue at street level. Retail and service oriented uses on levels two through four can also enhance the visual appeal of the area and accommodate Avenue functions at lower rental rates than ground floor spaces.
- 1.5 Encourage all stores and hotels on North Michigan Avenue to be of “flagship” quality. National chain stores should adopt the high quality merchandising and service levels characteristic of Michigan Avenue shops.
- 1.6 Support the strategic development of retail on major east and west streets as a way to broaden the economic impact of Michigan Avenue and connect with adjacent neighborhoods in the District.
- 1.7 Encourage density in appropriate areas such as along the Avenue and near transit stations and major transportation nodes.

6.B Development | Views + Setbacks

Policy 2: Orient new projects to maintain Avenue vistas, and minimize shadows and sunlight impacts, by incorporating upper-level setbacks in new buildings.



- 2.1 Support the placement of new buildings along the lot-line at ground level, to establish a unifying Avenue character and consistent street form with a pedestrian scale that enhances the overall pedestrian experience. Exceptions to this principle must be based on special circumstances, high quality design intent and public benefit. Exceptions should be made only to create attractive open space such as the sunken court in front of the John Hancock building.
- 2.2 Local uniformity in scale is important so the buildings on each block relate to each other.
- 2.3 Buildings should not extend over the public right of way, especially along North Michigan Avenue. The integrity of the streetwall provides

open vistas, light and air for pedestrians and landscape zones as well as adjacent properties. Allow upper level building extension over public right of way *only* when there is a clear and direct public benefit.

- 2.4 Utilize upper-story setbacks to create pedestrian scale and allow more light to reach the street. Except in special circumstances, buildings should be set back at heights of 40 to 100 feet above grade. These setbacks preserve openness and views for higher floors in towers for office workers, hotel patrons and residents.
- 2.5 Mitigate or eliminate negative shadow impacts through careful building design, appropriate setbacks or other means.



Source: Google Earth

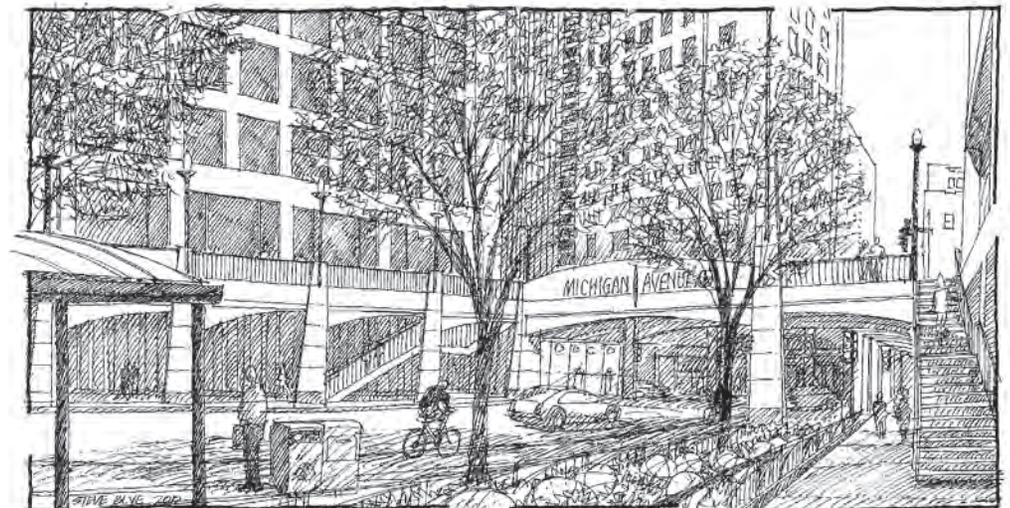
6.B Development | City Review

Policy 3: All development along the Avenue should be reviewed by the City for compliance to District design intent and development guidelines to ensure that Michigan Avenue remains the architecturally significant urban corridor that it is today.

3.1 Endorse a regulation that requires new development on the Avenue, irrespective of the zoning designation, to be reviewed by the City Plan Commission. As part of that review, constituent organizations such as The Magnificent Mile Association should be offered the opportunity to review projects for adherence to District goals. This is especially important for the review of properties within the defined project and signage review boundary areas.

3.2 Promote development and design features that establish gateways to North Michigan Avenue. Special opportunities exist at the approach to the Avenue at Oak Street to the north and from the west on Ohio Street.

3.3 Enhance lower level Michigan Avenue by promoting active use, improved facades, lighting and streetscape.



Before and after vision for lower Michigan Avenue improvements, Source: Steve Blye

6.B Development | Entertainment

Policy 4: Integrate new entertainment uses in the development of high quality architecture and signage.



Lookingglass Theater at Water Tower Pumping Station

- 4.1 Encourage quality entertainment opportunities along the Avenue and throughout the District through active programming and coordination. Support the urban experience and Michigan Avenue ambiance by hosting events which foster thoughtful design of the environment.
- 4.2 Recognize that the Ohio/Ontario corridor is currently a focus for new entertainment uses and develop appropriate design guidelines for these streets, giving particular attention to the design of structures between Michigan Avenue and State Street. Bold architecture in this corridor is acceptable provided the pedestrian character of the streets is enhanced and structures reinforce the street wall. On Ontario and Ohio Street, consider widening the pedestrian / landscaping zone to accommodate crowds through setbacks and reduction of roadway width.
- 4.3 Work with entertainment operators to devise and implement crowd control procedures to prevent obstruction of public sidewalks by waiting patrons.



Shakespeare Theater Chicago, Source: Flickr.com

6.B Development | Preservation

Policy 5: Preserve North Michigan Avenue and the surrounding District's architectural assets while continuing to accommodate sustainable growth.



Restored Farwell Building, Source: The Ritz-Carlton Residences

- 5.1 Support the preservation of historically and architecturally significant structures and prolong their useful life. Where historic structures cannot support economic use, where possible, incorporate them into larger developments, taking the greatest care to retain essential features and integrate the historic structures with new construction in a sensitive manner. North Pier, the Montgomery Ward Catalog Complex, the Furniture Mart and River North lofts buildings are good examples of the recycling of older buildings for current use. In the case of functional obsolescence, replace these buildings with attractive and high-quality architecture.
- 5.2 Look for opportunities to preserve smaller-scale buildings on the side streets as part of the expansion of the high-quality Magnificent Mile District.
- 5.3 Address the impact of density on North Michigan Avenue while respecting the rights of property owners.
- 5.4 Coordinate with the City to refine the incentive program for landmark properties to be preserved, renovated to current standards and/or economically adapted to new uses.



Wrigley Building, Source: The Magnificent Mile® Association



River East Art Center, Source: The Magnificent Mile Association

6.B Development | Sustainability

Policy 6: Advocate for sustainability as a major consideration in any development or public way physical improvements throughout the Magnificent Mile District

- 6.1 Raise awareness, publicize and encourage property owner, tenant and general public participation in sustainability initiatives through The Magnificent Mile Association website and Avenue information kiosks.
- 6.2 Encourage sustainable growth of the District by balancing new development impacts with existing land uses, traffic congestion, parking needs, transit ridership, pedestrian and bicycle safety, job creation, neighborhood amenities and overall quality of life.
- 6.3 Encourage property owners to be actively involved in supporting a Green Plan for the

District by tracking reduction in energy and water consumption, and storm water run-off. Also encourage other initiatives such as utilization of alternative energy sources (wind/solar), better waste management, LEED building standards and general environmental stewardship efforts.

- 6.4 Encourage further development and create opportunities for green roofs to serve as upper level park spaces with views of North Michigan Avenue. Inventory opportunities for public access green roof projects, soliciting area hotels, office buildings and other appropriate locations. Where possible, collaborate with property owners to implement projects.



Source: The Magnificent Mile Association



Apple Store green roof, Source: Flickr



900 N Michigan Ave Green Roof, Source: Flickr

6.C Public Realm | Open Space

Policy 7: Capitalize on every public space opportunity to enhance the Magnificent Mile experience.

7.4 Coordinate with the City to enhance the recreational potential of the Chicago River walk and pocket parks where streets cross the river. (Example: Rush Street, Erie Street and Fairbanks Court).



- 7.1 Establish an open space plan for development within the District based on current and projected needs.
- 7.2 Explore opportunities to create high quality open space and maintenance through public/private partnerships.
- 7.3 Create small “pocket parks” along side streets where residents, workers and visitors can find a momentary respite from the bustle of the Avenue (Examples Fourth Presbyterian Church’s courtyard and the plaza at Northwestern University’s Abbott Hall). Help implement the City’s Pedestrian Plan by identifying opportunities for new pedestrian spaces within under utilized right of ways.



Source: Steve Blye

6.C Public Realm | Pedestrian Linkages

Policy 8: Extend the pedestrian friendly environment of Michigan Avenue into neighborhoods to the east and west.



Source: Steve Blye

- 8.1 Transform Chicago Avenue and Ohio and Ontario Streets into exciting gateways to Michigan Avenue through high-quality development, streetscape and landscape.
- 8.2 Building design and streetscape improvements (planning, lighting, and the like) on the side streets should be of the highest quality. Passenger drop-off zones and service access on side streets should be carefully designed to minimize curb cuts and negative impacts. To the extent possible, service access should open onto alleys to preserve the pedestrian character of streets. Massing of larger structures should be carefully planned with setbacks and landscape zones to avoid overwhelming the scale of narrow streets.
- 8.3 Upgrade streetscaping adjacent to existing development and encourage active ground-floor uses throughout the neighborhoods to the east and west of Michigan Avenue.
- 8.4 Maintain and/or expand the current dimensions of the carriage walk and pedestrian way to accommodate large volumes of foot traffic. Prevent news boxes, kiosks, and street furniture from impeding pedestrian flow. Where unusually large crowds are anticipated, for example at restaurants with long lines of waiting patrons, suitable holding areas should be provided on the premises to avoid obstructing the sidewalk.
- 8.5 Strategically locate benches or seating along the public way. Promote cafe seating along side streets.
- 8.6 Ensure that street furniture such as street lamps, informational kiosks, trash receptacles and the like are attractively designed and compatible with the character of the Avenue and neighborhood. Limit news racks and other excess clutter.
- 8.7 Upgrade the landscaping and streetscaping of Michigan Avenue south of the Chicago River in order to extend the high-quality pedestrian environment of North Michigan Avenue to Millennium Park.
- 8.8 Create an iconic way-finding signage system. Investigate interactive and multi-language options for signage.
- 8.9 Allow for and incorporate a more artistic approach to facade architecture in keeping with current innovative world-class retail shopping streets.
- 8.10 Develop better connections physically and visually between the upper and lower levels of Michigan Avenue, especially at Illinois Street and Grand Avenue. Dramatically improve the image of lower Michigan Avenue to be inviting, well lit and offer a sense of safety for pedestrians.

6.C Public Realm | Transit

Policy 9: Coordinate transit improvements with public space enhancements and pedestrian amenities.



Source: Perkins Eastman

- 9.1 As new transit connections are considered to better serve the Magnificent Mile District, special attention needs to be focused on the urban design of adjoining public space to provide adequate space for pedestrian needs, intermodal connections, and where appropriate the development of civic spaces for small parks, landscape zones or public art.
- 9.2 Consider the enhancement of adjacent public space with projects under consideration such as various Bus Rapid Transit (BRT) proposals, better connections to the river walk and lakefront, as well as enhanced vertical access to lower Michigan Avenue.
- 9.3 Encourage and support the enhancement of pedestrian routes to all existing transit which should be given a priority for streetscape improvements.
- 9.4 Streetscape design should support designated bike routes and an easy to navigate bikeway network throughout the District.

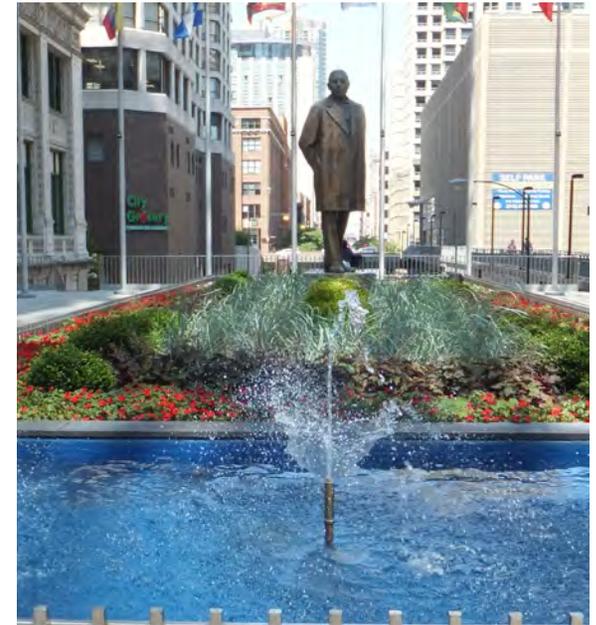
6.C Public Realm | Public Private Partnerships

Policy 10: Strengthen public private cooperation to encourage and design a safe, well-lit and secure public realm. Collaborate with adjacent neighborhood organizations in the planning of new development and traffic improvements, as needed.



Source: Steve Blye

- 10.1 To ensure the District's streets, sidewalks, and public spaces remain safe, attractive, and accessible to all while respecting individual rights, establish a public/private partnership called the Public Way Alliance. The purpose of the alliance is to identify issues concerning use of the public way, ascertain the extent of problems, solicit the views of the affected parties, and propose equitable solutions. The Alliance will also monitor enforcement of existing laws and regulations.
- 10.2 Extend shop and restaurant hours to enhance street level activity and increase the sense of safety.
- 10.3 Illuminate the public way with contemporary pedestrian scaled lighting to create both safety and a distinct sense of place.
- 10.4 Encourage the placement of outdoor cafes on the public way.



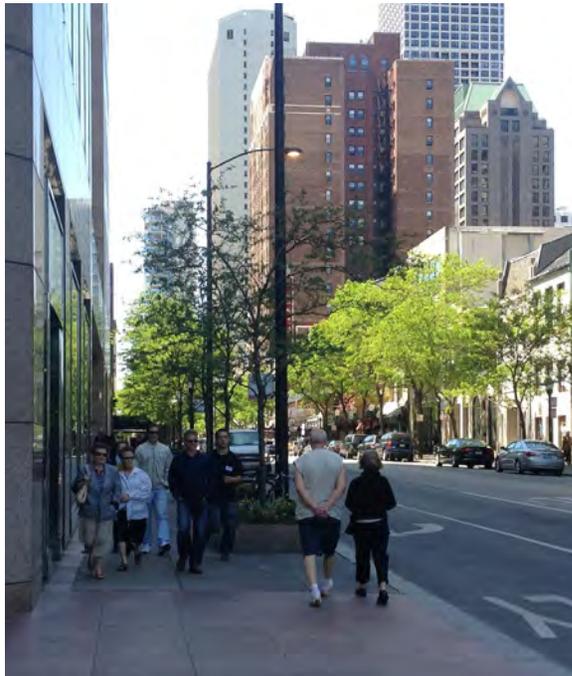
Source: The Magnificent Mile® Association



Source: The Magnificent Mile Association

6.C Public Realm | Pedestrian Experience

Policy 11: Amplify the sense of arrival to the District and the unique pedestrian experience of strolling along “The Magnificent Mile”.

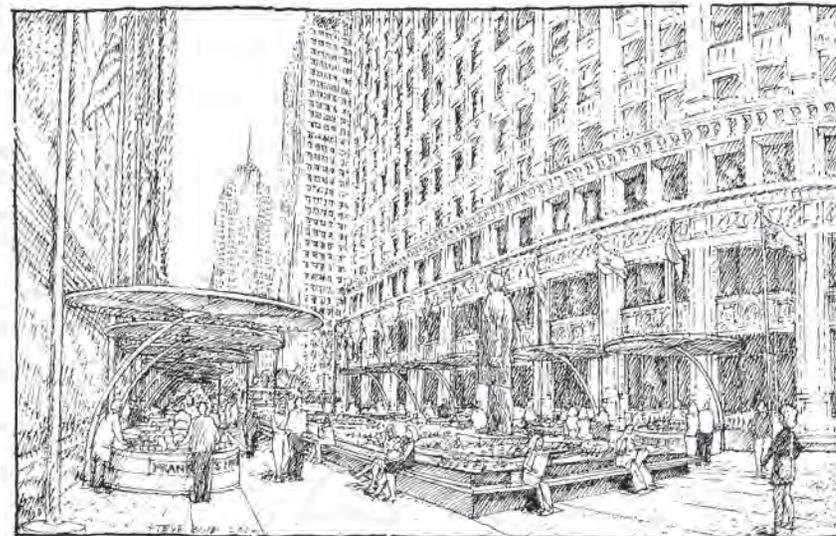


Current Oak Street / Northern Gateway, Source: Solomon Cordwell Buenz

- 11.1 Create a “Gateway of Arrival” to North Michigan Avenue at the north end to enhance both the visual sense of arrival and pedestrian safety for crossing the Avenue.
- 11.2 Improve the pedestrian and visual connection to the Chicago River and Riverwalk experience through streetscape, wayfinding and signage improvements.
- 11.3 Encourage development of pocket parks that promote open, green space in the District. These outdoor gathering spaces can also be used for outdoor programmed events and concerts. Create pedestrian spaces along the length of the Avenue to give visitors a place to pause. Throughout

the District consideration should be given to permanent, partial, or periodic street closure in conjunction with the City’s ‘Make Way for People’ initiative.

- 11.4 Improve the quality of the pedestrian linkages between upper Michigan Avenue and the lower level connecting streets, including improvements to ADA accessibility (Illinois, Kinzie, Grand and Hubbard Streets).
- 11.5 Introduce design features and signage that make it obvious how to get to North Michigan Avenue from hotels and cultural/entertainment venues throughout the District.



Pocket park concept for along Michigan Avenue with active market use.
Source: Steve Blye

6.D Landscape

Policy 12: Maintain the high quality and ecological landscape design of parkways, street trees and median planters as a hallmark of the Magnificent Mile.



- 12.1 Improve the quality of existing and extend new median planters as part of the North Michigan Avenue Improvement Project.
- 12.2 Develop a long term median landscape and maintenance funding plan.
- 12.3 Continue the high quality of privately designed and funded parkway plantings.
- 12.4 Maintain the tree inventory of existing specimen trees along the Avenue, monitor tree vitality and create a replacement program. Maintain the pattern of 6-8 trees per block.
- 12.5 Extend parkway trees from Ohio Street south to the River, through the use of shallow root species. Shape of trees should continue the existing canopy.
- 12.6 Save existing trees where possible in new development. When trees must be replaced or added, the new trees should be disease resistant species of at least a 6" caliper.
- 12.7 Plant additional trees on side streets.
- 12.8 Maintain and nurture the health of existing specimen trees along the Avenue and encourage the design of the streetscapes and parkways to be ecological.



6.E Signage

Policy 13: Require building signs, design and technology to be the highest quality and consistent with the architectural character and pedestrian experience noteworthy of the Magnificent Mile.



Source: The Magnificent Mile Association

- 13.1 Give careful attention to signage design to protect the upscale appeal of North Michigan Avenue. Signage on intersecting streets should become more understated as one approaches the Avenue.
- 13.2 Signs should be of subdued scale and brightness. No one sign or building should attempt to assert overpowering attention to itself or its message.
- 13.3 Incorporate appropriate new sign technologies while maintaining an absolute commitment to the Avenue experience. Technological changes (light and motion digital displays) should be evaluated and allowed where not detrimental to the overall District ambiance.
- 13.4 Collaborate with the City to regularly review and update the Michigan Avenue Corridor Special Sign District Ordinance.



Source: The Magnificent Mile Association



Source: The Magnificent Mile Association

6.F Lighting

Policy 14: Encourage innovative lighting design of the public way and private buildings that is safe, well lit and compatible with District-wide aesthetics and land uses.



- 14.1 Enhance the night time experience and provide 24 hour activity through the artful and tasteful lighting of strategically located Michigan Avenue buildings grand in scale and architecture. For example the Wrigley Building, in a gateway location to the Avenue at the Chicago River, implemented a new scheme for lighting, that provides a visually stunning view throughout the night. New technologies in lighting also allow for patterns and designs to show on building facades at night, adding to the appeal of the Avenue as a unique experience.
- 14.2 Promote illumination of trees, uplighting in planters and building details to increase ambient light levels and enhance safety without the need for harsh or glaring direct light.
- 14.3 Encourage ambient lighting levels of store fronts and lobbies throughout the night, to help illuminate the sidewalk.
- 14.4 Investigate new technologies for lighting of buildings, including accent lighting, base lighting to light sidewalks and visual displays on building facades.
- 14.5 Publicize efforts by individual properties as they enhance their lighting.
- 14.6 Establish a lighting plan for the District; address pedestrian lighting and safe access to District-wide amenities such as the riverwalk, lakefront bike trails, Navy Pier, Oak Street beach and stairs from upper Michigan Avenue to the lower level streets.
- 14.7 Advocate for new vehicular and pedestrian lighting, with light poles modern in design, that add to the upscale environment of the District.

Marketing + Experience 7.0

7.A Overview

The Magnificent Mile is as much an experience for its constituents as it is a place. This experience should delight its visitors, support its merchants, please its property owners, embrace technology and enhance its reputation as one of The Great Avenues of the World.

The Magnificent Mile's customers are a diverse lot. They speak many languages and come from all corners of the globe. It is this extraordinary variety that helps create the experience of the Avenue, that keeps it busy, vibrant and engaging visitors to be part of the excitement.

Just as diverse as its visitors, the Avenue offers a mix of styles, stores, restaurants, offices, hotels, residences, medical services and entertainment venues. It has a multitude of architectural styles, transportation choices and shopping opportunities. It has pocket parks, grand plazas, historic artifacts, a river and lake. Indeed, its atmosphere is unique between the Coasts.



7.B The Magnificent Mile Experience

Policy 1: Encourage a diverse, sophisticated, lively environment that delights visitors, supports merchants and pleases property owners.

1.1 Maintain a continuous focus on a welcoming, clean, high-quality and varied environment at the visible ground-level for the Avenue and its occupants. Recognize that The Magnificent Mile Association is the “curator” of the Michigan Avenue experience in its broadest sense and needs to be engaged in all discussions involving use of the public way, public events, signage, streetscape, design and all matters that contribute to creating the experience.

1.4 Work to motivate retail space flexibility / subdivision so that landlords and merchants offer a variety of shopping experiences from small stores to large anchor tenants, from chains to owner-operators, from boutique hotels to large national chains. Strive to encourage variety in whatever way possible.



Source: The Magnificent Mile Association

1.2 Encourage the excitement inherent in a walk along the Avenue by promoting varied merchant displays, signage, lighting, plantings, on-street entertainment, art and events.

1.3 Encourage a unique, fun and sophisticated variety of entertaining experiences along the Avenue and in the District.



Source: The Magnificent Mile Association

7.B The Magnificent Mile Experience

Policy 2: Enhance the reputation of the Avenue as one of the “Great Avenues of the World”.



Source: The Magnificent Mile Association

2.1 The world is the Magnificent Mile’s audience. Maintaining position as a premiere global shopping venue is a critical element in attracting visitors and merchants alike. Chicago competes for attention across an enormous geography. Attention to what other shopping venues are doing to attract customers on Halsted Street or the Champs-Élysées is key to attracting what is new, relevant and entertaining to the District.

2.2 A key part of the Magnificent Mile’s global image-making is the ability to publicize itself to a world-wide audience that begins in the City’s neighborhoods and ends in the world’s major population centers.

2.3 Promote the Magnificent Mile as an image and an experience, not just a place.

2.4 The District’s variety of uses is its strength. Shopping, lodging, entertainment and dining are part of the experience, but so are the growing residential, institutional, medical and

office uses. Achieving consistent balance in events, ideas, policies and practices is critical to ensuring that the experience is embraced by all.

2.5 Pedestrians rule. Vehicles are desirable because they add hustle and bustle, noise and motion to the streetscape, but it is pedestrian traffic that fills the stores and hospitality venues. Strive at all times to delight them.

2.6 The pedestrian-friendly environment is well established on North Michigan Avenue. Less so on the surrounding streets. It is not possible to replicate the Michigan Avenue experience in a literal way elsewhere in the District. But it is necessary to establish appropriate standards so that the side streets reflect the Avenue’s best qualities.

7.B The Magnificent Mile Experience

Policy 3: Attract the world's entertainers.

3.1 The curiosity and publicity attending significant public space events is highly desirable. Movies, television, parades, video displays, public art and musical events – among many others – all serve to intrigue and engage a curious public. The value to the Avenue comes from proximity and association. Events beget viewers and those viewers become customers. They also become ambassadors, communicating on the Avenue's behalf to a global audience.



Source: Flickr



Source: Flickr

3.2 Maintain a leadership role in the production and execution of Avenue-centric events. Safeguarding the quality-driven, pedestrian friendly character of the District is critical.

3.3 Encourage creativity. Be open to new ways to engage the public and new entertainment concepts. Quality must always be the focus but experimentation, to gain broad public awareness, is encouraged.



Source: The Magnificent Mile Association

7.B The Magnificent Mile Experience

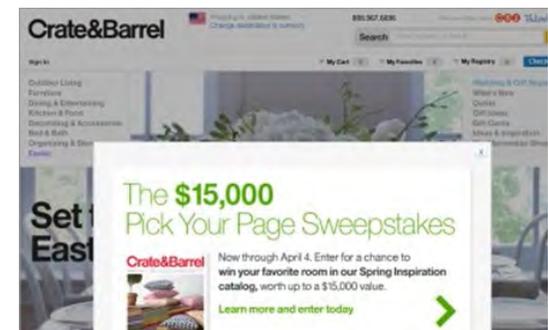
Policy 4: Embrace technological innovation.



- 4.1 Remain abreast of the latest technology trends and ideas, in both the worlds of consumer buying and public entertainment.
- 4.2 Be receptive to all that is innovative, creative, useful and fun. The District offers a face-to-face experience like no other. Use technology to enhance the real world experience, promote offerings as well as inform, motivate and entertain visitors.
- 4.3 Encourage innovative ways of shopping, experiencing merchandise and providing services.



Source: Macy's



Source: Crate&Barrel

7.C Marketing the Avenue

Policy 5: Provide a quality-driven marketing effort focused on a broad range of visitor experiences that fosters a cosmopolitan, lively and fun environment.



Source: The Magnificent Mile Association

5.1 Leverage an extensive international reputation through strategic partnerships, co-promotional opportunities, sponsorships and publicity to inform consumers across the globe about what the Avenue offers. Seek effective means for high return marketing at modest costs. Where possible, encourage co-branding with The Magnificent Mile Association members advertising and promotion.

5.2 Maintain a strong on-line presence, a global audience by continuous promotion of the Avenue and maintain up-to-date awareness of the Avenue's image and protect and enhance it.

5.3 Encourage innovation in all of our interactions. Retailers, hotels, service businesses, entertainment producers and all manner of entities for which our image and consumers are appealing will want a chance to engage

our audience. Watch for those organizations that offer creative, clever and entertaining ways to engage our population. Seek strategic partnerships to create as much value for the parties involved.

5.4 At all times, strive to maintain an attitude that speaks of fun tied continuously to an image of quality.

7.C Marketing the Avenue

Policy 6: Create a sophisticated on-street special events schedule.



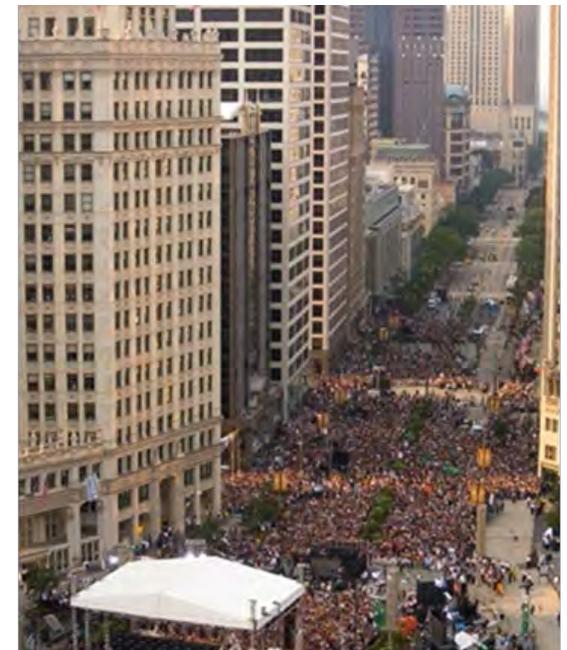
Source: The Magnificent Mile Association

6.1 Bringing events to the Avenue is a critical function. Events that bring attention to the Avenue itself or focus on particular merchant categories like dining or fashion serve to create an atmosphere of excitement and importance. Avenue oriented events like The Magnificent Mile Lights Festival and The Magnificent Mile Shopping Festival offer extraordinary vibrancy and make the Avenue a destination. Explore new opportunities for the District's events that will delight the public, enhance the Avenue's image and bring the world to its doorstep.

6.2 Support big events with small events. Single merchant displays that use the Avenue's draw to enhance their physical presence should be encouraged. The goal is sophisticated attention-getting. On-street cultural entertainment, with clear guidelines and a unified theme, add value to the pedestrian experience. Receptivity to the ideas both inside and outside The Magnificent Mile Association constituency should be encouraged.



Source: The Magnificent Mile Association



Source: The Magnificent Mile Association

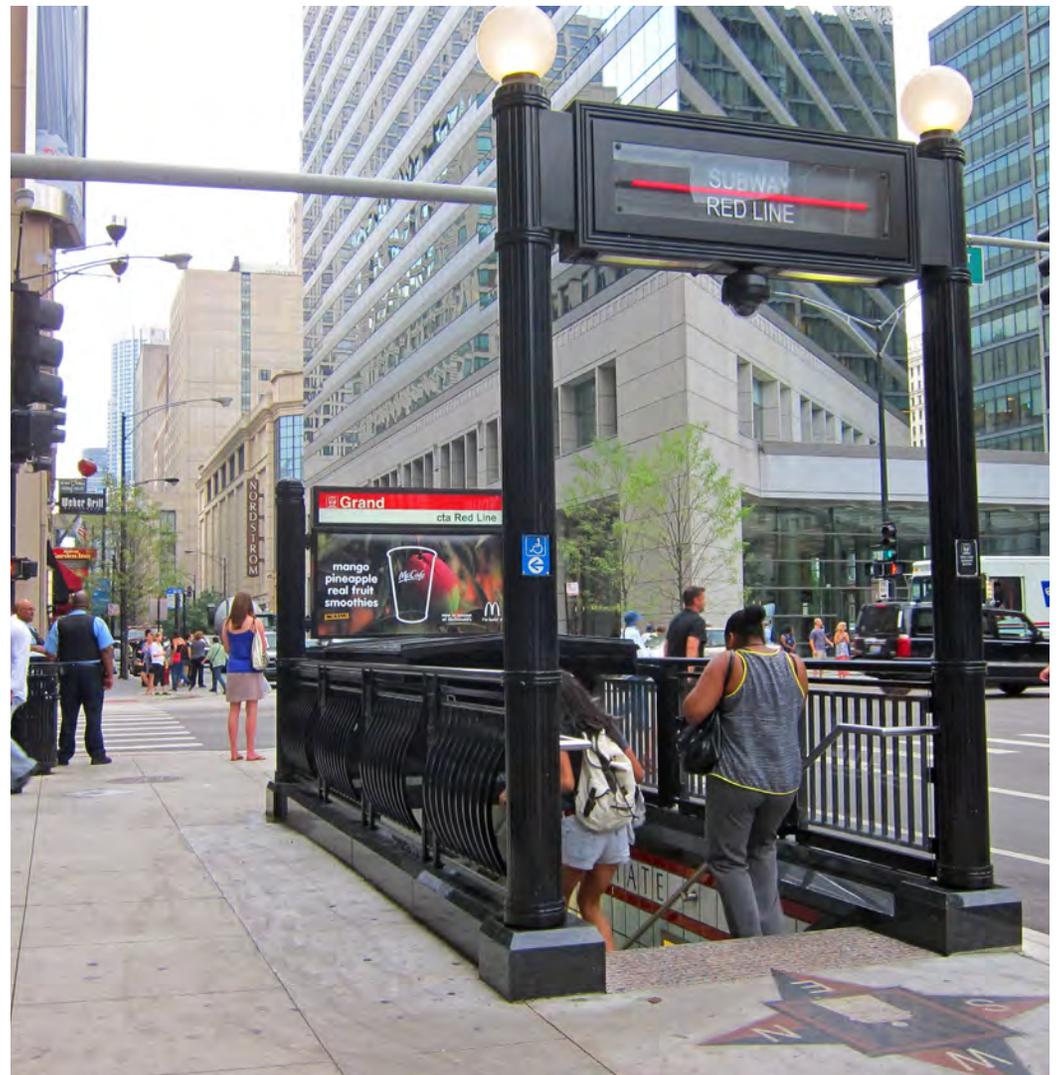
Transportation + Access

8.0

8.A Overview

Transportation access and District-wide mobility are critical issues that will have lasting impact on the continued growth and economic vitality of the North Michigan Avenue District. The public transportation network operated by the Chicago Transit Authority (CTA), currently connects the District to the Loop and surrounding neighborhoods with 3 rail lines that service the area at 5 stations and 25 bus routes, including 13 regular and express routes that run along North Michigan Avenue. As the District continues to grow in population and attracts more businesses, jobs, tourists and other visitors, both the CTA and Chicago Department of Transportation (CDOT) are actively investigating ways to improve service and transit connections to accommodate urban growth and development.

Besides being a premier shopping street, North Michigan Avenue, at the heart of the District, is also a 6-lane arterial roadway, accessible from three major expressways and a preferred route for city drivers connecting to locations beyond the District. Currently, North Michigan Avenue averages a traffic volume of approximately 42,000 vehicles per week day. Increased traffic congestion, especially at high peak times, can pose a significant threat to the vitality of the District in all market sectors, including retail, residential, office, medical and tourism. Ideally, the heavy traffic routed through the



Grand Avenue CTA Station, Source: Perkins Eastman

8.A Overview

District should be monitored and studied to seek solutions to counter-balance the negative impacts of increased traffic congestion.

Currently, there are over 27,000 off-street parking spaces in the District. With this substantial supply of parking, residents, workers, shoppers and visitors continue to rely heavily on automobiles as a primary form of transportation. Further increases in parking supply will generate more automobile traffic congestion, posing a threat to the overall District experience and desirability. To moderate the traffic flow, new parking initiatives such as congestion pricing are under consideration to influence driving habits through time sensitive parking cost models. Also, technology assisted information regarding parking availability is being studied to conveniently connect visitors to available parking spaces and avoid traffic congestion points while in search of parking.

Ultimately, increasing the availability of reliable, efficient and cost effective public transit alternatives will provide opportunities to strengthen the District economic vitality without intensifying traffic congestion. Today, new transportation initiatives are being developed by both public transportation agencies and the private sector that will help to

alleviate congestion and improve the public realm at street level through development of Bus Rapid Transit (BRT) initiatives, pedestrian improvements, the promotion of bicycle transportation and car sharing.

A number of transportation projects outlined in the previous Vision 2012 document have been realized, including construction of a dedicated bus-way from Randolph Street to Mc Cormick Place and reconstruction of the Grand and Chicago Avenue



Source: Perkins Eastman

Red Line stations. Currently there is an exciting array of transportation projects that are in various stages of planning, design and construction that will have a lasting impact on the District.

The Loop Link - Bus Rapid Transit (BRT): The Loop Link BRT will be a fast, easy and reliable option for getting around Chicago's congested downtown, connecting people to jobs, businesses and attractions from Union and Ogilvie Stations to Michigan Avenue. Similar to "L" trains, the Loop Link will move people quickly using dedicated bus lanes while making limited stops at train-like stations along the way on Washington, Madison, Clinton and Canal to move people through downtown, improving reliability and speed for six bus routes in the area. Bicycle travel in the Loop will also be improved with protected bike lanes on Washington, Randolph and Clinton. In addition, the new Union Station Transit Center will help connect Metra and Amtrak riders to the CTA network, providing easy access to downtown destinations. The CTA has also developed concept plans and previously sought funding to implement BRT style bus service improvements along the Chicago Avenue corridor that would better connect the District with the Brown, Red and Blue Lines, providing connections to O'Hare International Airport

8.A Overview

Central Area Transitway: This project includes a number of elements to improve circulation in downtown Chicago, including exclusive busways or priority lanes on City streets. Several elements of the project, including bus improvements on surface streets, can proceed at any time with incremental funding. Due to current City budget constraints, major capital projects including exclusive and separated busways are not funded and will rely heavily on federal appropriations and public/private partnerships

Union Station Transit Center: Currently Union Station serves 120,000 daily rail passengers on Metra and Amtrak, which is twice the volume of passengers using Midway Airport. The station is served by many CTA bus routes, however a majority of these train riders connect to the station by foot. A new Transit Center is being designed to offer sheltered, intermodal and efficient bus connectivity throughout the City and region, ultimately increasing transit ridership.

High Speed Rail: The State of Illinois received \$1.6 billion in Federal funding for high speed rail between Chicago and other metropolitan areas in the region, including St. Louis and Detroit. These funds are being used to increase speeds, improve reliability, and modernize the fleet for trains serving Union Station.

Lakefront Trail Improvements: The City of Chicago is making significant improvements to the lakefront trail in the District. Known as the Navy Pier Flyover, the project calls for a dedicated, grade-separated Trail section. Starting at the south end of the project, the sidewalk on the east side of the LSD movable bridge will be widened to 16 feet; the northbound side of the new path will tunnel through the existing bridge houses in order to achieve this additional width. The trail will then swing east of LSD and run north parallel to and level with lower-level LSD through DuSable Park. After crossing over Ogden Slip, there will be an off-ramp connection to Navy Pier; the main path will then rise to run behind Lake Point Towers; finally, it will pass over Grand Avenue, Jane Addams Park and the Ohio Street underpass, connecting to the existing trail at the north end of Jane Addams Park. This will alleviate the congestion points on sidewalks, improve safety on the bridge and reduce dangerous intersections.

The following transportation policies were developed to address critical mobility issues, guide public dialogue and improve the overall transportation experience and accessibility.



Bike lanes along Grand Avenue, Source: Perkins Eastman

8.B Transportation Connectivity

Policy 1: Strengthen Transportation Connections



Source: Perkins Eastman

- 1.1 Continue to foster efforts to improve public transit between the District and the Loop, Theatre District, Navy Pier, McCormick Place, the Grant Park museum campus and commuter rail stations. Support improved public/private access from the airports for tourist and business travelers.
- 1.2 Continue Transit Advocacy: Maintain an open dialogue with policy makers regarding emerging transportation projects and offer guidance as to how to best serve the District employees/ employers, residents and visitors.
- 1.3 Advocate for BRT service to be extended into the District; advocate for better access to the Union Station Transportation Center as well as increased intermodal connections to CTA train stations.
- 1.4 Seek innovative finance mechanisms for transportation projects, including Private Public Partnerships (PPPs), to enhance the movement of vehicular and pedestrian traffic throughout the District.
- 1.5 Monitor regional high speed rail initiatives, which would increase Chicago's tourism reach by attracting visitors from out of state, including establishing a High Speed Rail terminal at Union Station and the transportation plans to link Union and Ogilvie Station with the District.
- 1.6 Explore the use of private transportation companies to fill transportation gaps when public transportation cannot meet specific needs of the District. Examples of these include taxis, GO Airport express van service from hotels to the airport, the employee shuttle operated by Northwestern Memorial Hospital to Union Station, water taxis and the Navy Pier trolley. Expanded use of trolleys and shuttles should be considered, where appropriate.

8.C Public Transit

Policy 2: Improve transit operations and service

The recent residential development throughout the Magnificent Mile District has transformed the perceived scale of the District beyond just North Michigan Avenue to expand both east and west into Streeterville and River North.

2.1 Enhance transportation connections on east/west streets to connect the Avenue with entertainment, gallery, cultural, retail and residential zones.

2.2 Strengthen connections to newly renovated Red Line Stations. The recently renovated Red Line subway stations at Grand and Chicago Avenues are showcase stations and gateways to the District for arriving passengers.

2.3 Improve way-finding signage information regarding intermodal connections from these stations to District attractions in support of tourism and to improve the overall visitor experience.

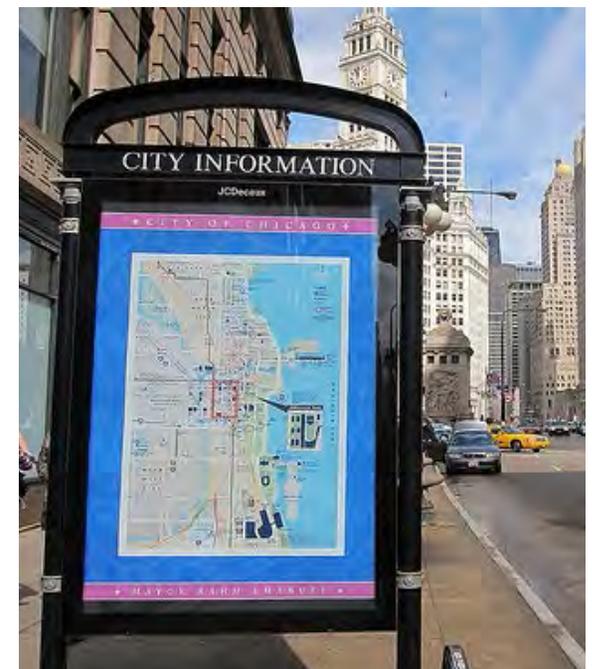
2.4 Increase and improve access and directional

signage. Take advantage of existing public infrastructure (light poles, signal boxes, etc.) to locate informational kiosks in prominent locations that direct visitors to CTA transit access points.

2.5 Coordinate the location of bus stops, bike lanes, and turn lanes to reduce conflicts between busses and turning vehicles.



Source: Perkins Eastman



Source: Grid Chicago

8.D Transportation Technology

Policy 3: Embrace technology and provide real-time links to transportation information



Source: Perkins Eastman

The use of technology is constantly changing our lives. In the transportation world, it is adding a level of predictability for transit users and other commuters by facilitating the sharing of transportation information.

3.1 Utilize and expand the use of new transit information systems to improve the experience for tourists and residents. CTA installed the first LED displays Bus Tracker in 2011, including many along Michigan Avenue, to provide real-time travel information to transit riders and tourists. CDOT is enhancing their technology web-interface to provide savvy travelers with up-to-date travel information in one central location that includes traffic conditions, information on construction projects or special event traffic issues, parking space availability and the use of parking meters.

3.2 Create an inventory of currently available applications for parking availability, electric vehicle stations, car sharing, traffic, and develop means to easily provide information to area visitor, workers, and residents.

3.3 Provide access to real-time traffic information for visitors and commuters to the District. Consider adding traffic links to The Magnificent Mile Association websites or on kiosks along the Avenue.



Electric Vehicle Charging Station, 900 N. Michigan Ave

8.E Parking

Policy 4: Implement proactive parking strategies to meet current and future needs



Source: Solomon Cordwell Buenz

Parking is a controversial issue, with many conflicting points of view. Retailers want to ensure that convenient and cost effective parking is available to compete effectively with suburban shopping centers while providing inexpensive parking only encourages more people to drive causing more congestion. Public transit is the cost effective option and increased transit ridership will ultimately decrease congestion in the District.

- 4.1 Investigate the feasibility of “Variable Parking Pricing” based upon supply and demand. Variable parking pricing seeks to apply a free market-inspired pricing system to more efficiently allocate parking supply with higher prices charged at times of peak demand. It will also encourage turnover of parking spaces, make finding available space easier and mitigate congestion. A successful example is San Francisco: (<http://sfpark.org>)
- 4.2 Explore new parking management strategies. For example, shared parking plans and reforming city ordinances to reduce parking requirements for new developments.

- 4.3 Work with the City, parking operators and parking-dependent businesses to conduct a comprehensive parking study to accurately assess current parking needs , parking demand and rate structures.
- 4.4 Work with parking operators and the City to utilize technology and signage to publicize parking availability, alternative locations, pricing and directions.
- 4.5 Establish a Magnificent Mile “App” for smart phone technology to include availability of general parking along with accessible (ADA) parking, charging stations for electric vehicles and bicycle parking.
- 4.6 Consider long-term approaches to increasing parking availability, such as remote parking areas linked to Michigan Avenue by shuttle bus and/or links to rapid transit options.

8.F Traffic Management

Policy 5: Utilize traffic management to keep traffic flowing smoothly throughout the District



Source: The Magnificent Mile Association

Managing the traffic flow on North Michigan Avenue and the network of arterials that transverse the District is critical to its overall vitality. Since the previous Vision 2012 document, the District already has put in place rush hour parking restrictions and enforcement, traffic light timing on all arterial streets, restrictions on valet parking, and restricted hours and locations for deliveries (particularly truck deliveries).

- 5.1 Analyze bus stop spacing and location to assist in traffic mitigation measures.
- 5.2 Encourage eastbound traffic headed for Streeterville, Navy Pier and Lake Shore Drive to use the Illinois/Grand one-way pair through improved signage.
- 5.3 Maximize the use of alleys to accommodate building support functions and access.
- 5.4 Include “real time” traffic conditions on the Magnificent Mile “App” referenced under Policy (4).

- 5.5 Establish a policy managing traffic and relocating buses and taxi cabs for events or demonstrations that require major street closures.
- 5.6 Investigate “Congestion Pricing” to reduce traffic congestion. The 2040 Plan by the Chicago Metropolitan Agency for Planning encourages the exploration of Congestion Pricing in order to reduce congestion and price traffic on a free market system. Congestion pricing – sometimes called value pricing – is a way of harnessing the power of the market to reduce traffic congestion. Congestion pricing works by shifting purely discretionary rush hour highway travel to other transportation modes or to off-peak periods. By removing a fraction (even as small as 5%) of the vehicles from a congested roadway, pricing enables the system to flow more efficiently.
- 5.7 Identify current loading and restricted parking zones and de-designate those that are no longer needed.

8.G Valet and Loading Zones

Policy 6: Organize loading and valet parking logistics to avoid obstructing traffic



Source: Perkins Eastman

The east / west streets in the Magnificent Mile District are frequently congested due to delivery vehicles, construction and valet parking. The pedestrian environment of some side streets has been impaired by inappropriately designed service access.

- 6.1 Identify alternatives to current valet parking operations to meet the needs of businesses while not impeding traffic flow. Such measures might include additional parking west of Michigan Avenue to intercept incoming cars, improved public transit and collaborating with business and valet parking operators on more efficient operation.
- 6.2 Use side and rear access to Michigan Avenue buildings for passenger loading, deliveries and taxi stands. Integrate these uses into attractive urban design schemes that allow service access to coexist with retail activity.
- 6.3 Work with loading dock managers in the area to establish delivery policies that minimize impact of deliveries on traffic.
- 6.4 Review, recommend and establish policy for

regulating the use of mobile food trucks in the public right of way.

- 6.5 Work with the City to enforce the proper use of loading zones and loading docks.



Source: The Magnificent Mile Association

8.H Tour Buses

Policy 7: Coordinate tour bus circulation and parking with other District transit needs.

The Magnificent Mile District is a popular destination for bus tours operating locally on fixed routes and arriving from other cities. Efforts should be made to accommodate this profitable market. Improving the services for tour buses will also improve the general vehicular and pedestrian experience in the District. The Magnificent Mile Association can work with leading tour bus operators and the City to assess ways to meet the industry's needs.

- 7.1 Offer tour bus operators easy access, reasonably priced, convenient parking, and reasonable regulations.
- 7.2 Identify convenient bus holding, staging and loadings areas.



Source: Perkins Eastman

- 7.3 Improve maps and way-finding signage for both tourists and tour operators.
- 7.4 Provide better dissemination of information to tour operators through brochures and the Internet.



Source: Flickr



Source: The Magnificent Mile Association



Source: The Magnificent Mile Association

8.I Sustainability

Policy 8: Encourage transportation alternatives to decrease the carbon footprint of the District

In an effort to encourage more sustainable forms of transportation, the Chicago Department of Transportation (CDOT) is rolling out a new series of initiatives to promote alternative transportation options. These include a bike sharing program, the ambitious installation of 100 miles of new bike lanes and extensive pedestrian enhancements, as well as improvements to the lakefront trail infrastructure. According to CTA, a single CTA train, operating at full capacity, replaces over 600 cars. Research shows that an articulated bus at full capacity replaces more than 70 cars. Switching from driving to public transit can reduce an individual's carbon emissions by 4,800 pounds annually.

- 8.1 Create a more bike friendly environment for the District and improve the pedestrian environment throughout the District. The Magnificent Mile Association needs to keep an open dialogue with policy makers on how to best balance the roadway use between motorized vehicles, bikes and pedestrians.
- 8.2 Collaborate with local businesses to create promotions and incentives for customers to take public transportation, alternative fuel vehicles or bicycles to the Magnificent Mile. For example, customers displaying a transit pass or helmet would qualify for a discount-similar to the idea of validated parking. This allows businesses to show their commitment to the environment.
- 8.3 Identify innovative opportunities to increase pedestrian gathering spots in public areas. For example, New York City's transformation of Times Square into a new type of pedestrian zone.
- 8.4 Promote the addition of "protected bike lanes" on Grand, Illinois, Chicago and Fairbanks.
- 8.5 Publish maps and guides for biking paths and parking, scenic walking routes, as well as locations for Bike Sharing facilities.
- 8.6 Advocate for the installation of preferred on-street parking for clean energy vehicles and preferred parking spaces in parking garages within the District.
- 8.7 Identify convenient locations for the construction of electric car re-charge stations and/or compressed natural gas fueling stations to serve the District.
- 8.8 Embrace the emerging trend to shift away from individual car ownership towards car sharing. Support convenient installation of I-Go and Zipcars or other short term care rental suppliers, throughout the District.



Source: Perkins Eastman

Implementation

9.0

“Make no little plans,” said Chicago’s father of urban design Daniel Burnham. “They have no magic to stir men’s blood and probably will not themselves be realized.”

Learning from Burnham, we know there is much additional work to be done in order to realize these ambitious goals for the District. Vision 2025 is intended as a high-level policy document, created with the knowledge that a number of the issues identified within will require additional research, engagement of appropriate agencies and community groups, as well as more detailed analysis, design and planning.

To begin this process and to ensure that momentum from the plan is continued, The Magnificent Mile Association’s 21st Century Planning Committee has identified a list of basic tenants to guide the next steps.

We will strive to:

Communicate clearly to a wide audience the purpose of the plan.

Support Vision 2025 and identify ways to tie the message into The Magnificent Mile Association marketing and public relations efforts.

Engage all of our stakeholders in the implementation process and foster strong relationships with all of our partners.

Advocate for changes consistent with the policies and principles of Vision 2025.

Use all of our tools to provide insightful data and analytics in support of our vision.

Think strategically, execute flawlessly and encourage others to understand our plan.

Next Steps

Vision 2025 is an ambitious document that ties together both The Magnificent Mile Association policy and action for moving forward. Summarized

next are policies of the Vision 2025 as well as ‘Priority Goals’ that are active or emerging projects in our District that will assist The Magnificent Mile Association in achieving our goals. These Priority Goals provide a focus for immediate attention and advocacy with City policy makers to further our collective planning work. These important projects will be the first phase of implementation. In the opinion of The Magnificent Mile Association committees, these are essential to the continued growth and success of the District.

We encourage the Alderman, relevant City departments and other key organizations to lead future investigation of these Priority Goals and incorporate them into their annual work-plans. Shared leadership of expert professional advisors, neighborhood stakeholders, non-profit groups, government agencies, as well as The Magnificent Mile Association committees is essential. The Chicago community has an enormous and active cadre of volunteers on every subject imaginable. It is important to the Committee to engage them in the implementation process.

9.C Urban Design + Sustainability Summary

Priority Goals Overview

Place really matters in maintaining the image of a prestigious global shopping district. North Michigan Avenue is a central shopping street at the heart of a wonderful and diverse collection of urban neighborhoods including Streeterville, River North, Gold Coast, and Lake Shore East. Working within this diverse and expansive District, it is important to connect with and create a compelling sense of place that responds to these various urban conditions from residential to commercial, entertainment and institutional. Looking forward, The Magnificent Mile Association needs to identify and advocate for design guidelines, key projects and public realm opportunities that will enhance that overall District character for the next generation of development.

Research shows that mixed-use dense cities, like Chicago, use resources more efficiently, continued significance should be placed on sustainable urban design. The Magnificent Mile District is in a prime position to be a leader in establishing these new ecologically minded criteria and benchmarks for the design of sustainable shopping streets and urban mixed use environments. These environments include roof, facades, landscapes, open spaces, parkways, sidewalks, and roadways. The next generation

of the District will continue to offer more exciting venues and activities while also reducing the collective carbon footprint.

As curators of the District, a collective sustainability vision should be implemented in an efficient and cost effective manner.

Policy Summary

UD + S 1: Require new development be well planned and designed to the highest quality with respect to the existing pattern of uses, overall urban context and relationship to transit.

UD + S 2: Orient new projects to maintain Avenue vistas, and minimize shadows and sunlight impacts, by incorporating upper-level setbacks in new buildings.

UD + S 3: Michigan Avenue is an architecturally significant and economically important urban corridor in the City of Chicago, therefore all development along the Avenue should be reviewed by the City for compliance to District design intent and development guidelines.

UD + S 4: Allow for the integration of new entertainment uses in the development of high quality architecture and signage. Ensure adequate access to entertainment venues.

UD + S 5: Preserve the Magnificent Mile's architectural assets while continuing to accommodate sustainable growth.

UD + S 6: Advocate for sustainability as a major consideration in any development or public way physical improvements throughout the District.

UD + S 7: Capitalize on every public space opportunity to enhance the Magnificent Mile experience.

UD + S 8: Extend the pedestrian friendly environment of Michigan Avenue into neighborhoods to the east and west.

UD + S 9: Coordinate transit improvements with public space enhancements and pedestrian amenities.

9.C Urban Design + Sustainability Summary

UD + S 10: Strengthen public-private cooperation to encourage and design a safe, well-lit and secure public realm. Collaborate with adjacent neighborhood organizations in the planning of new development and traffic improvements, as needed.

UD + S 11: Amplify the sense of arrival to the District and the unique pedestrian experience of strolling along “The Magnificent Mile”.

UD + S 12: Maintain the high quality and ecological landscape design of parkways, street trees and median planters as a hallmark of the Magnificent Mile.

UD + S 13: Require building signs, design and technology to be the highest quality and consistent with the architectural character and pedestrian experience noteworthy of North Michigan Avenue.

UD + S 14: Encourage innovative lighting design that is safe, well lit and compatible with the district wide aesthetics and land uses.

Projects + Initiatives

- Establish development guidelines for set-backs and key view corridors
- Strengthen District gateways at Oak Street, Lakefront, Navy Pier, Chicago River and East/West access points
- Expand the North Michigan Avenue atmosphere to emerging boutique districts along Oak and Rush Streets
- Enhance connections, design and pedestrian experience on the lower level of Michigan Avenue
- Preserve the Magnificent Mile’s historic resources
- Incorporate sustainability initiatives into the public realm
- Develop a “Green Plan” for the District
- Establish an Open Space Plan for the District with opportunities for pocket parks and pedestrian linkages
- Develop landscape design guidelines for the District
- Locate opportunities for CDOT program for installation of People Places, People Spots and People Streets
- Improve District wayfinding and public realm signage
- Upgrade streetscapes to incorporate new transit, bike and pedestrian installations
- Encourage research and coordination for public safety measures for the District with other City agencies
- Promote and review physical lighting design within the District

9.C Marketing + Experience Summary

Priority Goals Overview

The Magnificent Mile offers an interesting counterbalance in the dialogue regarding the success of the real or built environment with the virtual or on-line shopping world. The internet now offers an expansive, powerful and multi-dimensional form of consumerism. The Magnificent Mile Association needs to expand the shopping experience to compete with the convenience of on-line shopping. The District needs to create a compelling sense of place and exciting shopping experience. The Magnificent Mile Association has a strong sense of community and identity through membership and events, in combination with place making through public policy, development review, design guidelines and active programming to meet this challenge.

Policy Summary

M + E 1: Encourage a diverse, sophisticated, lively environment that delights visitors, supports merchants, and pleases property owners.

M + E 2: Enhance the reputation of the avenue as one of the “Great Avenues of the World”

M + E 3: Attract the world’s entertainers and live performers the District venues.

M + E 4: Embrace technological innovations to support the marketing of the District, events and information sharing with business and visitors.

M + E 5: Provide quality-driven marketing efforts focused on a broad range of visitor experiences.

M + E 6: Create a sophisticated on-street special event schedule.

Projects + Initiatives

- Create Public Relations Campaign: Engaging the media and other opinion makers is critical and managing their observations essential. Even more important is engaging social media, especially because of its appealing demographic characteristics and powerful sponsorship opportunities.
- Create a Public Events Schedule
- Encourage coordination to enhance economic impact of international trade and tourism for the District
- Help facilitate communication and coordination with various international groups in the County and State
- Improve upon the Magnificent Mile District brand through outreach efforts to the media and various constituent groups.
- Promote means of communication to include foreign languages for use in marketing and public way signage.
- Inventory the Public Art within the District and create a marketing plan to encourage visitor walking tours.

9.C Transportation + Access Summary

Priority Goals Overview

Urban transportation improvements are a continuous work in progress. They require strategic partnerships and intergovernmental coordination to secure needed funding to implement these projects. For that reason, it is essential for The Magnificent Mile Association to be in a dialogue with policy makers and have a seat at the table for improvements that will directly affect the District. Today, The Magnificent Mile Association is an advocate for many current transportation issues, that were discussed in Chapter 7 and summarized below. The enumerated issues will require periodic monitoring and updating as circumstances change.

Policy Summary

T + A 1: Strengthen transportation connections

T + A 2: Improve transit operations and service

T + A 3: Embrace technology and provide real-time links to transportation information

T + A 4: Implement proactive parking strategies to meet current and future needs

T + A 5: Utilize traffic management to keep traffic flowing smoothly throughout the District

T + A 6: Organize loading and valet parking logistics to avoid obstructing traffic

T + A 7: Improve and coordinate tour bus impacts

T + A 8: Encourage transportation alternatives to decrease the carbon footprint of the District

Projects + Initiatives

Transportation Planning Projects

- Michigan Avenue reconstruction project (scope, design, timing, funding)
- Central Loop BRT project (funding, timing)
- Carroll Avenue transit-way (planning, funding)
- Installation of protected bike lanes (locations)
- Installation of Bike Share stations (locations)
- Navy Pier Centennial Vision (traffic/parking)
- Navy Pier Bike Flyover (funding, phasing)
- North Lake Shore Drive Reconstruction project
- Chicago Central Area Action Plan - priority projects
- Motor-coach parking (sites need to be identified/secured)
- River-walk construction - westward extensions

- Streetscaping of streets east and west of Michigan Ave.
- Transit station improvements (Clark/Division)

Operations and Management Projects

- Traffic aides at key intersections (priority times, consistent presence)
- Illegally parked mobile food facilities and interactive trucks
- Enforcement of designated loading zones
- Loading docks (management, blocking garage entrances)
- Congestion Management Plan, Chicago Ave. bus land (CDOT/CTA)
- Way-finding signage and traffic conditions info
- Construction canopies (blocking streets/sidewalks)
- Parking meter fare boxes (outages)
- Illegal alley parking

Information and Data

- Updated pedestrian and vehicular counts
- Parking inventory (locations, numbers, rates)
- Inventory of Zip Cars and electric vehicle charging stations

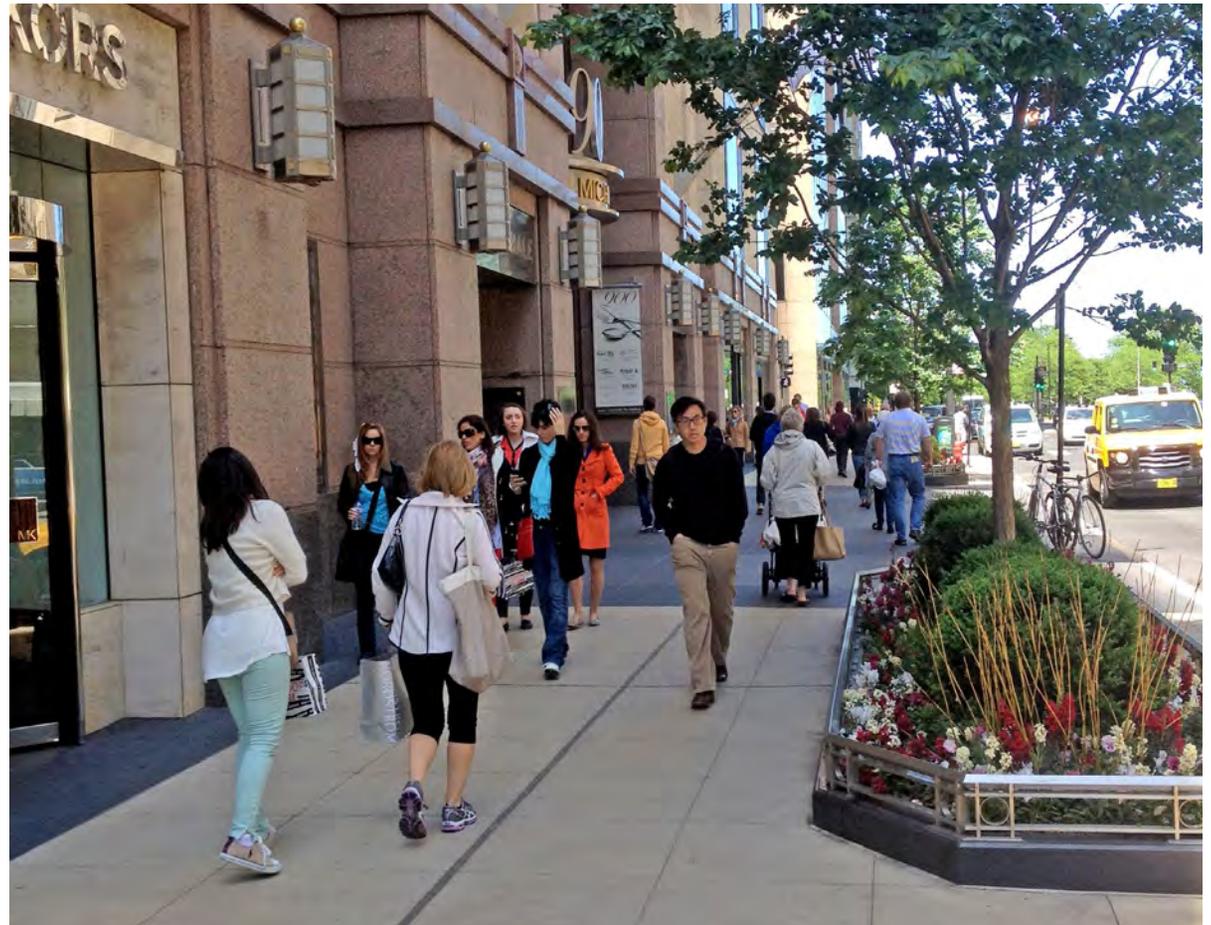
9.E The Magnificent Mile Association Needs Your Support!

The policies, principles and projects suggested in this Vision 2025 should be viewed as the shared agendas of many parties – private developers, the City of Chicago through its departments and agencies, land owners and tenants, community leaders, and the aldermen whose wards include the District. In presenting this Vision Plan, The Magnificent Mile Association does not presume to set an agenda for others, but to suggest future initiatives that benefit both individual stakeholders and the collective enterprise.

Accomplishing the elements of this Vision 2025 requires significant resources. 2012 and preceding years have been a time of economic stress; funding for all types of private and public projects is limited. We believe this will pass in upcoming years. We also believe that planning in the current economy is well timed; current constraints will result in a prioritization of those projects most likely to benefit the collective whole rather than singular initiatives.

Both traditional financing and creative approaches will be needed to support implementation of this plan. Private investment, public funding (including the use of such methods as tax increment financing, special service assessments, and other public revenue sources), corporate sponsorship and indi-

vidual philanthropy are all potential and needed sources. What can be certain is that the resilience of this District, the entrepreneurship of investors, and the ingenuity of public and private leaders are assets that will achieve success throughout this decade and beyond 2025.



THE MAGNIFICENT MILE[®] ASSOCIATION

MICHIGAN AVENUE DISTRICT | CHICAGO