



Prepared for
Cook County
Bureau of
Asset Management

UNLOCKING THE VALUE:

*Old Cook County Hospital Building Charrette
A Call for Ideas*

*The Chicago Consultants Studio, Inc.
Strategic Program and Development Manager
Edited by Brook Architecture*



OFFICE OF THE PRESIDENT
BOARD OF COMMISSIONERS OF COOK COUNTY
118 NORTH CLARK STREET
CHICAGO, ILLINOIS 60602
(312) 603-6400
TDD (312) 603-5255

TONI PRECKWINKLE
PRESIDENT

To Charrette Participants:

On behalf of the Board of Commissioners of Cook County, I am pleased to provide you with this limited edition portfolio monograph as a token of our appreciation. To the organizations, professionals and community participants in the charrette, we thank you for lending your time and talent to this effort. To the development community, we hope this portfolio monograph provides you with the inspiration to become part of an exciting and timely urban redevelopment initiative.

No one can be certain what the future holds for the old hospital structure. However, we can all be assured that the County has made every effort to “unlock the value” and aggressively pursue the most creative and strategic proposals for redevelopment of the overall campus. We are proud to have partnered in this unique charrette process with the Chicago Architecture Foundation, whose participation introduced the County to an even broader forum of professional design teams and facilitated vital dialogue with the community.

I greatly appreciate your time, interest and service.

Sincerely,

Toni Preckwinkle
President



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Landmarks Illinois

Chicago Central Area Committee

Lambda Alpha-Ely Chapter (Team Burnham)

Metropolitan Planning Council

Lambda Alpha-Ely Chapter (Team Bennett)





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Chicago Architecture Foundation

Landmarks Illinois

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Cook County



UNLOCKING THE VALUE: *OLD COOK COUNTY HOSPITAL BUILDING*

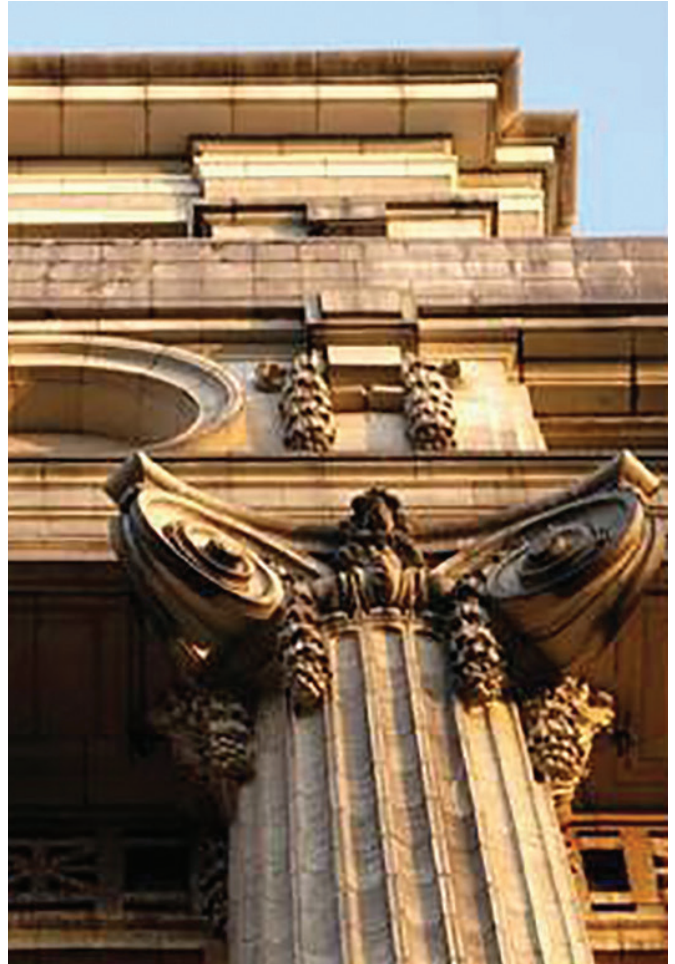
There is likely inherent “value” to unlock in the redevelopment of the Old Cook County Hospital building structure when viewed in a strategic and creative development context and paired with adjacent real estate opportunities. If a use or viable concept can be articulated that leverages this value rather than compromises the campus redevelopment, then this is Cook County’s preference. That “value” may be realized through an adaptive reuse of the building, utilization of a portion of the building, leveraging just the character of the façade with new construction behind, or a variety of other scenarios. The intent of the Old Cook County Hospital Building Charrette is to engage the civic agencies, stakeholders, organizations, and broader community in a creative dialogue that seeks to vet a range of ideas and options to inform future redevelopment opportunities. In doing so, the Charrette will bring a unique awareness of the great potential and help stimulate, challenge, and inform the subsequent redevelopment process.





In its earliest decades, so many hopeful immigrants passed through its doors that Cook County was sometimes referred to as “Chicago’s Statue of Liberty”.





Cook County Hospital...represents a far more optimistic time. Its design may have looked backward, but its grand Beaux-Arts facade was a way of bringing the high classicism previously reserved to European royalty into the modern public realm. It expressed the idea that even the poor deserved a part of the American dream.



BEGINNING THE CONVERSATION



Built in 1913-14, the Old Cook County Hospital Building stands today as an identifiable icon along the Eisenhower Expressway, embodying much history and legacy of healthcare in Chicago. The Old Cook County Hospital Building was once a place of hope and healing for an underprivileged immigrant community. It was a place of firsts for the medical community: the first blood bank in the United States, first to diagnose sickle cell anemia, the first HIV/AIDS center in Chicago and the first National Trauma Center on the west side of Chicago.

There are many questions, opportunities, and obstacles to consider in redeveloping this potential landmark: what historic or iconic value does it hold for the community and is that a value worth saving and leveraging? Who encompasses the community of the surrounding area today? What community could or should be developed around it? How can this site contribute to the medical campus around it? How can this site become and remain sustainable for mixed-use private development within the midst of a surrounding medical campus expansion? Where are opportunities for linking to surrounding communities? How do we advance the discussion to engage private development?

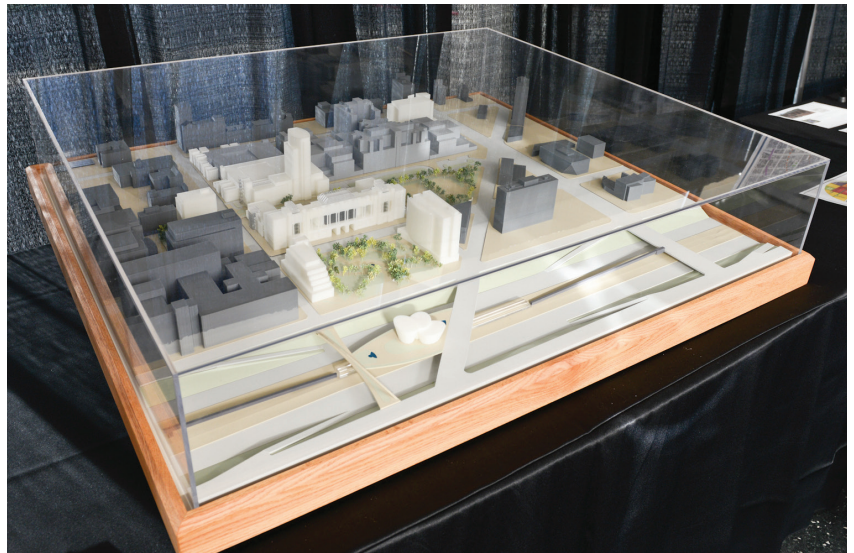
To answer some of these questions and stimulate dialogue, Cook County issued a “call for ideas” to the public and Chicago-area civic organizations, developers, architects, engineers, economists, market specialists, lawyers, community builders, and financiers. The Charrette put forth a challenge to the best of Chicago’s creative design and development talent to offer innovative yet viable ideas and concepts to help inform the future redevelopment process of the unique opportunities present with the Old Cook County Hospital Building and surrounding area.

The conversation to engage these civic organizations, the community, and the city at large in the redevelopment project began on the evening of September 23, 2014, with an Orientation Briefing and Open Forum Work Session, in conjunction with the County’s partner in the charrette, the Chicago Architecture Foundation (CAF). Together, the County and CAF used their online and social media platforms to promote the event and engage participants. Invitations went out to a variety of Chicago’s civic groups, community groups and area stakeholders. Four organizations agreed to participate, including: Chicago Central Area Committee, Metropolitan Planning Council, Lambda Alpha (with two teams due to strong interest), and Landmarks Illinois.



Over 140 people participated in the September 23rd Orientation Briefing, including a wide array from Chicago’s leading design and development community, civic groups, elected officials, area stakeholders and institutions, and current and former employees.

The program began with a welcome and introduction by the County Bureau of Asset Management and The Chicago Architecture Foundation, who both articulated the desire to creatively explore options that seek to unlock any inherent value of the building. The County’s Strategic Program and Development Manager, the Chicago Consultants Studio, Inc., (CCS), offered a historical background of the Old Cook County Hospital building, and outlined both the challenges and opportunities for reuse of the building, including its current condition, premium costs associated with restoration, as well as precedent creative renovation projects throughout the US and internationally. From this, participants were charged to look at a wide variety of options, from adaptive reuse of the structure, to renovation and expansion, to a mix of new infill with old, to façade restoration with entirely new structures behind, to an all-new building, if economics dictated. Further teams were asked for not only design solutions but also program and use scenarios, market viability assessment, and economic and funding alternatives. Each of the five invited civic teams, which encompassed a wide spectrum of professionals across many disciplines, offered their unique perspectives, focus and interests in the Charrette.





Guests were also greeted with a full display of historic images, building drawings, area assessment diagrams, and key questions that probed further into the significance of the building, its history and the opportunities presented with it and the surroundings. The consultant team of Brook Architecture and Nia Architects asked participants to provide feedback and insight to the materials along six main topics:

- Adaptive Re-use
- Design and Aesthetics
- Open Space and Recreation
- Job Creation and Community Benefits
- Linkages
- Program and Uses





Each of the five invited teams discussed their initial perspectives and desires for the project, which varied based on the particular focus and interest of the organization and their participants. The intent was to stimulate the creative process and to encourage public dialogue. Other individuals, including current and former hospital employees, and residents also shared their memories about the hospital and its importance as a Chicago icon. Some offered that the redevelopment include this historical reference to its legacy through a museum component, perhaps within a renovated Old Cook County Hospital building.

The evening closed with Brook Architecture summarizing the workshop dialogue that had been ongoing throughout the evening in the Hektoen lobby.



Cook County

EXPLORING THE POTENTIAL

Over the next ten-day period, the various teams began their exploration of issues and opportunities, constraints and concepts, and unique potentials inherent in the Old Cook County Hospital building and surroundings. Headed by the four civic organizations with participation from their broad membership base, five teams worked independently to unlock this value. These included:

Landmarks Illinois

Chicago Central Area Committee

Lambda Alpha-Ely Chapter (Team Burnham)

Metropolitan Planning Council

Lambda Alpha-Ely Chapter (Team Bennett)



Cook County

PRESENTING THE IDEAS:

On October 7, The Chicago Architecture Foundation hosted the final Charrette session. Each of the five civic teams' presentations had unique elements but common themes:

- The inherent value in preserving the Old Cook County Building as the center of broader development
- Creating development in the built form as well as open space development within Pasteur Park directly in front of the building
- Unlocking the potential of the site through innovative ideas
- Providing "developer-friendly" opportunities for maximizing value and community-building potential
- Developing links to the surrounding neighborhoods and entertainment districts
- Embracing the potential for mixed-use development with a variety of program ideas within a dense space











Cook County

PRESENTING THE IDEAS: LANDMARKS ILLINOIS



Making a case for viable reuse options and a new ‘Landmark’

Bonnie McDonald, President, Landmarks Illinois

Alicia Berg, Chair

Will Tippens, Vice-Chair

Joe Antunovich, AIA

Clark Christensen, Assoc. AIA

Lisa DiChiera

Lisa Fiorenza, CPA

Tim Frens, CPA

Ari Glass

Krista Gnatt, LEED AP

Graham Grady

Jim Mann

Sean McGowen

Robin Schabes

Anne-Marie St. Germaine

Rhonda Thomas

Jack Tribbia

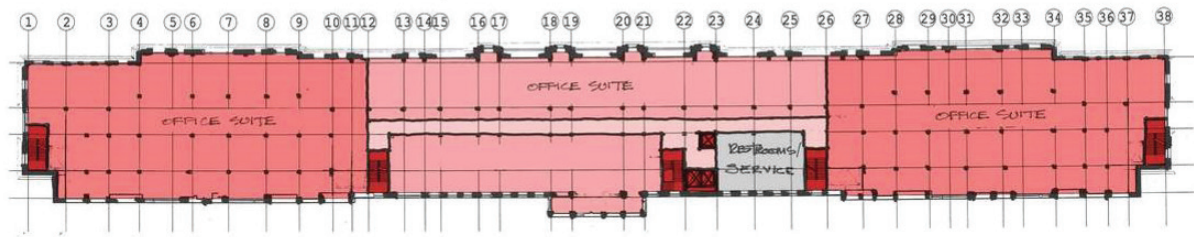
John Tully

Anne Voshel

The Landmarks Illinois team defined “Unlocking the Value” as finding a realistic development program that is financeable and contributes to the vitality of the IMD from the user perspective. Further, they chose to limit the development to only reusing the existing structure, foregoing additional development potential in front of or behind the building. In doing so, this solution represented the most conservative or constrained approach, relying only on the value of the old building. Supporting that definition, the team viewed the development of Old Cook County Hospital building as an opportunity to establish a public-private partnership through a developer long-term lease where the developer finances the project and owns the asset. Landmarks Illinois presented two options—both fully fundable—and presented the use mix, development cost and the potential sources of capital.







TYPICAL FLOOR PLAN
(LEVELS TWO THRU EIGHT)



GROUND FLOOR PLAN

SCENARIO 1: OFFICE AND GROUND FLOOR RETAIL

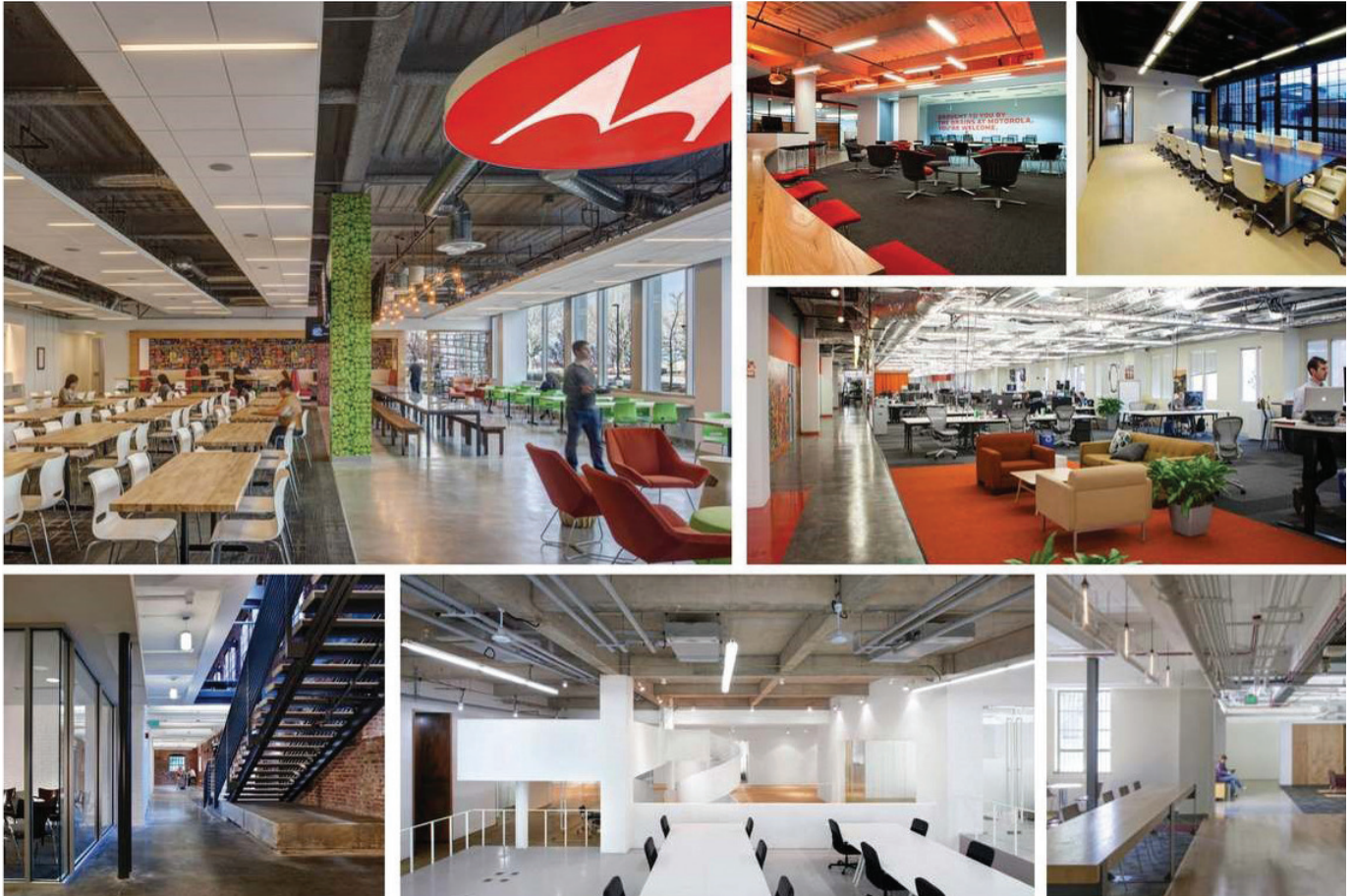
1st floor—31,000 square feet of retail space, with rent of \$18 per square foot

2nd-8th floors—243,000 square feet, with rent of \$20 per square foot

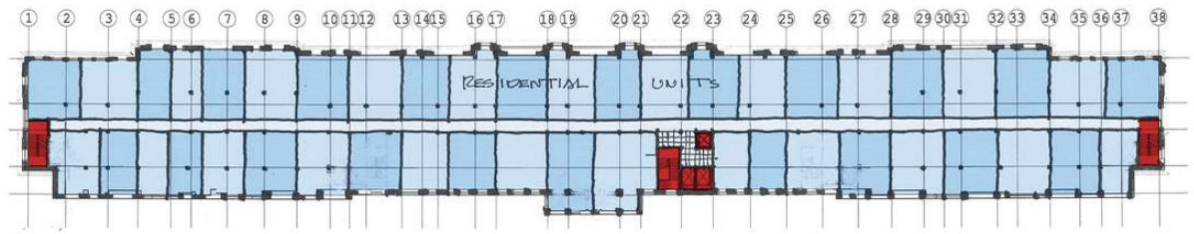
This development would attract amenity-driven employers who would welcome the contemporary features but also appreciate the historic perspective. Possible business tenants include medical tech start-ups, medical billing companies, insurance or pharmaceutical companies, and wellness programs. Retail would energize the interior and exterior streets. Tenants would be restaurants, a coffee shop, a fitness center, or a flexible space that could support a pop-up store or kiosk.

Total development cost: \$82.3 million

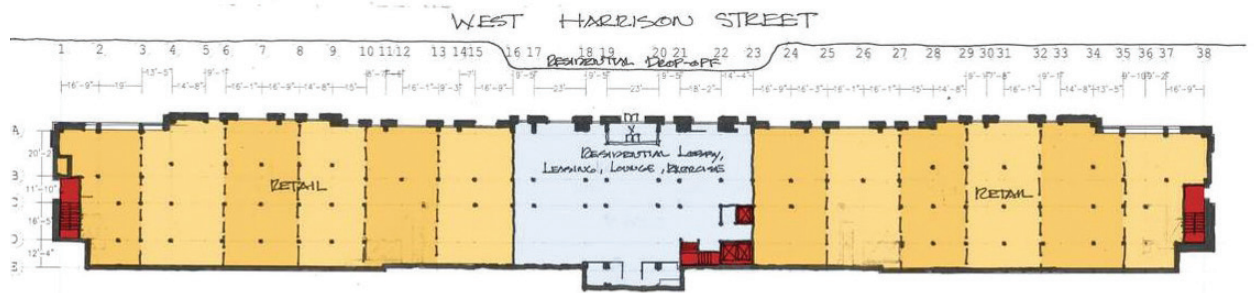
Cost per square foot: \$233.62



Office Over Retail Scheme and Character images for Office Conversions



TYPICAL FLOOR PLAN
(LEVELS TWO THROUGH EIGHT)



GROUND FLOOR PLAN

SCENARIO 2: MIXED-INCOME RESIDENTIAL AND GROUND-FLOOR RETAIL

1st floor—27,700 square feet of retail space

2nd floor residential—245,000 square feet

Unit mix: 75% market rate, 25% affordable

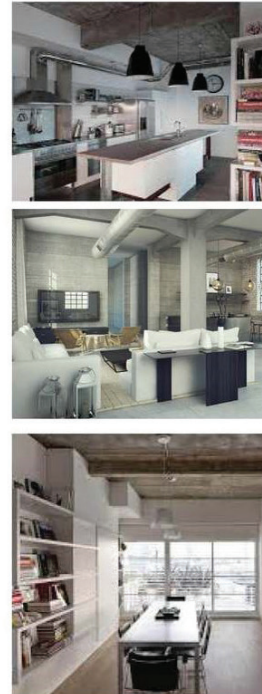
302 units, with an average size of 800 square feet

\$1500/per month average rental rate, studios

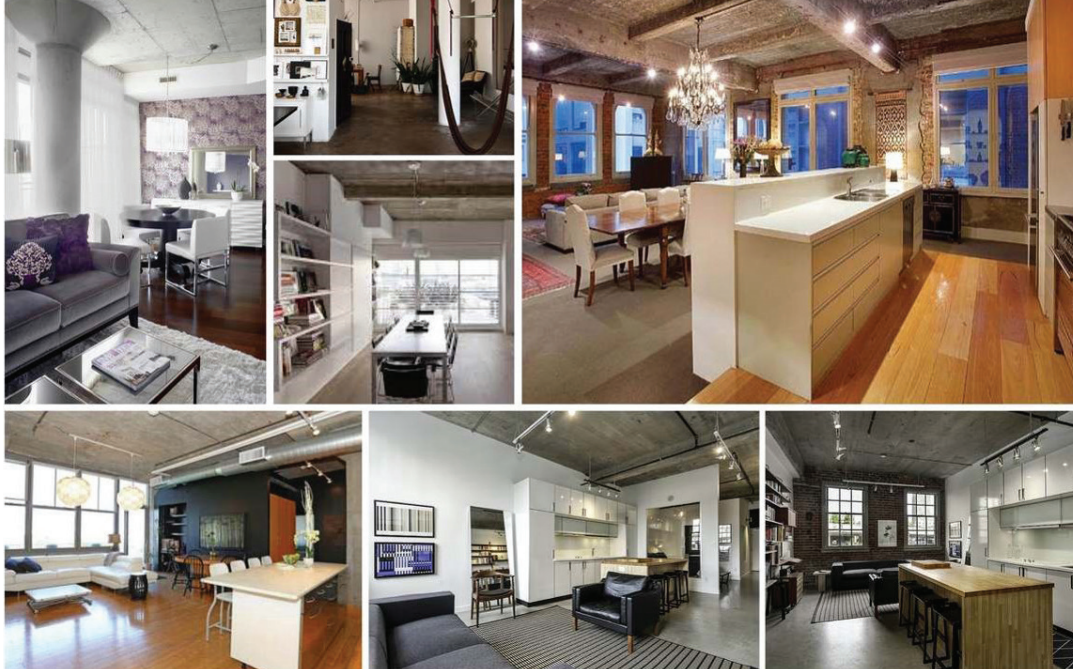
Total development cost: \$93.5 million

Cost per square foot: \$264.31

*Residential Over
Retail Scheme*

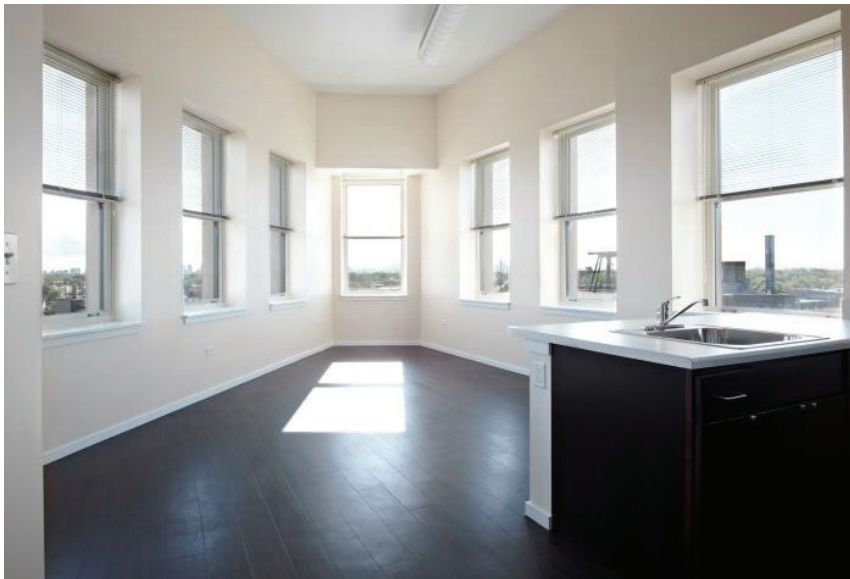


*Character images
for Residential Loft
Conversions*

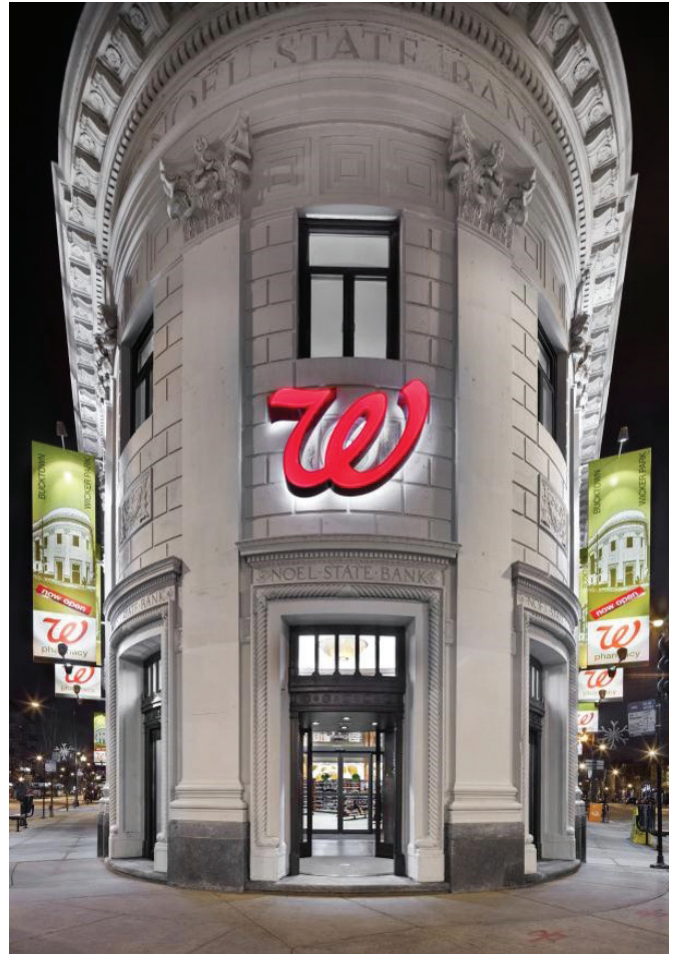




The before-and-after photo by Hartshorne Plunkard Architecture shows the re-use of a ballroom into a recreation room at Randolph Towers in Chicago.



A before-and-after photo of Hairpin Lofts in Chicago being converted from an old office building into new residential lofts.



Both scenarios use Federal Historic Tax Credits and city Tax Increment Financing as financial tools and are fully funded. Chicago's Planned Development guidelines prioritize the adaptive re-use of orange-rated buildings like Old Cook County Hospital building. Alternative or additional financial tools include the State Historic Tax Credit proposed by Landmarks Illinois to the General Assembly.

Using an in-plan model to calculate the job creation, the rehab development will create 526 more construction jobs than a new construction project.

Landmark's flexible site plan allows for a phased or simultaneous new construction. Developers can build an addition to the existing building's south façade or build freestanding structures that allow a view of the old building.

Landmark presented examples of notable Chicago adaptive re-use retail and residential projects that would capitalize on the building's asset.



PRESENTING THE IDEAS: CHICAGO CENTRAL AREA COMMITTEE



*Building a legacy for the
future founded in the history
of the area while expanding
beyond boundaries*

Bryan Cave, LLP

Cushman & Wakefield

Forum Studio

Globetrotters Engineering Corporation

Lend Lease

Perkins + Will

Port Urbanism

RMC International

The legacy of Old Cook County Hospital building lives in the hearts and minds of County residents, many of whom were born and cared for there during its near century of service. Its façade symbolizes public health, medical education and innovation, and America’s immigrant experience—indeed, the American ideal, where all are embraced and kept well.

The Chicago Central Area Committee vision for Old Cook County Hospital building encompasses three key elements:

- ***The first is to honor history*** with a program honoring the hospital’s legacy as a widely recognized symbol of leadership in urban public health for nearly a century.
- ***Next, the importance of building a legacy for the future.*** As beneficiaries of the established heritage of Cook County Hospital, they envision a mixed-use campus anchored by the Old Cook County Hospital building that becomes the center of the Illinois Medical District—knitting together its anchor institutions, connecting its adjacent neighborhoods, and acting as a magnet for an economic development district centered on the West Side and built on the twin pillars of healthcare delivery and wellness and post-secondary education and research.
- ***Lastly, there need to be incentives for success.*** To implement this vision, it is critical to consider all potential public-private funding sources and procurement models.

The Chicago Central Area Committee envisions the old Cook County Hospital as a global wellness center for bio-innovation and a center for bioscience and technology research, development and commercialization.

The historic north façade would be retained, restored and enhanced to serve as an impressive gateway element, centered on Pasteur Park (a parkland spanning the Eisenhower Expressway and Ogden Avenue that provides unbroken pedestrian pathways from north to south) while providing great visibility for the Eisenhower Expressway. A new 200,000-square-foot addition would be layered behind the historic North Façade with flexible, efficient floor plates and a performance-driven South Elevation. The design takes advantage of the linear form of the existing building, seizing on its orientation to create a sustainable, light-filled environment set in an impressive new landscape focused on wellness.

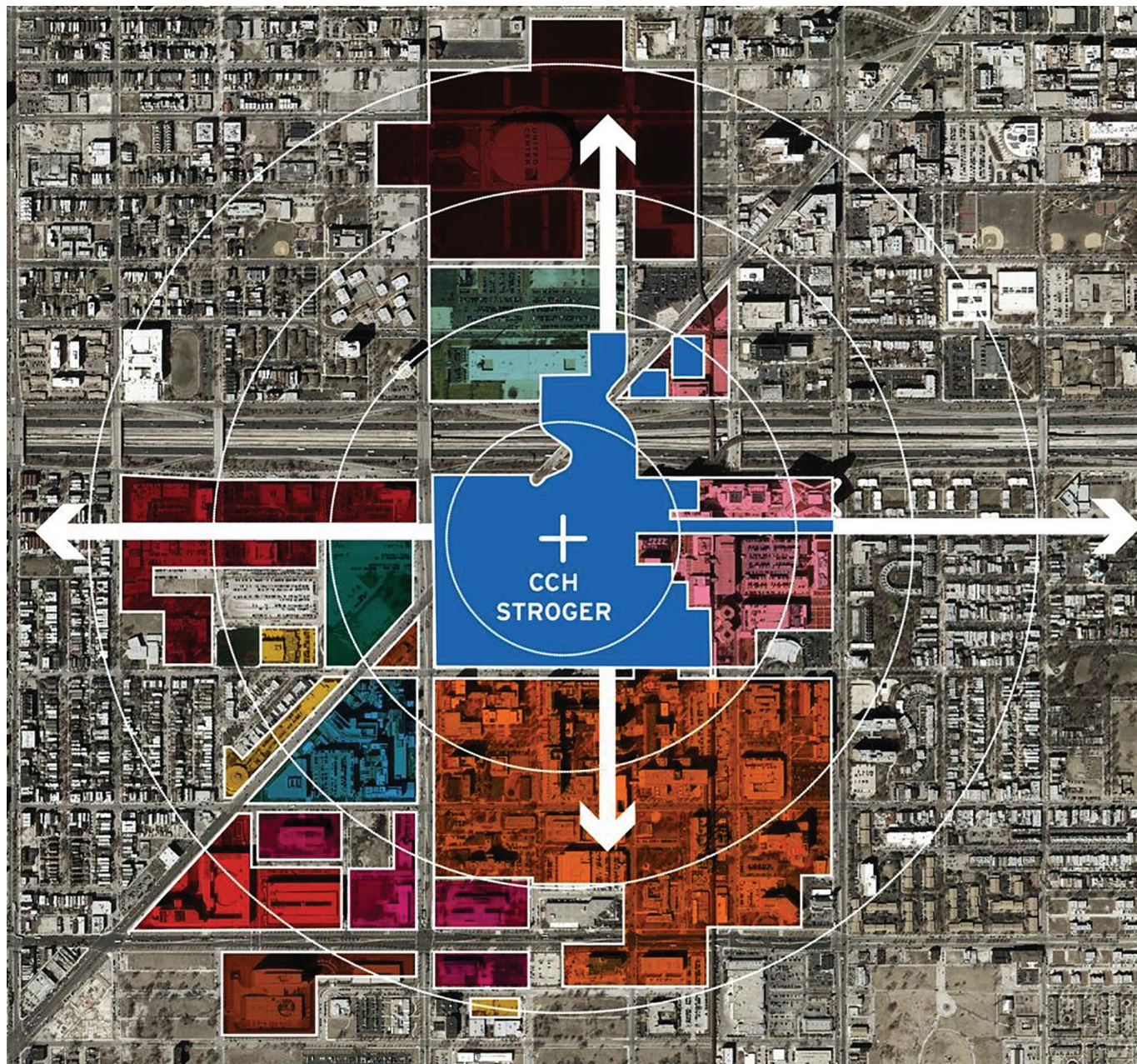
At its center, a Media Portal physically and figuratively serves as a gateway for the new campus. It connects Pasteur Park on the north through the new Bio-Innovation Center to a series of 130,000-square-foot L-shaped lab and office buildings that form a series of courtyards designed to provide active areas of interaction and collaboration. The Bio-Innovation Center anchors a new campus ecosystem of innovative startups and established companies. Within the Media Portal, digital screens and projections share the latest developments in research and innovation. A digital museum celebrates this landmark building’s treasured medical history. The Portal is framed on each side by flexible co-working incubator space with access to shared labs, ultra-high-speed data connections, and dynamic support, which encourage new ideas to take form. Below it all is a revenue-generating underground parking garage.

The Bio-Innovation Center provides state-of-the-art facilities to support the world’s most promising technological advances with reverence to the historical and community importance of the Old Cook County Hospital building. This respectful treatment of the original building elegantly supports the three tenets of their vision: ***Honoring History, Building a Legacy for the Future, and Creating Incentives for Success.***

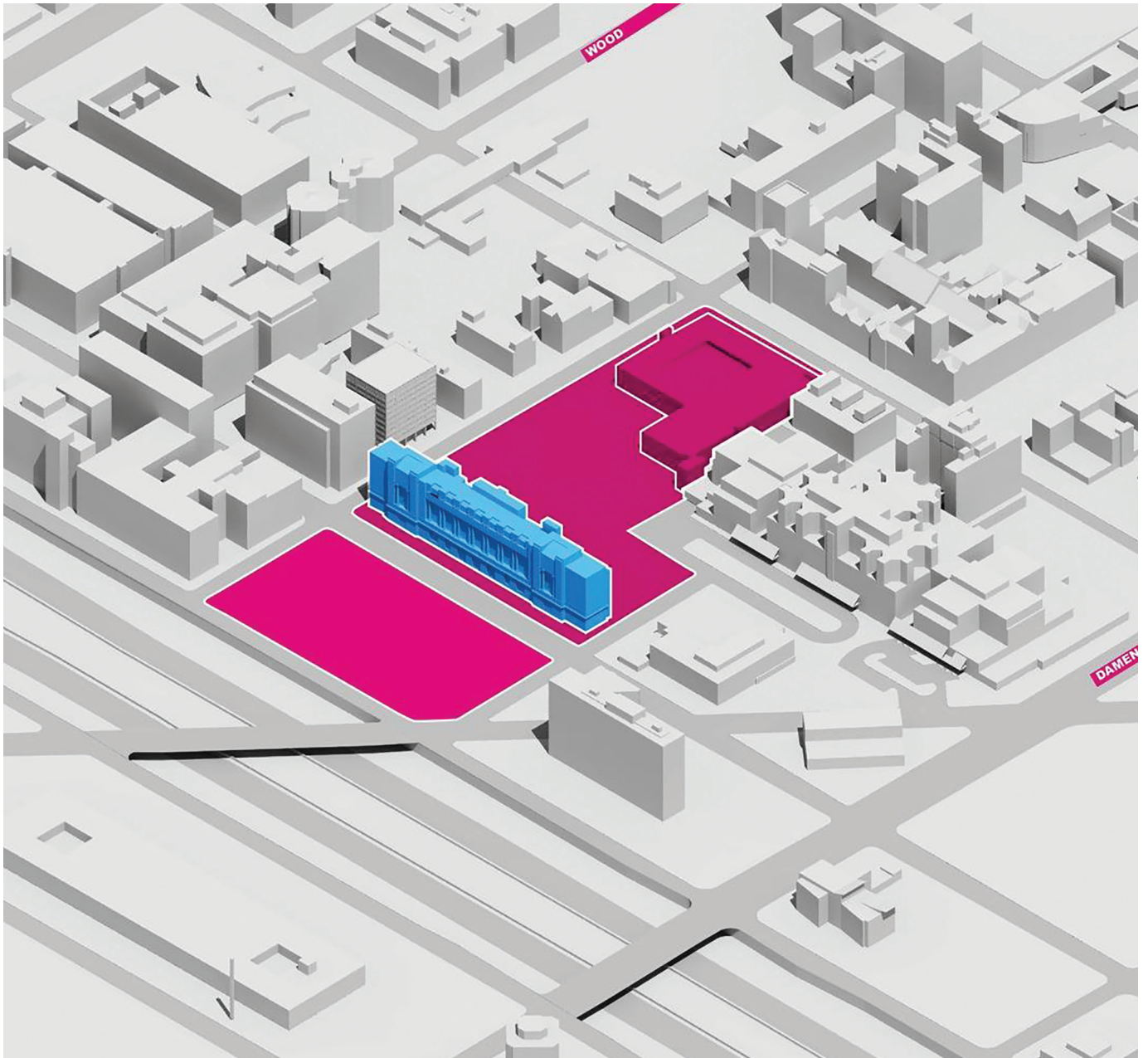




At the epicenter of a diverse district.

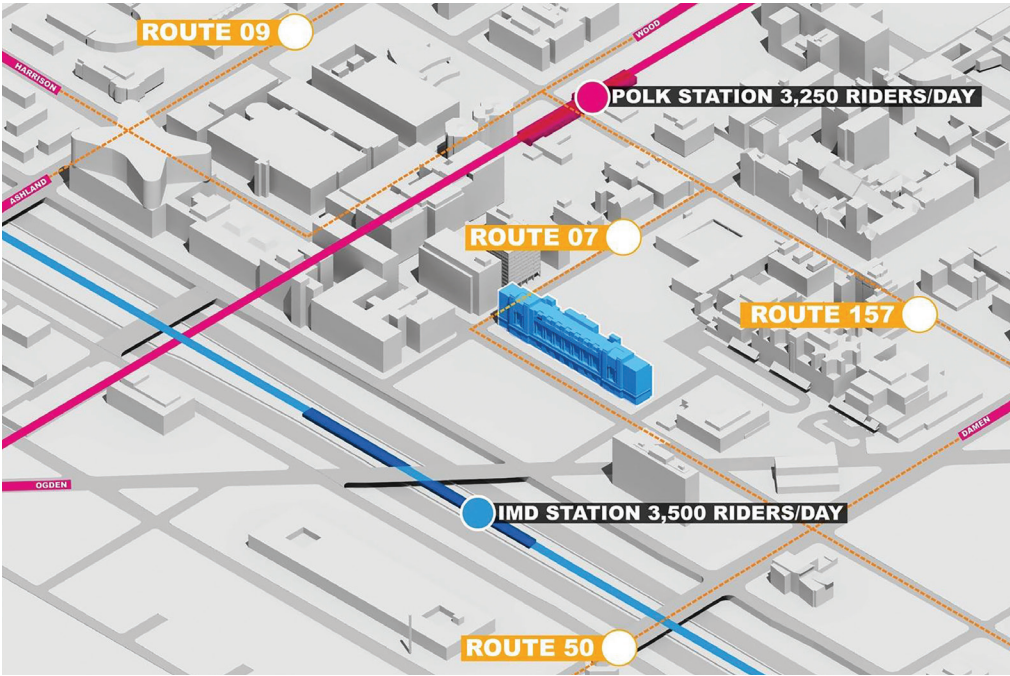
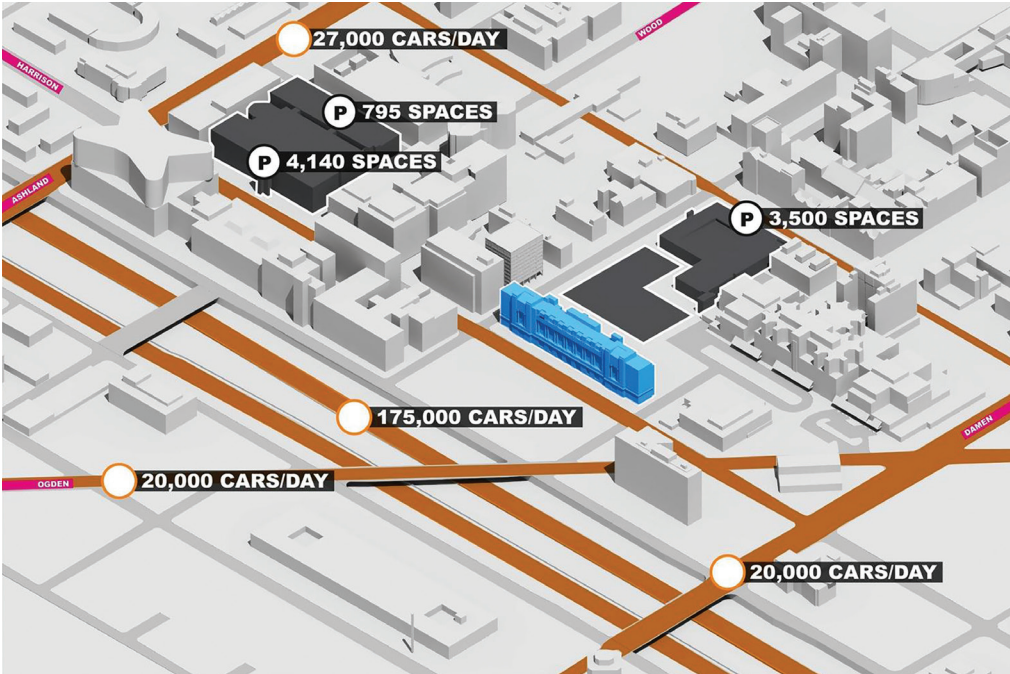


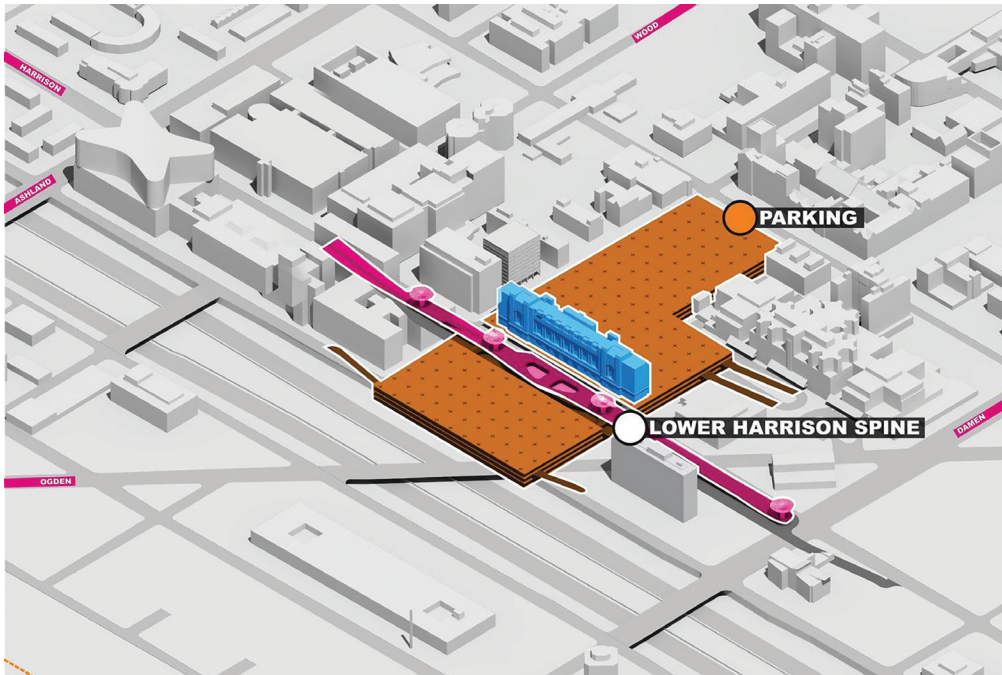
Expansion Beyond Boundaries and linkages to neighborhoods.



Current Cook County Hospital

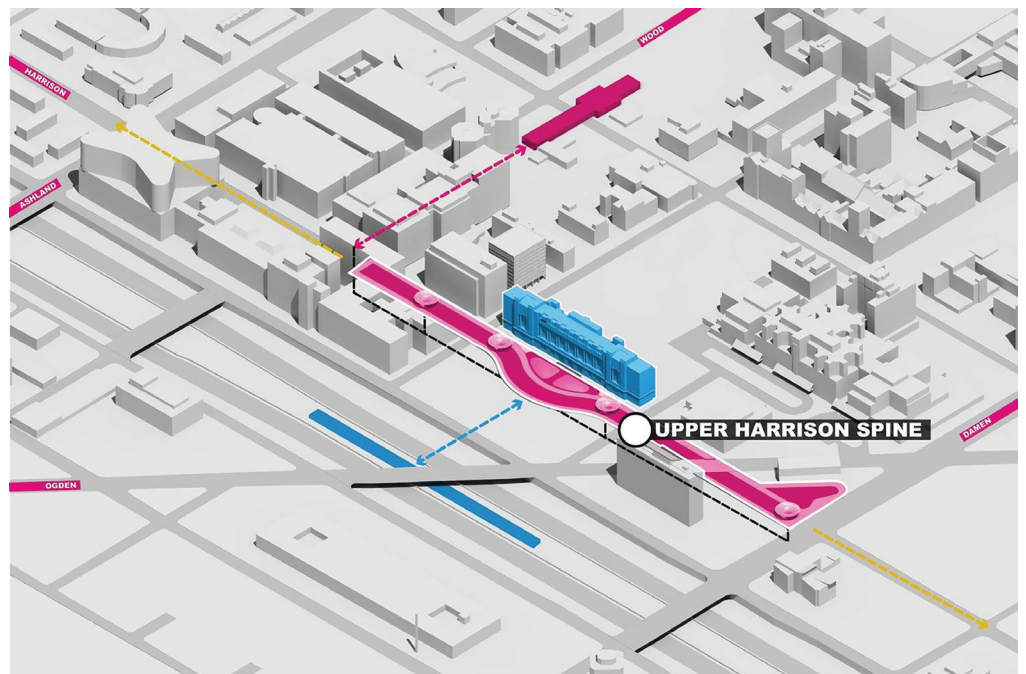
Existing automobile traffic loads and current parking



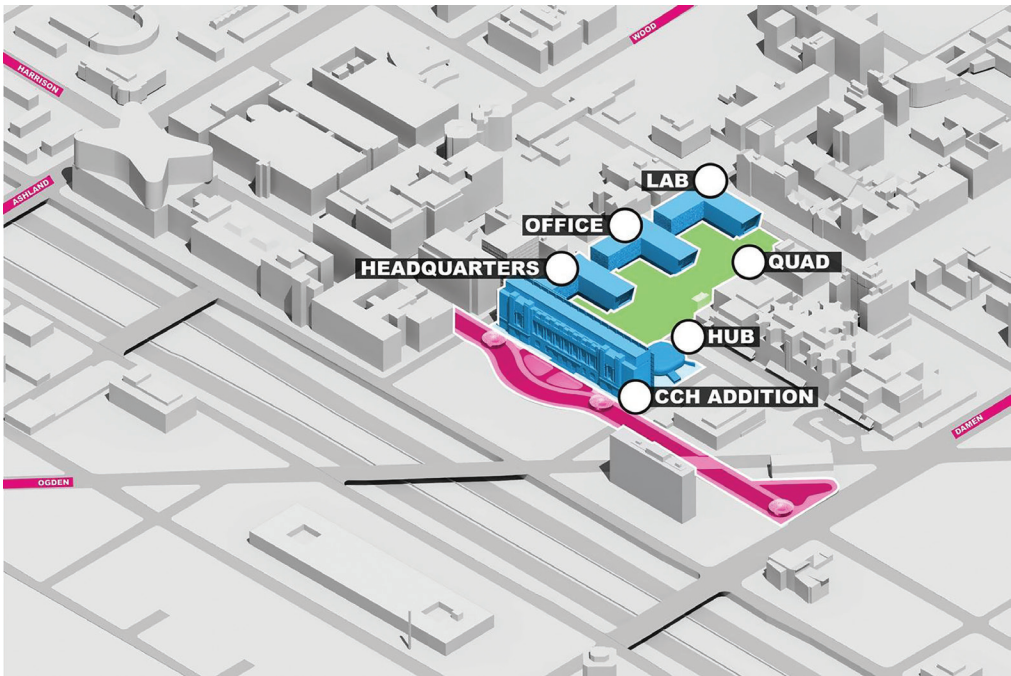
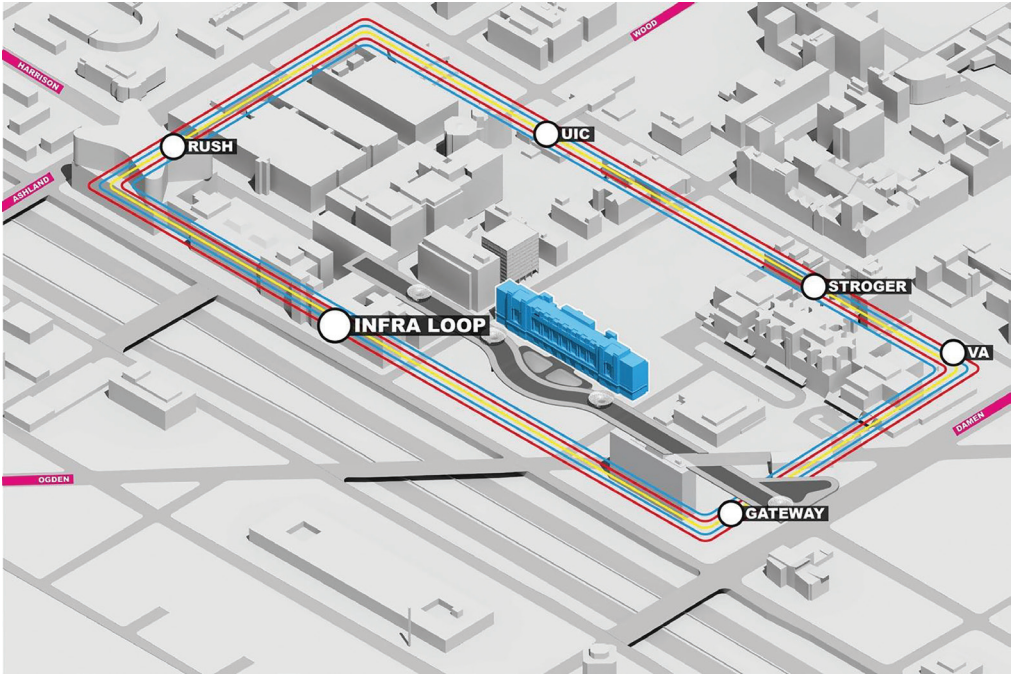


The proposed solution is to create a central parking structure with a Lower Harrison spine for vehicular traffic.

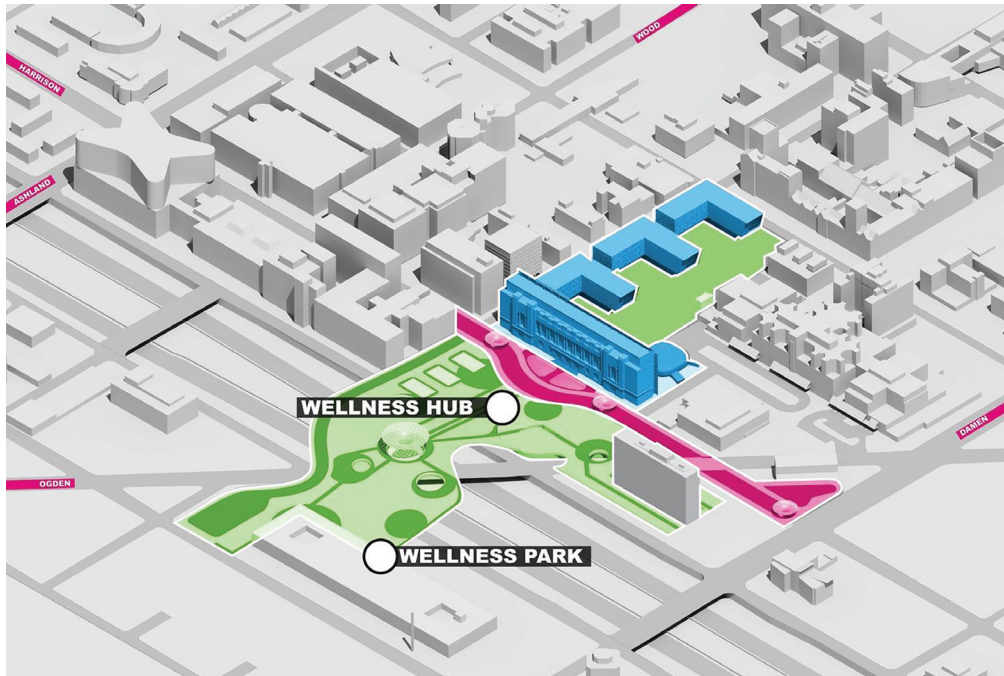
The Upper Harrison spine would create a pedway to the existing CTA Blue Line and Pink Line.



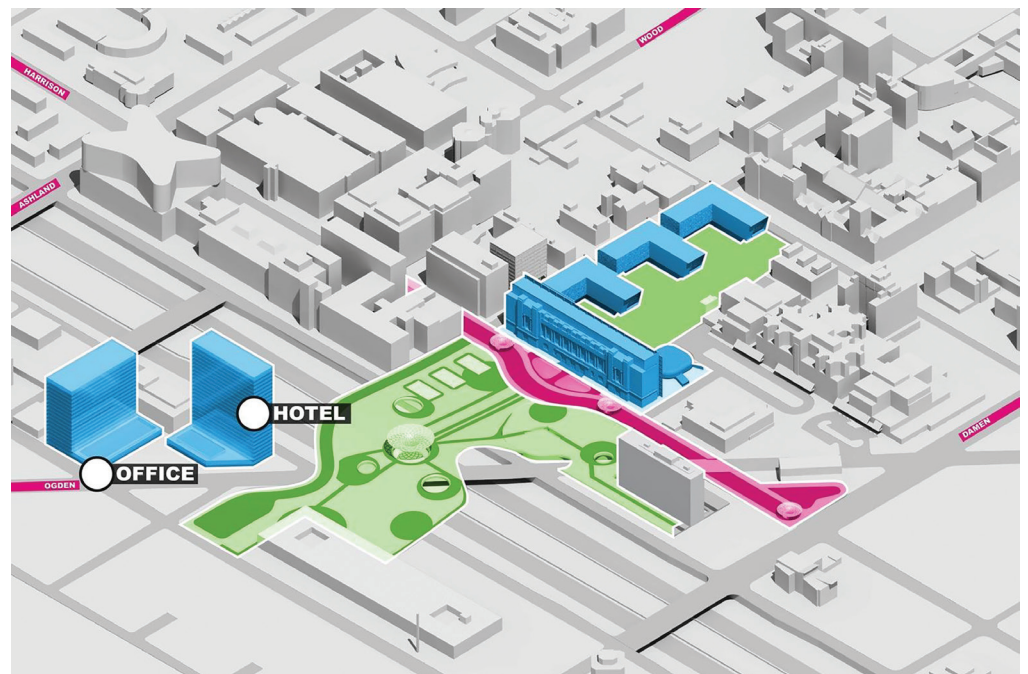
A new infra loop would connect all the major institutions within the medical district.



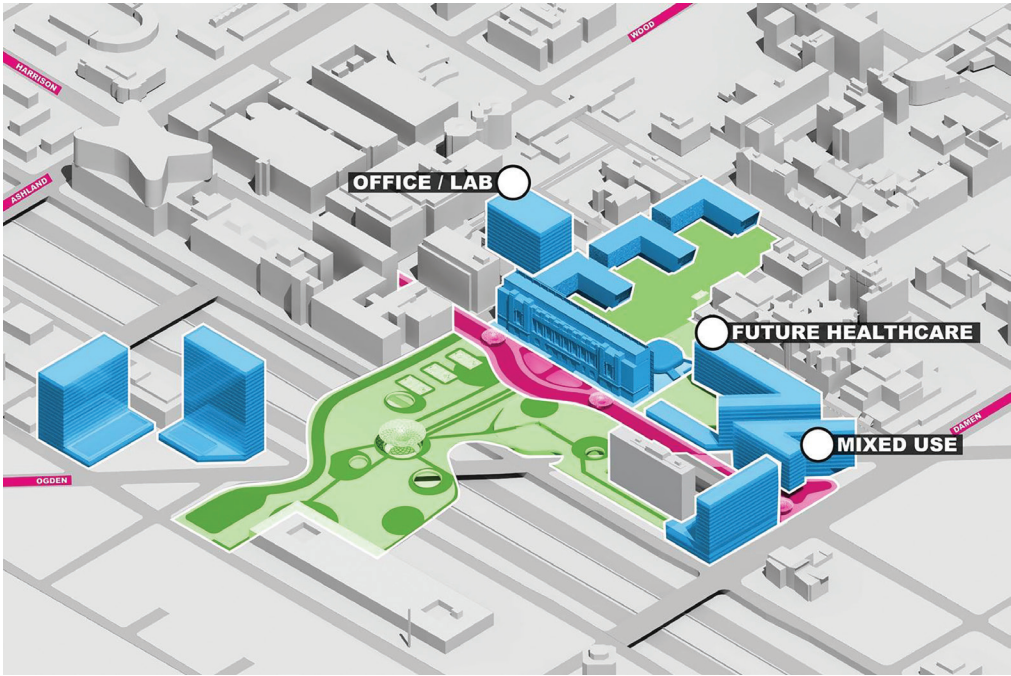
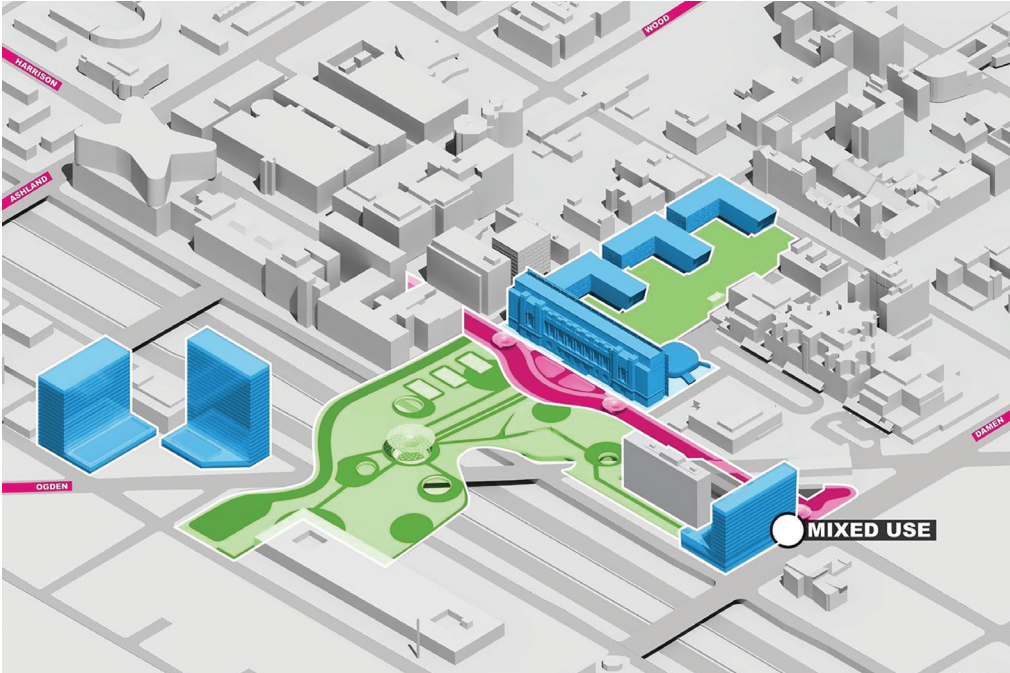
The new additions to the historic north façade would provide a flexible floorplate while taking advantage of the existing linear design language.



The Wellness Hub and Wellness Park centered on Pasteur Park would serve as a gateway to the historic north façade of the building.



One of the main guiding principles of the concept is for expansion beyond the site boundaries. As the need for various programs grows, new buildings can be incorporated into the proposed framework.









Cook County

PRESENTING THE IDEAS: LAMBDA ALPHA-ELY CHAPTER – *TEAM BURNHAM*



*At the confluence of health,
heritage, and hospitality*

Elaine Lockwood Bean, BSA Life Structures

Paul Cohen, Neighborhood Capital Institute

Martha Frish

Diane Gormely-Barnes, HNTB

Susan King, Harley Ellis Devereaux

Chris Lee, Johnson & Lee Ltd.

Roberta Nechin, NECHIN ENTERPRISES

Earl Manning, ARCADIS

Dan Martin, Market Feasibility Advisors

Lesley Roth, Ratio Architects

Lynsey Sorrell, Perimeter Architects

Joanna Trotter, University of Chicago

Ewa Weir, JLL

Christine Williams, Goodman Williams Group

Ruth Wuorenma, Neighborhood Capital Institute

Team Burnham sees the Cook County Hospital Charrette as an opportunity to create a Wellness District centered around three core principles: *Health, Heritage and Hospitality*.

H1 HEALTH: Pasteur Park would frame the core principle of Health. It would be a beacon for wellness and medical innovation. With the Eisenhower Expressway exposure, Pasteur Park would be key to value capture for the IMD brand. This point would be attractive to a corporation, institution or association for a build-to-suite iconic structure. Accessible to young professionals and open to retail and restaurant uses, Pasteur Park would draw workers, students, visitors and neighborhood residents.

H2 HERITAGE: The historic architecture of Old Cook County Hospital building frames the second core principle of Heritage. The lighted façade of the Old Cook County Hospital building would be framed with new Pasteur buildings and enhance views from the Eisenhower Expressway. The hospital site would welcome visitors with a new Wellness District hotel with multiple brands, including an extended stay facility and a conference center. It would provide a winter garden with all-season green space as a centerpiece for public space, event and conference facilities. Finally, it would integrate displays in public areas to highlight the rich hospital history.

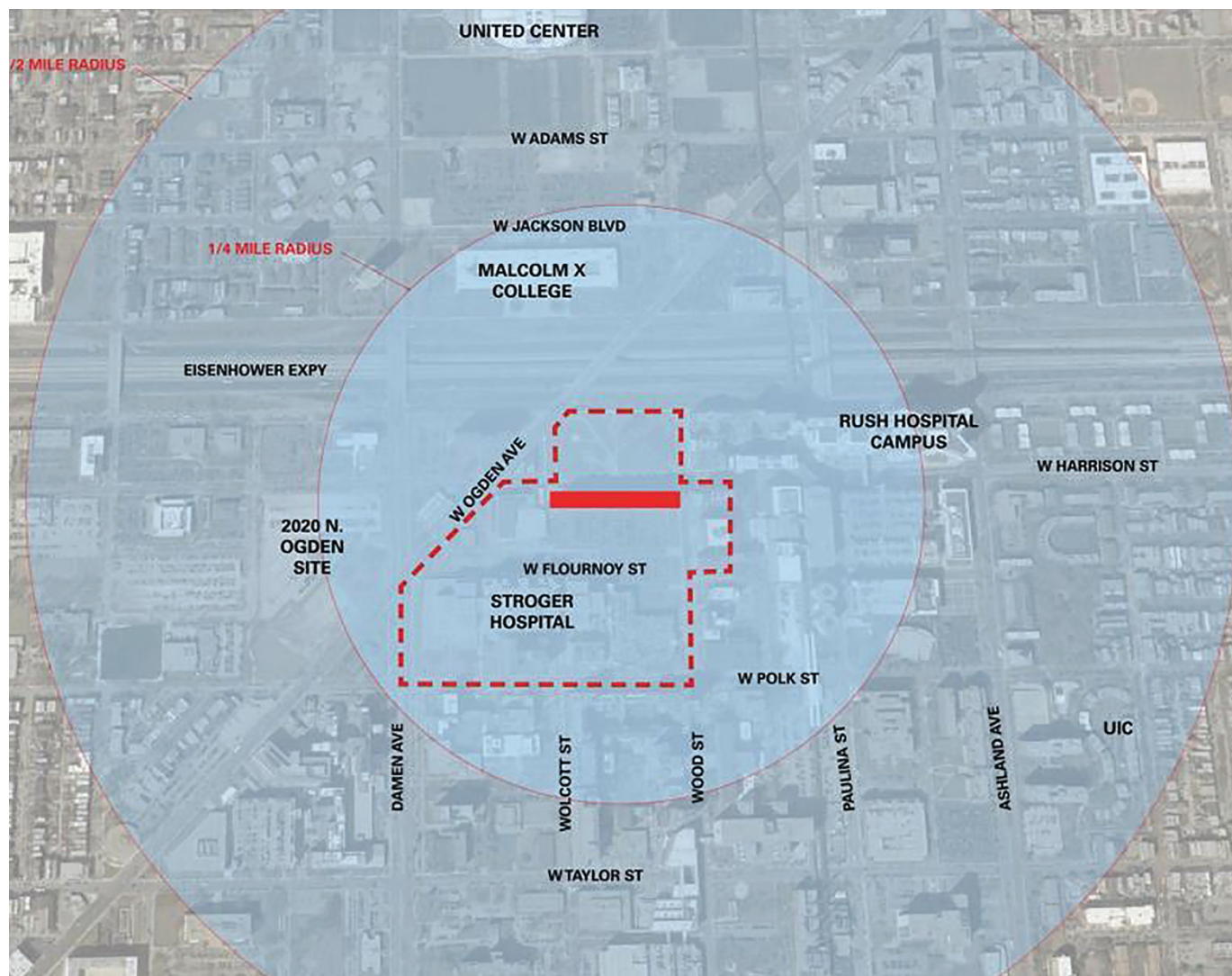
H3 HOSPITALITY: The Fantus Site represents the last core principle of Hospitality. The site would create a gateway to the Wellness District, engaging the community through athletic, recreational, retail, restaurant and entertainment offerings from the street level to the rooftops. The Fantus Site would energize the edge of Ogden Avenue with retail and dining with a focus on health and well-being. Finally, it would promote Ogden Avenue as a complete avenue that is comfortable for pedestrians, bicyclists, cars and buses and ease of entry and exit access for the Blue Line.



URBAN DESIGN FRAMEWORK

Urban Design Principles

1. Connect Wolcott North and South
2. Leverage the residential character of Polk Street
3. Provide connected networks of parklets and passive outdoor space with the district
4. Create corridors to the Cook County Hospital
5. Energize the corner of Ogden and Harrison
6. Provide an enhanced pedestrian environment
7. Connect the district to the grid system

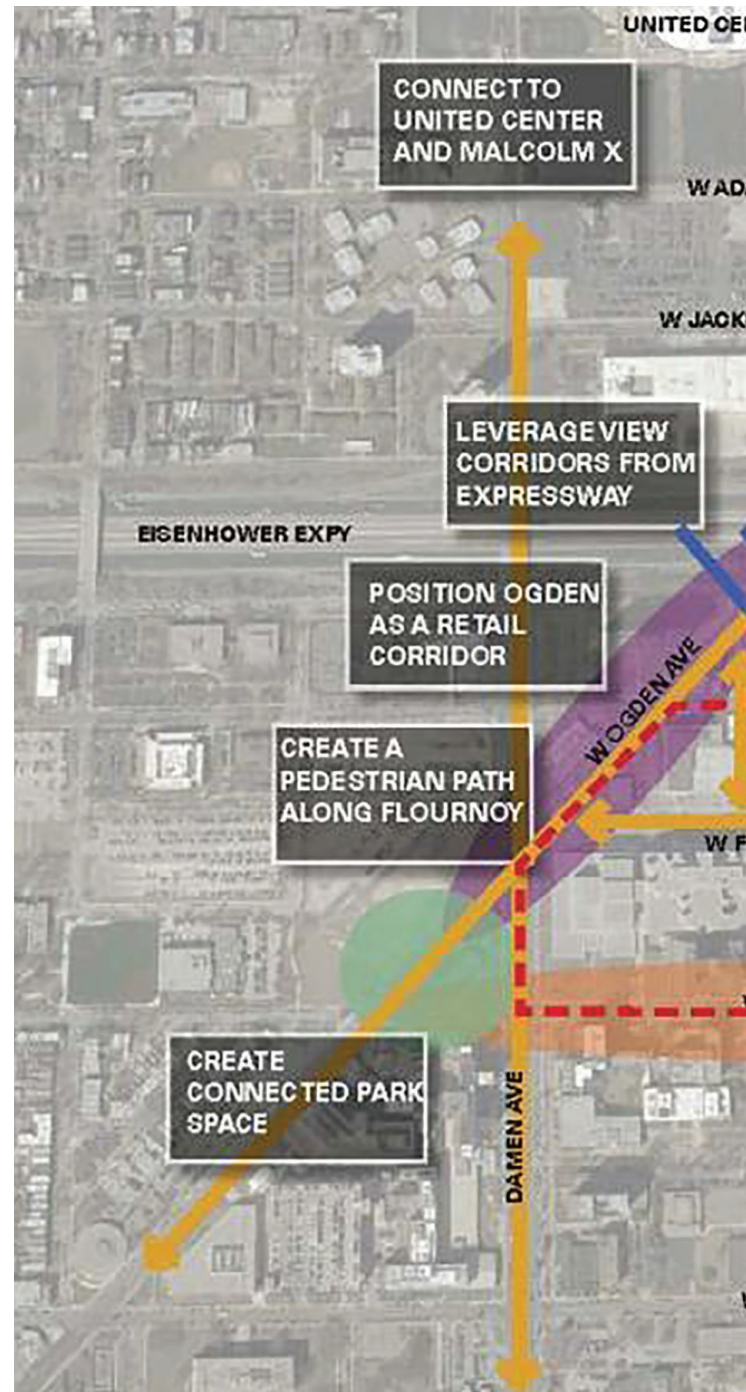


URBAN DESIGN FRAMEWORK: DISTRICT PRINCIPLES

Urban Design Principles

1. Develop opportunities for Pasteur Park to add value to the project as a whole
2. Consider multi-modal transportation options and connections to IMD
3. Connect complementary land uses and provide transitions between higher and lower intensity uses
4. Repurpose the Fantus Site for retail/entertainment purposes and energize the Ogden corridor
5. Include bike lanes along Damen and Ogden

■ ■ ■ Study Area Boundary



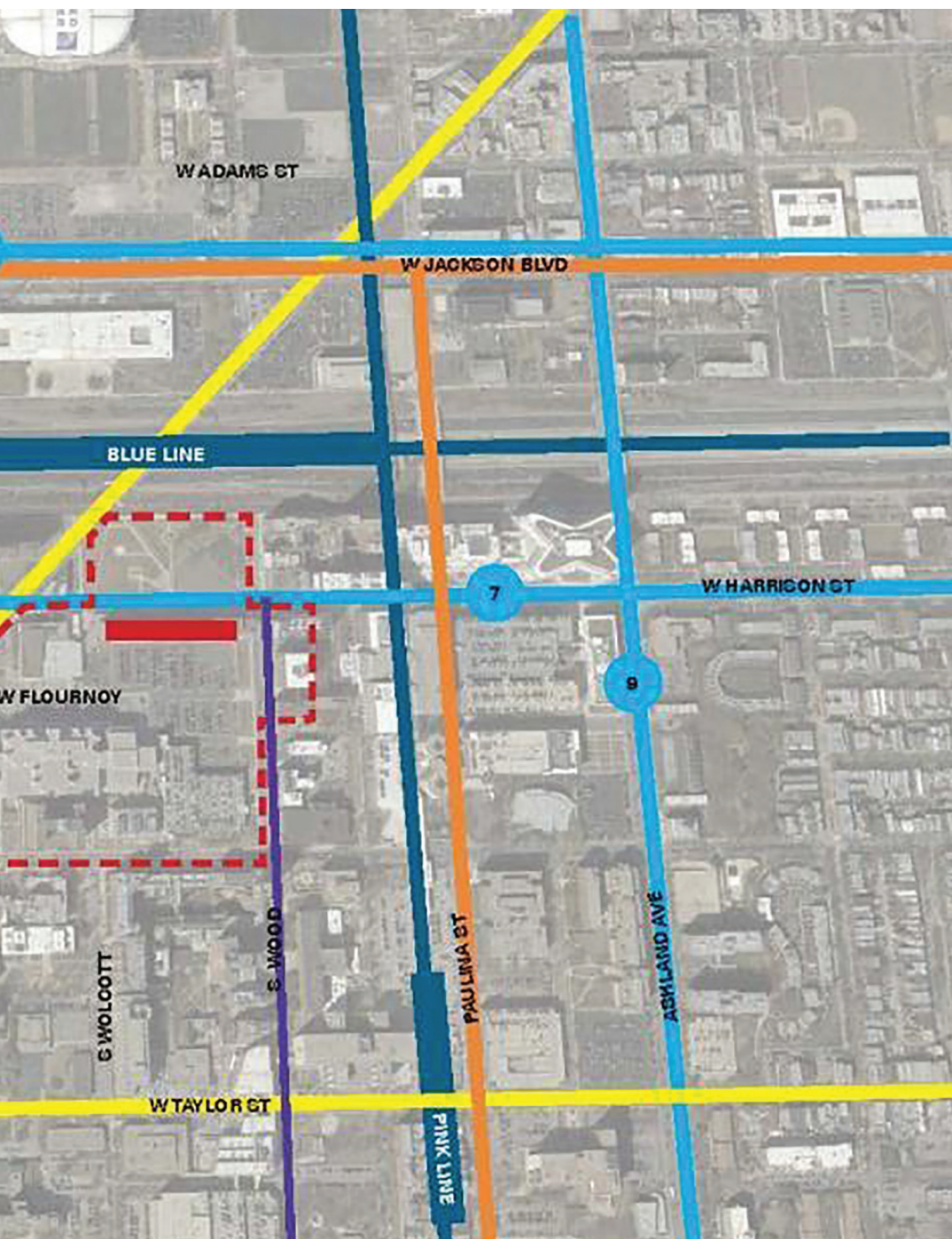


TRANSPORTATION DIAGRAM

Legend

- Existing Bike Lane
- Bus Route
- Transit Line
- Proposed Bike Lane
- Recommended Route
- Study Area Boundary





URBAN DESIGN FRAMEWORK: WELLNESS DISTRICT

Legend

1

New Winter Garden
Repurpose Hospital for Hotel and Conferencing

2

Athletic/Entertainment

3

Dining/Entertainment

4

Medical/Healthcare Innovation Flagship

5

Support and Connective Service



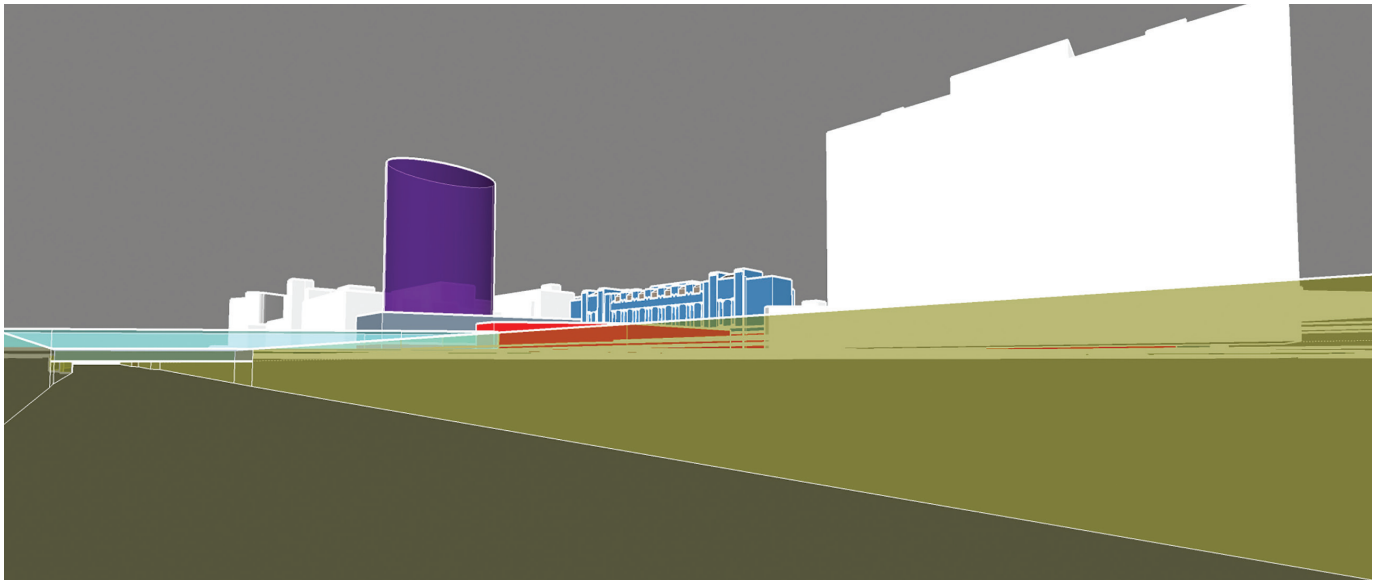
District Gateway



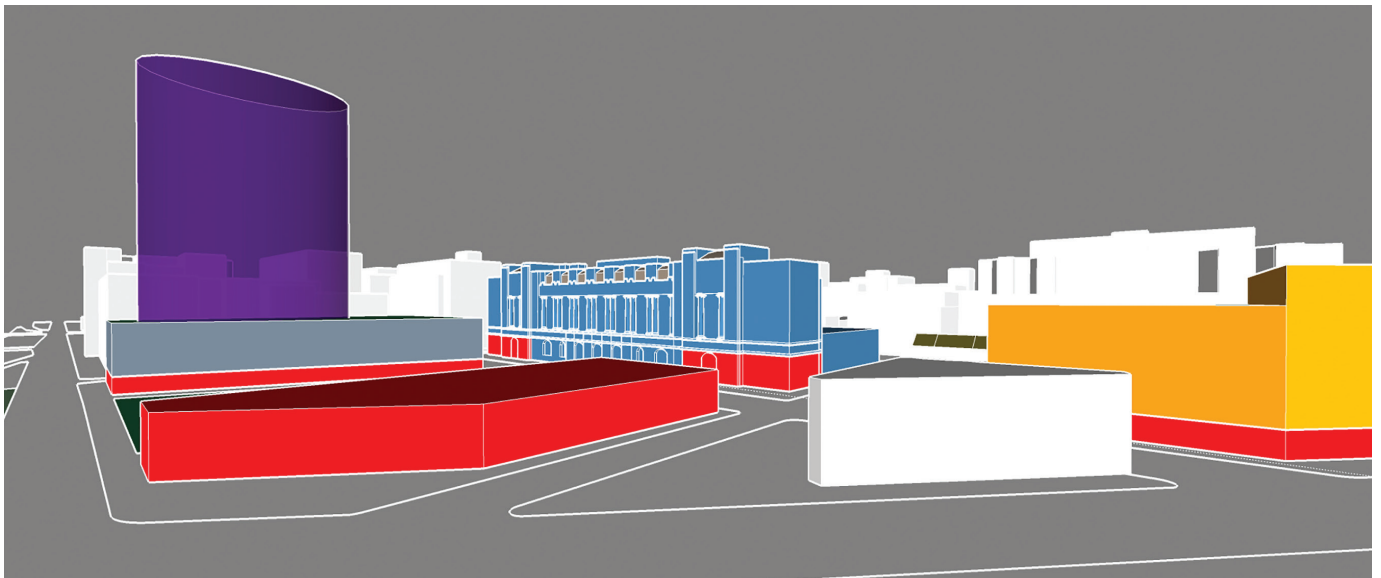
Study Area Boundary





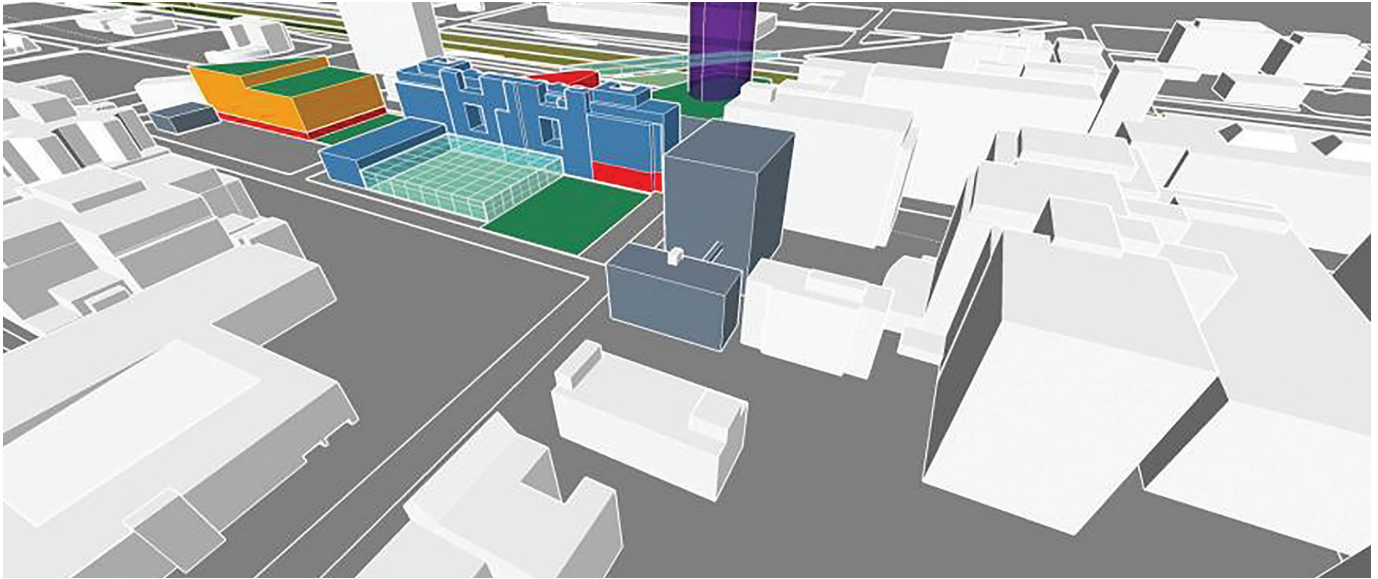


View from expressway



View from Congress & Damen

LEGEND: ■ Hotel ■ Innovation ■ Restaurant & Dining



Aerial view from southeast



Aerial view from northwest

- Athletic & Entertainment
- Park
- Winter Garden
- Support



H3 – Wellness District Synopsis

1. Promote Pasteur Park as a beacon for wellness and medical innovation
2. Preserve Old Hospital and repurpose as hotel serving needs of IMD
3. Develop Fantus Site as a gateway that promotes movement and recreation
4. Treat Hektoen property as bridge between IMD healing and nearby wellness activities

USES	AREA (SF)
Pasteur Park	
Icon Anchor for Wellness	320,000
Retail & Cafes	80,000
Old Hospital Site	
Hotel	290,000
Conference & Meeting	50,000
Winter Garden	30,000
Restaurants	10,000
Fantus Site	
Athletic & Entertainment	130,000
Retail & Healthy Foods	50,000
Hektoen Site	
Senior & Childcare Services	40,000
TOTAL	1,000,000



Cook County

PRESENTING THE IDEAS: METROPOLITAN PLANNING COUNCIL



*A new Epicenter of innovation,
interaction, & residential
to work, live, heal*

Marisa Novara , Yonina Gray | MPC

Patricia Saldaña Natke, Robert Natke, Maria Pellot,
Jose Esquinca, Tim Wang | UrbanWorks, Ltd.

Brad Lynch, David Brininstool, Javier Buscaglia-Pesquera,
Evans Jones, Dolly Sehr, Joe Weishaar,
Joe Windler | Brininstool + Lynch

David Reifman, DLA Piper

Joe Caprile, Jones Lang LaSalle

Debbie Dixon, Gorman & Co.

Allen Johnson, MacRostie Historic Advisors

Valerie Kretchmer, Kretchmer Associates

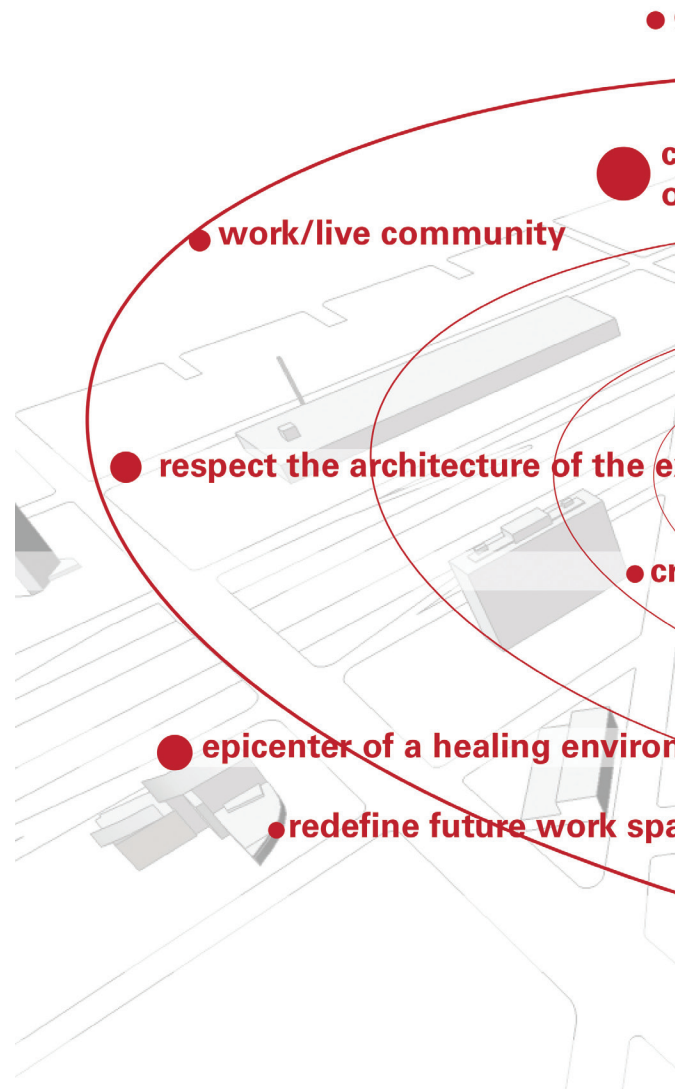
Mike DeSantiago, Primera Engineers, Ltd.

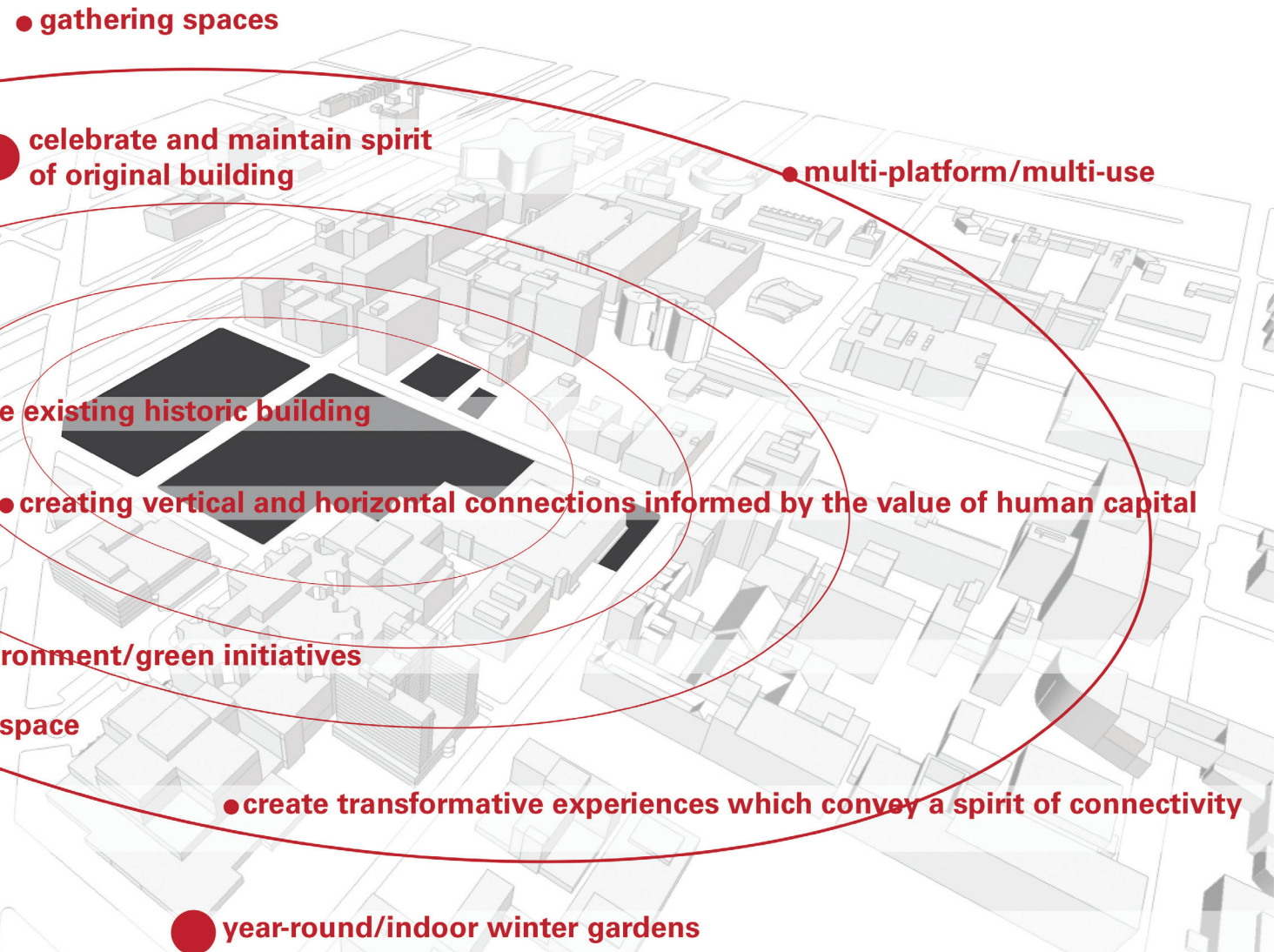
Scott Goodman, Sterling Bay

Jon Pounds, Chicago Public Art Group

The Metropolitan Planning Council sees the Old Cook County Hospital building site becoming a new Epicenter for the Illinois Medical District and for the City of Chicago.

The team presented two different design concepts with shared and unique elements. Both concepts looked to reuse the historic structure by expanding the floorplate with new development behind to make it more usable. Common themes include vertical and horizontal connections, gathering spaces, multi-platforms and mixed use. Atriums and healing gardens enliven indoor spaces during the long Chicago winters.



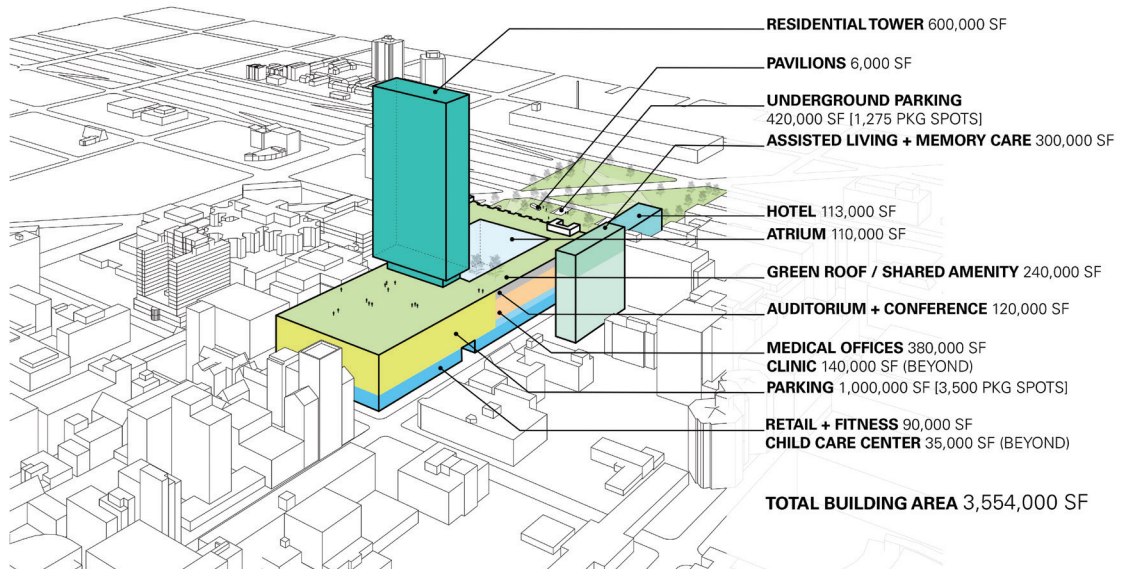


This development will be the new EPICENTER of the IMD and the City of Chicago, serving as a hub, locus, and nerve center for the city. It will reflect the urbanity and vitality of the city where medical students, researchers, workers, and residents gather to INNOVATE, INTERACT, RESIDE, WORK, LIVE, and HEAL. It celebrates and captures the spirit of the original Cook County Hospital, a building that served all populations. This complex is a place where transformative experiences convey the spirit of connectivity. It is a mixed-use building where passion and talent will spur innovation in state-of-the-art work and lab spaces. It is a place where people-centric spaces can heal and comfort. It is envisioned as a multi-platform complex that includes a hotel, retail, assisted living, a memory care facility, senior housing, a clinic, student housing, child care, work spaces, conference spaces, and winter gardens.

CONCEPT 1: INNOVATE, INTERACT, RESIDE

The existing parking and proposed parking structures are removed to create a 600,000-square-foot high-rise residential tower with views of the city skyline and Lake Michigan. Underground parking provides 3,500 spaces; office and clinical spaces absorb the existing Polk and Fantus operations with a 10% growth factor and space for additional offices.

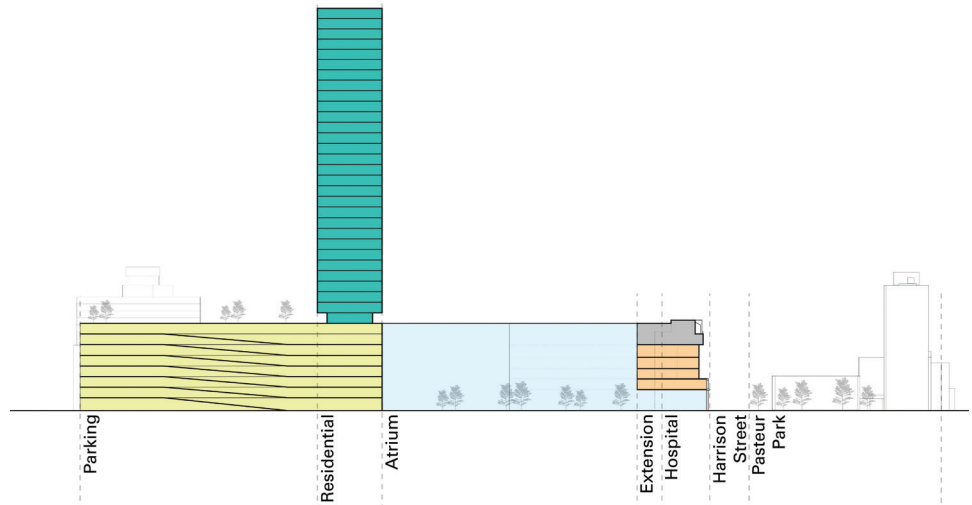
The complex will offer a medical clinic, childcare, assisted living and memory care, and conference space. Amenities include street-level retail, a fitness center, and a 240,000-square-foot green roof. A 200-key hotel sits on the eastern edge of the Pasteur Park site.



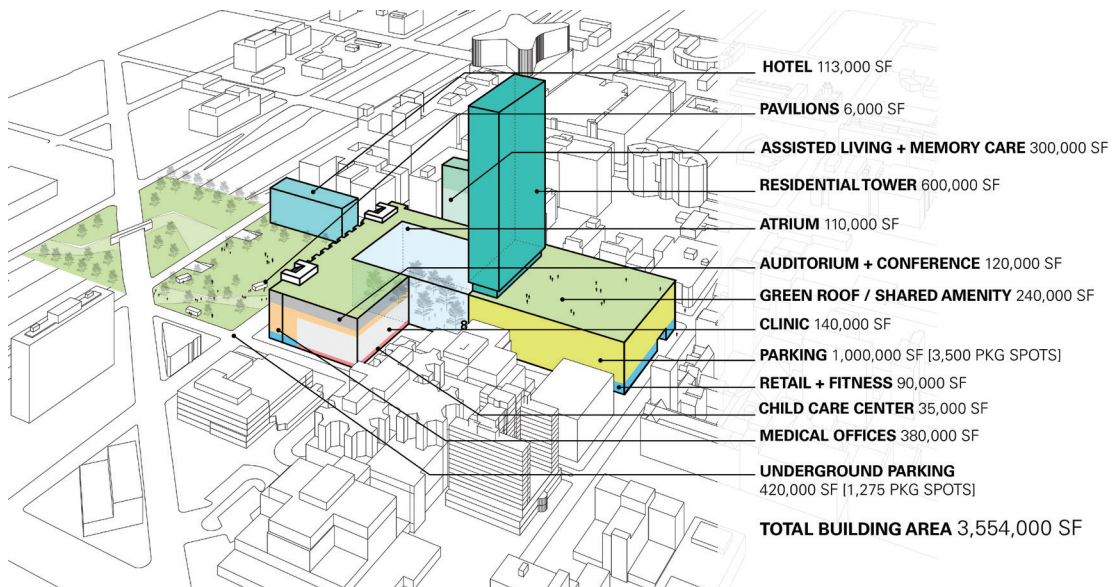
Concept 1: Massing



Concept 1: Site aerial



Concept 1: Typical north-south section





Concept 1: View towards Pasteur Park



Concept 1: Interior atrium



Concept 1: Wood Street looking south

CONCEPT 2: WORK, LIVE, HEAL

A landscaped pedestrian bridge over the Eisenhower Expressway connects the hospital complex with Malcolm X College and the United Center. A 200-key hotel and a childcare center and school anchor each end of the existing Pasteur Park.

An urban office campus; assisted living and memory care; and residential buildings join and expand the current hospital building. A 60,000-square-foot interior healing garden provides a gathering place for the complex's diverse population. The 229,000-square-foot student housing building will provide living quarters to medical students and students from Malcolm X College. There are ample street-level retail spaces and a multi-level parking structure located along Wood Street. Sustainable concepts include a shared green roof and harnessed wind power from the Eisenhower Expressway.

CONCEPT 2: WORK, LIVE, HEAL

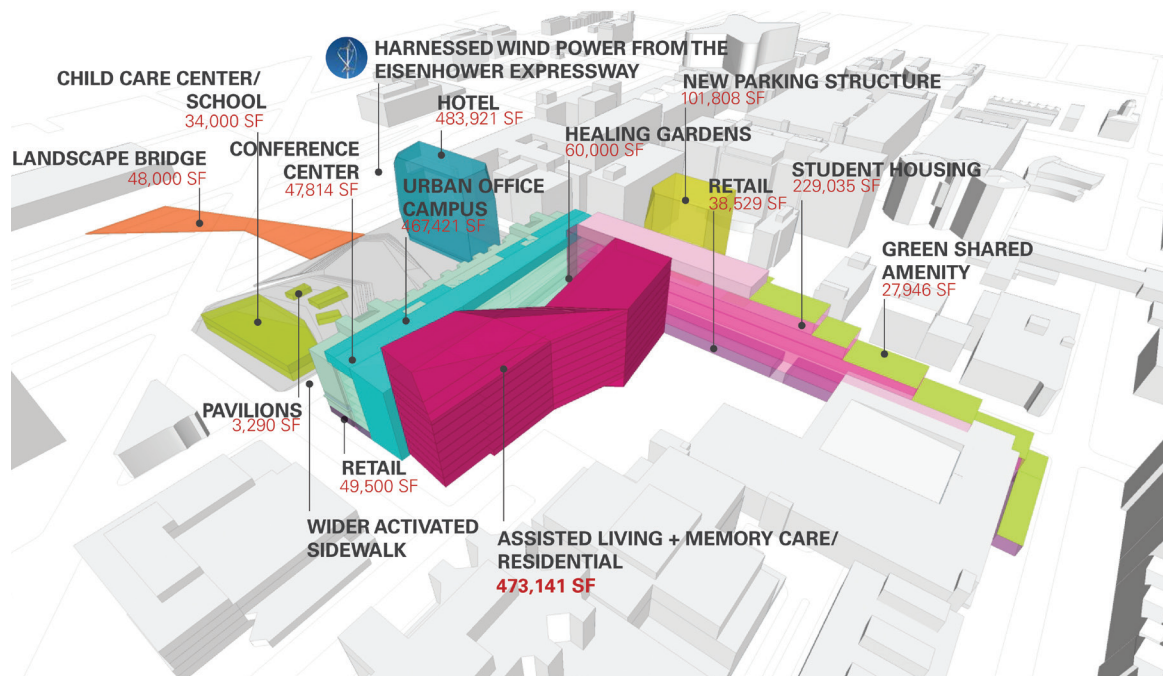
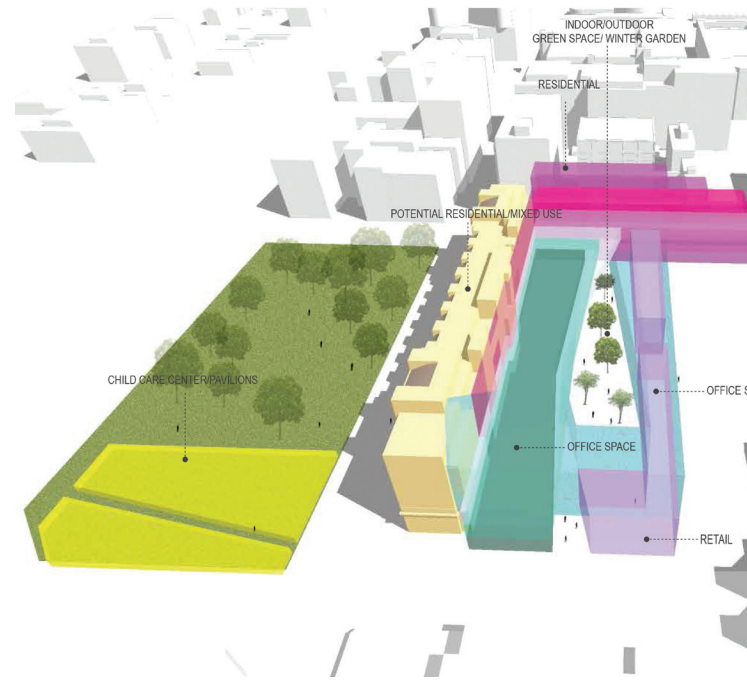
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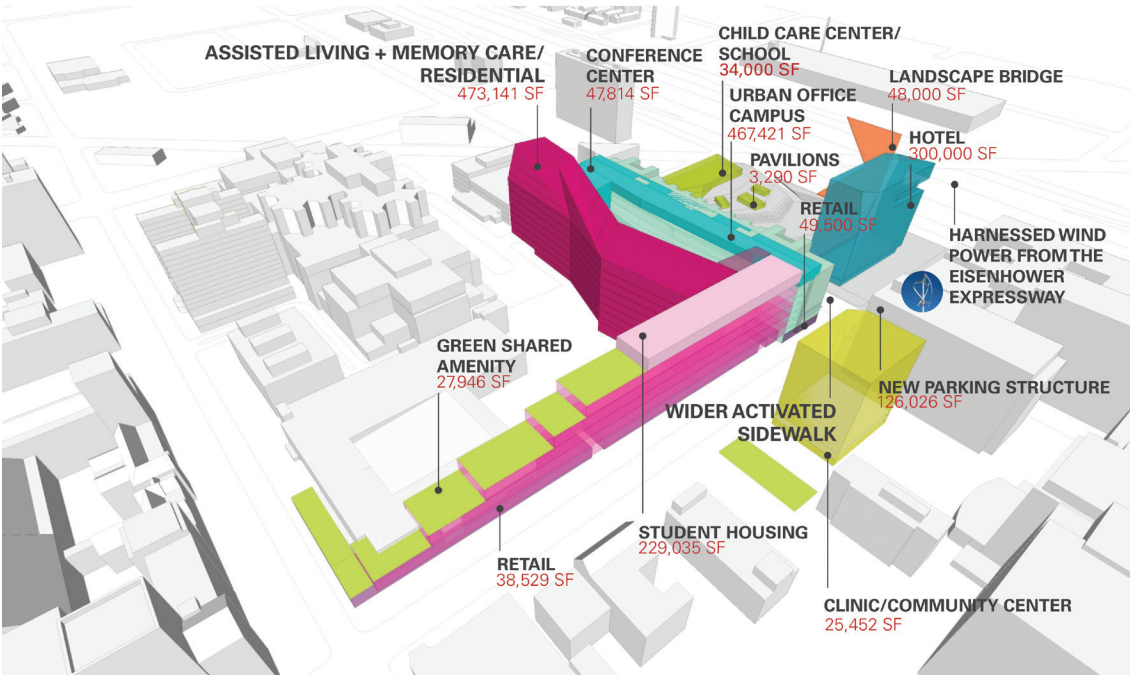
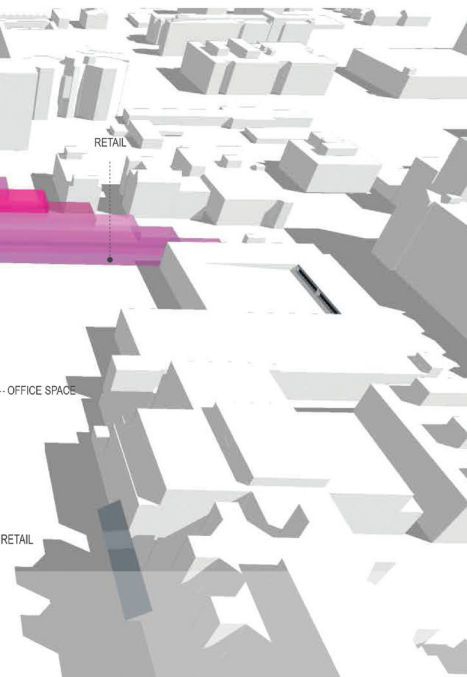
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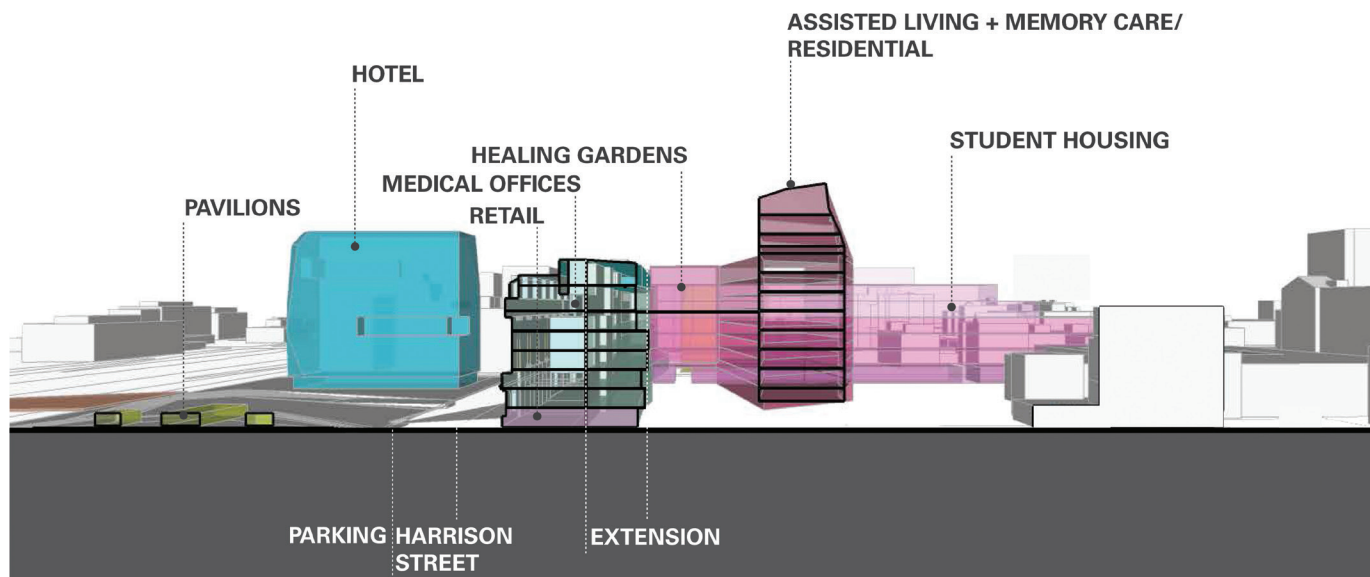
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Concept 2: Massing



*Concept 2:
Site aerial*



Typical north-south section

*Concept 2:
Interior healing
winter garden*



*Concept 2:
Nighttime aerial*



Cook County

PRESENTING THE IDEAS: LAMBDA ALPHA-ELY CHAPTER - *TEAM BENNETT*



*Unlocking the value by maximizing
development potentials through
more flexible regulatory control*

Courtney Kashima, Muse Community + Design Co-captain

Jennifer Tammen, Ehlers – Co-captain

Alan Bombick, Legat Architects

Danielle Cassel, Vedder Price

Barton DeLacy, DeLacy Consulting - Valuation

Tim Doron, Gewalt Hamilton Engineers

Kevin Hall, Chicago Transit Partners

Dennis Marino, Urban Regeneration Group

Mark May, John Buck Co.

Ellen Stoner, AltusWorks

Bill Trumbull, Chicago Transit Authority

Ellen Wesley, Sustainable Solutions LED

Richard Whitney, Fitzgerald Associates Architects

UNLOCKING THE VALUE BY UNLEASHING THE MARKET

Team Bennett chose to focus their presentation on recommendations for the content and requirements or incentives that could potentially be included in the Request for Proposal. They termed these recommendations “Unlocking the ‘Core’ Value,” and presented them through three primary avenues: the Final Development Components, the Development Process, and the Cash Value.

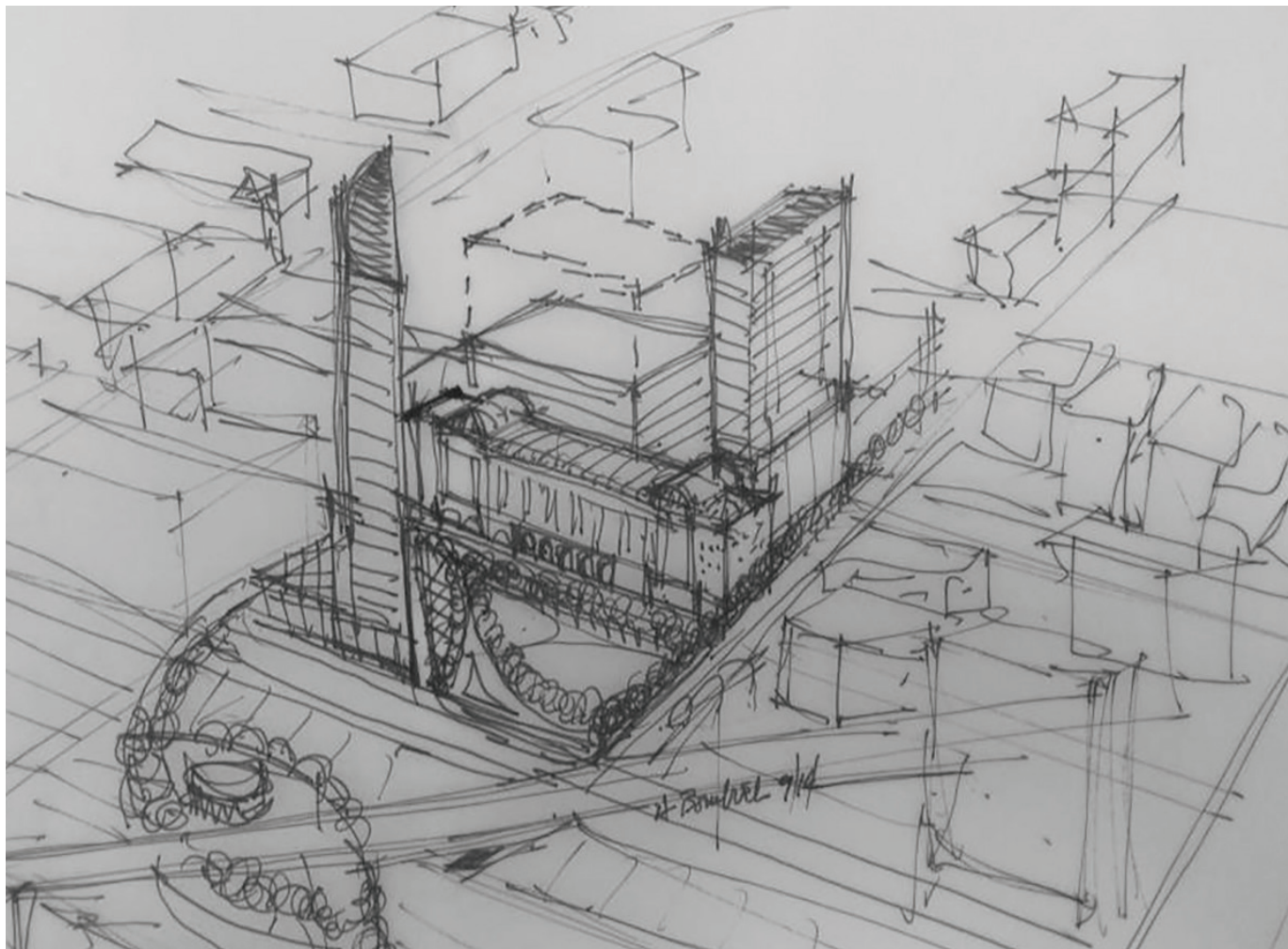
As a team, they established that the final development components of the site should include:

- a re-use and reactivation of the historic Cook County Hospital Building
- provisions for intergenerational living
- creation of a “global” medical destination through a signature corporate headquarters
- construction of an iconic building on the site to reinforce identity
- development of bridges and gathering spaces for the community

In the Development Process part of the presentation, Team Bennett discussed what is possible—first by establishing those constituencies invested in the site and second by noting the variety of public policy goals implicated by the site’s redevelopment and re-use, including job creation, sustainability, and historic preservation.

The final primary avenue discussed—unlocking cash value and job creation by unleashing the market—presented a comparison of the potential bidders resulting from an RFP using current constraints on the site versus reducing constraints on the site. The comparison explained the possibility of increasing the number and variety of bidders through the articulation of essential vs. non-essential restrictions; providing alternate pricing opportunities; and offering fewer constraints with regards to zoning, permitting, and third-party consent. The team explained the importance of the time value of money (a speedier, more certain, and less costly process) and the importance of creating a sustainable revenue source for the county and county taxpayers.

As a conclusion, Team Bennett presented a 15-year projection of revenue increases for two hypothetical scenarios by using their proposal of reducing the number of constraints (adjusting the floor-area-ratio for the site) using the final development components established in the first part of the presentation as a common factor. The results of this projection reinforced the team’s recommendation for reducing the underlying restraints as a part of the RFP in order to increase the quality and variety of development proposals and bids and allow the county to create a sustainable revenue source for the future.



PREMISE 1: The County will have a greater number and variety of bidders and unlock more cash value from those bidders if the RFP:

1. Selectively articulates which development features and restrictions are essential vs. non-essential; and
2. Invites bidders to articulate alternative prices as if existing regulatory constraints were lessened or removed.

PREMISE 2: Fewer Constraints  More bidders, Higher bids, and Broader variety of approaches


Potential Implementation:

1. Unlock the subject property from PD 30 and IMD
2. Establish a stand-alone PD
3. Utilize Sub-areas to fine-tune implementation for specific portions of site.

PREMISE 3: Current Constraints  Fewer bidders, Lower bids, and Less variety of approaches

Potential Implementation:

1. Unlock subject property from regulatory impositions that increase development costs and delay development.
2. Selectively limit mandates on green buildings, historic preservation, affordable housing, prevailing wage M/WBE. City/County residency and similar policy initiatives.
3. Or, allow for bidders to selectively choose subset. Public/private projects should not have to fulfill every good policy.
4. Proactively accomplish legislative amendments and/or administrative waivers identified during planning and bidding stages

PREMISE 4: Third-Party Consent and Controls  Fewer bidders, Lower bids, and Less variety of approaches, and delayed realization of revenue, property taxes, community goals, and job creation

Potential Implementation:

1. Enable bidders to anticipate a speedier, more certain, and less costly process of third-party negotiations and concessions.
2. Proactively unlock the site from consent and control rights inherent in the IMD and PD 30 process.
3. Proactively negotiate private covenants and CBA(s) with community stakeholders to limit third-party consent and controls



WHAT SCOPE OF VALUE MIGHT BE UNLOCKED?

Current Constraints	Adjusted Constraints	Potential Increase in Value
FAR of 2 +/- (or greater)	FAR of 5 +/- (or greater)	5-10 times higher
Use restrictions	DX, RM, B3	Significant, but unquantifiable
Regulatory Impositions	Minimized	10-25% higher because of cost savings; plus TMV of 2-3 years
Third-Party Consents/Controls	Minimized	10-25% higher because of cost savings; plus TMV of 3-5 years



Site aerial



Cook County

CONCLUSION

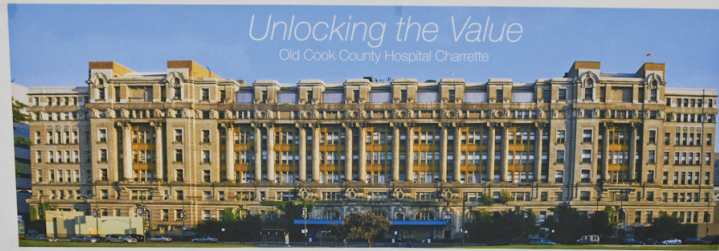


The Cook County Hospital (Stroger) Campus Charrette was the result of a collaborative effort between four respected Chicago-area civic organizations in an attempt to appropriately identify the innate potential of a local Chicago-area landmark. The building's long and often publicly controversial history, as well as its rhetoric on a personal level, has kept it in the forefront of Chicago's minds and hearts. Whether beloved, disdained, or anything in between, the goal of this public charrette was to investigate the site's development potential.

This ground-breaking charrette process, conceived by the County's Strategic Program/Development Manager, The Chicago Consultants Studio, Inc, engaged leading civic organizations in fielding teams across many disciplines of the development process, beyond the traditional charrette emphasis on design. The result of the intensive 10-day effort was five extremely insightful and powerful presentations of ideas, visions, concepts and recommendations—all focused on viable, innovative, and forward-thinking scenarios to facilitate development. This process was instituted to give the community the rare opportunity to have creative input into the development potential of a unique site that has historically served the People. All submissions will be provided to potential development teams to serve as inspiration and examples of the wide development possibilities.

While, none of these scenarios are formally endorsed by the County, or are indicative of a County preference, they will be given to developers for reference to afford developers the insights and expertise of some of the region's most experienced development experts. Although the charrette was a very short and intensive effort, it shaped and reinforced the County's following beliefs:

- There is a value to the old hospital structure, and Landmarks Illinois' analysis and specific scenarios provide a clear direction for developers to assess—plus, the other four teams added their own credence to this potential by integrating the building's redevelopment into a broader project encompassing the adjoining real estate
- The reconfiguration and insertion of market rate development in some form in the current Pasteur Park supports the notion that there is value to be realized in the creative and strategic deployment of that real estate asset
- The opportunity to be bold, as many of the teams suggested, is encouraged, and reinforces the future potential of the overall IMD—and meets the County's challenge to "community-build"
- The County desires to be "developer friendly" by encouraging creative and strategic approaches (flexible rather than formulaic application of certain requirements where possible) to provide developers/ investors with the opportunity to maximize both value and community-building potential
- Linkages with the area context, especially the land bridge connection to the north, are critical (although they are beyond the scope of the County project, developers are being encouraged to consider how such linkages might relate to their proposals)
- There is potential market demand for a wide range of program and land uses that support and enhance the area—including hotel, residential, entertainment, retail/dining, health and wellness, office, infrastructure, etc.



"Cook County Hospital, in contrast, represents a far more optimistic time. Its design may have looked backward, but its grand Beaux-Arts facade was a way of bringing the high classicism previously reserved to European royalty into the modern public realm. It expressed the idea that even the poor deserved a part of the American dream."

"In its earliest decades, so many hopeful immigrants passed through its doors that Cook County was sometimes referred to as 'Chicago's Statue of Liberty.'"

"Originally referred to as the Great Cook County Hospital Group!"



The support and collaboration of the many participants in coordination with the Chicago Architecture Foundation and Cook County created a rich and productive dialogue concerning the Old Cook County Hospital building, as well as the potential for developing its adjacent land. This book is meant to be a record of this discourse, to both challenge and inspire the pending redevelopment of one of the County's greatest assets and opportunities.

Unlocking the Value:

*Old Cook County Hospital Building Charrette
September – October 2014*

Cook County Board President

Toni Preckwinkle

Cook County Board of Commissioners

Earlean Collins / Richard Boykin*

Robert Steele

Jerry Butler

Stanley Moore

Deborah Sims

Joan Patricia Murphy

Jesus Garcia

Edwin Reyes / Luis Arroyo Jr.*

Peter Silvestri

Bridget Gainer

John Daley

John Fritchey

Larry Suffredin

Gregg Goslin

Timothy Schneider

Jeffrey Tobolski

Liz Doody Gorman

Cook County Bureau of Asset Management

Project Team

Strategic Program and Development Manager:

The Chicago Consultants Studio, Inc.

Sub-Consultants:

Neal & Leroy

AREA

Nia Architects

Brook Architecture

Cotter Consulting

Prism Engineering

Target Group

Tristan and Cervantes

Special thank you to Chicago Architecture Foundation

**as of December 1st, 2014*

