

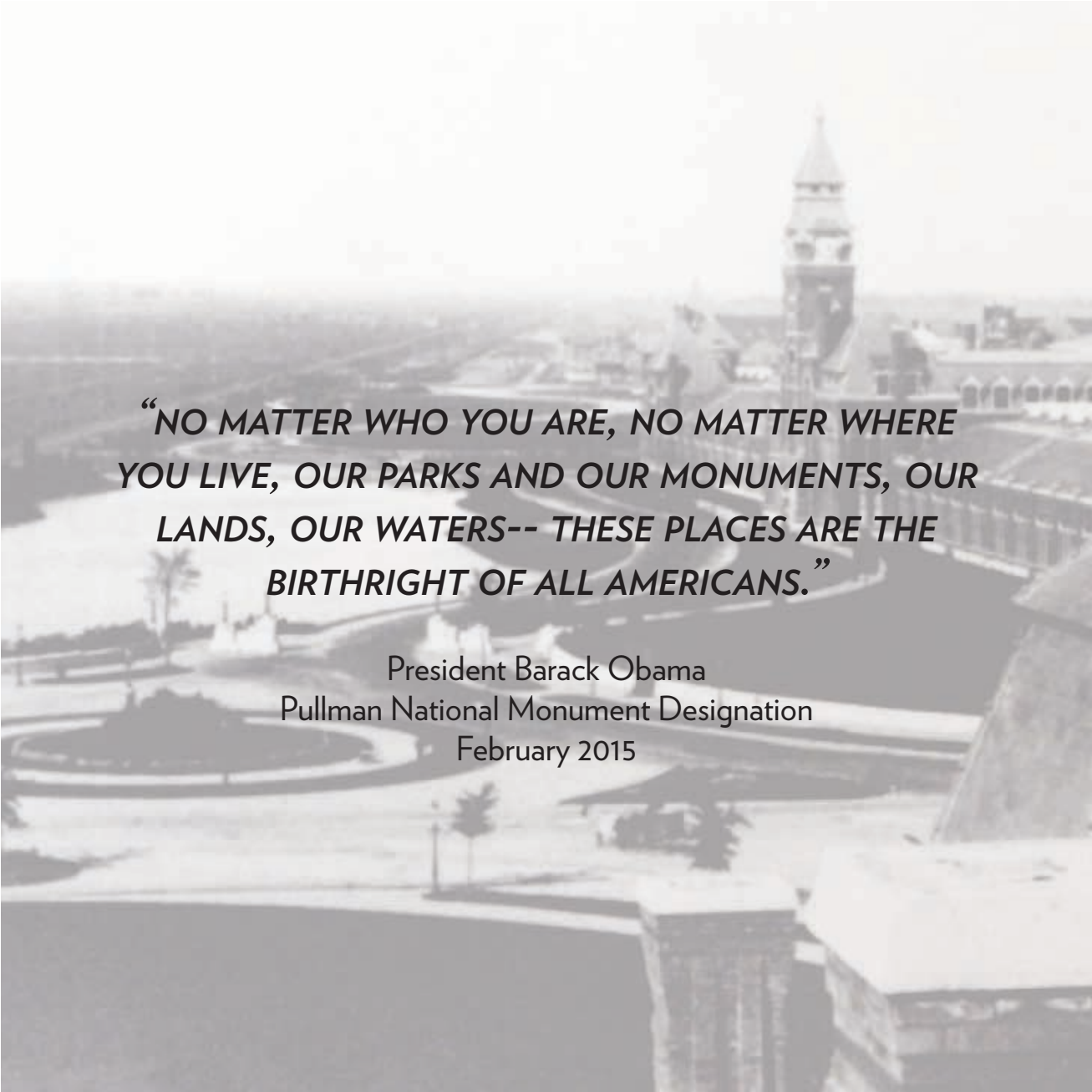


POSITIONING PULLMAN

*Collaborative Ideas Workshop for America's
Newest National Monument*



*Supported in part by The Richard H. Driehaus Foundation,
The Chicago Community Trust & Alphawood Foundation*

An aerial, grayscale photograph of the Pullman University campus. The image shows a large, multi-story building with a prominent clock tower on the right side. The campus is surrounded by a large, circular green space with a fountain in the center. The overall scene is captured from a high angle, providing a comprehensive view of the university's architecture and grounds.

“NO MATTER WHO YOU ARE, NO MATTER WHERE YOU LIVE, OUR PARKS AND OUR MONUMENTS, OUR LANDS, OUR WATERS-- THESE PLACES ARE THE BIRTHRIGHT OF ALL AMERICANS.”

President Barack Obama
Pullman National Monument Designation
February 2015



An aerial night-time rendering of a large-scale urban development project. The scene is illuminated by warm streetlights and building lights, creating a vibrant atmosphere. In the foreground, a dense grid of multi-story brick buildings with dark roofs is visible. To the right, a large, modern, white-roofed building stands out. Further back, a large parking lot filled with cars is visible. The background shows a mix of industrial buildings, a highway with light trails, and a body of water under a dark sky. The overall impression is one of a well-planned, modern urban environment.

PULLMAN NATIONAL MONUMENT

This vision for Pullman National Monument was made possible through the generosity of The Richard H. Driehaus Foundation, The Chicago Community Trust and Alphawood Foundation. We are grateful for their commitment to preserving history and building stronger neighborhoods.

TABLE OF CONTENTS

FORWARD 6
 National Parks Conservation Association
 AIA Chicago

NATIONAL MONUMENT DESIGNATION 8
 Remarks from President Barack Obama
 National Park Service Centennial

ABOUT PULLMAN 13
 History & Significance
 Pullman Today
 District Boundaries

COLLABORATIVE IDEAS WORKSHOP 19
 Purpose of Workshop
 Organization & Process
 Community Involvement

PARK EXPERIENCE 35
 Guiding Principles
 Hierarchy of Visitors
 Streetscape
 Storytelling
 Connecting Visitors to Other Sites

HISTORIC PRESERVATION & ADAPTIVE REUSE 47
 Guiding Principles
 Programming for Historic Structures
 Pullman Factory Complex
 Hotel Florence

Market Square
 Firehouse
 Treatment of Vacant Sites
 Arcade & Stables
 Infill Design Guidelines

ACCESS & MOBILITY 85
 Guiding Principles
 Parking Improvements
 Public Transit Improvements
 Pedestrian Improvements
 Bicycle Improvements

COMMUNITY DEVELOPMENT 99
 Guiding Principles
 Economic & Social Impacts
 Community Development Corridors
 Growing Visitation
 Regional Connectivity

MOVING FORWARD 109
 Action Plan Matrix

APPRECIATION 115

MESSAGE FROM THE ORGANIZERS



With more than one million members and supporters, National Parks Conservation Association is America's voice for national parks. Founded in 1919, NPCA is an independent, nonpartisan organization working to strengthen and protect our nation's natural, historical and cultural heritage.

On February 19, 2015, a bitterly cold day even by Chicago's standards, President Barack Obama returned to his hometown to designate the historic Pullman neighborhood a national monument. An event that was years in the making, Chicago now has its first national park.

Since Teddy Roosevelt signed into law the Antiquities Act, sixteen presidents have used this authority to protect lands and historic sites for all people to enjoy. Some of our most iconic treasures were protected through this Act – the Grand Canyon, the Statue of Liberty, and now Pullman. And although the work to establish Pullman as a protected place within the National Park System has ended, our work has really just begun.

Pullman National Monument is an urban national park in a vibrant Chicago neighborhood. It was designated one year before the centennial of the National Park System and there is no doubt that it will be a model for urban national parks in the future. People live in Pullman, go to school, shop and work there. And the improvements that are needed to welcome the projected 300,000 visitors each year will also be a tremendous benefit to residents.

That is what "Positioning Pullman" is about. Creating better and safer streets, corridors, sidewalks and transit; developing guidelines that complement historic preservation as well as economic growth; outlining innovative ways to tell the Pullman story to visitors; and using the positive growth that comes with a national park to affect change in a wide circle throughout the region.

The advocates that delivered a national park to Chicago stand ready to take on the next challenge of bringing growth and improvement to Pullman. Working together we will shape Pullman National Monument into the model for national parks of the second century.

Lynn McClure
National Parks Conservation Association





With more than 3,000 members, AIA Chicago is one of the largest chapters of the American Institute of Architects (AIA). As the leading professional association for architects in the nation, AIA is the voice of the architectural profession and the resource for its members in service to society. In addition to organizing education and design awards programs, AIA Chicago produces publications, such as the AIA GUIDE TO CHICAGO ARCHITECTURE and "Chicago Architect" magazine.

Design advocacy is at the heart of every architect's career goals. Few architects in Chicago strive to achieve anything less than excellence in their work, and it's what's expected of the work of others. The high quality of Chicago's built environment is a testament to the talent and high expectations that propel our city and its design professionals. The national monument designation of the Pullman community brings much-deserved attention to one of Chicago's most fascinating neighborhoods that is important for a long list of reasons, including labor history, manufacturing and transportation innovation, community planning, cultural history, and architectural design.

Many individuals and organizations showed characteristic dedication in pursuing the national monument designation for Pullman, one of Chicago's – and the nation's – most important historic resources. Relevant on many levels, Pullman easily attracts the fascination of architects and other allied design professionals who responded to the call to participate in the Positioning Pullman workshop with enthusiasm, a desire to learn more about Pullman's past, and a sincere desire to contribute to its future.

As AIA Chicago approaches our 150th anniversary of supporting the architecture profession in Chicago, we treasure our role in convening design professionals in relevant design advocacy activities. Positioning Pullman is an outstanding and successful example. The designation of Pullman as a national monument provided an opportunity for AIA Chicago to work collaboratively with the National Parks Conservation Association and many other outstanding organizations and community groups. After the celebration of Pullman's National Monument status – a designation that is sure to bring growth and improvement as well as

some accompanying challenges – the Positioning Pullman project gave design professionals convened by AIA Chicago's Regional Urban Design Knowledge Community (RUDKC) the task of developing important framework recommendations in areas related to topics such as community development, access and mobility, and historic preservation. AIA Chicago credits the leadership of the RUDKC for their thoughtful and strategic work in assembling the outstanding group of allied design professionals in an appropriate set of specialties to participate in Positioning Pullman. The dedication of Richard Wilson, Susan Hickey and Steve Wilson is especially appreciated by AIA Chicago and its board of directors.

Zurich Esposito
AIA Chicago





NATIONAL MONUMENT DESIGNATION

EXCERPTS FROM REMARKS BY PRESIDENT BARACK OBAMA AT THE DESIGNATION OF PULLMAN NATIONAL MONUMENT

FEBRUARY 19, 2015

It is good to be home. Even in February. It's always been a dream of mine to be the first President to designate a national monument in subzero conditions.

I'm here because next year is the 100th birthday of the National Park Service. For a century, rangers, and interpreters, and volunteers and visitors have kept alive what the writer Wallace Stegner once called "the best idea we ever had" -- our belief that the country's most special places should belong not just to the rich, not just to the powerful, but belong to everybody -- not just now, but for all time.

Conservation is a truly American idea. The naturalists and industrialists and politicians who dreamt up our system of public lands and waters did so in the hope that, by keeping these places, these special places in trust -- places of incomparable beauty, places where our history was written -- then future generations would value those places the same way as we did. It would teach us about ourselves, and keep us grounded, and keep us connected to what it means to be American. And it's one of our responsibilities, as Americans, to protect this inheritance and to strengthen it for the future.

No matter who you are, no matter where you live, our parks and our monuments, our lands, our waters -- these places are the birthright of all Americans.

More than 150 years ago, a carpenter named George Pullman moved to Chicago from New York. And he didn't start out with much, but he built his railway car company into one of the largest of its day. And as part of his empire, he built an entire town from scratch.

Now, Pullman lived out America's promise. An extraordinary entrepreneur. He lived out the notion that each of us deserves

the chance to transcend circumstances of our birth, and make of our lives what we will. But for all his success, Mr. Pullman and the other tycoons of that period, the Gilded Age, they weren't always that keen about making sure their workers were able to live out the same promise.

So in 1893, a recession struck America. Pullman slashed his workers' pay, some saw their wages fall dramatically. Pullman didn't take a pay cut himself and he didn't lower the rents in his company town. So his workers organized for better pay and better working and living conditions. A strike started here in Pullman, and it spread across the country. Federal troops were called to restore order; and in the end, more than 30 workers were killed.

The idea they had sparked, the idea of organizing and collectively bargaining, couldn't be silenced. And so just six days after the strike ended, an act of Congress established Labor Day -- a day to honor working men and women of America. And gradually, our country would add protections that we now take for granted: a 40-hour work week, the weekend, overtime pay, safe workplace conditions, and the right to organize for higher wages and better opportunities.

The white workers who built Pullman's rail cars won new rights. But those rights were not extended to the black porters who worked on these cars -- the former slaves, and sons and grandsons who made beds and carried luggage and folded sheets and shined shoes. And one summer night in 1925, porters packed a hall in Harlem, and a young man there named A. Philip Randolph led the meeting. He and others organized the Brotherhood of Sleeping Car Porters around the strategy that he would employ throughout his life: "If you stand firm and hold your ground, in the long run you'll win."

And this was one of the first great victories in what would become the Civil Rights Movement. It wouldn't be the last victory. It was his union that allowed A. Philip Randolph to pressure President Roosevelt to desegregate the defense industry. It was those Pullman porters who gave the base by which A. Philip Randolph could convince President Truman to desegregate the Armed Forces. It was those porters who helped lead the Montgomery Bus Boycott, who were the central organizers of the March on Washington.

It was A. Philip Randolph who was the first to speak at that March on Washington. "We are the advanced guard," he said, "of a massive, moral revolution for jobs and freedom." And that's not just the story of a movement, that's the story of America. Because as Americans, we believe that workers' rights are civil rights. That dignity and opportunity aren't just gifts to be handed down by a generous government or by a generous employer; they are rights given by God, as undeniable and worth protecting as the Grand Canyon or the Great Smoky Mountains.

And that's why, throughout our history, we've marched not only for jobs, but also for justice; not just for the absence of oppression, but for the presence of opportunity. And ultimately, that wasn't just for African Americans any more than the original Pullman union was just for white workers. Eventually, that principle would be embraced on behalf of women, and Latinos, and Native Americans; for Catholics and Jews and Muslims; for LGBT Americans; for Americans with mental and physical disabilities. That's the idea that was embodied right here.

That's the story of this place -- that, together, we can do great things that we cannot accomplish alone. That's why today I'm designating Chicago's Pullman District as America's newest national monument. I want this younger generation, I want future generations to come learn about their past. Because I guarantee you there are a lot of young people right here in Chicago, just a few blocks away, living in this neighborhood who may not know that history.

I want future generations to know that while the Pullman porters helped push forward our rights to vote, and to work, and to live as equals, their legacy goes beyond even that. These men and women without rank, without wealth or title, became the bedrock of a new middle class. These men and women gave their children and grandchildren opportunities they never had.

Here in Chicago, one of those porter's great-granddaughters had the chance to go to a great college and a great law school, and had the chance to work for the mayor, and had the chance to climb the ladder of success and serve as a leader in some of our cities' most important institutions. And I know that because today she's the First Lady of the United States of America, Michelle Obama. So without this place, Michelle wouldn't be where she was.

So to the young people here today, that's what I hope you take away from this place. It is right that we think of our national monuments as these amazing vistas, and mountains, and rivers. But part of what we're preserving here is also history. It's also understanding that places that look ordinary are nothing but extraordinary. You can make something happen, the same way these workers here at Pullman made something happen.

For all the progress that we've made -- and we have made a lot of progress -- our moral revolution is unfinished. And it's up to each of us to protect that promise of America, and expand that promise of opportunity for all people. That long march has never be easy. This place, historic Pullman, teaches us we have to keep standing firm and together. That's the story of who we are. That's the story of our past. And I have no doubt that we will pass the torch from generation to generation so that it is the story of our future as well.

-- Barack Obama



“Pullman National Monument tells the story
of American opportunity.”

-- National Park Service

NATIONAL PARK SERVICE CENTENNIAL

THE CENTURY OF THE URBAN NATIONAL PARK

Ever since it was established in 1916, the National Park Service has preserved our iconic national treasures and been the official storytellers of our nation's history. The first hundred years of our National Park System protected more than 84 million acres of land and water in all 50 states and our 400-plus national parks now welcome about 300 million visitors a year. But a vast majority of those parks are in out-of-the-way locales and with more than 80 percent of Americans living in cities, places like Yosemite and Yellowstone can be out of reach.

As national parks enter their second century, growth and innovation will occur in our cities – in places like Pullman and Chicago. In the 2015 “Urban Agenda,” a guide for how the National Park Service will work collaboratively in urban areas, Director Jon Jarvis says:

“It is time that the NPS strategically organize its urban parks and programs towards building relevancy for all Americans, to connect with their lives where they live, rather than only where some may spend their vacation.”

Pullman provides the perfect opportunity to reach new audiences and connect people with their rich history. And because Pullman is accessible by public transit, visitors who may never get to the Grand Canyon will be able to easily have a national park experience.

Pullman is a great candidate for “looking at (national) parks in new ways and as innovative urban landscapes for new uses.” There are schools, houses, a community garden, industry, and beautiful historic structures. There are highways, trails, trains and transit throughout the region that could connect Pullman to surrounding businesses and attractions. Good urban planning and design will make those connections stronger.

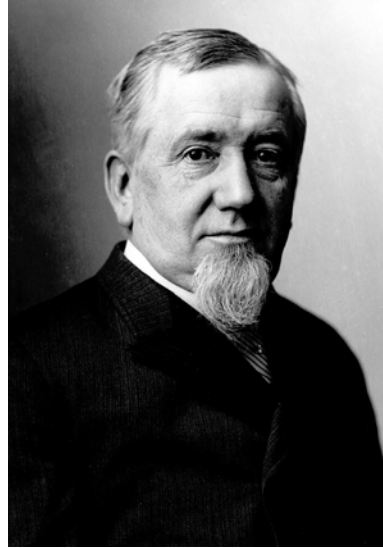
And most importantly, Pullman has that core of people who are engaged and care about making this neighborhood, this national monument, the model of national parks for the next 100 years.

ABOUT PULLMAN



HISTORY & SIGNIFICANCE

Nestled in about 300 acres on Chicago's far south side is the model factory town of Pullman. It was created from scratch in the 1880s to manufacture railroad passenger cars and house workers and their families. Pullman Palace Car Company founder George Pullman saw the positive incentives of good housing, parks, and amenities as a way to build a happy, reliable workforce. He engaged architect Solon Spencer Beman and landscape architect Nathan F. Barrett to plan the town and design the buildings and its public spaces, all of which were owned by the Pullman Company. When an economic downturn led to flagging revenues, Pullman lowered wages, but not the rents on company housing, enraging workers. This spark ignited the Pullman Strike of 1894, in which Pullman factory workers walked off the job and American



Railway Union members led by organizer Eugene Debs boycotted Pullman cars nationwide, disrupting rail traffic. This violent labor strike was defeated, but just six days later, an act of Congress established Labor Day to honor working men and women.

The Pullman Company would again be the focus of a nationally important labor event when, in 1937, A. Philip Randolph led workers to establish the Brotherhood of Sleeping Car Porters. Randolph helped secure collective bargaining rights for this influential African-American union comprised of Pullman car porters and maids. He was later influential in the early Civil Right movement, founding the March on Washington in 1941.



PULLMAN TODAY

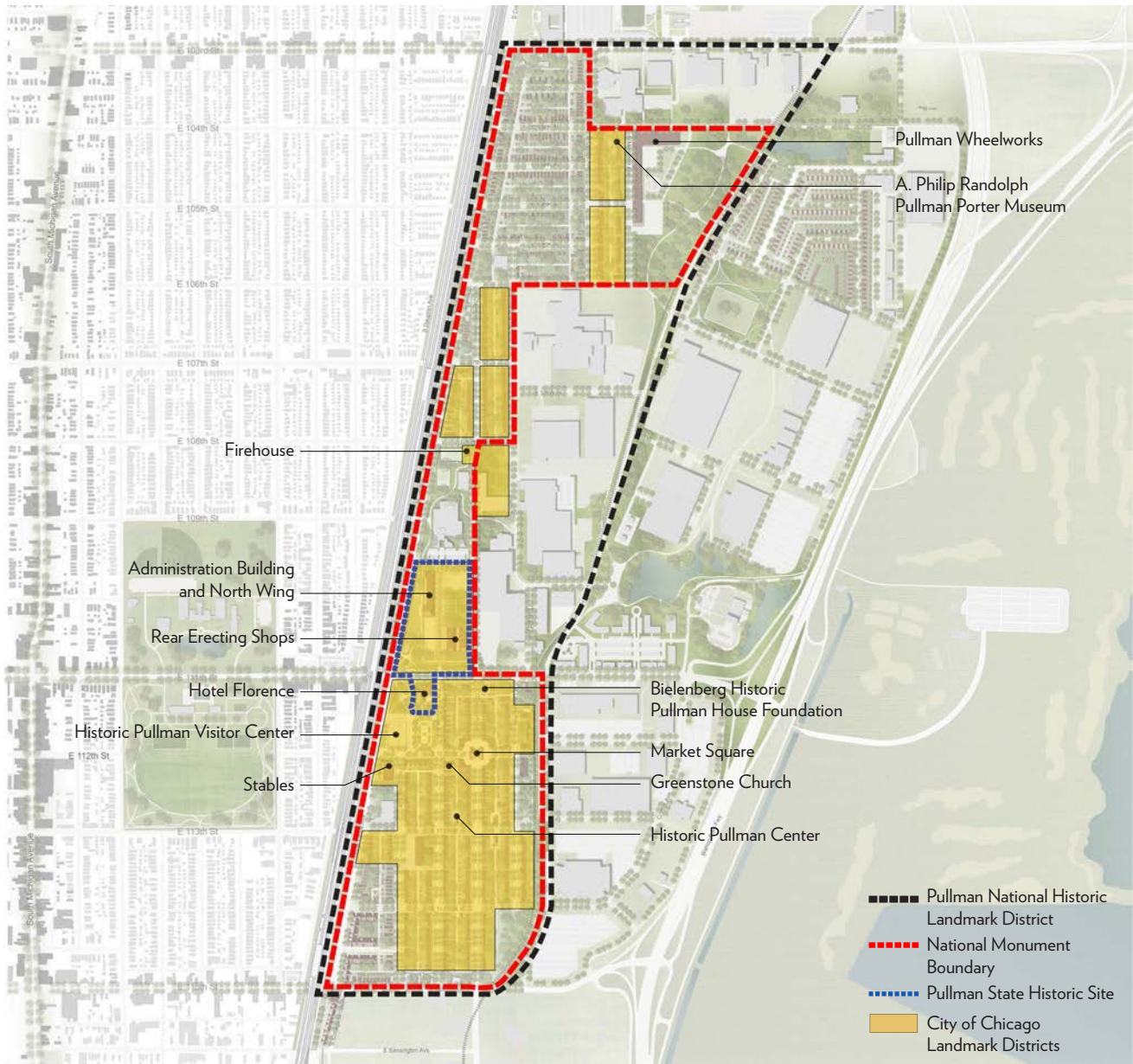
The recent history of Pullman is one of strong preservation advocacy. In 1960, when the neighborhood was slated to be turned into an industrial park, residents banded together to prevent destruction of the community's historic fabric. As a result, Pullman became a National Historic Landmark District in 1970. Two years later the City of Chicago designated the southern part of the neighborhood a city landmark district. In 1991 the State of Illinois established a state historic site with their purchase of the Hotel Florence and iconic Administration Building clock tower and Chicago added areas in north Pullman to the city landmark district in 1993. In February 2015, President Barak Obama, using his power under the Antiquities Act, designated the Pullman National Monument, ensuring that people will experience the unique history captured in Pullman in perpetuity.

Pullman's residents are very dedicated to their community, organizing many activities that keep the neighborhood strong and well-cared for. Some of the community's residents have lived there for more than 50 years, others have returned to live and renovate homes in the neighborhood where their grandparents lived and worked at the turn of the 19th century. The Pullman Civic Organization, founded in 1960, is dedicated to preserving community history and has been responsible for launching a robust façade maintenance program, ensuring that the row houses in Pullman stay true to their original design. Two of Pullman's non-profits continue as the true keepers of its history. The Historic Pullman Foundation was organized to preserve and promote the architectural significance of Pullman, honoring its status as one of the nation's first planned industrial communities. The A. Philip Randolph Pullman Porter Museum was established to promote, honor and celebrate the legacy of the Brotherhood of Sleeping Car Porters, their organizer, A. Philip Randolph, and contributions made by African-Americans to America's labor movement.

It is only because of the dedication of these community members that Pullman is now a national monument.



DISTRICT BOUNDARIES



COLLABORATIVE IDEAS WORKSHOP

POSITIONING PULLMAN

COLLABORATIVE IDEAS WORKSHOP FOR AMERICA'S NEWEST NATIONAL MONUMENT

Pullman National Monument is a must-see treasure of Chicago's south side. The formerly independent industrial town, now a landmark Chicago neighborhood, was entrusted February 2015 to the National Park Service via Presidential proclamation.

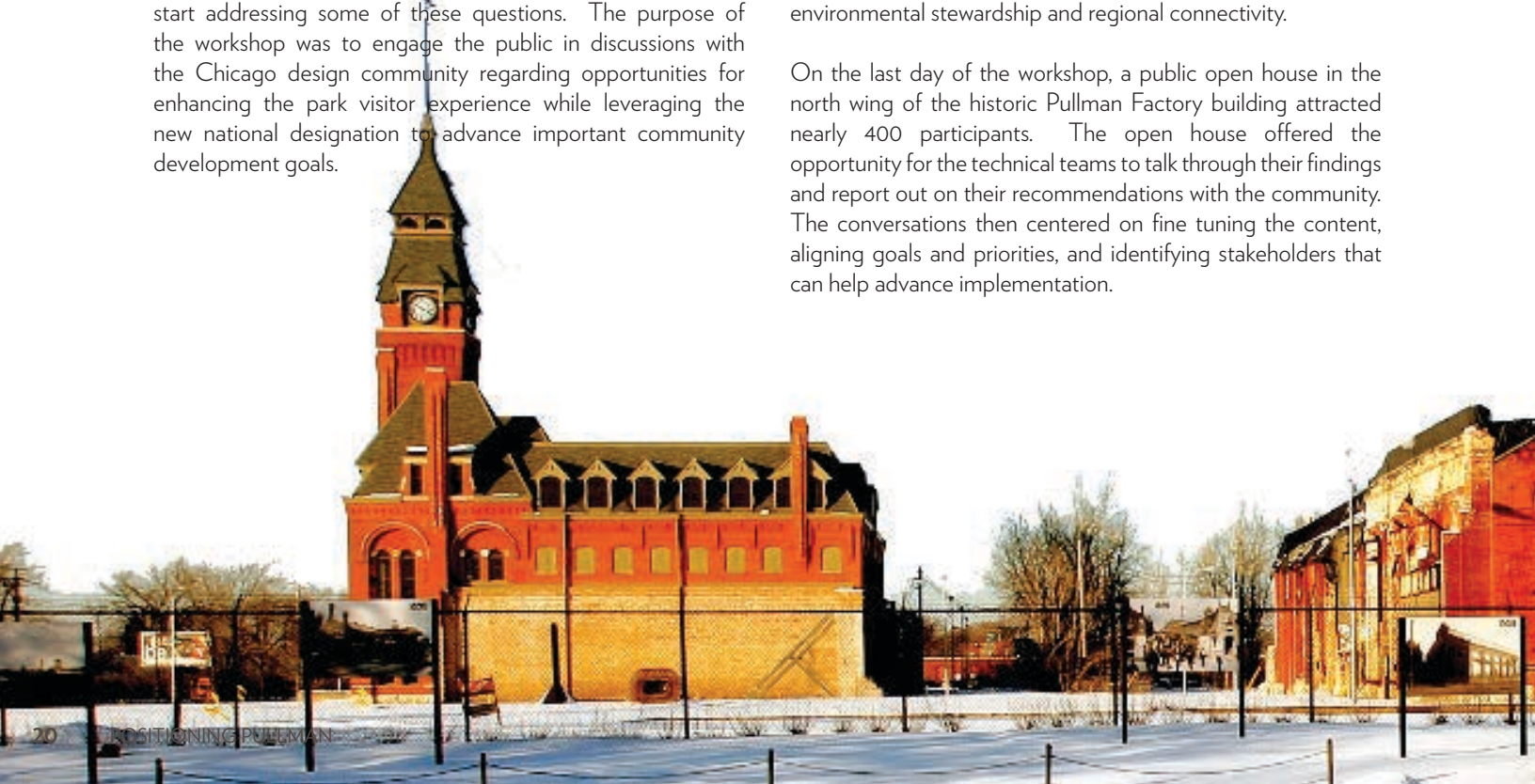
There is much to celebrate in the area because of this. Yet, there are also many questions about what's next for this national monument, and what the new designation means collectively for the Pullman neighborhood, the neighboring Roseland community and the larger Calumet region.

AIA Chicago and the National Parks Conservation Association (NPCA), with support from The Richard H. Driehaus Foundation, The Chicago Community Trust and Alphawood Foundation, conducted a three day community design workshop, April 16-18, 2015 in Pullman, in an effort to start addressing some of these questions. The purpose of the workshop was to engage the public in discussions with the Chicago design community regarding opportunities for enhancing the park visitor experience while leveraging the new national designation to advance important community development goals.

Inspired by the collaborative accomplishments of Pullman's original circa-1879 design team comprised of architect Solon Spencer Beman, landscape architect Nathan Barrett, and civil engineer Benzette Williams, AIA Chicago and NPCA organized a technical team of architects, landscape architects, city planners, economists and engineers. We also relied on a group of Alliance Partners for their expertise in specific aspects of the Pullman community and region.

The workshop weekend began with a well-attended community meeting at the historic Greenstone Church to introduce the planning process, and to have one-on-one discussions with members of the design team. The following day, the team worked at the historic Hotel Florence envisioning design and policy concepts to enhance the function and appearance of Pullman, while addressing business and job growth, environmental stewardship and regional connectivity.

On the last day of the workshop, a public open house in the north wing of the historic Pullman Factory building attracted nearly 400 participants. The open house offered the opportunity for the technical teams to talk through their findings and report out on their recommendations with the community. The conversations then centered on fine tuning the content, aligning goals and priorities, and identifying stakeholders that can help advance implementation.



In full, the design workshop focused on four main areas, and produced concrete ideas from the intensive design process:

PARK EXPERIENCE: Strategies for demarcating and celebrating the boundaries of the district; strategies to enable discovery and/or self-guided park visitation tracts; strategies for conveying stories of factory life and neighborhood life via tactical urbanism; and strategies for linkage to regional trails and waterfronts.

HISTORIC PRESERVATION & ADAPTIVE REUSE: Strategies for programming and reuse of historic structures; strategies for commemorating important buildings that have been lost; strategies for interpretive landscape and streetscape enhancements based upon the historic design; and guidelines for the construction of new buildings to support the historic character of the district.

ACCESS & CONNECTIONS: Strategies for arrival by commuter train featuring historic Pullman train cars to create a unique raiilscape experience; strategies for arrival by car that address parking and wayfinding; and strategies for the development of a comprehensive bicycle and pedestrian walking network.

COMMUNITY DEVELOPMENT: Strategies to leverage the national monument designation to grow visitation and local business; strategies to grow career paths for local youth; and strategies to physically and economically tie into ongoing Lake Calumet initiatives, while growing environmental stewardship and creating a new southern gateway to the city of Chicago.

Based upon public feedback from the open house the technical team then refined the workshop material and prepared this “Ideas Book” of design and community enhancement recommendations.

Pullman is positioning itself to welcome people from around the world as a result of its new national monument status. As one of the premier national urban parks in America, it is an important development for the National Park Service as it approaches its centennial celebration in August 2016. The lessons learned at Pullman could help shape policy, partnerships, and design over the course of the next 100 years.

Richard A. Wilson, AIA, AICP
Positioning Pullman Project Lead

City Design Director
Adrian Smith + Gordon Gill Architecture



PULLMAN 1886





Lake Calumet

Gas House

Athletic Fields

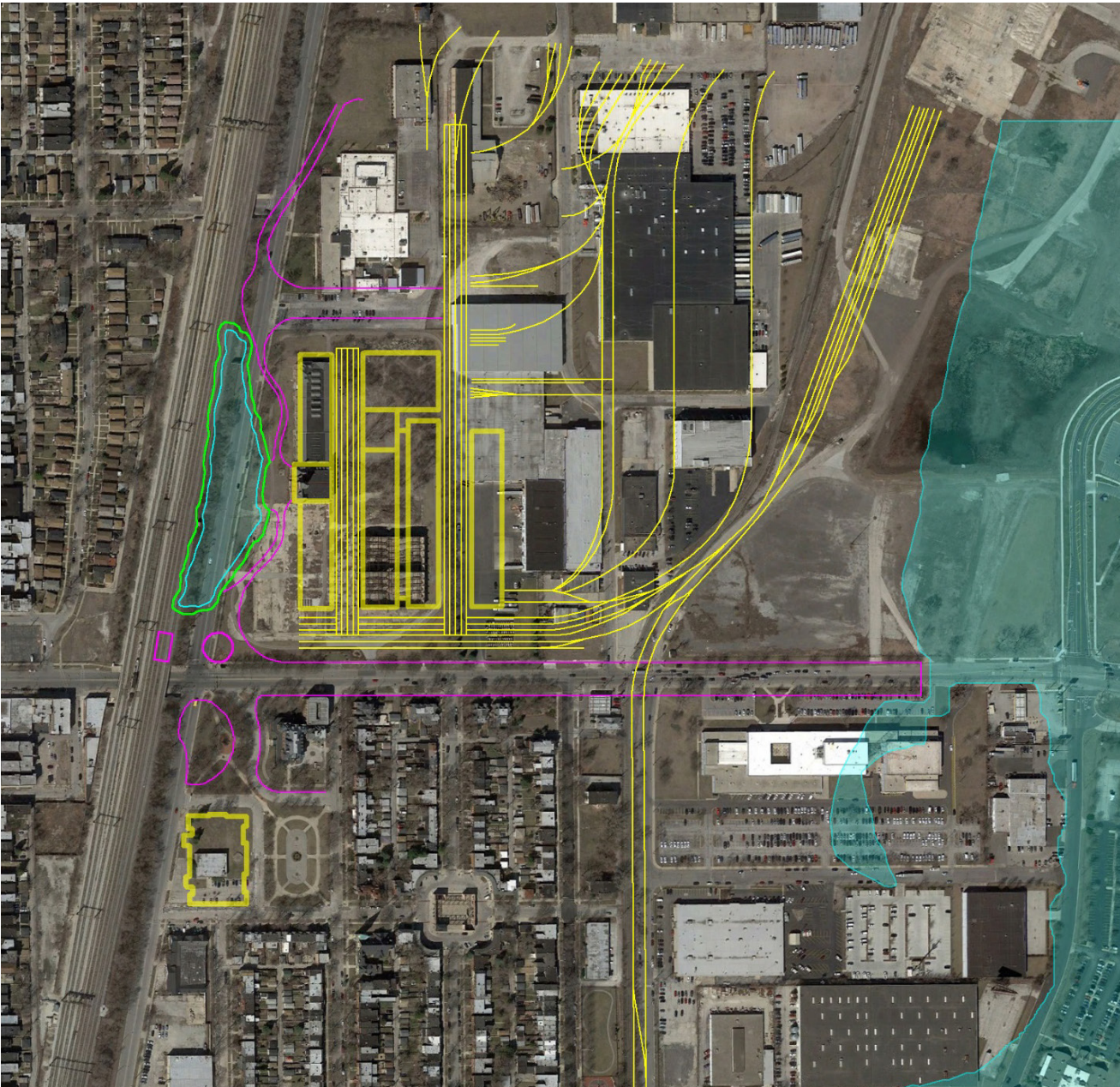
Greenhouses

PULLMAN 2015

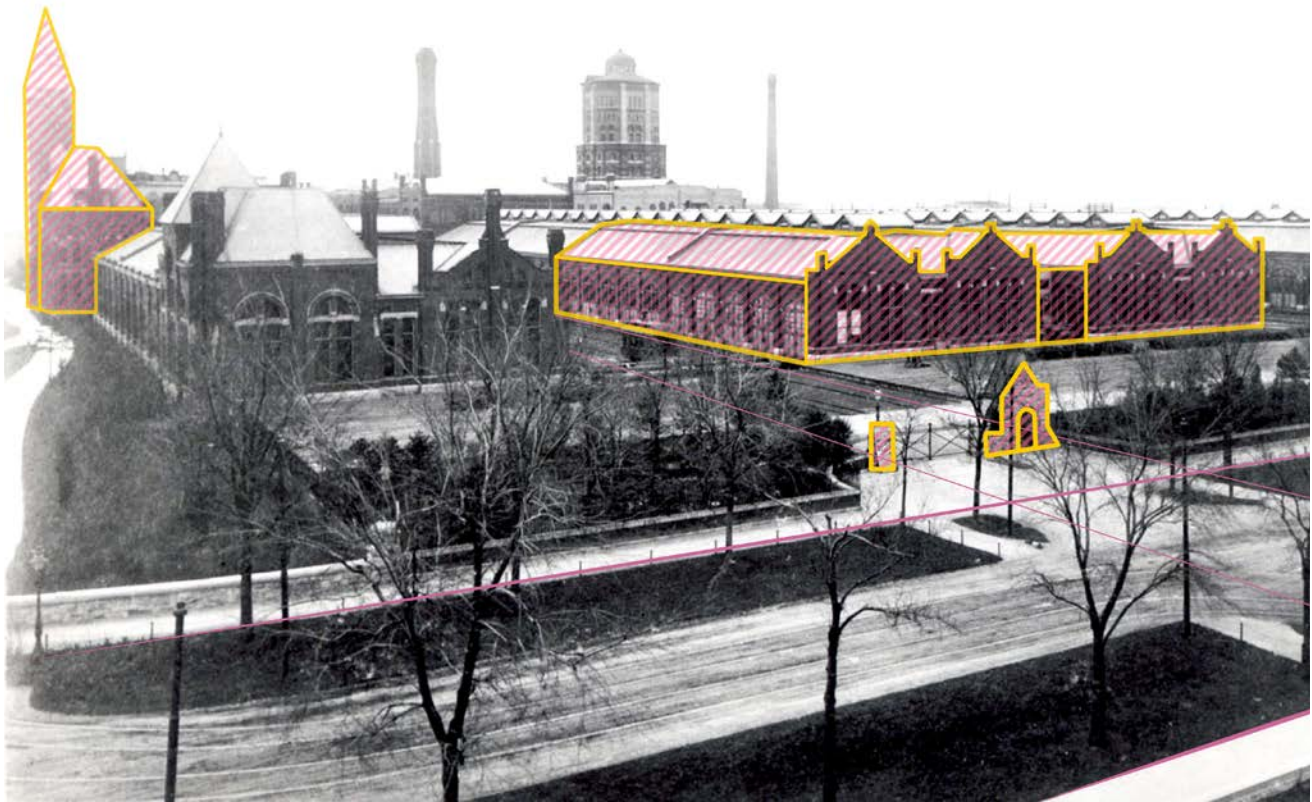


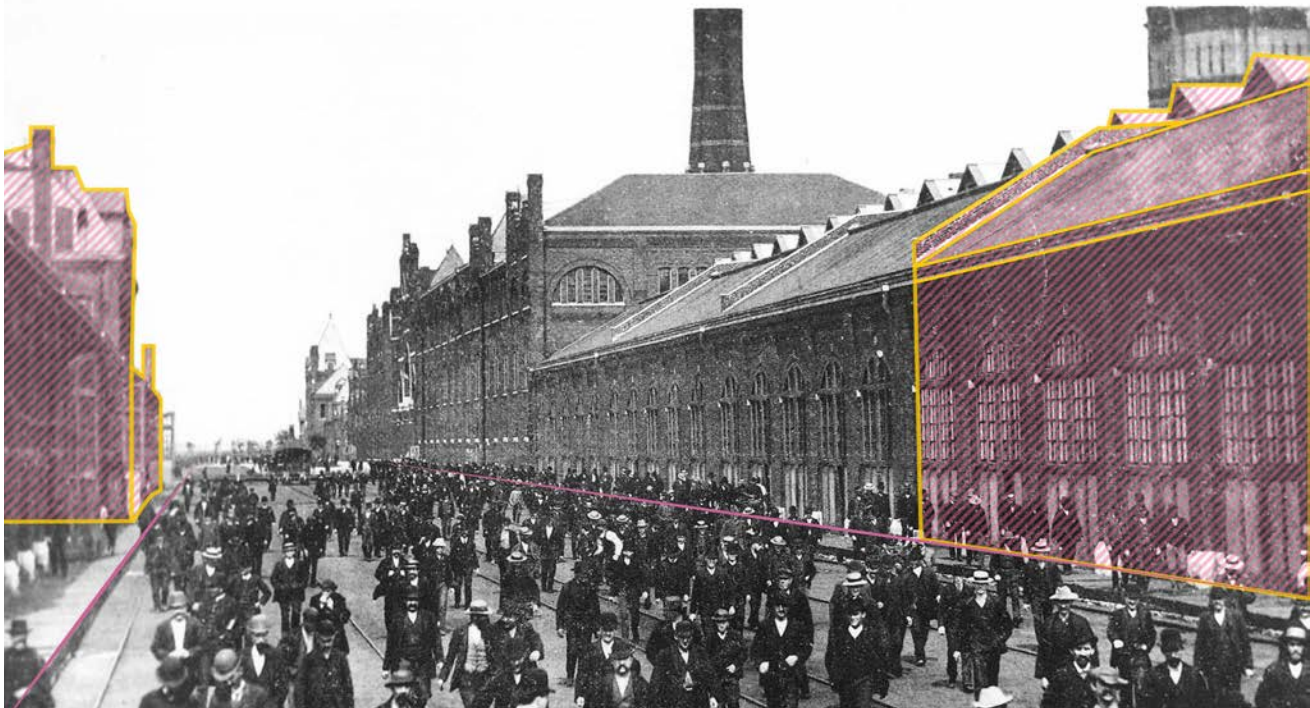
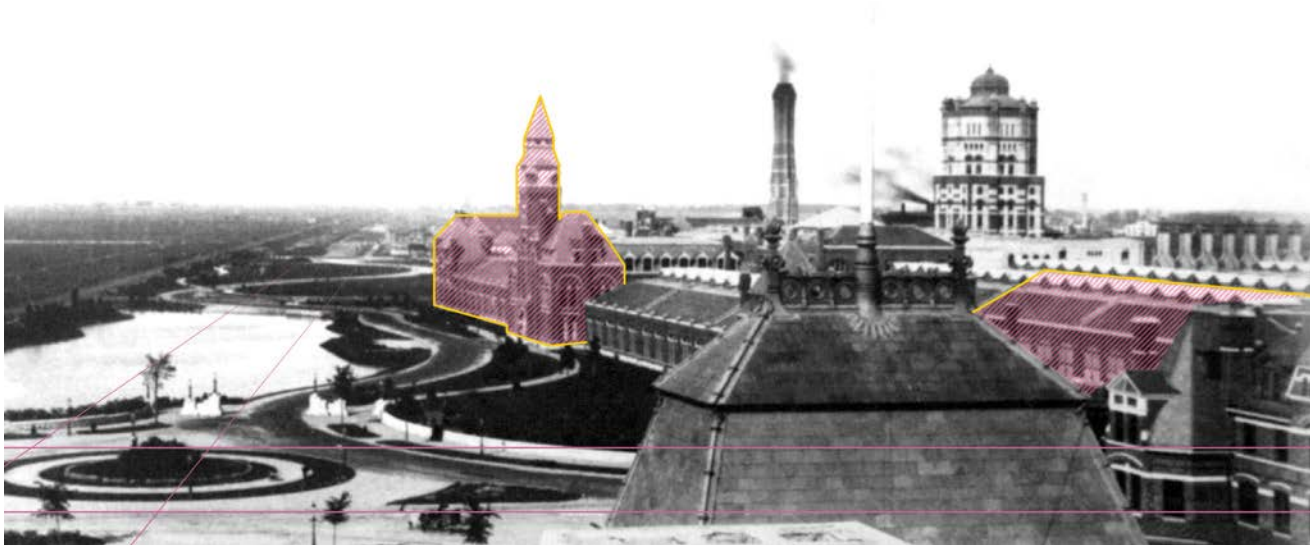


1886 FACTORY DETAIL OVERLAY OF CURRENT CONDITIONS



PULLMAN FACTORY 1886 & WHAT REMAINS TODAY





PULLMAN WORKSHOP OPEN HOUSE



PULLMAN COMMUNITY VISION



**NORTH PULLMAN
HOUSING INITIATIVES**

**NEW INDUSTRIAL RETAIL
& HOUSING INVESTMENT**

**PULLMAN FIREHOUSE
NEW PULLMAN PORTER MUSEUM
OR COMMUNITY CENTER**

**REAR YARD INTERPRETIVE
CORRIDOR**

**PULLMAN VISITOR CENTER &
FACTORY GROUNDS RESTORATION**

**HOTEL FLORENCE
RESTORATION**

**ARCADE BUILDING
INTERPRETIVE ATTRACTION**

**MARKET SQUARE
ACTIVATION**

**LIVERY STABLES
RENOVATION & REUSE**

**PULLMAN HISTORIC DISTRICT
STREETSCAPE ENHANCEMENTS**

PULLMAN NATIONAL MONUMENT

ARTSPACE
HOUSING

TRAIL CONNECTIONS TO LAKE CALUMET &
HARBORSIDE GOLF CENTER

SOUTH PULLMAN
BIKE NETWORK

115TH STREET TRANSIT-ORIENTED
INFILL DEVELOPMENT

PARK EXPERIENCE

TEAM LEADER

Ernest Wong, Site Design Group

TEAM MEMBERS

Ders Anderson, Openlands

Despina Zouridis, Site Design Group

Gia Biagi, Studio Gang

Jennifer Masengarb, CAF

Josh Ellis, Metropolitan Planning Council

Kris Lucius, Smith Group

Nathan Hilmer, Site Design Group

Sandra Washington, National Park Service (Retired)

Sue Bennett, National Park Service

GUIDING PRINCIPLES

■ ESTABLISH A “SENSE OF PLACE” WITH LIQUID BOUNDARIES

- Locate identity markers at strategic intersections
- Establish a vocabulary of historic & complementary wayfinding & urban design elements for the historic district

■ FIND WAYS TO TELL STORIES (HISTORICAL, COMMUNITY & VISITOR) AT THE SITE

- Enhance the viaducts
- Promote public art that is participatory

■ ESTABLISH A NETWORK OF INTERPRETIVE TRAILS BASED ON A VARIETY OF NEEDS & LEVELS OF TIME CONSTRAINTS, such as:

- Connect Wheelworks back to the factory complex
- Develop abandoned rail lines as trails
- Initiate a neighborhood housing-type & resident heritage trail

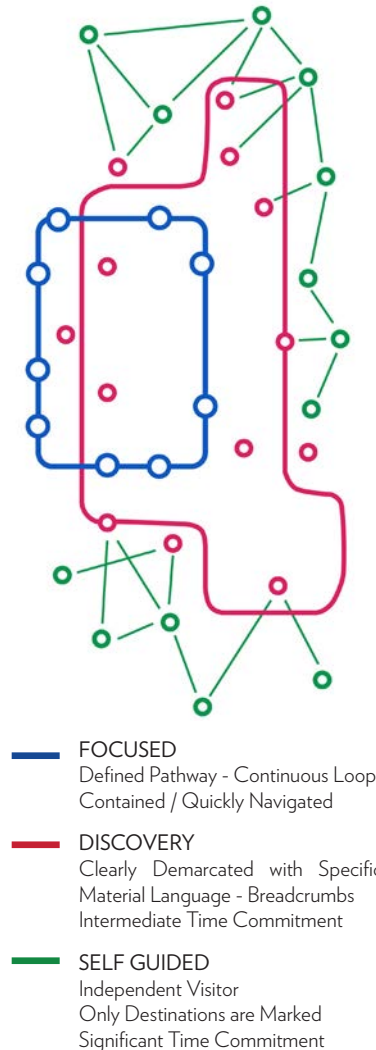
■ DEVELOP PROGRAMS THAT ADDRESS THE NEEDS OF LOCAL RESIDENTS, REGIONAL, such as:

- Provide lunch opportunities in a restored Pullman car
- Show movies against blank walls with a connection to Pullman as a way to facilitate National Park Service style “campfire stories”

■ DEVELOP CONNECTIONS TO REGIONAL NATURAL RESOURCES SUCH AS BIG MARSH & LAKE CALUMET

- Market connections & opportunities to community residents & visitors

HIERARCHY OF VISITORS



Visitors will come to Pullman with a wide range of knowledge and interest. They will enter through a few major gateways: from the east at 111th Street, off the Metra at 111th and Cottage Grove Avenue, and from the north at 103rd Avenue and Cottage Grove Avenue.

■ THE FOCUSED PATH:

These visitors will have a limited amount of time – maybe an hour or two – and will want to see as much as possible in their time at the site.

The Focused path, at the core or central part of the national monument should provide a series of stops that tell the Pullman stories easily and clearly on a well-marked loop interpretive walk. This path would include signage and other ways of communicating the history of Pullman to the visitor so they have a rich park experience in a relatively short time.

■ THE DISCOVERY TOUR:

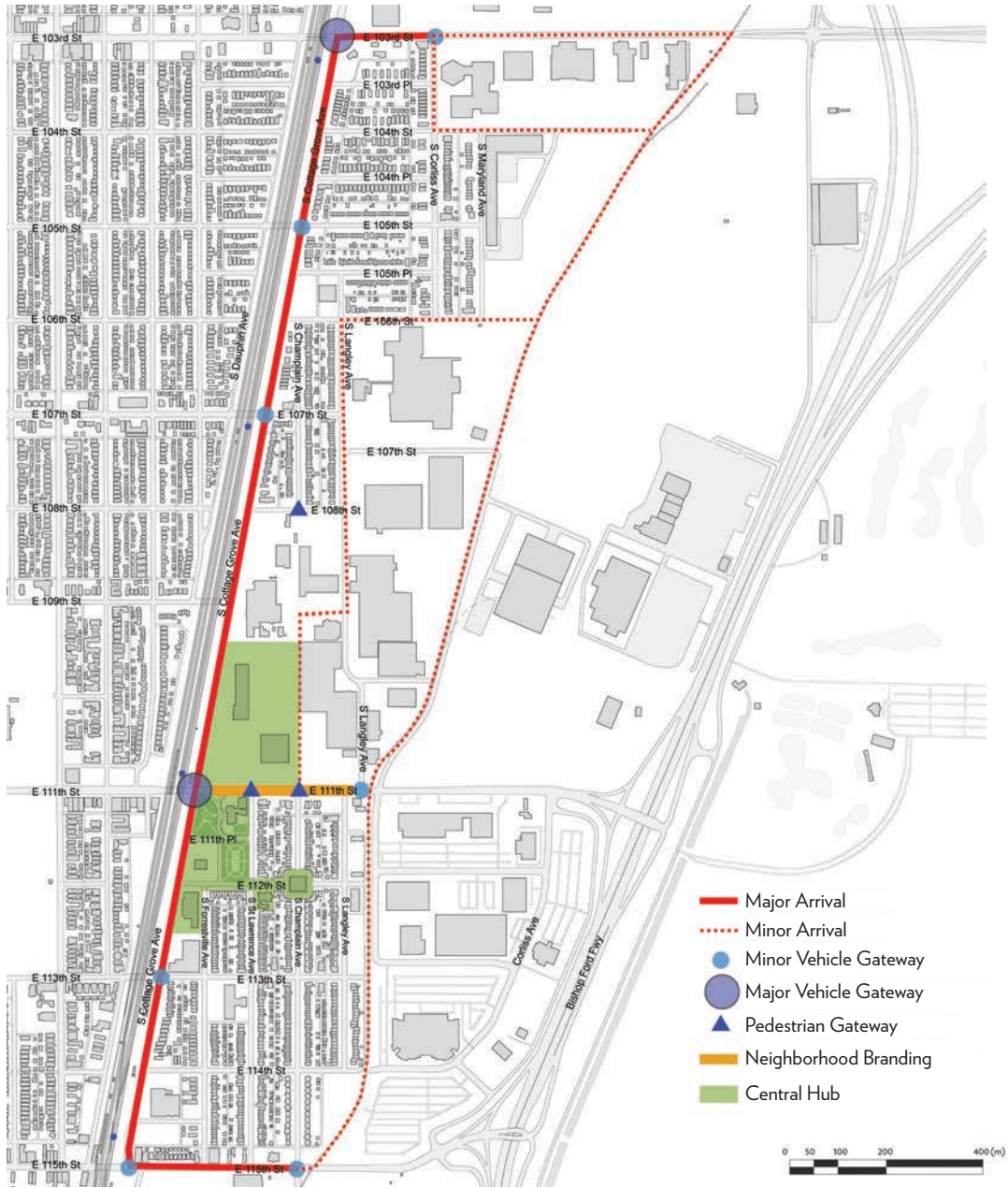
These visitors have made a commitment of a few hours to see Pullman. They will have done some research ahead of time and will want some depth of understanding. The Discovery interpretive trail is comprised of a wider loop through the historic area, adding workers housing in the south and the Pullman Porter Museum in the north areas of the national monument. This path would provide a trail, or breadcrumbs, of interest so that the visitor can go from site to site within the park. These visitors may use an app or printed material as a guide and may stop first in the Visitor Center.

■ THE SELF-GUIDED PATH:

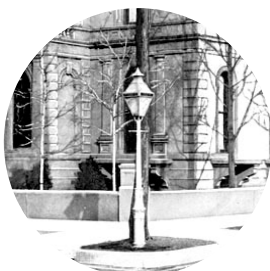
These visitors are independent and want to approach the site at their own pace, likely for a longer and more leisurely visit.

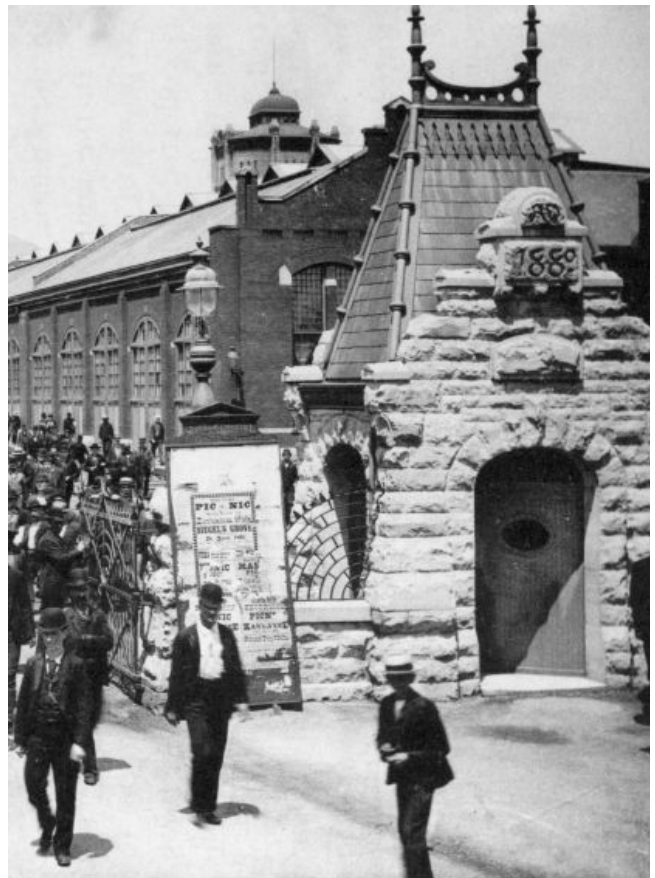
The Self-Guided path for the independent visitor is scattered throughout the national monument. This visitor will do significant research before their visit, they will stop at the Visitor Center for orientation, see the park video and may take a guided tour of the park with park staff or volunteers.

STREETSCAPE FRAMEWORK



HISTORIC PULLMAN PUBLIC REALM FEATURES



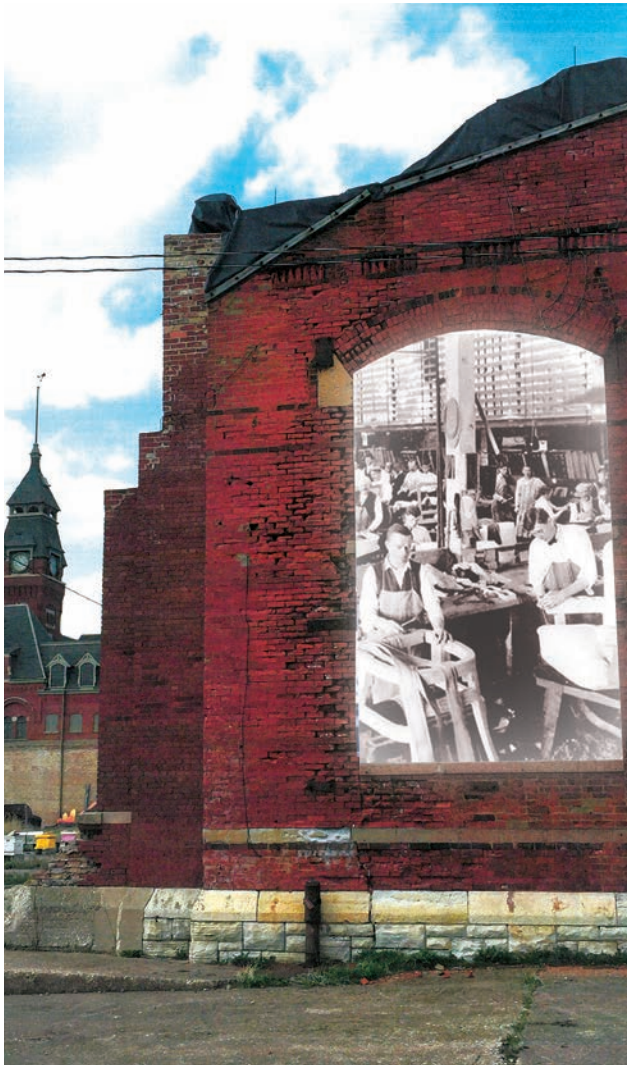


CREATIVE WAYS TO SHARE STORIES

The Pullman stories are many. Some can be told through the historic buildings and who lived and worked there. Other stories best come alive through exhibits. The budget of the National Park Service to operate Pullman will likely not be robust enough to meet the demand of visitors to fully experience the parks and its history. Volunteers and non-profit partners are important to

help fill those gaps and help the stories come alive. The Park Experience team was asked to envision how to accommodate different types of visitors and how to interpret the history of Pullman in a way that would not necessarily require park service staff or tour guides.





What was life like at the factory?

Simple ways of telling a story in historic buildings is through murals or banners that give visitors a glimpse of what went on behind the wall. These solutions are low-cost and easily implemented.



Why not enhance the viaducts with public art?

Painting aspects of the Pullman stories on the viaducts located along the western edge of the national monument will enhance what is now an eyesore in the historic neighborhood. Pullman Art Space artists can partner with Chicago outdoor art groups to complete.



Who lived here & where did they come from?

Each worker's home in Pullman tells many stories. Instead of signage that blocks the view of the house, the names of the residents may be etched into the sidewalk, providing visitors a sense of context of who lived here and what they did.



What does the inside of that house look like?

There is an annual House Walk in Pullman, but for the other 364 days of the year visitors can "see" into historic houses through etched floor plans into the sidewalk in front of key houses throughout the national monument.

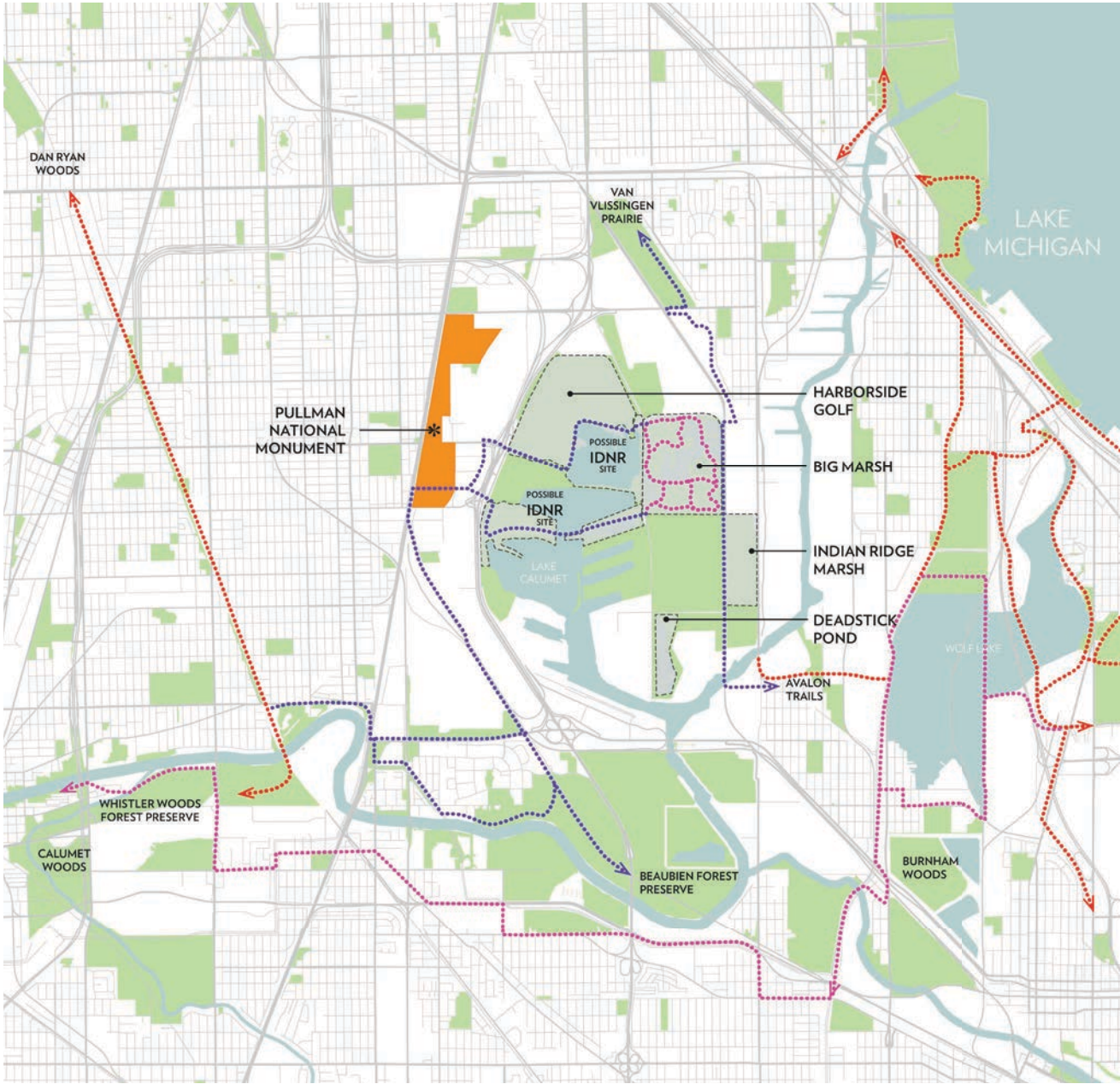
CONNECTING VISITORS TO OTHER SITES

Visitors to Pullman National Monument may also be interested in other historic or natural sites in the area. Marketing partnerships with entities like the Chicago Park District, Cook County Forest Preserve District, Illinois Department of Natural Resources (IDNR), and trail and tourism groups will help get the Pullman visitor to places like Beubien Woods, Big Marsh, Lake Calumet, the I&M Canal National Heritage Area and Indiana Dunes National Lakeshore.

The Pullman Visitor Center should contain wayfinding and information that guides visitors to the rich natural, industrial and cultural history on Chicago's South Side and throughout the Calumet Region.



PRIMARY TRAIL LINKAGE



..... BUILT TRAILS
 FUNDED, BUILT IN 1-2 YEARS
 PROPOSED TRAILS (CALUMET OPEN SPACE RESERVE PLAN 2005 + IDNR 2014)

HISTORIC PRESERVATION & ADAPTIVE REUSE

TEAM LEADER

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GUIDING PRINCIPLES

■ PRESERVE AND HONOR PULLMAN'S COHESIVE ARCHITECTURAL SCALE AND IDENTITY

- Preserve and protect existing historic structures and landscapes
- Base streetscape and landscape enhancement on Pullman's original public space design
- Develop design guidelines for new infill development

■ PROMOTE ADAPTIVE REUSE OF HISTORIC BUILDINGS

- Reactivate historic buildings with new, market-supportable uses
- Implement building renovations in accord with historic preservation best practices

■ INTERPRET DEMOLISHED BUILDINGS AS TOURIST AND EDUCATIONAL SITES

- Celebrate the legacy of important buildings in Pullman that have been razed
- Preserve and protect site features and architectural relics that remain
- Construct new buildings on historic sites that recall the scale and character of original buildings without copying them

PROGRAMMING OPTIONS FOR HISTORIC STRUCTURES

Pullman contains a number of extant historic structures, some in various stages of ruin, along with empty sites of razed buildings and new construction where historic buildings once stood. The Historic Preservation team was asked to envision appropriate ways of interpreting and re-programming key sites in a way that would be compatible with the existing historic structures.

As most of the historic homes are intact and inhabited, effort was focused on the larger, underutilized historic focal points listed as follows:

- **ADMINISTRATION BUILDING & NORTH WING**
- **REAR ERECTING SHOPS**
- **HOTEL FLORENCE**
- **ARCADE BUILDING SITE (DEMOLISHED)**
- **STABLES**
- **MARKET SQUARE**
- **FIREHOUSE**
- **FACTORY SITES (DEMOLISHED)**

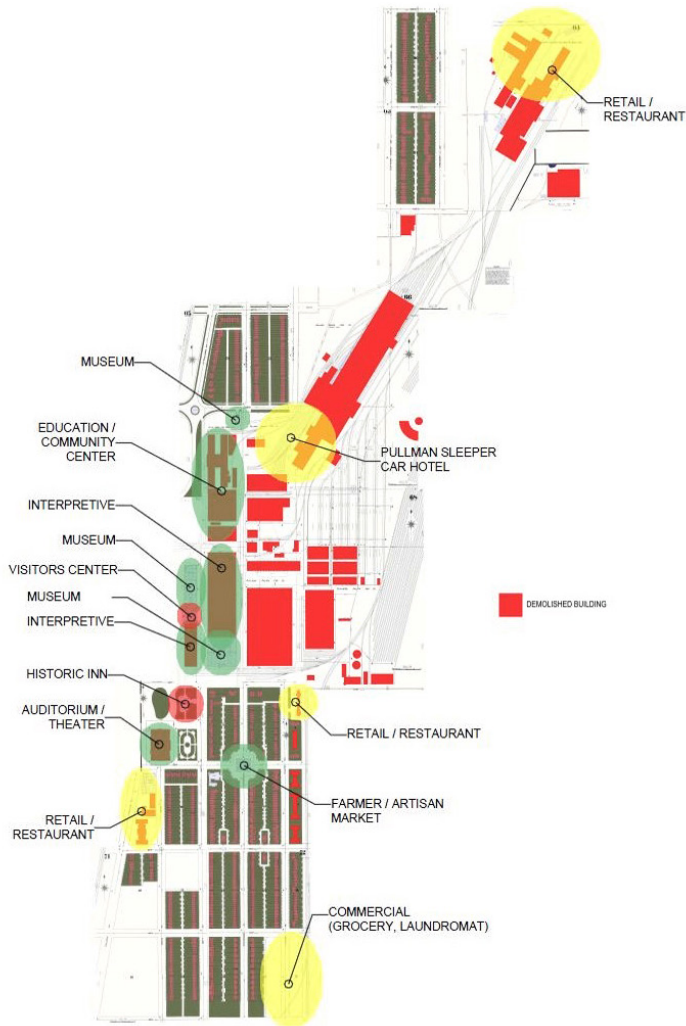
After taking into consideration input from the public on what uses they desired to see in the community, The Historic Preservation Team considered what uses would be physically appropriate for each historic structure, given its size, interior layout, location and condition.

Further research into the economic feasibility and compatibility with other development on the site is needed. The following are 3 programming options to reinvigorate the remaining historic fabric of the 300 acre national monument. These are not all of the possible solutions, and are not meant to be mutually exclusive. Ideas can be mixed and matched.



HOTEL FLORENCE

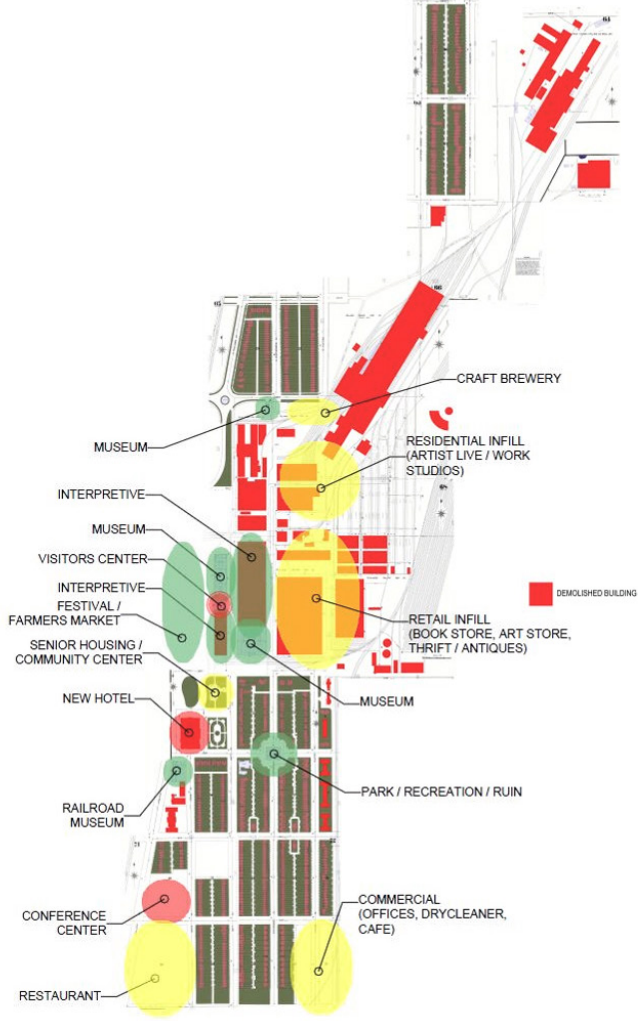
PROGRAMMING SCENARIO 1



SCENARIO 1: Programming Based Upon **Original Use**

- Administration Building – Visitors Center/Museum
- Rear Erecting Shops – Museum/Interpretive
- Hotel Florence – Historic Inn
- Arcade Building Site (demolished) – Auditorium/Theater
- Market Square – Farmer’s Market
- Stables – Commercial/Restaurant
- Firehouse – Museum
- Factory Sites (demolished) – Infill with Interpretive Features

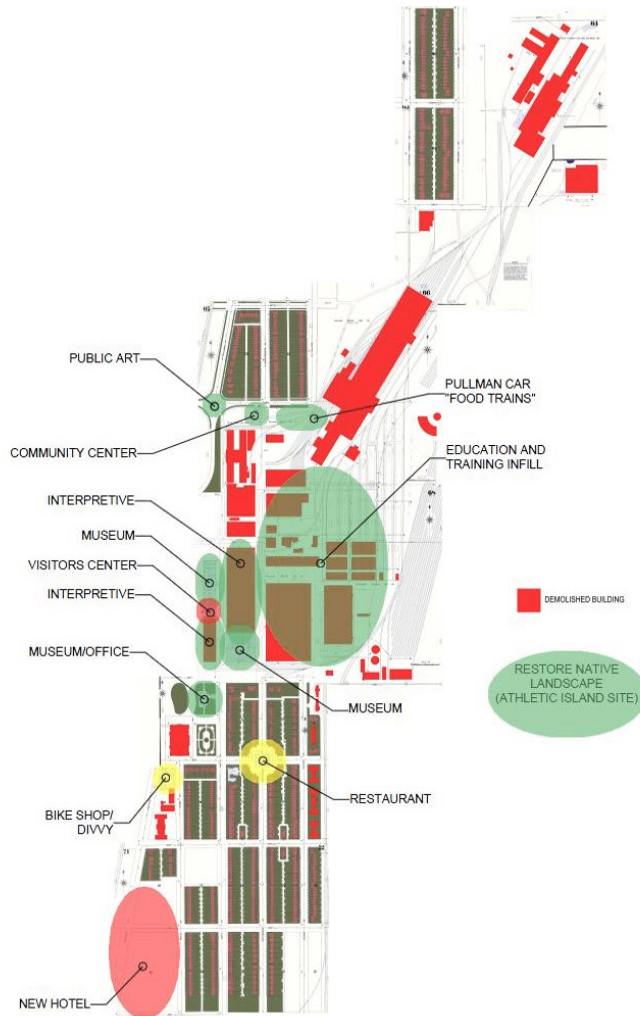
PROGRAMMING SCENARIO 2



SCENARIO 2: Programming Focused on **Community Use**

- Administration Building – Visitors Center/Museum
- Rear Erecting Shops – Museum/Interpretive
- Hotel Florence – Senior Housing/Community Center
- Arcade Building Site (demolished) – Interpretive Ruin
- Market Square – Restaurant
- Stables – Bike Shop
- Firehouse – Community Center
- Factory Sites (demolished) – Infill with Education & Training Facilities

PROGRAMMING SCENARIO 3



SCENARIO 3: Programming Focused on **Revenue Generation**

- Administration Building – Visitors Center/Museum
- Rear Erecting Shops – Interpretive
- Hotel Florence – Museum/Office
- Arcade Building Site (demolished) – New Hotel
- Market Square – Recreation/Park/Preserved Ruin
- Stables – Railroad Museum
- Firehouse – Museum
- Factory Sites (demolished) – Infill with Artist Live/Work & Creative Retail

Pullman is distinguished by the quality and quantity of its historic structures.

RECOMMENDATIONS:

- Create an axis through the factory site at Champlain Avenue to provide access between North and South Pullman and main historic properties. Locate visitor parking along perimeter of street
- Restore landscaping to west of Factory Administration Building using historic landscape as guide; features to include a more formal arrival point at the intersection of 111th and Cottage Grove, the site of the original roundabout, landform features to mark the historic location of Lake Vista to the extent possible, and a restored public promenade along the Administration Building that becomes more forested and natural as it connects to the North Pullman neighborhood
- Recreate perimeter wall, lighting features and landscape that defined Lake Vista; use a distinctive hardscape that could extend into Cottage Grove to mark the full extent of the original lake footprint if possible. The same treatment can be used to designate the historic shoreline of Lake Calumet, located approximately at 111th Street and Ellis Avenue
- Restore main gates to the factory and provide pedestrian access across 111th Street at St Lawrence Avenue
- Restore historic tracks and transfer pits factory grounds; utilize the transfer pit corridor east of the Administration Building, which connects to the main gate on alignment with St. Lawrence Avenue, as a pedestrian-oriented zone centrally located on the factory grounds
- Restore the Administration Building and Rear Erecting Shops, locate and mark the foundation locations of razed buildings, and install interpretive displays to explain how this part of the factory used to work
- Demolished buildings on the factory site should be interpreted. This could be through landscape, outlining building foundations, temporary structures, or complete recreation. Focus rebuilding and larger massing at the south wing of the Administration Building initially leaving the northeastern portion of the site more open and natural in the near- to mid-term

EXISTING FACTORY COMPLEX PHOTOS



COTTAGE GROVE



PERIMETER FENCE



TRANSFER PIT CORRIDOR



ADMINISTRATION BUILDING & NORTH WING



NORTH WING



NORTH WING INTERIOR

EXISTING FACTORY COMPLEX PHOTOS



REAR ERECTING SHOPS (SOUTH+WEST FACADES)



SITE RAILROAD TRACKS



REAR ERECTING SHOPS (NORTH+EAST FACADES)



TRANSFER PIT CORRIDOR

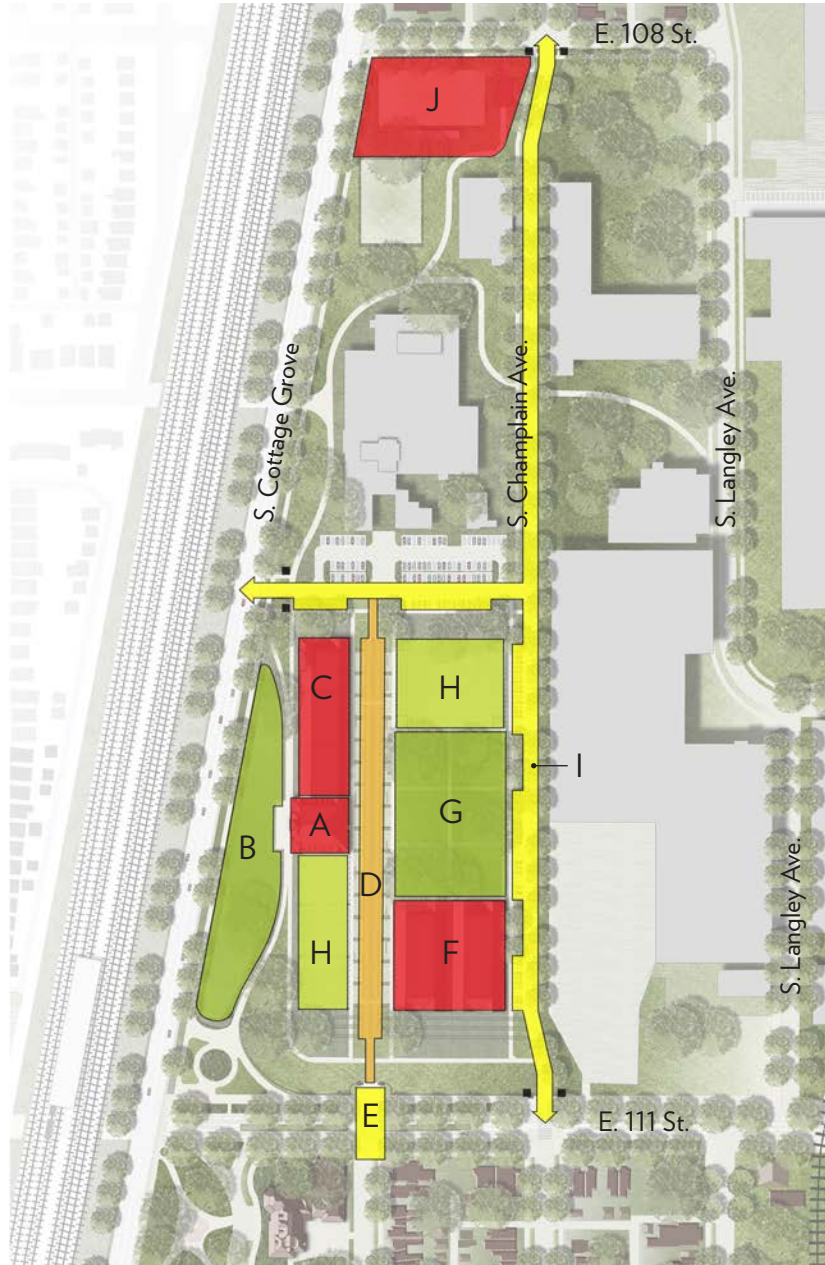


REAR ERECTING SHOPS DETAIL



REAR ERECTING SHOPS DETAIL

PULLMAN FACTORY COMPLEX RECOMMENDATIONS



- A.** Visitor Center
- B.** Lake Vista Interpretive Landscape
- C.** North Factory Wing Exhibition Hall
- D.** Transfer Pit Interpretive Corridor
- E.** Main Gate Reconstruction & Pedestrian Crossing
- F.** Rear Erecting Shops Restoration & Reuse
- G.** Near Term Open Space Preservation with Foundation Markings
- H.** Foundation Markings & Interpretive Sites with Infill Potential Medium Term
- I.** Champlain Extension, Parking & Shared Access from Cottage Grove
- J.** Firehouse Renovation for New Pullman Porter Museum or Community Center Use

PULLMAN FACTORY COMPLEX VISION





VIEW FROM COTTAGE GROVE





NIGHT VIEW FROM COTTAGE GROVE



NORTH WING EXHIBIT HALL - PULLMAN RAIL CAR DISPLAY



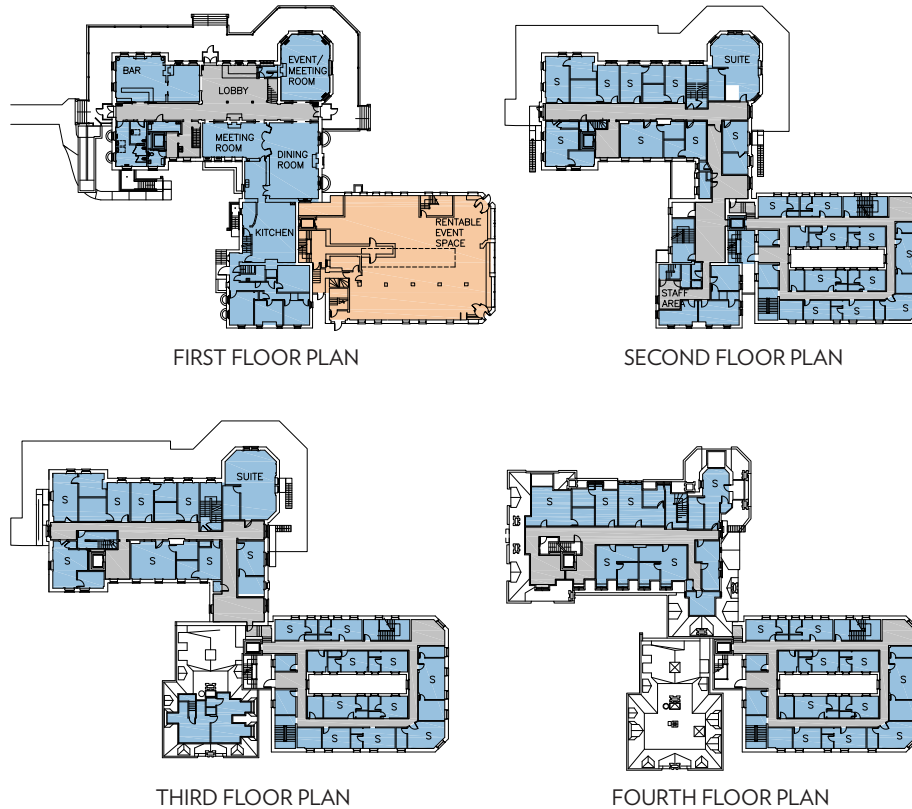


PULLMAN
National Monument
LABOR

DESIGN



HOTEL FLORENCE AND ANNEX - SCENARIO 1



SCENARIO 1: Historic Boutique Inn with Rental Event Space

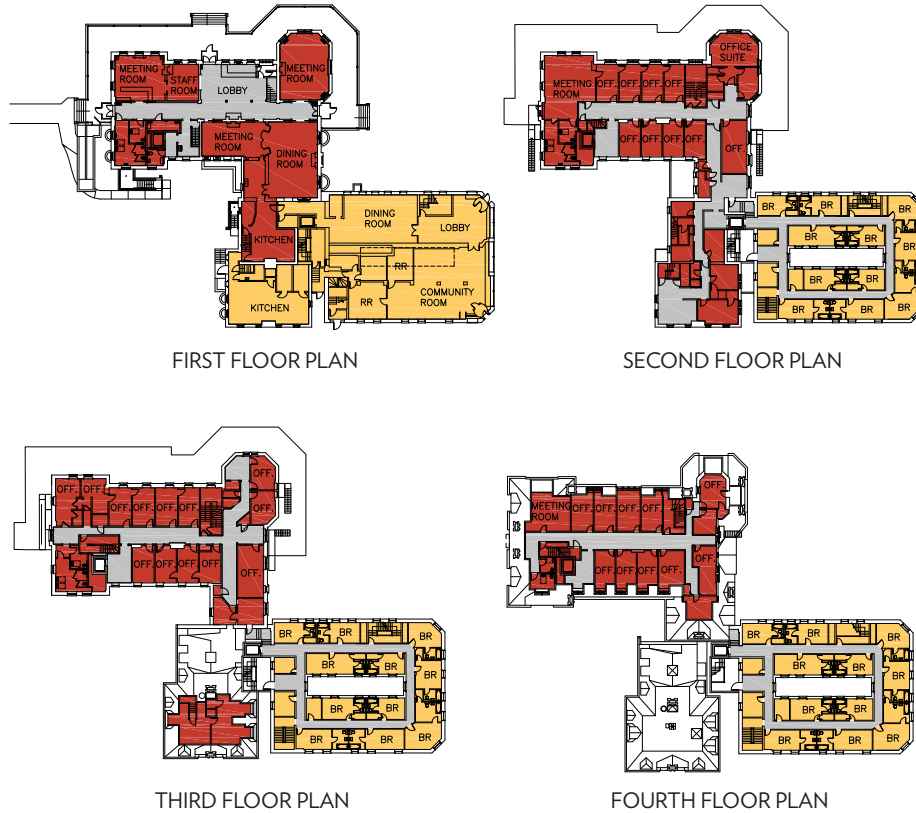
Hotel Florence

- **First Floor:** Lobby, bar, seating & meeting areas, ladies parlor & dining room for eating & meeting rooms, kitchen. Functional use of historic main floor rooms; open to park visitors, community & hotel guests (8,000 sf)
- **Second, Third & Fourth Floors:** Sleeping rooms with private bathrooms (26 Rooms/Suites)

Annex

- **First Floor:** Reactivate first floor atrium for large, open event space (rental) Second -fourth floor- sleeping rooms with private baths (5,000 sf)
- **Second, Third & Fourth Floors:** Sleeping rooms with private bathrooms (30 rooms)

HOTEL FLORENCE AND ANNEX - SCENARIO 2



SCENARIO 2: Mixed Use: Community & Education Center with Senior Housing

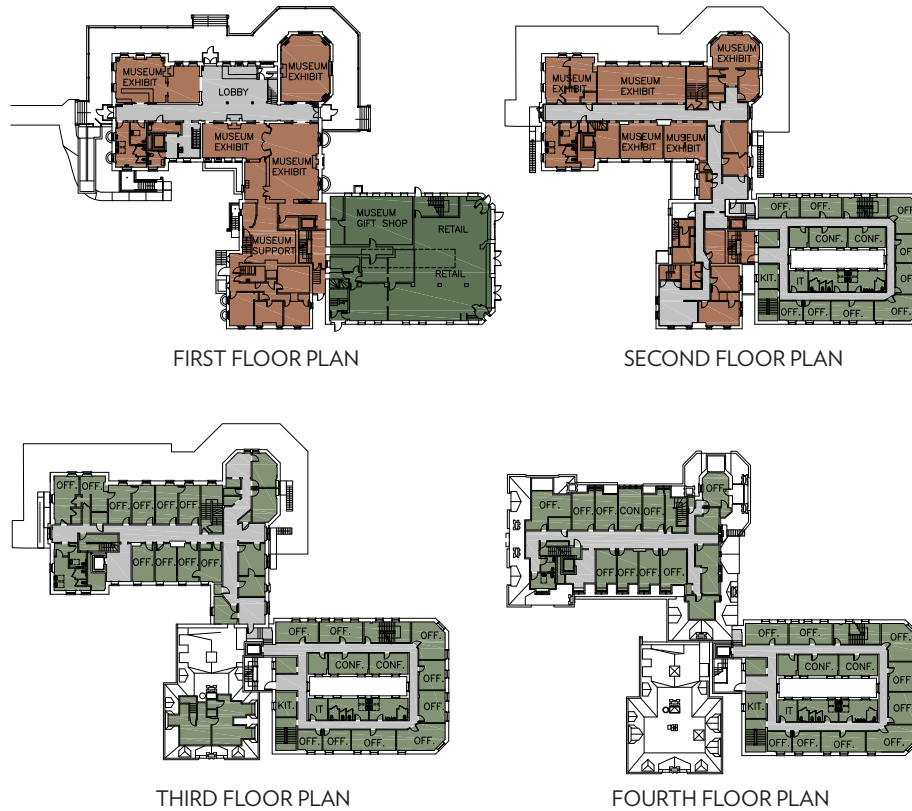
Hotel Florence

- **First Floor:** Meeting rooms for community & park use, toilets, kitchen with small dining area (6,700 sf)
- **Second, Third & Fourth Floors:** Community & education offices, outreach center (18,700 sf)

Annex

- **First Floor:** Senior housing amenities, gathering spaces (6,800 sf)
- **Second, Third & Fourth Floors:** Senior living (34 units)

HOTEL FLORENCE AND ANNEX - SCENARIO 3



SCENARIO 3: Mixed Use: Historic Museum, Retail with Office

Hotel Florence

- **First & Second Floors:** Museum with first floor public interpreted spaces & interactive/digital displays (8,600 sf)
- **Second Floor:** Exhibit spaces (7,900 sf)
- **Third & Fourth Floor:** Office space for rent (26 private offices, each floor contains restrooms, conference area & kitchenette)

Annex

- **First Floor:** Retail with museum gift shop & other retail fronting 111th Street (4,900 sf)
- **Second, Third & Fourth Floors:** Office space for rent (27 private offices, each floor contains restrooms, conference rooms & kitchenette)

MARKET SQUARE

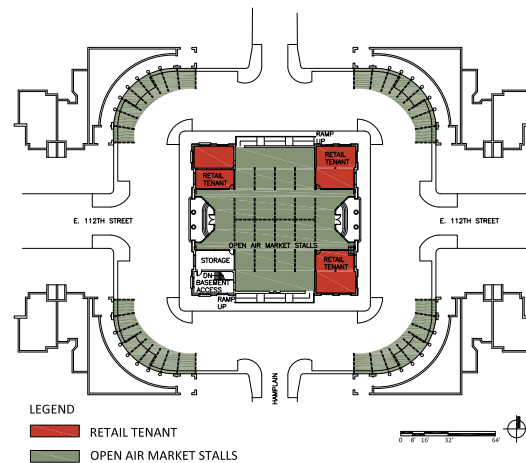
Market Square is one of the more unique public spaces in Pullman and served historically as the central market of the Pullman community. Although the historic buildings that frame the central space are in good condition, the Market Hall was destroyed by fire and only portions of the foundations, main floor and perimeter walls

remain. These remnants have been kept in good condition and enlivened with public art.

Two scenarios were considered to activate Market Square that include a mix of new construction, open-air uses and programming.

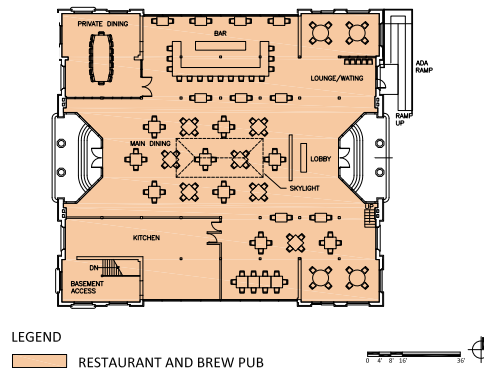
SCENARIO 1: Extended Open Air Market

- Reconstruct corner areas for permanent retail tenants
- Construct new tensile roof over existing main floor platform to provide 3-season market area
- Allow vendors to exhibit in pedestrian streetscape on Saturdays and seasonal events

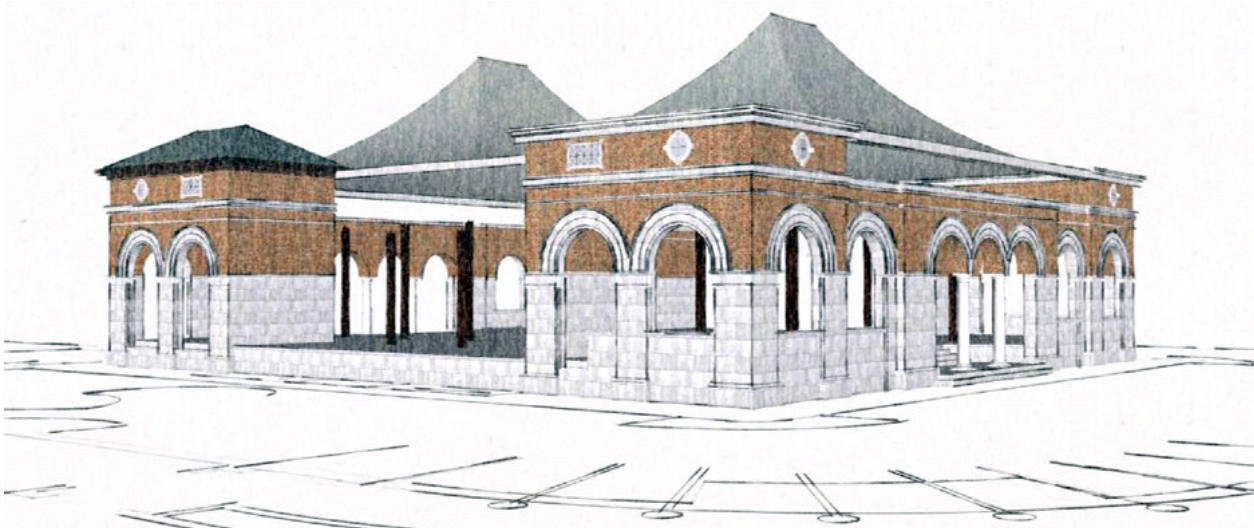


SCENARIO 2: Adaptive Reuse: Restaurant & Brew Pub

- Reconstruct the first floor of the Market Hall and design new permanent roof. Design of Hall to reflect original features & integrate modern storefront system at infill areas. Restaurant & brew pub could provide an active use for the building for visitors & residents



MARKET HALL



MARKET HALL: EXTENDED OPEN AIR MARKET

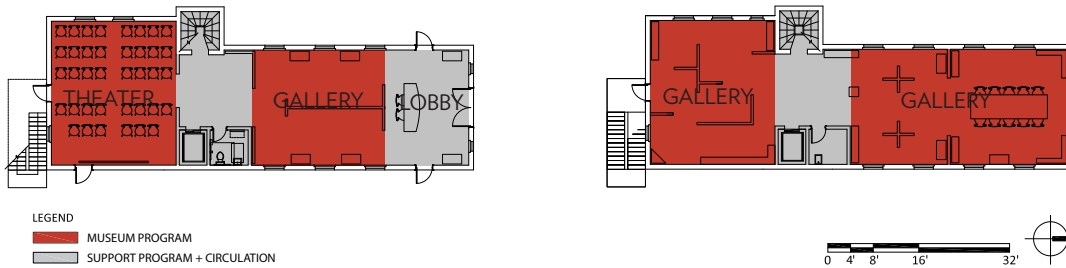


MARKET HALL: RESTAURANT AND BREW PUB ADAPTIVE REUSE



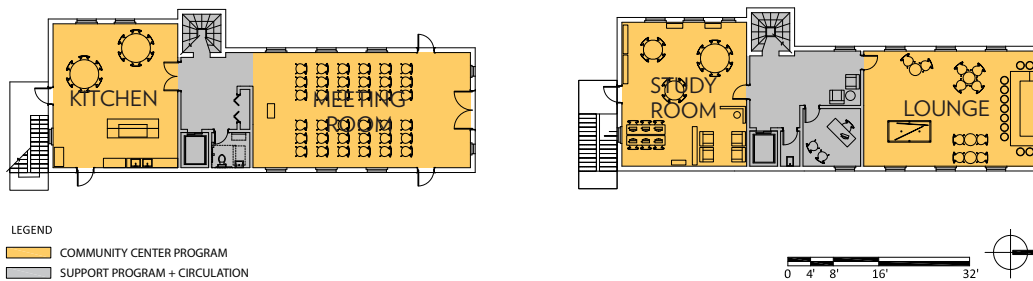
SCENARIO 1: Expanded Pullman Porter Museum

- First Floor: Museum with reception area, exhibition space and theater (4,600 sf)
- Second Floor: Exhibition space (4,600 sf)



SCENARIO 2: Community Center

- First Floor: Community rooms, kitchen and dining (4,600 sf)
- Second Floor: Community rooms (4,600 sf)



TREATMENT OF VACANT SITES

Pullman is home to many vacant sites where significant buildings formerly stood. With the creation and eventual growth of the Pullman National Monument, there is a need to interpret demolished buildings as tourist and educational sites. Some precedent for such treatment of vacant sites includes but is not limited to:

- Installation of signage to illustrate what had formally existed at various sites
- Exposure or recreation of the tops of foundation walls to place the building on the site and demonstrate its size, location and importance
- Conversion of the site and its relics into park area for enhanced visitor experience and use by residents. Interpretive reconstruction of the building to illustrate massing and basic articulation
- Reconstruction of all or most of a given building for reuse by visitors and residents
- Construction of a new building on site that recalls the original use or character but that is not a direct reconstruction



Water Tower, Powerhouse and Iron Machine Shop



Lake Vista



Arcade Building, 1894



Casino and Gymnasium Building

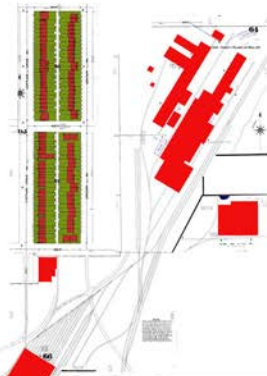


Original Pullman School

PULLMAN FACTORY COMPLEX & TOWN DEMOLISHED BUILDINGS



View of the Pullman Car Company complex, looking northeast from the Hotel Florence



Testing Bureau



Athletic Island and Grandstands

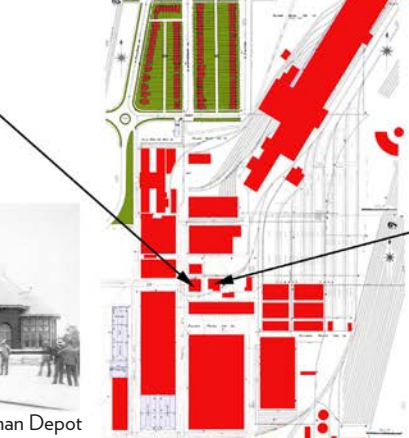


Powerhouse

 DEMOLISHED BUILDING



Pullman Depot



Gas House, before addition



Market Hall



Freight Depot with Athletic Island visible behind

INTERPRETATION OF DEMOLISHED BUILDINGS



CHANCELLORSVILLE SITE, SPOTSYLVANIA, VA



BATHS OF CARACALLA



MILL RUIN PARK, MINNEAPOLIS

INTERPRETATION OF DEMOLISHED BUILDINGS



PRESIDENT'S HOUSE, PHILADELPHIA



CARNEGIE LIBRARY, SHEBOYGAN, WI



PRESIDENT'S HOUSE, PHILADELPHIA



BENJAMIN FRANKLIN'S HOUSE, PHILADELPHIA

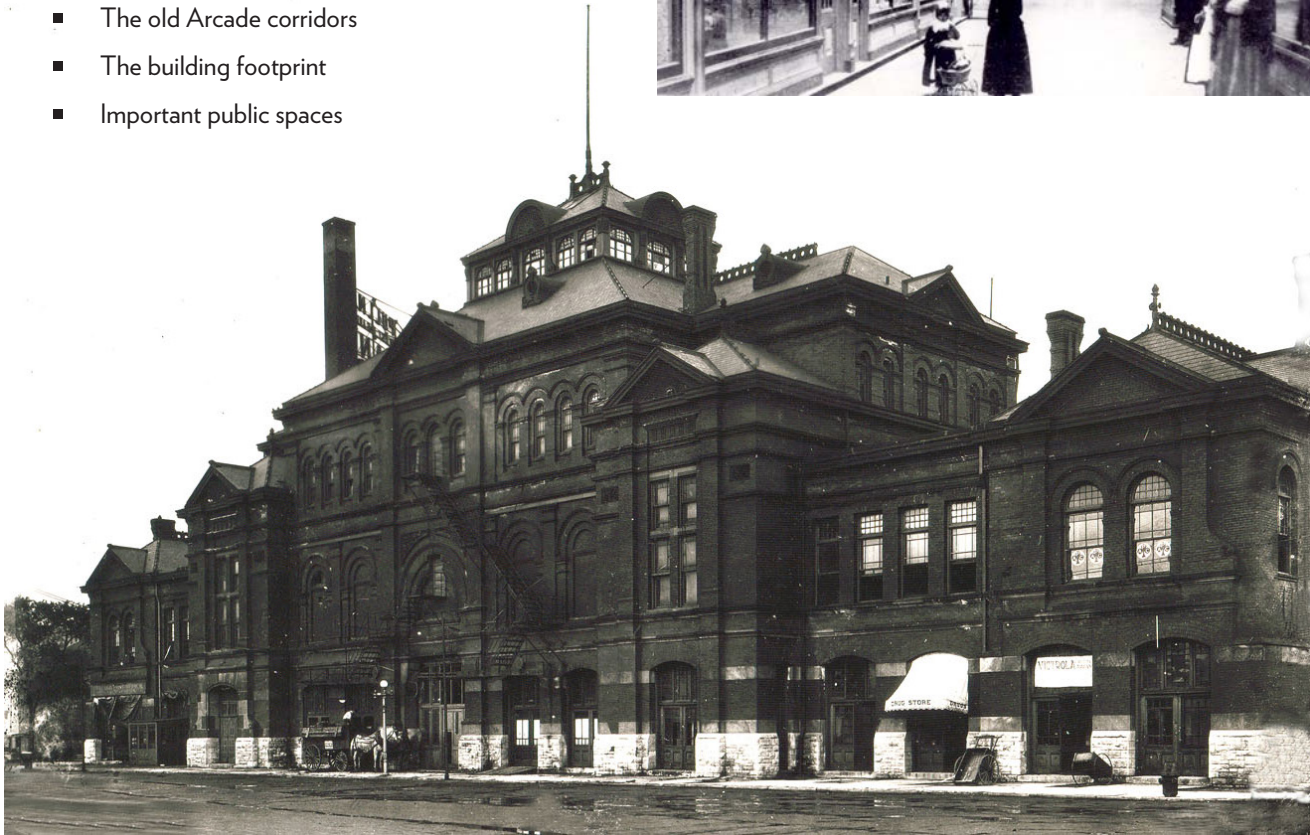


INTERPRETIVE SIGNAGE, ANN ARBOR, MI

THE ARCADE BUILDING

The former Arcade Site is a particularly good example of a possible interpretive site using landscaping and signage. The Arcade was a prominent, three-and-a-half story building just southeast of the passenger rail station and was intended to be a community market and auditorium. After the building was demolished in the 1920s, the site remained largely vacant, with the exception of new construction which now houses the Visitor Center. In lieu of reconstructing the historic building, use the archeological records to introduce hardscaping and landscaping features to show:

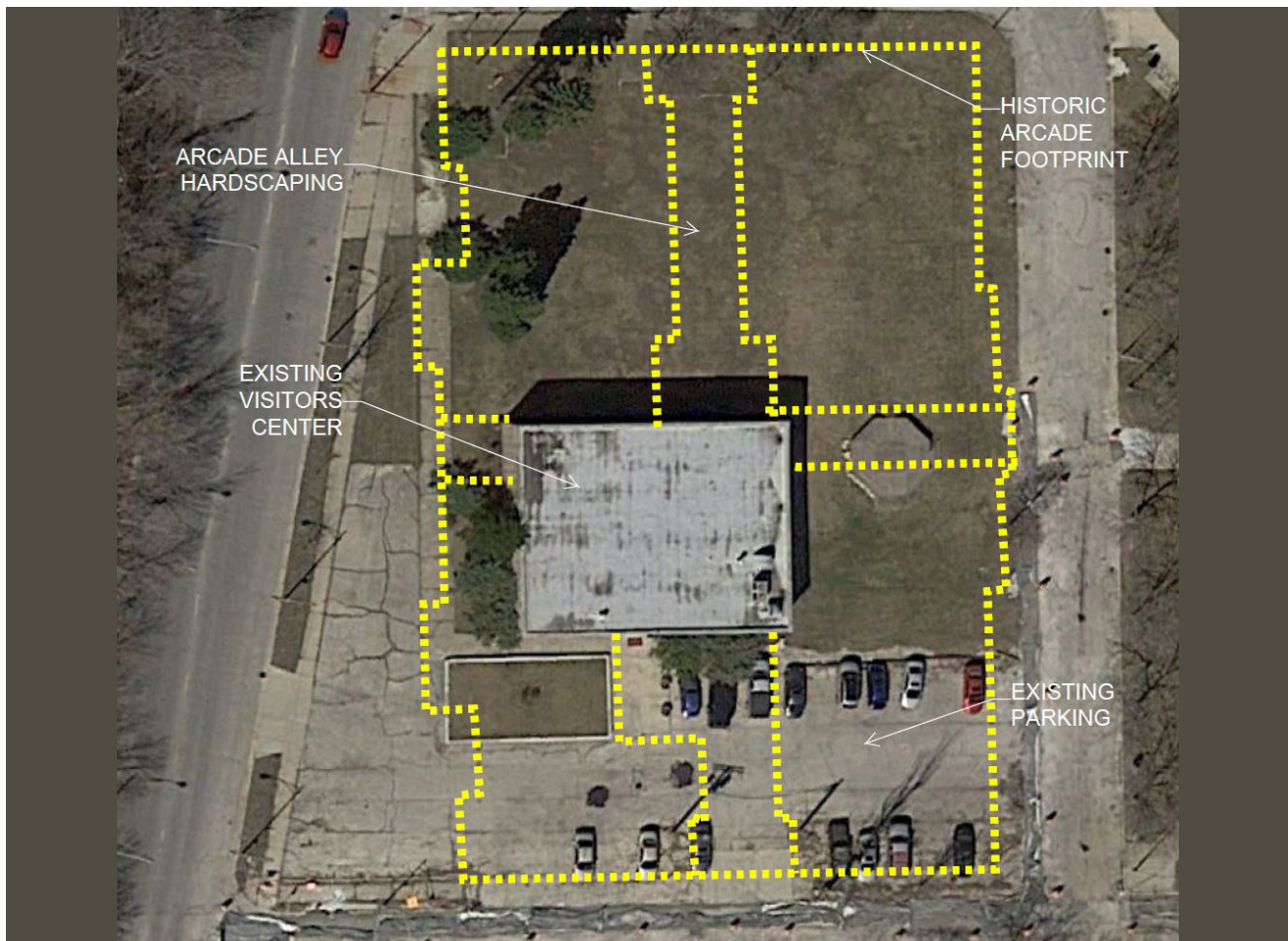
- The old Arcade corridors
- The building footprint
- Important public spaces



ARCADE BUILDING INTERPRETIVE FEATURE

Once the National Park Service opens the Visitor Center in the Administration Building then the existing visitor center building owned by the Historic Pullman Foundation could be used for archival storage in the near term. Long term, the non-contributing structure should be demolished and an Arcade Building interpretive feature be developed.

Site design features could include sidewalks laid in the configuration of the Arcade building footprint, as depicted in yellow dashed lines on this image. Grass pavers could be utilized on a portion of the site to accommodate spillover parking on major event days.



INFILL DESIGN GUIDELINES



Pullman is distinguished by three geographic zones of development that include South Pullman, North Pullman and Industrial Pullman, depicted on the following page. Key considerations for each zone are provide in subsequent text.

The Pullman neighborhood currently has a number of vacant sites throughout, particularly in North Pullman and at the locations of historic factory buildings. As Pullman continues to develop and as visitation to the Pullman National Monument increases and interpretive sites are added, new infill will become necessary. In order to preserve and honor Pullman's cohesive architectural scale and identity, new infill should be governed by the characteristics of the existing buildings. This governance is typically facilitated through the development and use of Design Guidelines, which sets the framework for future construction.

Development of design guidelines for new infill development begins with an investigation of what exists. Such investigation includes observation and study of existing structures to determine a set of organizing principles and underlying design framework. Study includes analysis of the massing, fenestration and proportion.

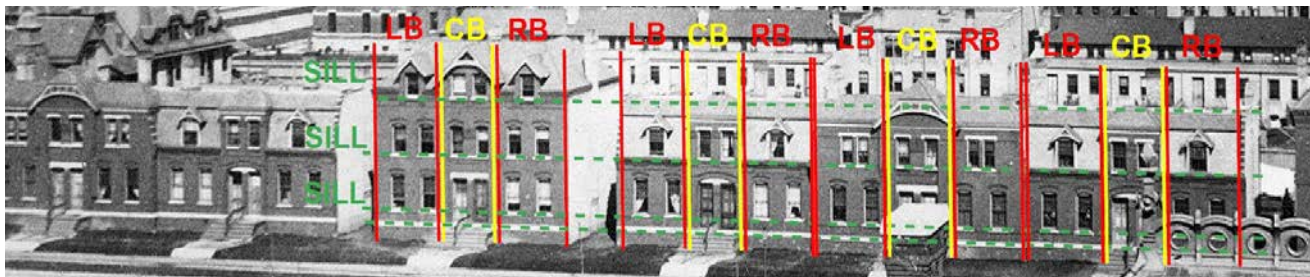
The historic preservation team analyzed the remaining existing buildings, residential blocks in particular, with these questions in mind:

- What characteristics are consistent among all buildings?
- When buildings are similar in terms of massing and proportions, what creates variety and interest among blocks?
- How does that variety and interest change across the different areas/zones of Pullman?

Responses to these questions inform the creation of design guidelines for new construction in Pullman and help eliminate incompatible infill and encourage compatible.

SOUTH PULLMAN

Upon observation, it was noted that most buildings followed a distinct massing pattern which was evidenced particularly in the cottages and four-flats of South Pullman. Each building had a central bay with entrance doors on the first floor and windows stacked above. To either side of the entrance bay were single flanking bays. These side bays had two windows, either paired or single, on the first floor with windows centered above them on the second floor. The proportions of these bays and the placement of the windows provides a rhythm down the street,



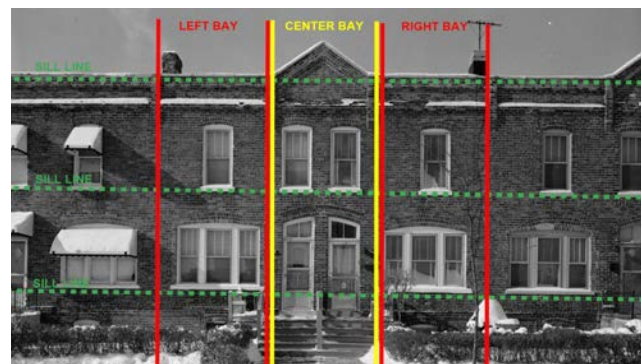
helping differentiate between both the individual units and the paired cottage duplexes or four-flats.

Vertically, all window sills were placed at a height that was uniform down the face of the street, and all windows were of the same height. This uniformity creates visual continuity as one looks down the street. Additionally, all rooflines begin and terminate at the same height, though roof types vary from building to building.

NORTH PULLMAN

These proportions translated up to North Pullman as well. Where there are very few vacant lots in South Pullman, there is greater need for infill of vacant lots in North Pullman. Though the details of the buildings have been simplified in North Pullman, the proportions and scale of the buildings (typically 2-3 stories) has remained the same as the rowhouses of South

Pullman. In both South and North Pullman, all residential buildings had similar setbacks from the street, excepting anchor buildings at the ends and centers of the blocks. These anchors—typically four- or six-flats—were positioned slightly closer to the street.





INDUSTRIAL PULLMAN

Similarly, many of the now-demolished factory buildings follow the same rules of proportion as the residential buildings. However, by necessity, the scale and details of these buildings were changed to meet the requirements of manufacturing. The continuity of bay rhythm, horizontal banding and construction materials were maintained in order to assure architectural

continuity within the entire community. Although much of Industrial Pullman lies outside of the national monument boundary, modern industrial infill should adhere to these facade design principles in order to reinforce integrity of the historic district while accommodating modern needs.

INFILL CONSTRUCTION

With this understanding of Pullman's historic design proportions, design guidelines for new infill construction can be developed and adopted by the City of Chicago to assure that new construction will:

- Retain similar massing and rhythm as the neighboring buildings
- Utilize similar fenestration patterns, including sill height and window size
- Respect the continuous horizontal lines that unify the blocks
- Utilize compatible materials to those which are existing

- Cater detailing to resemble—not necessarily imitate—the existing and neighboring details in order to embrace the character of the particular neighborhood in which the infill is located
- Create multiple zones to address transition among industrial, commercial, recreation and residential zones within the national monument, as well as between the monument and neighboring areas



EXAMPLES OF INFILL DEVELOPMENT



POOR DEVELOPMENT: NON-COMPATIBLE MATERIALS, MASSING & FENESTRATION



GOOD DEVELOPMENT: COMPATIBLE AND DIFFERENTIATED



CURRENT INFILL CONSTRUCTION IN PULLMAN: VISITORS CENTER

EXAMPLES OF INFILL DEVELOPMENT



FAIR DEVELOPMENT: CURRENT INFILL IN SOUTH PULLMAN. COMPATIBLE SCALE AND MASSING, INCOMPATIBLE FENESTRATION AND MATERIALS.



FAIR DEVELOPMENT: COMPATIBLE AND NON-DIFFERENTIATED



POOR DEVELOPMENT: DISSIMILAR SCALE AND MATERIALS



POOR DEVELOPMENT: DISSIMILAR SCALE

ACCESS & CONNECTIONS

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Heather Tabbert, RTA

Jennifer Henry, CTA

John Wirtz, Jacobs

Julie McGilvray, National Park Service

Mark de la Vergne, Sam Schwartz Engineering

Paris Tyler, CTA

GUIDING PRINCIPLES

■ ACCESS TO THE SITE

- A successful strategy that will provide excellent multi-modal access for visitors to the site is paramount. A plan that addresses the movement of 3,000 people in one afternoon while also providing a flexible solution that moves smaller crowds on a daily basis (projected 300,000 people per year). These are challenges that must be addressed

■ INTERNAL CIRCULATION & IDENTIFYING SOLUTIONS FOR ALL BOUNDARIES

- Getting visitors to the site while addressing challenges for internal circulation must be addressed. Historic Pullman had clear circulation patterns for visitors arriving by train or carriage, and clear circulation patterns for its workforce moving daily between home and factory. A mobility strategy should celebrate and integrate these patterns between 103rd and 115th streets to ensure that visitors experience a unique arrival sequence to Pullman and are able to walk and bike through the community once they arrive.

■ CONNECTIONS TO ROSELAND & ADJACENT NEIGHBORHOODS

- Neighborhoods adjacent to Pullman National Monument should be positioned to benefit from increased visitation in order to benefit from economic activity. Transportation solutions should be paired with the vision and goals of existing neighborhood institutions in order to strategically draw visitors into the broader area and support and grow local businesses while mitigating potential impacts.

■ TRANSFORMING BARRIERS

- Like many areas in Chicago, the area surrounding Pullman National Monument contains the remnants of both pre-war transportation planning and postwar auto-centric designs. While some areas contain “Complete Streets” designed to accommodate the needs of people and automobiles, most arterials are wide, unmarked rights of way that create barriers across major arterials. The primary point of vehicular arrival into Pullman, 111th Street and Cottage Grove gateway, should be redesigned to balance vehicular flow while enabling pedestrian crossings in accord with the historic layout and operations of the town.

■ MAKING PUBLIC TRANSIT FUN & ACCESSIBLE

- The best way to move people without distracting from the day-to-day activities of the surrounding neighborhoods is by public transit. Visitors would be most likely to make the trip to Pullman National Monument on public transit if the experience is accessible, easy and memorable.

ACCESS & CONNECTIONS

Pullman National Monument and adjacent neighborhoods have transportation challenges (similar to other urban national parks.) Pullman is surrounded by active urban neighborhoods that already have daily activity, commute patterns, and public transit access. The national monument designation and the visitation that follows provides an opportunity to create a transportation and access plan to maximize beneficial economic and social impacts, while mitigating potential negative impacts related to the influx of visitors.

Pullman National Monument was the site that revolutionized passenger rail travel throughout the United States. Therefore, the importance of a seamless transportation network is vital both on literal and metaphorical levels. The transportation solutions envisioned by the Access and Connections team respect Pullman's unique history, provide management tools for large events and daily visitation, better connect the site to other local and regional destinations, and provide solutions for internal circulation for both visitors and residents of the area.



PULLMAN OLD TRAIN STATION, 1890s

PARKING IMPROVEMENTS

A comprehensive parking strategy is vital to addressing all of the access & mobility principles. Locating parking where it is needed for day-to-day activities is much different than addressing sizable parking demand for big events. It is essential to address both needs by creating a multitier system that provides access for both types of events.

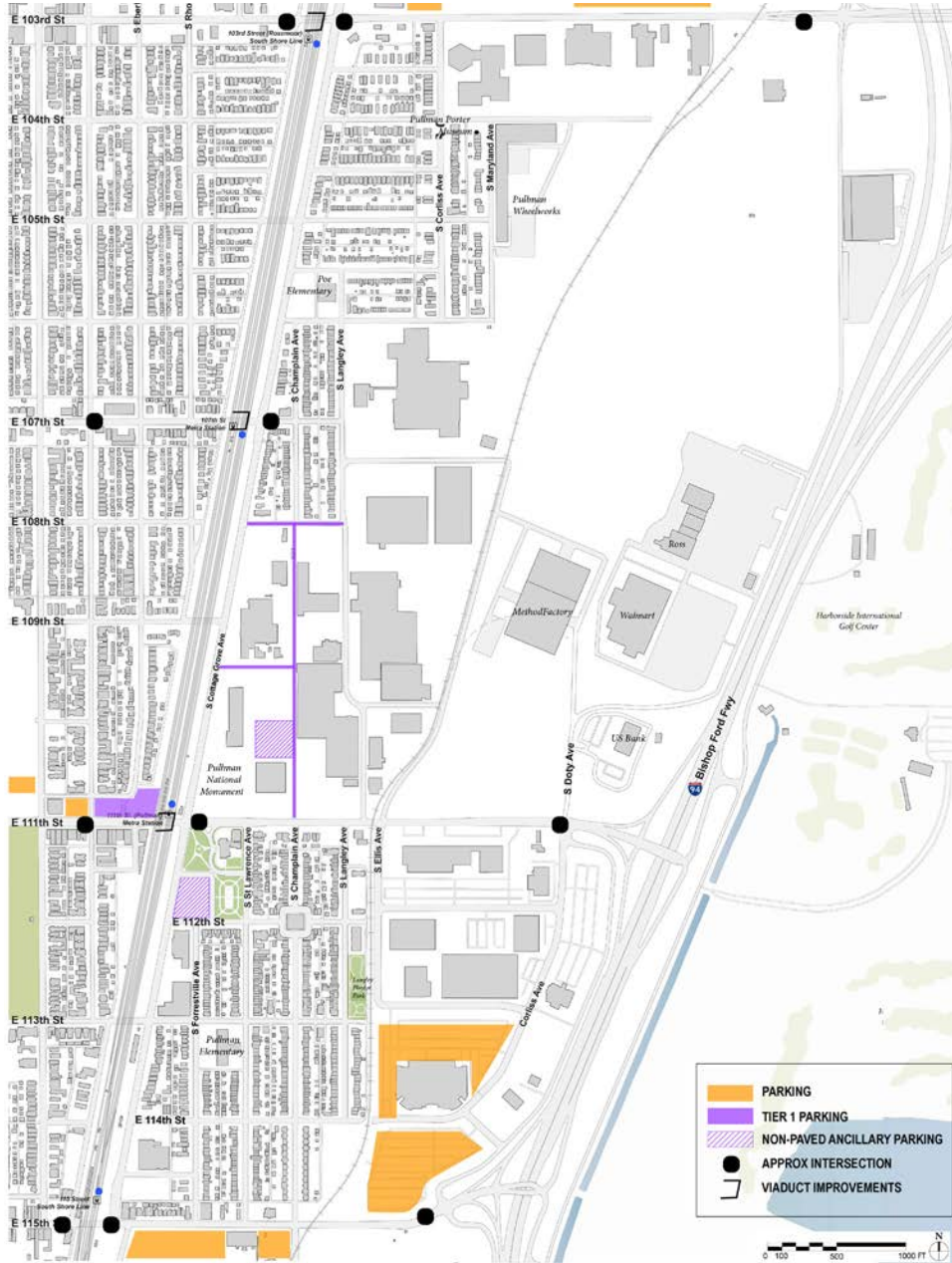
The goals of the parking strategy include:

- Implement a parking strategy that is user-friendly, provides immediate access to the mobility-impaired, and provides robust agility for high-demand events.
- Encourage people to walk through the site by enhancing a campus feel for the area. This is especially important across 111th Street, east of the Hotel Florence, as this was the location of the factory employee's main gate.

The parking strategy should address three tiers:

- **DIRECT ACCESS PARKING: MOBILITY-IMPAIRED VISITATION**
 - Limited drop-off spaces adjacent to the Administration Building with visitor parking along the perimeter of proposed factory complex internal/perimeter streets.
 - Limited ADA Parking adjacent to the Administration Building.
- **TIER 1 PUBLIC PARKING: DAY-TO-DAY VISITATION**
 - Establish shared parking arrangements to utilize vacant lot/surface parking at 111th on both sides of Eberhart Street. This would create a connection to Roseland and 111th Street retail, Potter Park and Gwendolyn Brooks High School, thereby enabling more activity to spread into the Roseland neighborhood.
- **TIER 2 PUBLIC PARKING: LARGE EVENT VISITATION**
 - Establish shared parking arrangements to utilize existing lots on the periphery of the community in order to minimize disruptions and congestion internal to the visitation site.
 - North: Surface lots on 103rd; Wendell Smith School lot and lot adjacent to it.
 - South: Surface lots/areas on 115th Street; South between Cottage Grove and Doty; House of Hope parking lots.
 - East: Surface lots associated with industry and commerce adjacent to the Bishop Ford Freeway.
 - West: Gwendolyn Brooks High School lot.

PARKING CONCEPT



PUBLIC TRANSIT IMPROVEMENTS

Public transit improvements focus on utilizing existing service and transit capacity, while improving the physical infrastructure to make transit trips accessible, easy and memorable.

METRA

Enhance Stations at 103rd, 107th, 111th and 115th with Pullman-themed Metra stations that include new station-houses incorporating historic Pullman rail cars from various years of production. Given budget constraints, this character-rich though lower cost alternative to new stations would create a unique Pullman railscape identity and elevate the passenger experience.

Visitors would walk through restored Pullman cars upon exiting the Metra Electric train creating a memorable first impression to Pullman National Monument. The “Pullman Metra Stations” would provide a functional commuter experience, while providing information about the various sites and attractions. Select stations, such as the one at 103rd Street, could also feature legacy stories about Pullman Porters and other important topics.

It should be noted that 111th Street is the historic point of entry to Pullman from passenger rail service. There are poor accommodations at this location and riders even have to request the train to stop. There is need to enhance 111th Street as the primary visitor point of arrival to Pullman National Monument via commuter rail and to replace the windowless shack that currently provides refuge from weather.

A set of branded Pullman Stations would also encourage visitors to explore the entire site, from 103rd – 115th streets. The CTA #115 bus already provides access to all of these stations and would be utilized as an internal circulator to the historic sites and surrounding neighborhoods. Funding sources outside of Metra capital funds should be pursued because most capital funds are programmed for train car replacement.

SOUTH SHORE LINE

Pullman National Monument should be accessible via the Northern Indiana Commuter Transportation District (NICTD) South Shore Line. New stops are recommended between the 103rd and 115th Street stations to provide direct linkage between the region’s two national parks, Pullman and Indiana Dunes National Lakeshore. In addition, educational programming could be accomplished – utilizing excess capacity – on mid-day trips that include park rangers or volunteers for educational/cultural programming between Millennium Station in downtown Chicago and Pullman.

CTA

Recommendations for CTA service focus on utilizing existing CTA bus service and connections to the CTA Red Line at 95th Street as the main source of improvements. CTA provides service coverage on several routes that could be utilized for internal circulation for visitors. In addition, CTA would coordinate on large events by providing “extra service” for existing routes to accommodate large crowds. Specific recommendations include the following:

- Make improvements to CTA bus stops along Cottage Grove with focus on 111th Street; coordinate with CDOT streetscape design.
- Utilize existing service and connections to 95th Street Terminal.
- Utilize existing #115 service as an internal circulator along Cottage Grove for access north and south within the site.
- Coordinate special service on large event days for potential additional service (e.g. Taste of Chicago).
- Support and coordinate with future capital projects.

PULLMAN RAIL CAR STATION CONCEPT



METRA ELECTRIC & SOUTH SHORE LINE



PEDESTRIAN IMPROVEMENTS

The pedestrian experience focuses on improvements to unify the entire site between 103rd and 115th streets. The following improvements are recommended to make a comfortable, inviting and well-signed Pullman National Monument pedestrian experience.

CONNECT NORTH AND SOUTH

Create a 1.5 mile campus-like experience between 103rd and 115th St

- Improve pedestrian access across 111th at Cottage Grove and St. Lawrence Avenue to connect the South Pullman neighborhood to the factory grounds and Visitor Center.
- Create a unique 111th Street streetscape that includes a road diet and pedestrian refuge islands.
- East of Langley Avenue, consider widening 111th Street and/or acquiring right-of-way to obtain two through lanes in each direction while maintaining center turn lane or median.

PEDESTRIAN EXPERIENCE

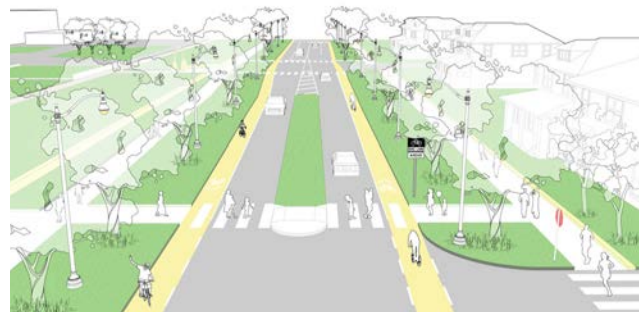
- Fill in gaps of sidewalk network throughout Pullman.
- Provide wayfinding signage for pedestrians at commuter train stations, key intersections, access points and parking locations.
- Treat viaducts as gateways into the Pullman site with emphasis on 111th Street.
- Implement viaduct improvements with features such as lighting, bridge waterproofing, sidewalk improvements, etc.
- Design pedestrian walkways, seating and landscape areas through the Pullman factory site to encourage walkability.
- Ensure intersections and sidewalks are accessible/ADA compliant.
- Distinguish gateway locations with branded pavement markings, street lighting, landscape and signage.

MARKET SQUARE

- Transform Market Square into a shared street – do not confine pedestrians to the existing sidewalk – and allow for increased programming and events.

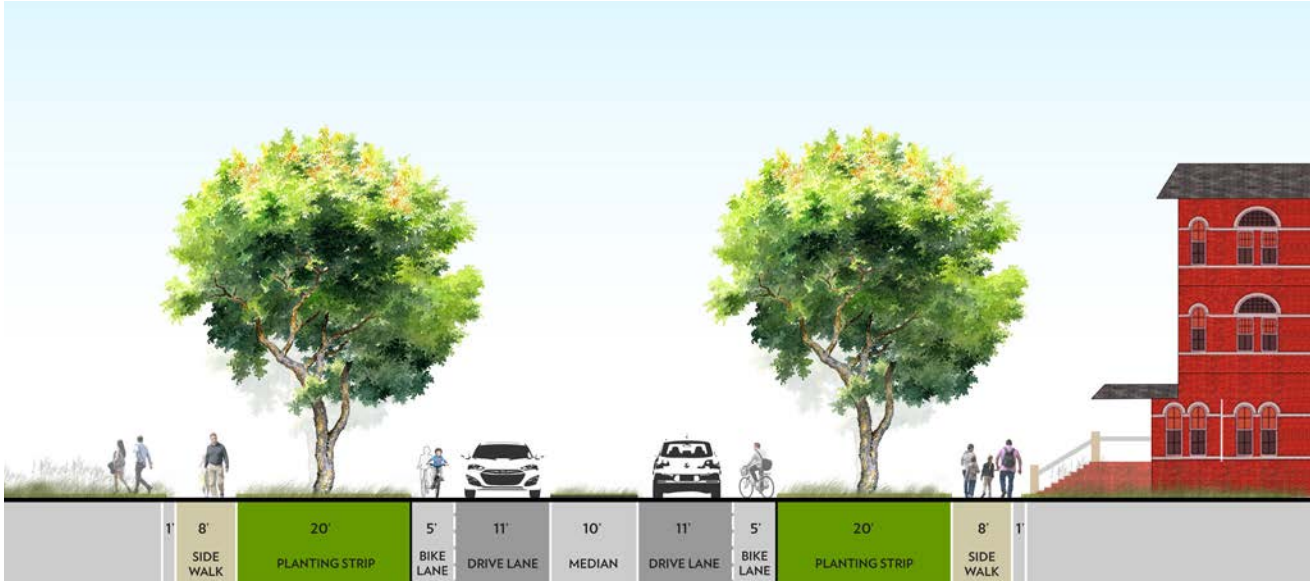
HOTEL FLORENCE/ARCADE PARK

- Remove existing Visitor Center and 111th Place and convert to green space with stormwater capacity if needed.
- Drop offs – Create one-way loop on 112th St/Forrestville Ave
- Create pedestrian connection/entry from park to Hotel Florence.
- Forrestville Ave – Make a “woonerf” style street with shared space, traffic calming and low speed limits to facilitate mid-block pedestrian crossings with right-out only to 111th Street.
- Include parking on grass pavers where appropriate.



111TH STREET ILLUSTRATIVE AXON

111TH STREET PEDESTRIAN IMPROVEMENTS



111TH STREET SECTION



111TH STREET PLAN

111TH STREET PEDESTRIAN IMPROVEMENTS

- Rebuild main gates & transfer pit corridor
- Restore pedestrian access to factory complex from S. St. Lawrence Avenue
- Reconstruct 111th Street from S. Champlain Avenue to Cottage Grove Avenue to include median with pedestrian safety islands
- Base design on historic precedent





BICYCLE IMPROVEMENTS

Bicycle improvements are proposed to unify the entire site between 103rd and 115th Streets, as well as connect to surrounding neighborhoods and regional bicycle trails and facilities.

Existing and previously-planned bike facilities include the following:

- 103rd Street bike lanes west of Cottage Grove
- Cottage Grove bike lanes planned from 93rd Street to 115th Street
- Doty bike lanes from 103rd Street to 111th Street
- Millennium Reserve Plan – Connect 115th Street to Big Marsh Park

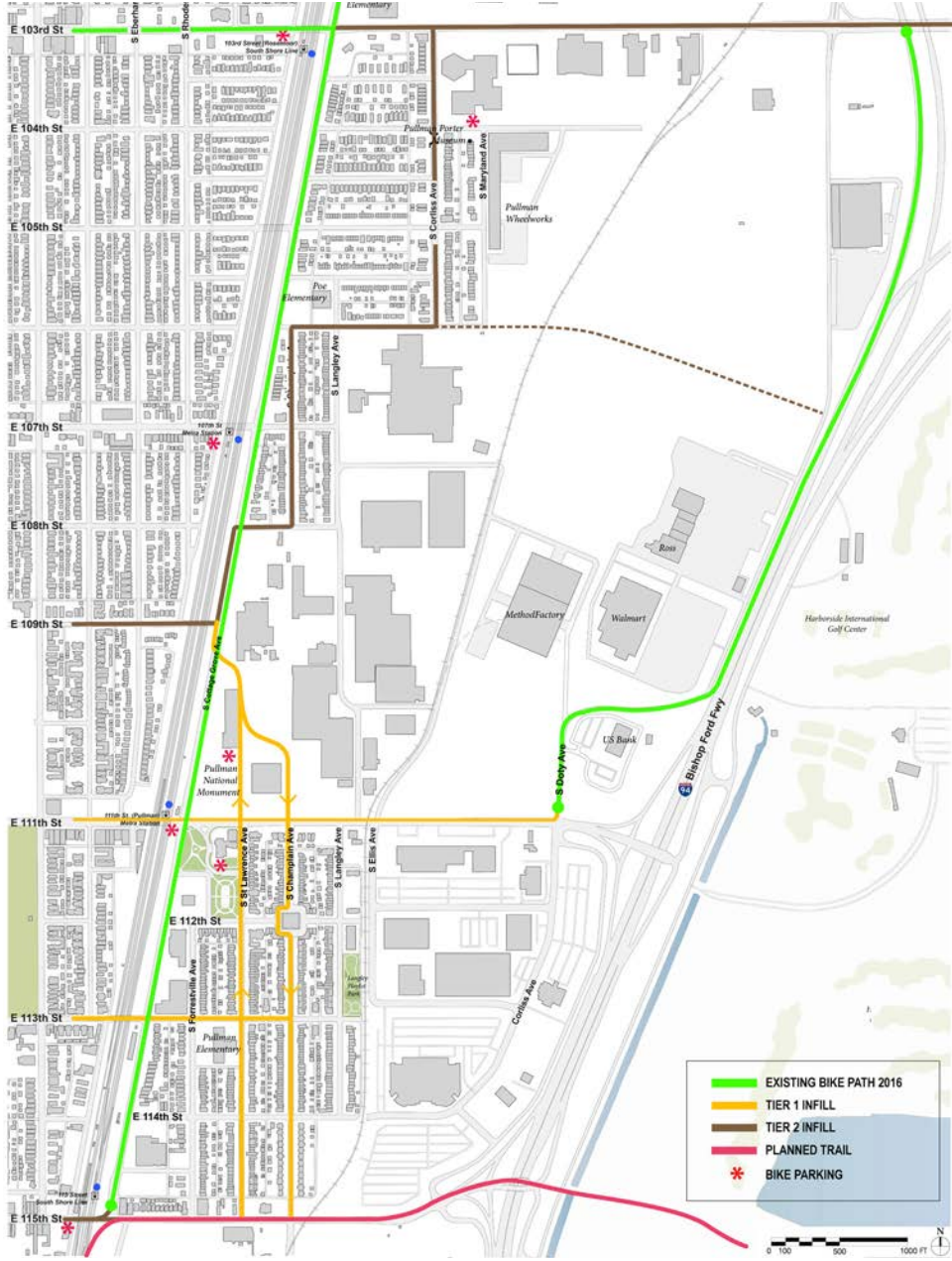
Building upon this base the following bicycle improvements are recommended:

- **TIER 1 (SHORT TERM)**
 - Remove on-street parking and add separated bike lanes on 111th Street.
 - Create a north-south greenway connecting from 103rd street to 115th street via local residential streets and off-street paths using signage and basic pavement markings.
- **TIER 2 (LONGER TERM)**
 - Reconstruct 103rd Street with bike lanes or path from Cottage Grove to Dotty Avenue.
 - Consider shared use path along north side of roadway along 111th Street.
 - Add bike lanes on 115th Street.
 - Connect to the west with neighborhood greenways on 109th Street and 113th Street.
- **BIKE PARKING**

Provide ample bike parking options at points of interest such as the Visitor Center, Arcade Park, Market Square, Firehouse and other sites.
- **BIKE SHARING / RENTAL**

Incorporate a public or private bike share/rental system servicing Pullman, Big Marsh, transit and surrounding neighborhoods.

BIKE PATH CONCEPT



COMMUNITY DEVELOPMENT

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TEAM MEMBERS

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Susan Hickey, Moody Nolan

GUIDING PRINCIPLES

The Community Development Team organized its work around three core principles :

- Adding, accelerating and expanding multiple activity centers in and around the newly established national monument site
- Complementing and respecting the many important economic, tourism, and housing efforts underway in Pullman, Roseland and Calumet region.
- Expanding and diversifying the employment opportunities in the area and the larger south-side of Chicago

Economic & Social Impacts of the Monument Designation

The focus of the Community Development team was to assess the probable economic and social impacts of the national monument designation in order to identify strategies that could be leveraged to boost community development.

National parks are economic generators. Visitors to Pullman National Monument will boost the region's economy significantly and provide the foundation for expanded access to the goods and services longtime community residents would like to see.

Within the first 5-10 years of operation as a national monument, visitation is projected to increase to more than 300,000 visitors each year.

Several factors account for the increase:

- The National Park Service logo – or arrowhead – is an internationally recognized symbol with huge drawing power for tourists.
- The development of the Pullman Factory Complex and other historic buildings over time will create new assets for visitors.
- With two national parks – Pullman and Indiana Dunes National Lakeshore – in close proximity, there is strong incentive for marketing collaboration and visitation synergy.

Total visitation to Chicago is among the highest in the U.S. for a city though the duration of trips vary widely. Over half of the visitors come only for the day, and another third stay only one to three nights. Visits to Pullman National Monument would typically consist of a few hours within travelers' broader itineraries. However, opportunities exist to grow the frequency and duration of visits to Pullman by collaborative marketing of regional heritage, industrial, and eco-tourism initiatives, as well as the development of historic inn, hotel and motorhome accommodations to enable people to stay overnight in the immediate area.

ECONOMIC SECTORS & ACTIVITY AREAS

The team identified nine growth sectors based on current and emerging economic activities in the region. Likely and feasible activities were then identified for each of the nine sectors at three different development scales: Pullman National Monument, Roseland Community & Lake Calumet Region.

Over 70 potential development opportunities were identified and integrated with the land planning and preservation activities of the other teams to produce a conceptual development map. Many of these activities are interchangeable, mixable, and flexible in their application but form an employment grid to inform the land and infrastructure planning.

Pullman National Monument and the Pullman neighborhood could become a significant economic catalyst for the Calumet region and the larger South Side of Chicago, particularly in the ability to add a significant number of new and higher paying jobs in the community.

Hospitality, food, destination recreation, and retail opportunities were identified as strong candidates for economic and employment growth, and they were found likely and feasible at every level of the community.

Hospitality, for example, can be started with bed/breakfasts in Pullman, expanded to boutique hotel opportunities in and adjacent to the monument, and then leveraged to national brand hotels on the expressway entrances to the community.

The food opportunity starts at the local level in new local stores, coffee shops and restaurants, expands at the Hotel Florence and other locations, builds on a strong food processing and

manufacturing base in the area and then expands to new food outlets on the Michigan Avenue and Bishop Ford freeway sides of the community.

Recreational activities are already established with walking and house tours but will be significantly enhanced through the opening of the Visitor Center in the Administration Building, expanded upon by the proposed trail and Big Marsh eco-tourism plans of the Chicago Park District, and then growing over time to include new destination activities.

The “maker” activities build on the public interest in crafts and arts and are complimented by increased education and cultural/museum activities related to the larger Millennium Reserve efforts, the growth and expansion of the national monument and the establishment of the Ford Environmental Center.

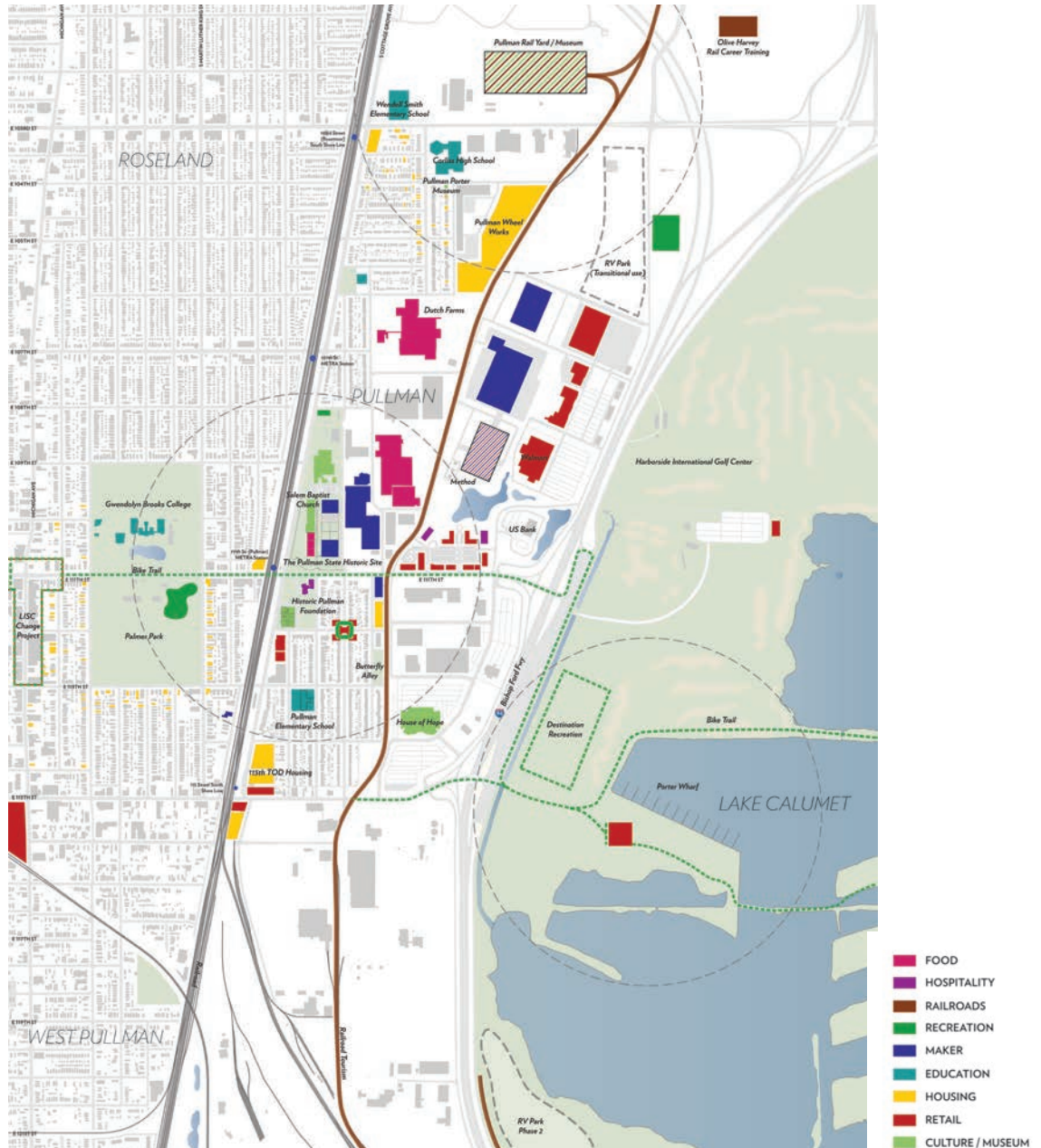
To reach the employment and economic growth goals, all of the various sectors and activity centers need significant interaction, shared marketing and coordination. Pullman should be marketed as part of a broader network of regional attractions in order to grow visitation. Collaborative marketing could be structured around visitation themes and tied directly to attractions between downtown Chicago, Pullman, the Lake Calumet region and northwest Indiana.

One immediate opportunity is to position the new Ford Environmental Center at the “crossroads” of Pullman, Lake Calumet and the expressway at 111th Street. This becomes a new front door for the monument and the trail system of the larger Millennium Reserve – bringing new levels of growth and economic impact and benefits the surrounding community.

COMMUNITY DEVELOPMENT CORRIDORS FOR THE GENERATIONS: NEAR TO LONG TERM

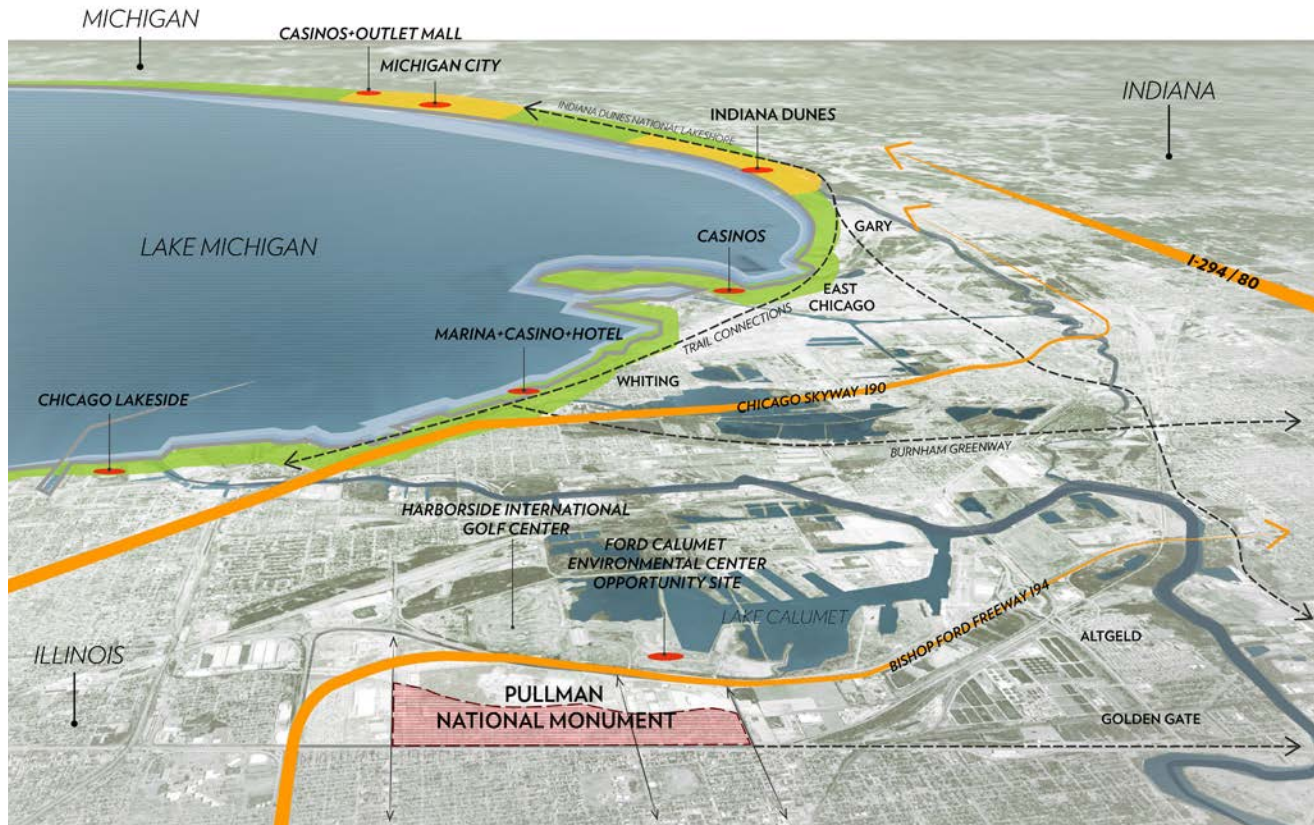
		NATIONAL MONUMENT SITE	PULLMAN NEIGHBORHOOD	CALUMET & BEYOND
	FOOD	Farmers Market Community Gardens Hydroponics Stables Dining Car Boutique Restaurants	Food Trucks Dutch Farms Gotham Greens Salumi, Meat Packer Fresh Markets / Hydroponic Produce Brewery	Destination Restaurant Hydroponics National Brands <i>Pullman Wharf</i>
	HOSPITALITY	Full-Service Boutique Hotels Hostels	Full Service Hotels Air BnB (two existing, expand) Bed and Breakfast	RV Park / Camping
	RAILROADS	Tourist Excursion and Specialty	Olive Harvey Vocational Education	Rail Museum
	RECREATION	Bike Trails Divvy Destination Playground Historic Landscape Revitalization House Tour by Bike	Bike Trails Divvy	Tour Boats Water Taxi Canoe / Kayak Bike Trails <i>Pullman Wharf</i>
	MAKER	Arts Incubator Shared Resources for Artisans Foundry Kiln Dirty Arts Honey Production <i>C Made in Pullman</i>	University of Chicago Press Community Arts Programs for Artists Movies Made in Pullman Cinematography	Clean, Green Industry Innovative Farming Techniques
	EDUCATION	Docent Training Historic Restoration / Preservation Craftsmanship Training Entrepreneurship Center / Meeting Space / Community Center	Shared Educational Environment Union Training Open up Chicago State Campus Learn. Live. Stay. Creative Class Retention Tech Incubator	Ford Calumet Center
	HOUSING	Housing Rehab / Restoration Adaptive Reuse Artists Live-Work Space (in addition to Langley)	2nd Phase of Wheel Works 115th TOD Housing Pullman Park Housing	Pullman Virtual Resource on Architecture and Planning
	RETAIL	111th, West of Metra <i>Pullman</i> , the Brand Art Store Threadless <i>Made in Pullman</i>	Michigan Ave./111th/Roseland LISC Plan TOD Retail at 115th & Cottage Grove TOD Retail at 115th & Future Red Line Neighborhood Training & Hiring Programs	Home Improvement Supply
	CULTURE / MUSEUM	Theater Field Museum Partnership Arcade Bldg Revival, Reinterpretation Research Library / Archive MDSN Art Gallery Artists in Residence (Global Outreach)	Satellite Location for Art Institute, MCA Partnership for Local Theater Production	SouthShore Arts Illinois & Indiana Partnership

COMMUNITY DEVELOPMENT CORRIDORS



REGIONAL CONNECTIVITY

It is important to market Pullman as part of a broader network of regional attractions in order to grow visitation. Collaborative marketing could be structured around themes and tie directly to attractions between downtown Chicago and Pullman, and between Pullman and northwest Indiana and southwest Michigan.



GROWING VISITATION - “THINGS TO DO”

VISITOR EXPERIENCE THEMES

NATIONAL PARK TOURS

- Pullman National Monument + Indiana Dunes National Lakeshore
- Lake Michigan National Recreation Trail
- I & M Canal National Heritage Corridor

HISTORIC LABOR SITE TOURS

- Pullman
- Kensington
- Republic Steel Strike Site / Avenue O

INDUSTRY TOURS

- Pullman
- Ford Manufacturing Facility
- ArcelorMittal Steel / Riverdale
- WRDGC Deep Tunnel

PLANNED COMMUNITY TOURS

- Pullman
- Marktown – Howard Van Doren Shaw
- Riverside – 1st US Planned Transit-Oriented Development

HISTORIC NEIGHBORHOOD TOURS

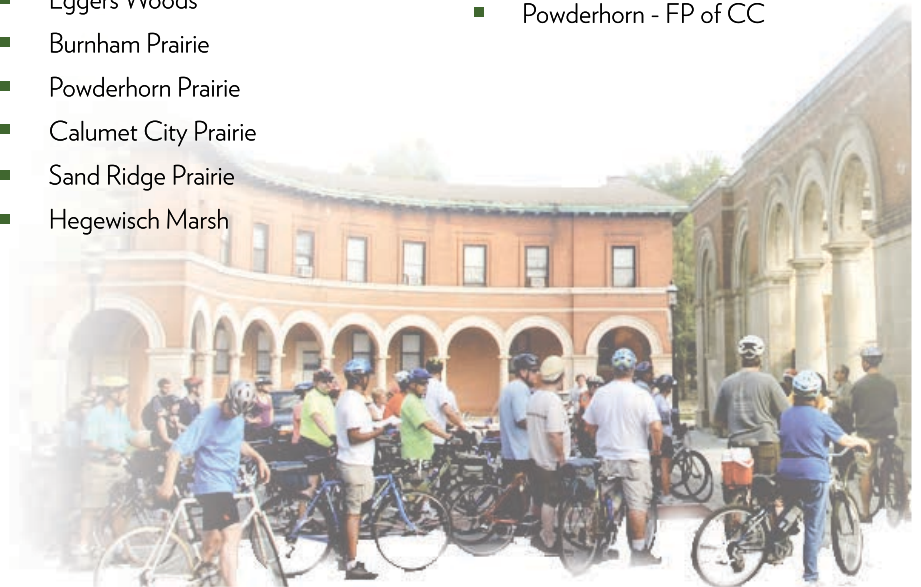
- Pullman
- Blue Island
- Several Hammond Neighborhoods
- Morgan Park/Beverly
- Bronzeville / 47th Street Blues District
- Hyde Park / University of Chicago

REMNANT PRAIRIE & SAVANNA TOURS

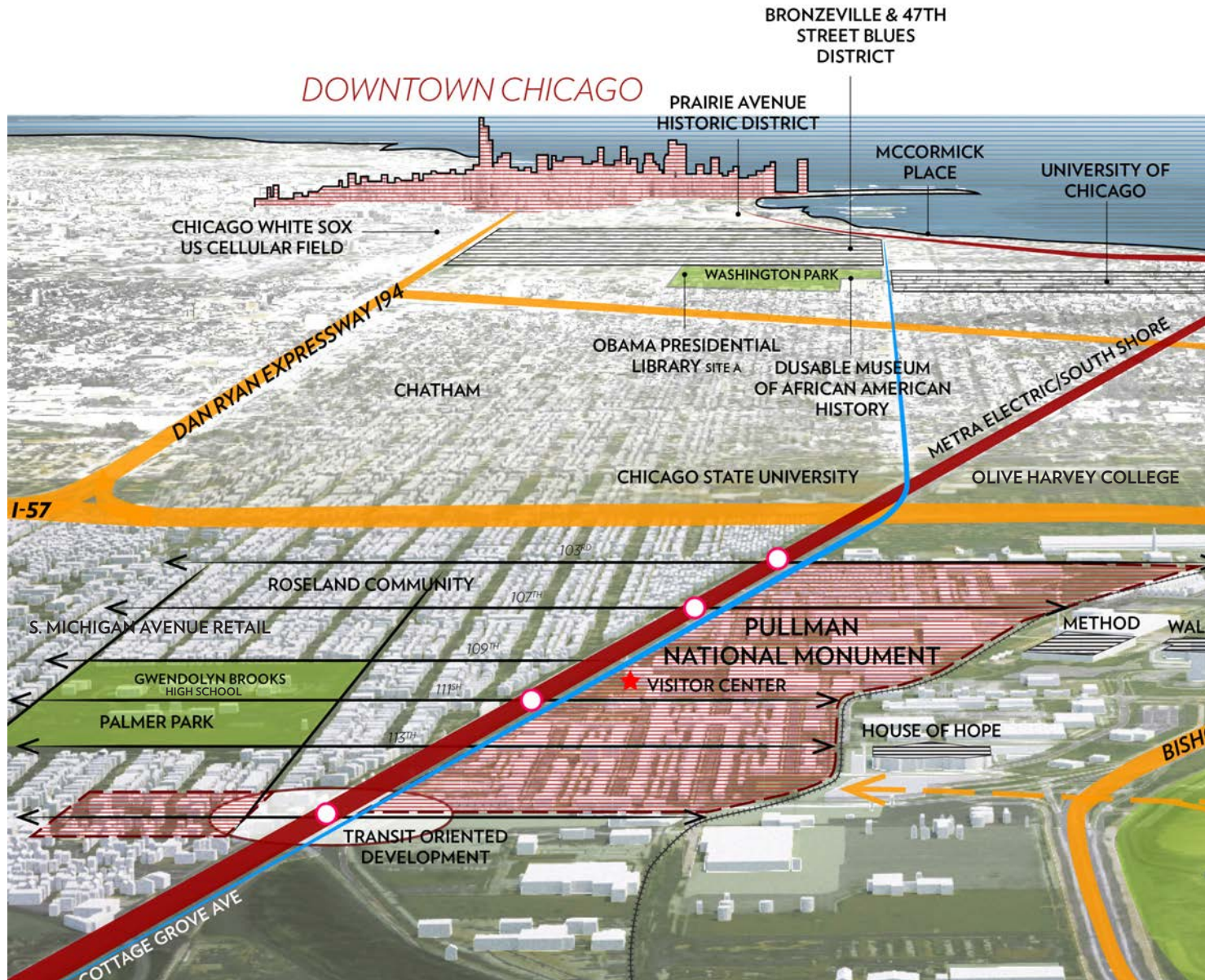
- Eggers Woods
- Burnham Prairie
- Powderhorn Prairie
- Calumet City Prairie
- Sand Ridge Prairie
- Hegewisch Marsh

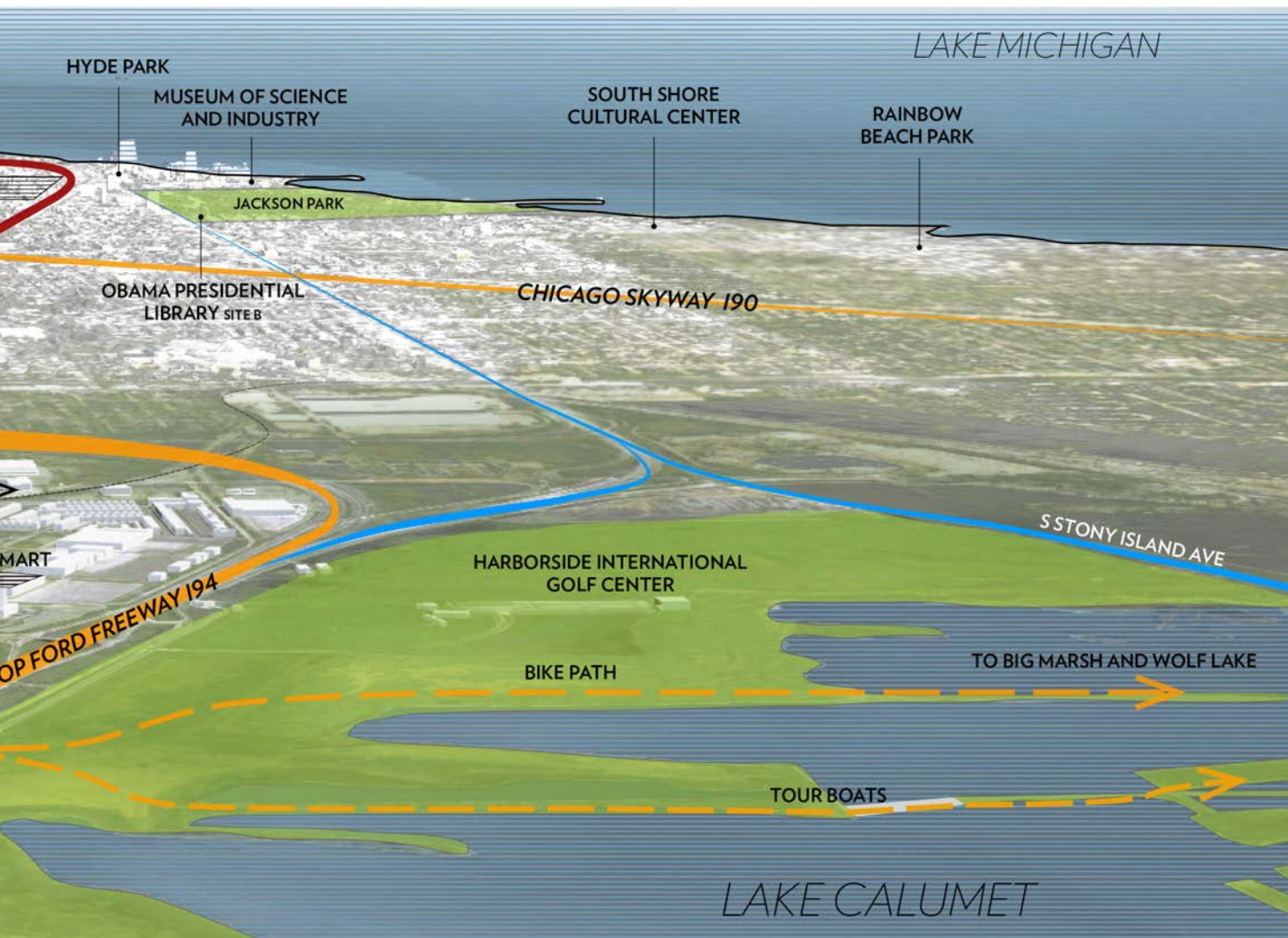
BIRD HABITAT TOURS

- Pullman
- Big Marsh - CPD
- Indian Creek
- Wolf Lake - IDNR
- Deadstick Pond
- Indian Ridge Marsh - CPD
- Lake Michigan Migration Trap
- Calumet Park - CPD
- Eggers Woods - FP of CC
- Hegewisch Marsh - CPD
- Powderhorn - FP of CC



REGIONAL CONNECTIVITY





MOVING FORWARD

ACTION PLAN RECOMMENDATIONS

This Action Plan Matrix identifies the key projects and actions that are recommended to achieve the vision and ideas presented in this book. Projects have been grouped under four general headings: Pullman Factory Complex Initiatives, Pullman National Monument Streetscape Program, Pullman Transportation Initiatives, and Pullman Neighborhood Preservation and Adaptive Reuse Initiatives.

In the matrix, each project has a general description, order-of-magnitude cost estimate and priority ranking. Note that all costs are approximate, in 2015 dollars, and based upon estimates prepared by the technical teams or information provided by

others. Priority is tiered as one, two or three, depending on how the teams perceived availability of funding and opportunities to coordinate with other improvement projects not listed herein.

For each project, lead entities, partnerships and advocates most likely to have either primary or secondary responsibility are identified. The development and implementation of individual projects will likely involve many others in order to be successful. The grand total for these projects is estimated to be in the \$254,625,000 range. Implementation would span a multi-year timeline, and involve public-sector and private-sector funding. In some cases, projects are already underway.

Disclaimer: All costs are approximate, in 2015 dollars, and based upon estimates prepared by the technical teams or provided by other entities.

PROJECT / INITIATIVE DESCRIPTION

PULLMAN FACTORY COMPLEX INITIATIVES

1	Environmental Remediation, Phase I	Removal of contaminants to enable building renovation and site access.
	Environmental Remediation, Phase 2	Testing and remediation of entire 12.5 acres of Factory Complex.

Front Yard Initiatives

2	Visitor Center	Ground floor renovation of Administration Building for Visitor Center. Second and third floor renovation.
3	Landscape Restoration	Fence, asphalt & concrete removal, site grading for Lake Vista interpretive feature with stone perimeter walls, landscape, walkways, seating & site lighting.
4	North Wing Exhibit Hall	Renovation of the North Wing for Pullman rail car exhibition.
5	Architectural Lighting	Exterior lighting of Administration Building & North Wing.

Rear Yard Initiatives

6	Transfer Pit Interpretive Corridor	Interpretive hardscape of the transfer pit area located behind the Administration Building & Rear Erecting Shop with foundation markings of razed buildings & signage to explain how the factory used to operate.
7	Landscape Enhancement	Landscape, site lighting & seating.
8	Workers Gate Reconstruction	Reconstruction of the Main Gate for workers on axis with S. St. Lawrence Ave.
9	Rear Erecting Shop Restoration	Restoration of the Rear Erecting Shop buildings.
10	Champlain Avenue Extension	Vehicular site access, visitor parking & new north/south connection.

COST ESTIMATE LEAD ENTITIES / PARTNERSHIPS & ADVOCATES PRIORITY

\$2,000,000	State of Illinois; NPS	1
TBD	State of Illinois; NPS	1

\$15,000,000	NPS; National Park Foundation	1
TBD	NPS; National Park Foundation	1
\$4,500,000	State of Illinois; NPS; City of Chicago; Private Partners	1
\$5,500,000	State of Illinois; NPS	2
\$360,000	State of Illinois; NPS	2

\$1,500,000	State of Illinois; NPS; Non-Profit; Private Partners	2
\$2,000,000	State of Illinois; NPS	2
\$325,000	State of Illinois; NPS; Non-Profit; Private Partners	2
\$15,000,000	State of Illinois; NPS; Non-Profit; Private Partners	3
\$2,800,000	CDOT; State of Illinois; NPS	3

Prioritization

1) Near-Term 2) Intermediate-Term 3) Long-Range

Entities

CDOT = Chicago Department of Transportation
 CMAP = Chicago Metropolitan Agency for Planning
 CNI = Chicago Neighborhood Initiatives
 CPD = Chicago Park District
 DPD = Chicago Department of Planning & Development
 MPC = Metropolitan Planning Council
 NICTD = Northern Indiana Commuter Transportation District
 NPCA = National Parks Conservation Association
 NPS = National Park Service

PULLMAN NATIONAL MONUMENT STREETScape PROGRAM

11	Cottage Grove Streetscape	Gateway-style street lighting, sidewalk replacement, intersection special paving, street trees, railroad embankment landscape, wayfinding signage. (8,120 lf)
12	103rd Street Streetscape	Gateway-style street lighting, sidewalk replacement, intersection special paving, street trees, gateway & wayfinding signage. (700 lf)
13	111th Street Streetscape	Gateway-style street lighting, sidewalk replacement, intersection special paving, street trees, gateway & wayfinding signage. (1,380 lf)
14	111th Street Median & Pedestrian Crossing	Primary point-of-arrival intersection differentiation & restoration of the factory worker street crossing at S. St. Lawrence Ave. (700 lf)
15	115th Street Streetscape	Gateway-style street lighting, sidewalk replacement, intersection special paving, street trees, gateway & wayfinding signage. (1,425 lf)
16	Viaduct Enhancement	Public art & beautification program for 103rd, 107th, 111th & 115th Street viaducts.

PULLMAN TRANSPORTATION INITIATIVES

17	Transportation Access Study	Detailed study of transportation & access enhancements to support the function of Pullman National Monument & the local community.
18	Coordinated Parking Program	Development of additional parking & cooperative use of existing lots. Annual administration budget for parking management.
19	Bike Program	1.5 mile x 1.5 mile service area with bike stations, IT, installation, assembly, bikes & bike warehousing.
20	Transit Station Improvements	Platform improvements featuring Pullman rail cars. (103rd, 107th, 111th, 115th) New Pullman National Monument station at 111th Street.

PULLMAN NEIGHBORHOOD PRESERVATION & ADAPTIVE REUSE INITIATIVES

Buildings

21	Design Guidelines	Preparation & adoption of design guidelines to guide infill development.
22	Hotel Florence	Restoration of the hotel & annex for an historic inn or complementary use.
23	Market Square	Development of an open air market for civic use. Development of an enclosed structure commercial use such as a restaurant.
24	Livery Stables	Restoration & reuse for gift shop, F&B, art gallery & complementary uses.
25	Firehouse	Restoration & reuse of building & site for museum or community center use.
26	ArtSpace	Renovation & new infill for artist live / work space.
27	North Pullman Rehab Housing - Resale	Renovation of Historic Pullman row houses for sale as affordable housing.
28	North Pullman Rehab Housing - Rental	Renovation of Historic Pullman row houses for affordable housing rentals.
29	Pullman Community Center	Development of 140,000 sf indoor recreation center at 103rd & Woodlawn Ave.

Parks & Public Realm

30	Public Art / Tactical Urbanism Program	Public art program to convey stories about Pullman.
31	Pullman Park Enhancement	Replacement of brick pavers & landscape enhancement.
32	Arcade Park Landscape Restoration	Restore to original Nathan Barrett landscape.
33	Arcade Building Interpretive Feature	Site landscape & hardscape feature to mark the foundations & internal layout of the historic Arcade building when existing building is demolished. (48,000 sf)

\$6,500,000	CDOT & others	1
\$800,000	CDOT & others	2
\$1,000,000	CDOT & others	1
\$2,000,000	CDOT & others	1
\$1,500,000	CDOT & others	2
\$300,000	City of Chicago; Non-Profit; Private Partners	2

\$120,000	CMAP; DPD; NPCA, Sam Schwartz Engineering	1
\$2,000,000	City of Chicago; MPC; Non-Profit; Private Partners	2
\$25,000	City of Chicago; Private Partners	2
\$1,000,000	City of Chicago; Private Partners	1
\$6,000,000	Metra; NICTD, NPCA, MPC	2
\$15,000,000	Metra; NICTD, NPCA, MPC	3

\$75,000	DPD, Landmarks Illinois, Pullman Civic Organization	1
\$12,000,000	State of Illinois; CNI & Others	2
\$1,100,000	Historic Pullman Foundation; Private Partners	2
\$2,600,000	Historic Pullman Foundation; Commercial Business	
\$4,800,000	Commercial Enterprise; Non-Profit; Private Partners	3
\$3,500,000	City of Chicago; Non-Profit; Private Partners	2
\$10,000,000	Pullman Arts; CNI; ArtSpace; VOA Associates; Others	1
\$2,000,000	CNI	1
\$13,000,000	CNI; Gorman Group	1
\$15,000,000	CNI & Others	1

\$150,000	NPS; Non-Profit; Community Groups	1
\$500,000	CPD; Community Groups; Private Partners	1
\$1,500,000	CPD; Community Groups; Private Partners	2
\$500,000	CPD; Community Groups; Private Partners	3

Prioritization

1) Near-Term 2) Intermediate-Term 3) Long-Range

Entities

CDOT = Chicago Department of Transportation
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APPRECIATION

APPRECIATION

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Gerald Nichols, CTA
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Jennifer Sandy, National Trust for Historic Preservation
Larry Shure, City of Chicago Landmarks
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Lynn McClure, National Parks Conservation Association
Marie Robinson, Pullman Wheelworks Residents
Mike Shymanski, Historic Pullman Foundation
Mike Wagenbach, Illinois Historic Preservation Agency
Patty Trap, National Park Service
Paul Labovitz, National Park Service
Paula Robinson, Black Metropolis Heritage Area
Phillip D. Snorden, Neighborhood Housing Service
Rafael Rosa, Student Conservation Association
Rick Bryant, Congresswoman Robin Kelley
Saskia VanGendt, Method
Tom McMahan, Pullman Civic Organization
Zurich Esposito, AIA Chicago

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Kareeshma Ali, Farr Associates

Laura Young, Griskelis Young Harrell

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