chicago sustainable industries

Phase One: A Manufacturing Work Plan for the 21st Century







City of Chicago
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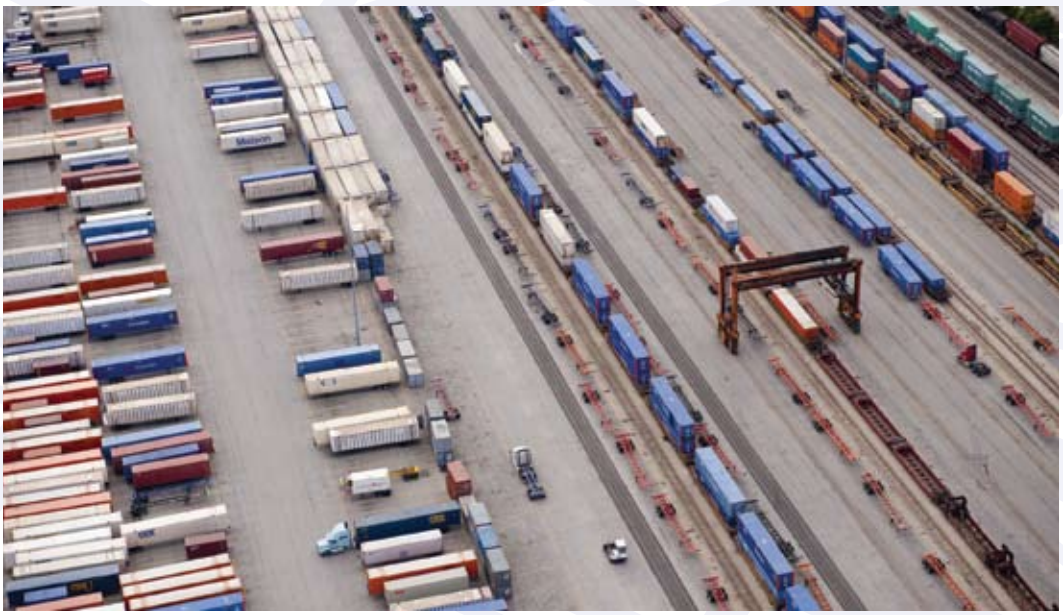
Introduction:

Chicago's Sustainable Industries (CSI) initiative is being developed to support the city's manufacturing sector within an evolving global economy. The initiative's first phase establishes a process that will lead to a formal government strategy that maximizes public resources for the sector's long-term viability for local workers, the business community and the urban environment. The process, background and relevant resources are presented in this document.

The CSI initiative is targeting existing manufacturers along with specific manufacturing sub-sectors that demonstrate an enduring, positive influence on Chicago's economy. These sub-sectors, collectively referred to as the city's manufacturing base, are characterized by a greater labor concentration than national norms, sales activities that occur beyond the city and region, and exceptional connections with other types of local businesses.

Manufacturers, by definition, are engaged in the mechanical, physical, or chemical transformation of materials, substances or components into new products, typically within establishments referred to as factories, plants and mills. Though Chicago and the United States have experienced substantial declines in manufacturing employment in recent decades, the city remains the nexus of the country's historically most production-oriented region. In 2010, approximately 65,000 people were employed by 2,600 companies operating within city limits, according to the Illinois Department of Employment Security. The United States, meanwhile, still produces more goods than any other country; approximately 20 percent of the world's total output, according to the Chicago Federal Reserve.



Urban U.S. manufacturers that thrive in today's global economy are not affiliated with the smokestack industries that defined prior eras. They are advanced, high-tech companies that lead other sectors in sustainable practices and employee training, especially for jobs that involve complex, computerized production equipment. Successful companies also heavily invest in research and development (R&D) efforts, with manufacturing firms accounting for 45 percent of all R&D conducted domestically by private firms, according to the Manufacturing Institute.

Local economies are directly influenced by manufacturing through goods-producing employment and indirectly through the outsourcing of transportation and logistics, accounting, marketing, legal and other related services. In Chicago, these characteristics are reflected in a skilled manufacturing workforce, comprehensive transportation networks and dedicated land use policies that provide suitable work environments for production- and distribution-oriented business activities.

As the global economy presents new opportunities and challenges for manufacturers and affiliated service providers, government agencies are seeking ways to provide competitive advantages. By focusing on existing companies, the sub-sectors most closely associated with Chicago's manufacturing base, and the city's competitive advantages, the CSI initiative will reinforce this important aspect of the city's overall business diversity and its historic role as the country's production capital.

CSI's Definition of Sustainability

Sustainable industries are those economic sectors with potential for long-term, positive impact on Chicago's economy, environment and workers. These "base sectors" either export goods or services or provide crucial support to the companies that do. Chicago's sustainable industries possess operating needs and requirements that align with the area's indigenous assets (market demand, industrial base, workforce, real estate, transportation and technology) and provide well-paying jobs for residents. They may also function in support of the environment through the products or services they deliver or by their sensitivity to the area's natural resources, or both. Businesses and jobs that are characterized as "green" are one component of sustainable industries, provided they also help achieve Chicago's broader economic development objectives.

Manufacturing in Chicago:

For much of its history, Chicago was synonymous with the production of durable and non-durable goods for both business and consumer use. While many factors have reduced manufacturing employment in Chicago and throughout the US to about one fourth of its levels in 1950, local manufacturers continue to provide high-skill jobs and above-average wages that have long served as a threshold to the middle class. Instead of the steel, consumer electronics, sporting goods, toys and musical instruments that dominated the local output of previous eras, the sector today leads the country in the production of electrical equipment and components, fabricated and primary metals and food, among other goods.

The history of manufacturing in Chicago both reflects and rejects national and global trends. While employment swelled when the nation's economy was more production-oriented in the first half of the 20th century, local manufacturing jobs started to drop as the economy became more consumer-oriented following World War II. Numerous factors contributed to the decrease: manufacturing productivity gains reduced labor demands; the expansion of the interstate highway system made manufacturers less dependent on urban areas for transportation and labor resources; cheaper taxes, labor and land costs in other cities and countries offered greater profit margins; federal policies protected the viability of certain industries at the expense of others; and manufacturers focused on core competencies by outsourcing certain services to specialized firms, resulting in lower employment totals for the sector.

Despite these factors, manufacturing remains a vital part of Chicago's economy and the city remains closely associated with manufacturing compared to the nation's other traditional production centers. The association persists, in part, due to the infrastructure and labor skills available to Chicago manufacturers. According to a recent, independent survey of 1,000 industrial businesses, nearly two thirds indicated they operated in Chicago due to its air, truck, rail and inter-modal connections. The remaining third almost entirely said Chicago's number one community strength was its workforce; a labor pool that tops 4.5 million people region-wide.

Exceptional location, transportation and labor resources have long served to attract and retain industrial companies in Chicago. The transportation network developed more than 150 years ago with the convergence of railroads serving the Union Stockyards. The rail lines eventually expanded to serve industrial users along local waterways and in other parts of the city that offered competitive advantages. The concentrated industrial uses in these areas eventually led to specific zoning provisions to protect and enhance their roles for industry. Today, a large percent of city land with a manufacturing (M) zoning designation is located within or adjacent to one of the city's 24 designated Industrial Corridors. Recognizing the value of these areas, the City established the Industrial Corridors in the 1990s and focused its industrial retention efforts there. In addition to providing the appropriate zoning and a compatible industrial environment, Chicago's industrial corridors provide convenient access to truck routes, interstate highways, waterways, rail yards and other infrastructure assets that are essential to industrial companies. Half of the corridors also contain Planned Manufacturing Districts (PMDs), a zoning designation that discourages opportunities for incursion by certain retail and all types of residential development. Most corridors also offer Tax Increment Financing (TIF) and other incentives to encourage existing businesses to invest in their facilities and new companies to locate in the city.

Thoughts on Industry

The Midwest is the traditional spear-point for the American economy. It was the frontier when the first pioneers moved west. Its mills and factories powered America's Industrial Revolution. Here, commerce boomed and labor wars first raged. The Great Depression began on Midwestern farms; when the nation recovered, the Midwest recovered first. Two decades later, the Midwest felt the first ravages of the Rust Belt and the first sting of Japanese competition. What happens to America happens first in the Midwest.

Richard C. Longworth. Can the Midwest regain its economic clout? Chicago Tribune Magazine. January 6, 2008.

Since the 19th century, Chicago and the surrounding region have functioned as the primary hub of the North American rail network. All of the largest North American Class I railroad networks directly access the region, and, in recent years, more than one out of every four railroad shipments have impacted the region by traversing, starting or ending here. With the addition of well-developed highway and air facilities during the 20th, Chicago became the freight hub of the Midwest, a position that has now been strengthened through its development as a key international gateway; Chicago is now the third-largest transit point for international freight worldwide, after Hong Kong and Singapore.

Global Insight. Chicago Railroad Economic Opportunity Plan Technical Memorandum No. 1. Prepared for the City of Chicago Department of Transportation. December 21, 2007.

Evolution of CSI:

CSI is the City of Chicago's first effort to coordinate the economic, social and environmental aspects of Chicago's manufacturing sector as part of a single, comprehensive planning effort. While each aspect has been addressed through individual departments and programs, the coordinated initiative evolved in conjunction with a grant from the U.S. Department of Commerce's Economic Development Administration (EDA), which operates a trade assistance program for communities experiencing job losses as a result of international trade agreements. In Chicago, 75 percent of all businesses certified by EDA to have suffered job losses since 2007 due to trade agreements are classified as manufacturers. The grant will be used on behalf of these and other goods-producing companies to develop CSI strategies that foster their viability.

The City of Chicago already serves manufacturers in many ways. Through various departments and sister agencies, it has made ongoing investments in public infrastructure; provided financial assistance for company relocation and expansion projects; established the Local Industrial Retention Initiative (LIRI) to help companies within individual industrial corridors; started long-term initiatives to address rail-specific transportation improvements; modified its building code and parking requirements for industrial structures; hosted conferences to highlight changes and improvements involving city policies and sustainable assistance programs; and sought federal assistance in dealing with foreign policy and trade issues.

The city has also addressed the sustainability of its built environment. The efforts include a 2004 mandate that all new and rehabilitated public buildings, as well as private buildings that utilize city assistance, include sustainable elements such as LEED, an internationally recognized green building certification system. The city also started participation in the Waste to Profit Network to divert reusable waste from landfills; established the Eat Local Live Healthy Plan to, in part, support local food manufacturers; and hosted the Green Expo to give more than 300 manufacturers an update on the movement toward green products.

The city has also focused resources on its labor force. The city's workforce development activities include TIFWorks, which helps manufacturers finance worker-training initiatives, and participation in the Chicago Manufacturing Renaissance Council (CMRC), a partnership focused on making Chicago the global leader in modern manufacturing and preparing job seekers for well-paying manufacturing jobs. CMRC founded Austin Polytechnical Academy (APA) in 2007, to educate the next generation of leaders in advanced manufacturing. Located on Chicago's West Side, APA is a college and career prep public high school with a focus on manufacturing and engineering.

Thoughts on Industry

In a paper co-authored with the Cameroonian economist Celestin Monga, Justin Yifu Lin, the current chief economist at the World Bank argued that governments must "regain center stage." Industrial Policy (known to critics as "picking winners") has a bad name in the West, he said, and for good reason: it has failed more often than it has succeeded. But the only thing worse is not having an industrial policy. He and Monga cited a major 2008 study that looked at thirteen countries that had managed to sustain high growth for long periods after the Second World War. "In all the successful countries, the governments play a very proactive role," he told me. He favors a kind of "soft" industrial policy, in which a clamorous free market produces new industries and firms, and the government spots the best prospects and helps them grow by giving them tax breaks and building infrastructure like ports and highways. It's a marriage of Chicago and China: to rise out of poverty, he and Monga write, markets are "indispensable" but government is "equally indispensable."

Evan Osnos. The Boom Doctor. The New Yorker. October 11, 2010.

Unfortunately, the broad public view of manufacturing is negative and cynical. Manufacturing exists in a societal context. As one employer put it: "It seems to me that the issue at stake is to raise the bar on what it means to be in the (manufacturing) trades in society. In Europe it's wonderful to be in the trades, you're considered on par with other respected trades. It is just another path that you have chosen for your career. Here it's 'Oh, you work in a factory – gee, I'm sorry to hear that.' We need to change that, and that is largely a cultural issue. . ."

Center for Labor and Community Research. The State of Illinois Manufacturing – A report for the Illinois Manufacturers' Association. December 2003.

Vision and Work Plan:

Once established, the CSI strategy will guide and advocate for public resources that promote the viability of Chicago's manufacturing base. It will support goods-producing companies that draw dollars into Chicago from other areas, serve to retain and re-circulate those dollars within city limits, guide policies that promote the sector's sustainability, and re-establish public awareness about the importance of manufacturing to the local economy.

THE CSI TEAM HAS FORUMULATED THE FOLLOWING GOALS AND WORK PLAN FOR DEVELOPING THE STRATEGY:

- Examine the effectiveness of the planned manufacturing districts as stipulated by the Chicago Zoning Ordinance and review industrial corridor boundaries to determine if amendments are needed
- Set infrastructure priorities to reflect key industry goals
- Identify business service priorities by sector, geographic and/or other focuses

- Specify performance objectives for meeting the short and long-term business and workforce program goals
- Design publicly accessible interactive data base for industrial properties, using the 2011 land use and company survey
- Assess the need for industrial land assemblage, and if warranted, develop priorities and an associated management structure/organization
- Review industry developed environmental certifications for key industries for use with city assisted projects
- Provide renewable energy technology incentive options
- Explore corridor-wide storm water management strategies for each industrial corridor

Thoughts on Industry

One of the perversities of this recession is that as the unemployment rate has risen, the job vacancy rate has risen, too. Manufacturing firms can't find skilled machinists. Naryana Kocherlakota of the Minneapolis Federal Reserve Bank calculates that if we had a normal match between the skills workers possess and the skill employers require, the unemployment rate would be 6.5 percent, not 9.6 percent. . . There are several factors contributing to this mismatch (people are finding it hard to sell their homes and move to new opportunities), but one problem is that we have too many mortgage brokers and not enough mechanics.

Brooks, David. The Genteel Nation. Op-ed columnist, NYTimes.com. September 9, 2010.

Chicago's Manufacturing Base:

Chicago's manufacturing base is represented by companies that sell their goods outside of the region. By exporting, these manufacturers bring new dollars into the local economy, resulting in additional benefits for the companies, their workers, and their communities. Economists commonly use a method known as location quotient, or LQ to determine the extent to which manufacturers are selling outside the region. Location quotients are calculated to determine whether or not a local economy has a greater share of an industry than would be expected by national norms. If local employment in any sector is higher than the national average, the sector is assumed to exceed local needs and is therefore producing goods for export. If employment is lower than the national average, it assumes it is receiving goods from someplace else. An LQ that increases over time is an indication that the sector is gaining ground; suggesting that there is an increasing competitive advantage to doing business in the city.

The importance of manufacturers to the city is also evident in secondary sectors that are tied to the health of the economic base. As export-oriented companies draw income from sales outside the region, that income is distributed to their suppliers and workers, who further distribute it within their communities. This generation of additional dollars is known as the multiplier effect. Manufacturing's multiplier is approximately 2.1, meaning that $1 of demand for manufactured goods yields an additional $2.10. A multiplier of 2.1 is relatively high compared to other types of Chicago industries.

Based on LQ analyses, CSI identified approximately 15 sub-sectors that have a high or growing location quotient in Chicago. Pages 11 through 18 provide a description of each sub-sector.

Thoughts on Industry

- *The United States is the world's largest manufacturing economy, producing 21 percent of global manufactured products. Japan is second at 13 percent and China is third at 12 percent.*
- *U.S. manufacturing produces $1.6 trillion of value each year, or 11 percent of U.S. GDP.*
- *Manufacturing supports an estimated 18.6 million jobs in the U.S. – about one in six private sector jobs. Nearly 12 million Americans (or 10 percent of the workforce) are employed directly in manufacturing.*
- *In 2009, the average U.S. manufacturing worker earned $70,666 annually, including pay and benefits. The average non-manufacturing worker earned $57,993 annually.*
- *U.S. manufacturers are the most productive workers in the world – twice as productive as workers in the next 10 leading manufacturing economies.*

A group of eight manufacturing industries is expected to increase employment collectively by 364,000 (10 percent) in the 2010-2014 period. These industries include: primary metals, miscellaneous manufacturing (mainly medical equipment), wood products, printing, plastics, non-metallic minerals, paper products and electrical equipment. Together, these industries accounted for 25 percent of manufacturing production in 2008 and employed 32 percent of the manufacturing workforce, a share that will be maintained in 2014.

National Association of Manufacturers. The Turning Tide: Prospects for a Manufacturing Recovery – Labor Day 2009: The Manufacturing Report. Sept. 2009

The four industry clusters that account for 64% of all Illinois manufacturing employment are metal manufacturing, electrical, printing and food manufacturing.

Center for Labor and Community Research. The State of Illinois Manufacturing – A report for the Illinois Manufacturers' Association. December 2003.

Manufacturing Sub-Sectors

CSI's guiding goals and strategies are primarily intended to support existing Chicago manufacturers and specific sub-sectors that have a high or growing location quotient in the City of Chicago. The sub-sectors, as described by the North American Industry Classification System, include:

Apparel

The apparel sub-sector cuts and sews existing fabrics to create products for retail and wholesale distribution. Knitting, when done alone, is classified in the Textile sub-sector. When used for the production of complete garments, knitting is classified here.

Beverage and Tobacco

Beverage and tobacco companies manufacture tobacco and three types of beverage products: nonalcoholic beverages; fermented alcoholic beverages and distilled alcoholic beverages. Ice is included with nonalcoholic beverage manufacturing because it uses a similar production process.

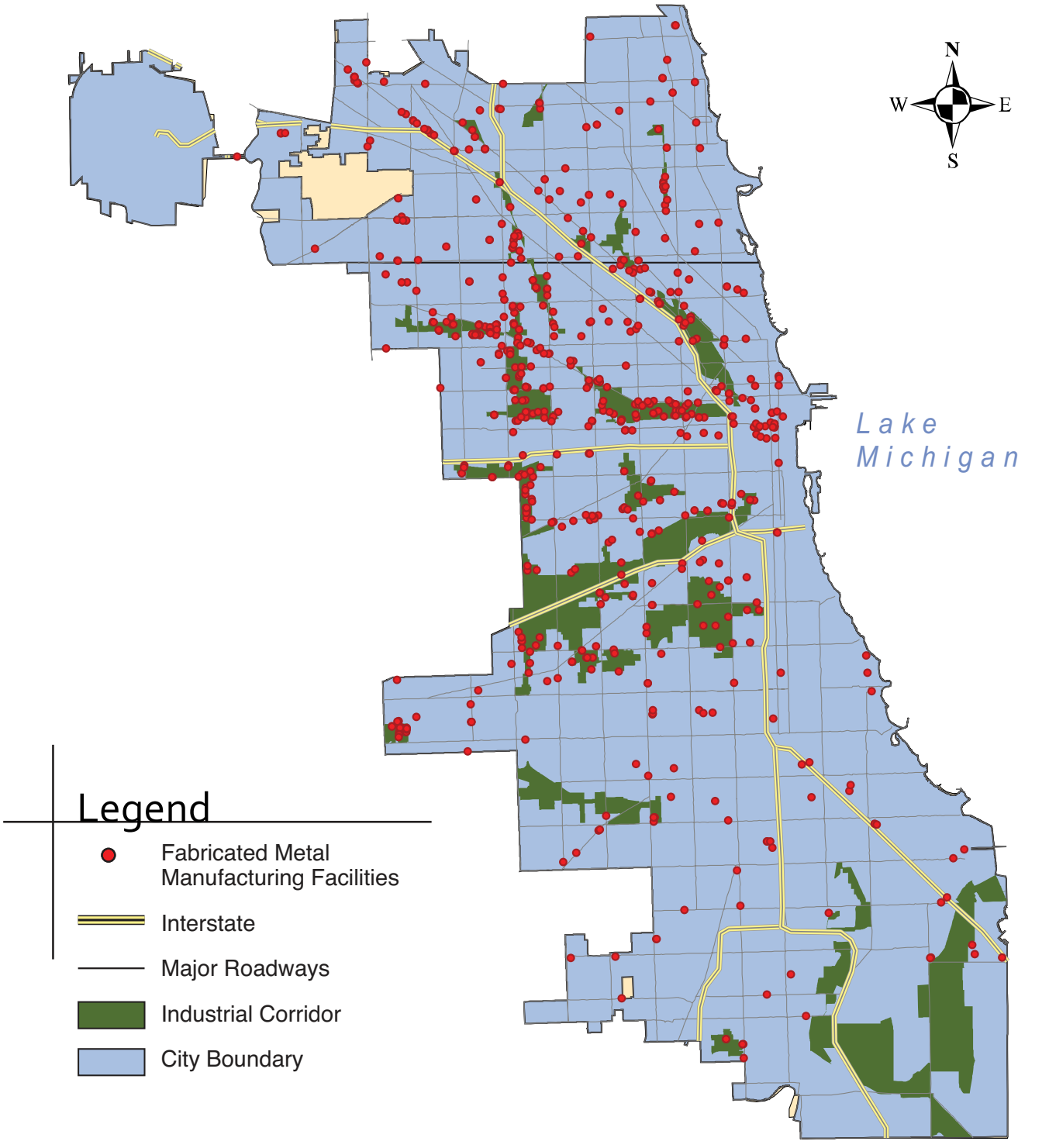
Electrical Equipment and Appliances

The electrical equipment and appliances sub-sector manufactures products that generate, distribute and use electrical power. Electric lighting equipment companies produce electric lamp bulbs, lighting fixtures and parts. Household appliance companies make both small and major electrical appliances and parts. Electrical equipment companies make goods such as electric motors, generators, transformers and switchgear apparatus. Other electrical equipment and component companies make devices for storing and transmitting electricity, such as batteries, wiring, outlets and fuse boxes.

Fabricated Metals

Fabricated metals companies transform metal into metal furniture as well as intermediate or end products other than machinery, computers and electronics. Some companies treat metals and metal formed products fabricated elsewhere. Processes include forging, welding, stamping, bending, forming and machining to shape and join individual pieces of metal.

Chicago Fabricated Metal Manufacturing Facilities



Source : Harris Buisness Directory, Manufacturers' News, Inc, April 2010

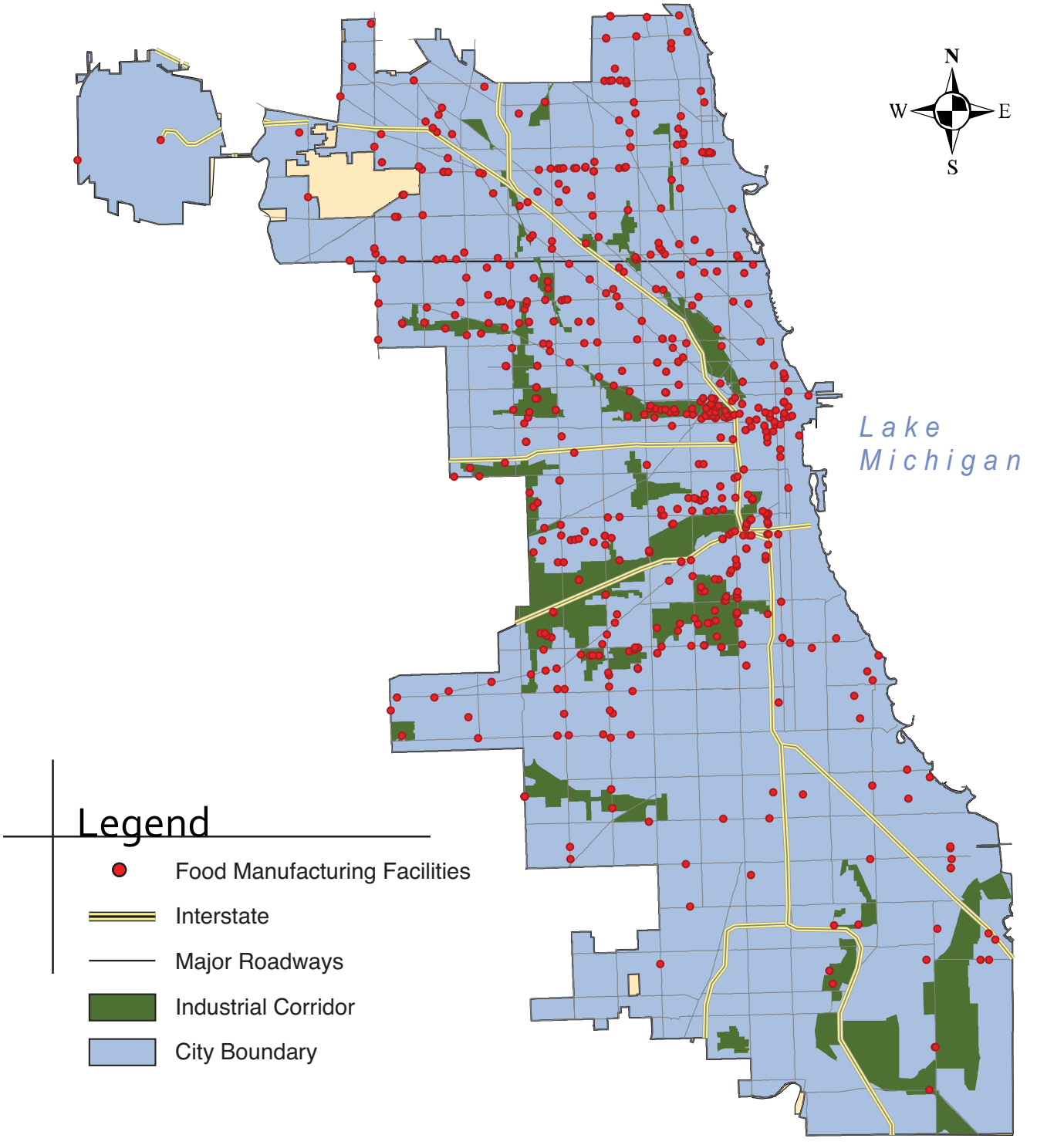
Food

The food sub-sector transforms livestock and agricultural products into products for intermediate or final consumption. The products manufactured by food companies are typically sold to wholesalers or retailers for distribution to consumers. Establishments primarily engaged in bakery and candy products made on the premises are included.

The Chicago cluster appears to be missing out on a growing national trend in specialty foods, while other locations – particularly California – capitalize on it. In fact, California takes the lead in 'preserving of fruits and vegetables and specialty foods,' with 20% of the market, compared to Illinois ranking of 8th and market share of only 3.5%. Moreover, California's share of market divided by share of population is 1.68, compared to only 0.81 in Illinois. That is, California is producing twice as much value in specialty foods per person as compared to Illinois. Given that Chicago is shrinking in most sub-clusters, and that many of these specialty foods can be shipped over longer distances, it is a missed opportunity for growth. . .Among Chicago's strengths in demand conditions, its rich ethnic diversity translates into a wide range of tastes. The important weakness, however, as specialists interviewed point out, is that while Chicago's taste in foods is nationally representative, it is by no means leading, and thus local firms lose out to discovering and profiting from new trends. The predominant example of this has been Chicago's lag in the adoption of premium 'natural' and organic foods relative to the west coast and California in particular.

Michael Porter. The Chicago Processed Food Cluster – The Microeconomics of Competitiveness. Harvard University. May 5, 2006.

Chicago Food Manufacturing Facilities



Source : Harris Buisness Directory, Manufacturers' News, Inc, April 2010

Furniture and Related Products

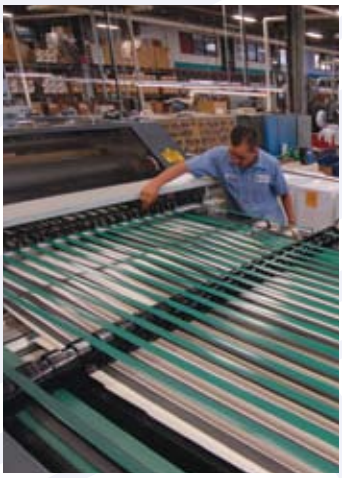
The furniture sub-sector makes furniture and related articles such as mattresses, window blinds, cabinets and fixtures. Processes include cutting, bending, molding, laminating and assembly of such materials as wood, metal, glass, plastics and rattan. Design and fashion trends play an important part of the production process. Design services may be performed in-house or may be purchased from industrial designers.

Leather and Allied Products

Leather and allied products companies transform hides into leather by tanning or curing and fabricating the leather into products for final consumption. It also includes the manufacturing of products made from leather substitutes, such as rubber footwear, textile luggage, and plastic purses and wallets. Leather substitute products are included because they are made in similar ways and within the same establishments.

Nonmetallic Minerals

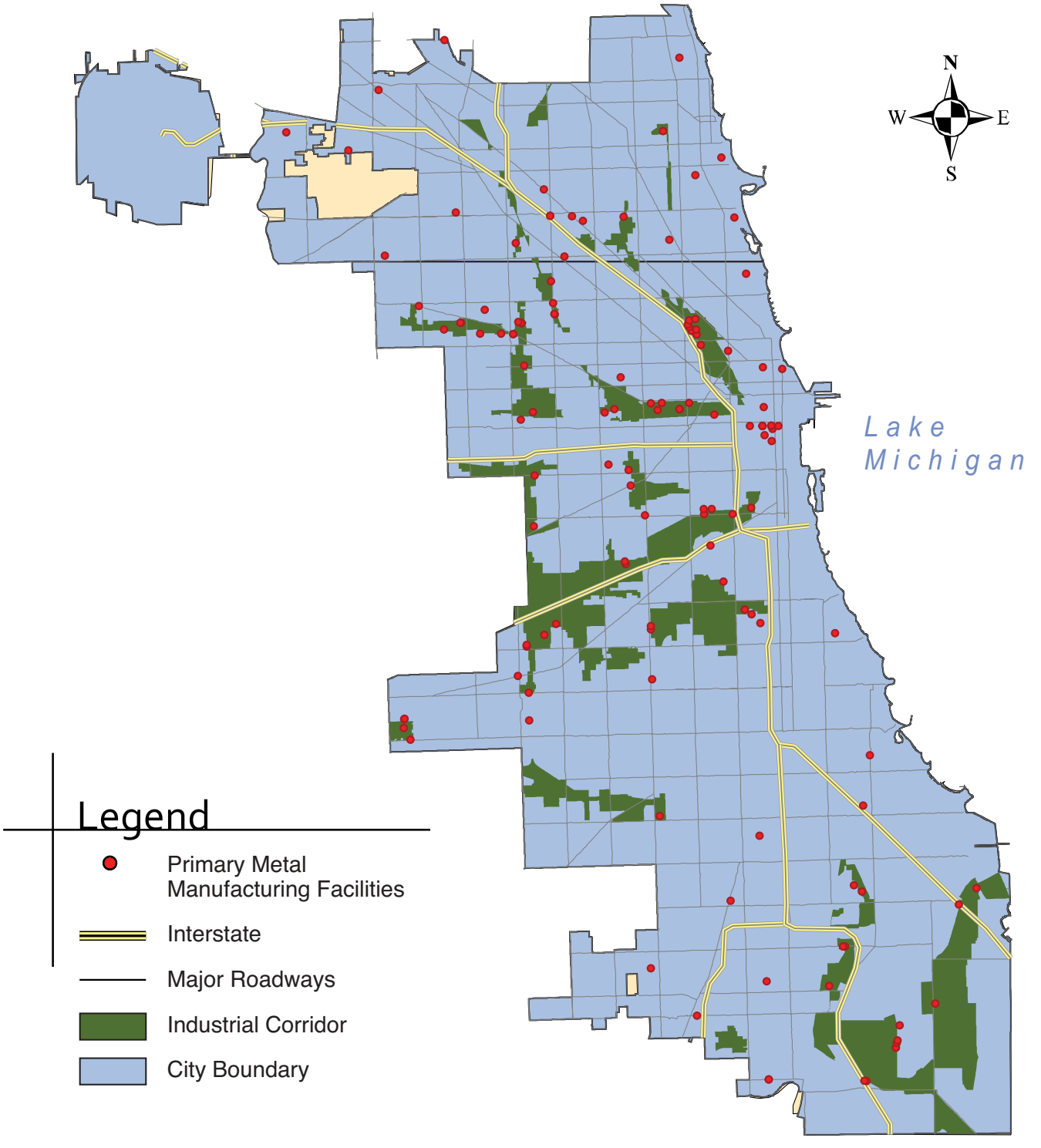
Nonmetallic mineral companies transform mined or quarried nonmetallic minerals like sand, gravel, stone, clay and refractory materials into products for intermediate or final consumption. Processes include grinding, mixing, cutting, shaping and honing. Heat often is used in the process and chemicals are frequently mixed to change the composition, purity and chemical properties for the intended product. For example, glass is produced by heating silica sand to the melting point and then drawn, floated or blow molded to the desired shape or thickness. Refractory materials are heated and then formed into bricks or other shapes for use in industrial applications.



Primary Metals

The primary metals sub-sector smelts and refines ferrous and nonferrous metals from ore, pig or scrap using electrometallurgical and other process metallurgical techniques. Primary metal companies also manufacture metal alloys and super alloys by introducing other chemical elements to pure metals. The output of smelting and refining, usually in ingot form, is used in rolling, drawing and extruding operations to make sheet, strip, bar, rod or wire to make castings and other basic metal products.

Chicago Primary Metal Manufacturing Facilities



Source : Harris Buisness Directory, Manufacturers' News, Inc, April 2010

Paper

The paper sub-sector makes pulp, paper or converted paper products. Though distinct, the three activities often occur within a single establishment. The manufacturing of pulp involves separating the cellulose fibers from other impurities in wood or used paper. The manufacturing of paper involves matting these fibers into a sheet. Converted paper products are made from paper and other materials by various cutting and shaping techniques that include coating and laminating activities.

Printing

The printing sub-sector prints products like newspapers, books, labels, business cards, stationery, business forms and other materials. It also performs support activities that are integral to the printing process, such as data imaging, plate making services and bookbinding.

Textiles

Textile companies transform natural and synthetic fibers into products such as yarn or fabric that is further manufactured into usable items, such as apparel, sheets, towels and textile bags for individual or industrial consumption. The additional manufacturing may be performed in the same establishment and classified in this sub-sector or at a separate establishment and be classified elsewhere in manufacturing.

Textile Products

Textile product companies make textile products exclusive of apparel. With a few exceptions, processes used in these industries generally use existing fabric, then cut and sew to make non-apparel textile products such as sheets and towels.

Transportation Equipment

The transportation equipment sub-sector produces equipment for transporting people and goods. Production processes are similar to other machinery manufacturing establishments and involve bending, forming, welding, machining and assembling metal or plastic parts into components and, more typically, finished products.

Wood

Wood companies manufacture wood products such as lumber, plywood, veneers, wood containers, wood flooring, wood trusses, manufactured homes and prefabricated wood buildings. The production processes include sawing, planing, shaping, laminating and assembling starting from logs or lumber. The sub-sector includes establishments that purchase sawed lumber to make finished products.

Miscellaneous goods

Miscellaneous goods companies make a wide range of products that cannot readily be classified in specific NAICS manufacturing categories. Processes vary significantly, both among and within industries. For example, a variety of manufacturing processes are used in manufacturing sporting and athletic goods that include products such as tennis racquets and golf balls. The processes for these products differ from each other, and the processes differ significantly from the fabrication processes used in making dolls or toys, the melting and shaping of precious metals to make jewelry and the bending, forming and assembly used in making medical products.

Thoughts on Industry

The environmental goods and services industry consists of activities which produce goods and services to measure, prevent, limit, minimize or correct environmental damage to water, air and soil, as well as problems related to waste, noise and eco-systems. This includes cleaner technologies, products and services that reduce environmental risk and minimize pollution and resource use."

Organization for Economic Co-Operation and Development, Statistical Office of the European Communities
The Environmental Goods and Services Industry – Manual for Data Collection and Analysis. 1999

What is the environmental goods and services sector? Green industries have been a fuzzy concept at best . . . Environmental goods and services, after all, are not a traditional category of industry and not widely recognized.

Laurie Kaye. Attracting "Green Industry": An Economic Development Approach for the City of Los Angeles.
UCLA School of Public Affairs. 2006

The rising tide of green—and with it, misrepresentation (greenwashing) — demands third-party standards for defining and certifying industry best practices.

The Delta Redevelopment Institute. Green Economic Development Strategies for the Chicago Region.
June 2009.

Resources:

Industrial Corridors

Chicago's 24 Industrial Corridors, comprising about 12 percent of city land, have boundaries that generally align with railroad embankments, waterways, highways, arterial streets and other manmade and natural buffers that effectively separate interior industrial uses from adjacent residential and commercial activity. Ranging in size from 70 to 3,500 acres, the corridors are essential parts of the region's sustainable infrastructure because they offer existing industrial land for new and expanded manufacturing development projects. Unlike suburban and rural development locations that have traditionally served the region as farmland, the corridors have been associated with industry, in some cases, for more than 150 years. It was only in the 1990s, recognizing their importance to the city's economy, that the City of Chicago designated them as "Industrial Corridors" in order to provide protection and incentives for industrial companies. Their continued use for the production of durable and nondurable goods underscores fundamental sustainability principles involving the utilization of existing resources.

Though well established, portions of many corridors are vulnerable to redevelopment and reuse for residential and retail uses. To help protect land within the corridors, zoning change proposals within their borders are reviewed by the Chicago Plan Commission, which can reject proposals that would cause conflicts with existing businesses or serve to weaken a corridor's industrial integrity. Additional land use protection is provided by Planned Manufacturing District (PMD) legislation, which specifically prohibits residential and large scale retail development within a district. Fifteen PMDs have been designated in 12 of the corridors.

In addition to stable work environments, each of the corridors possesses numerous transportation assets. Most offer direct connections to the interstate highway system and provide access for 80,000-pound trucks roughly every mile. Additionally, four corridors are used by local companies to ship and receive goods by rail and 13 others have potential for increased rail use. Five corridors also offer regional or inter-modal water access to either the Chicago or Calumet River.

However, as part of the first phase of CSI analyses, it is clear that manufacturers find areas outside the industrial corridors suitable as well. The three maps in the previous section on the manufacturing sub-sectors show fabricated metal, food and primary metal manufacturing facilities all over the city.

Recent studies and ongoing work by city agencies will help CSI to assess the continued viability of various types of industrial uses. A land use inventory and analysis completed in 2010 by the Chicago Department of Housing and Economic Development (HED) was conducted for the first phase of the CSI initiative. Presented on the following pages, the data and associated ratings are collectively intended to provide a broad analysis of the comparative strengths of each corridor.

While the analysis of any given site within each corridor should entail additional components, the rationale behind the economic, transportation and boundary ratings for each corridor are as follows:

Economic Strength

Ratings are based on corridor specialization, vacancies, employment and employment density. Specialization involves the clustering of certain types of businesses within a corridor, which provides critical mass benefits for their collective viability. Vacancies are assessed for redevelopment potential that may involve environmental remediation and adaptability for one or more modern industrial uses. With certain exceptions, multi-floor properties are generally not considered conducive for modern manufacturing needs but may be adaptable for other employment generating uses. See maps for sales and employee totals for each corridor.

Transportation Access

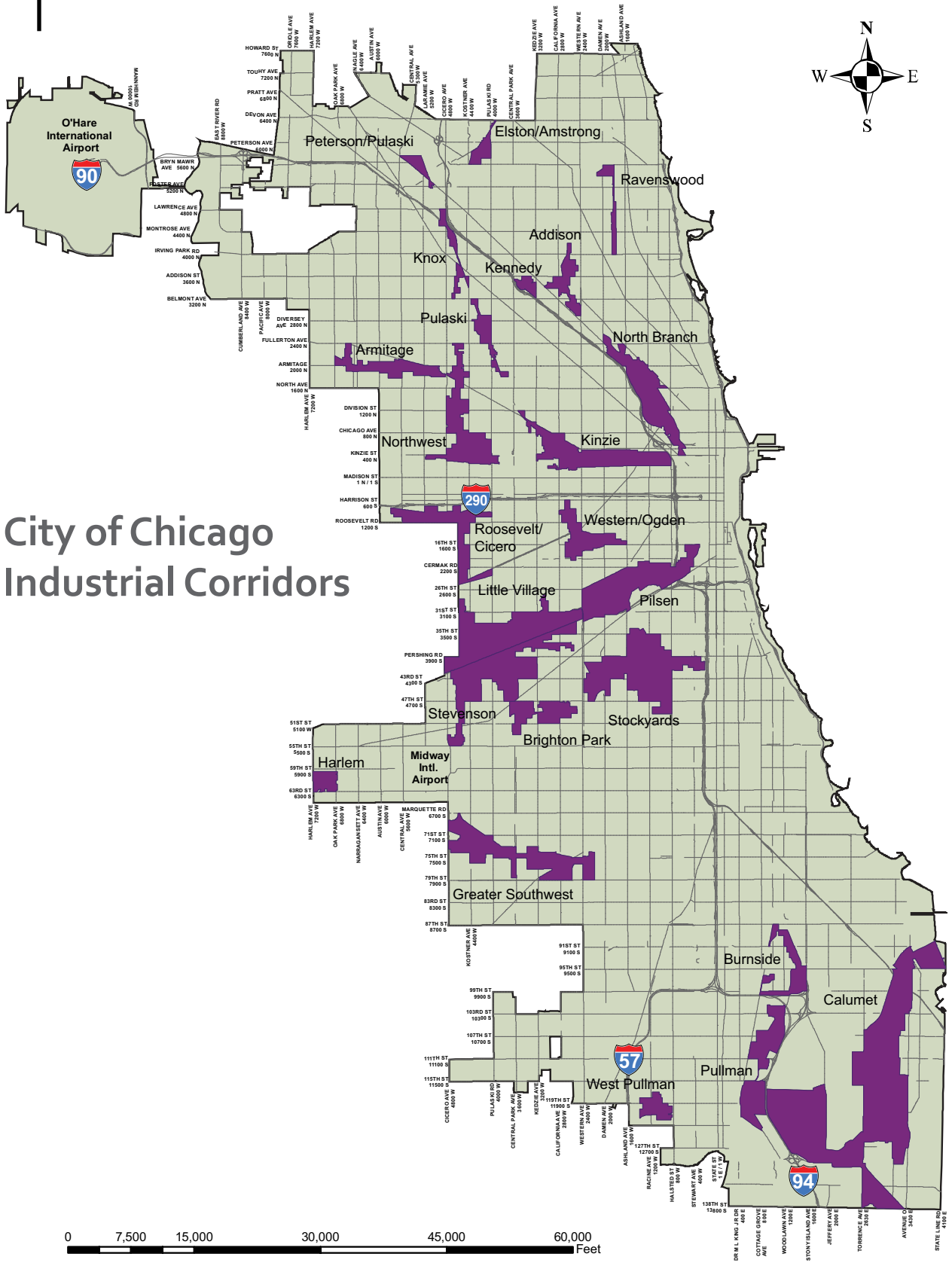
Ratings are based on road, water and rail linkages within each corridor. With highway access being the most desirable component, specific access issues involve highway entry points, viaduct heights and truck routes, in that order. Access is also an important criteria involving workers' ability to commute to and from an employment location. However, corridors that do not rate well on the above criteria may still be valuable to companies due to their proximity to customers. How these factors are ultimately weighed depend on a specific company's needs and the availability of appropriate sites within a given corridor.

Zoning and Boundary Integrity

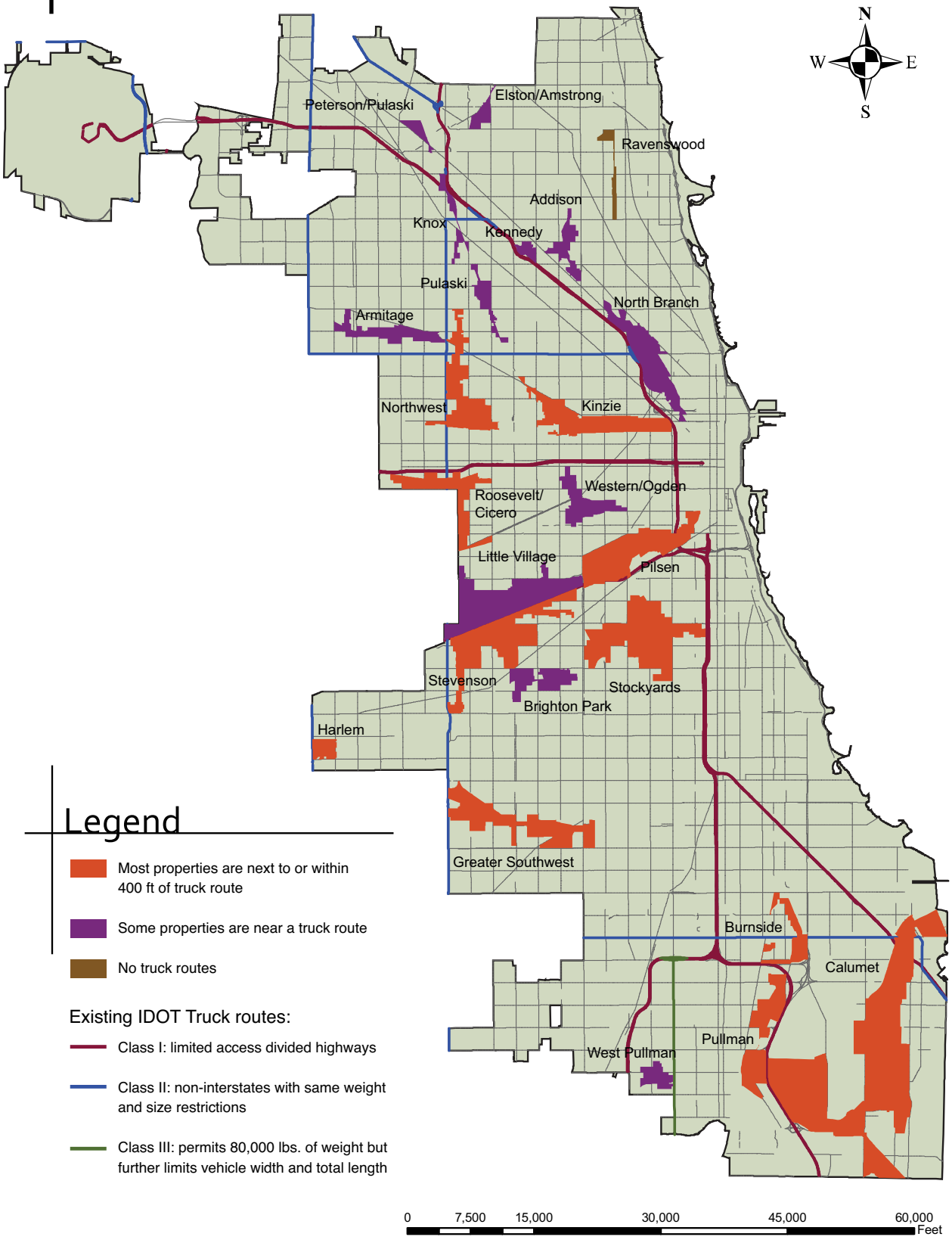
Ratings are based on the effectiveness of corridor boundaries at mitigating the spread of noise, fumes and traffic to areas outside the corridor. Wide boundaries, like expressways and rivers, and elevated boundaries, such as railroad embankments, are highly effective. Retail strip centers, large-format retail stores and other non-residential uses can also function as buffers with nearby residential areas, though, ideally such business are not located within an industrial corridor. Rezonings in support of retail and residential operations reduce the amount of land available for new and expanding industries.

Citywide Maps:

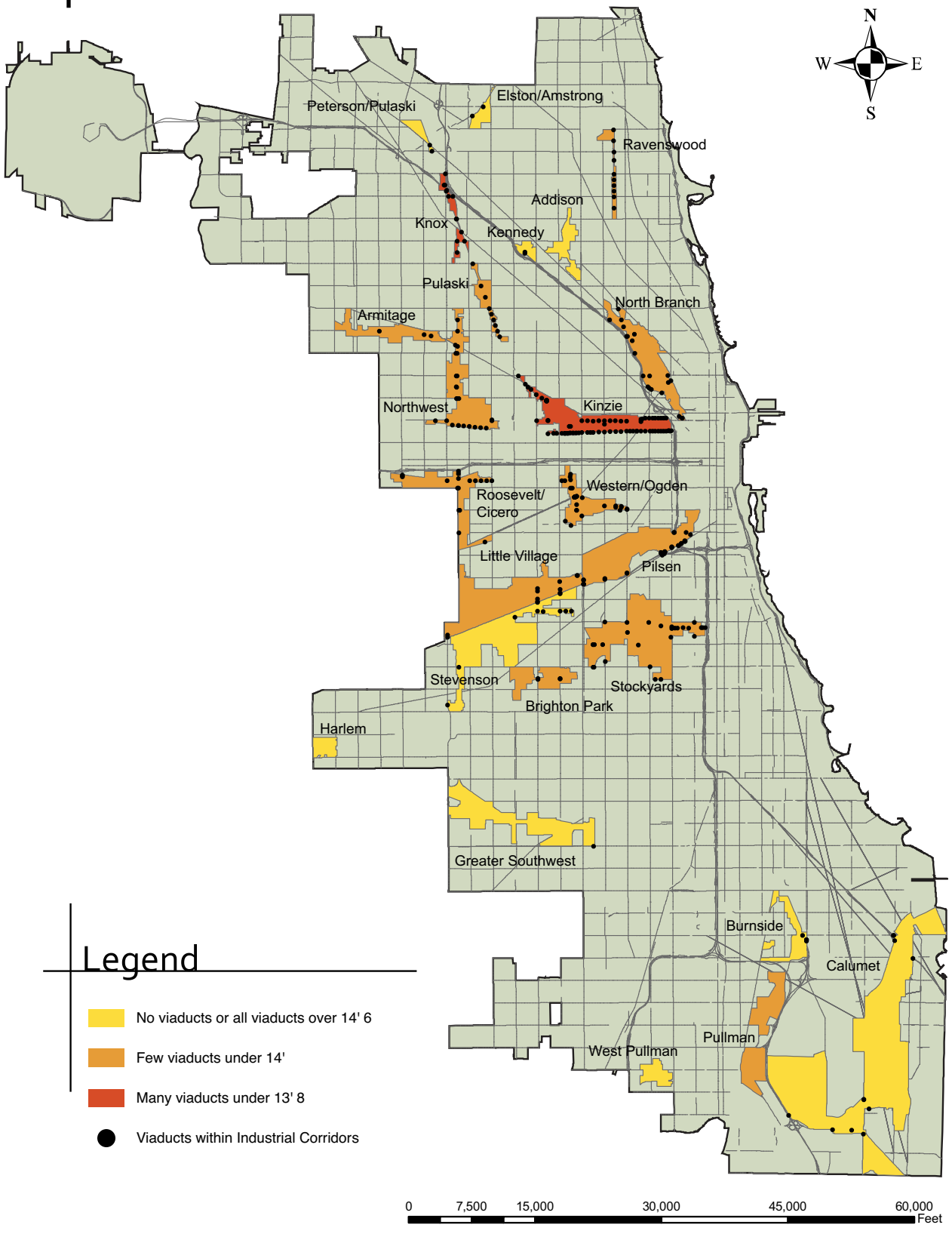
City of Chicago Industrial Corridors



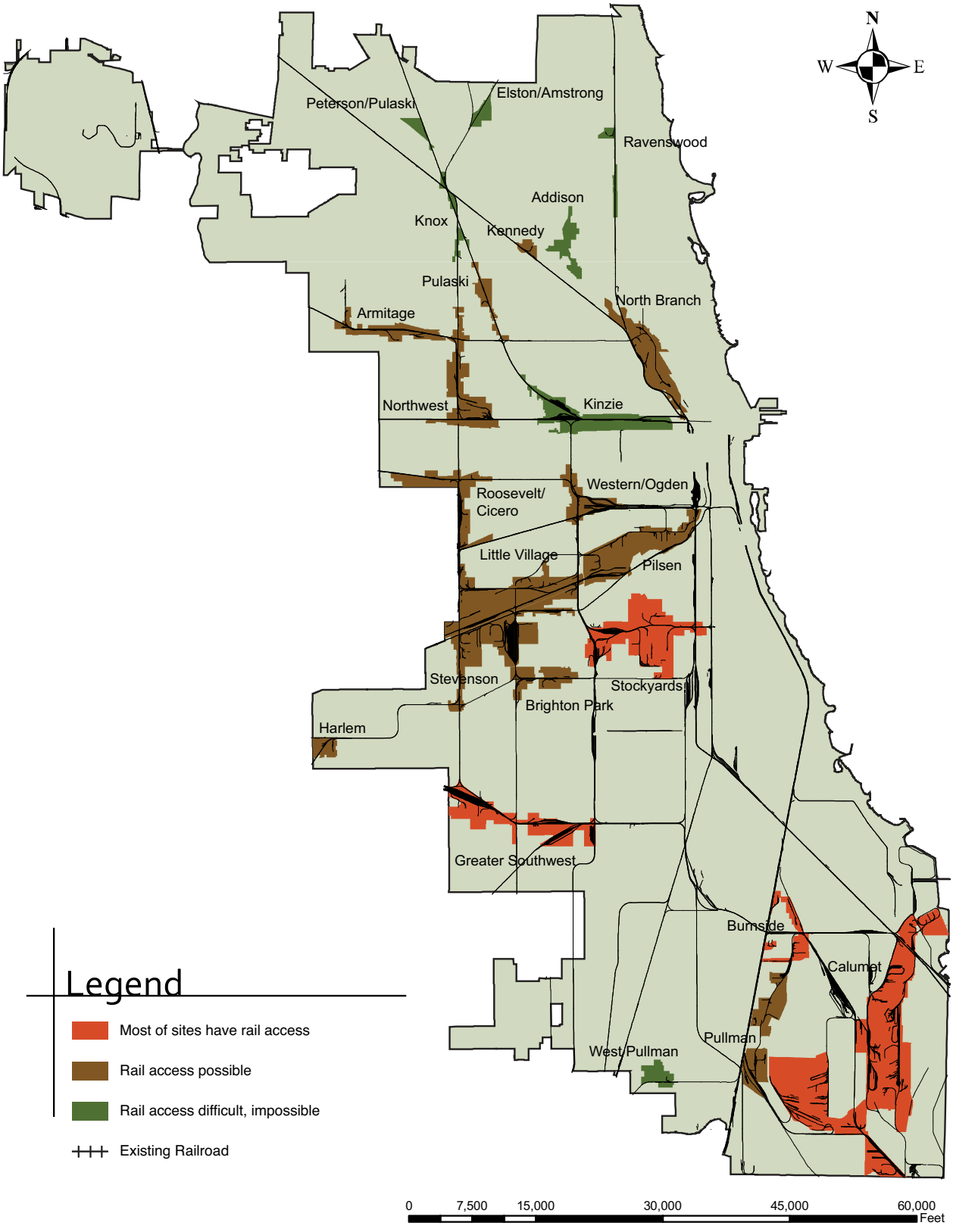
Truck Route Access:



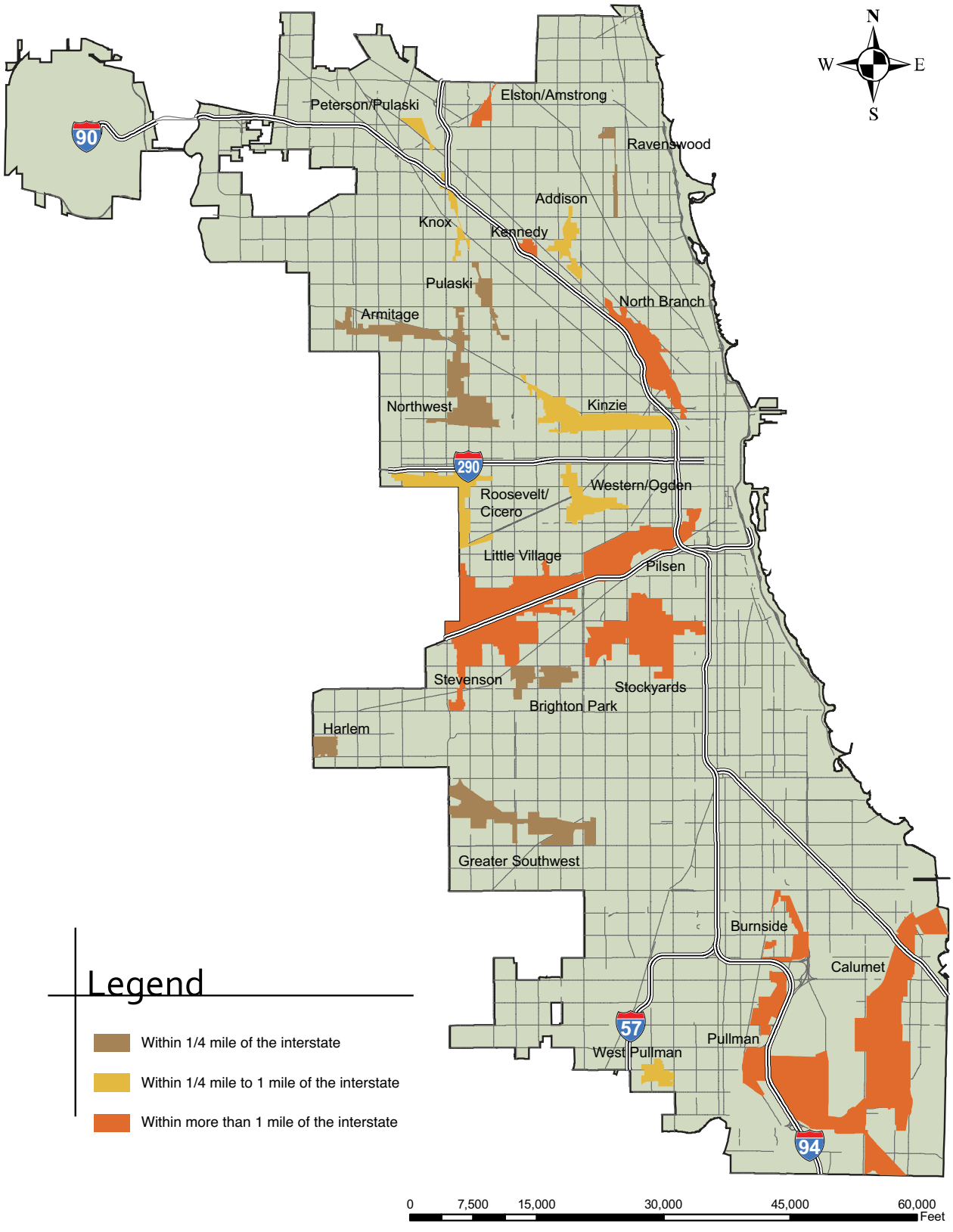
Viaduct Clearance Issues:



Railroad Access:



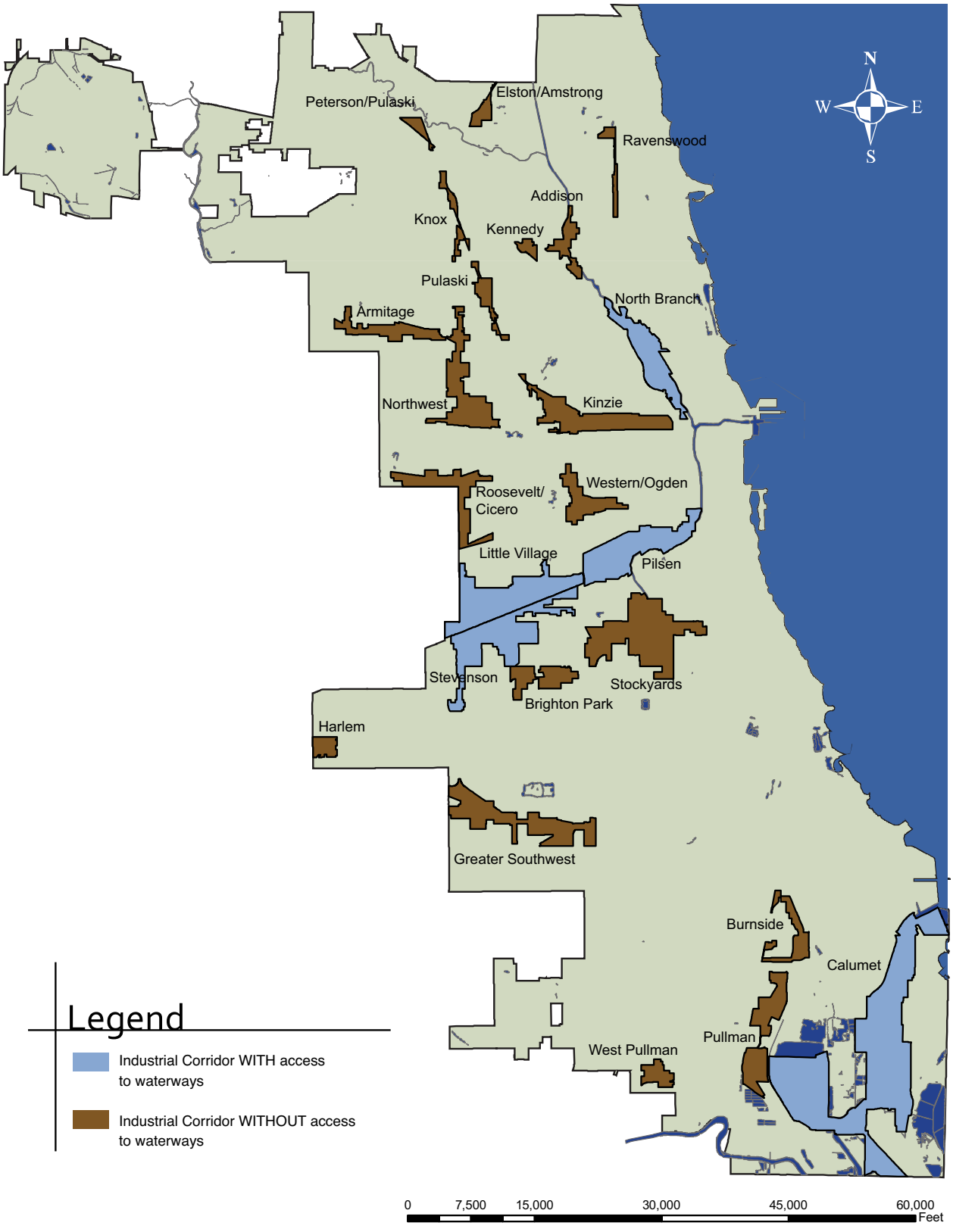
Interstate Access:



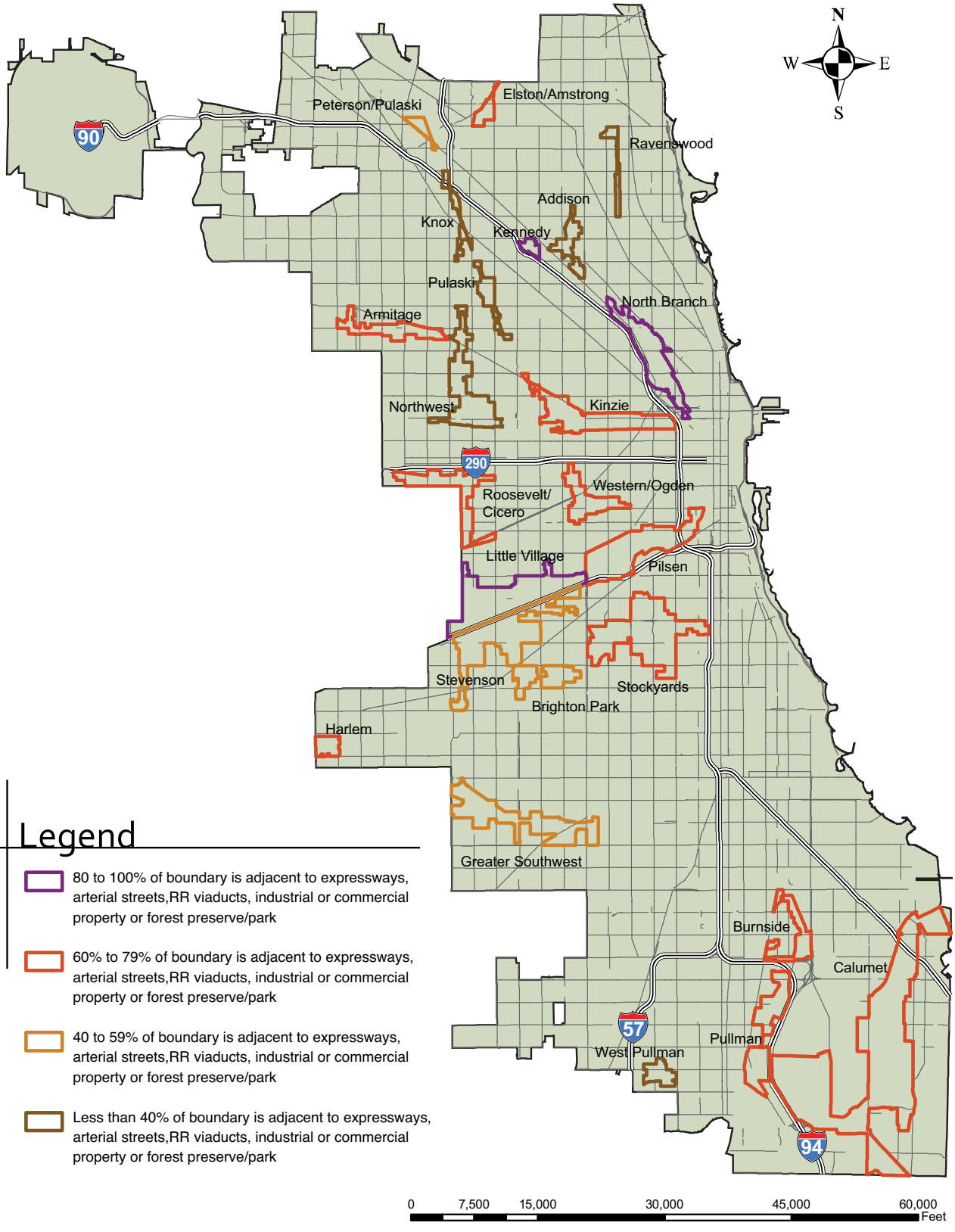
Legend

- Within 1/4 mile of the interstate
- Within 1/4 mile to 1 mile of the interstate
- Within more than 1 mile of the interstate

Waterways Access:



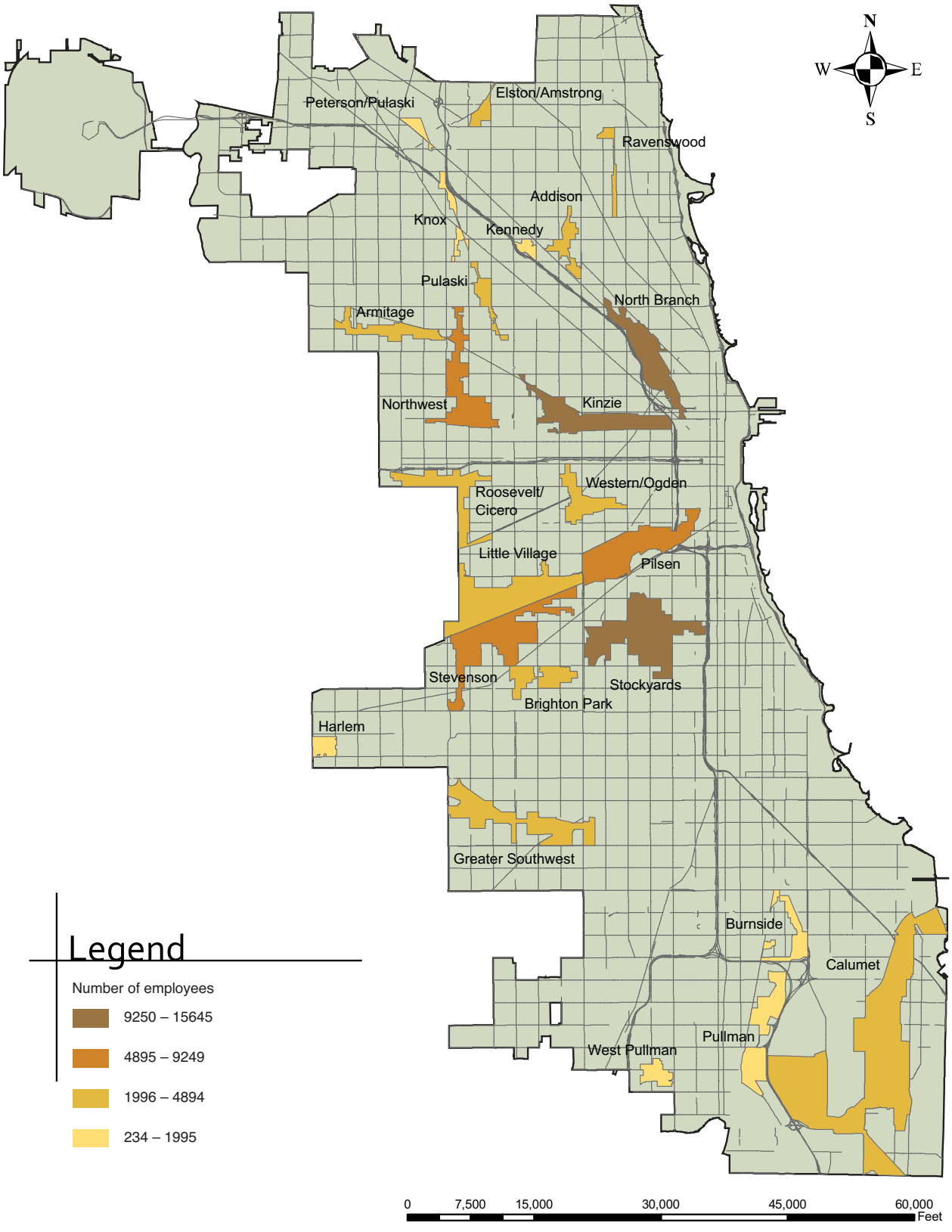
Boundary Integrity:



Legend

- 80 to 100% of boundary is adjacent to expressways, arterial streets,RR viaducts, industrial or commercial property or forest preserve/park
- 60% to 79% of boundary is adjacent to expressways, arterial streets,RR viaducts, industrial or commercial property or forest preserve/park
- 40 to 59% of boundary is adjacent to expressways, arterial streets,RR viaducts, industrial or commercial property or forest preserve/park
- Less than 40% of boundary is adjacent to expressways, arterial streets,RR viaducts, industrial or commercial property or forest preserve/park

Employment:

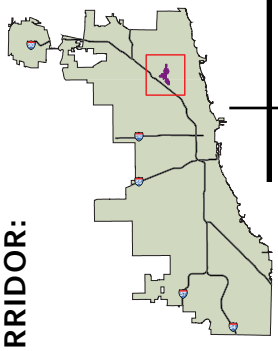

N
W
E
S
Peterson/Pulaski
Elston/Amstrong
Ravenswood
Addison
Knox
Kennedy
Pulaski
North Branch
Armitage
Northwest
Kinzie
Roosevelt/
Cicero
Western/Ogden
Little Village
Pilsen
Stevenson
Stockyards
Brighton Park
Harlem
Greater Southwest
Burnside
Calumet
Pullman
West Pullman
Legend
Number of employees
9250 – 15645
4895 – 9249
1996 – 4894
234 – 1995
0
7,500
15,000
30,000
45,000
60,000
Feet

Zoning Code Matrix

District Name	Max FAR	Max Height	Min Front Yard	Min Rear Yard*	Side Yards*	Typical Uses
RS1	0.50	30	20	50	5	Single Family Detached
RS2	0.65	30	20	50	4	Single Family Detached
RS3	0.90	30	20	50	2	SFD+ Two Flats
RT3.5	1.05	35	15	50	2	SFD+ 2/3 Flats + TownHomes
RT4	1.20	38	15	50	2	Flats + Townhomes + Multifamily
RT4A	1.50	42	15	50	2	Flats + Townhomes + Multifamily
RM4.5	1.70	47	15	50	2	Townhomes + Multifamily
RM5	2.00	47	15	50	2	Townhomes + Multifamily
RM5.5	2.50	60	15	50	2	Multifamily
RM6	4.40	none	15	50	none	Multifamily
RM6.5	6.60	none	15	50	none	Multifamily
B1-1	1.20	38	0	0	0	Storefront style shopping, upper story residential/office
B1-1.5	1.50	38	0	0	0	Storefront style shopping, upper story residential/office
B1-2	2.20	50	0	0	0	Storefront style shopping, upper story residential/office
B1-3	3.00	65	0	0	0	Storefront style shopping, upper story residential/office
B1-5	5.00	80	0	0	0	Storefront style shopping, upper story residential/office
B2-1	1.20	38	0	0	0	As B1 but ground floor residential allowed
B2-1.5	1.50	38	0	0	0	As B1 but ground floor residential allowed
B2-2	2.20	50	0	0	0	As B1 but ground floor residential allowed
B2-3	3.00	65	0	0	0	As B1 but ground floor residential allowed
B2-5	5.00	80	0	0	0	As B1 but ground floor residential allowed
B3-1	1.20	38	0	0	0	Auto oriented retail, upper story residential/office
B3-1.5	1.50	38	0	0	0	Auto oriented retail, upper story residential/office
B3-2	2.20	50	0	0	0	Auto oriented retail, upper story residential/office
B3-3	3.00	65	0	0	0	Auto oriented retail, upper story residential/office
B3-5	5.00	80	0	0	0	Auto oriented retail, upper story residential/office
C1-1	1.20	38	0	0	0	B1+ auto-oriented uses and bars allowed by right
C1-1.5	1.50	38	0	0	0	B1+ auto-oriented uses and bars allowed by right
C1-2	2.20	50	0	0	0	B1+ auto-oriented uses and bars allowed by right
C1-3	3.00	65	0	0	0	B1+ auto-oriented uses and bars allowed by right
C1-5	5.00	80	0	0	0	B1+ auto-oriented uses and bars allowed by right
C2-1	1.20	38	0	0	0	Motor vehicle related commercial district
C2-1.5	1.50	38	0	0	0	Motor vehicle related commercial district
C2-2	2.20	50	0	0	0	Motor vehicle related commercial district
C2-3	3.00	65	0	0	0	Motor vehicle related commercial district
C2-5	5.00	80	0	0	0	Motor vehicle related commercial district
C3-1	1.20	38	0	0	0	Commercial, manufacturing uses, no residential
C3-1.5	1.50	38	0	0	0	Commercial, manufacturing uses, no residential
C3-2	2.20	50	0	0	0	Commercial, manufacturing uses, no residential
C3-3	3.00	65	0	0	0	Commercial, manufacturing uses, no residential
C3-5	5.00	80	0	0	0	Commercial, manufacturing uses, no residential
M1-1	1.20	none	0	0	0	Low impact manufacturing, wholesaling and warehousing
M1-2	2.20	none	0	0	0	Low impact manufacturing, wholesaling and warehousing
M1-3	3.00	none	0	0	0	Low impact manufacturing, wholesaling and warehousing
M2-1	1.20	none	0	0	0	Moderate Impact manufactuing, wholesaling and warehousing
M2-2	2.20	none	0	0	0	Moderate Impact manufactuing, wholesaling and warehousing
M2-3	3.00	none	0	0	0	Moderate Impact manufactuing, wholesaling and warehousing
M3-1	1.20	none	0	0	0	High impact manufacturing + waste related uses
M3-2	2.20	none	0	0	0	High impact manufacturing + waste related uses
M3-3	3.00	none	0	0	0	High impact manufacturing + waste related uses

industrial corridors

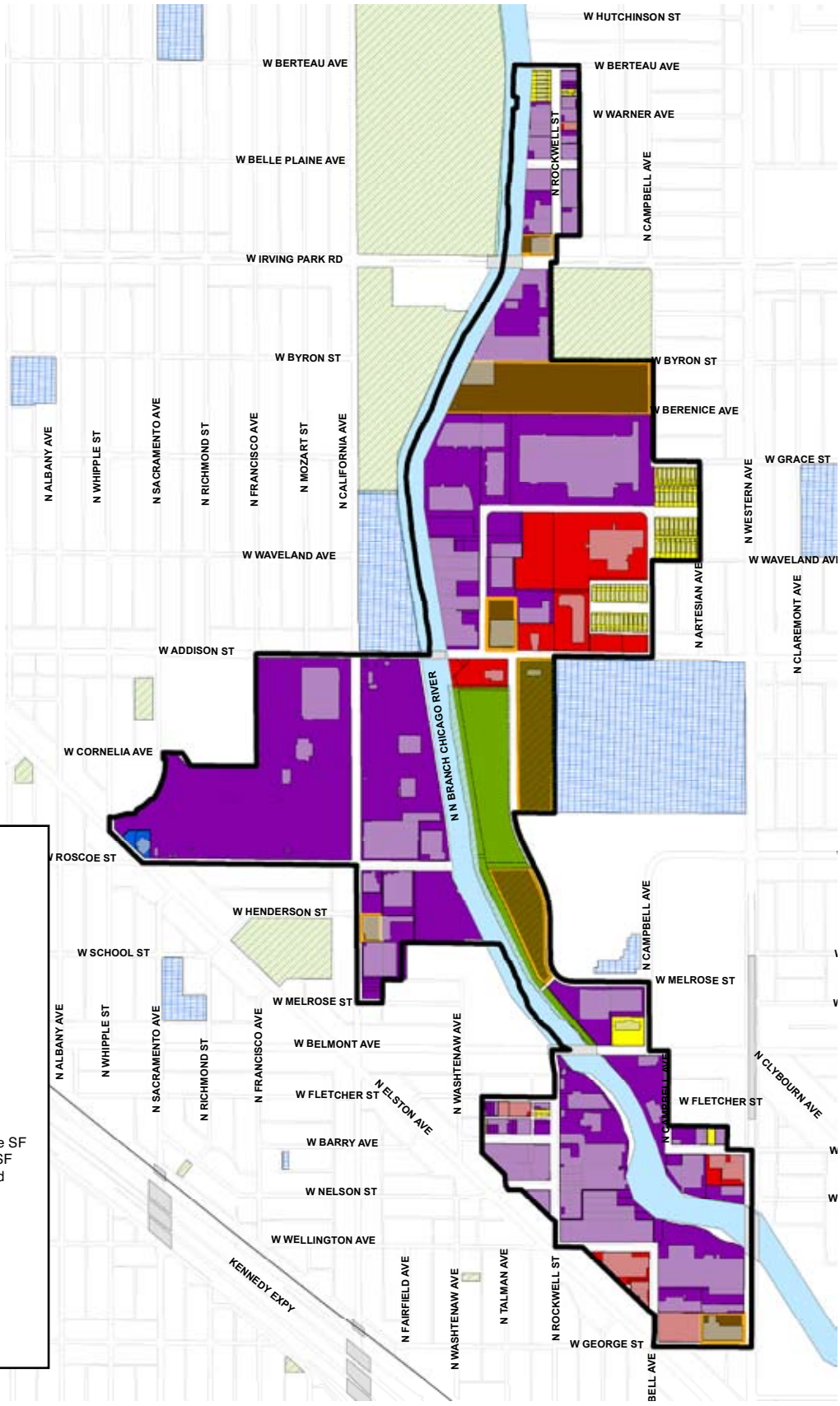
The following pages provide the existing Land Use and Zoning map of each of the 24 industrial corridors along with additional information. For land surrounding the corridors, the zoning district name is provided to illustrate the context in which each industrial corridor is situated. The Zoning Codes Matrix table (left) includes details on each of those zoning district names.



INDUSTRIAL CORRIDOR:

Industrial Corridor – Addison

Land Use



Legend

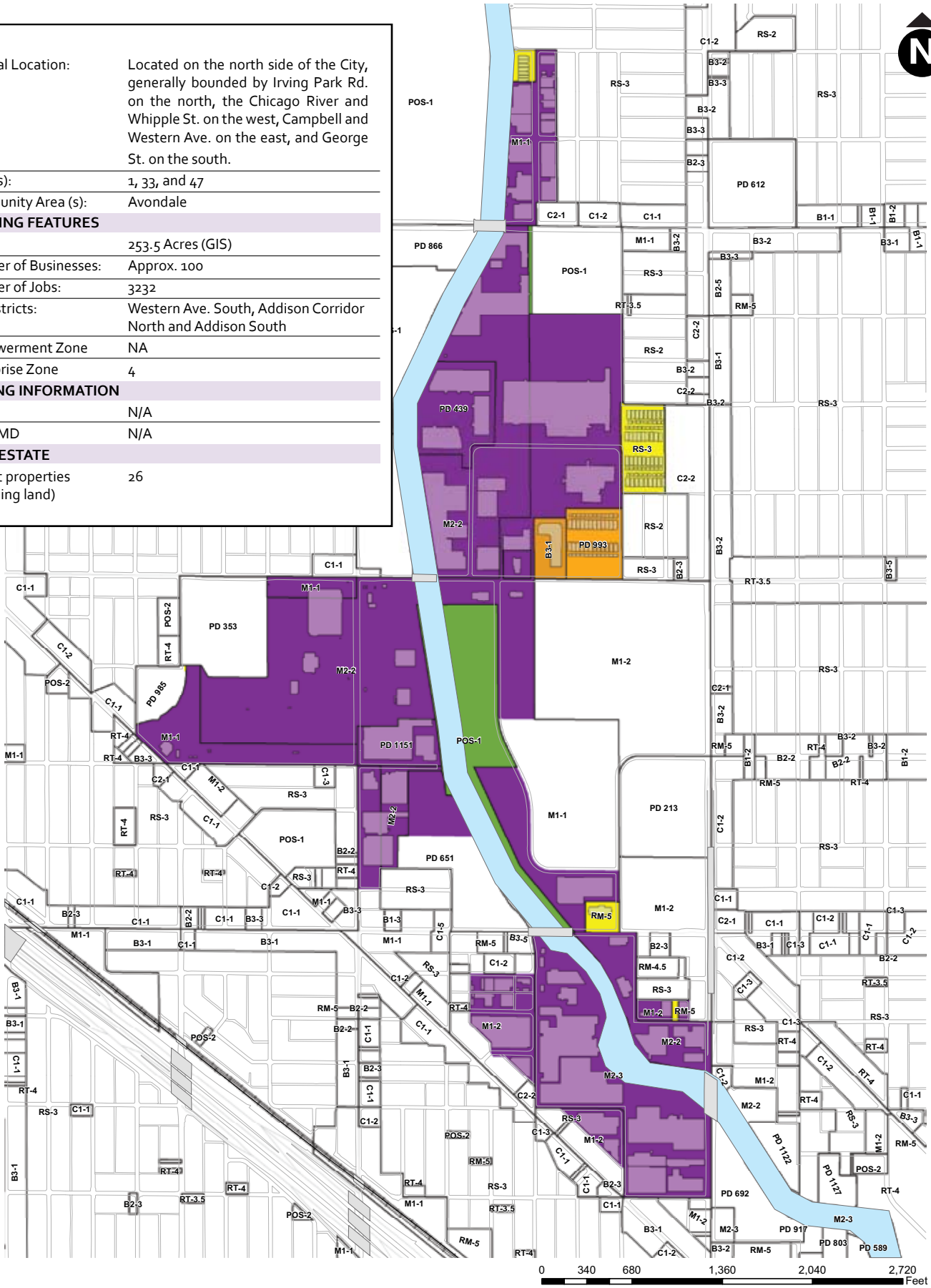
- Industrial Corridor
- Railroad Tracks
- CTA Station
- METRA Station
- City Boundary

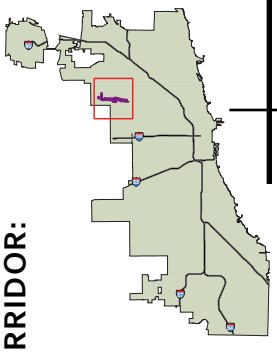
LAND USE
- Manufacturing
- Commercial/Business
- Residential
- Mixed-use PDs
- Public Open Space
- Institutional
- Manufacturing with available SF
- Commercial with available SF
- Vacant buildings and/or land

ZONING
- Manufacturing
- PMDs
- Commercial/Business
- Residential
- Mixed-use PDs
- Public Open Space

Existing Zoning

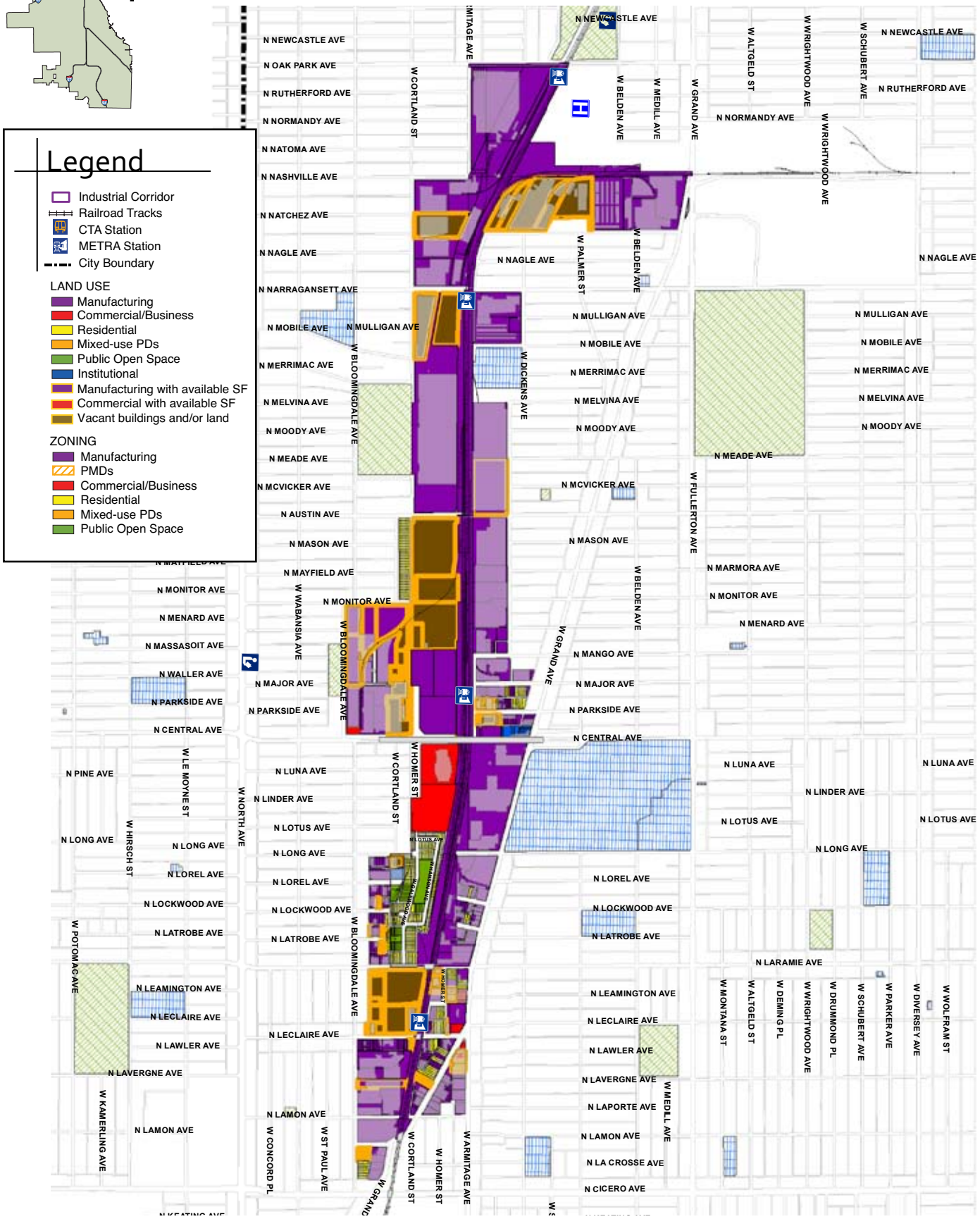
General Location:	Located on the north side of the City, generally bounded by Irving Park Rd. on the north, the Chicago River and Whipple St. on the west, Campbell and Western Ave. on the east, and George St. on the south.
Ward(s):	1, 33, and 47
Community Area (s):	Avondale
EXISTING FEATURES	
Size:	253.5 Acres (GIS)
Number of Businesses:	Approx. 100
Number of Jobs:	3232
TIF Districts:	Western Ave. South, Addison Corridor North and Addison South
Empowerment Zone	NA
Enterprise Zone	4
ZONING INFORMATION	
PMD	N/A
% in PMD	N/A
REAL ESTATE	
Vacant properties (including land)	26





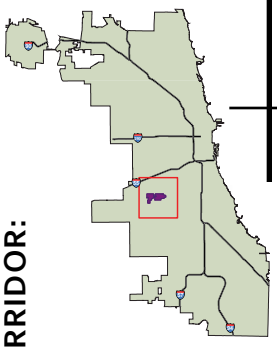
Industrial Corridor – Armitage

Land Use



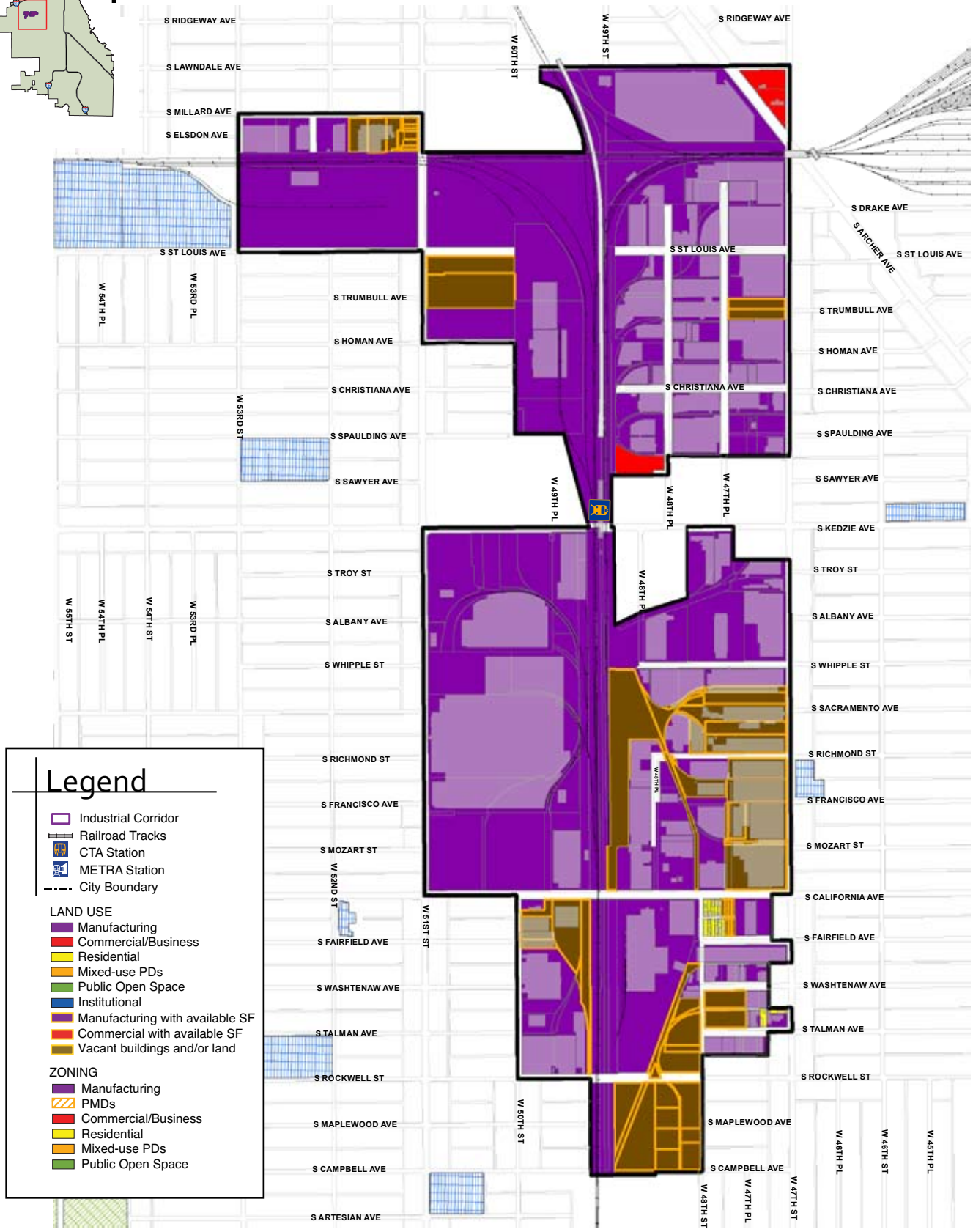
Existing Zoning

General Location:	Located on the northwest side of the City, generally bounded by Fullerton Rd and Dickens Ave on the north, Oak Park Ave on the west, Cortland St and Bloomingdale Ave on the south, and Cicero Ave on the east.
Ward(s):	29, 31, 36 and 37
Community Area (s):	Austin and Belmont Cragin
Public Transit	Metra- Mil-W, North Central Service
EXISTING FEATURES	
Size:	410.8 Acres (GIS)
Number of Businesses:	112
Number of Jobs:	4301
TIF Districts:	Galewood/Armitage
Empowerment Zone	NA
Enterprise Zone	5
ZONING INFORMATION	
PMD	15
% in PMD	0.42
REAL ESTATE	
Vacant properties (including land)	26



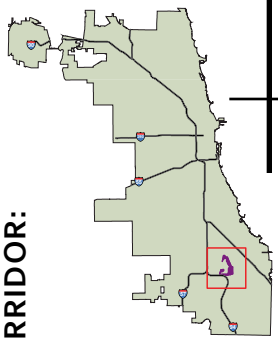
Industrial Corridor – Brighton Park

Land Use



Existing Zoning

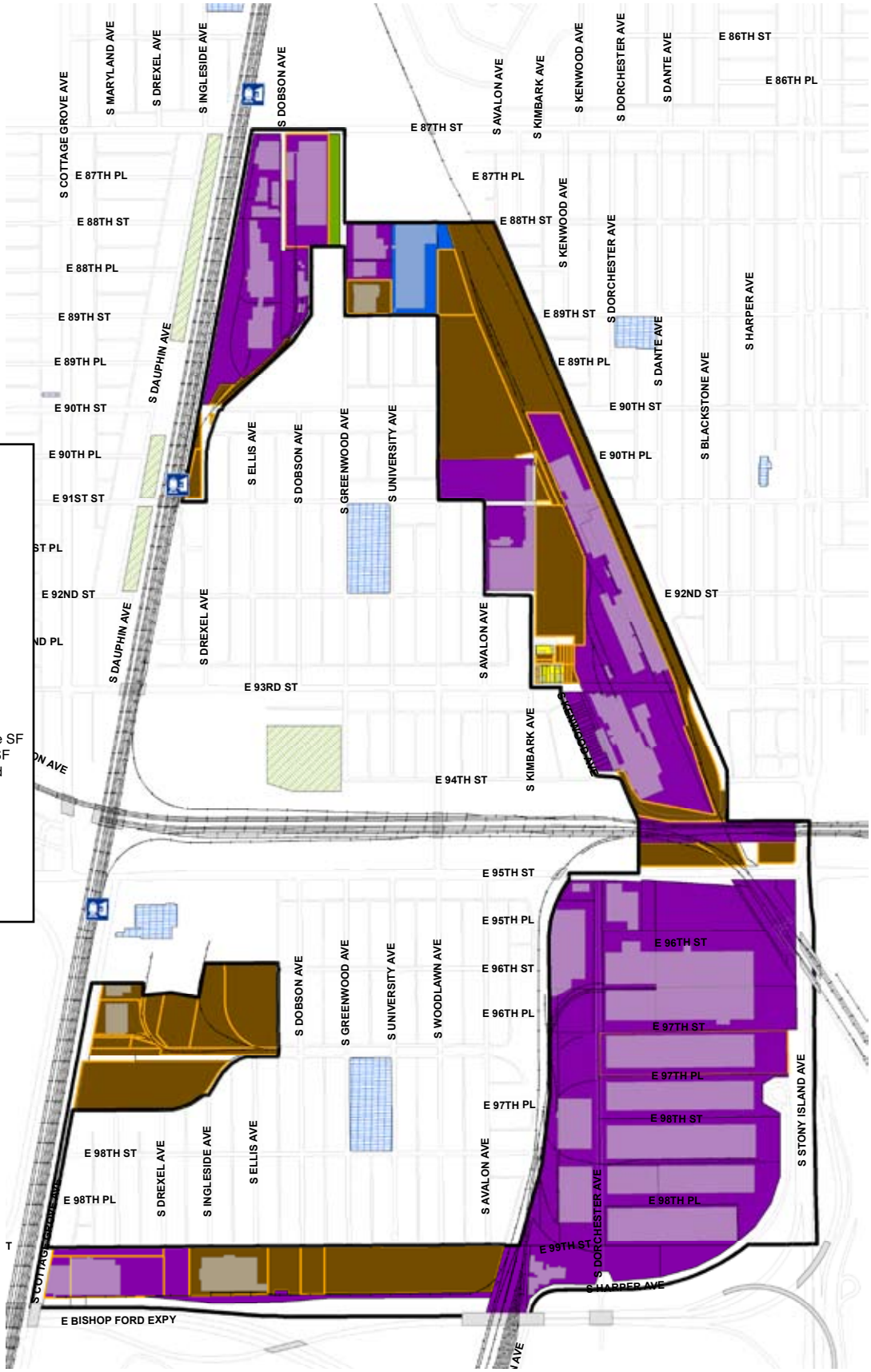
General Location:	Six miles southwest of Loop. Generally bounded by 47th St. on the north, Lawndale/Central Park Ave. on the west, 55th & 51st St. on the south & Western on the west.
Ward(s):	2 and 14
Community Area (s):	Brighton Park and McKinley Park
EXISTING FEATURES	
Size:	400 acres
Number of Businesses:	57
Number of Jobs:	3946
TIF Districts:	Homan/Grand Trunk TIF, Stevenson/ Brighton, 51st/Archer
Empowerment Zone	NA
Enterprise Zone	2 and 6
ZONING INFORMATION	
PMD	N/A
% in PMD	N/A
REAL ESTATE	
Vacant properties (including land)	approx. 29



INDUSTRIAL CORRIDOR:

Industrial Corridor – Burnside

Land Use

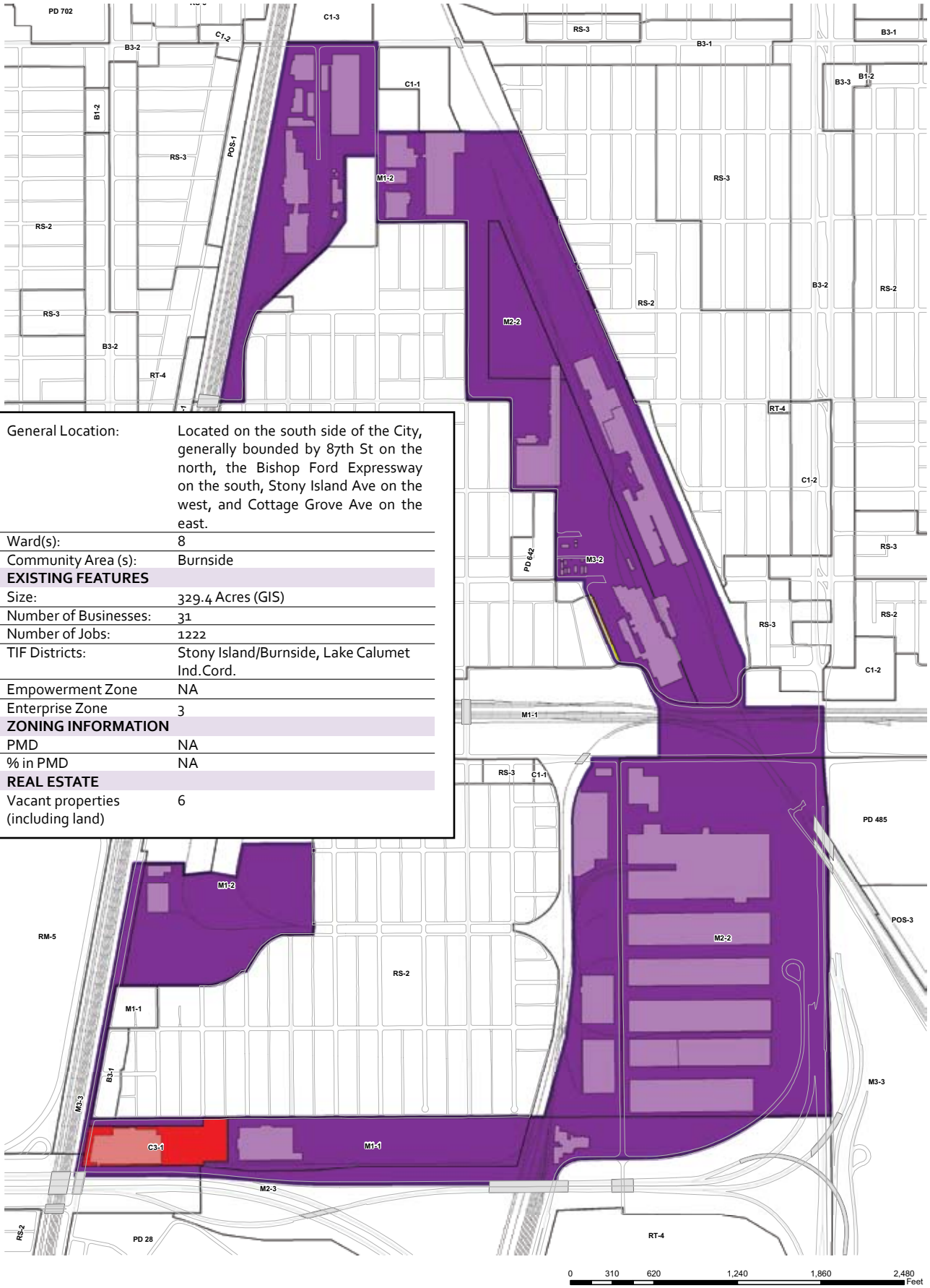


Legend

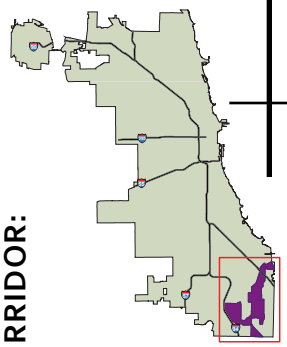
- Industrial Corridor
- Railroad Tracks
- CTA Station
- METRA Station
- City Boundary

LAND USE
- Manufacturing
- Commercial/Business
- Residential
- Mixed-use PDs
- Public Open Space
- Institutional
- Manufacturing with available SF
- Commercial with available SF
- Vacant buildings and/or land

ZONING
- Manufacturing
- PMDs
- Commercial/Business
- Residential
- Mixed-use PDs
- Public Open Space

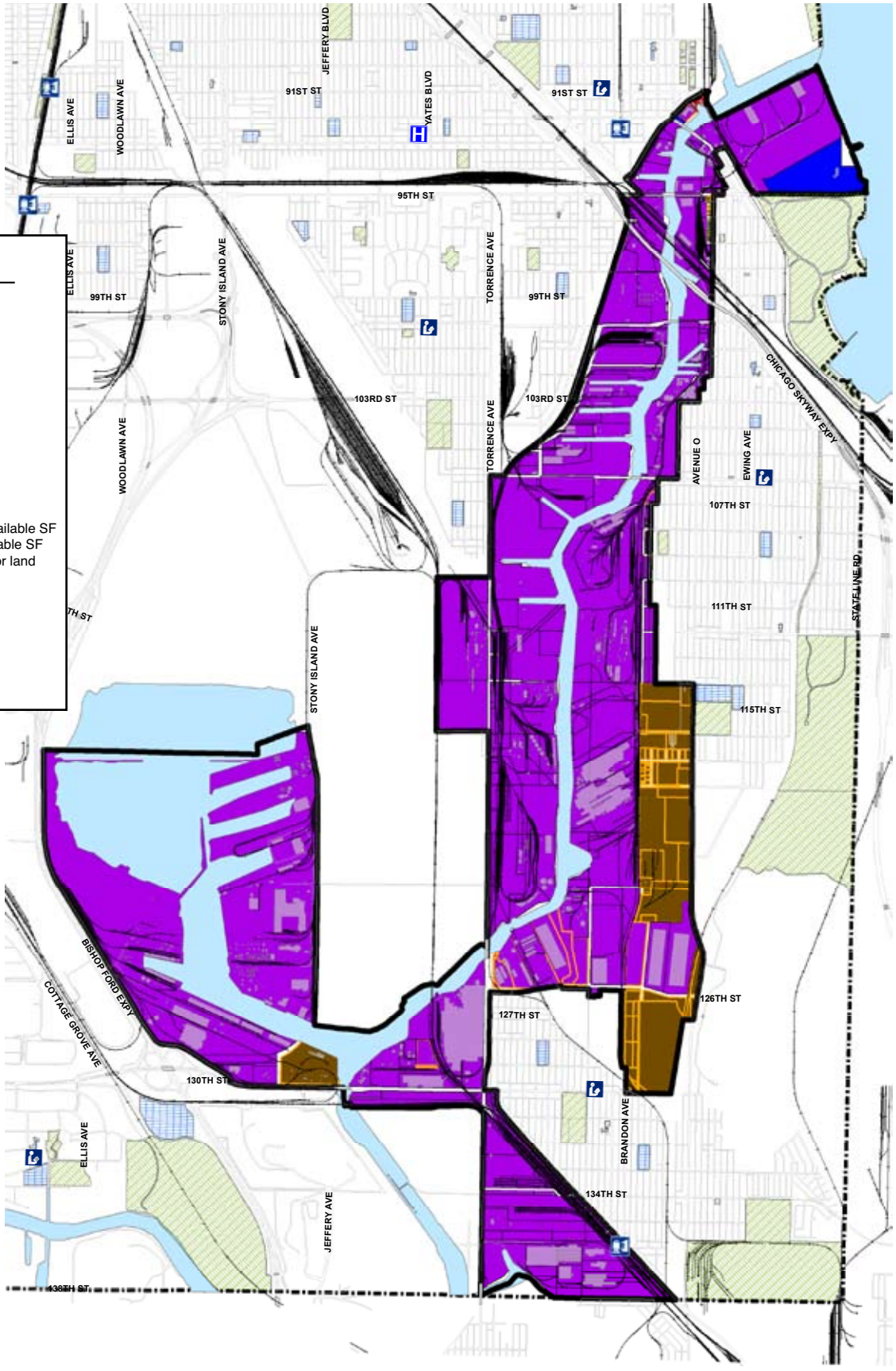


General Location:	Located on the south side of the City, generally bounded by 87th St on the north, the Bishop Ford Expressway on the south, Stony Island Ave on the west, and Cottage Grove Ave on the east.
Ward(s):	8
Community Area (s):	Burnside
EXISTING FEATURES	
Size:	329.4 Acres (GIS)
Number of Businesses:	31
Number of Jobs:	1222
TIF Districts:	Stony Island/Burnside, Lake Calumet Ind.Cord.
Empowerment Zone	NA
Enterprise Zone	3
ZONING INFORMATION	
PMD	NA
% in PMD	NA
REAL ESTATE	
Vacant properties (including land)	6

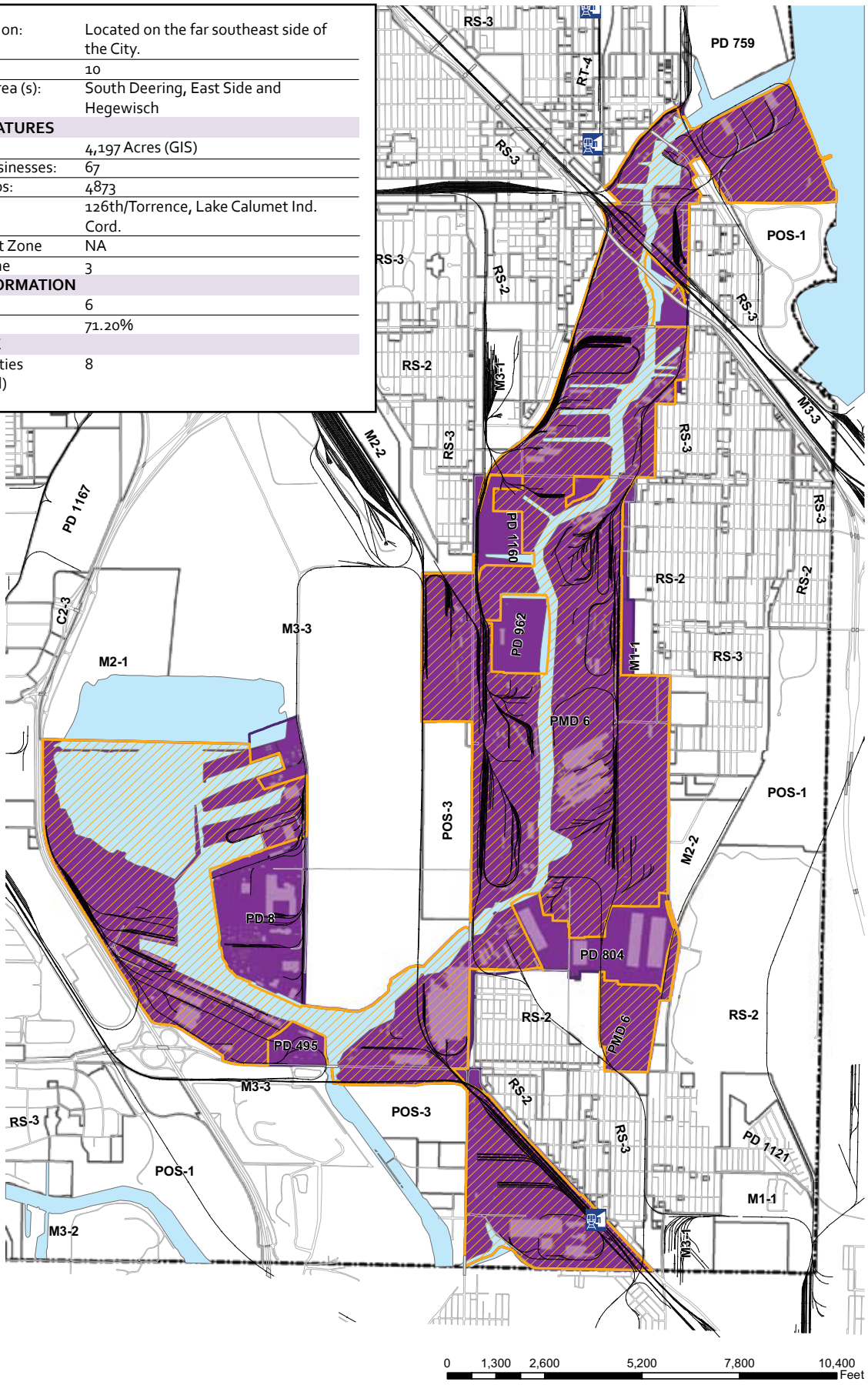


Industrial Corridor – Calumet

Land Use

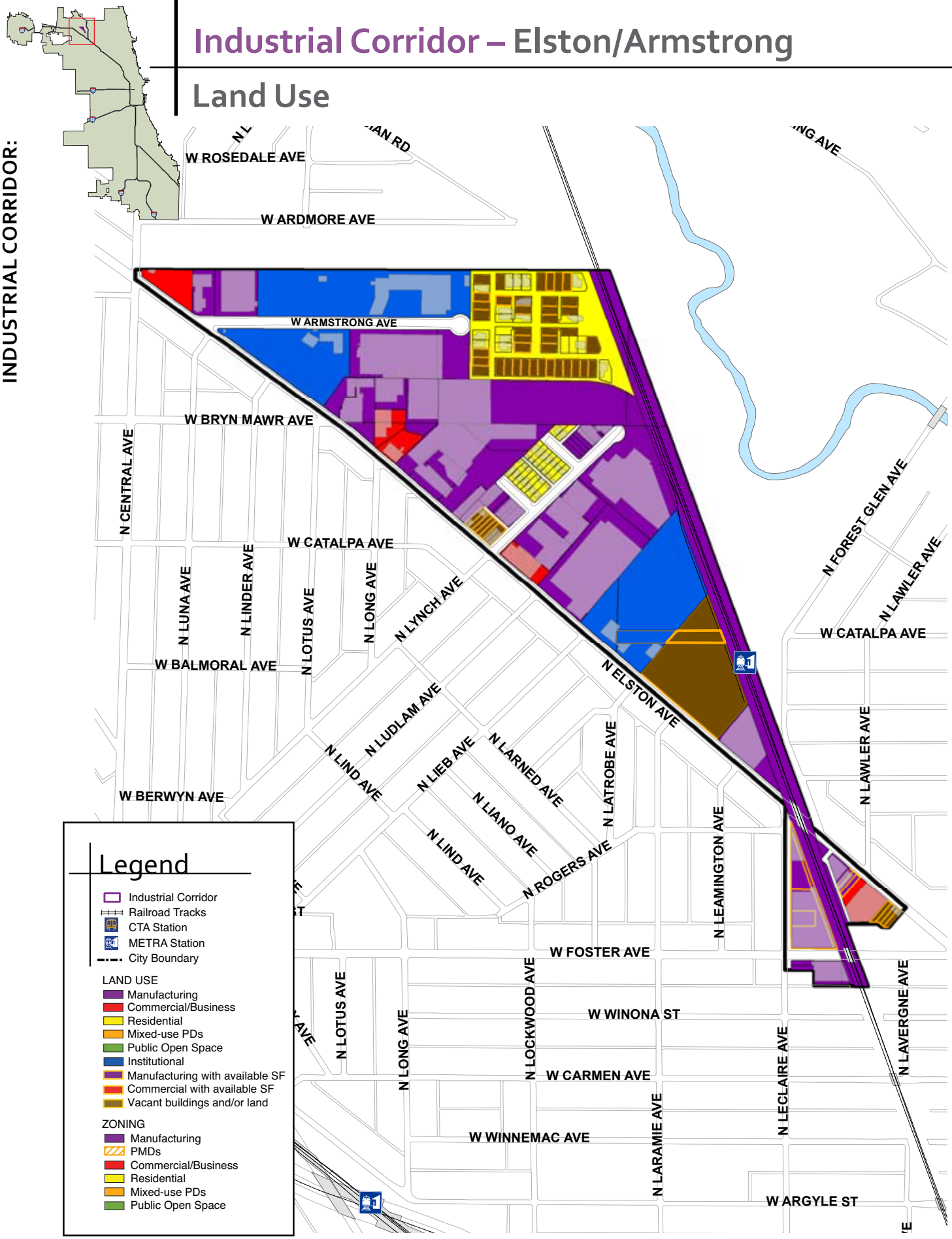


General Location:	Located on the far southeast side of the City.
Ward(s):	10
Community Area (s):	South Deering, East Side and Hegewisch
EXISTING FEATURES	
Size:	4,197 Acres (GIS)
Number of Businesses:	67
Number of Jobs:	4873
TIF Districts:	126th/Torrence, Lake Calumet Ind. Cord.
Empowerment Zone	NA
Enterprise Zone	3
ZONING INFORMATION	
PMD	6
% in PM D	71.20%
REAL ESTATE	
Vacant properties (including land)	8

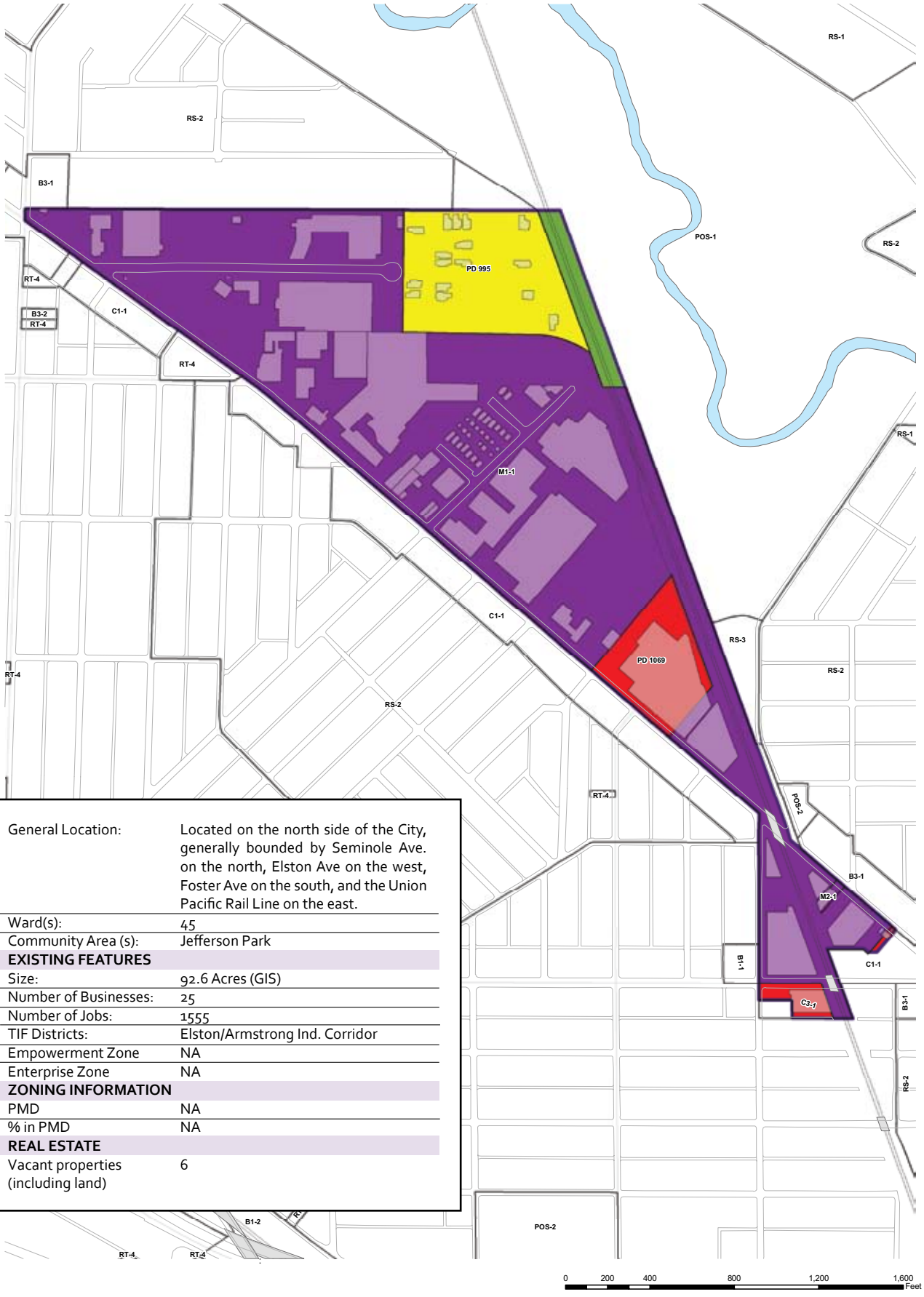


Industrial Corridor – Elston/Armstrong

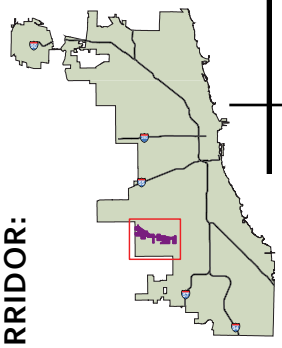
Land Use



Existing Zoning

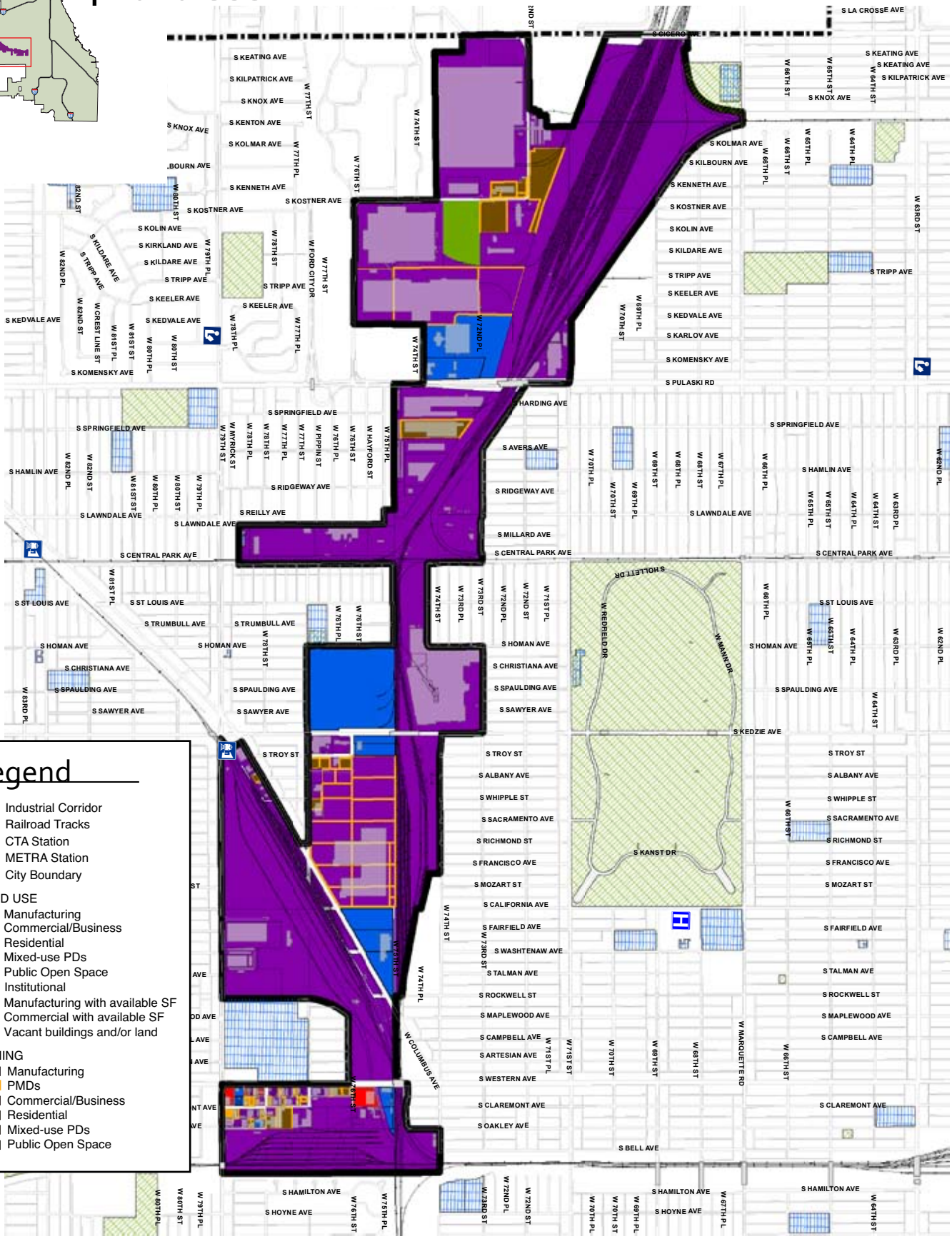


General Location:	Located on the north side of the City, generally bounded by Seminole Ave. on the north, Elston Ave on the west, Foster Ave on the south, and the Union Pacific Rail Line on the east.
Ward(s):	45
Community Area (s):	Jefferson Park
EXISTING FEATURES	
Size:	92.6 Acres (GIS)
Number of Businesses:	25
Number of Jobs:	1555
TIF Districts:	Elston/Armstrong Ind. Corridor
Empowerment Zone	NA
Enterprise Zone	NA
ZONING INFORMATION	
PMD	NA
% in PMD	NA
REAL ESTATE	
Vacant properties (including land)	6



Industrial Corridor – Greater Southwest

Land Use



Legend

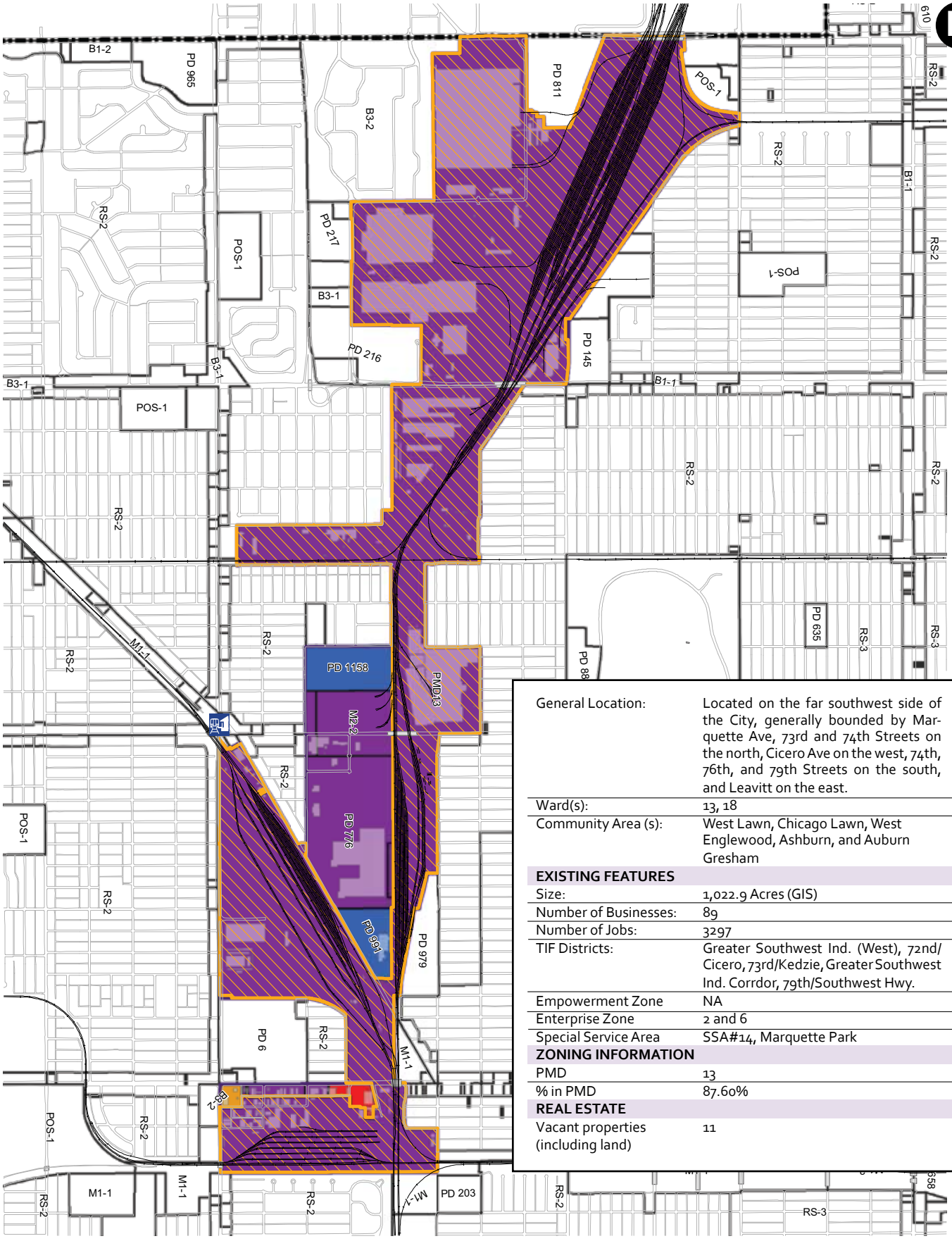
- Industrial Corridor
- Railroad Tracks
- CTA Station
- METRA Station
- City Boundary

LAND USE

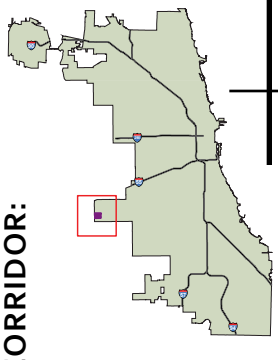
- Manufacturing
- Commercial/Business
- Residential
- Mixed-use PDs
- Public Open Space
- Institutional
- Manufacturing with available SF
- Commercial with available SF
- Vacant buildings and/or land

ZONING

- Manufacturing
- PMDs
- Commercial/Business
- Residential
- Mixed-use PDs
- Public Open Space

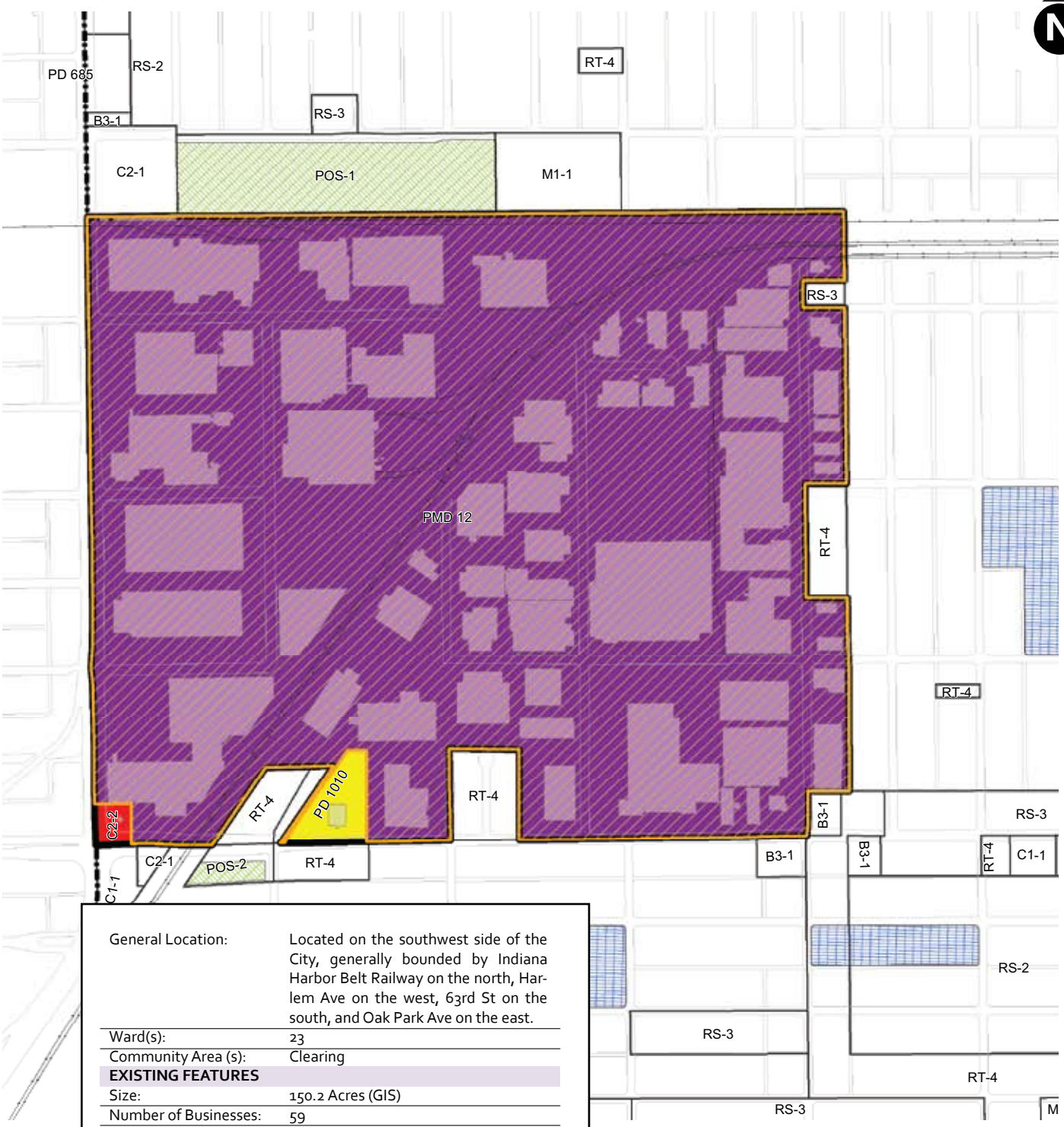


General Location:	Located on the far southwest side of the City, generally bounded by Marquette Ave, 73rd and 74th Streets on the north, Cicero Ave on the west, 74th, 76th, and 79th Streets on the south, and Leavitt on the east.
Ward(s):	13, 18
Community Area (s):	West Lawn, Chicago Lawn, West Englewood, Ashburn, and Auburn Gresham
EXISTING FEATURES	
Size:	1,022.9 Acres (GIS)
Number of Businesses:	89
Number of Jobs:	3297
TIF Districts:	Greater Southwest Ind. (West), 72nd/Cicero, 73rd/Kedzie, Greater Southwest Ind. Corrdor, 79th/Southwest Hwy.
Empowerment Zone	NA
Enterprise Zone	2 and 6
Special Service Area	SSA#14, Marquette Park
ZONING INFORMATION	
PMD	13
% in PMD	87.60%
REAL ESTATE	
Vacant properties (including land)	11

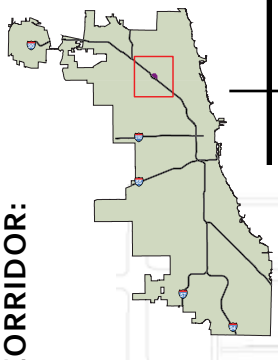


Industrial Corridor – Harlem

Land Use

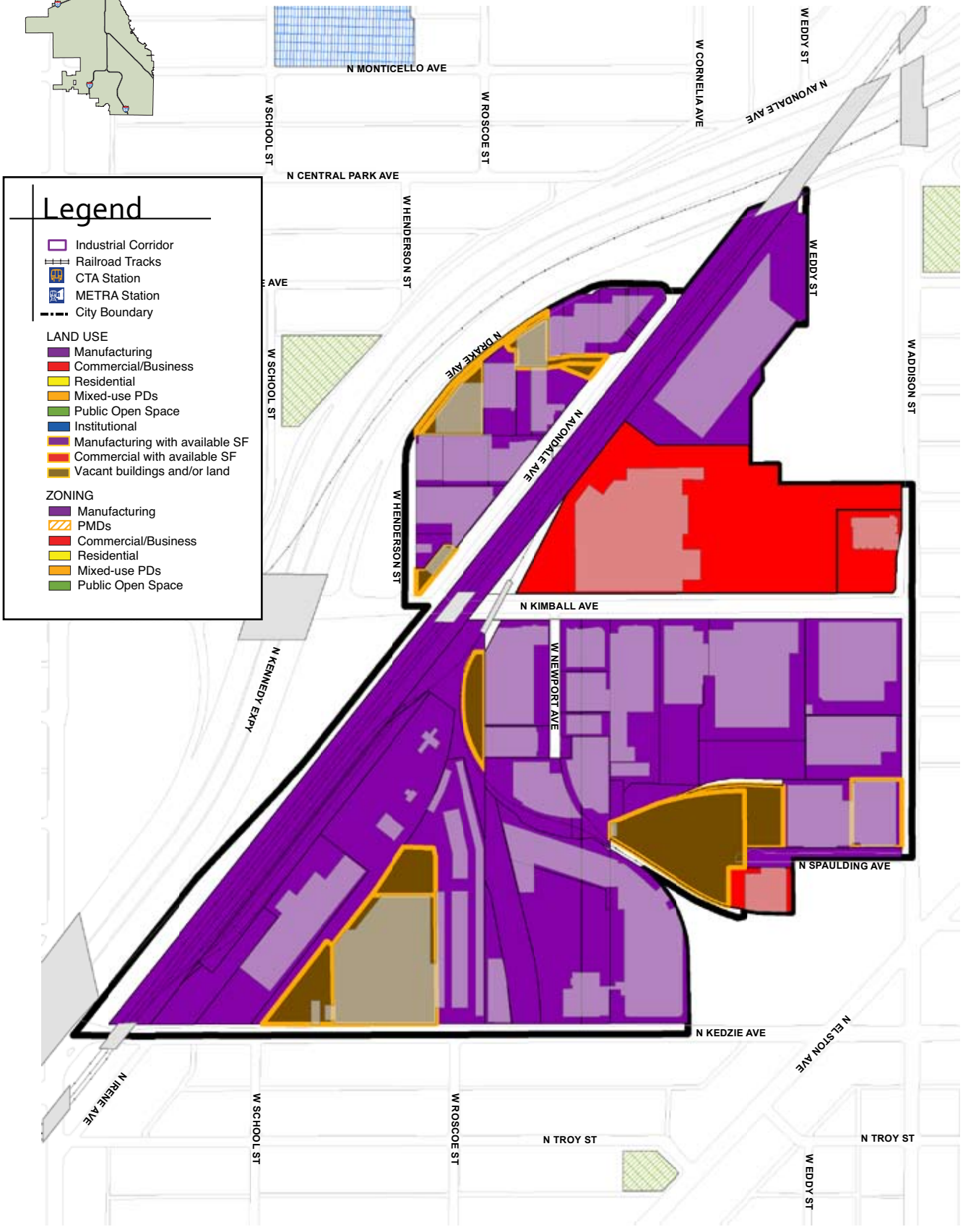


General Location:	Located on the southwest side of the City, generally bounded by Indiana Harbor Belt Railway on the north, Harlem Ave on the west, 63rd St on the south, and Oak Park Ave on the east.
Ward(s):	23
Community Area (s):	Clearing
EXISTING FEATURES	
Size:	150.2 Acres (GIS)
Number of Businesses:	59
Number of Jobs:	1341
TIF Districts:	Harlem Industrial Park Conservation Area,
Empowerment Zone	NA
Enterprise Zone	NA
ZONING INFORMATION	
PMD	12
% in PMD	98.90%
REAL ESTATE	
Vacant properties (including land)	7

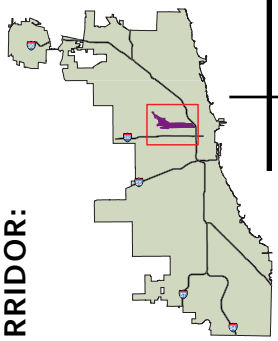


Industrial Corridor – Kennedy

Land Use

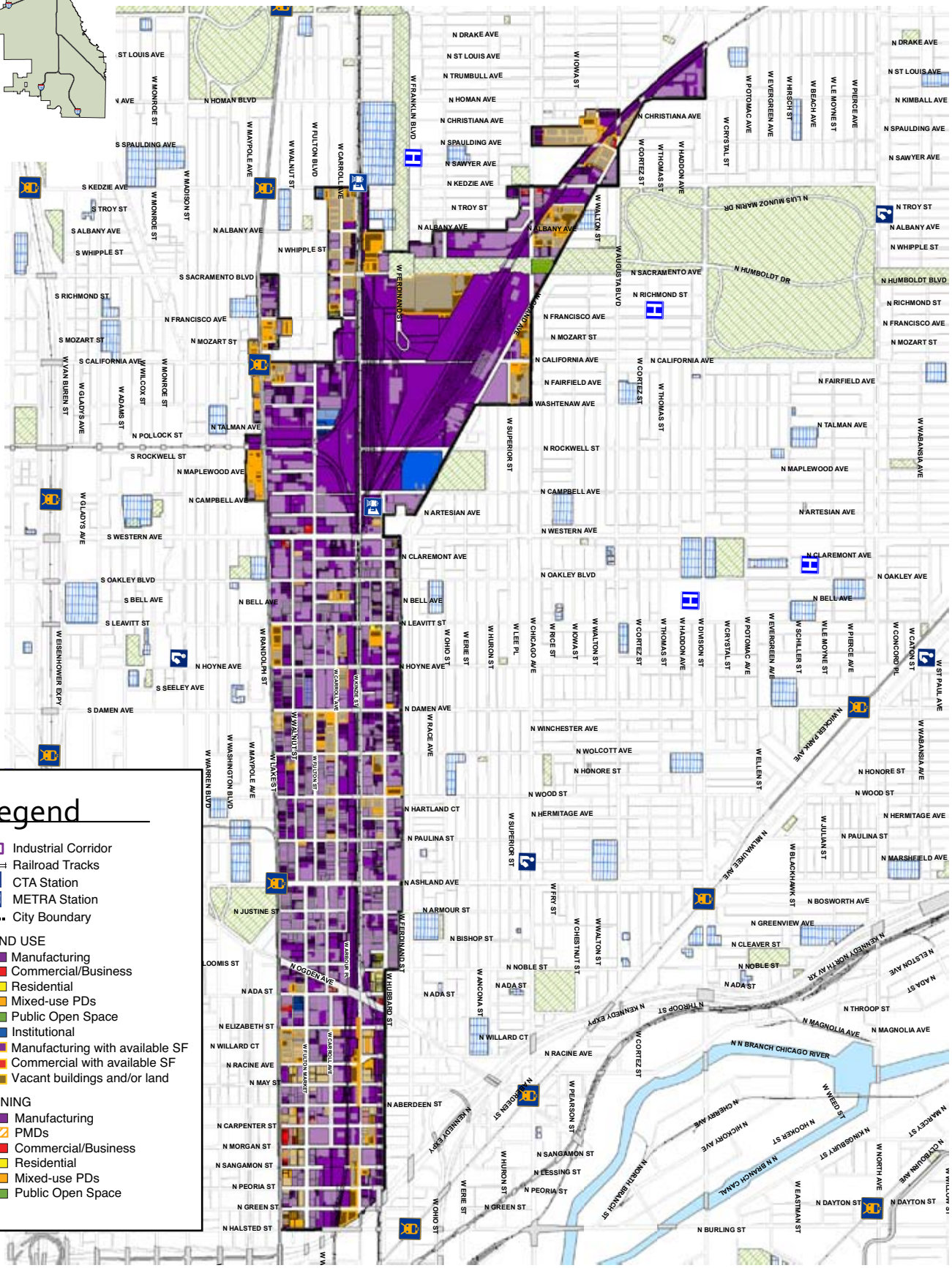


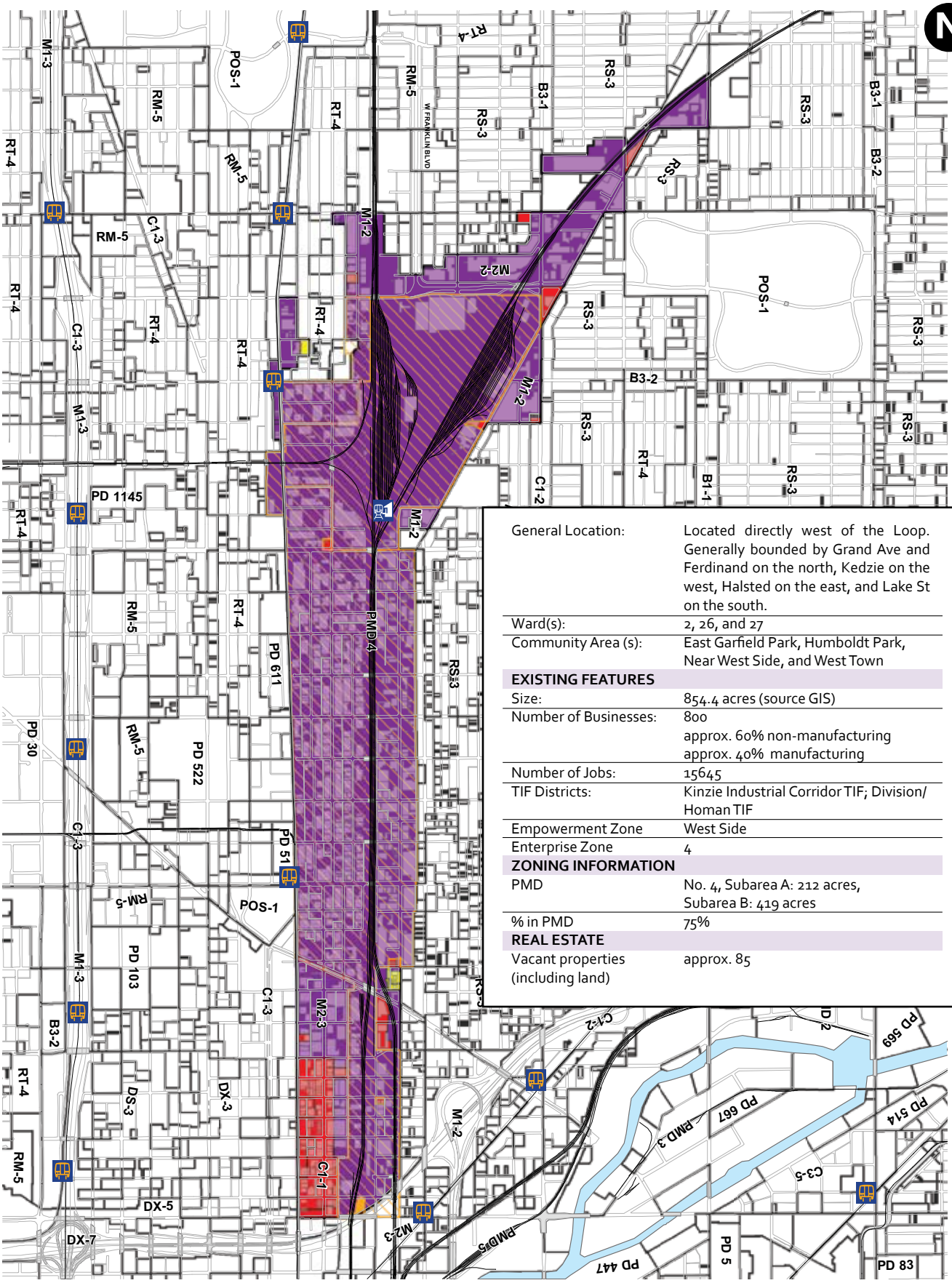
General Location:	Located on the northwest side of the City, generally bounded by Addison Ave on the north, I-90/94 on the south and west, and Kedzie Ave on the east.
Ward(s):	35
Community Area (s):	Irving Park and Avondale
EXISTING FEATURES	
Size:	83.6 Acres (GIS)
Number of Businesses:	13
Number of Jobs:	1061
TIF Districts:	Kennedy/Kimball
Empowerment Zone	NA
Enterprise Zone	4
ZONING INFORMATION	
PMD	14
% in PMD	63.70%
REAL ESTATE	
Vacant properties (including land)	2



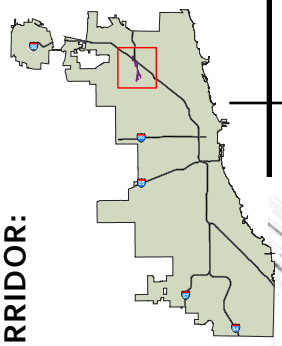
Industrial Corridor – Kinzie

Land Use



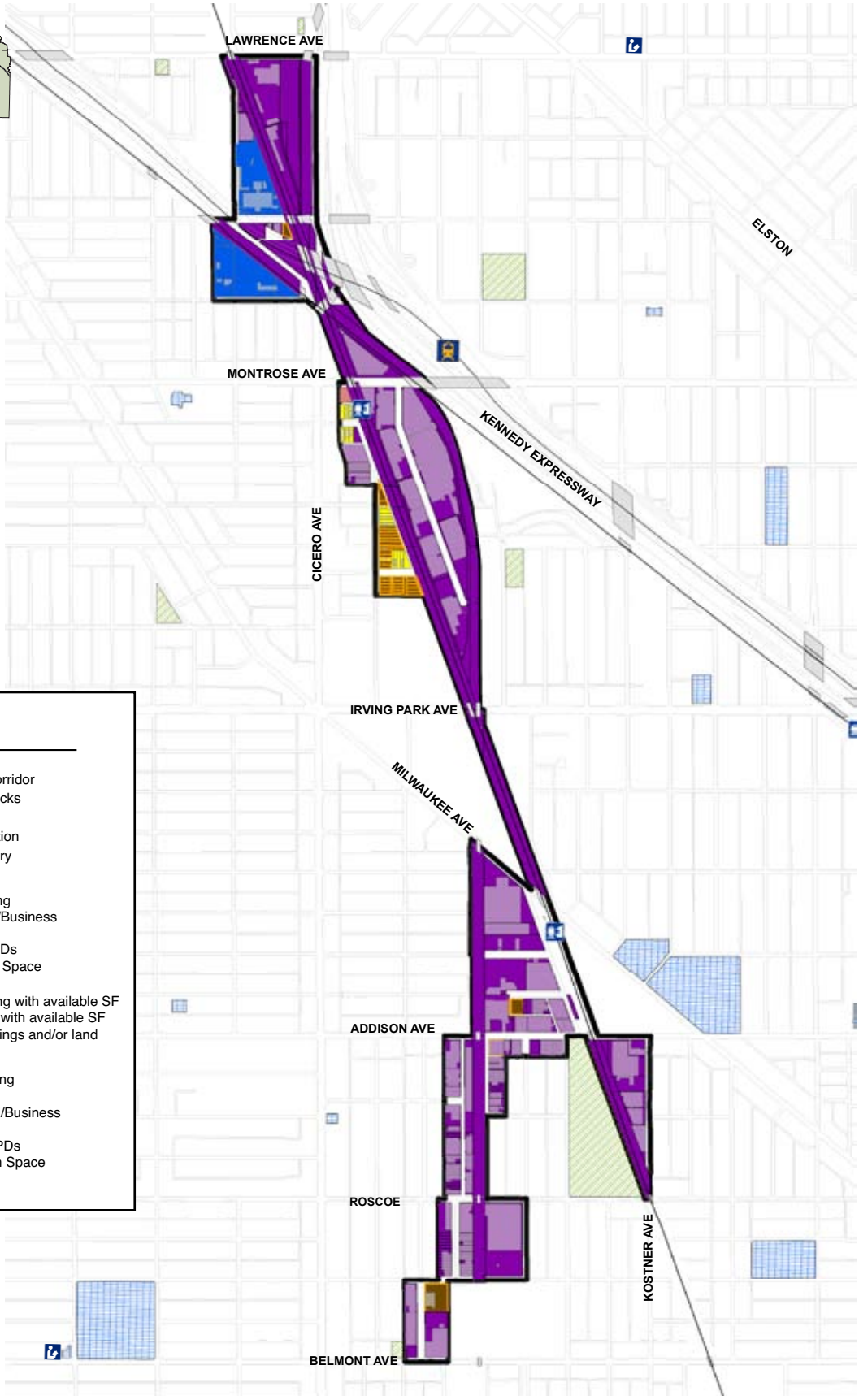


General Location:	Located directly west of the Loop. Generally bounded by Grand Ave and Ferdinand on the north, Kedzie on the west, Halsted on the east, and Lake St on the south.
Ward(s):	2, 26, and 27
Community Area (s):	East Garfield Park, Humboldt Park, Near West Side, and West Town
EXISTING FEATURES	
Size:	854.4 acres (source GIS)
Number of Businesses:	800 approx. 60% non-manufacturing approx. 40% manufacturing
Number of Jobs:	15645
TIF Districts:	Kinzie Industrial Corridor TIF; Division/ Homan TIF
Empowerment Zone	West Side
Enterprise Zone	4
ZONING INFORMATION	
PMD	No. 4, Subarea A: 212 acres, Subarea B: 419 acres
% in PMD	75%
REAL ESTATE	
Vacant properties (including land)	approx. 85



Industrial Corridor – Knox

Land Use

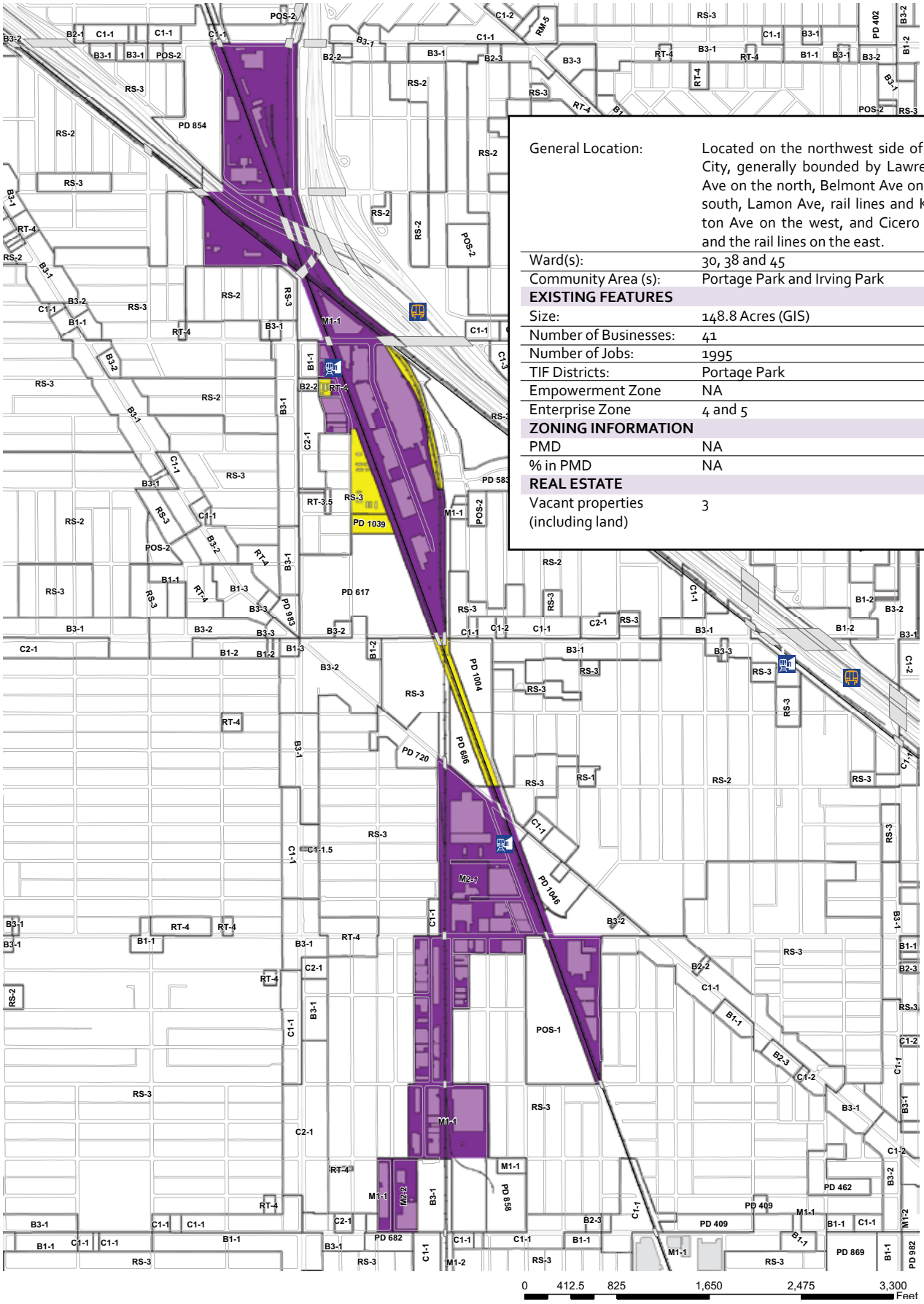


Legend

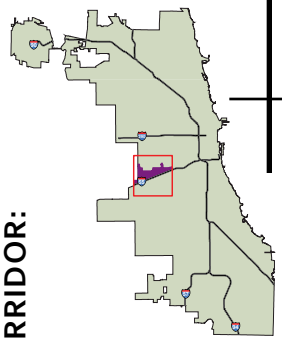
- Industrial Corridor
- Railroad Tracks
- CTA Station
- METRA Station
- City Boundary

LAND USE
- Manufacturing
- Commercial/Business
- Residential
- Mixed-use PDs
- Public Open Space
- Institutional
- Manufacturing with available SF
- Commercial with available SF
- Vacant buildings and/or land

ZONING
- Manufacturing
- PMDs
- Commercial/Business
- Residential
- Mixed-use PDs
- Public Open Space

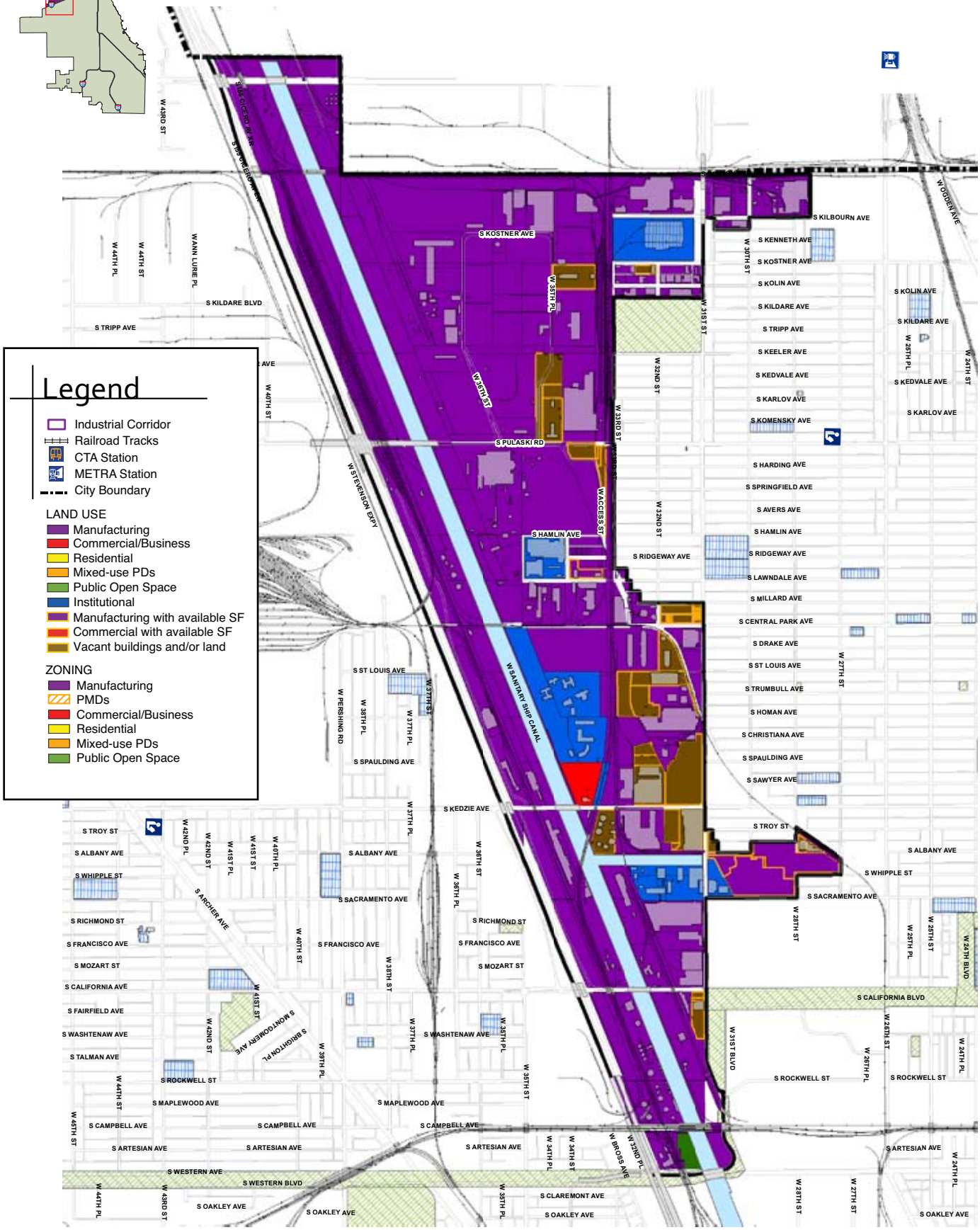


General Location:	Located on the northwest side of the City, generally bounded by Lawrence Ave on the north, Belmont Ave on the south, Lamon Ave, rail lines and Kenton Ave on the west, and Cicero Ave and the rail lines on the east.
Ward(s):	30, 38 and 45
Community Area (s):	Portage Park and Irving Park
EXISTING FEATURES	
Size:	148.8 Acres (GIS)
Number of Businesses:	41
Number of Jobs:	1995
TIF Districts:	Portage Park
Empowerment Zone	NA
Enterprise Zone	4 and 5
ZONING INFORMATION	
PMD	NA
% in PMD	NA
REAL ESTATE	
Vacant properties (including land)	3

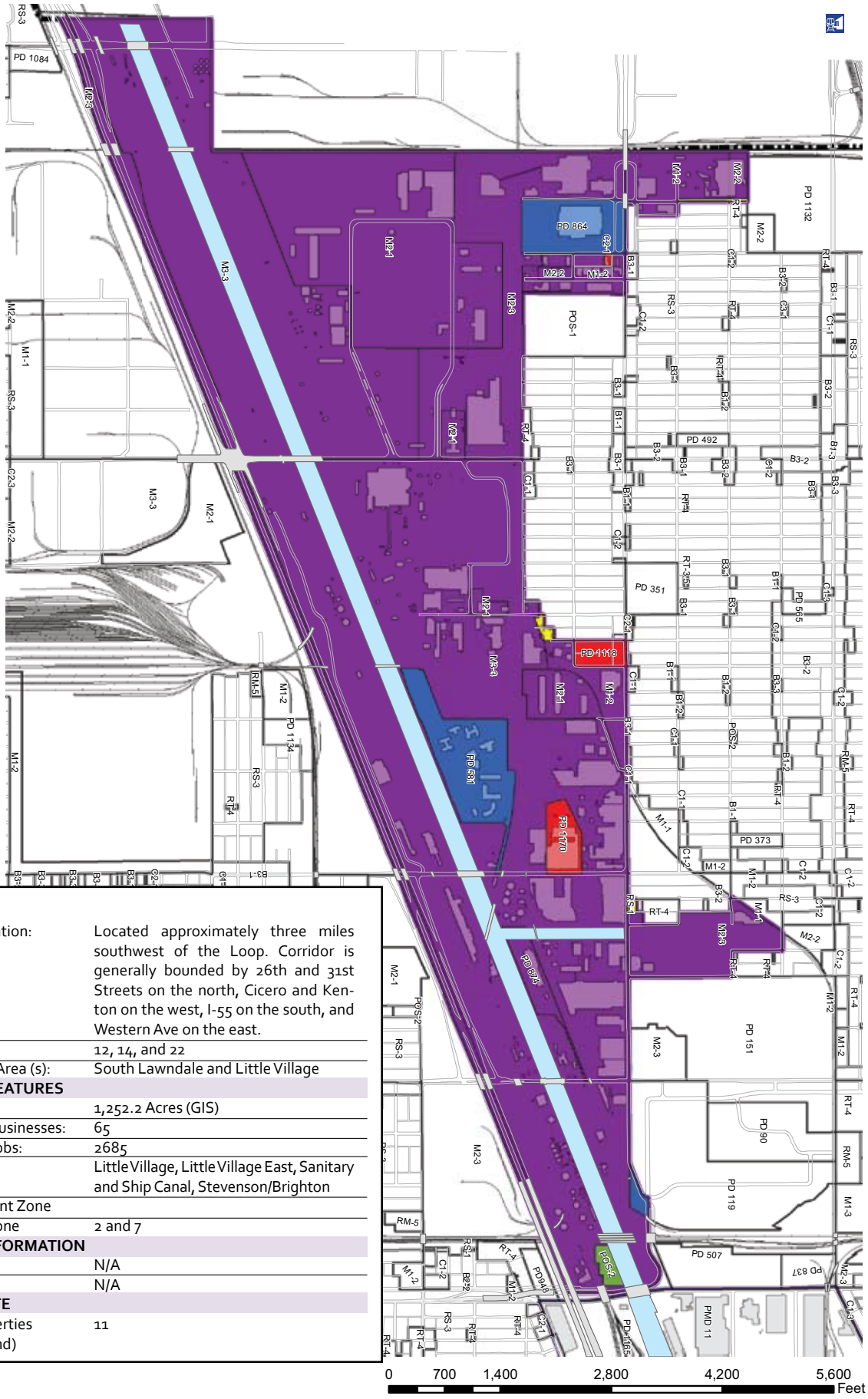


Industrial Corridor – Little Village

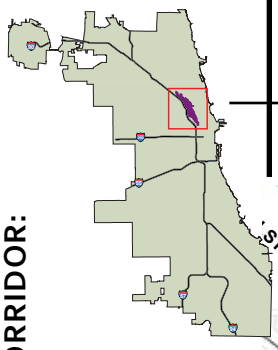
Land Use



Existing Zoning

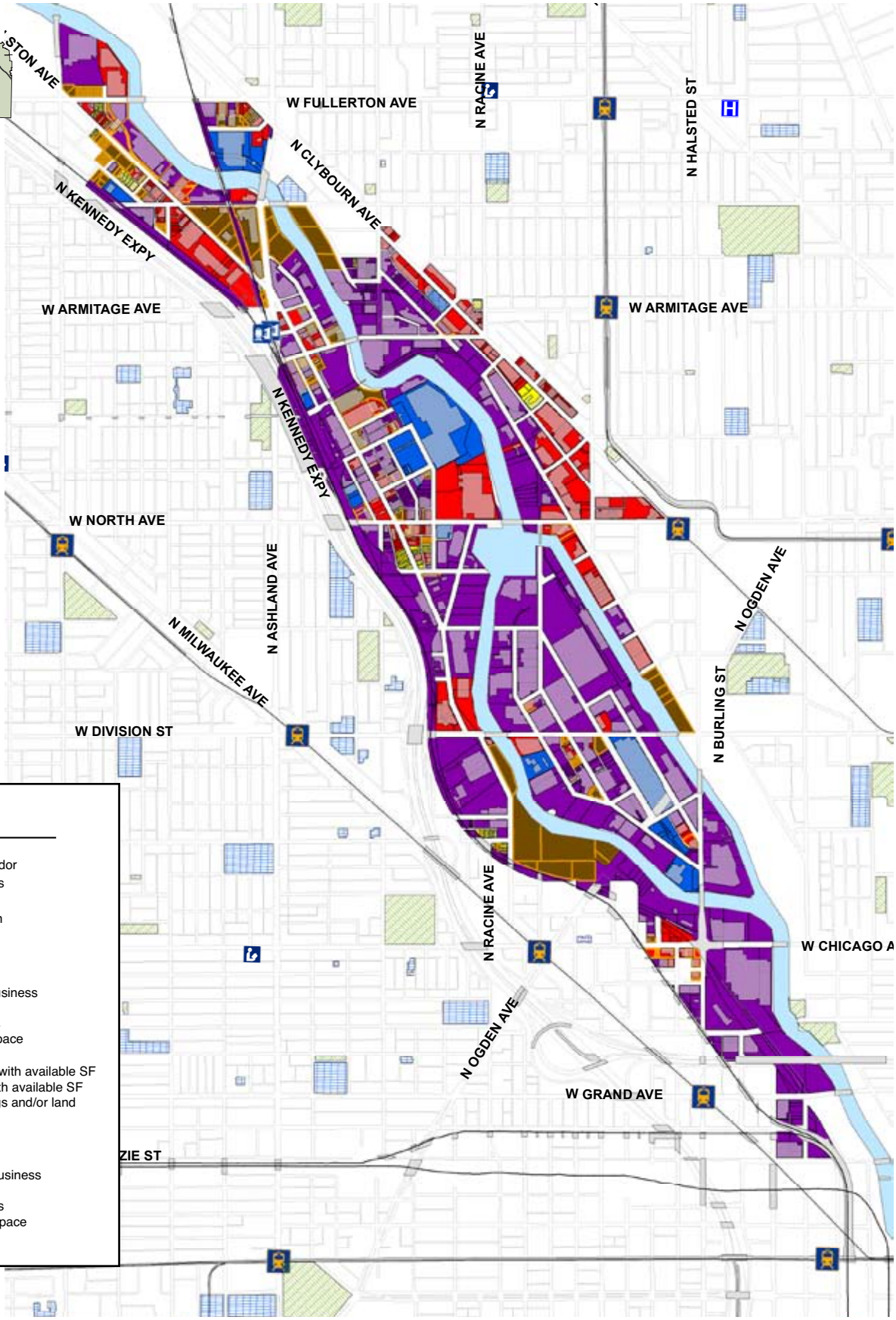


General Location:	Located approximately three miles southwest of the Loop. Corridor is generally bounded by 26th and 31st Streets on the north, Cicero and Kenton on the west, I-55 on the south, and Western Ave on the east.
Ward(s):	12, 14, and 22
Community Area (s):	South Lawndale and Little Village
EXISTING FEATURES	
Size:	1,252.2 Acres (GIS)
Number of Businesses:	65
Number of Jobs:	2685
TIF Districts:	Little Village, Little Village East, Sanitary and Ship Canal, Stevenson/Brighton
Empowerment Zone	
Enterprise Zone	2 and 7
ZONING INFORMATION	
PMD	N/A
% in PMD	N/A
REAL ESTATE	
Vacant properties (including land)	11



Industrial Corridor – North Branch

Land Use

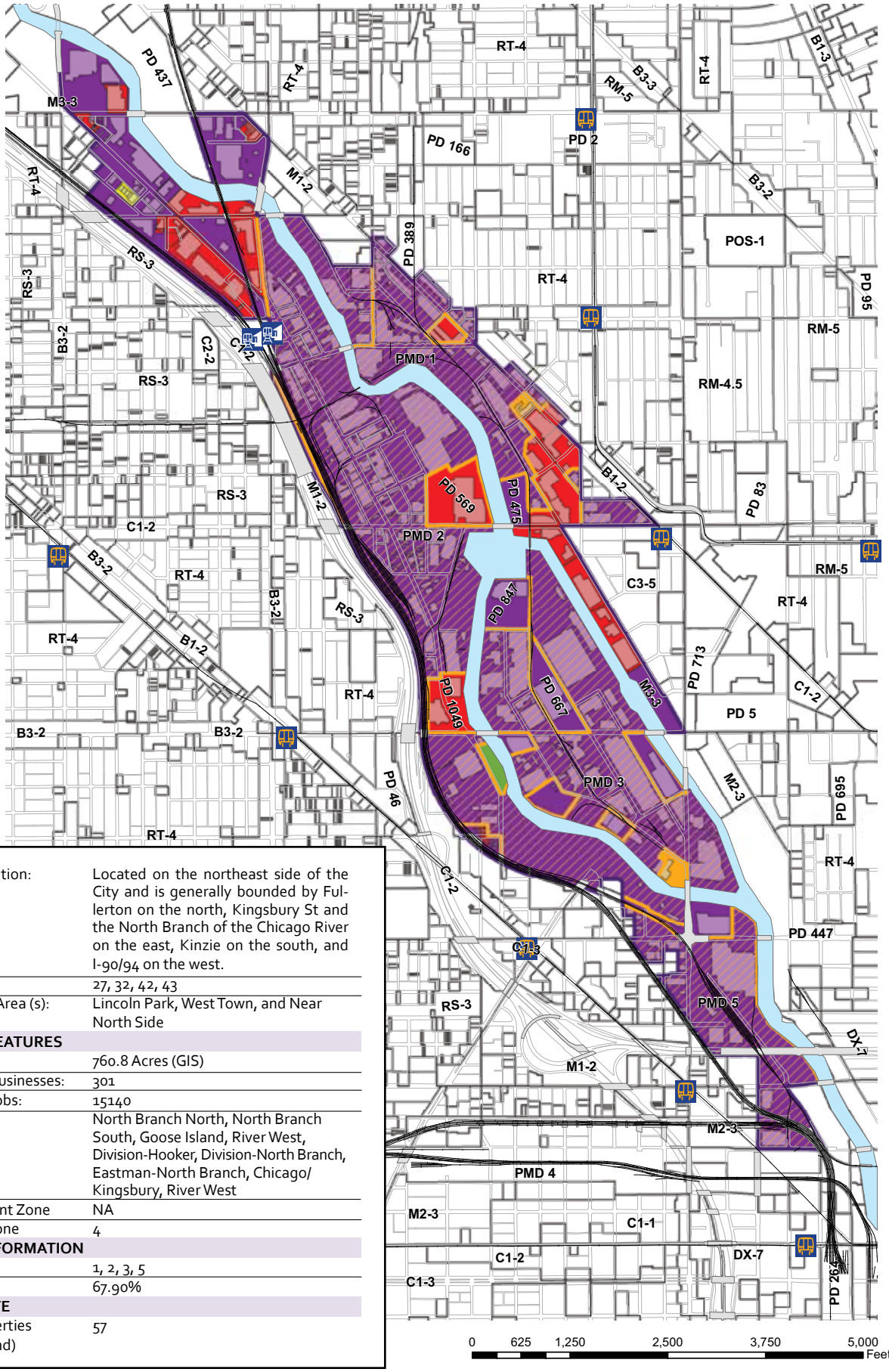


Legend

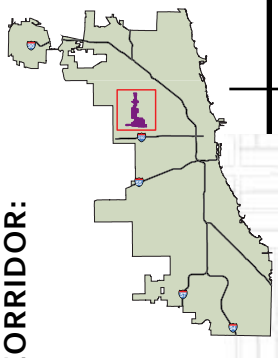
- Industrial Corridor
- Railroad Tracks
- CTA Station
- METRA Station
- City Boundary

LAND USE
- Manufacturing
- Commercial/Business
- Residential
- Mixed-use PDs
- Public Open Space
- Institutional
- Manufacturing with available SF
- Commercial with available SF
- Vacant buildings and/or land

ZONING
- Manufacturing
- PMDs
- Commercial/Business
- Residential
- Mixed-use PDs
- Public Open Space



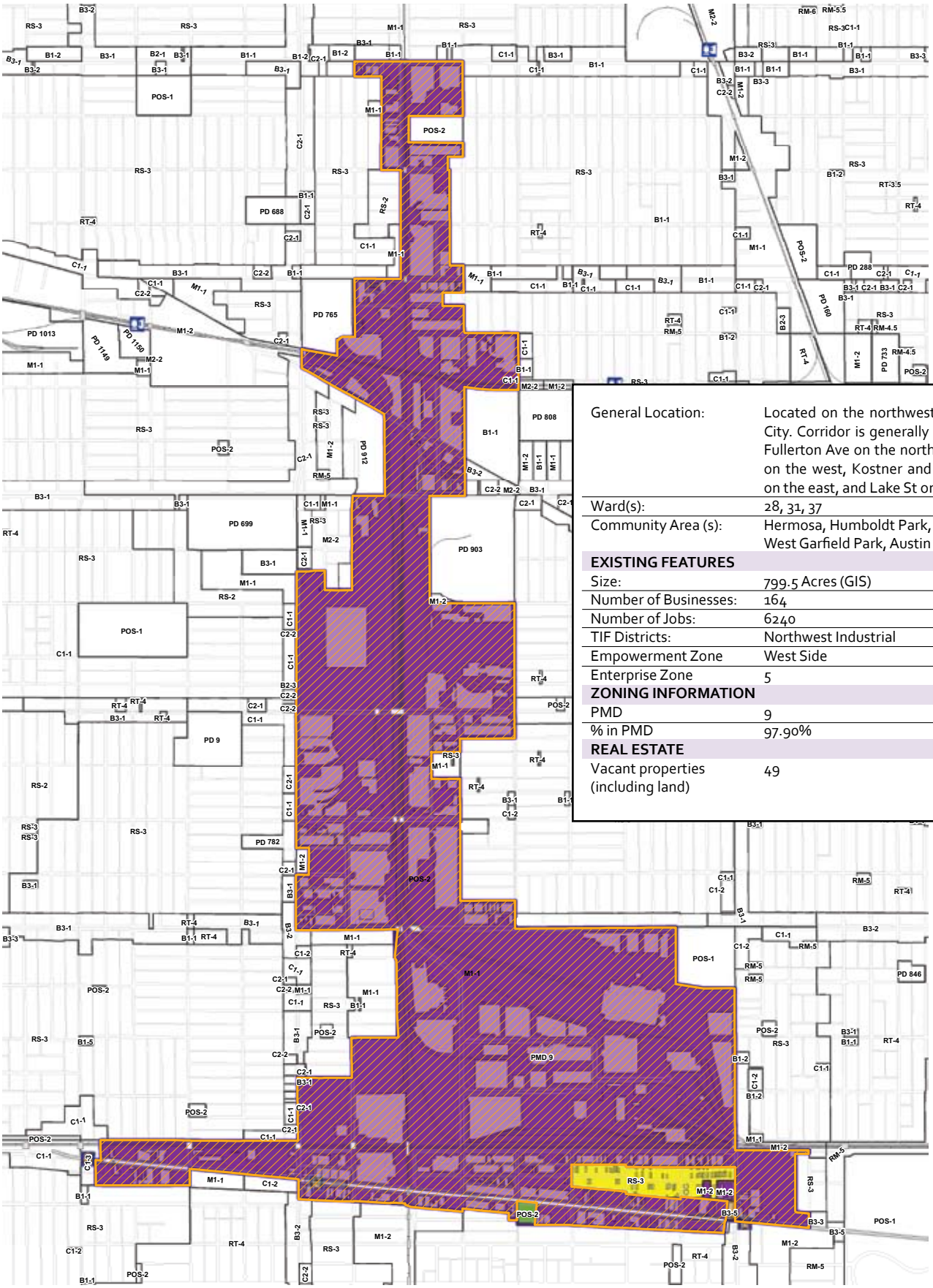
General Location:	Located on the northeast side of the City and is generally bounded by Fullerton on the north, Kingsbury St and the North Branch of the Chicago River on the east, Kinzie on the south, and I-90/94 on the west.
Ward(s):	27, 32, 42, 43
Community Area (s):	Lincoln Park, West Town, and Near North Side
EXISTING FEATURES	
Size:	760.8 Acres (GIS)
Number of Businesses:	301
Number of Jobs:	15140
TIF Districts:	North Branch North, North Branch South, Goose Island, River West, Division-Hooker, Division-North Branch, Eastman-North Branch, Chicago/ Kingsbury, River West
Empowerment Zone	NA
Enterprise Zone	4
ZONING INFORMATION	
PMD	1, 2, 3, 5
% in PMD	67.90%
REAL ESTATE	
Vacant properties (including land)	57



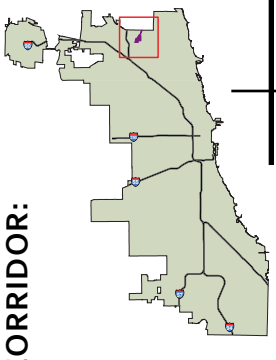
Industrial Corridor – Northwest

Land Use

Existing Zoning

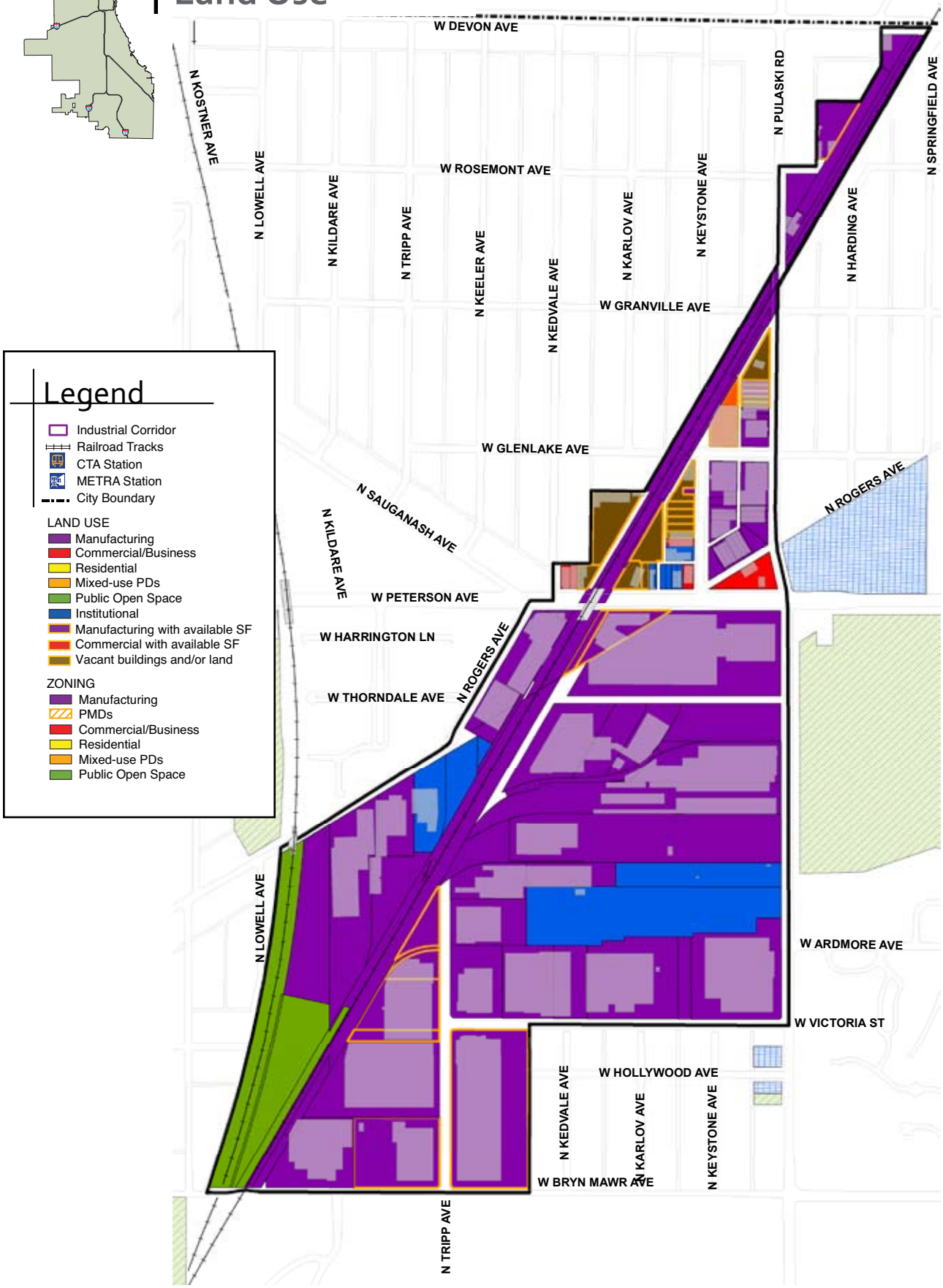


General Location:	Located on the northwest side of the City. Corridor is generally bounded by Fullerton Ave on the north, Cicero Ave on the west, Kostner and Pulaski Ave on the east, and Lake St on the south.
Ward(s):	28, 31, 37
Community Area (s):	Hermosa, Humboldt Park, West Garfield Park, Austin
EXISTING FEATURES	
Size:	799.5 Acres (GIS)
Number of Businesses:	164
Number of Jobs:	6240
TIF Districts:	Northwest Industrial
Empowerment Zone	West Side
Enterprise Zone	5
ZONING INFORMATION	
PMD	9
% in PMD	97.90%
REAL ESTATE	
Vacant properties (including land)	49

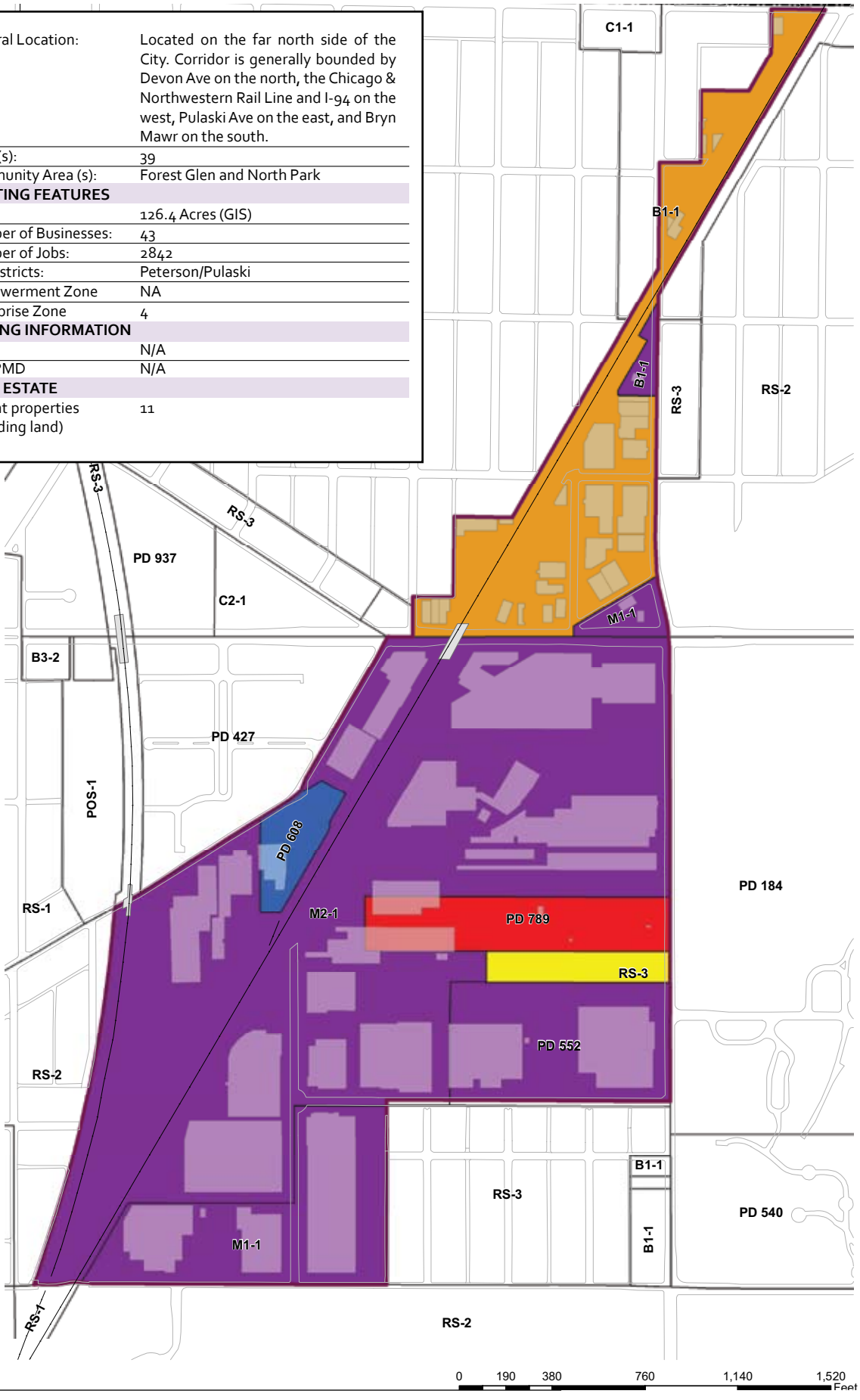


Industrial Corridor – Peterson

Land Use

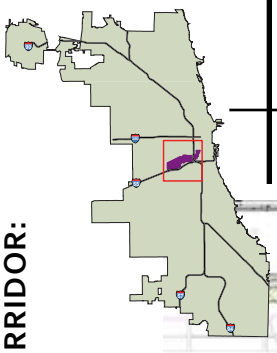


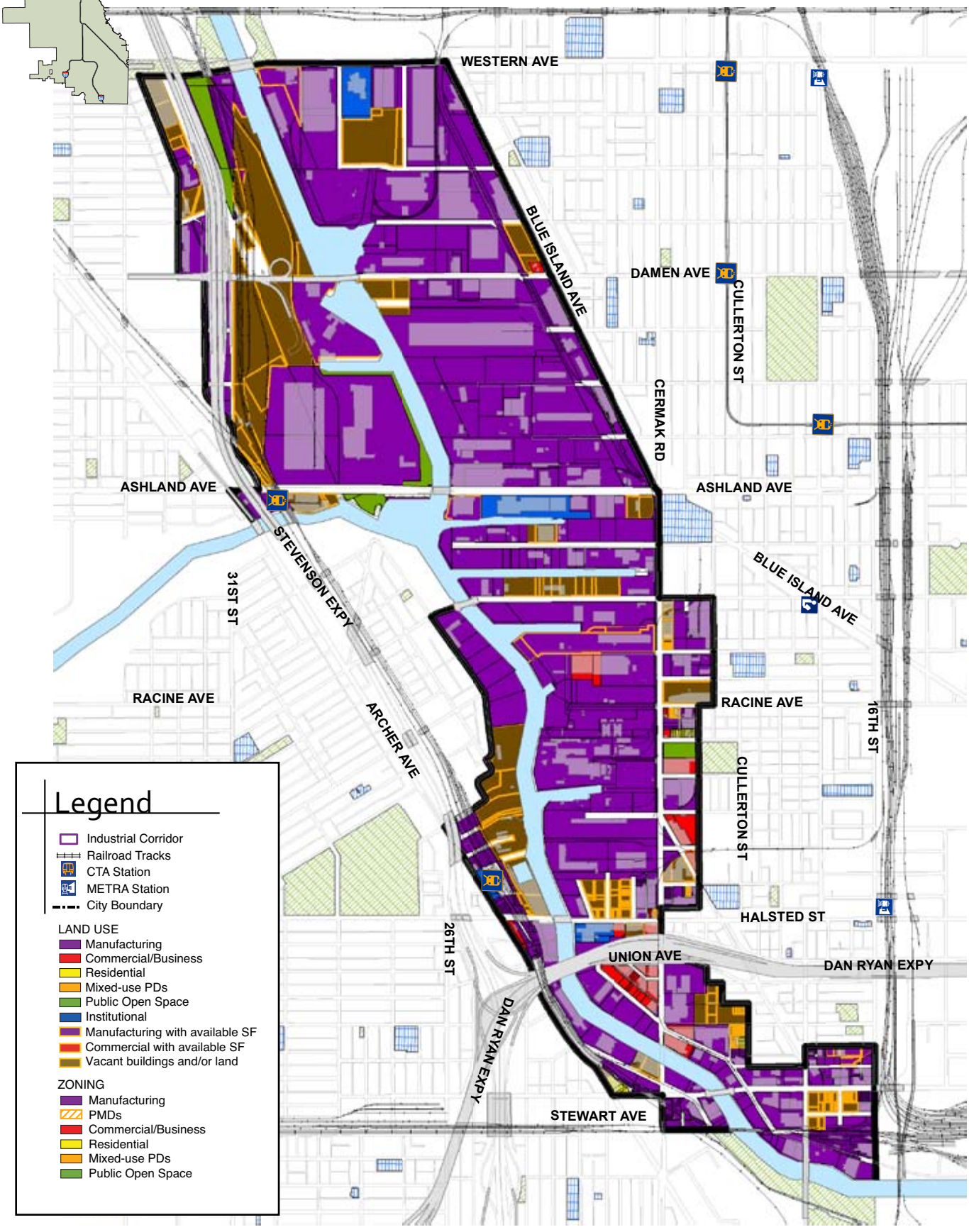
General Location:	Located on the far north side of the City. Corridor is generally bounded by Devon Ave on the north, the Chicago & Northwestern Rail Line and I-94 on the west, Pulaski Ave on the east, and Bryn Mawr on the south.
Ward(s):	39
Community Area (s):	Forest Glen and North Park
EXISTING FEATURES	
Size:	126.4 Acres (GIS)
Number of Businesses:	43
Number of Jobs:	2842
TIF Districts:	Peterson/Pulaski
Empowerment Zone	NA
Enterprise Zone	4
ZONING INFORMATION	
PMD	N/A
% in PMD	N/A
REAL ESTATE	
Vacant properties (including land)	11



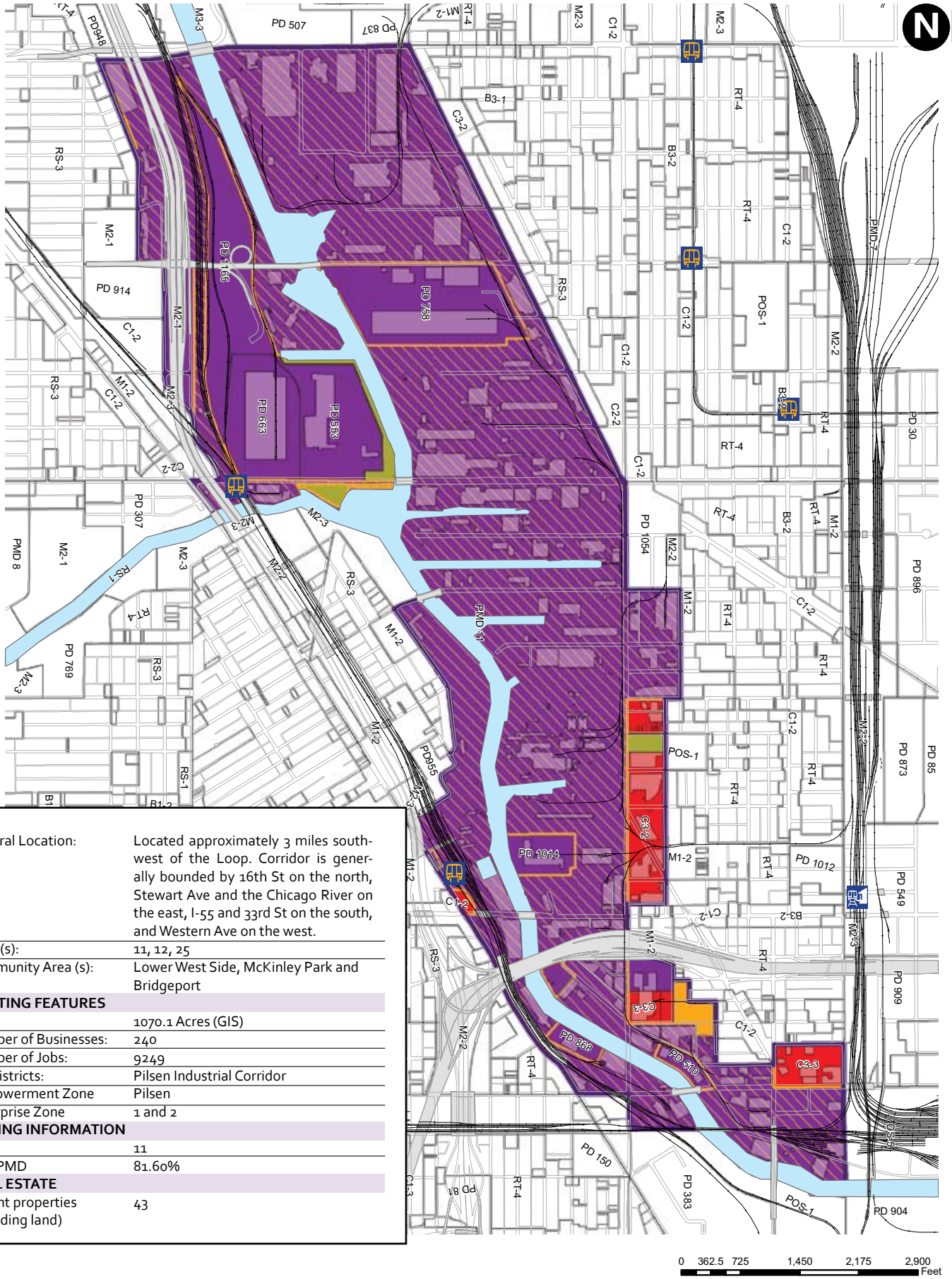
Industrial Corridor – Pilsen

Land Use

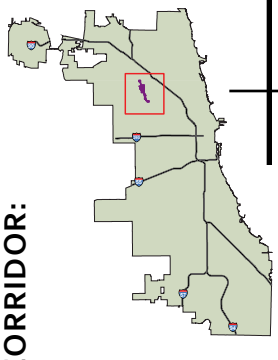




Existing Zoning



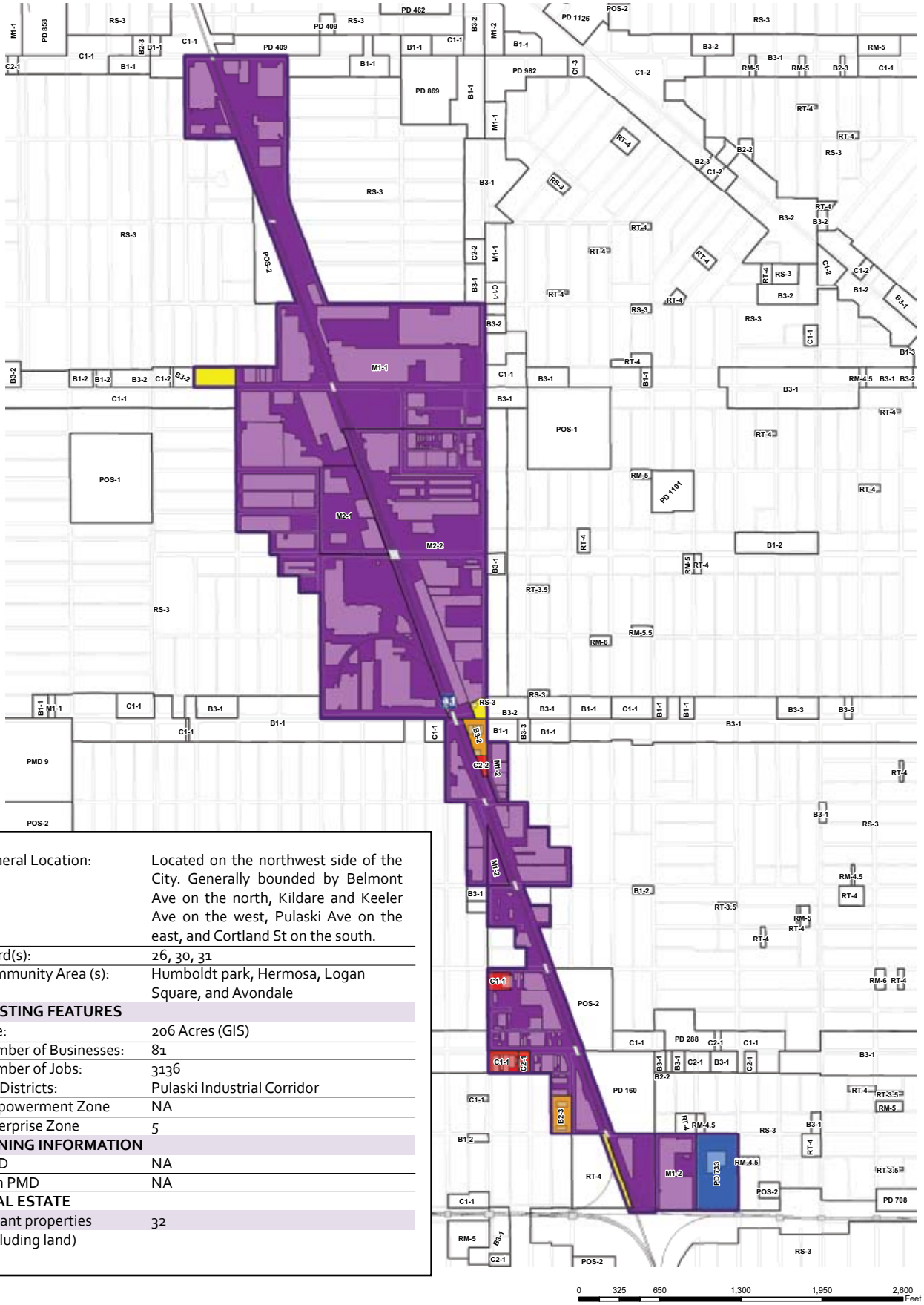
General Location:	Located approximately 3 miles southwest of the Loop. Corridor is generally bounded by 16th St on the north, Stewart Ave and the Chicago River on the east, I-55 and 33rd St on the south, and Western Ave on the west.
Ward(s):	11, 12, 25
Community Area (s):	Lower West Side, McKinley Park and Bridgeport
EXISTING FEATURES	
Size:	1070.1 Acres (GIS)
Number of Businesses:	240
Number of Jobs:	9249
TIF Districts:	Pilsen Industrial Corridor
Empowerment Zone	Pilsen
Enterprise Zone	1 and 2
ZONING INFORMATION	
PMD	11
% in PMD	81.60%
REAL ESTATE	
Vacant properties (including land)	43



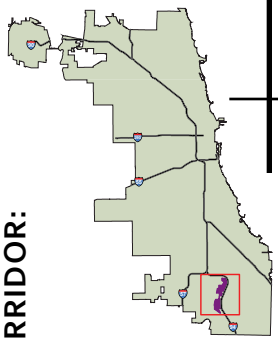
Industrial Corridor – Pulaski

Land Use

Existing Zoning

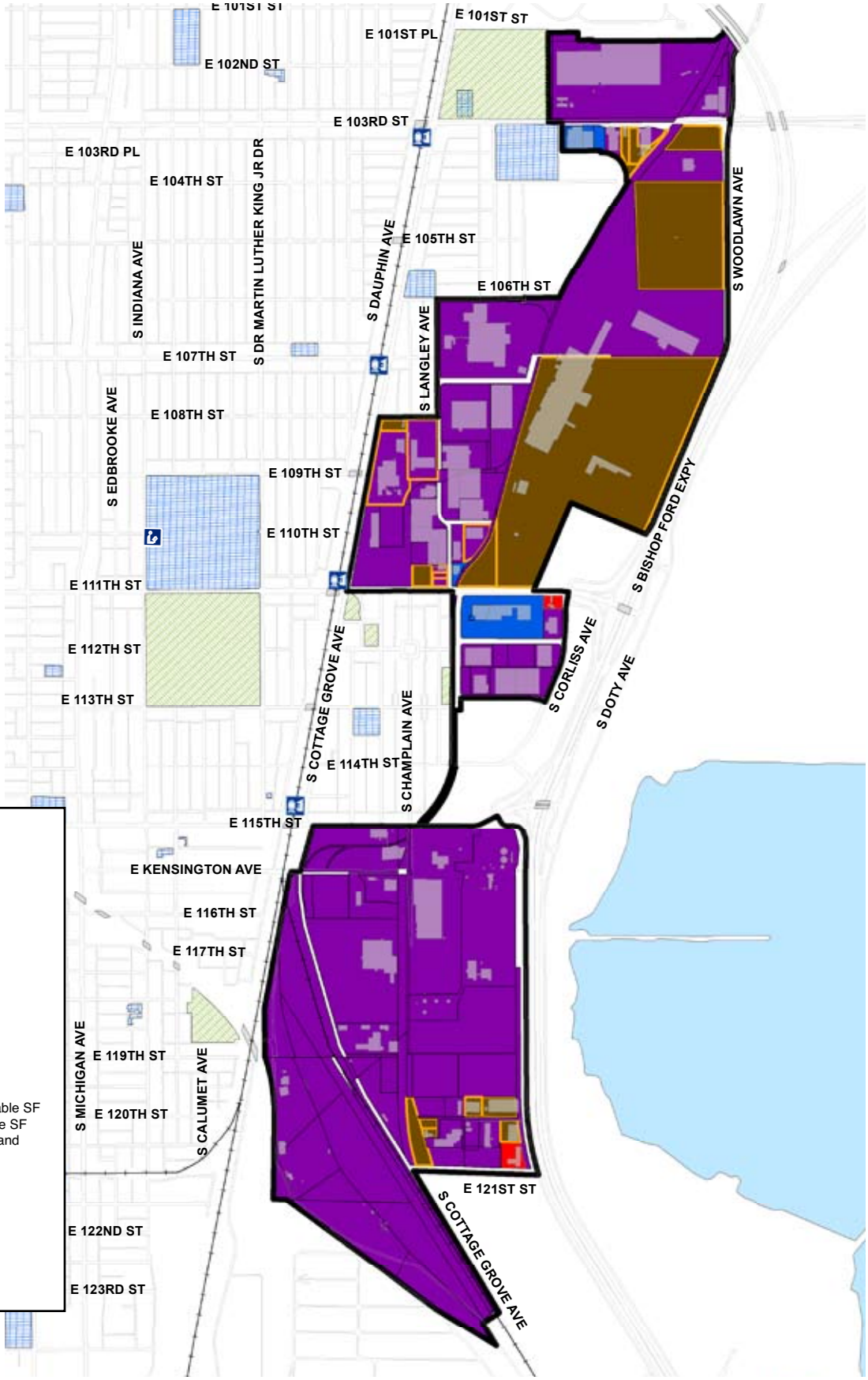


General Location:	Located on the northwest side of the City. Generally bounded by Belmont Ave on the north, Kildare and Keeler Ave on the west, Pulaski Ave on the east, and Cortland St on the south.
Ward(s):	26, 30, 31
Community Area (s):	Humboldt park, Hermosa, Logan Square, and Avondale
EXISTING FEATURES	
Size:	206 Acres (GIS)
Number of Businesses:	81
Number of Jobs:	3136
TIF Districts:	Pulaski Industrial Corridor
Empowerment Zone	NA
Enterprise Zone	5
ZONING INFORMATION	
PMD	NA
% in PMD	NA
REAL ESTATE	
Vacant properties (including land)	32



Industrial Corridor – Pullman

Land Use



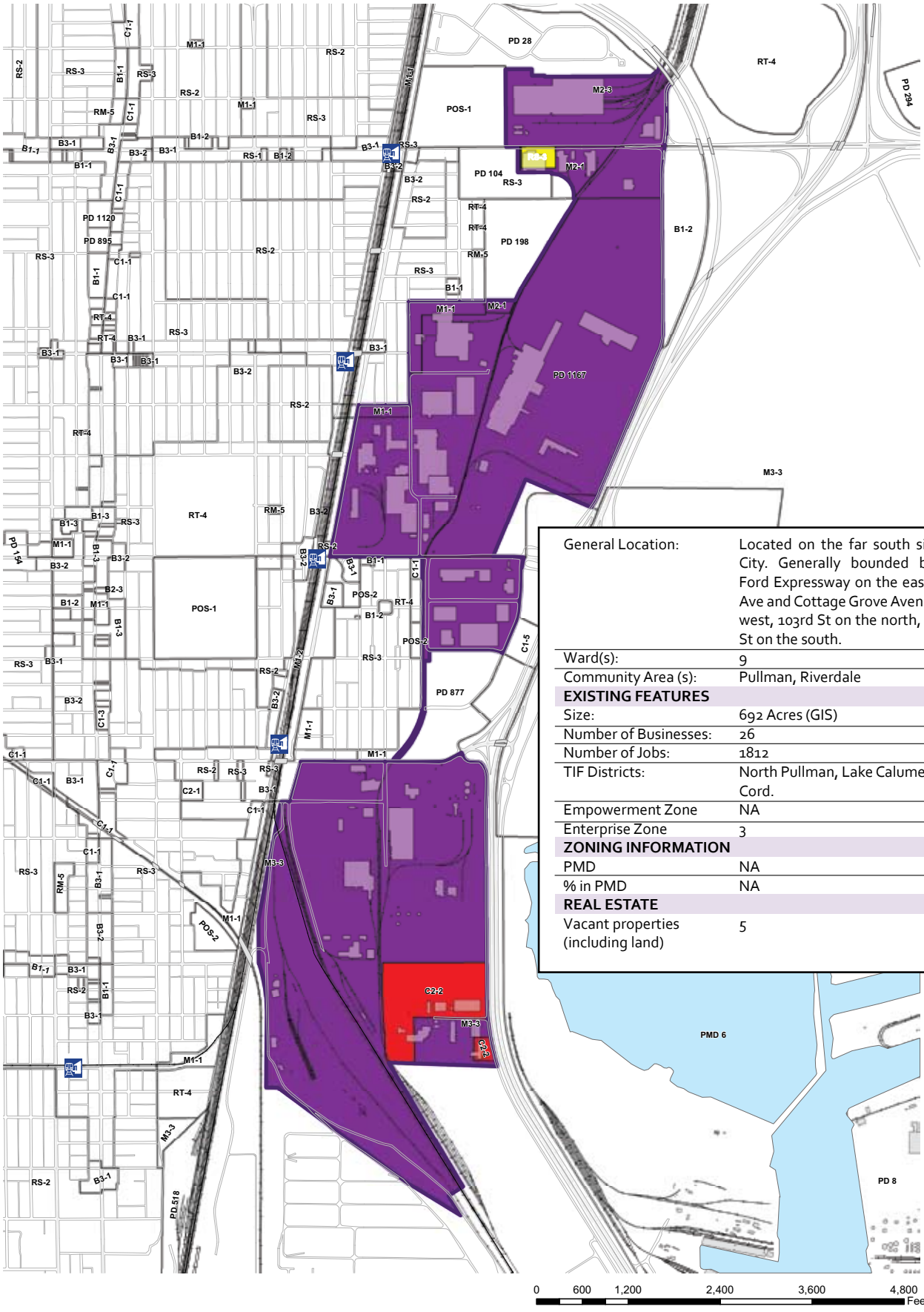
Legend

- Industrial Corridor
- Railroad Tracks
- CTA Station
- METRA Station
- City Boundary

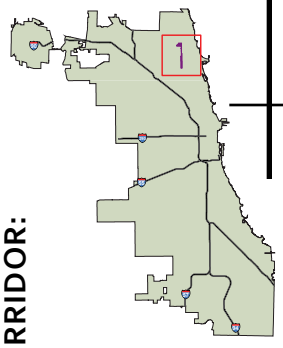
LAND USE
- Manufacturing
- Commercial/Business
- Residential
- Mixed-use PDs
- Public Open Space
- Institutional
- Manufacturing with available SF
- Commercial with available SF
- Vacant buildings and/or land

ZONING
- Manufacturing
- PMDs
- Commercial/Business
- Residential
- Mixed-use PDs
- Public Open Space

Existing Zoning

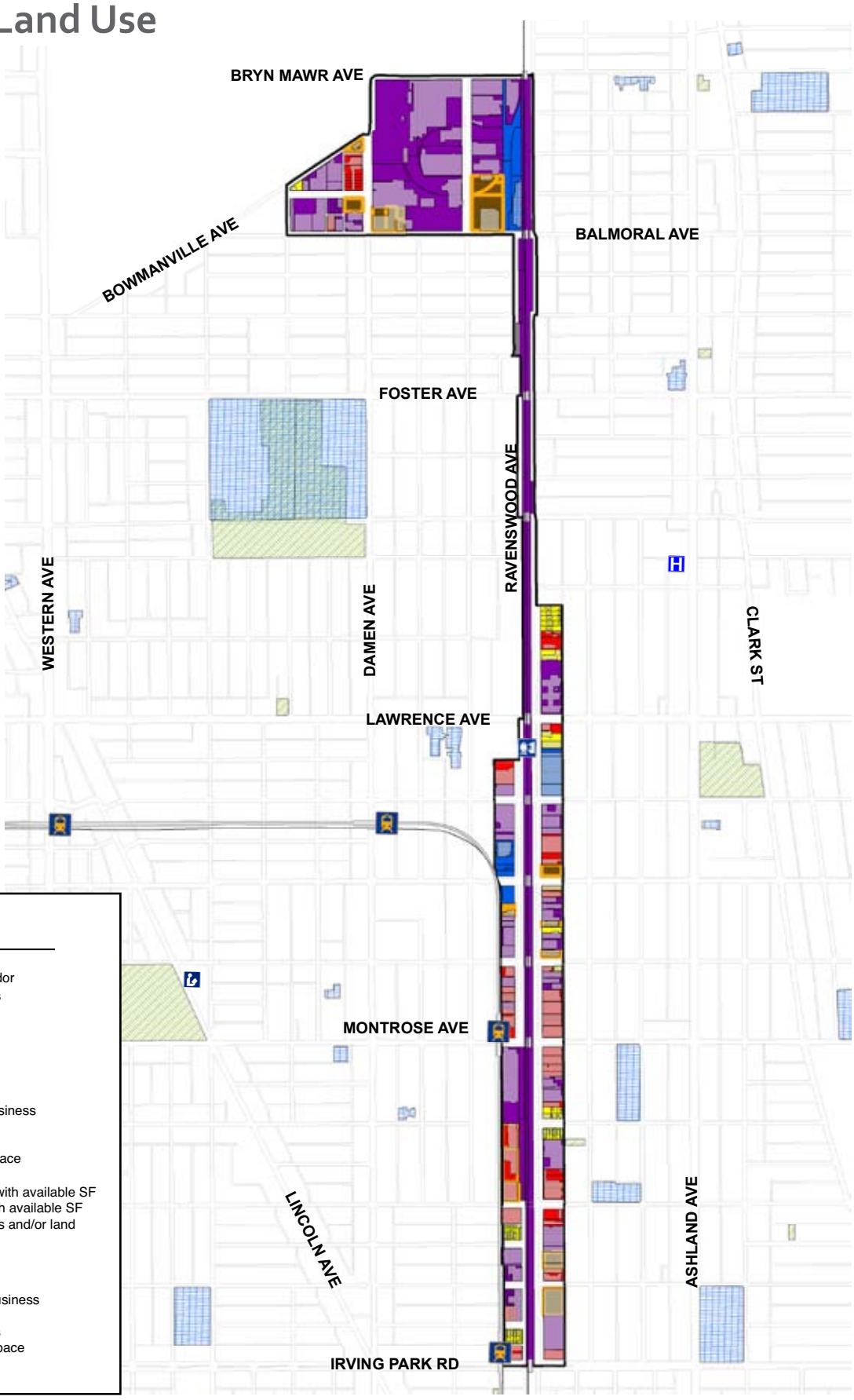


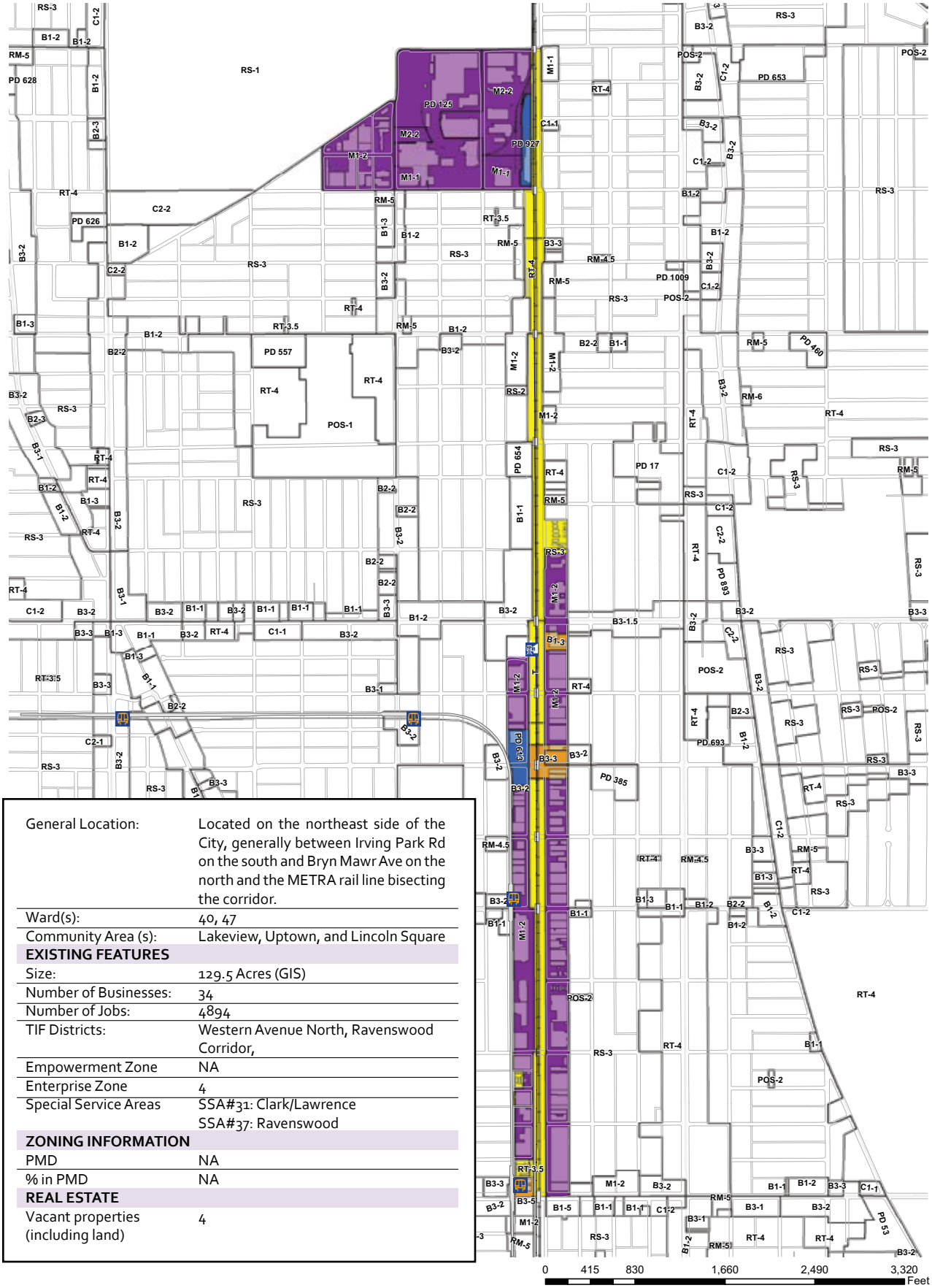
General Location:	Located on the far south side of the City. Generally bounded by Bishop Ford Expressway on the east, Langley Ave and Cottage Grove Avenues on the west, 103rd St on the north, and 124th St on the south.
Ward(s):	9
Community Area (s):	Pullman, Riverdale
EXISTING FEATURES	
Size:	692 Acres (GIS)
Number of Businesses:	26
Number of Jobs:	1812
TIF Districts:	North Pullman, Lake Calumet Ind. Cord.
Empowerment Zone	NA
Enterprise Zone	3
ZONING INFORMATION	
PMD	NA
% in PMD	NA
REAL ESTATE	
Vacant properties (including land)	5



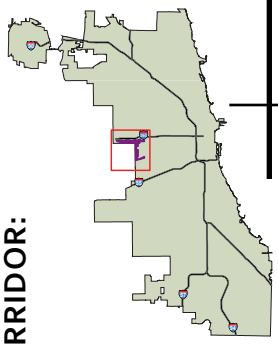
Industrial Corridor – Ravenswood

Land Use



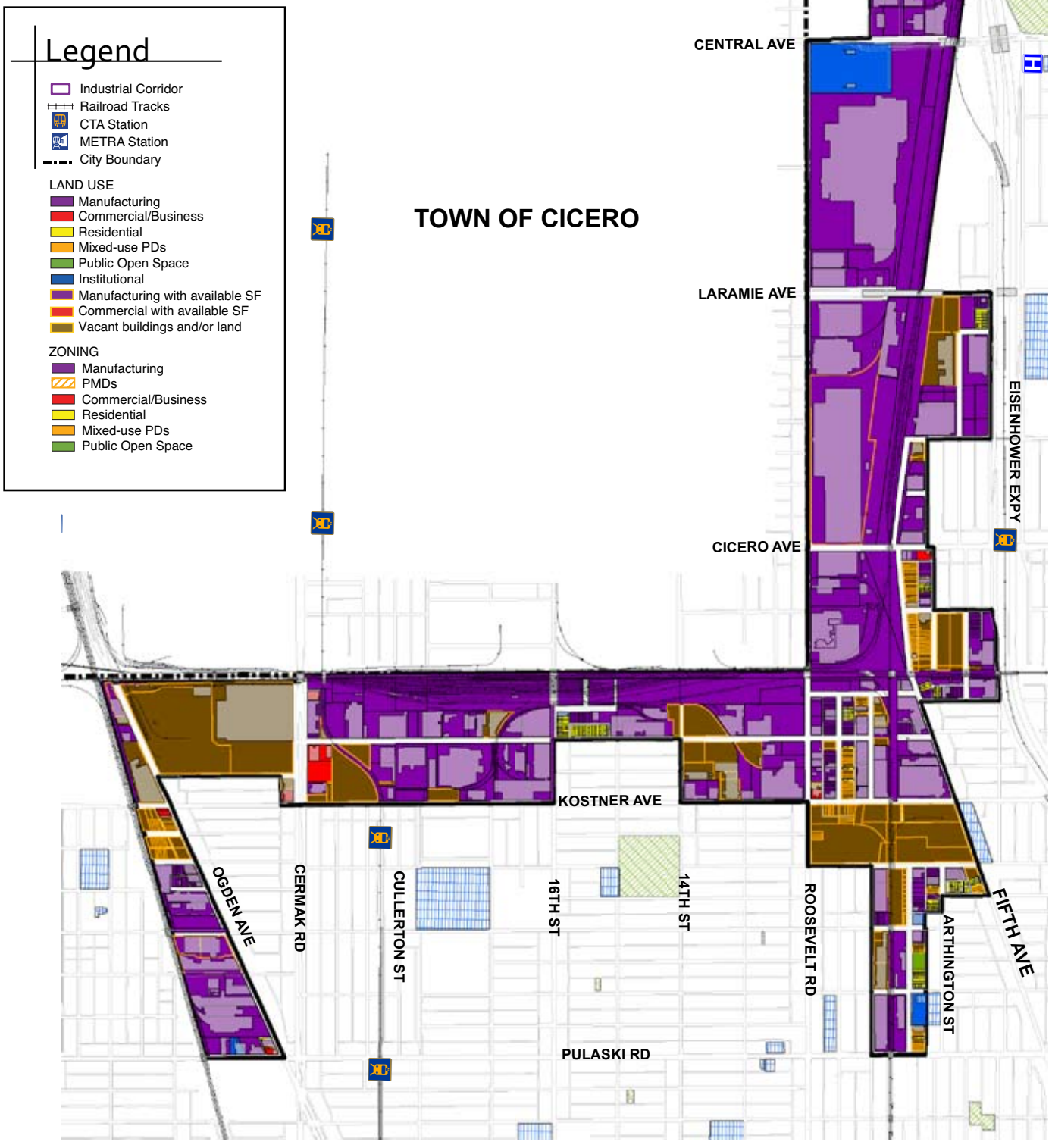


General Location:	Located on the northeast side of the City, generally between Irving Park Rd on the south and Bryn Mawr Ave on the north and the METRA rail line bisecting the corridor.
Ward(s):	40, 47
Community Area (s):	Lakeview, Uptown, and Lincoln Square
EXISTING FEATURES	
Size:	129.5 Acres (GIS)
Number of Businesses:	34
Number of Jobs:	4894
TIF Districts:	Western Avenue North, Ravenswood Corridor,
Empowerment Zone	NA
Enterprise Zone	4
Special Service Areas	SSA#31: Clark/Lawrence SSA#37: Ravenswood
ZONING INFORMATION	
PMD	NA
% in PMD	NA
REAL ESTATE	
Vacant properties (including land)	4



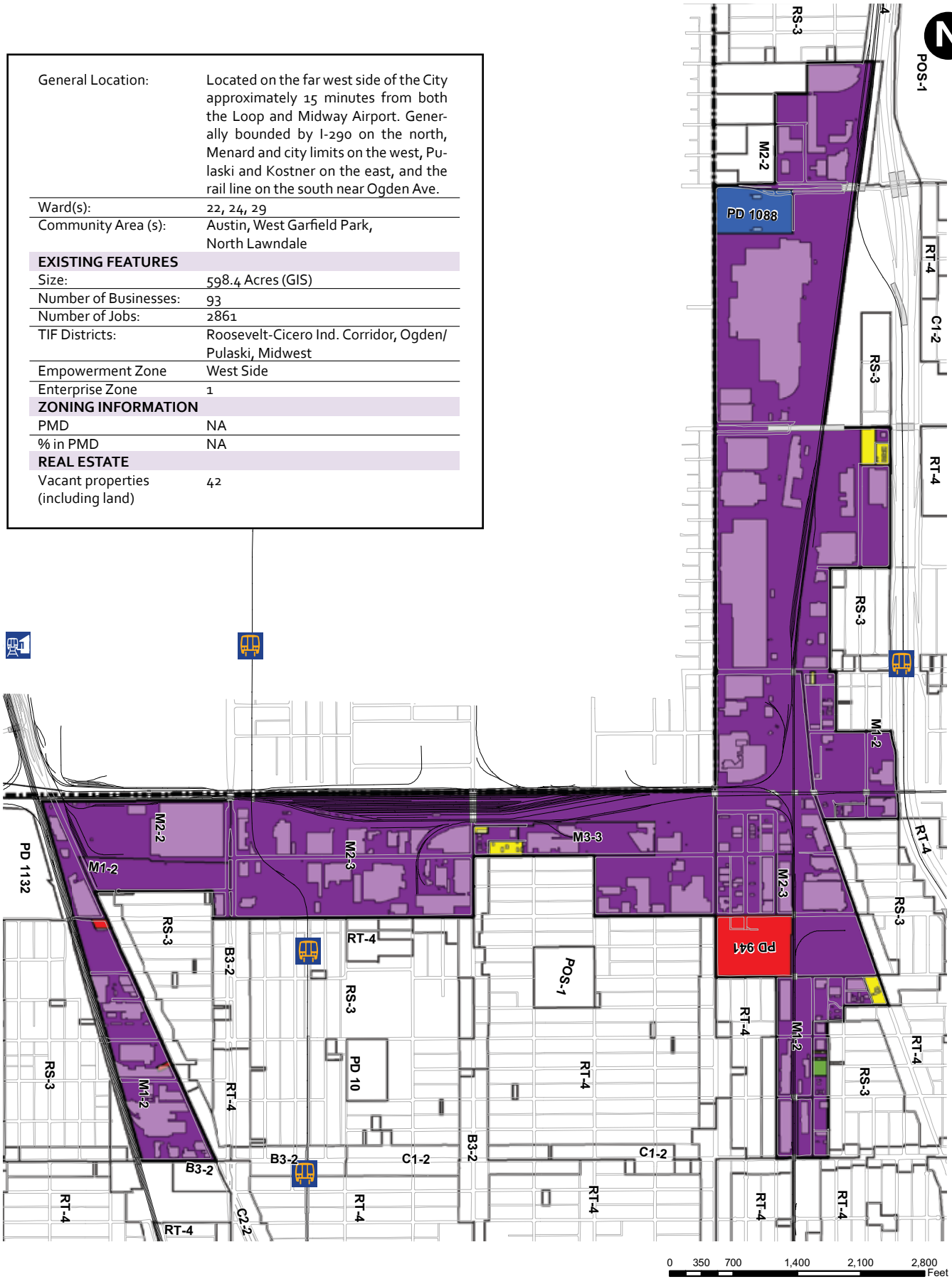
Industrial Corridor – Roosevelt/Cicero

Land Use



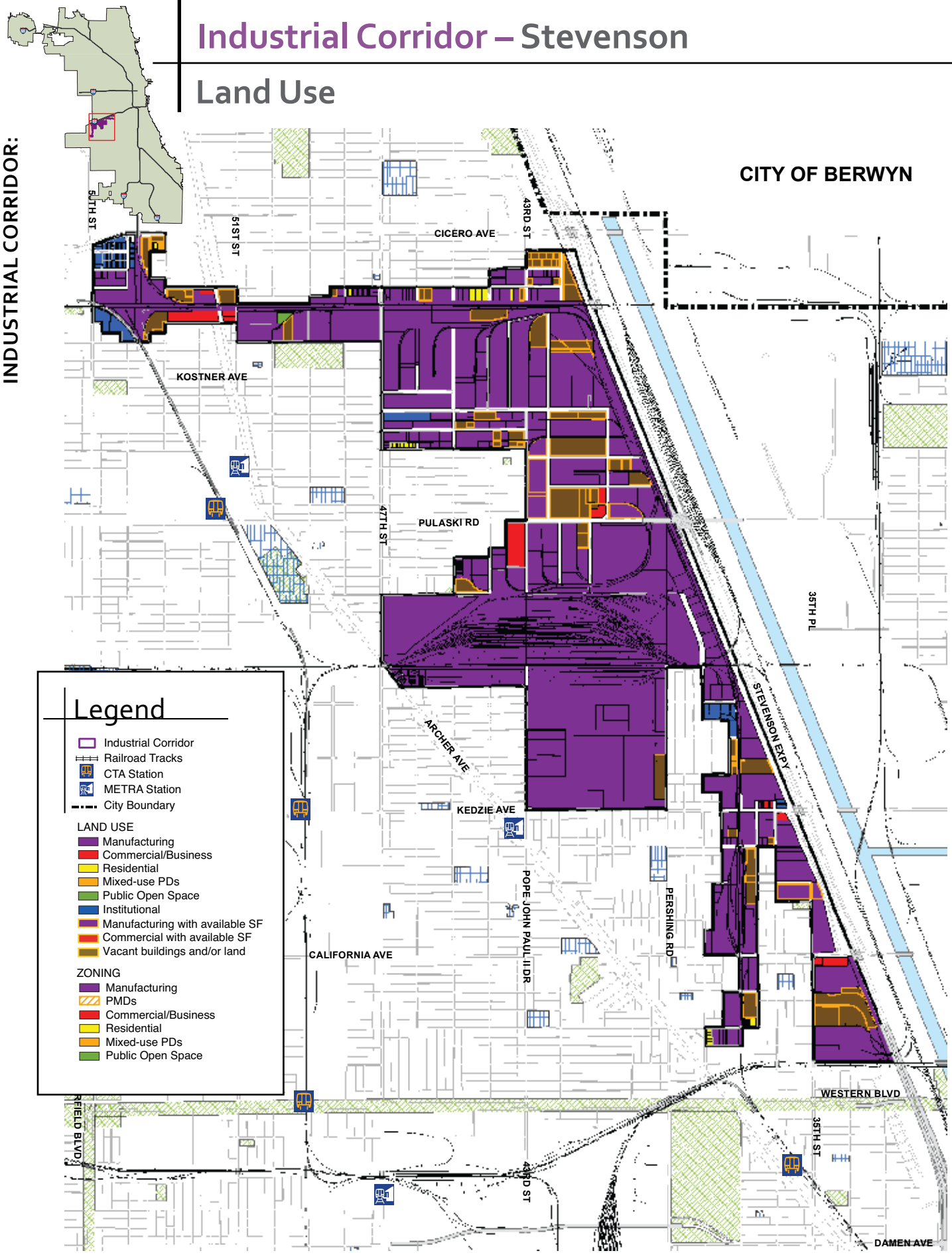
Existing Zoning

General Location:	Located on the far west side of the City approximately 15 minutes from both the Loop and Midway Airport. Generally bounded by I-290 on the north, Menard and city limits on the west, Pulaski and Kostner on the east, and the rail line on the south near Ogden Ave.
Ward(s):	22, 24, 29
Community Area (s):	Austin, West Garfield Park, North Lawndale
EXISTING FEATURES	
Size:	598.4 Acres (GIS)
Number of Businesses:	93
Number of Jobs:	2861
TIF Districts:	Roosevelt-Cicero Ind. Corridor, Ogden/ Pulaski, Midwest
Empowerment Zone	West Side
Enterprise Zone	1
ZONING INFORMATION	
PMD	NA
% in PMD	NA
REAL ESTATE	
Vacant properties (including land)	42

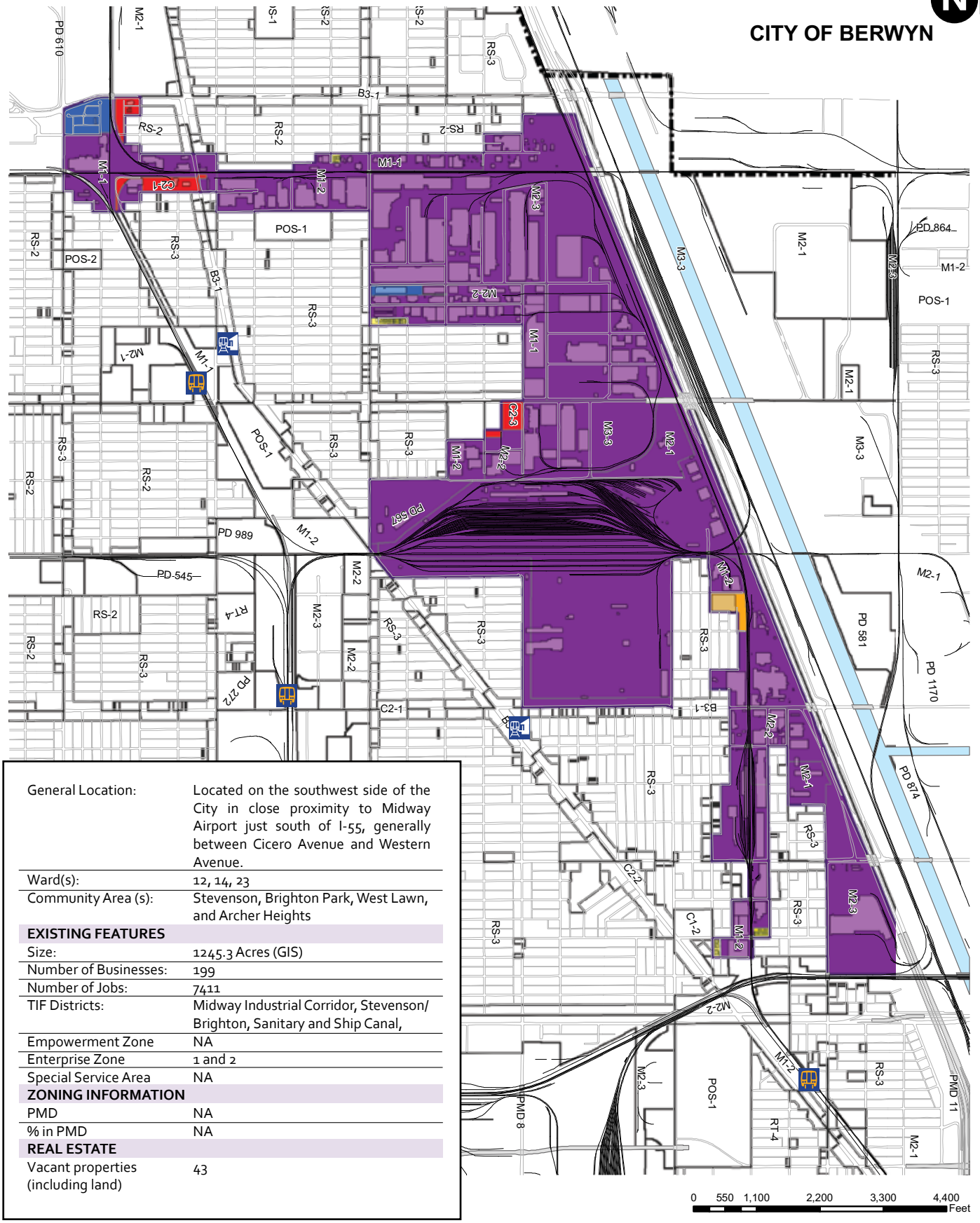


Industrial Corridor – Stevenson

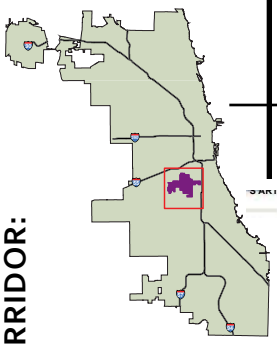
Land Use



Existing Zoning

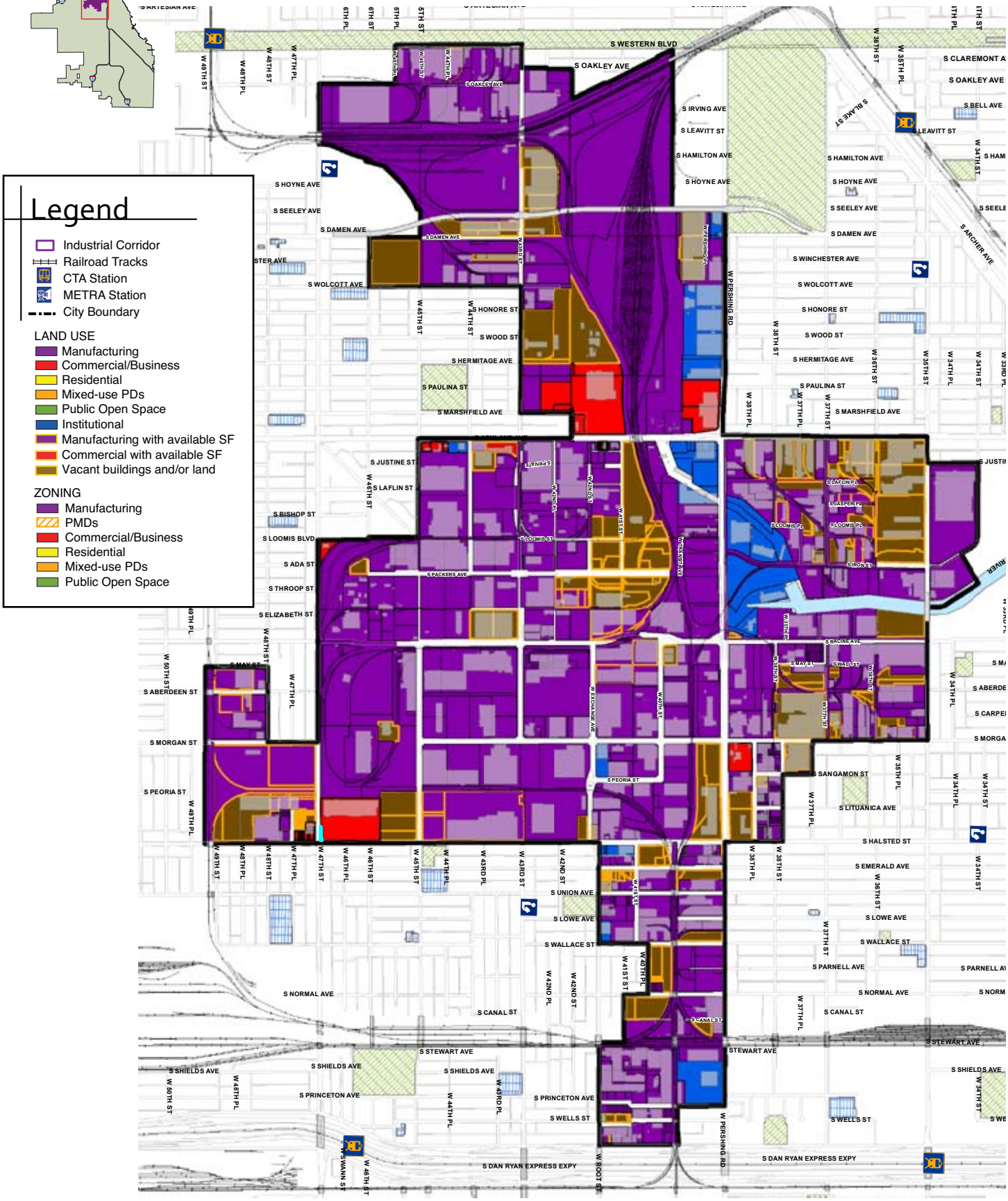


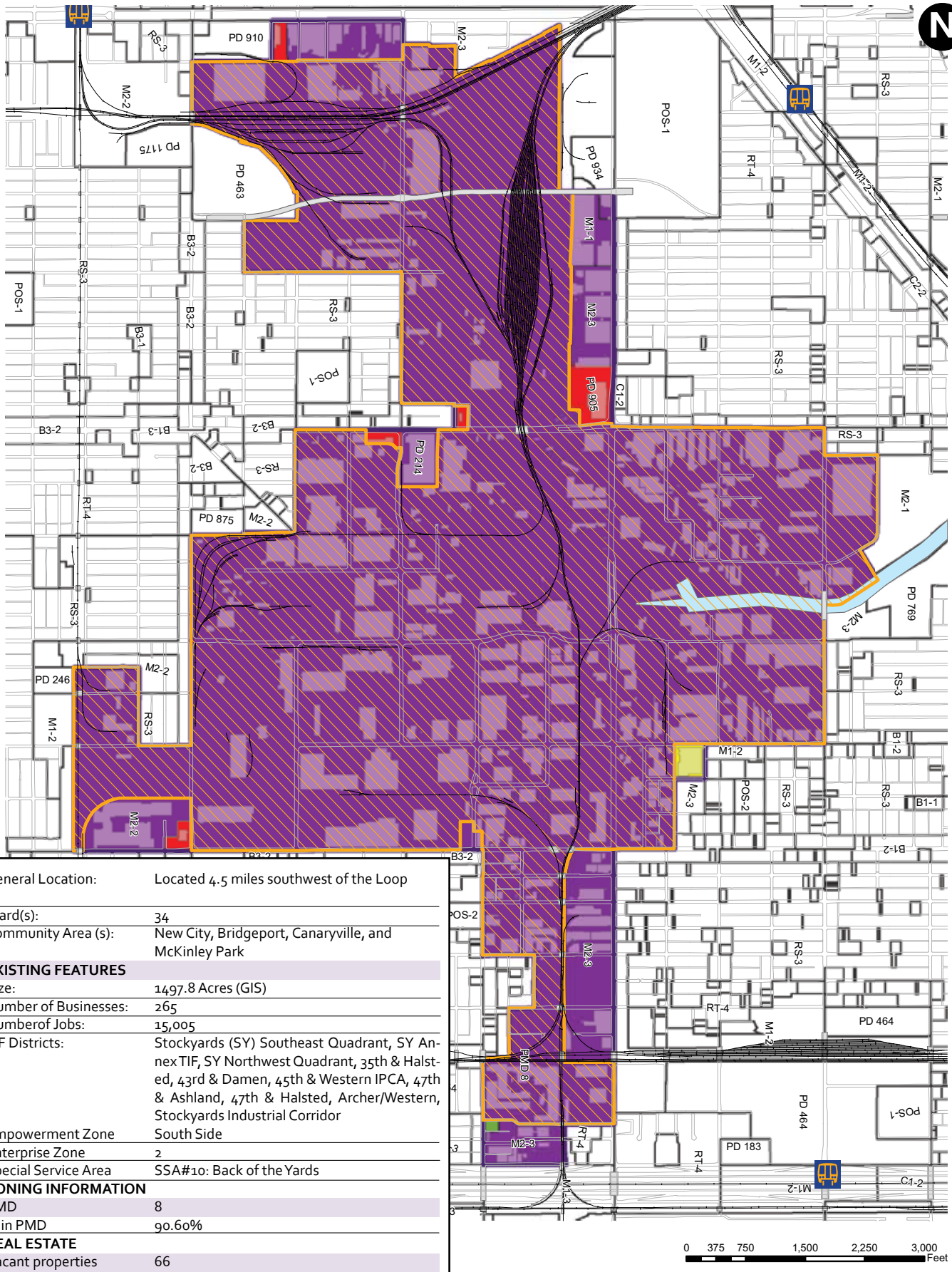
General Location:	Located on the southwest side of the City in close proximity to Midway Airport just south of I-55, generally between Cicero Avenue and Western Avenue.
Ward(s):	12, 14, 23
Community Area (s):	Stevenson, Brighton Park, West Lawn, and Archer Heights
EXISTING FEATURES	
Size:	1245.3 Acres (GIS)
Number of Businesses:	199
Number of Jobs:	7411
TIF Districts:	Midway Industrial Corridor, Stevenson/ Brighton, Sanitary and Ship Canal,
Empowerment Zone	NA
Enterprise Zone	1 and 2
Special Service Area	NA
ZONING INFORMATION	
PMD	NA
% in PMD	NA
REAL ESTATE	
Vacant properties (including land)	43



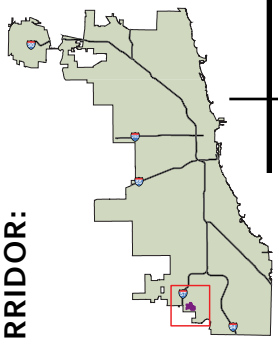
Industrial Corridor – Stockyards

Land Use





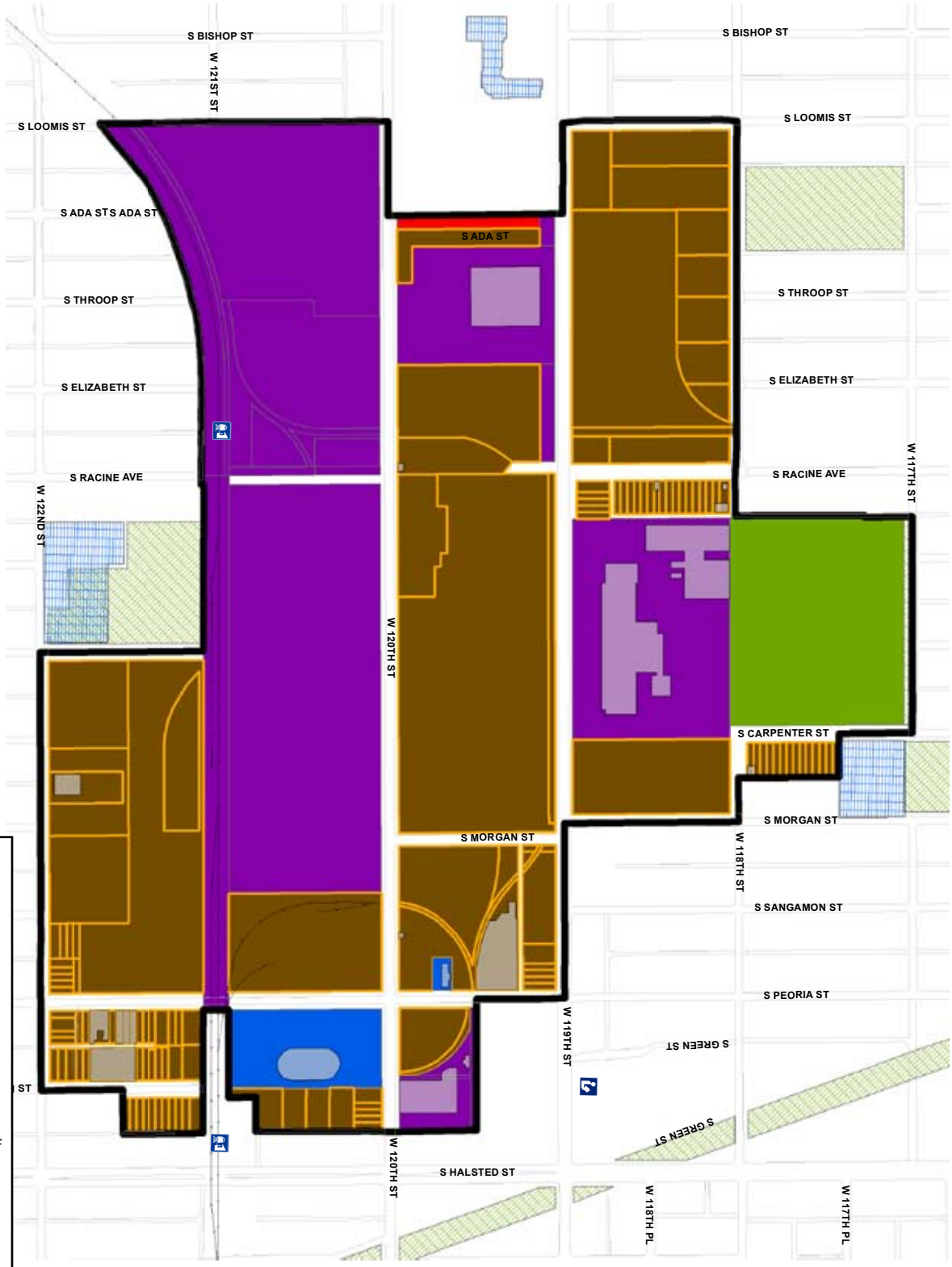
General Location:	Located 4.5 miles southwest of the Loop
Ward(s):	34
Community Area (s):	New City, Bridgeport, Canaryville, and McKinley Park
EXISTING FEATURES	
Size:	1497.8 Acres (GIS)
Number of Businesses:	265
Numberof Jobs:	15,005
TIF Districts:	Stockyards (SY) Southeast Quadrant, SY Annex TIF, SY Northwest Quadrant, 35th & Halsted, 43rd & Damen, 45th & Western IPCA, 47th & Ashland, 47th & Halsted, Archer/Western, Stockyards Industrial Corridor
Empowerment Zone	South Side
Enterprise Zone	2
Special Service Area	SSA#10: Back of the Yards
ZONING INFORMATION	
PMD	8
% in PMD	90.60%
REAL ESTATE	
Vacant properties (including land)	66



INDUSTRIAL CORRIDOR:

Industrial Corridor – West Pullman

Land Use



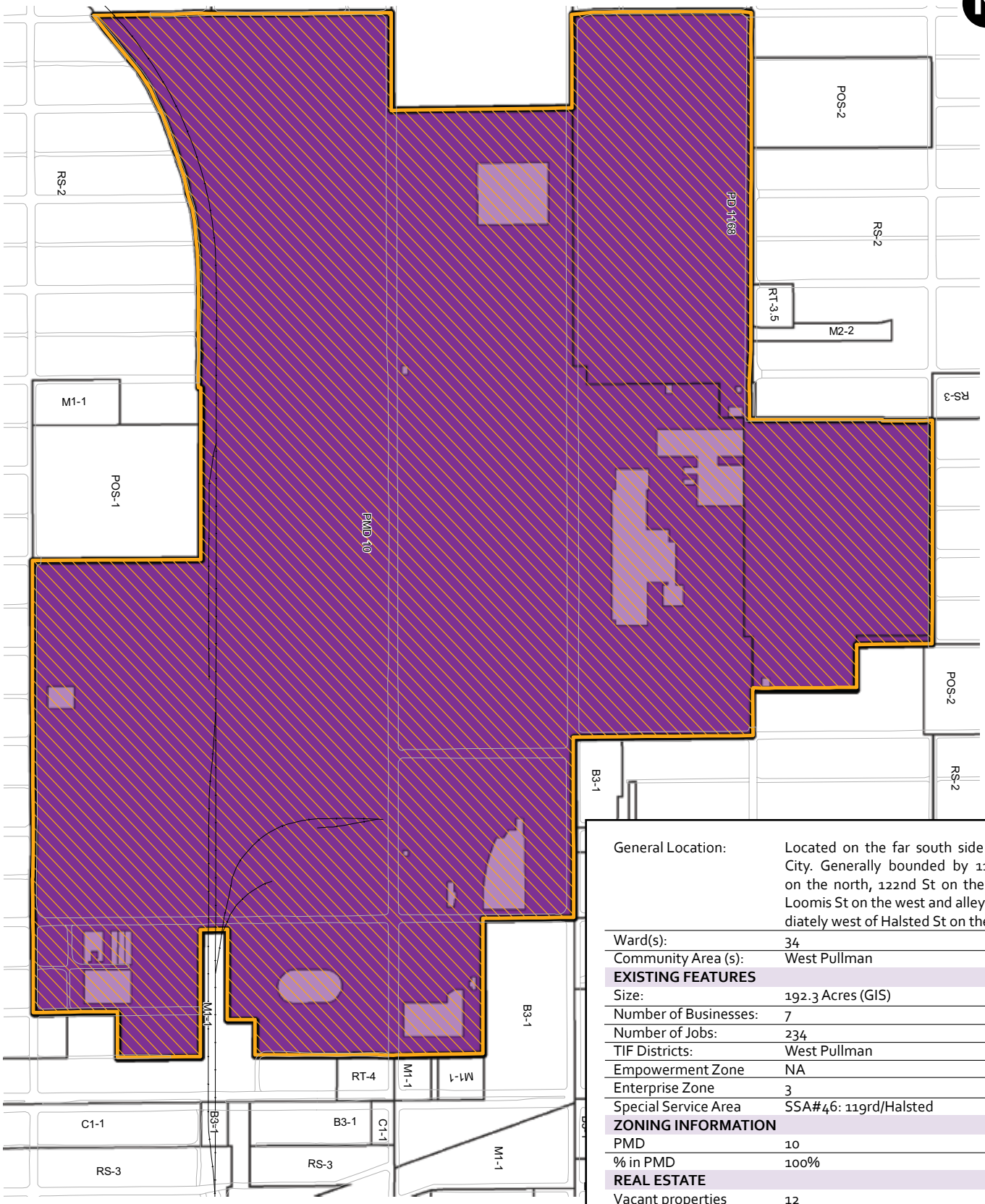
Legend

- Industrial Corridor
- Railroad Tracks
- CTA Station
- METRA Station
- City Boundary

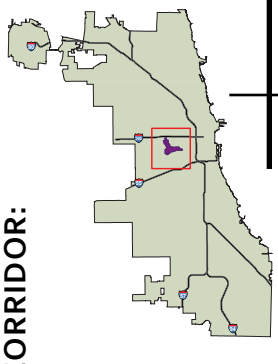
LAND USE
- Manufacturing
- Commercial/Business
- Residential
- Mixed-use PDs
- Public Open Space
- Institutional
- Manufacturing with available SF
- Commercial with available SF
- Vacant buildings and/or land

ZONING
- Manufacturing
- PMDs
- Commercial/Business
- Residential
- Mixed-use PDs
- Public Open Space

Existing Zoning

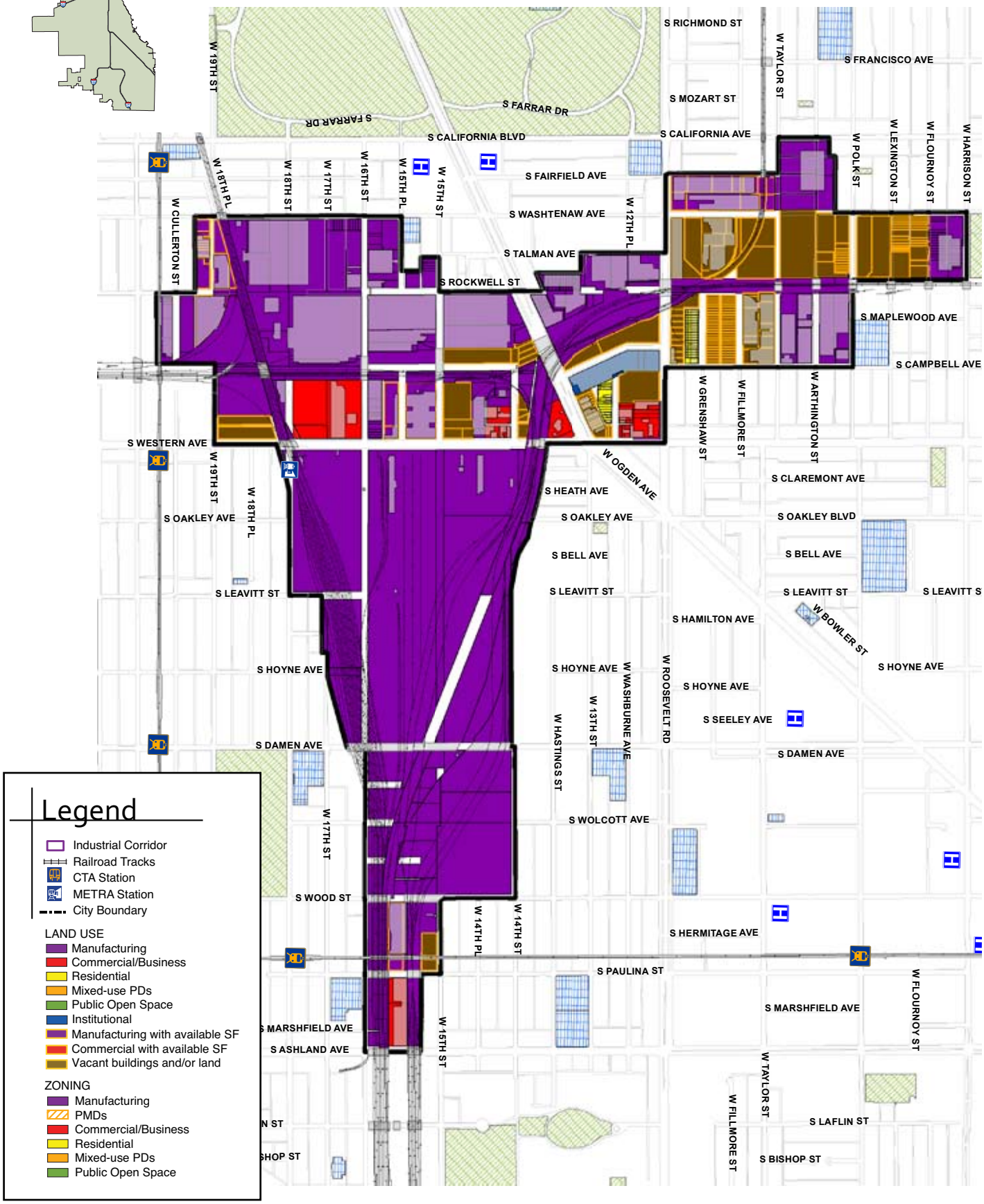


General Location:	Located on the far south side of the City. Generally bounded by 117th St on the north, 122nd St on the south, Loomis St on the west and alley immediately west of Halsted St on the east.
Ward(s):	34
Community Area (s):	West Pullman
EXISTING FEATURES	
Size:	192.3 Acres (GIS)
Number of Businesses:	7
Number of Jobs:	234
TIF Districts:	West Pullman
Empowerment Zone	NA
Enterprise Zone	3
Special Service Area	SSA#46: 119rd/Halsted
ZONING INFORMATION	
PMD	10
% in PMD	100%
REAL ESTATE	
Vacant properties (including land)	12



Industrial Corridor – Western/Ogden

Land Use



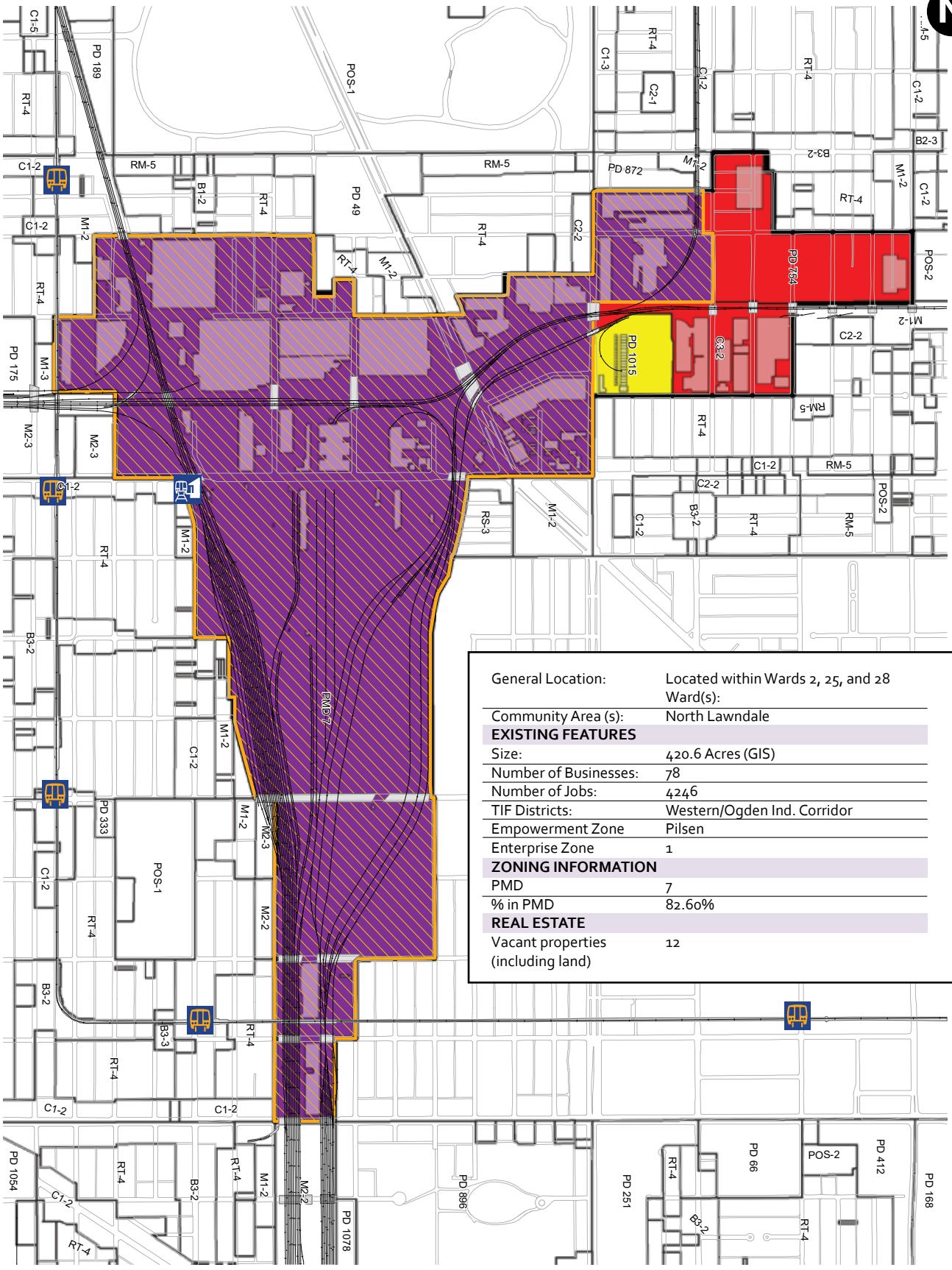
Legend

- Industrial Corridor
- Railroad Tracks
- CTA Station
- METRA Station
- City Boundary

LAND USE
- Manufacturing
- Commercial/Business
- Residential
- Mixed-use PDs
- Public Open Space
- Institutional
- Manufacturing with available SF
- Commercial with available SF
- Vacant buildings and/or land

ZONING
- Manufacturing
- PMDs
- Commercial/Business
- Residential
- Mixed-use PDs
- Public Open Space

Existing Zoning



General Location:	Located within Wards 2, 25, and 28
Ward(s):	
Community Area (s):	North Lawndale
EXISTING FEATURES	
Size:	420.6 Acres (GIS)
Number of Businesses:	78
Number of Jobs:	4246
TIF Districts:	Western/Ogden Ind. Corridor
Empowerment Zone	Pilsen
Enterprise Zone	1
ZONING INFORMATION	
PMD	7
% in PMD	82.60%
REAL ESTATE	
Vacant properties (including land)	12

City Incentives

The Department of Housing and Economic Development (HED) offers financial assistance programs and incentives to help stimulate economic development and to create jobs for residents of Chicago. Programs are structured for industrial and commercial businesses and not-for-profit organizations that are either located in or moving to the city. Incentives include:

Industrial Development Revenue Bonds

Industrial Development Revenue Bonds (IRBs) are issued by the City on behalf of manufacturing companies to finance the acquisition of fixed assets such as land, buildings or equipment (up to a maximum of $10,000,000). Proceeds may also be used for new construction or renovation. Up to 100 percent of total project costs may be financed for a term up to 120 percent of the expected economic useful life of the assets.

Empowerment Zone Bonds

Empowerment Zone Bonds are issued on behalf of businesses located in or moving to an Empowerment Zone for the acquisition of the same types of fixed assets as under the IRB program. Bonds may be issued on behalf of any qualified business (not restricted to businesses which manufacture or process tangibles). Limitations are placed on all bond issues to maintain tax-exempt status.

Thoughts on Industry

When faced with scarce public dollars and limited resources, it makes more sense than ever before to invest those dollars and resources into companies and practices that provide a city or a state with the greatest return on investment.

Center for Labor and Community Research. The State of Illinois Manufacturing – A report for the Illinois Manufacturers' Association. December 2003.

Bank Participation Loan

Works through banks and other conventional lenders to provide subordinated financial assistance to businesses. The city's participation brings the overall interest rate for the loan down.

Enterprise Zone

City, County and State tax incentives are available to eligible commercial and industrial businesses located in or moving to one of six designated Enterprise Zones within City limits. The program is administered by HED in conjunction with the Illinois Department of Commerce and Economic Opportunity and provides incentives such as a sales tax exemption for building material supplies, job creation tax credits and exemption from the real estate transfer tax for qualifying businesses.

Tax Increment Financing

Tax Increment Financing is a special funding tool used by the City of Chicago to promote private investment in blighted sections of the city. Funds are used to build and repair roads and infrastructure, clean polluted land and put vacant properties back to productive use, usually in conjunction with private development projects.

TIFWorks

TIFWorks funds workforce training costs for companies located in many City of Chicago TIF districts. With TIFWorks' support, businesses become better equipped to improve performance and productivity, expand product lines and gain new customers. The program helps companies develop and expand product lines, adapt to new technologies and equipment, comply with occupational or industry regulations, expand into new markets and promote growth and increase profit.

Small Business Improvement Fund (SBIF)

The program uses local Tax Increment Financing (TIF) revenues to help owners of commercial and industrial properties and/or tenants within specific TIF districts to repair or remodel their facilities. Program participants can receive reimbursing grants to cover 25%, 50%, or 75% of the cost of remodeling work, with a maximum grant amount of $ 150,000. The grant does not have to be repaid.

The New Market Tax Credit

The New Market Tax Credit (NMTC) program is a federal initiative that aims to generate employment and other benefits for residents of low-income communities. The program provides federal income tax credits to financial institutions in exchange for investment in a Community Development Entity, which then uses these funds to provide capital to businesses or real estate projects in qualifying areas. The benefits of NMTC financing include below market interest rates, loan to value ratios as high as 95 percent of costs and potential for partial debt forgiveness.

Cook County Property Tax Incentives

Cook County Property Tax Incentive programs are designed to encourage industrial and commercial development throughout the county by offering reduced real estate taxes over a 12-year period. The incentive for industrial property is known as the Class 6b. Eligible projects include new construction, rehabilitated facilities and reoccupancy of industrial buildings that have been vacant for two years. In the absence of a 6b incentive, industrial real estate would normally be assessed at 25 percent of its market value. Properties receiving Class 6b are assessed at 10 percent of market value for the first 10 years, 15 percent for the 11th year and 20 percent for the 12th year, returning to 25 percent in year 13.

Street and Alley Vacation

The vacation program conveys ownership of underutilized public streets and alleys to adjacent industrial businesses. The vacated properties are used to expand plant operations, provide for parking, truck staging and improve security.

Local Industrial Retention Initiative (LIRI)

The City of Chicago's Local Industrial Retention Initiative (LIRI) funds local non-profit industrial councils to provide planning and stewardship to the city's 24 industrial corridors and business retention services to the companies that operate within them. They serve over 2,500 companies in corridors throughout the city. Along with the activities they perform for their city contracts, many of these independent organizations have extensive community development services and expertise and all are important economic development partners. As city delegate agencies, the industrial councils (known as LIRIs) reach out to the companies in their service areas and identify and address their needs in order to retain or expand those companies within the city. LIRIs provide varied services including facilitating city services, marketing and assisting with public incentives, providing educational and networking opportunities, promoting the area and local business and planning and advocating for the long-term vitality of the industrial corridors. Two LIRIs have sector focussed on responsibilities for apparel and metals.

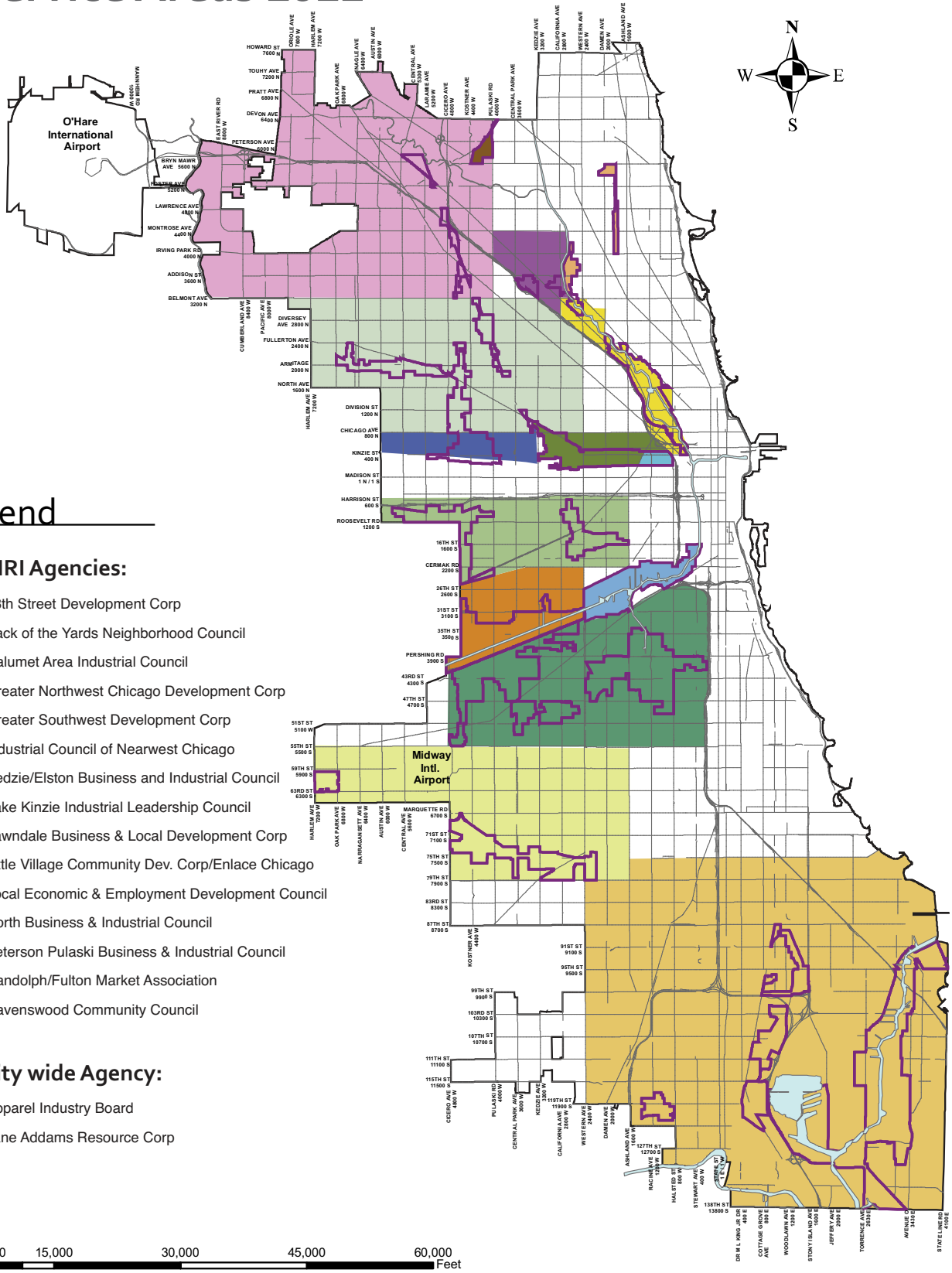
Thoughts on Industry

Illinois and Chicago governments organize their economic development activities by geography (e.g. Northwest Chicago) which is antithetical to promoting cluster benefits across the region and causes government officials to focus on dividing benefits versus producing collective gains. We recommend government reorganize its economic development activities around industry clusters.

Michael Porter. The Chicago Processed Food Cluster – The Microeconomics of Competitiveness. Harvard University. May 5, 2006.

Industrial Corridors and Local Industrial Retention Initiative (LIRI)

Service Areas 2011



Legend

LIRI Agencies:

- 18th Street Development Corp
- Back of the Yards Neighborhood Council
- Calumet Area Industrial Council
- Greater Northwest Chicago Development Corp
- Greater Southwest Development Corp
- Industrial Council of Nearwest Chicago
- Kedzie/Elston Business and Industrial Council
- Lake Kinzie Industrial Leadership Council
- Lawndale Business & Local Development Corp
- Little Village Community Dev. Corp/Enlace Chicago
- Local Economic & Employment Development Council
- North Business & Industrial Council
- Peterson Pulaski Business & Industrial Council
- Randolph/Fulton Market Association
- Ravenswood Community Council

City wide Agency:

Apparel Industry Board

Jane Addams Resource Corp

Acknowledgements

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City of Chicago
Richard M. Daley
Mayor