



# State Street Properties Charrette Process

**Kluczynski Building**  
GSA Conference Room 3560,  
Chicago, Illinois

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July 31, 2024

**FINAL**



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# GSA STATE STREET PROPERTIES - CHARRETTE PROCESS PARTICIPANTS

## Peer Onboarding Meeting - August 31, 2023

### Peers

- Doug Farr, Farr Associates
- Andrew Obendorf, Gensler
- Brian Kidd, Gensler
- Carol Ross Barney, Ross Barney Architects
- Gregg Garmisa, Studio Gang
- Laura Ettedgui, Studio Gang
- Mark Schendel, Studio Gang
- Amy Gilbertson, Trivers

### Government

- Victoria Kahle, 7th Circuit Court
- Angela Miklich, GSA
- Charles Hardy, GSA
- Joe Mulligan, GSA
- Mariah McGunigle, GSA
- Regina Nally, GSA
- Steve Kuchera, GSA
- Tim Hansmann, GSA

### Consultants

- Evan Bronstein, Jacobs
- Lauryn Tillman, Jacobs
- Shannon Roberts, Jacobs

## Charrette #1 - September 28, 2023

### Peers

- Doug Farr, Farr Associates
- Andrew Obendorf, Gensler
- Brian Kidd, Gensler
- Laura Ettedgui, Studio Gang
- Amy Gilbertson, Trivers

### Consulting Parties

- Dirk Lohan, AIA Chicago
- Kandalyn Hahn, Commission on Chicago Landmarks
- Kevin Harrington, Illinois Institute of Technology
- Rolf Achilles, Illinois Institute of Technology
- Anthony Rubano, Illinois State Historic Preservation Office
- Carol (CJ) Wallace, Illinois State Historic Preservation Office
- Kendra Parzen, Landmarks Illinois
- Mary Lu Seidel, Preservation Chicago
- Ward Miller, Preservation Chicago

### Government

- Victoria Kahle, 7th Circuit Court
- Traci Murray, US District Court
- Angela Miklich, GSA
- Beth Savage, GSA
- Joe Mulligan, GSA
- Mariah McGunigle, GSA
- Nicky Emery, GSA
- Regina Nally, GSA
- Tim Hansmann, GSA

### Consultants

- Carla Mykytiuk, Jacobs
- Charlie Webb, Jacobs
- Dan Speicher, Jacobs
- Evan Bronstein, Jacobs
- Lauryn Tillman, Jacobs
- Lori Price, Jacobs

## Peer Meeting #2 - October 18, 2023

### Peers

- Doug Farr, Farr Associates
- Andrew Obendorf, Gensler
- Brian Kidd, Gensler
- Carol Ross Barney, Ross Barney Architects
- Laura Ettedgui, Studio Gang
- Amy Gilbertson, Trivers

### Government

- Victoria Kahle, 7th Circuit Court
- Angela Miklich, GSA
- Joe Mulligan, GSA
- Mariah McGunigle, GSA
- Regina Nally, GSA
- Tim Hansmann, GSA

### Consultants

- Charlie Webb, Jacobs
  - Dan Speicher, Jacobs
  - Evan Bronstein, Jacobs
  - Shannon Roberts, Jacobs
- Charrette #2 - December 8, 2023

### **Development Community**

- Clark Christensen, Antunovitch Architects (Virtual)
- AJ Jacobs, Berglund Construction
- Isaac Harms, Brush Architects
- Delph Gustitus, BTL Architects, Inc.
- Joshua Freedland, Bulley & Andrews Masonry Restoration (Virtual)
- Nick Kester, Capri Capital Partners
- Quintin Primo III, Capri Capital Partners
- Mark Kuberski, Central Building & Preservation L.P.
- Jasmine Copeland, Chase
- Michael Wood, Chicago Architecture Center
- Grant Uhler, Gensler
- Michael Buckley, Halcyon Ltd. Real Estate Advisors (Virtual)
- Gunny Harboe, Harboe Architects
- Davide Galleri, IIT
- Juliana Carodna Narvaez, JLK Architects
- Tim Scovic, JLK Architects
- Ed Chatmon, JLL
- Juan Villafane, Krueck Sexton Partners
- Yashasvi Tulchiya, Larmar Johnson Collaborative
- Irena Savakova, Leo A Daly
- Leif Eikevik, Leo A Daly
- Les Shephard, Leo A Daly
- Lee Hebert, LPC
- Ken Demuth, Pappageorge Haymes Partners
- Jeremy Whitener, Perkins Eastman
- Ramu Ramachandran, Perkins Eastman
- Elizabeth Blasius, Preservation Futures
- Emily Ramsey, Ramsey Historic Consultants, Inc.
- John Cramer, Ramsey Historic Consultants, Inc.
- Michael Ellch, Related Midwest
- Will Tippens, Related Midwest
- Anna Orlando, Robert A.M. Stern Architects, LLP
- Kevin Kelly, Robert A.M. Stern Architects, LLP(Virtual)
- Andrew Elders, Ryan
- Ian Kaminski-Coughlin, SOM
- Jeffrey Breaden, The Prime Group, Inc.
- Ryan Moore, The Prime Group, Inc.
- Mark Kelly, ULI State Street TAP Panel Chair
- Diane Williams, ULI State Street TAP Panelist
- Ken Johnston, Walsh Construction
- Amanda Marshall, WJE
- John Lewis, WJE

### **Consulting Parties**

- Keira Unterzuber, Administrative Office of the U.S. Courts (Virtual)
- Laura Lavernia, Advisory Council on Historic Preservation (Virtual)
- Dirk Lohan, AIA Chicago
- Joan Pomaranc, AIA Chicago (Virtual)
- Holly Fiedler, Chicago Collaborative Archives Center
- Michael Edwards, Chicago Loop Alliance
- Eiliesh Tuffy, City of Chicago (Virtual)
- Cynthia Roubik, City of Chicago
- Kandalyn Hahn, Commission on Chicago Landmarks
- CJ (Carol) Wallace, Illinois State Historic Preservation Office
- Kendra Parzen, Landmarks Illinois
- Kevin Harrington, Illinois Institute of Technology
- Rolf Achilles, Illinois Institute of Technology
- Mark Buechel, National Park Service
- Christopher Cody, National Trust for Historic Preservation (Virtual)
- Brie Matin, Our Lady of Guadalupe Province
- Burgundy Fletcher, Peoria Tribe of Indians of Oklahoma (Virtual)
- Mary Lu Seidel, Preservation Chicago
- Ward Miller, Preservation Chicago
- Michael Woods-Hawkins, US Marshals Service
- LaDon Reynolds, US Marshals Service

### **Peers**

- Andrew Obendorf, Gensler
- Amy Gilbertson, Trivers

### **Government**

- Victoria Kahle, 7th Circuit Court
- Traci Murray, US District Court
- Angela Miklich, GSA
- Beth Savage, GSA
- Charles Hardy, GSA
- Jeff Jensen, GSA (Virtual)
- Jeremy Nksic, GSA
- Lucrezia Patruno, GSA
- Marc Zitzer, GSA
- Mariah McGunigle, GSA
- Michael Gonczar, GSA (Virtual)
- Nicky Emery, GSA
- Regina Nally, GSA
- Tim Hansmann, GSA

### **Consultants**

- Carla Mykytiuk, Jacobs
- Charlie Webb, Jacobs
- Dan Speicher, Jacobs
- Evan Bronstein, Jacobs
- Lauryn Tillman, Jacobs
- Lori Price, Jacobs (Virtual)
- Shannon Roberts, Jacobs

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# Executive Summary

State Street  
Properties

## EXECUTIVE SUMMARY

The Charrette Process for the properties at 202–220 S. State Street (State Street Properties) was planned and conducted with the purpose of supplementing the National Historic Preservation Act (NHPA) Section 106 process being executed for these properties by GSA. The intent of the charrette was to provide a well guided, structured and transparent process by which nationally-recognized leaders in design, planning, security and real estate development could foster the identification and exploration of viable adaptive-reuse concepts for the State Street Properties. The charrette engaged the expertise of several relevant disciplines, including the Section 106 Consulting Parties (citizen based organizations previously identified for the NHPA undertaking), GSA’s Design Excellence Peer Professionals (industry design professionals), and developers and financial institutions (real estate market or industry professionals), to discuss possible redevelopment opportunities as well as potential constraints. The information gathered from these charrettes was utilized to inform and support the Preferred Alternative of Viable Adaptive Reuse of the properties as issued in the Final Environmental Impact Statement (EIS), as well as the development of an RLP (Request for Leasing Proposal) which is planned to be issued by GSA after the Commissioner signs the Record of Decision (ROD).

The charrettes focused on the following:

- Programming constraints and security requirements for the federal government.
- City government and community interests in supporting local business, urban vitality and cultural heritage.
- Market interest for identified use types and emerging trends for commercial real estate in large urban centers (outleasing analysis).

### Charrette Goals

The State Street Properties pose security risks to the Everett M. Dirksen United States Courthouse (Dirksen U.S. Courthouse) due to their proximity and condition. GSA presently owns and maintains these structures and is currently executing this charrette process as a supplement to the National Historic Preservation Act (NHPA) Section 106 process being executed for the State Street Properties. This charrette process was not intended to resolve the future of the site, its infrastructure, or buildings. The charrettes were intended to allow collaboration between consulting parties and GSA to assess the possibility of viable adaptive reuse options as alternatives to demolition of the State Street Properties.

### Charrette Process

A charrette is an iterative process methodology that invites experts and stakeholders to work together to develop plausible solutions for difficult problems. Charrettes are a series of transparent, guided and structured meetings led by a professional facilitator experienced with engaging various stakeholders in meaningful dialog. The State Street Charrette Team consisted of Jacobs, as the facilitator, and several GSA team members to provide the required project background. Additional charrette contributors would include several of GSA’s Design Excellence Peer Professionals. These peers are nationally-recognized leaders in design, planning, security and real estate development, selected for their collective experience with innovation, community engagement, sustainability, and historic preservation. The peers, interested consulting parties and project stakeholders participated in the charrette process, with the goal of identifying and vetting adaptive-reuse scenarios for the State Street Properties as an alternative to full demolition.

#### Charrette #1 - September 28, 2023

The goal of Charrette #1 was to determine if there were market-driven reuse options available. A number of uses and approaches to redevelopment were identified, affirming that there are market-driven reuse options.

#### Charrette #2 - December 8, 2023

The goal of Charrette #2 was to better understand the state of the market. The development community identified that funding/financing as well as any barriers to redevelopment presented by the regulatory environment (zoning, historic preservation, etc.) can be solved/achieved through a market-driven reuse option.

#### Charrette #3 - No Longer Required

At the conclusion of Charrette #2, it was determined that GSA had obtained the answers to the two main questions they had at the beginning of the charrette process, first were there viable reuse opportunities and secondly, what were the viable reuse options that the market could support? GSA learned that yes, there were viable reuse options for the site if the government chooses to explore those opportunities and that the market would be interested in either a residential or government office opportunity. Since the primary questions had been addressed through this process and GSA decision-makers were provided with the relevant information they needed to make a decision on reuse of the site, a third charrette was no longer needed. Once a decision is made, additional charrettes may be required but would be part of that future process.

### Charrette Process Outcomes

The overall process consisted of two formal charrettes, two interim peer meetings, and two consulting party update sessions scheduled over a six month period.

The charrette process yielded a number of valuable insights for GSA leadership to consider as they determine the preferred outcome for the State Street Properties.

Outcomes from Charrettes #1 and #2 suggest that residential and government offices have market-interest and are potential reuse options. Based on the current security criteria, residential is not a permitted use. The development community suggested that the security criteria be reexamined and advocated that security needs and market interests could be better aligned through the use of performance metrics over a prescriptive criteria list.





State Street  
Properties

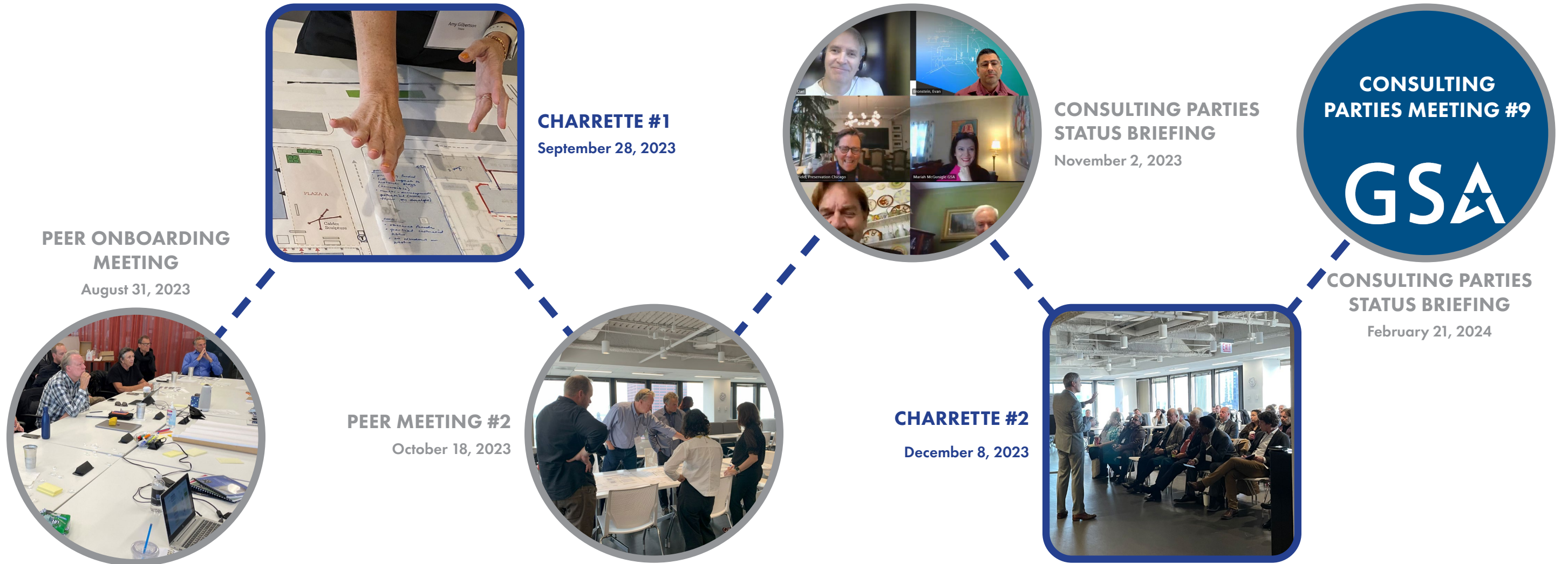
# Charrette Process Overview

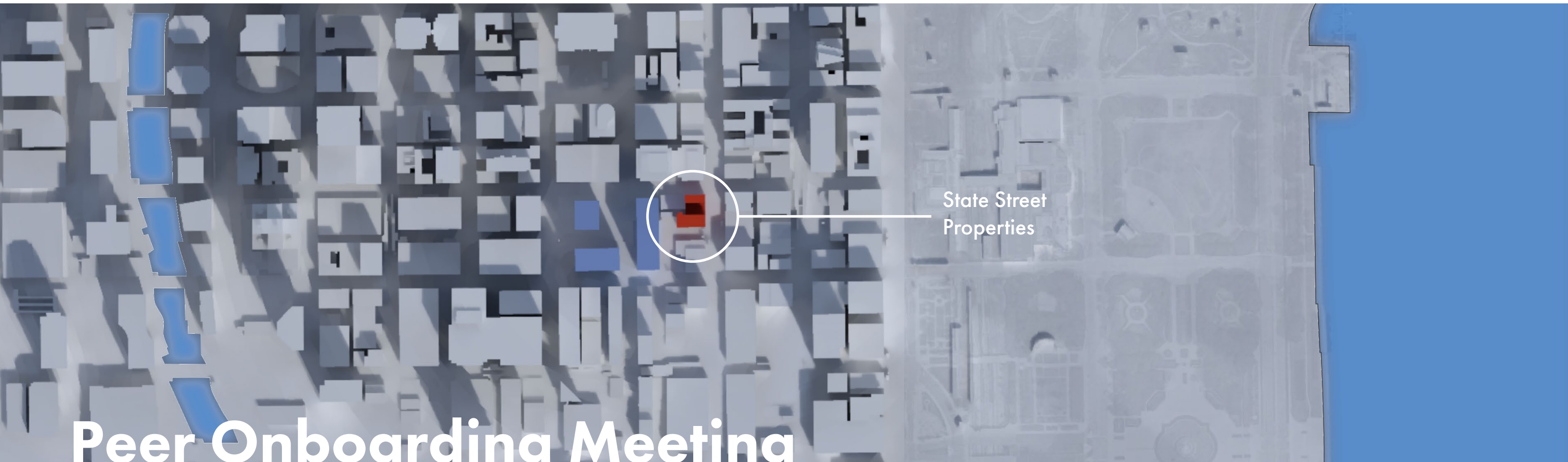
## CHARRETTE PROCESS OVERVIEW

The Charrette Process was planned and conducted with the purpose of engaging the creativity of a select group of citizen-based organizations (the Section 106 Consulting Parties) and invited industry professionals (peers) and industry professionals (developers). Together this cohort explored possible adaptive reuse approaches for a specific set of buildings and parcels situated along S. State Street in downtown Chicago. The properties, 202–220 S. State Street (State Street Properties), pose security risks to the Everett M. Dirksen United States Courthouse (Dirksen U.S. Courthouse) due to their proximity and condition. GSA presently owns and maintains these structures and is currently executing this charrette process as a supplement to the National Historic Preservation Act (NHPA) Section 106 process being executed for the State Street Properties. This charrette process was not intended to resolve the future of the site, its infrastructure, or buildings. The charrettes were intended to allow collaboration between consulting parties and GSA to assess the possibility of viable adaptive reuse options as alternatives to demolition of the State Street Properties.

A charrette is an iterative process methodology that invites experts and stakeholders to work together to develop plausible solutions for difficult problems. Charrettes are a series of transparent, guided and structured meetings led by a professional facilitator experienced with engaging various stakeholders in meaningful dialog. The State Street Charrette Team consisted of Jacobs, as the facilitator, and several GSA team members to provide the required project background. Additional charrette contributors would include several of GSA’s Design Excellence Peer Professionals. These peers are nationally-recognized leaders in design, planning, security and real estate development, selected for their collective experience with innovation, community engagement, sustainability, and historic preservation. The peers, interested consulting parties and project stakeholders participated in the charrette process, with the goal of identifying and vetting adaptive-reuse scenarios for the State Street Properties as an alternative to full demolition.

The overall process consisted of two formal charrettes, two interim peer meetings, and two consulting party update sessions scheduled over a six month period.





# Peer Onboarding Meeting

State Street  
Properties

## PEER ONBOARDING MEETING

### Peer Onboarding Meeting

Prior to commencement of Charrette #1, it was important to orient the peers to the State Street Properties and to provide context on the overall undertaking. Therefore, a peer onboarding meeting occurred on August 31, 2023 to provide an overview of project background information, site challenges, security concerns and charrette logistics.

The peers invite to attend included the following:

- Carol Ross Barney, FAIA, Principal of Ross Barney Architects, for her firm's innovative work and experience in the public sector. This experience "centered on overlooked and forgotten buildings and places that form the backdrop to urban life" as well as work on engaging a project "to grow out of its place, history, and function".
- Mark Schendel, FAIA, Managing Principal of Studio Gang for his firm's positive community impact, design creativity and quality. Laura Ettegui, Design Director from Studio Gang participated in Charrette #1 and the Peers #2 meeting on behalf of Mark.
- Doug Farr, FAIA, Founder & Principal of Farr Associates for his firm's expertise in urban planning.
- Gensler's Adaptive Reuse Studio for their expertise in adaptive reuse projects. Andrew Obendorf, AIA, Design Director and Brian Kidd, Residential Design Director from Gensler participated in Charrette #1 and the Peers #2 meeting on behalf of Gensler. Additionally, Andrew participated in Charrette #2.
- Amy Gilbertson, FAIA, Principal at Trivers for her expertise in adaptive reuse, response to context and historic preservation.

### Role in Charrette Process

- A peer is an independent expert who provides guidance, advice, and support.
- Active participation in the charrettes and charrette process is essential.



Peers and Charrette Team meeting for the Onboarding Session, August 31, 2023

## 15 SECURITY REQUIREMENTS

Key Security Requirements include:  
retaining federal ownership, use restrictions,  
prevention of sightlines, and maintaining  
control of Quincy Court.



Exteriors of 208 - 212 S. State Street (right, since demolished) and 214 S. State Street (left).



State Street Properties from the corner of S. State and Adams Streets, looking west.

## Section 106 Process

(in response to federal undertaking)

### 1. Initiate process

- Done in tandem with NEPA
- Plan to involve public

### 2. Identify historic properties

- Potential loss of three properties within historic district
- Area of potential effect – What happens to adjacent area as result of demolition?
- Involve the public

### 3. Assess adverse effects

- What uses best deal with constraints?
- Largest adverse effect is loss of buildings (for Loop as a whole)
- Involve the public

### 4. Resolve adverse effects

- Inform leaders regarding potential solutions
- Avoid, minimize, or mitigate adverse effects
- Involve the public

### Consulting Parties Submitted Ideas and Feedback

Ideas generated by the Section 106 consulting parties and GSA were organized by Jacobs and presented to the assembled peers.

The ideas were divided into seven use categories ranging from government and educational uses to commercial, infrastructure and non-profit to hospitality and residential. The reuse ideas were listed by each of these general use categories; the order of the reuse ideas is not indicative of any preference or ranking of the idea. Since numerous potential partners were identified per reuse idea, lines were drawn between the list of reuse ideas to the various potential partners identified. Government was identified as potential partner for all of the reuse categories. Lastly, funding sources were listed for the reuse ideas. Some ideas had more than one funding source identified, so the percentages reflect the percentage of ideas which identified this particular funding source. For instance, for all of the reuse ideas, the funding source identified the most for all of the ideas was the government at 72 percent.

This summary identified categories that help classify the ideas for future charrette engagements as well as linking them to agencies and departments for possible partnering.

## USE CATEGORIES

## REUSE IDEAS

## POTENTIAL PARTNERS

## IDENTIFIED FUNDING SOURCES

### GOVERNMENT

- CYBER + DIGITAL SERVICE ACADEMY
- JUDICIAL OFFICES
- STORAGE: CASE FILES
- FEDERAL CALL CENTER
- LOCAL/STATE GOVERNMENT OFFICE BUILDING
- POLICE SUBSTATION/COMMUNITY CENTER

### EDUCATIONAL

- INNOVATION LAB/SHOWCASE
- CLASSROOMS/TRAINING SPACES
- DAYCARE/PRESCHOOL
- DAVID W. DYER FEDERAL BUILDING AND U.S. COURTHOUSE (MIAMI, FL)

### COMMERCIAL

- RETAIL/POP-UP
- DATA CENTER
- A.I. FACILITY
- MEDICAL OFFICE BUILDING
- PET BOARDING/SHELTER

### INFRASTRUCTURE

- TELEPHONE
- INTERNET
- SUBSTATION

### NON-FOR-PROFIT

- URBAN FARM/COMMUNITY FOOD HUB
- ARCHIVE/LEARNING CENTER
- CULTURAL INSTITUTION
- NON-PROFIT INCUBATOR

### HOSPITALITY

- HOTEL
- RESTAURANT
- SPA/HEALTH CLUB

### RESIDENTIAL

- RENTAL HOUSING OR CONDOMINIUMS

CHICAGO LOOP BUSINESSES

CHICAGO LOOP BUSINESS IMPROVEMENT DISTRICT

CHICAGO-AREA RELIGIOUS INSTITUTIONS

CHICAGO-AREA SCHOOLS, COLLEGES + UNIVERSITIES

ARCHITECTURE + PRESERVATION ORGANIZATIONS

CHICAGO-AREA MEDICAL INSTITUTIONS

PET SERVICES + NON-FOR-PROFITS

GOVERNMENT (LOCAL, STATE + FEDERAL)

UTILITY, TELEPHONE + INTERNET SERVICE PROVIDERS

DEVELOPERS

GRANTS  
24%

GOVERNMENT  
72%

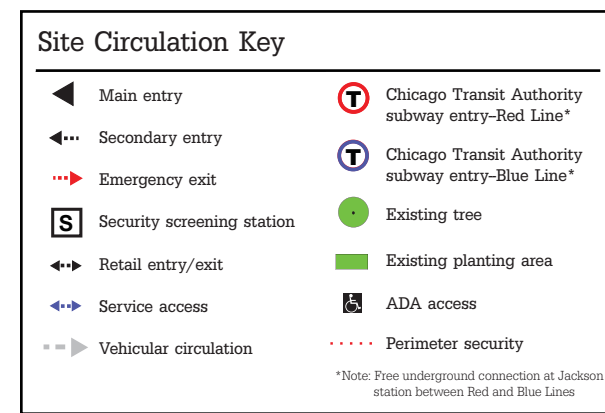
ENDOWMENTS + FOUNDATIONS  
17%

PRIVATE FUNDING  
62%

PUBLIC PRIVATE PARTNERSHIPS  
7%

Adaptive Reuse Ideas Diagram

Site Circulation Diagram – Existing Conditions



Site Circulation Map of the federal properties in the Chicago Federal Center

Development Requirements and Constraints

GSA would retain ownership and security of the site if the site is offered for private use due to the existing development requirements and constraints. Since most of the development constraints are due to security concerns surrounding the Dirksen U.S. Courthouse, there were extensive discussions around threats and mitigation options.

Discussion with the peers noted that the historic buildings could require significant upgrades to their electrical and structural systems to accommodate any of the infrastructure use solutions, such as a data center with extensive server loads.

The peers questioned whether the ideas developed by the consulting parties met the 15 security requirements and asked if the security requirements were immutable. The concern with residential development was both line-of-sight and proximity of enclosed privately occupied space for which the Government's ability to police placement of devices and materials for staging threats to the courthouse are limited by established Constitutional rights of privacy. The charrettes provided an opportunity to explore ideas which didn't meet the security requirements but did not remove these restrictions.

The peers wanted to know if a market study had been conducted on the ideas developed, such as return on investment and expected profit to offset development costs. GSA determined there is no federal use based on its portfolio and tenant long-term needs. GSA did not pursue a market study for private use and private ownership because their objective is to retain federal ownership to ensure security risk mitigation to the courthouse and adjacent federal property. Through the charrette process, GSA will examine private use opportunities while retaining federal ownership.

The questions generated during the meeting included the following:

- Could targeted interventions (to Dirksen or State Street Properties) mitigate the security risks?
- What floors or sections of the (courthouse) building need to be protected?
- What do the courts want to see, demolition or reuse?
- Do the courts have a specific use in mind?
- Can the Dirksen U.S. Courthouse be improved on the inside or with some exterior improvements to mitigate risk?
- Was court or court-related housing considered?
- Will Congress support any solution that the courts support?
- What is the threat? Ballistic or blast?
- Does removal of the buildings create more sightlines to the Dirksen U.S. Courthouse?
- What about sightlines from other buildings surrounding the courthouse that are not controlled by the government?

Additionally, security renovations to the Dirksen U.S. Courthouse were perceived as cost prohibitive and potentially occupying usable spare footage.

## Peer Discussion

This discussion centered around what will happen if the charrette process is unsuccessful and the buildings are demolished. The peers urged the need to study the impact of demolishing these buildings on the “main street” of Chicago beyond the historic loss. More broadly, it is unknown what the damage would be to Chicago due to demolition especially without a planned site use. There are ongoing crime issues at other vacant sites in downtown Chicago and it was suggested that vacancy be avoided as a result. The peers suggested that adverse effects be expanded to include the vacancy issues to better understand the significance of demolition without a redevelopment option.

In addition to the safety issues, there was a concern in reducing the State Street Properties to a parcel of vacant land, would detract from the Federal Plaza. The peers suggested a hybrid solution would be preferable to an all-or-nothing approach.

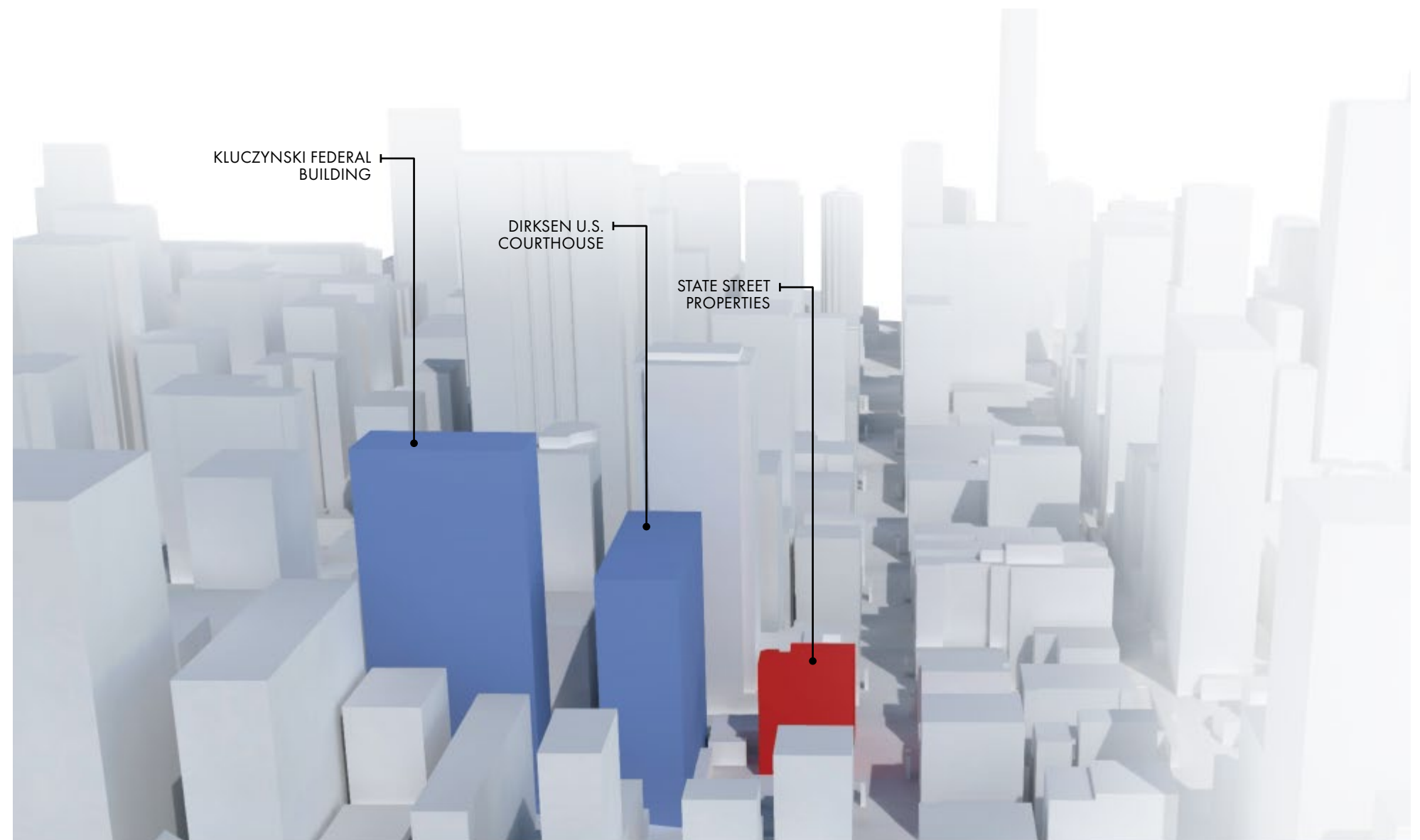
## Peers Suggestions for Charrette #1

Since the overall goal of the charrette process is to identify possible and viable alternative(s) for adaptive reuse of the State Street Properties. To reach that goal, the peers suggested the following:

- Allow hybrid solutions for the possible and viable alternatives, such as a combination of a Dirksen U.S. Courthouse renovation, adaptive reuse, and/or potential demolition.
- Explore the parameters of the space to determine what will work in the space, instead of choosing a use and then fitting that use to the space. Focus the idea generation to a zone of use discussion, treatments, opportunities, physical space, and adverse effects.
- Provide time in the charrette to draw potential solutions to generate ideas.

## Results of Peer Onboarding

During the meeting the peers suggested that focusing on specific uses might be premature during the first charrette. Instead they suggested that the first Charrette use the collaboration between the peers and consulting parties to thoroughly investigate what site and building interventions may help mitigate some of the outstanding concerns. Narrowing in on zones of use would provide more opportunity for productive use conversations at a future charrette. GSA agreed with the suggestion and Jacobs developed Charrette #1 based on those suggestions.



Massing view towards the north of the State Street Properties in relation to the Dirksen U.S. Courthouse and the Kluczynski Federal Building





# Charrette #1

State Street  
Properties

## CHARRETTE #1 SUMMARY

Charrette #1 brought together the consulting parties, peers, and GSA stakeholders to begin investigating options for site interventions and zones of use. The zones of use discussion was supported by information collected by GSA as part of the Section 106 process. GSA asked the consulting parties to contribute to a list of potential reuse ideas. The consulting parties requested that the list be shared as part of this meeting. Jacobs developed a graphic to relay the suggested use alternatives. This document was displayed on the walls during the charrette and although it was not a central component of the Charrette #1 discussion. It was reviewed by relevant parties and utilized as a reference during Charrette #2.

### Goal

Gather, generate, and hone ideas to examine opportunities for viable adaptive reuse.

### Structure

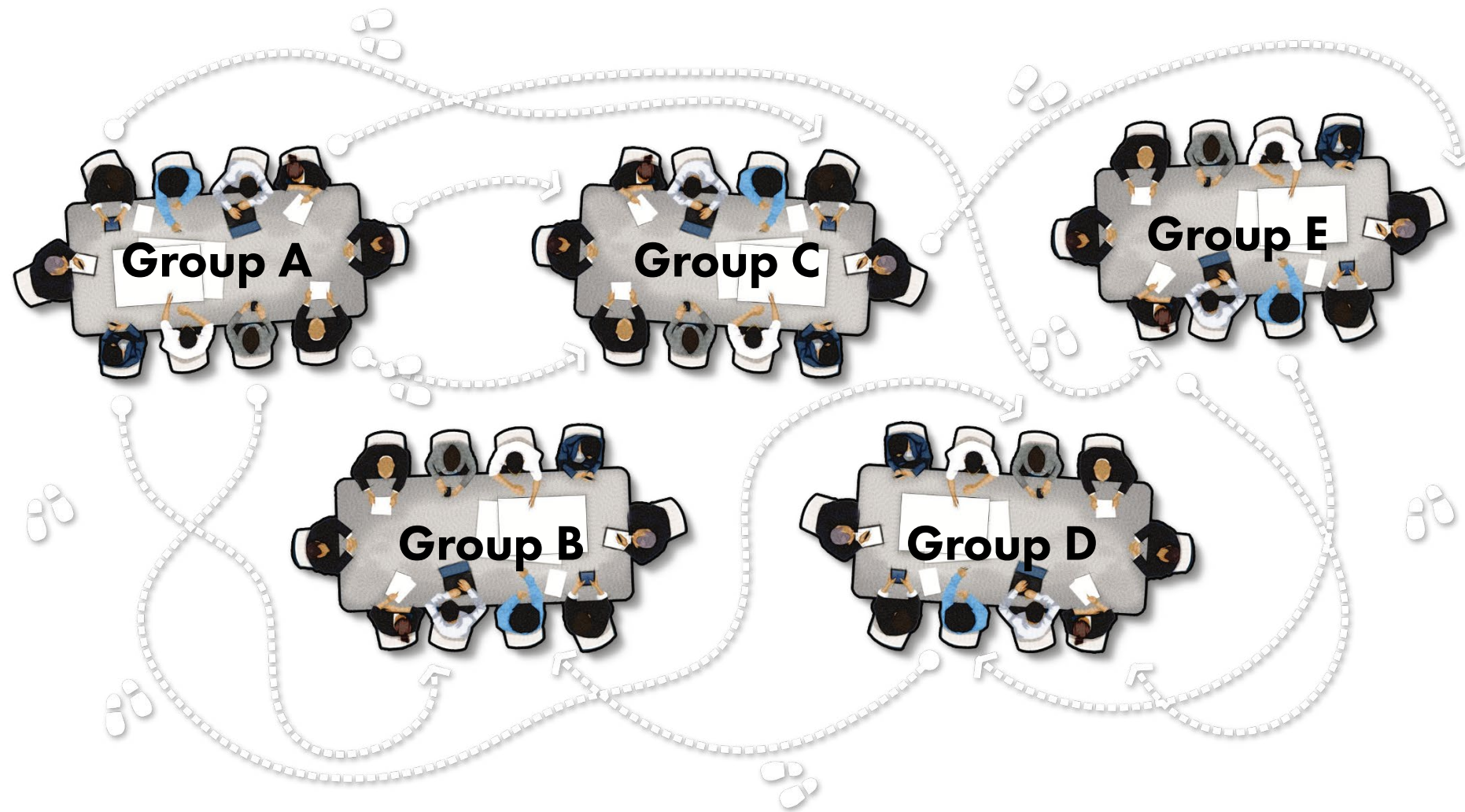
The charrette created a forum for idea creation and to build consensus. The first half of the charrette provided an opportunity for the peers to develop their own perspectives on the adaptive reuse challenges, and then followed with more focused conversations about the values each consulting party brought to the emergent strategies. All participants were encouraged to move around from table to table to listen and contribute to the thinking being generated. As a last step, the consulting parties were asked to apply their perspectives to note cards offering a written record and qualitative assessment regarding preferences.

### Products

The products of the meeting included drawings/diagrams, written reactions/reflections as well as updates on next steps. With reference maps, markers and tracing paper, the peers and consulting parties communicated abstract concepts and documented specific responses to the physical conditions of the site. Written and verbal reflections were captured by each participating consulting party member. Colored dots were applied to the note cards and were categorized as Green = Good, Blue = Additional Information needed; and Red = Distraction. The transcribed note cards and characterizations are included in each group section. These drawings and notes were labeled and identified by the peer's name who facilitated the discussion and a group letter was assigned for later dissemination and use.



Peers: (left to right) Andrew Obendorf (Gensler), Brian Kidd (Gensler), Doug Farr (Farr Associates), Laura Ettedgui (Studio Gang) and Amy Gilberston (Trivers & Associates)



## Charrette Choreography:

### Round 1

- Peers sat at separate tables and engaged with consulting parties to discuss concepts.
- Peers drew ideas and added notes to sketches.
- Consulting parties were encouraged to sit with each peer to discuss a range of ideas and offer reflections on emerging adaptive reuse strategies.

### Round 2

- Peers presented the strategies developed by their groups while the consulting parties wrote down their reactions to the ideas.
- Consulting parties were instructed to provide a qualitative assessment with color rating.



# CHARRETTE #1 - GROUP SESSION SUMMARIES

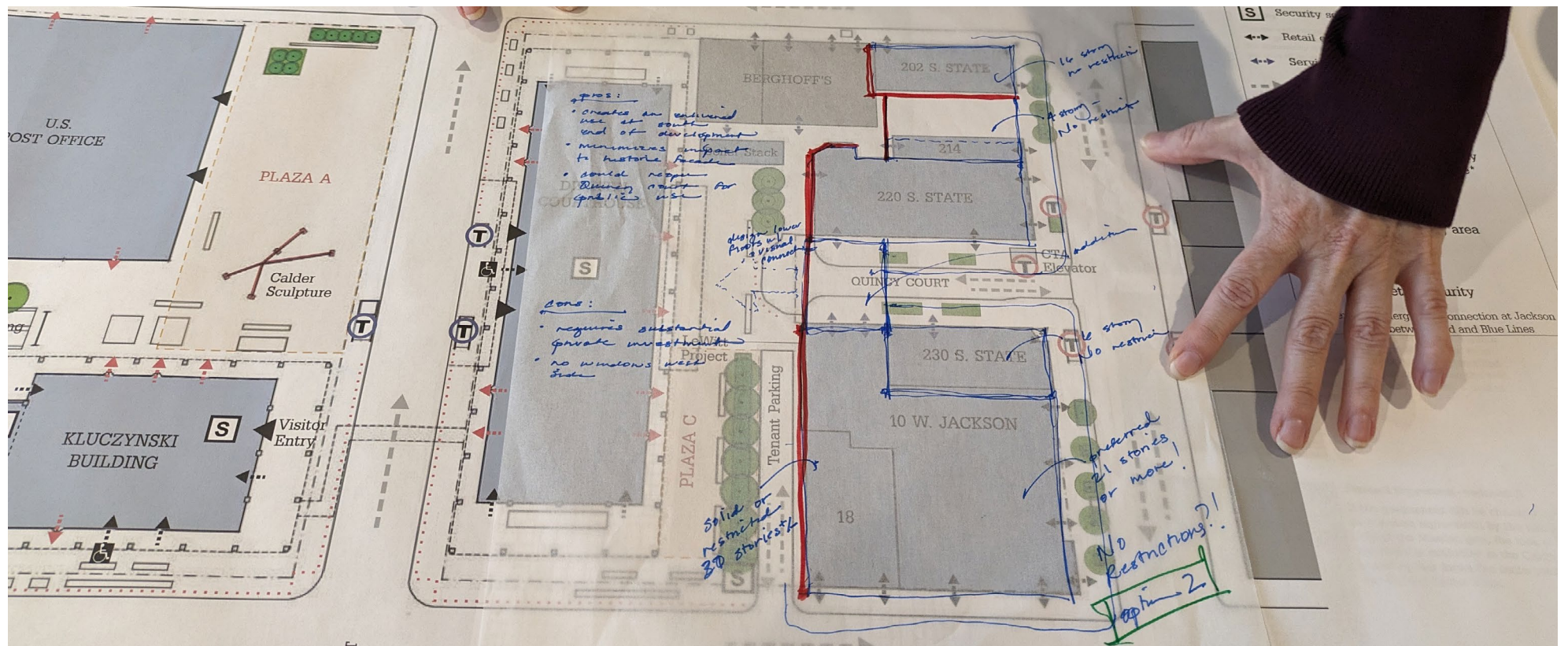
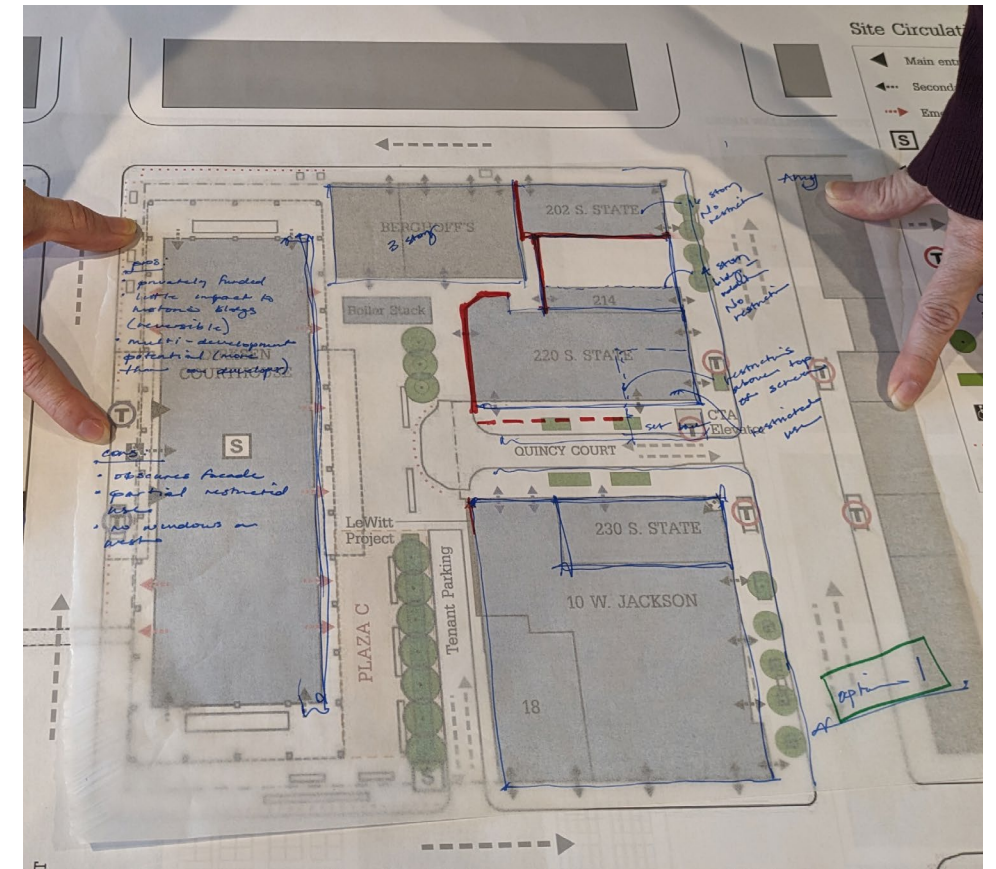
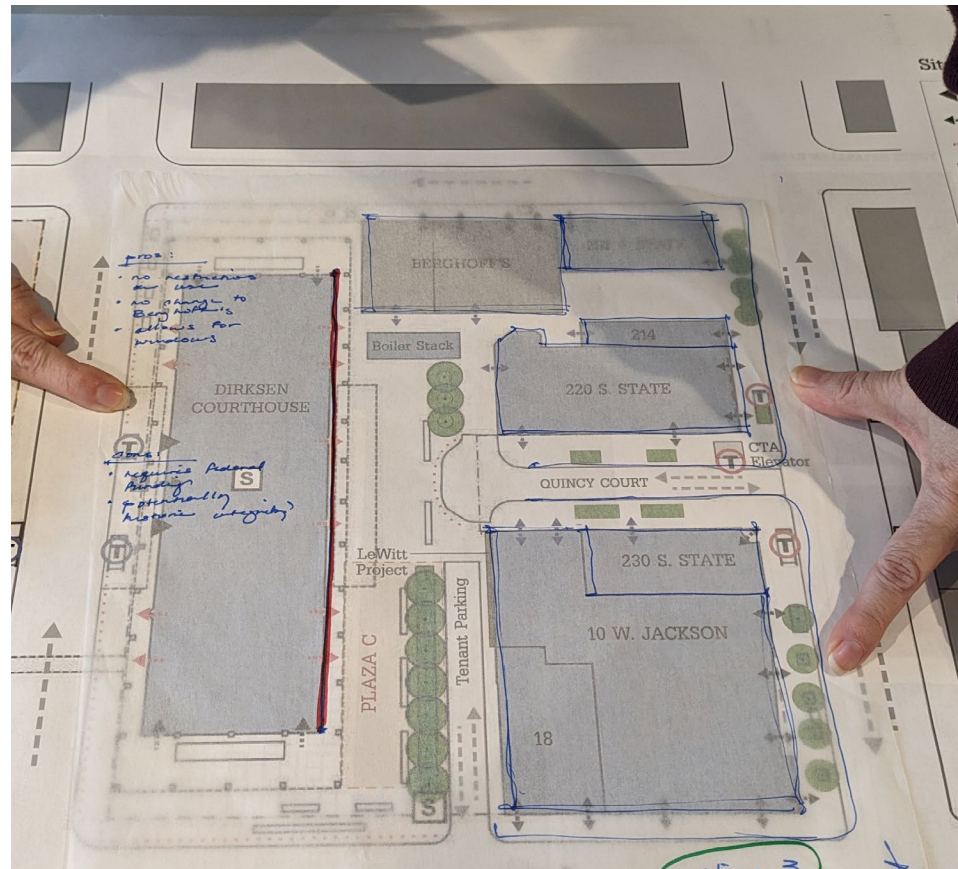
## Group A – Led by Amy Gilbertson, Trivers

### A Three-pronged Approach

Group A provided three insights to project strategies. The first idea was to develop additional protective physical security layers to the historic Dirksen U.S. Courthouse. The added layers of protection would further “harden” the façade of the courthouse potentially reducing some outstanding security concerns. This option would rely on federal funding which may prove difficult to acquire and the process of “hardening” may adversely affect the façade, or at a minimum be at a scale that would create a range of implementation and maintenance concerns. However, this approach would impose minimal restrictions on the State Street Properties for private development.

The second option developed by the group placed a security screen wall i.e: garden wall or art installation south of the 220 parcel to block sightlines from the building to the Dirksen U.S. Courthouse and explored opportunities for redevelopment which separated 202 S. State Street as a separate project. Any sections of building where sightlines to the courthouse remain would need to be occupied by a government tenant. This strategy began with an understanding that the 202 S. State Street building could be separated from the other properties since its west façade is opaque, and no sightlines exist toward the federal building. Lastly, an infill building could append either adjacent parcels.

The third option takes the idea of separating the 202 S. State building, and extending a larger infill structure that may or may not extend into the south portion of the block. This approach could cover Quincy Court, however the group offered a nuanced approach, suggesting that the lowest level could be of glass to allow visual connections from S. State Street through the new infill to the Dirksen U.S. Courthouse. This solution allows development but respects areas where visibility to the Dirksen U.S. Courthouse could not be avoided.



Diagrams developed during Charrette #1 by Group A led by Amy Gilbertson, Trivers

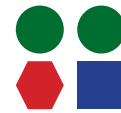


Images of Group A's collaboration

### Consulting Parties Comments



- Amy presentation + enthusiasm
- 202 S. State - put out for bid for use
  - Build 4 story (solid wall)
- 214 - west facade could be enclosed - screen Quincy Ct except corner (restricted use) - allows more use of building (private \$ but some restriction)
- Lots of private \$ needs research
- 202 - open to developers - addition next door OK but only 4 stories
  - Keep 230 S. State
  - Develop 10 W. Jackson - build wall across the Dirksen-side. (Berghoff's loading in question)



- Solid west walls of 202, 214 + 220. Screening for most of south wall of 220, where no screen, use must be restricted
- 202 could be reused right now as is
- Option 2 constricts a new building @ Bond that blocks views of Dirksen from 220



- Loved 202 and 220 preserved
- Do not like bldg on Quincy Court or over Quincy Court - 21 story bldg



- Least favorite of all of the solutions
- Hardening Fed. bldg if funded
- Build new bldg on State
- Don't like most of proposed, not thought out through
- All about facade changes, enormous glass wall



- Addresses location for security system and location
- Located new building into Quincy Court
- All security goes N=S east of Dirksen and make State Street facades flexible



- Option 2 - like the idea of creating a screen wall with a new building



- Opening up uses Option 1 - like the 4 story between 202 & 214 State



- Option 3 - harden Dirksen - is it feasible?



- Harden Dirksen first
- 202 - no problem because of party walls
- 214 - make additions/party wall or wall
- 220 - exterior hardening - option 1
- Option 2 - Quincy Ct bldg
- Option 3 - harden Dirksen



- Option 1:
  - Pros
    - Privately funded
    - Little impact to historic (reversible)
    - Multiple developers possible so flexibility
  - Cons
    - Obscures facade
    - Partial restricted use
    - No windows on west

- Option 2:
  - Pros
    - Very safe for feds
    - Enlivened State (majority)
    - Re-open Quincy for public use
  - Cons
    - Substantial private investment
    - No windows on west (dev.)

- Option 3:
  - Pros
    - No restrictions on use
    - No change to Berghoff access
    - Allows windows on historic 202-220
  - Cons
    - Reqs federal funding
    - Integrity of Dirksen



- Appreciate observations that 202 is already quite secure in terms of sightlines - can redevelopment be phased? Can we think about these buildings as separate challenges to an extent?
- Like Option 2 proposal to harden along rear facades/new construction to block Quincy Court.



## Group B – Led by Andrew Obendorf, Gensler

### Federal Campus Solution

Group B challenged GSA to examine the project from a full-site perspective. Believing that treatments to the Dirksen U.S. Courthouse façade could be viable to enhance protections for the courts and their personnel, and that a more holistic strategy would be stronger. The approach began with creating protections to the southern ramp, as well as removing vehicular traffic from Quincy Court. The group felt this strategy would “normalize security concerns by simplifying access.”

In addition to hardening the Dirksen U.S. Courthouse (protective screening or replacement glass), this group suggested relocating vehicular access from Quincy Court. The service entrance for The Berghoff restaurant would be relocated to the empty lot between parcels 202 and 214. Once the vehicles are removed, the Dirksen Plaza and Quincy Court would be reclaimed for pedestrian use. The rationale being that the free movement of pedestrians occurs throughout the multi-block area and within the federal buildings. A system of bollards and planters would promote pedestrian patterns while restricting vehicles. The group also assessed the existing vehicular access ramp for the Dirksen garage, proposing to cover the entry point providing additional protection to those using the ramp and limiting direct site lines.

And lastly, the group proposed using the U.S. Post Office building as a singular check point for access to the federal buildings. To do this Andrew provided an idea that would require subsurface passageways linking the facilities.



Diagrams developed during Charrette #1 by Group B led by Andrew Obendorf, Gensler



Photos of Group B's collaboration



### Consulting Parties Comments

- "Micro interventions"
- Pros
  - Reasonable approach to security
  - Great use for P.O. bldg. to reduce overall security concern
- Cons
  - Loading off State not desirable/allowed



- "Micro interventions"
- Architecture + safety is important
- Consider layers of concerns - Access/interventions
- Site access is now open - enclose on Jackson
- Delivery to Berghoff's moved to 210 access area
- Bollards in plaza - remove vehicular traffic here
- Harden east facade of Dirksen
- Developer-led proposals for use of existing buildings
- Post office as access for Judicial (entry pavilion)
- Challenge to connect reused USPO back to Dirksen but could yield great benefit



- Great master plan approach incorporating as far as the Post Office.



- Love the saving + reviving of 202, 220, Berghoff and the reopening of Quincy Court
- Love "smart architects" can solve the reuse of 220 S. State and interesting idea with the Post Office as a security center in part on the west side of the Post Office Bldg.



- Love the idea of making Post Office into security pavilion
- Love reclaiming the plaza
- Is hardening the Dirksen feasible?



- Examine small incremental changes to the site that improves the usability of the subject bldgs
- Relocate vehicular access to Berghoffs to footprint of 210. Quincy Court becomes pedestrian
- Harden east facade of Dirksen
- Reuse Post office + its underground for court entry + functions



- Love reclaiming the pedestrian plaza
- Security entrance through Post Office interesting
- Wall hardening. Yes Please!
- Income from renting can cover cost for the wall
- Figure financing



- Whole site approach = all bldg including Post Office
- Existing bldg preserved facility
- Post Office basement used!
- Micro interventions all over



- Access
- Harden edge
- 202 - 220 preserved
- Plaza basement reuse
- Micro interventions/overtime

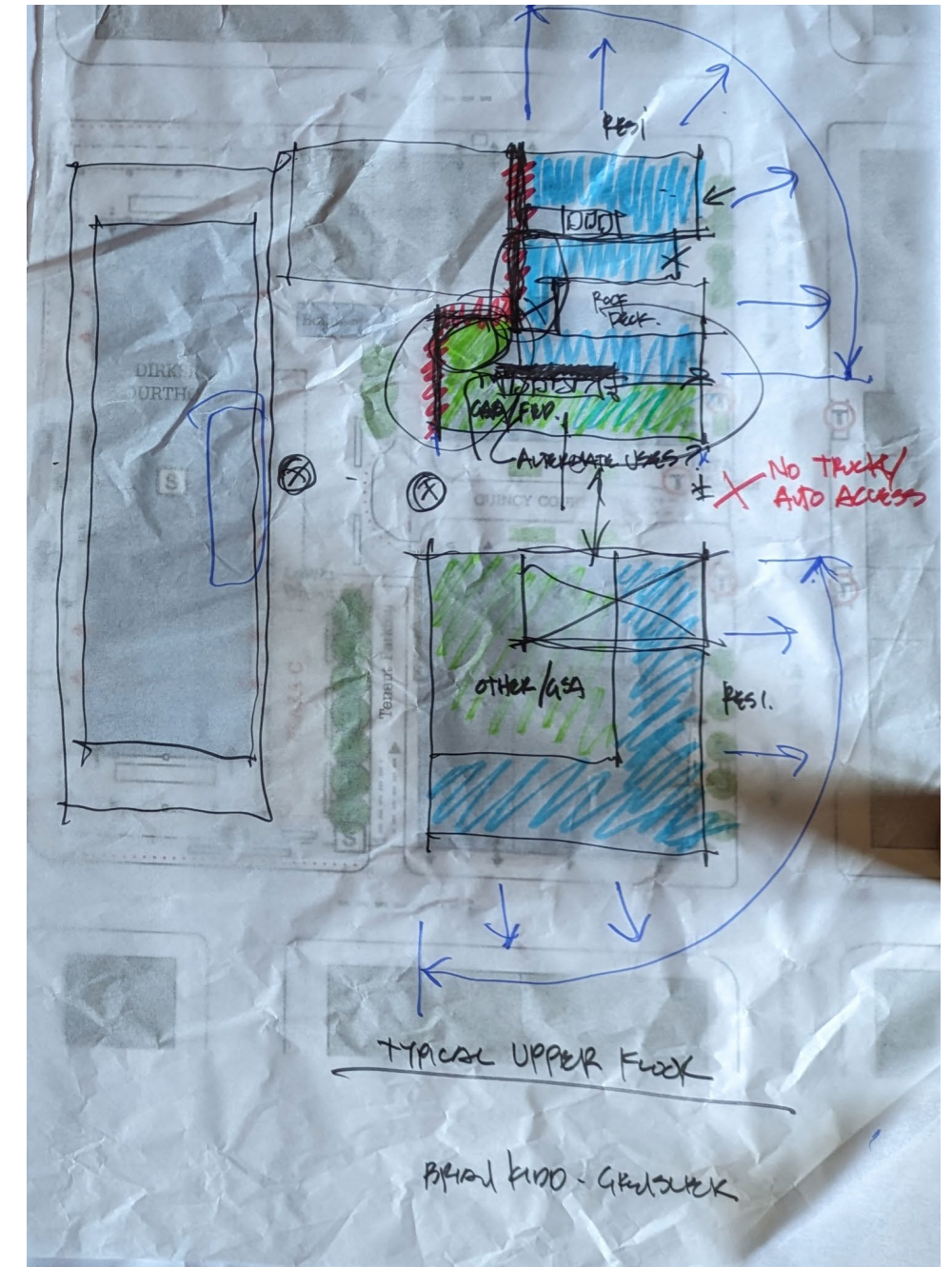
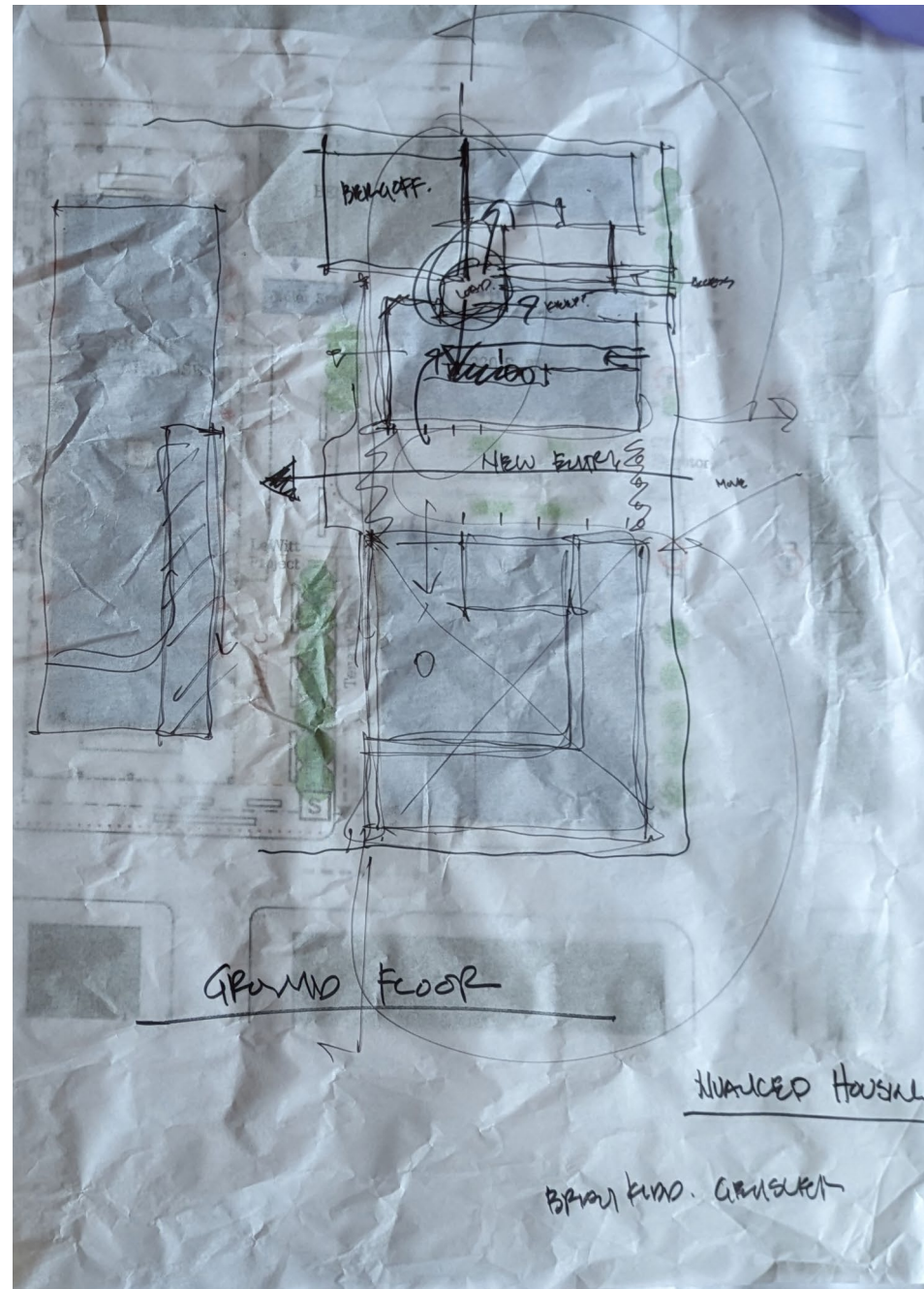


### Group C – Led by Brian Kidd, Gensler

#### Residential Focus

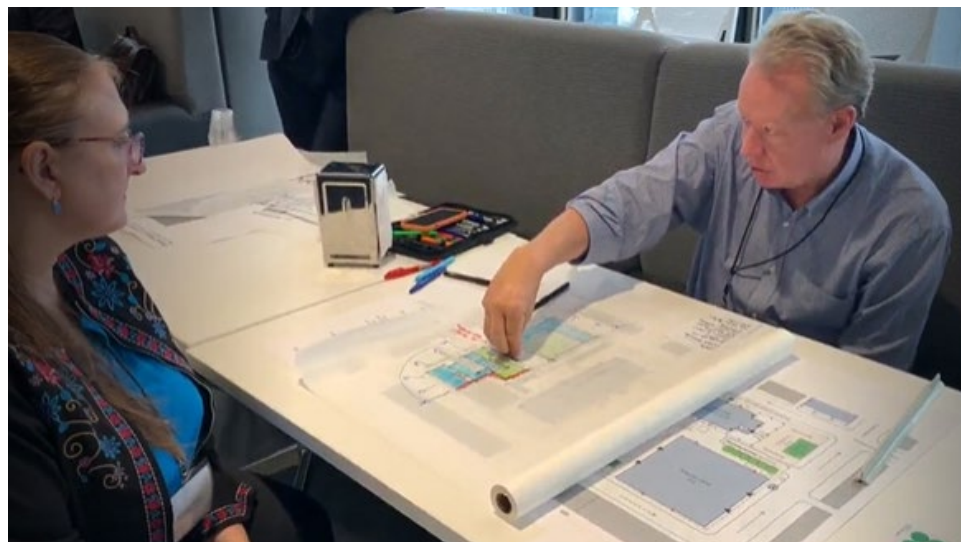
Group C focused on the adaptive reuse of the historic buildings to meet the market's current demand for residential units. It was noted that 202 and 220 S. State Street are well-suited to accommodate residential apartments. To accomplish this strategy, the group recommended that the current service road to The Berghoff (through Quincy Court) be relocated and that exterior treatments be added to the historic buildings to restrict lines-of-sight toward the Dirksen U.S. Courthouse. This reuse strategy also recommended adjusting the layout of the interior program of the Dirksen U.S. Courthouse to mitigate the risks to personnel residing along the east façade of the building.

The finalized strategy noted that while private development of residential units could be managed against the expressed security risks, the same residential development could support government-managed housing services.



Diagrams developed during Charrette #1 by Group C led by Brian Kidd, Gensler





Images of Group C's collaboration

**Consulting Parties Reactions**

- Nuanced housing plus approach
- Like the nuanced approach
- Like isolating an outdoor terrace
- Love moving the loading dock
- Would like to see 230 S. State incorporated
- Love Quincy Court reopening to the public + pedestrians
- Love the idea of "hardening" the Dirksen Building
- Interesting idea to connect 202 + 220 with a courtyard building
- Like government + residential idea in concept - not sure if security issues would be fully addressed

- Appreciate mixed use approach with question of how to incorporate residential on less vulnerable sides
- Loading off State St is fine, a good solution since 208-212 is already gone. Would prefer to keep 214 if possible, but not as critical as 202 & 212
- 208 Access
- Quincy Ct clean
- Flexibility of security
- 202/220 residential
- 202 does not present a security threat. Addition to the south
- 210 becomes loading for Berghoff + quadrant of block
- Keep Quincy pedestrian => plaza
- Love Benson-Rixon but bringing residential to corner
- Nuanced housing
- Very much residential renovated bldgs. Residential conversion is going to be very expensive. Adds residential to the landmarked tower on State/Adams
- In my opinion too much residential, changes the character along S. State Street!
- Quincy should be opened again
- Residential use + housing plus
- Addition to southside of 210
- Public access already on 3 sides, why not 4?
- Nuanced housing
- Not a one size fits all approach
- Combination of uses/location within exist. bldgs. - zones
- Some minimal hardening to courthouse
- Move loading from Quincy Court

- Nuanced housing + residential anything
- Century - no threat - addition on south side would solve stair issue - maybe connect to 214 w/roof deck
- New loading area for Berghoff
- Armored glass inside courthouse (case-by-case)
- Quincy Court plaza - use uncertain - park/cafes, etc. - Make this front door to Quincy Ct.
- Lots of variables w/space + use but courthouse hardening ++ residential ++
- Pros:
  - Housing likely viable (most viable) use
  - Activating State
- Cons:
  - Loading off State not allowed/desirable
  - Enough SF for developers
- Concern that 214 could be lost
- Like reorder use in courthouse to minimize need to impact.
- Worried about 230
- Love residential & govt.



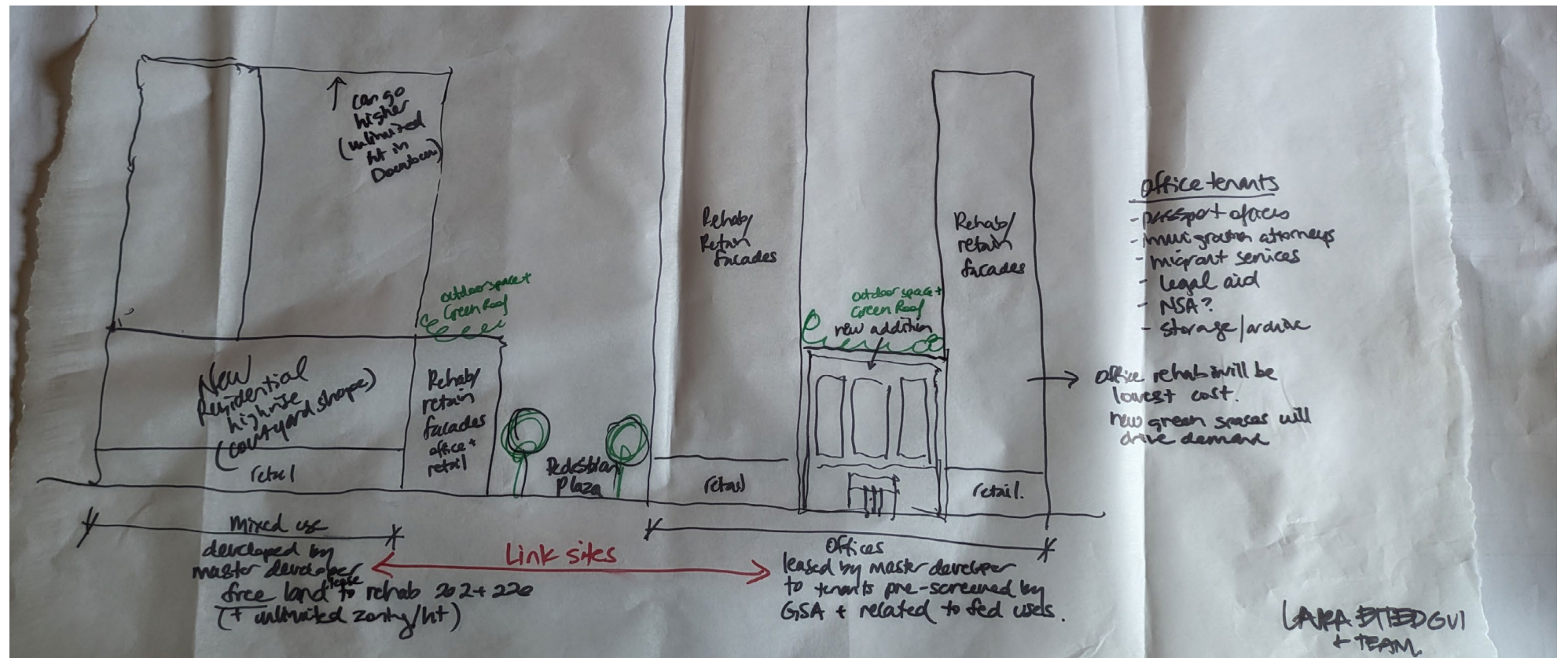
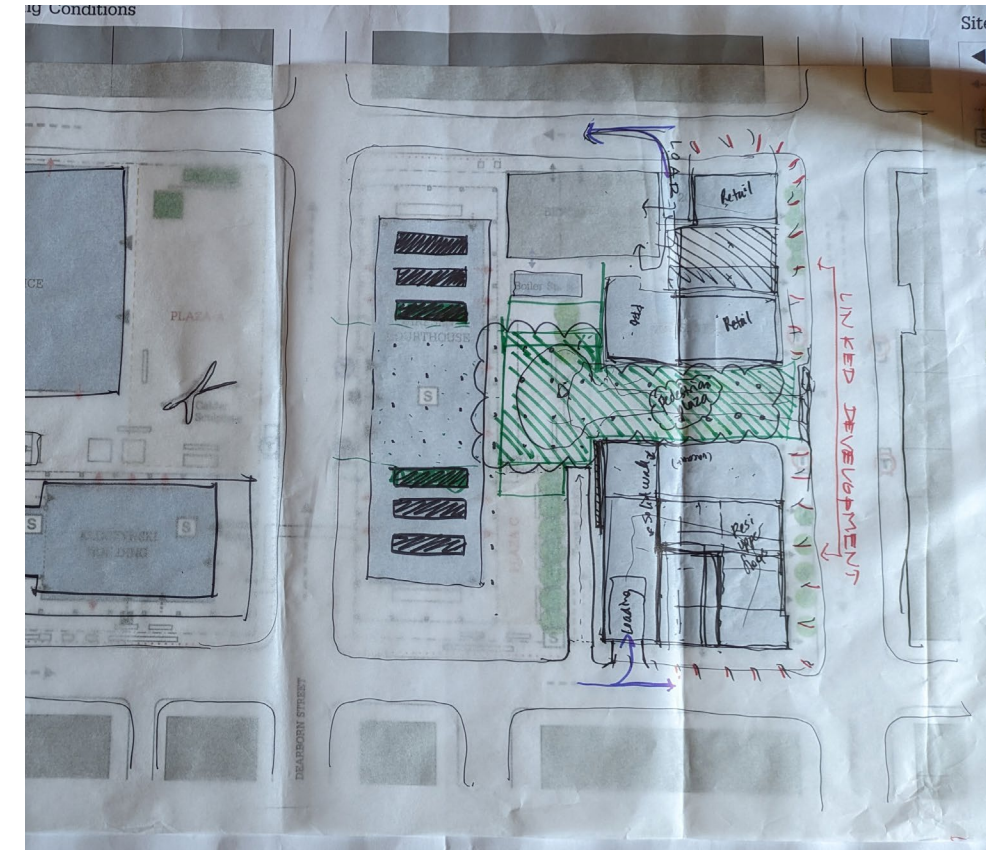
**Group D – Led by Laura Etedgui, Studio Gang**

**Historic Pathways and Extended Block Solution**

The main theme of the strategies developed by Group D was to reclaim Quincy Court as a pedestrian plaza. The goal is to preserve the original design intent of the Dirksen U.S. Courthouse, providing an open line-of-sight through its lobby and westward toward the train station blocks away. To reinforce this original design feature, the group noted that the original buildings were designed to face onto Quincy Court and provide a character befitting the original vision. To extend the relationship between the Dirksen U.S. Courthouse and the new plaza, an allée of trees was proposed to align with the column grid of the building. The logistics of vacating Quincy Court would be addressed by creating a new service entrance along Adams Street to The Berghoff.

The conversations conducted in Group D revealed that during the construction of the federal site, the Dirksen U.S. Courthouse was built first, and the construction staging area was to the west. This meant that the east side of the Dirksen U.S. Courthouse was originally seen as its primary entrance and the group wanted to see if this entrance could be restored by creating a plaza space at the Quincy Court access to S. State Street. Further dialogue introduced the urban intention of the three buildings that make up the federal plaza. In this, many shared the concept that a line-of-sight was intended by Mies van der Rohe along Quincy Court. The view corridor was to extend all the way to the train station that is west of the site and many blocks away.

The loss of activity on S. State Street due to vacancy and disrepair was noted as a rationale for revitalizing the entire eastern half of the block. The concept encouraged the establishment of infill buildings and the development of the southeast corner of the block. The latter could be proposed as residential with the appropriate physical limitations to mitigate the security risks.



Diagrams developed during Charrette #1 by Group D led by Laura Etedgui, Studio Gang



Images of Group D's collaboration



**Consulting Parties Comments**

- ■ Good loading solution through 202 in response to city opposition to State St. curb cut
- Concern about removing 214
- Like visual connection between Quincy Court and Dirksen lobby for clear visual line
- Interesting financial premise for developers
- Like the East-West access thru the Federal Center
- Like opening Quincy to pedestrians + public and restoring access
- Like 202+220 redevelopment to south-side - new building on 10 W. Jackson site
- Love saving 202, 220+230 State St and reusing them
- Love linking all sites from Adams to Jackson
- Quincy becomes pedestrian/green plaza
- Keeping towers as towers!
- Propose new tower corner State/Jackson!
- Could have green roofs
- ■ Berghoff access
- Quincy Ct view
- State St elevation
- Developer carrot
- Kill 214
- 202/220 Class B Space
- No hardening Dirksen

- Quincy - no vehicular access
- Berghoff access through
- Ballistic glass on south side of 220 - good
- Bonus of getting 10 W. Jackson for taking on more challenging 202,214, 220
- Need to save 202, 204, 220 & 230
- Proposes development of entire East side of Dirksen Bldg. Preserves the historical important buildings on State Street but opens up Quincy Court access with a landscaped access from State St. Also proposes medium, highrise residential bldg on south side of Quincy
- Security concern is addressed by building few and smaller bullet-proof windows where possible but not strengthen Dirksen facade
- ■ ■ E-W access critical for design => this site is important - there is a need to reclaim the public plaza
- ■ ■ Remove vehicles from plaza and attract business/visitors to greenspace
- (No solution to Berghoff's delivery)
- Infill buildings - for density + new tower Jackson/State (incentivizes preserving exiting buildings)
- Master developer will take on security
- Green roofs
- I love the idea of injecting greenspace + public use but not enough emphasis or innovations on security need

- Pros:
  - Desirable Quincy Plaza a plus/attraction for developers
  - Reasonable access from Adams
  - Restore view corridor
- Cons:
  - How to find government uses for 220 "office" space
  - Loss of 214
  - Negative impact to primary facade of 202 (using for access) (Adams facade)
- How would security work into the courthouse?
- Love the green and use of plaza; canopy of trees, etc.
- Love the tree language of the building ledges
- Maintaining E-W axis through Quincy Ct (reclaiming). Making pedestrian node, eliminate vehicles
- Infill 210 + replace 214
- New tower on Jackson & State offered to "sweeten" the reuse deal. Would replace Bond Store
- Keep Benson & Rixon

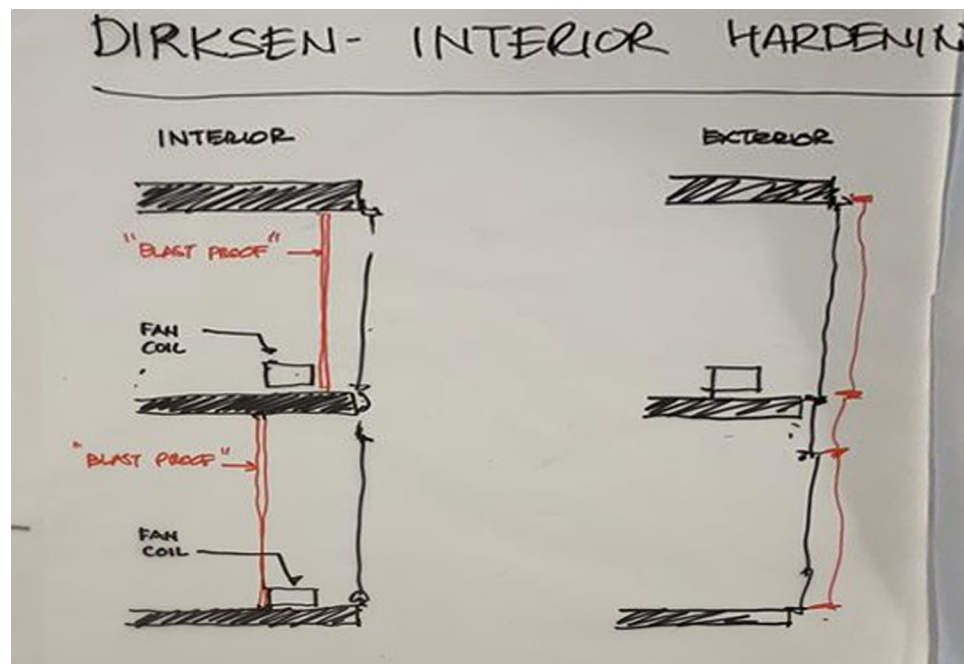
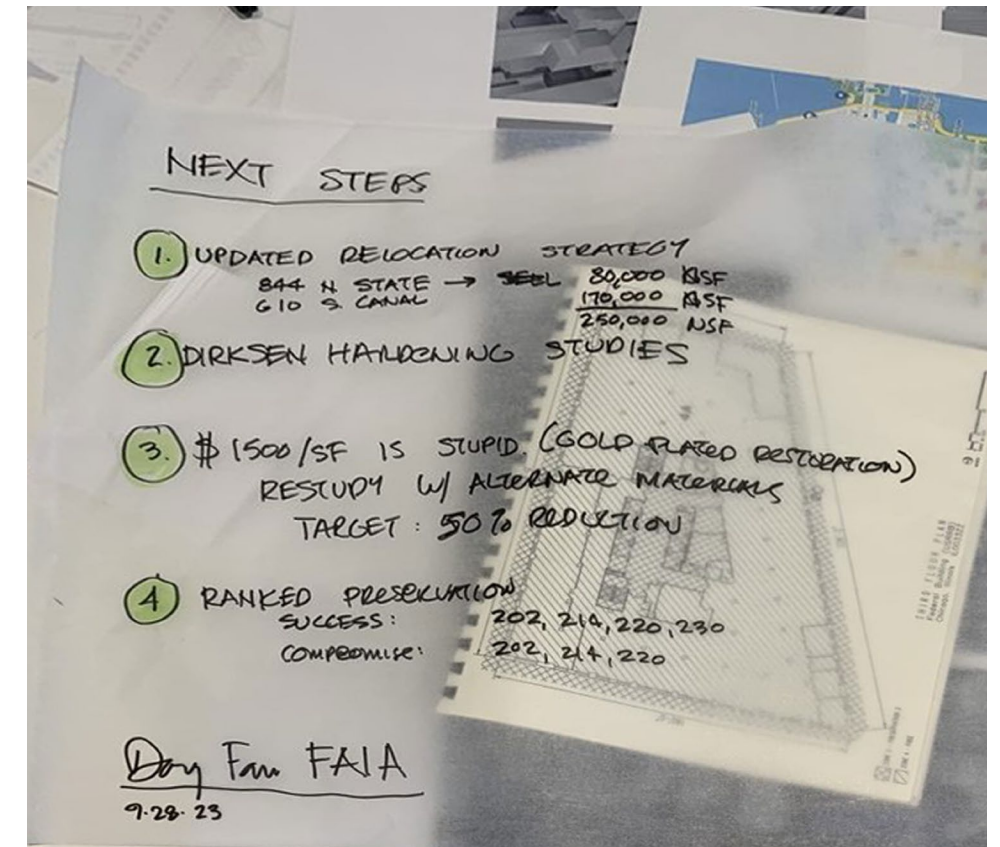
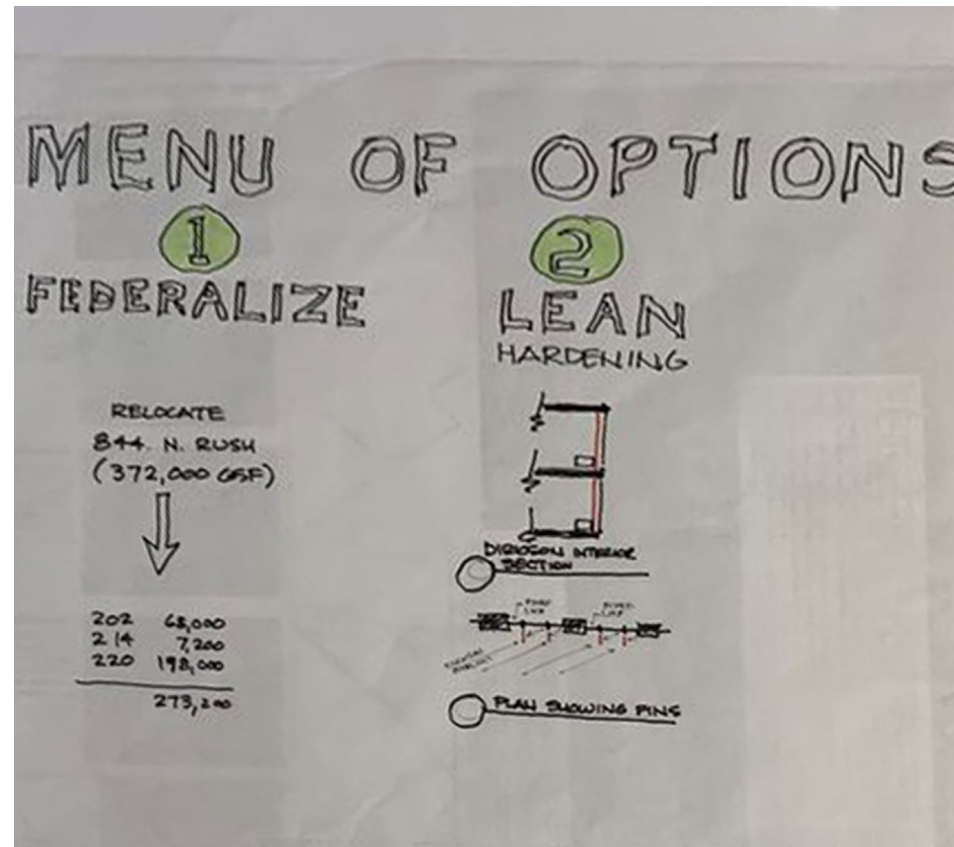
Good
  Additional Consideration Needed
  Distractions

**Group E – Led by Doug Farr, Farr Associates**

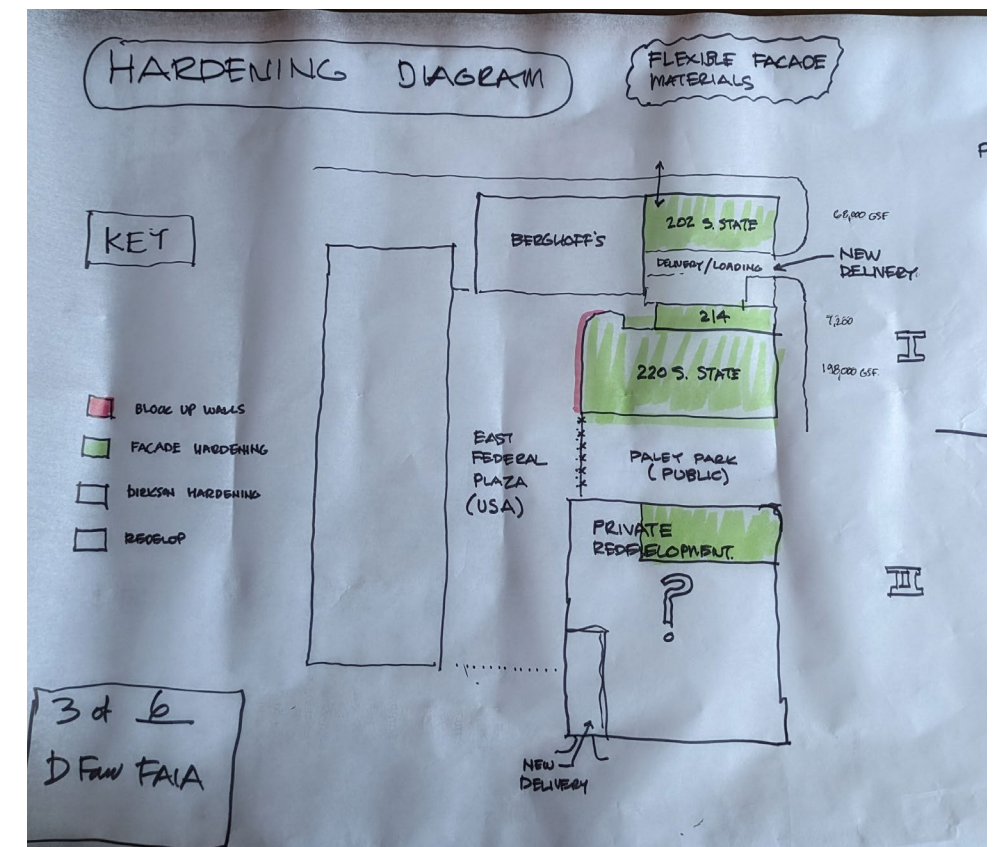
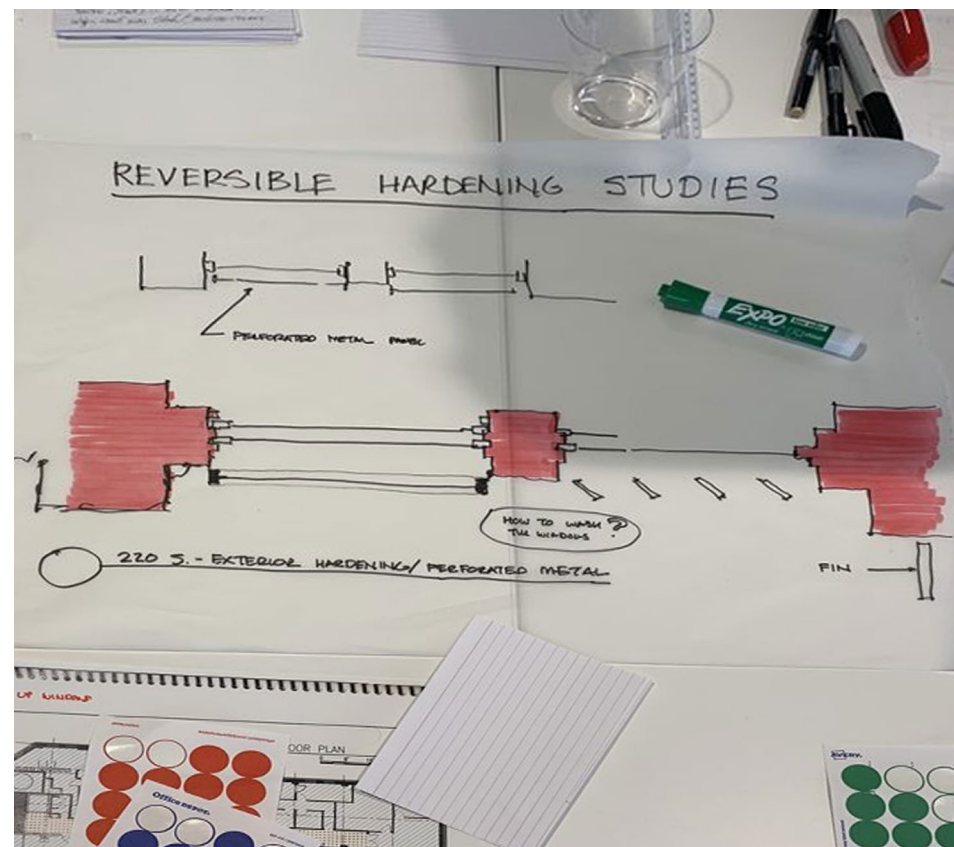
Group E examined two strategies. The first explored other GSA owned properties of comparable square footage to the State Street buildings. The group proposed swapping these occupancies to the vacant buildings in question. The other real estate holdings could be sold. The logic posed was that if a federal tenant were to move into the vacant buildings, the perceived threat to the courts is removed and no demolition would be required. Real estate holdings located at 844 North Rush Street (80,000 gross square feet (GSF)) and 610 South Canal Street (170,000 GSF) were the example properties. This meant that these two buildings, totaling 250,000 GSF could move into the 275,000 GSF available in the vacant buildings. The idea focused on the quickest path to occupying these buildings. The federal occupancy strategy was positioned due to it placing control of development in the hands of GSA.

The second strategy looked at the Dirksen U.S. Courthouse and upgrading its exterior or interior façades in order to mitigate security concerns. For the interior strategy, it was suggested that replacing the HVAC system, which currently occupies three feet of perimeter space, would free up space for security modifications without impacting the usable area. Any mitigations would require federal funding to upgrade the security perimeter of this facility. Such approaches as those aforementioned, may allow a more conventional redevelopment of the State Street Properties.

The resulting assessments developed by Doug and Group E considered the use of federal funds and how available resources could be allocated better. Beyond the property portfolio exchange proposal, Doug provided speculations on the renovation costs, and discussed compromises to preservation. Lack of funding availability for tenant relocation in addition to rehabilitation funding would pose the greatest hurdles to this concept.



Diagrams developed during Charrette #1 by Group E led by Doug Farr, Farr Associates





Images of Group E's collaboration



### Consulting Parties Comments

**Good**
 **Additional Consideration Needed**
 **Distractions**

- Pros
  - Minimal impact to all buildings
  - Move options simple
- Cons
  - Who/how to get money to pay for hardening Dirksen or moving feds to 202-220
- Excellent analysis of security problem. Should be studied in detail and costs
  - South end of East side needs more study - with removal of old bldgs and was State/Jackson corner
- Love Dirksen hardening if feasible
  - Love relocating Berghoff loading
  - Save as many historic buildings as possible
- Harden inside windows
  - Need Dirksen hardening studies
  - Very clear presentation
  - Meets all requirements
- Like suggestion to harden Dirksen/ballistics study
  - Incorporate 230 State & 10 Jackson
  - Most important to retain 202 & 220 - not all or nothing
  - Great idea to think holistically about GSA portfolio
- Love all of the ideas at Doug Farr's table
  - Hardening of Dirksen bldg is excellent idea!
  - Save and reuse 202, 220, 230 S. State St. bldgs.
  - Love Option 1!!
  - Love new loading for Berghoff

- Move federal uses into historic bldgs, GSA-owned bldgs - lots of square feet
- Move ppl to the historic, harden inside of bldg (internal)(design)
  - Close plaza to vehicular traffic - only Fed. access (deliveries off State or in new spot)
  - Harden historic bldgs S+N windows (220)
  - Good option with property sale
  - 10 & 18 Jackson expendable
- Love the interior hardening at courthouse
- Can implement installation based on highest security need
  - More federal offices into these buildings, good idea?
  - Want to see a \$1,500/SF restoration
- Neat idea, offers options for hardening existing federal center also addresses security issue of 202, 214 & 220
- Sequential
  - Federalize - no hardening - leaning hardening (interior, exterior)
  - Reversible hardening 202/220
  - \$1500/SF stupid\*\*\*\*
- Option 1 Federalize - love this option!
- Federalize use for 1st strategy. Relocate other bldgs into there. No need to harden anything
- Interior hardening of E wall of Dirksen
- Exterior hardening of E wall of Dirksen
- Possible reuse of 2 vacated GSA bldgs. RR & historic house
- Offering parcels for redevelopment by private sector

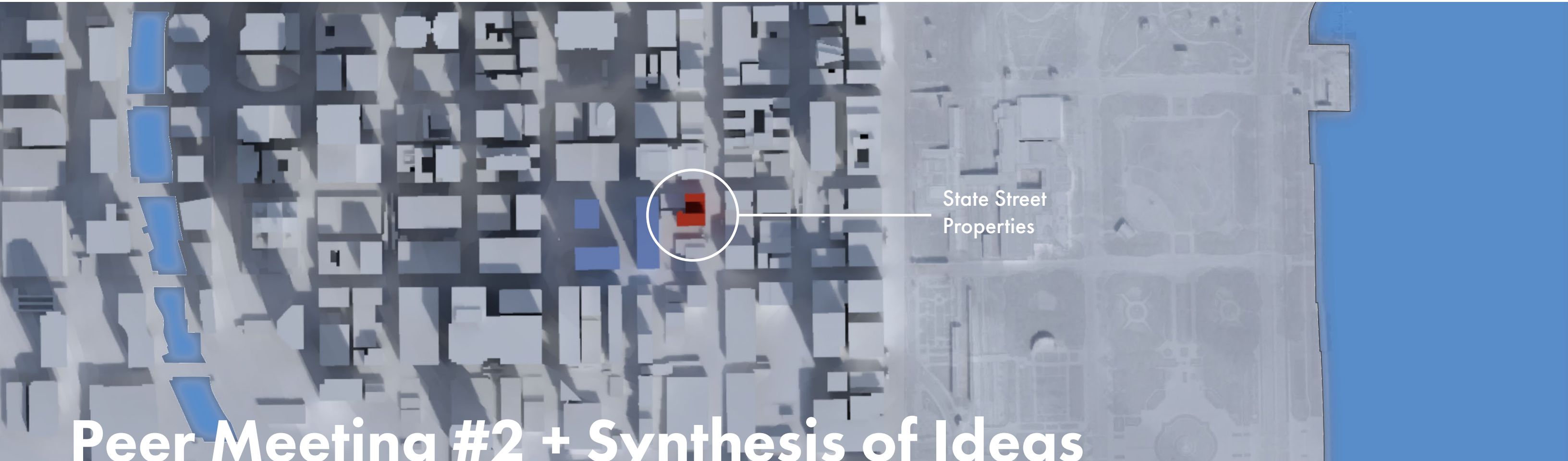
### Charrette #1 Outcomes

The collaboration and discussion that occurred during Charrette #1 resulted in many additional questions.

The peers expressed a desire to have a follow-on discussion with GSA and each other as they did not have the opportunity to see the ideas generated by other groups during Charrette #1. Therefore a second peer review meeting was scheduled for October 18, 2023. This meeting was a summarization of ideas and strategies developed during Charrette #1 and a strategy session for the development of Charrette #2.



Charrette #1 Participants



State Street  
Properties

# Peer Meeting #2 + Synthesis of Ideas

## PEER MEETING #2 + SYNTHESIS OF IDEAS

The peers met on October 18th to review the results of Charrette #1. Through their collaborations with the consulting parties, a few common themes emerged to facilitate development opportunities. This section focuses on the three approaches and the numerous conceptual ideas developed during Charrette #1 which contributed to them. These redevelopment approaches for the State Street Properties respond to the security criteria while increasing the market viability for the most probable reuse opportunities for the State Street Properties.

As a follow-on to discussions from the Peers Meeting #1, the peers discussed the viability of a hybrid solution; for instance, could one building be demolished and an adaptive reuse solution be found for the remaining properties? They wondered if the façades could be saved and re-purposed on a new building. While this may not be the best solution but might improve marketability.

This led the peers to engage in a preliminary brainstorming session which centered around the following ideas:

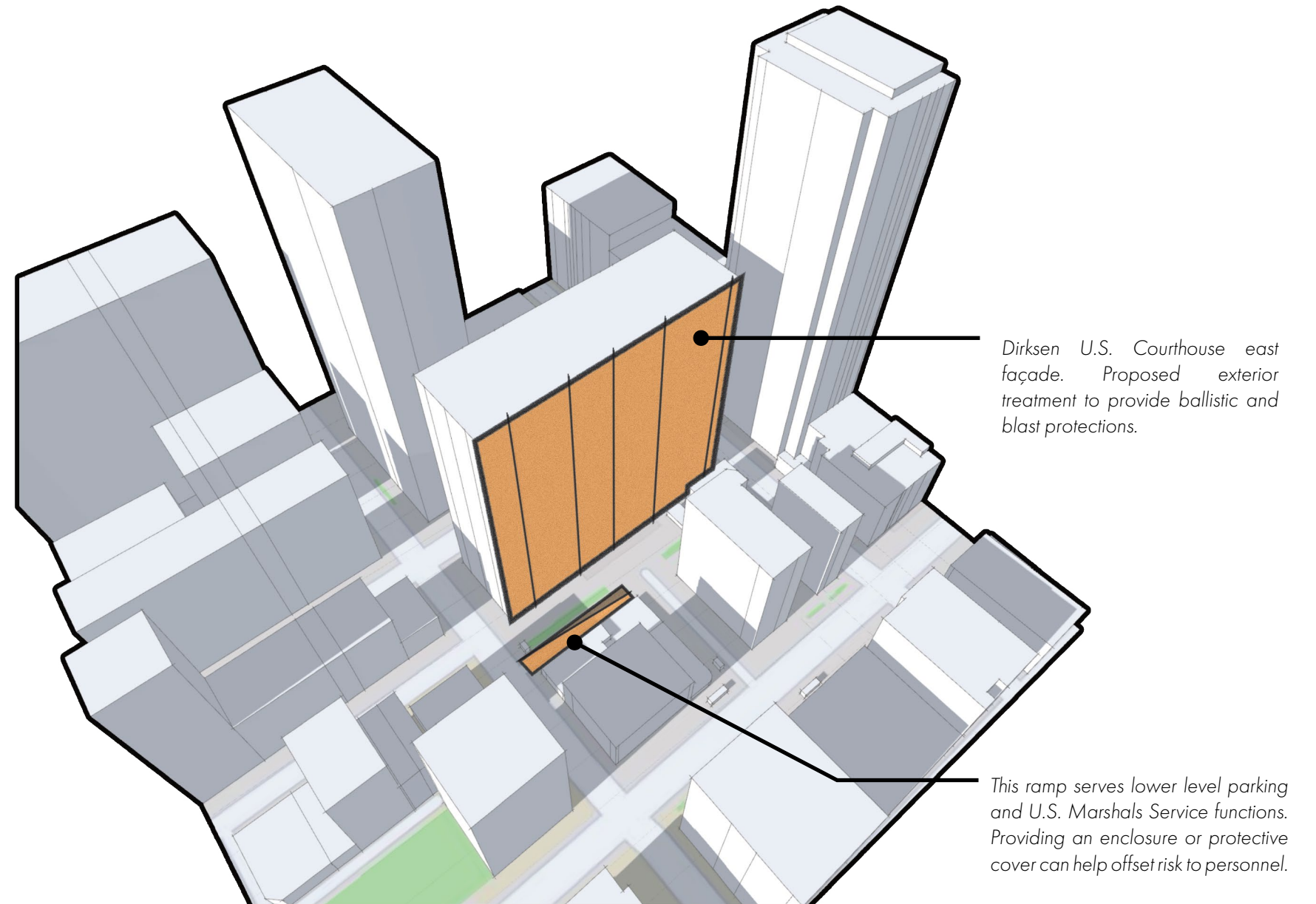
- Retaining one, two or all buildings for redevelopment.
- A hybrid of reuse and new construction.
- Are there types of residential uses that would be permitted, such as court-related or law enforcement housing?
- Clear understanding of any federal occupancy, even partial.
- A clearer understanding of GSA's cost estimates for rehabilitation of the State Street Properties and how that might be calculate differently for private development.
- The possibility of any federal funds to supplement private redevelopment.

### Target the Source of Risk

While proximity to the Chicago Federal Center is unavoidable, vehicular access, sightlines and use categories posed the highest concerns. As a result, the peers emphasized that targeting the source of these risks was a crucial first step in finding a path forward. The peers understood that preserving the historic integrity of parcels 202, 214 and 220, while addressing these security concerns, was paramount.

Their recommendations included requesting a thorough risk assessment, and collaborating with relevant authorities to ensure a balance between preservation and safety. Overall, targeting the source of the risk underscores the importance of a proactive and comprehensive approach.

### Synthesis Diagram 1 - Targeting the Source of Risk



### Target the Source of Risk

*Design strategies that focus attention at the source of the threat create greater opportunities for defensive measures and reduce the burden on the developer community to resolve These matters.*



The following is a synthesis of key elements which contributed to this approach:

- **Protective Covering**

Providing a protective covering over the vehicular ramps that provide access to the judges' parking as well as prisoner transfer areas is one strategy for mitigating the risk.

- **Hardening Dirksen U.S. Courthouse**

The hardening strategy was developed in concert with the consulting parties and was intended to mitigate the source of the risk. The orange dashed line represents the eastern edge of the Dirksen U.S. Courthouse. The idea would be to construct either an applique or a screen in front of the eastern façade of the Dirksen U.S. Courthouse to mitigate possible blast impacts to the courthouse. This idea focused on targeting interventions on the source of the risks to the courthouse rather than interventions to adjacent properties. Ideally by targeting the source of the risk, the restriction of residential uses for the State Street Properties could be reconsidered. This idea would require federal funding.

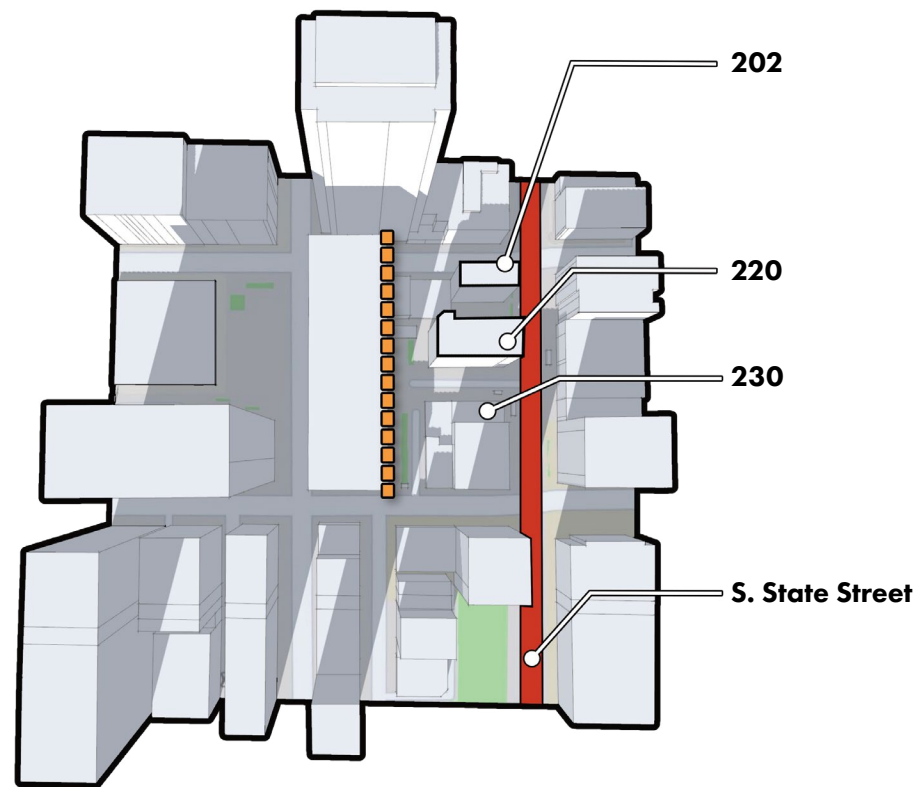
- **Reinforcing Edges/Façade Treatment**

The reinforcing the edges/façades of the State Street Properties closest to the courthouse, which present the greatest security vulnerability. This idea could mitigate risks to personnel in the Dirksen U.S. Courthouse and to Quincy Court. Potentially this strategy could reduce the amount of restrictions for the redevelopment of the State Street Properties while retaining vehicular access to The Berghoff restaurant. There would still be some challenges to private development, but they could be reduced by the reinforcing edges through mitigations.

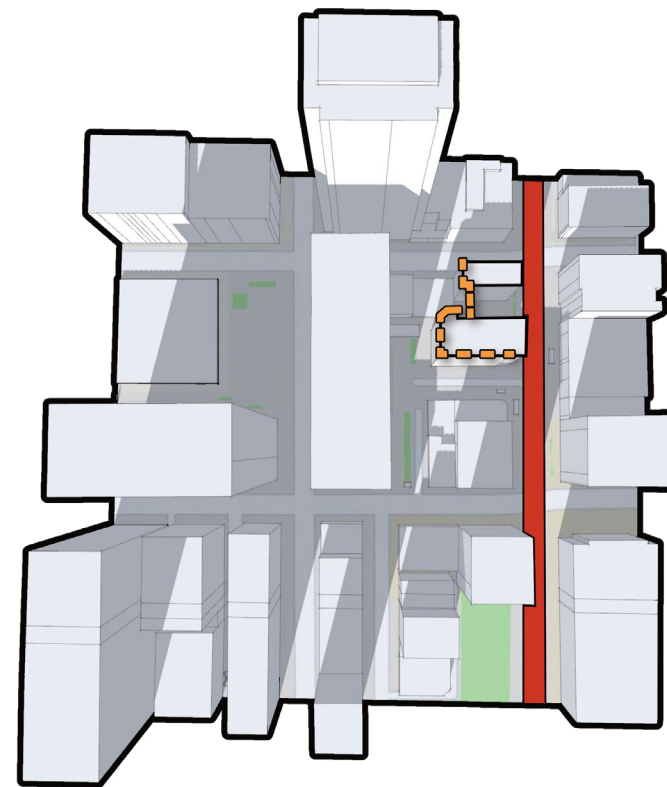
- **Secure Pathways**

The secure pathways idea represents a broader strategy for redevelopment. A key feature of this idea is to re-purpose the underutilized U.S. Post Office building as a security checkpoint for the Federal Plaza buildings. Similar to the U.S. Capitol's Visitor Center, the public would arrive at the re-purposed security pavilion and connect to the Dirksen U.S. Courthouse through underground connections. The secure pathways approach is a distinct element, and could improve the overall security of the Chicago Federal Center while providing open site access at the street level.

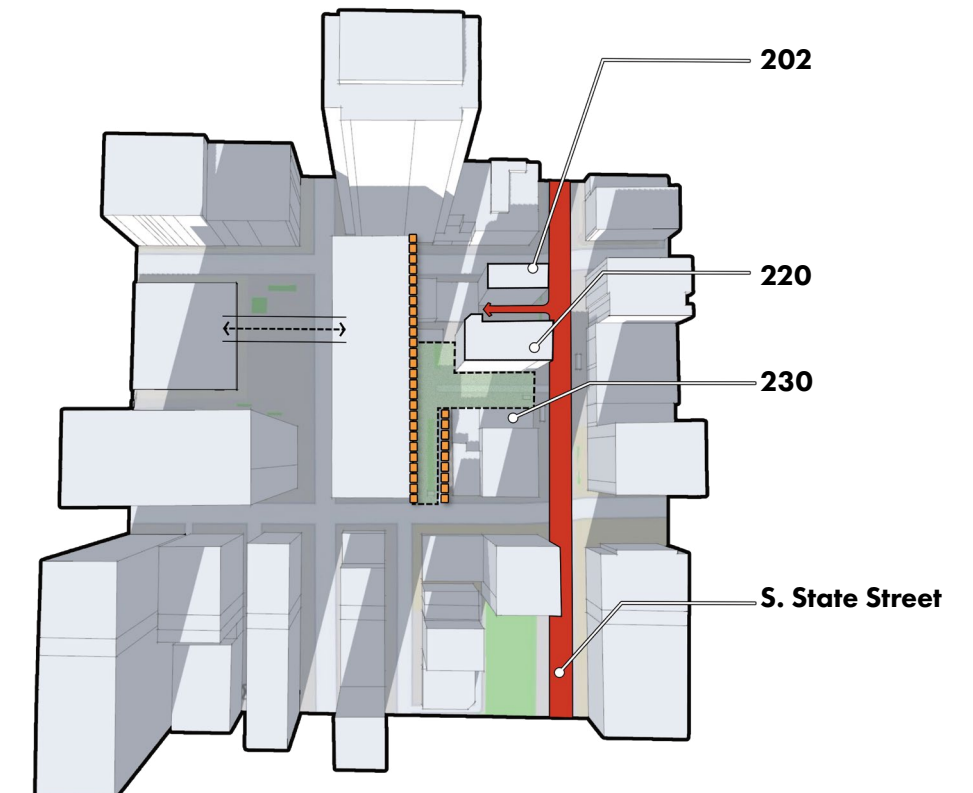
This provides an opportunity to create a pedestrian environment more consistent with the western portion of Dearborn as well as allow the pedestrian plazas to directly engage with the State Street Properties. This area could be secured from vehicular access through the use of bollards and other landscape features similar to what is currently employed in the secure perimeter of the Federal Plaza. This concept would require removing vehicles from Quincy Court to allow pedestrian flow and movement. A new loading area where 208-212 S. State Street once stood could provide a service drive to support The Berghoff restaurant and support redevelopment of the State Street Properties.



Hardening Dirksen



Reinforcing Edges

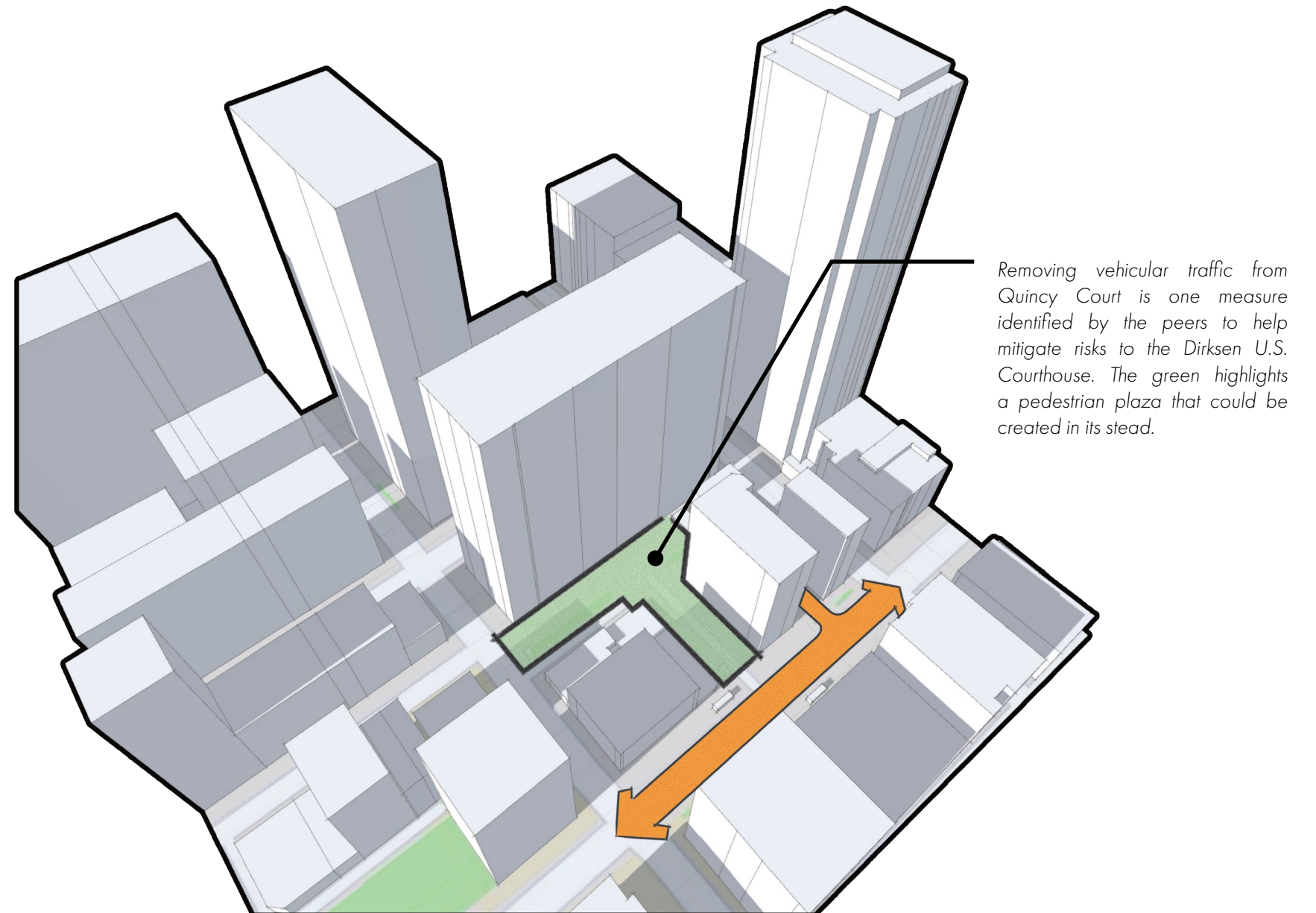


Secure Pathways

### Mitigate Risk

The theme of Mitigate Risk includes a couple of targeted strategies that seek to mitigate specific areas of concern outlined by the 15 Security Criteria. The first is the pedestrianization of Quincy Court by embracing the historic pathways and removing vehicles completely from this area. The second is through programming, specifically identifying government uses which could occupy and utilize the State Street Properties and mitigating the risk posed by private uses. These risk mitigations are therefore proactive measures designed to address the potential hazards or threats posed by vehicular access to Quincy Court and private uses before they can cause harm.

Synthesis Diagram 2 - Mitigating Risk



### Mitigate Risk

*Mitigating risk is a proactive and multi-faceted approach that not only prevents incidents but also enhances preparedness, sustainability, and overall safety by reducing the likelihood and impact of adverse events.*

The following is a synthesis of key elements which contributed to this approach:

- **Historic Pathways**

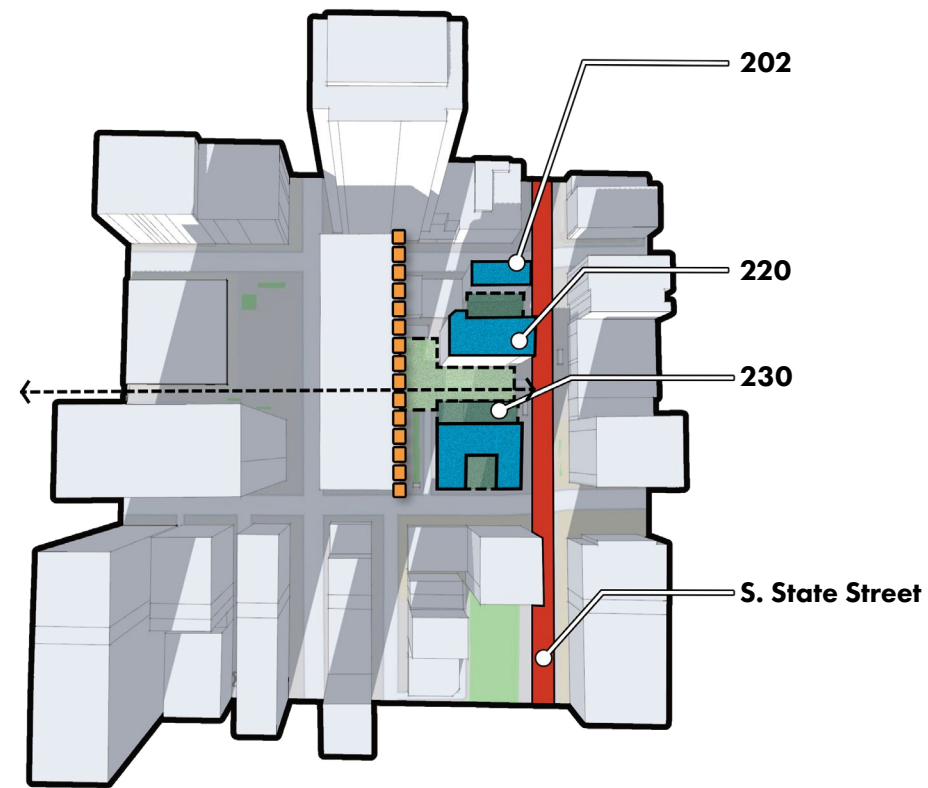
The historic pathways idea focused on Quincy Court and its historic visual connection through the Dirksen U.S. Courthouse's ground floor west towards the historic Union Station. Reestablishing this historic viewshed was the inspiration for creation of a pedestrian plaza in the Quincy Court area. This would require relocation of the service drive and delivery activities currently supporting The Berghoff though Quincy Court.

Beyond the historic connection, this idea included the exploration of development opportunities that might exist within the remaining properties. The block scale intervention extended from the southeast corner which could be redeveloped as a residential building to the north including both 202 and 220 S. State Street.

- **Programming**

Identifying viable uses or programming is a major consideration. It is believed that a federal tenant would alleviate the security risks and allow an unencumbered adaptive reuse development to proceed. Identifying uses favorable to the federal stakeholders would also serve as a mitigating measure. Occupancy of the buildings was seen as an important component to long-term viability.

Federal agencies, state or local government offices occupying the buildings is one way to mitigate risk, but may not be achievable in the near-term.



*Historic Pathways*

### Preserve & Revitalize

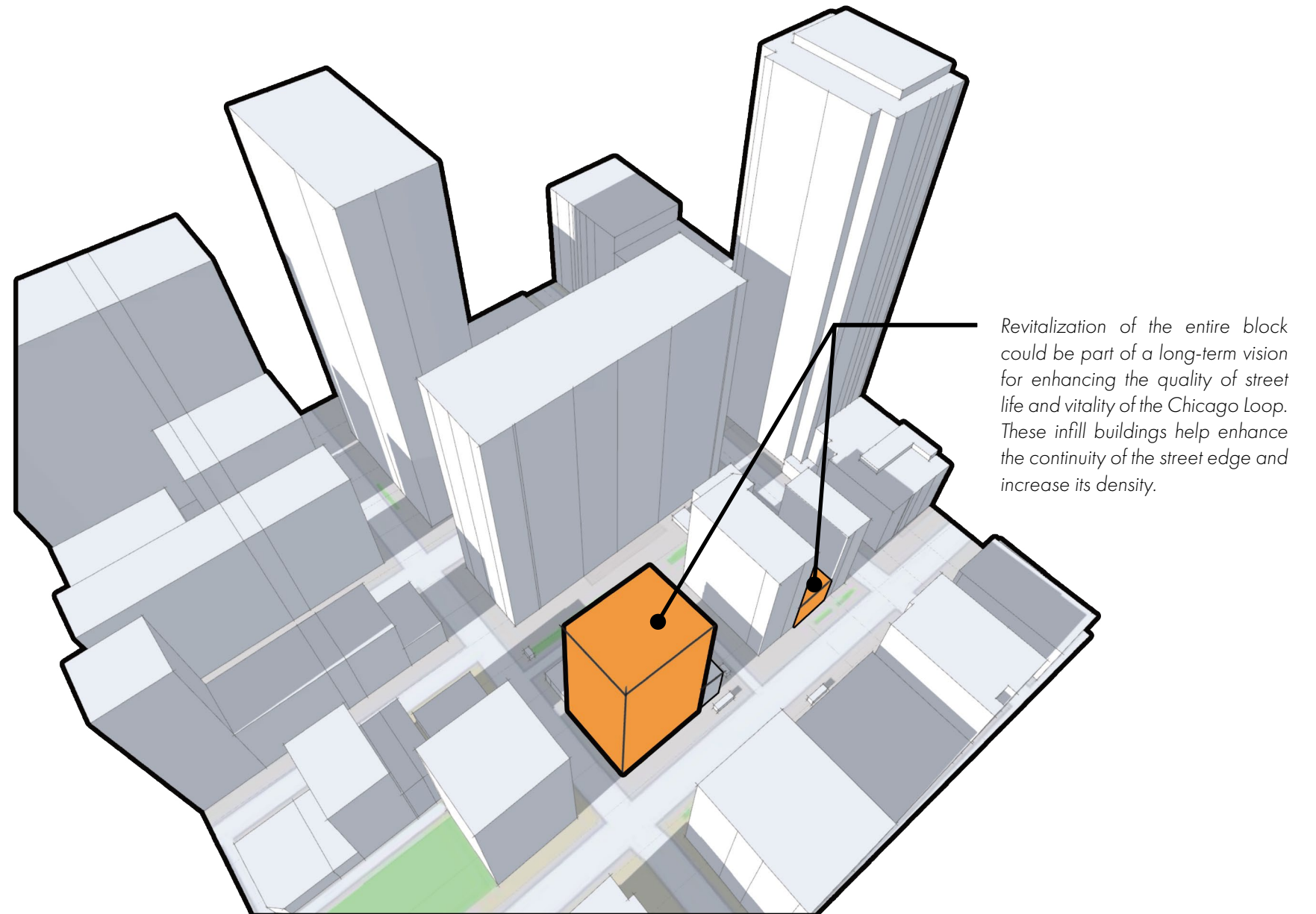
The final theme of Preserve & Revitalize, centered on the historic buildings, and their role as repositories of cultural and architectural heritage. Preserving them helps maintain a connection to a city's history and identity, fostering a sense of continuity and pride among its residents.

Historic buildings and the neighborhoods they serve, like the Loop in Chicago, contribute to a city's unique character. When integrated with modern uses, they create a sense of place, which can strengthen social bonds and a shared sense of belonging.

In a similar way, the value a community places on its history can promote economic development by attracting tourists, businesses and investment. Modern amenities and services can make resources more accessible to a diverse population, promoting inclusivity and equal access to cultural and economic opportunities.

This approach recognizes the importance of preserving the buildings at parcels 202, 214 and 220. The peers and consulting parties emphasized the need for walkability and accessibility as well as sustainability and a sense of place.

### Synthesis Diagram 3 - Preserve & Revitalize



### Preserve & Revitalize

*Respecting historic buildings and infilling with new uses- in a thoughtful and adaptive manner- can contribute to the preservation of cultural heritage, promote economic development, enhance sustainability, foster a strong sense of community, and create vibrant, inclusive and unique spaces within cities.*

The following is a synthesis of key elements which contributed to this approach:

- **Pedestrian Plaza**

Creation of a pedestrian plaza in Quincy Court was a key idea. The relocation of vehicular traffic from Quincy Court helps promote segments of S. State Street as places of respite away from traffic flows and encourages social interaction. Access to plazas and the continuity of pedestrian rights-of-ways helps improve the vibrancy of street life.

- **City Block Development Strategy**

The city block development idea extends the State Street Properties redevelopment strategy to include a residential tower on that southeast corner (identified below in blue with a black dashed line around it). This idea examines the existing heights of the 202 and 230 S. State Street buildings to establish an infill strategy that creates a podium between the historic buildings. By establishing green roofs above the podium, the idea would connect the historic buildings along the block with the new proposed residential tower. This concept would require the demolition of 214 S. State Street.

- **Ranked Preservation**

The ranked preservation idea would prioritize the historic buildings which would be most valuable from a historic and an adaptive reuse context. Adaptive reuse allows historic buildings to serve contemporary needs such as housing (where appropriate to its context), offices, restaurants and cultural spaces, while preserving their unique architectural character. Mixed use development in historic districts encourages pedestrian activity and public transit use.

- **Housing Possibilities**

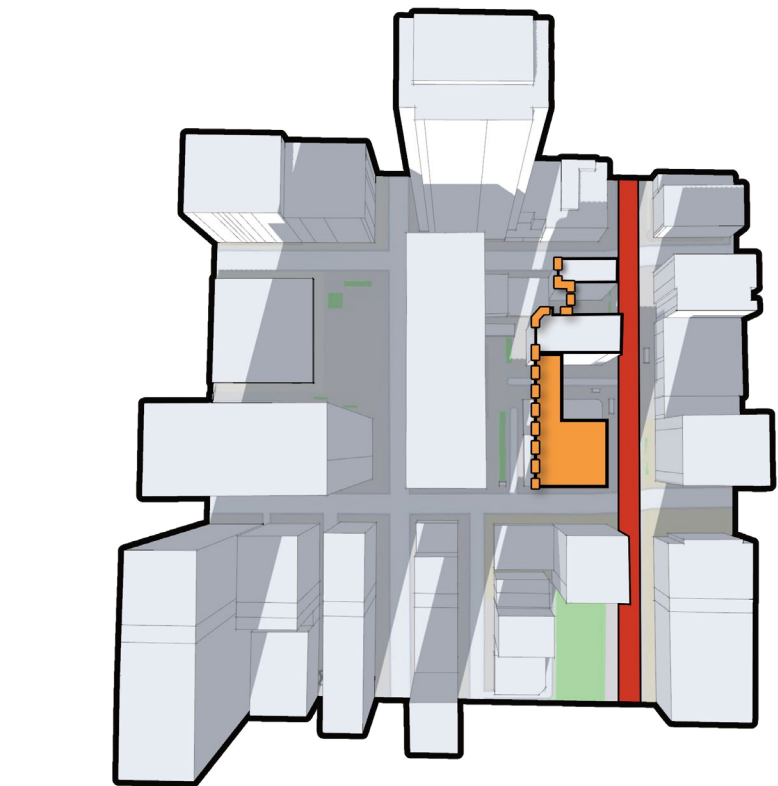
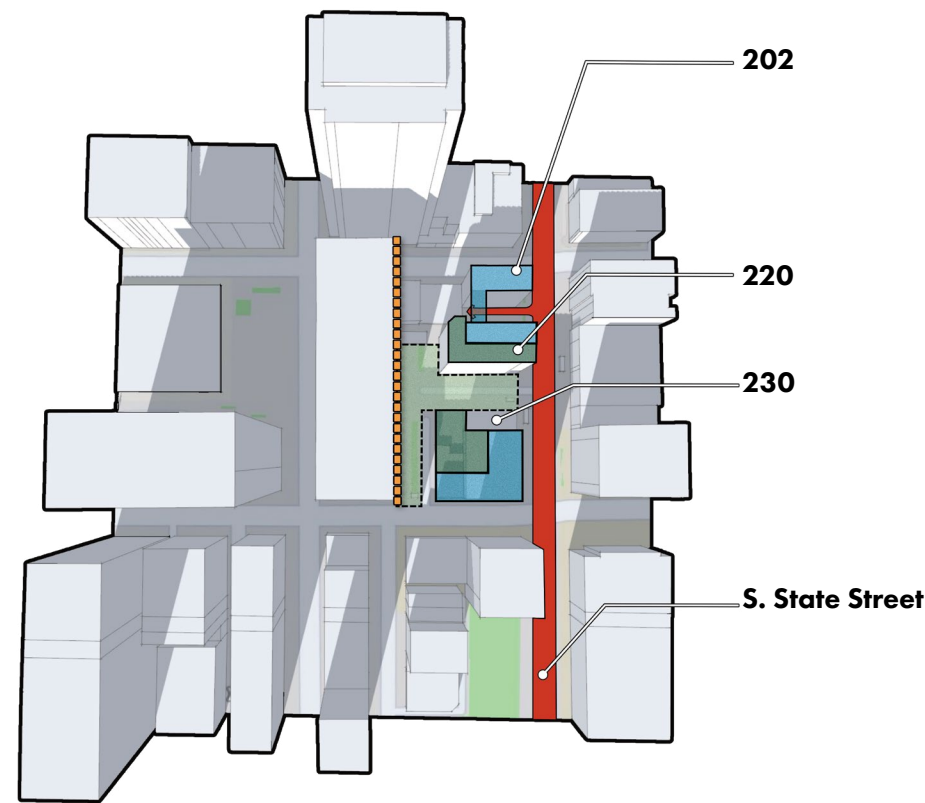
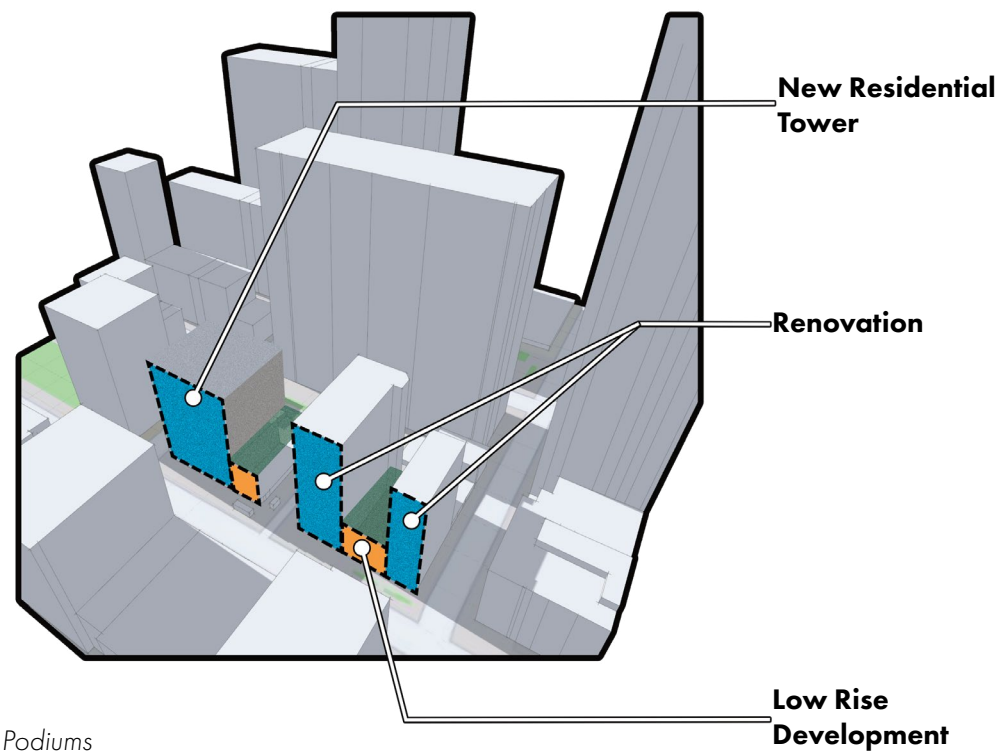
This idea centered around exploring housing possibilities, specifically for adaptive reuse projects. It was noted that the footprint and floor plans for 202 S. State Street in particular supported conversion to housing. This would be a nuanced approach to housing in light of the security risks. One of the key primers was to address the risks to the Dirksen U.S. Courthouse. To address this risk, the idea features mixed occupancy, suggesting that federal tenants be located in portions of the buildings shaded darker green and directly adjacent to the Dirksen U.S. Courthouse. This federal buffer within the buildings would allow portions of the State Street Properties to the east, highlighted in light blue, to be redeveloped for residential uses.

The loading area would be relocated to the 208-212 S. State Street parcel, liberating Quincy Court of vehicular traffic and providing a more pedestrian alignment.

This idea would be a combination of adaptive reuse and a mixed use implementation.

- **Urban Infill**

Another idea centered around urban infill as a means of courthouse protection. It examined putting a building on the southern side of Quincy Court. This idea allows redevelopment of the southeast corner of the block as a potential incentive to offset the financial burden of maintaining and rehabilitating the historic buildings along the north side of Quincy Court due to the current security restrictions. In the urban infill approach for addressing redevelopment and courthouse security vulnerabilities, the historic buildings north of Quincy Court would be tethered to the southern site redevelopment. Aspects of Quincy Court could potentially be open for public use if effective security parameters can be employed, but any redevelopment would be fully dependent on the developer's financing without GSA supplemental resources.



Housing Possibilities

Urban Infill

## Implementation

Phased implementation allows a flexible approach to development. It enables communities and agencies to adjust their plans and strategies in response to changing economic, social, or environmental circumstances. As societal and economic conditions evolve, phased implementation provides the means to adapt to emerging trends and seize new opportunities without having to abandon the long-term vision.

In the case of the State Street Properties, all parties involved appreciate that economic conditions greatly influence the viability of a project. The peers, especially attuned to design services and projects going on hold, identified that a phased approach would help tailor the overall outcomes over time.

Before proposing programmatic uses, they encouraged GSA to look at responses that could incrementally enhance developer interest. In their minds, focusing first on the items that would inhibit development would be an important starting point.

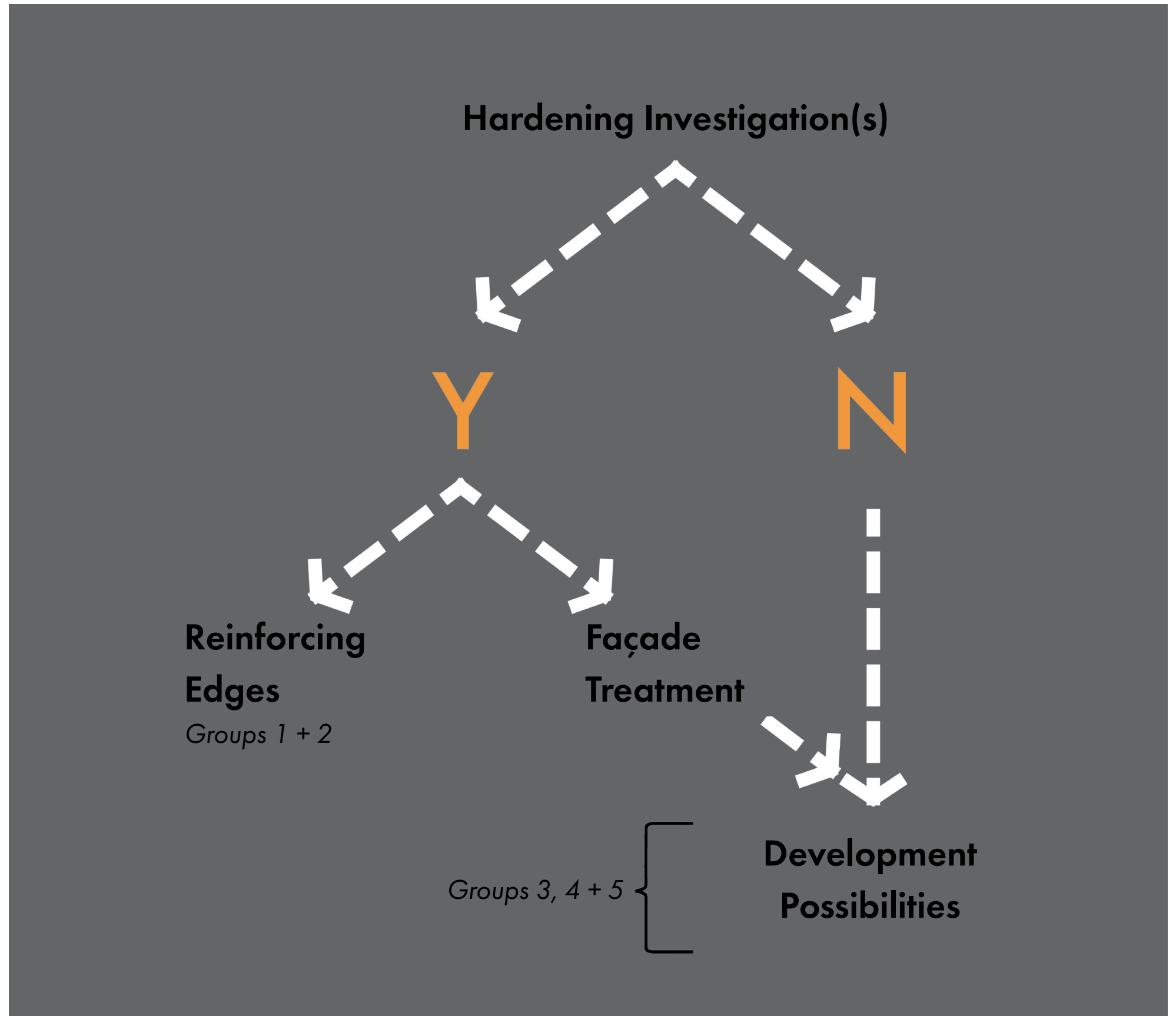
From that point, GSA could learn and adapt to the realities of resolving certain conditions, and long-term community and business engagement could follow. The latter being opportune, because stakeholder involvement at each phase fosters a sense of ownership and collaboration. A strong consensus would enhance the viability of the and sustainability of an eventual development decision.

## Phasing

Internal review among GSA and its stakeholders is an important initial step. Determining what would be needed to minimize risks at the Chicago Federal Center would help understand how much investment would be needed on behalf of the federal government. At that point it would be easier to identify what aspects of risk would be undertaken by a developer or a developer in partnership with an institution to help preserve the buildings.

## Implementation Diagram

A phased implementation strategy would allow GSA to be responsive and adaptive to their planning process. Through a measured response, with an emphasis on preservation, GSA can better navigate changing economic and social dynamics.



**Applying Constraints**

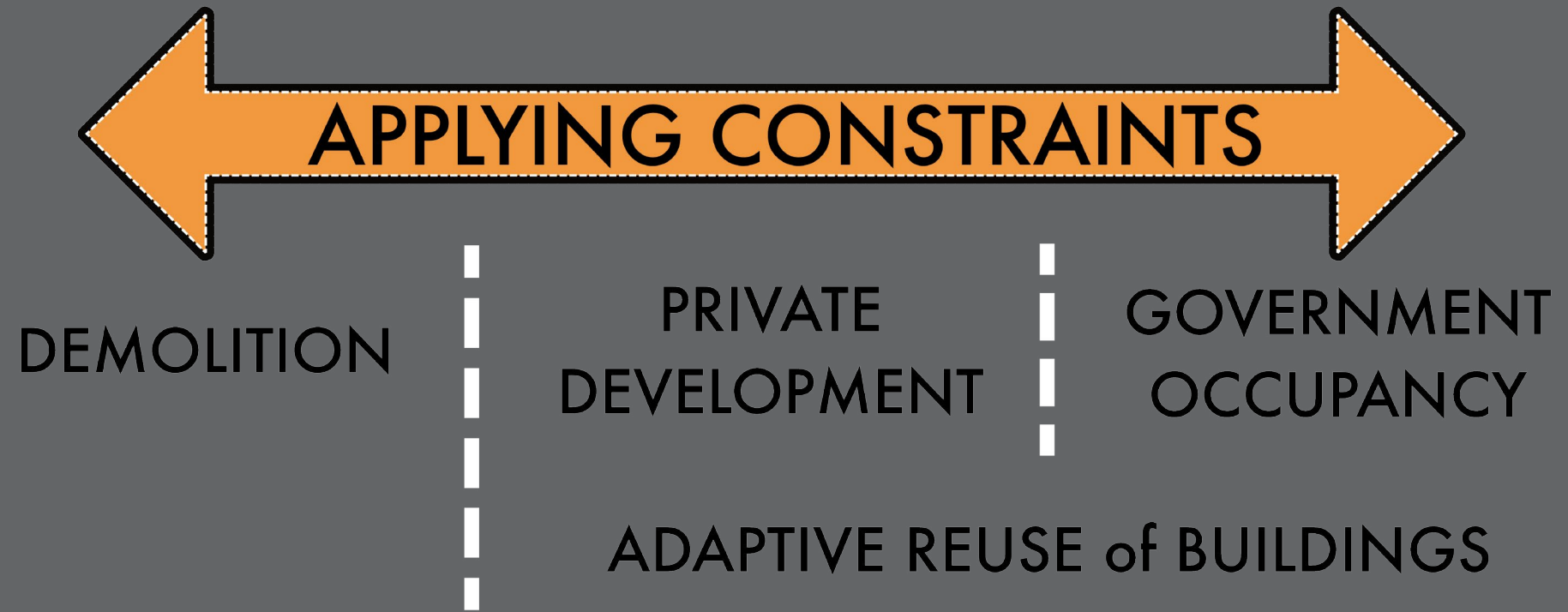
The peer reviewers provided a spectrum for how ideas presented could be considered. Among the adaptive reuse strategies, the peer reviewers reflected upon the availability of resources, timing, the urban impacts as well as the opportunities for developer engagement.

Balancing these factors is essential to making informed choices on the continuum of options displayed on this graphic. The complexity inherent in coordinating these elements greatly affects the outcomes for both the project and the community it serves.

**Considerations**

While each consideration topic is integral to an effective decision, the item raised most often by the peer reviewers was timing. The pace of execution, the urgency around the building conditions and context make developing a plan vital to the long-term success of preservation. Therefore, the feasibility of garnering support, both from the community and relevant stakeholders, influences the actions taken.

Both the peer reviewers and the consulting parties agreed that gravest challenge is the option of expediency over the prospect of preservation and adaptive reuse.



**Considerations**

Federal Funding

Speed

Likelihood

Urbanism

Developer Ready


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# Charrette #2

State Street  
Properties

## CHARRETTE #2 SUMMARY

While Charrette #1 engaged the consulting parties and peers to explore possible adaptive reuse approaches for the State Street Properties, the intention of Charrette #2 was to engage with the development community to gain a greater understanding of market conditions. To ensure transparency, both the consulting parties and peers who participated in Charrette #1 were invited to participate in Charrette #2.

### Goal

The goal of this charrette was to gather data from the development community for GSA, such as: understand the overall interest from the development community in the site; gain a better understanding of which components of the site were more or less viable; gauge how the market would respond to the security requirements; and understand which elements would need to be in place for redevelopment to be attractive.



Charrette #2 attracted nearly 70 participants from the development community, consulting parties, and peers.



These four categories were defined in detail in preparation for Charrette #2 to gain a better understanding of the market viability and reuse.

### Structure

The charrette structure was developed to focus the development community on answering the key questions around the site's redevelopment potential. Upon entering the charrette space, participants were invited to put their names and affiliations onto a post-it and place it on a board divided into the type of participant: Developers & Construction Management; Financiers & Lenders; and Architects, Planners & Consulting Parties. The charrette began with an outline of the charrette's goals, an overview of the site's history from GSA and a brief question-and-answer period.

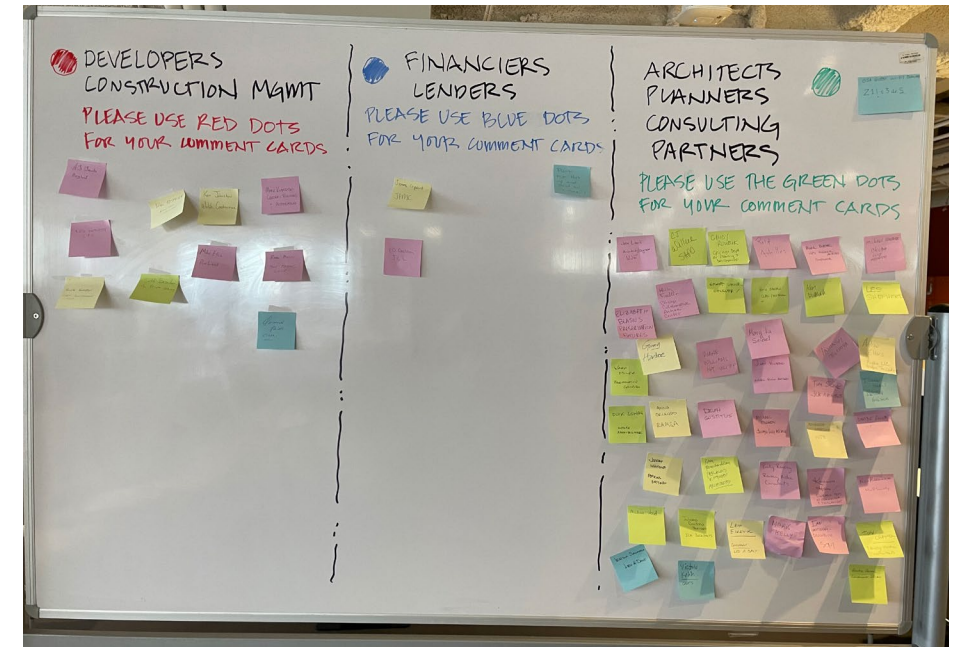
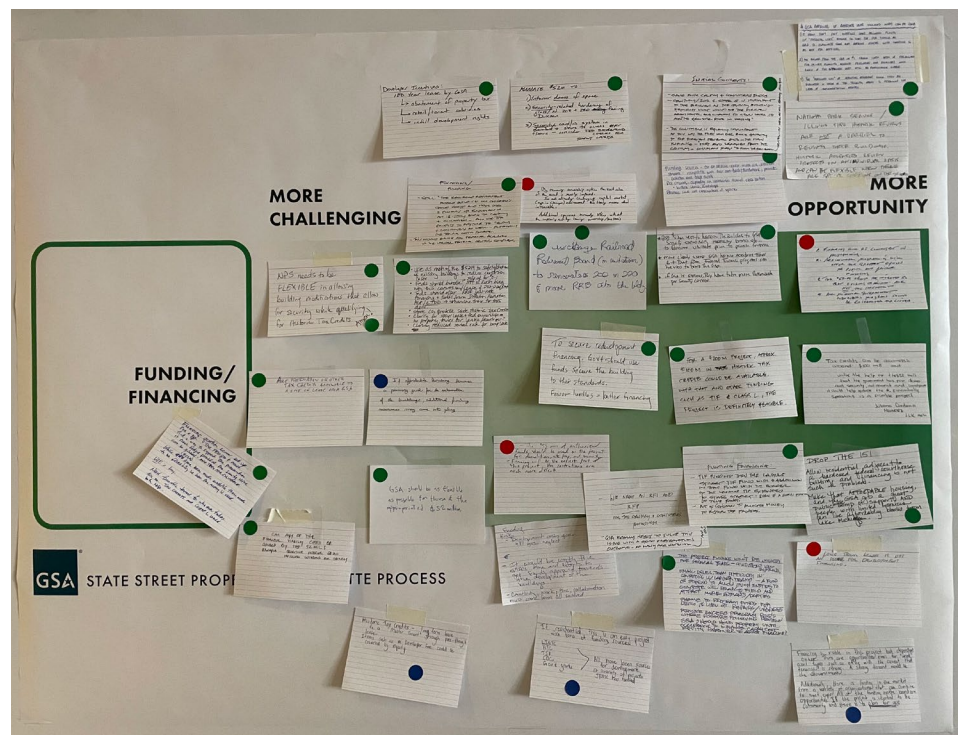
The participants were then invited to visit one of four breakout sessions to further review, discuss, and provide written feedback around the four breakout categories of Initial Concepts, Funding & Finance, Security & Risk, and Regulatory & Market. The feedback was provided on index cards, which included a red dot for Developers & Construction Management, a blue dot for Financiers & Lenders, and a green dot for Architects, Planners & Consulting Parties. After 15 minutes, the participants were encouraged to move to a new breakout session and repeat the process until they had provided feedback on all four categories.



Charrette #2 participant categorization groups



Images from Charrette #2



### Products

The primary product of the charrette were the individual index cards from the participants at each of the breakout sessions and attached to a board that depicted a range of assessment from More Challenging to More Opportunity, depending on the nature of the feedback they were providing. There were 122 individual comments provided on the index cards and the split between More Challenging and More Opportunity were split nearly 50/50. Generally, the comments were distributed evenly among the four topic areas.

Additionally, participants were asked to categorize themselves on post-its, which allowed everyone in attendance to gain a visual understanding of which areas exhibited the most challenges or opportunities as well as who was providing the feedback. In a handful of cases, participants added their dots to another participant's ideas, those were included for reference. The first dot reflects the writer's affiliation.

### Attendees

There were approximately 86 in-person and virtual charrette attendees, including 43 participants from the development community, 22 consulting party participants, two peers, and nineteen from GSA (12) and Jacobs (7).

### Main Charrette Themes

- Residential or federal leased office are the only market-viable uses.
- Funding and financing is robust and can be obtained if a market-viable use is available.
- Decision makers should reassess the security criteria - developers suggested performance metrics would be more beneficial over a prescriptive criteria list.
- Regulatory requirements can be solved when a market-viable use is determined.

## INITIAL CONCEPTS

In this breakout, participants reviewed the Initial Concepts developed during Charrette #1 and provided comments.

Participants in the Initial Concepts breakout area provided 29 comments for consideration. The majority of the comments focused on the regulatory process and how GSA should structure any RFP and the terms included in the RFP which would be viewed most favorably. The second most popular topic was security and the need for flexibility and dialogue on the security requirements. Residential or federal office were seen as the most viable uses. However, a couple of comments suggested that small, boutique office spaces could be needed near the courthouse for court related services.

Please see Peer Meeting #2 + Synthesis of Ideas section of this document for the initial concepts diagrams.



Initial Concepts Breakout

## More Challenging



The participants categorized 14 comments as being more challenging. As expected, regulatory and security issues were the most prevalent comments. One comment of note was the challenge of securing the site if the buildings are demolished. It was noted that this would create an exposure to the courthouse that was never intended.


### COMMENTS


- Flexibility to sell as parcels. Flexibility or review of covenants if security concerns are addressed.
- It is very important that GSA considers preservation and reuse to be more important than maximizing their profit in the future. To not charge market rate leasing or to transfer buildings for \$1 as opposed to maximizing profit. The development costs will be high, adding market rate sale or lease costs could kill the project. Recommend \$1 per lease given the amount developer will have to put into the project.
- Due to surplus of office space, it would be nearly impossible to attract redevelopment for offices unless a government entity were to utilize the space for offices. Can federal employees be consolidated/moved to State Street? If not, residential likely must be a component (at least) if not the entire project. Have heard\* that micro-units of residential is likely the most realistic option given small floorplates (\* from architects, developers). Commission on Chicago Landmarks has incorporated flexibility to allow for alterations needed to accommodate security concerns for federal government.
- Does Pete Buttigieg's call for federal government to facilitate the creation of housing in downtowns across America incentivize the flexibility around that security criterion (no residential allowed)? It should. Presumably more federal funding would be possible with this goal.
- Big picture idea: move federal center to another site. Somewhere else that does not have security threat. Comment to ?
- A challenge would be to clear the site/remediate/make secure and useful after demolition. Such an effort would easily be as challenging/costly as simply repurposing the buildings. Also demoing non-income producing. The Fed Center itself is a historic site and was conceived as a collection of volumes floating within an urban mass. Removing the State Street buildings creates an opening + exposure never intended and out of character - developing open space that diminishes the enclosure.
- Consider the amount of light the building provides for market uses. It may not be currently conducive to residential and significant construction would be required. However residential may be the most viable use from a market perspective.
- GSA is calling for creativity and flexibility from the private sector. That creativity and flexibility needs to come equally from the government side to lead to viable outcomes for these buildings. We (peers and consulting parties) are still posing too many questions where the answer that is returned is "that's not how GSA/US Marshals/other agency operates."
- Market Demand - Residential development will be needed in Chicago but the cost will be prohibitive. Office space for small service businesses might be attractive for tenants such as small immigration lawyers, passport service, tax advice, anything related to US Gov.
- Regulatory: Everything has to be approved by the GSA. How, when, how quick would the turn around be for approval? Those have significant impact on the process and potentially cost a lot of money waiting for approval. GSA needs to stabilize the envelope ASAP. Find the funds. Opportunities & Marketing: Those who have proposed use need to be able to sit together to find collaborate solutions with GSA and security.
- Challenge - Ground Lease vs. ownership. Cost of lease - minimize to incentivize action. Uncertainty of scope of restoration related to proposed use.
- Consider catalytic potential if demand proves to be smaller office tenants, are certain master leases possible for financing
- As part of the fabric of State Street skyscrapers these buildings are extremely important.
- Developers think many years ahead. Term of the lease are a big factor. It will matter if the initial developer can sell/transfer the lease for an exit strategy. Maybe include a term like after 15 years.






**COMMENTS**


- 



Broad Delivery Opportunity/Challenges. GSA needs to repair the terracotta on Century + Consumer buildings. A sale of railroad retirement board building (844 N Rush St.) could help to fund a restoration + rehab of Century + Consumers buildings. The Chicago Collaborative Archive Center could be a wonderful revive project. The Century building could still be recouped separately as its the furthest building from the Dirksen Building with the Berghoff in between.
- 


From a financial and architectural side, there is great opportunity for redevelopment. The biggest challenge is security. Use could be split in both buildings to accommodate new use. Storage/archive use on the west side of both buildings would solve this issue.
- 



CCL landmark designation + ?Relocate federal office from elsewhere in the region. Repurpose demo dollars. Service providers to people with business with US government. Harden courthouse.
- 


Recent State Street ULI TAP Study states The GSA Buildings are critical to State Street and The Loop - historic State Street wall.
- 


The Urban Land Institute published its plan, Elevate State Street, this week. The plan states that the Consumers and Century buildings reclamation are fundamental to the future success of the street. This vision and plan for the street brings new stakeholders and partners to the fore. Saving these GSA buildings is now part of a comprehensive plan for the street. In this plan, these buildings are no longer viewed as isolated and disconnected from larger State Street plans, but rather, as a centerpiece to a comprehensive plan.
- 


Feds, State (SHPO) + Chicago could offer concierge service/partnership to assist developers in navigating + streamlining regulatory processes for permits + incentive programs.
- 


If the goal of this charrette is to end on RFP then let's do that and go from there so the \$52 Mill doesn't reduce further. Anticipate the projection on the market on the time of completion. Have flexibility on use is important so maybe determine the 15 Security Criteria applies to a certain percentage of the project instead of all. City envision on state street are important. The buildings are opportunity in every aspect but use. 4 parcels to be develop together. Terms of leasing should be release with or close to the RFP.
- 



?Which sale (no) or lease (flexible) of C+C.
- 



Strong demand for market rate housing in the Loop. CLA has a residential story we are happy to share - Market demand - story projects 1,000 units per year in the Loop in the next 5 years.


- 

Office remains viable for people that do business with government (lawyers/live work, counselors, photographers). Terracotta replacement standards. Infill of space between towers - could make footprint/cove/existing exterior to solve. Multiple frontages would allow flexibility to users/security/control. Internal changes to make the floorplate more economical/consolidated will the negate historic. Fire escape removed requires new stairs.
- 

"Market demand" conversations cannot happen when residential is off the table. Maybe call this conversation False Market demand. "Take your idea for mixed-use office/archive/residential, and pull the housing out because, you know, security. Pay no attention to The Citadel and The Marquette that sit physically closer to the courthouse." We are tired of suspended reality.
- 

Benefit: WJE has complete bid set drawings for façade restoration, and terracotta units pulled (2017) for fabrication. Façade repairs could start tomorrow if we wanted to. The job was bid in April 2018 to Central + Mark1. Got pricing from both.
- 


Regulatory environment – none of the requirement is unusual and not difficult to manage. Important is how GSA lease process fits into the overall regulatory process.
- 

Market demand - I work with members of religious communities. They are aging rapidly and looking for repositories for their archival materials. For those not already in that "industry," it's not common to realize the need for this. There is a quickly growing demand due to age. Many are willing to fund this preservation of their history + work in the fabric of America.
- 

Transit oriented design. Access via public trans. & walkability. These buildings form part of the historic State Street corridor. They are in a condition that can be rehabilitated.

**More Opportunity**

The participants categorized 15 of the comments as having more opportunity. These comments focused on the need for residential in the Loop and discussions around "market demand" were not complete if they excluded residential. Others noted the need to preserve these buildings and repair the terracotta now. The fact that these buildings are part of the fabric of historic State Street and has ample transit and are walkable. A developer noted that GSA has an opportunity to manage how their lease would fit within the overall regulatory process.



## FUNDING & FINANCING

In this breakout, participants reviewed the boards outlining the “Financial Viability” and “Incentives and Benefits” which could assist when discussing the funding and financing for this project. This information, provided on this page, was specifically developed for Charrette #2 to provide a frame of reference for funding and financing the State Street Properties redevelopment.

Participants in the Funding & Financing breakout area provided 31 comments for consideration. This breakout elicited the second highest amount of comments. Many participants noted that finding and securing funding for the project would be easy, the real challenge were the security restrictions, particularly around use. Many comments noted that a residential use would be the key to obtaining financing but that a long-term lease to a government entity could also obtain financing. The government was urged to secure all available federal funding to assist in the redevelopment and to re-allocate the \$52 million for demolition to make the redevelopment of the State Street Properties more viable.

**Financial Viability:** A transparent and reasonable financial structure, including funding sources, potential returns, and payment terms, is crucial for attracting developer interest.

- 1. Acquisition Costs:**
  - Purchase (long-term lease) price of the existing structure.
  - Due diligence expenses, including surveys and environmental assessments.
- 2. Development Costs:**
  - Renovation and restoration expenses, including structural improvements and compliance upgrades.
  - Interior redesign and space optimization for adaptive reuse purposes.
  - Costs associated with preserving historical features or elements.
- 3. Soft Costs:**
  - Architectural and engineering fees.
  - Permitting and regulatory compliance costs.
  - Legal fees for navigating zoning regulations and historic preservation requirements.
- 4. Contingency:**
  - A percentage allocated for unexpected costs or changes during the adaptive reuse process.
- 5. Financing Costs:**
  - Interest payments on construction loans or mortgages.
  - Loan origination fees and other financing-related expenses.
- 6. Marketing and Leasing:**
  - Costs associated with promoting the adapted space to potential tenants.
  - Leasing commissions for securing occupants.
- 7. Operating Expenses During Development:**
  - Utility costs during construction.
  - Security and maintenance expenses for the site.
- 8. Insurance:**
  - Comprehensive insurance coverage for construction and liability risks.
- 9. Property Management:**
  - Ongoing costs for property management services post-development.
- 10. Return on Investment (ROI) Analysis:**
  - Projections of rental income or sales revenue post-adaptive reuse.
  - Calculation of potential return on investment based on the project’s financial performance.
- 11. Incentives and Tax Breaks:**
  - Identification and utilization of available tax incentives for adaptive reuse projects.
  - Exploration of grants or subsidies that support historic preservation efforts.
- 12. Exit Strategy:**
  - Options for long-term lease/ownership, sale, or potential partnerships for the adapted property.

**Note:** These financial considerations aim to provide a breakdown of possible costs and revenue streams associated with an adaptive reuse development. Additional items may be important for potential investors or stakeholders.

**Incentives and Benefits:** Consider offering incentives such as tax breaks, development rights, or other benefits to make the project more attractive to developers.

### Local Government Agencies and Organizations

- 1. City of Chicago Department of Planning and Development:**
  - Offers various incentives, including tax increment financing (TIF), affordable housing initiatives, and zoning bonuses for certain types of developments.
- 2. Chicago Landmarks Commission:**
  - Provides incentives and support for the preservation of historic buildings, including potential financial assistance or regulatory relief.
- 3. Cook County Bureau of Economic Development:**
  - Offers programs that may include property tax incentives and other economic development tools to encourage adaptive reuse and redevelopment.
- 4. Tax Increment Financing (TIF) Districts:**
  - TIF districts are established by the city to encourage development in specific areas. Developers within these districts may be eligible for financial assistance.
- 5. Chicago Housing Authority (CHA):**
  - Collaborates on projects related to affordable housing, and developers may find support or incentives for including affordable housing components in adaptive reuse projects.
- 6. Cook County L Property Tax Reduction:**
  - For commercial uses.

### Federal Government Agencies

- 1. National Park Service (NPS):**
  - Administers the federal Historic Preservation Tax Incentives program, offering tax credits for the rehabilitation of historic buildings.
- 2. U.S. Department of Housing and Urban Development (HUD):**
  - Offers various grants and incentives for community development projects, including those that involve affordable housing components.
- 3. Internal Revenue Service (IRS):**
  - Administers tax-related incentives, such as the Low-Income Housing Tax Credit (LIHTC) or the Historic Rehabilitation Tax Credit.
- 4. Environmental Protection Agency (EPA):**
  - Provides grants and incentives for projects focused on environmental sustainability, which may be relevant for adaptive reuse developments incorporating green practices.
- 5. General Services Administration (GSA):**
  - Supports the operational needs of federal agencies, managing federal properties, and promoting efficiency, sustainability and innovation across the government.
- 6. Build America’s Railroad Rehab Infrastructure Fund (RRIF):**
  - Low-rate financing.

### Nonprofit Organizations and Supportive Entities

- 1. Local Community Development Corporations (CDCs):**
  - Collaborative efforts with CDCs, like the Local Initiatives Support Corporation (LISC), can provide access to grants, loans, and other financial tools.
- 2. Preservation Chicago and Other Preservation Advocacy Groups:**
  - These organizations may offer support and advocacy for projects focused on preserving historic buildings, potentially unlocking additional resources.
- 3. Chicago Community Loan Fund (CCLF):**
  - Provides financing options and support for community development projects, including adaptive reuse initiatives.

**More Challenging**

The participants categorized 14 comments as being more challenging. There were a number of questions around tax credits and how a government ownership with a long-term lease would work. This is something the government will need to consider as the project moves forward. How and where the \$52 million is used and applied also yielded a number of comments, questions about whether the money could be used for required security upgrades for example.

**COMMENTS**

- ◆ Funding question seems set up for a No. The Federal government must find a way to approve the preservation of the buildings provided the security issue can be solved - and they are solvable. While \$52 M have been made available there need to be flexibility in how the money is used. USE is key. Need favorable terms for whoever takes this on. Tax credits and CUAH L would both help.
- ◆ ◆ NPS needs to be FLEXIBLE in allowing modifications that allow for security while qualifying for Historic Tax Credits. Amen!
- ◆ Are preservation or other tax credits available to a site on lease from GSA.
- ◆ Can any of the financial viability costs be covered by the \$52 million? Example: Selective interior demo infilling windows for security.
- ◆ Developer incentives: 100-year lease by GSA. Abatement of property tax; retail/tenant subsidies; infill development rights.
- ◆ Financing/Funding. Sell 'the railroad retirement board building on Chicago's Gold Coast and move the 3 floors of employees in the 18-story building to Century + Consumers. And use the profits to restore the Century + Consumers as well - especially the terra cotta facade. This would bring all Federal agencies to the larger Federal Center complex.
- ◆ Use as much of the \$52M to safety/abatement of existing buildings to reduce conversion costs. Feds should bundle sale of the 844 N. Rush building with the conversion/lease of 202 – 220 State. Feds should offer RRIF low-rate financing + funds from Inflation Reduction Act /e TOD – streamline these for this deal. State can provide state historic tax credits. Clarify for 100-year lease + fed ownership = no property taxes for lease/developer? Clarify reduced rental rate for 100-year lease.
- If affordable housing becomes a primary goal for reclamation of buildings, additional funding resources may come into play.
- ◆ GSA should be as flexible as possible for the use of the appropriated \$52 million.
- Historic Tax Credits – long term lease to a “master tenant” through pass-through lease. Items such as a developer fee could be covered by equity.



Funding & Financing Breakout

- ◆ Allocate \$52M to: 1) Interior demo of space; 2) Security-related hardening of glass at 202 & 220 facing Dirksen; 3) Security card/ID system in elevators and stairs to access upper floors – consider fed background checks for tenant cards.
- By removing ownership option the exit value of the asset is severely impacted. In an already challenging capital market (esp. ie Chicago) environment this likely makes deal infeasible. Additional concerns surrounding HTC's without the improving entity having ownership/tax basis.
- The \$55 million of authorized funds should be used on the project for demolition, site prep, and security. Financing will be the easiest part of this project. Use restrictions are much more difficult.
- ◆ Funding Risk: Development costs given +17 years neglect. It would be worth the GSA's time and efforts to get funds approved towards the development of the buildings. Creativity, work, time, collaboration must come from all involved.

## More Opportunity

The participants categorized 17 of the comments as having more opportunity. It was noted that residential would be easy to fund and that project financing is possible but dependent on use. Additional comments regarding potential government building swaps, federal ownership requirements and long-term lease; and security requirements also were seen as areas of opportunity.



## COMMENTS

- GSA approval of appropriate uses unlocks what can be done. 1) It seems that past meetings have provided plenty of "potential uses." Enough so that the GSA should be able to eliminate some and approve others with conditions to be met for approval. 2) An answer from the GSA on #1 should then open up possibilities for private financing because developers and financiers will know if the approved uses will be financially viable. 3) The "approved list" of potential programs could then be evaluated in terms of the security needs to determine the level of implementation needed
- National Park Service/Illinois SHPO historic reviews are not a barrier to reusing these buildings. Historic agencies review projects on an individual basis and can be flexible when there are special conditions on the ground.
- 1. Financing can be contingent on programming. 2. Residential programming will offer the greatest options re public and private financing 3. The \$52M should be invested so that existing conditions are not this investment. 4. All potential government subsidized programs sources be researched and listed.
- Tax credits can be accomplish around \$100 M and with the help of the \$52 mill that the government has for demo and security, advement and landscape it could help reduce the #. Financially speaking is a feasible project.
- Drop the 15! Allow residential adjacent to a hardened federal courthouse building, and financing is not such a problem. Make that AFFORDABLE housing, and GSA gets a great public image bump of support, and people with limited resources can live affordably blocks from Lake Michigan.
- Long term lease is not an issue for development financing.
- Financing is viable in this project but dependent on use. There are opportunities even for "weak" asset types such as office with the caveat that tenancy is strong. A strong tenant would be the government. Additionally, there is funding in the market from a variety of organizations that can combine to meet caps. All the funding on the board are opportunities if the project is central to the community and there is a plan for use.
- Initial Concepts: Save the Century + Consumers Buildings. Century/202 S. State St is important to the Dirksen as the Century Building reflects what would be the Dirksen architectural articulation 50 years later. 10 ago "the Reliance Building in waiting." The Consumers is equally important as it was the Mies van der Rohe gateway to the Dirksen Federal Building - the main entrance - "Mies also learned from the Century + Consumers Buildings "to form the Federal Center - as well as his early projects.
- Funding sources - For an archive center, there are different streams: non-profits with their own funds/foundations; private collectors with trust funds. ROI streams – depending on universities involved, class tuition, lecture series, workshops. Business like art conservation in space.
- GSA \$52M use to harden the building to GSA security standards, necessary demo etc... to remove variables prior to private financing. More clearly state GSA has no additional funds but that other Federal funding programs can be used to fund the gap. If GSA is serious, they will be more reasonable per security concerns.
- For a \$200M project, approx. \$100M in Historic Tax Credit could be available. With that and other funding such as TIF and Class L, the project is definitely feasible.
- Funding Financing: TIF funding through the LaSalle Street TIF fund with \$434 million in that fund with the border of the LaSalle TIF extended to State Street - even if a small portion of those funds. Ask of congress to allocate money to repair facades.
- The project funding won't be needed for several years – conditions will improve. Small developer team difficulty in competing with larger teams – a fund or stipend to allow such entities to compete will enlarge field and attract more entrants/parties. Shame to program funds for demo in lieu of repairs/upgrades. Remove excess program requirements where possible, following review GSA should hold property until occupancy to minimize carry costs, equity partner to assist in financing?
- ● Exchange Railroad Retirement Board (or whatever) to renovate 202 or 220 and move RRB into the building.
- To secure redevelopment financing, government should use funds secure the building for their standards. Fewer hurdles = better financing.
- We need an RFI and RFP for the Century and Consumers building. GSA really needs to solve this issue with a good preservation outcome – so many are watching and hoping for good outcomes.
- If residential, this is an easy project with tons of funding sources. LIHTC, HTC, TIF, CDCs, Gov't grants – all have been sources for development on a variety of projects JPMC has funded.



## SECURITY & RISK

In this breakout, participants reviewed the boards outlining the “15 Security Criteria”, which included questions in bold by GSA, as well as the criteria used to assess risk. This information, provided on this page, was specifically developed or modified for Charrette #2 to provide a frame of reference for discussions around security and risk for the State Street Properties redevelopment.

Participants in the Security & Risk breakout area provided 31 comments for consideration. The comments and discussion mostly focused on the security criteria and questioned if there would be any flexibility on security. It was noted that no one is entitled to a 100% safe environment and that there needs to be more clarity on the security risks as well as flexibility on how to mitigate those risks. Another notable comment from the financing community suggested that demolishing these buildings could significantly deteriorate any existing safety or security issues, making everyone, including federal employees less secure.

### 15 Security Criteria:

The federal government must retain ownership interests to achieve its security objectives, as determined by the government in its discretion. **Would outleasing as an alternate to ownership be a Possibility?**

1. Occupancy/Use: Properties shall not be used for short-term or long-term residential or lodging, places of worship, or medical treatment, services, or research. No use that requires access to outdoor areas is permitted. **Dialogue for Charrette 2 should remain open to understand all options, but alternatives other than housing are preferred.**
2. Access to the roof is restricted to maintenance and repair activities. Personnel and materials that will be present in this area shall be subject to clearance and controls necessary to meet court security objectives. **Incorporated into agreement language?**
3. Developer would have no access or use rights to Quincy Court. **Prohibit access except for pre-approved maintenance and cleaning access.**
4. Loading is prohibited in Quincy Court [see statement 4] and otherwise restricted in a manner to achieve court security.
5. 5.(a) Loading on State or Adams Streets would be subject to local ordinance requirements. **Understood, the entire project must meet local codes and ordinances.**
6. Occupants and users of the buildings shall have no sightlines into the Dirksen Courthouse, the Dirksen Courthouse ramp [Roofs of both properties & Windows on W & S Facades], or the Quincy Court properties owned by GSA. **See statement 4.**
7. No parking or vehicle access is permitted on or within the properties. **Could hardening or verified protections measures be accommodated to alleviate this concern?**
8. Developer is responsible for staffing, at their expense, security 24 hours with personnel approved by the Federal Protective Service or an entity to whom security services are delegated by Federal Protective Service. **Could this be solvable through a series of agreements between GSA and Building Entity? Outlease may provide more opportunity for GSA to aid in securing the site (Federal Protective Service).**
9. Developer must obtain and maintain access control systems to prevent unauthorized access to any location within the structures. Each exterior entrance point must have an intrusion detection system and access control system installed, and Developer must provide federal law enforcement access to each system. **Solvable if incorporated into agreement language?**
10. Developer must install and maintain interior and exterior security cameras and provide federal law enforcement officials with access and the ability to monitor the feeds in real time. **Operational or process discussion - Solvable if incorporated into agreement language?**
11. Developer must install exterior lighting necessary to achieve courthouse security objectives. **GSA would support a well-lit site; the developer should install appropriate lighting to meet community and security objectives - Solvable if incorporated into agreement language?**
12. Perimeter Security: Developer must prevent unauthorized access to the properties that would result in an unapproved sightline. **Solvable through design? Prevent building/barrier scaling, control unauthorized vehicular/pedestrian access to areas that are not publicly accessible.**
13. Fire escapes, and any other structures that would allow access from the street, must be removed. **Solvable through the design of interior egress installations?**
14. All construction documents and specifications for any renovation, rehabilitation, modification, or construction of any portion of the building (interior or exterior) will be subject to review and approval by federal law enforcement agencies. **Solvable if incorporated into agreement language? Incorporate GSA as a public review entity.**
15. No project may start without the advance approval of GSA. **Solvable if incorporated into agreement.**

**Risk Assessment:** Providing a comprehensive risk analysis, including potential challenges and mitigation strategies, helps developers assess and manage risks associated with the project.

#### **1. Structural Integrity Issues:**

- Challenge: Discovering unforeseen structural weaknesses or deficiencies in the existing building.
- Mitigation: Conducting thorough structural assessments and engaging experienced engineers to address any issues.

#### **2. Historic Preservation Constraints:**

- Challenge: Balancing the need for modernization with adherence to historic preservation requirements.
- Mitigation: Collaborating closely with preservation experts, obtaining necessary approvals, and finding creative solutions to maintain historical integrity.

#### **3. Zoning and Regulatory Compliance:**

- Challenge: Navigating complex zoning regulations and obtaining necessary approvals for adaptive reuse projects.
- Mitigation: Early engagement with local authorities, seeking professional guidance, and ensuring a clear understanding of all regulatory requirements.

#### **4. Environmental Hazards:**

- Challenge: Identifying and managing environmental hazards such as asbestos, lead paint, or other contaminants.
- Mitigation: Conducting thorough environmental assessments and implementing safe removal or containment measures.

#### **5. Cost Overruns:**

- Challenge: Unforeseen costs arising during the adaptive reuse process that may exceed the initial budget.
- Mitigation: Implementing a robust contingency plan, conducting detailed cost estimates, and regularly monitoring project expenses.

#### **6. Community Opposition:**

- Challenge: Facing resistance or opposition from local communities or preservation advocacy groups.
- Mitigation: Proactively engaging with the community, addressing concerns, and incorporating community feedback into the project plan.

#### **7. Unforeseen Design Challenges:**

- Challenge: Encountering design complexities that were not apparent during the initial assessment.
- Mitigation: Employing experienced architects and designers, conducting thorough design reviews, and allowing flexibility for adjustments as needed.

#### **8. Construction Delays:**

- Challenge: Facing delays due to unforeseen circumstances, weather, or logistical issues.
- Mitigation: Developing a realistic project timeline, incorporating buffer periods, and closely monitoring construction progress.

#### **9. Market Fluctuations:**

- Challenge: Changes in market conditions affecting property values or leasing potential during or after the adaptive reuse.
- Mitigation: Conducting thorough market analyses, building in flexibility for changing market conditions, and considering long-term trends.

#### **10. Financing Risks:**

- Challenge: Difficulty in securing financing or facing unfavorable lending conditions.
- Mitigation: Diversifying funding sources, exploring partnerships, and maintaining open communication with lenders throughout the project.

## More Challenging

The participants categorized 15 comments as being more challenging. Some comments noted that splitting the properties would likely allow one building to be redeveloped but might doom redevelopment of the remainder of the site. Hardening of the Dirksen U.S. Courthouse was emphasized in many comments as a way to allow more flexibility of uses for redevelopment. Another challenge which should not be ignored is loading for these properties as well as for The Berghoff parcel.



Security & Risk Breakout

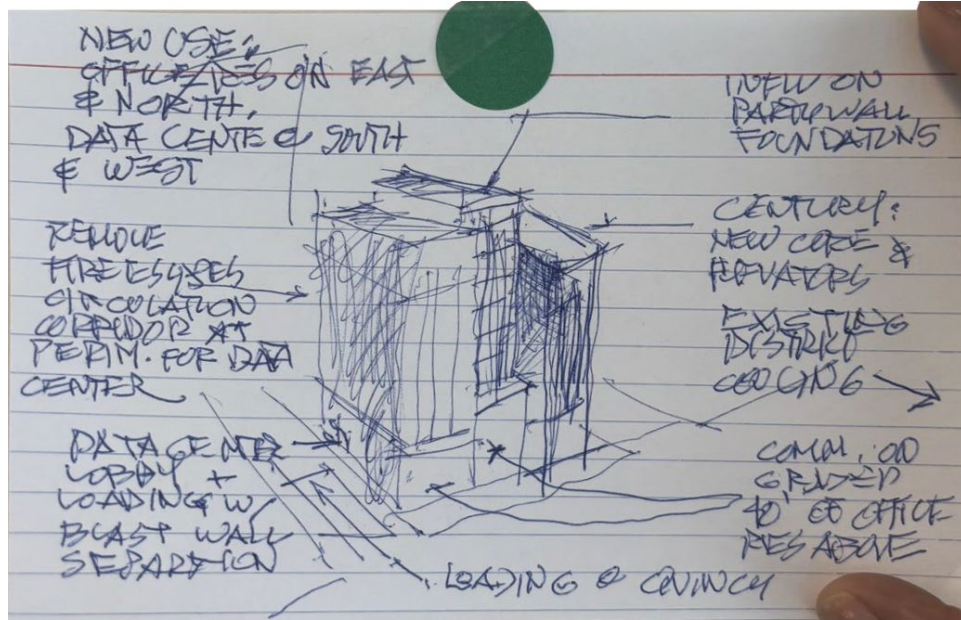
## COMMENTS

- Consider light and the amount thereof. Residential will be the main component to project feasibility. The project will likely not be feasible without a significant amount of residential uses.
- Need optionality should market conditions change during project. Use/security restrictions pose significant challenge to pivot strategies.
- Harden the Dirksen. It's the fundamental issue.
- 1. If residential, have renters either go through security clearance, or sign a waiver for FBI/police access concern. 2. Building additions on west side to block/provide security. 3. Move Berghoff deliveries to new vaulted sidewalk access on Adams. 4. Harden Dirksen as main security solution.
- Harden the courthouse. Create a path forward for SE corner, options for redevelopment and other uses. Relocate other federal offices to C+C site. Reinforce Quincy Court as key entrance to courthouse + federal center.
- 202 + 220 Tenant vetting solves issue for Dirksen. 1) All tenants along high-rise perimeters for 202 + 220 are "cleared" by federal background checks. 2) Security covenant for development of both buildings. 3) State subsidized tenant rent offsets "hardship" of asking tenants to get clearance/checked.
- Cover Dirksen ramp with green roof + public green space. Relocate Berghoff loading is a good idea. Support hardening Dirksen, Urban infill + whole block intervention. At minimum, save at least one of the buildings (202 or 220) that has easier path/cost to reuse. This needs more study. Block 37 was a terrible history lesson in what not to do, don't repeat mistakes made in the past. This will be a black eye on the Feds.
- Is there possibility to leave them as they are without any function in the upper floors? Would it cost less than demolishing them? Would in this case the security requirements be fulfilled? If not, how about a cultural exhibition space where you have security controls at the access? Money could be gathered from the total allocated for demolition, fundraising, museums, public institutions, donors.
- A lot of these ideas are wonderful and creative but what does security think? They need to be part of this area/talking group. Example: If public housing is not allowed and there is no flexibility then some ideas aren't possible. Where is there flexibility from security?
- The south end of downtown State Street is terribly at risk – safety and security issues at the street level will increase dramatically if those buildings are torn down. Staff and patrons of the federal buildings will be less secure.
- The RFP should provide optionality for response. Respondents should be able to propose for just 202 or for the entire site.
- Consider a data center instead of housing.
- Explore data center use: Low occupancy (very few people); Good access to fiber, electricity; No parking requirement; Loading could be easily accommodated.
- For federal historic tax credits, NPS does that some projects face unique challenges for redevelopment that require more flexibility in applying the SOI standards. The security issues and the fact that the buildings have been vacant for years, should allow for flexibility especially for upper floor interiors. This is the reason the NPS does not operate on precedent for tax credit projects.
- Initial Concepts Concerns: GSA – has to work within parameters. Important: tall office + residential, skyscraper architecture, marble indoors, lobbies (220) - 1st floor + freedom for inside development. Funding - tax credits - must follow SIS. One project or split it up?



**More Opportunity**

The participants categorized 16 of the comments as having more opportunity. Areas of opportunity noted in the comments focused on phasing of redevelopment or providing flexibility in the RFP for redeveloping part or all of the site; providing flexibility in the amount of preservation required; and requiring tenants to be screened as a way of mitigating residential uses.



Comment card with sketch

**COMMENT**

- Explore an opportunity for building reuse to increase residential living spaces for Federal and District judges and Federal court employees. Short commute time. Attainable housing.
- We need a simplified view of the most significant historic factors. Can the buildings be partially deconstructed to preserve only what matters?
- Modify the 15! Just going to record this reaction despite being told its not negotiable. We are being asked to suspend logic and live in a world where GSA says we cannot do these 15 things regardless. But if we hardened the courthouse, those restrictions no longer make sense. But we are to hold true to suspended realities. Ditch some of the 15. Now.
- Re-use through applications tied at programmatic use – academic + hospitality (extended stay) + residential. Consider a JV of developer groups to ensure viability of development financing
- Dividing the property between buildings will create a risk to develop only 202 and leaving the other sides to irrelevant. I think it should be develop as a whole loading could maybe be an under addition building added.
- Alley between 220 and 230, also get creative with blocking the slight siding. Have optionality on RFP.
- Consider taking a phased approach for exterior envelope repairs + restoration. Maybe complete terracotta, windows, roofing for one building. Aside from any architectural design endeavors, envelope will be a significant undertaking and can be done before interior is completely finalized. Forward motion...
- Build Calder II – a 20 story public art installation which provides separation between the GSA buildings and the federal buildings. Turn the security issues into a dynamic addition of public art to the federal campus and the South Loop.
- Please share exhibit outcomes from charrettes.
- Explore use of 1 or more of the existing historic buildings as a federal employee educational/training facility. (Same security protocol as GSA buildings).
- Complex architectural problem, BUT I believe all of that is solvable AND could meet the SISTHP (Secretary of Interior’s Standards for the Treatment of Historic Properties) provided there is some flexibility from SHPO and NPS. Infill building between 202 & 220 is probably key to make it work. New building may have to be aligned with one or the other but somehow it could be made to work. Security is also solvable but will be a challenge.
- Initial concepts should study the full development of the entire block, north and south of Quincy Court. The security issue can be resolved, partially by remodeling the Dirksen building and partially by new secure design in the landmarked buildings.
- New use – offices uses on east and north, data center on south and west. Remove fire escapes circulation corridor at perimeter for data center. Data center lobby and loading with blast wall separation. Loading at Quincy. Infill on party wall foundations. Century: new core and elevator. Existing district ... Commercial on grade 40’ of office residential above
- Phasing plan with staging the site. Developing the site first from security standpoint, which gives developers an incentive to invest in individual buildings. Is there a potential of different uses, on different floor plates, categorized as per security? Potential uses: housing for federal offices, temporary uses at lower levels till the time a permanent use is found.
- Assuming the Dirksen Courthouse is currently not up to current GSA courthouse security standards does the “Hardening” fall under an update or upgrade category that would justify funding the “hardening” at Dirksen. It seems that the Dirksen work would unlock more options for 202-220.
- Splitting the project allows 202 to be residential could likely allow at least part of the project to proceed. However, it makes it very likely that the 220 building would not proceed as the building use will be too limited. Loading for all uses including Berghoff can’t be ignored or minimized.
- Can the building be used for security-cleared personnel housing? This could include vetting of local government employees and screening at the base for visitors.



## REGULATORY & MARKET

In this breakout, participants reviewed the boards outlining the “Regulatory Environment” and “Market Demand” criteria. This information, provided on this page, was specifically developed for Charrette #2 to provide a frame of reference for discussions around regulatory and market forces that could shape the State Street Properties redevelopment.

Participants in the Regulatory & Market breakout area provided 31 comments for consideration. The comments and discussion mostly focused on the security criteria and preservation challenges. A developer participant noted that nearly all of the commercially viable uses (uses they can develop and sell) have been excluded. The comments were nearly split between being characterized as either more challenging or providing more opportunity.

**Regulatory Environment:** A clear understanding of local regulations, zoning laws, and permitting processes is vital to minimize potential obstacles during the development phase.

1. **National Park Service (NPS):**  
Compliance with the Secretary of the Interior’s Standards for Rehabilitation, as the NPS plays a key role in preserving historic properties. Example, Historic Preservation Fund.
2. **State of Illinois Historic Preservation Agency (IHPA) AKA: SHPO:**  
Adherence to state-level regulations for historic preservation and compliance with Illinois Historic Preservation Tax Credit programs.
3. **City of Chicago Department of Planning and Development:**  
Review and approval of adaptive reuse plans, ensuring alignment with local zoning ordinances and building codes.
4. **Chicago Landmarks Commission:**  
If the building is designated as a Chicago Landmark, approval for alterations or modifications is required to ensure preservation of historic features.
5. **Historic Tax Credits:**  
Understanding and navigating federal and state historic tax credit programs, which may provide financial incentives for the adaptive reuse of historic structures.
6. **Environmental Protection Agency (EPA):**  
Compliance with environmental regulations, including assessments for lead-based paint, asbestos, and other hazardous materials commonly found in older structures.
7. **Americans with Disabilities Act (ADA):**  
Ensuring that the adaptive reuse project meets ADA requirements for accessibility, including modifications that make the historic building usable for individuals with disabilities.
8. **Building Code Compliance:**  
Adherence to Chicago Building Code requirements, with consideration for modifications needed to bring the historic building up to current safety standards.
9. **Fire Department Approvals:**  
Coordination with the Chicago Fire Department for safety considerations, including fire suppression systems and emergency exits.
10. **Community Engagement:**  
Involvement with local community groups and residents to address concerns, gather input, and ensure the adaptive reuse aligns with community interests.

For adaptive reuse developments of historic buildings in the Chicago Loop, as with other locales, several regulatory agencies and policies have jurisdiction. It’s crucial to engage with these regulatory agencies early in the planning process. Each agency may have specific guidelines and requirements that influence the project’s design and execution.

**Market Demand:** Developers are attracted to projects aligned with current market demands and trends, ensuring a higher likelihood of successful sales or leasing upon completion.

Market demands for developers in cities can vary based on trends, economic conditions, and societal shifts.

1. **Mixed-Use Developments:**  
There is a growing demand for mixed-use projects that combine residential, commercial, and recreational spaces, creating vibrant and walkable urban environments.
2. **Sustainable and Green Building:**  
Developers are increasingly focusing on sustainable and eco-friendly building practices to meet the rising demand for environmentally conscious living and working spaces.
3. **Affordable Housing:**  
Affordable housing remains a critical need in many cities, leading to opportunities for developers to address this demand through innovative and cost-effective projects.
4. **Technology Integration:**  
Smart buildings and technology-integrated spaces are gaining popularity, offering developers opportunities to create modern and efficient living and working environments.
5. **Adaptive Reuse:**  
The adaptive reuse of existing structures, especially historic buildings, is in demand as it aligns with sustainability goals and preserves the character of urban areas.
6. **Urban Renewal and Redevelopment:**  
Cities are often seeking developers for projects focused on revitalizing underutilized or neglected areas, contributing to the overall economic and social growth of the community.
7. **Co-living and Co-working Spaces:**  
The rise of remote work and changing lifestyle preferences has increased the demand for flexible co-living and co-working spaces within urban settings.
8. **Economic and Innovation Hubs:**  
Cities with strong economic and innovation ecosystems are attracting developers interested in projects that support and leverage these hubs.
9. **Transit-Oriented Developments:**  
Projects located near efficient public transportation systems are in demand, catering to the desire for convenient and sustainable commuting options.
10. **Health and Wellness-Focused Spaces:**  
Developments that prioritize health and wellness features, such as green spaces, fitness facilities, and access to outdoor activities, are gaining traction in response to lifestyle preferences.

## More Challenging

The participants categorized 15 comments as being more challenging. The participants noted that the lack of clarity or definition around the security requirements were the most challenging aspect of the project. Many questioned if the US Marshals would be willing to work with developers and architects to mitigate their security concerns. A developer participant noted that the project viability was extremely limited by the use restrictions.



Regulatory & Market Breakout

## COMMENT








- Residential – short term (hotel) or long term (apartments) are a market need in the area and should be a priority to allow this use. Market is saturated with office. Less people are back in the loop (53%?) and this trend will continue.
- Harry Weese on historic preservation – “Nothing is ever as bad as it looks.” Harden courthouse – just because US government owns C+C, does not mean that surrounding buildings pose no risk. Federal Center & C+C are fabulous examples of how a curtain wall can be developed. Celebrate all of them.
- The security issue can be solved by design of the windows in the Consumers and Century buildings and simultaneously certain modifications of the facade of the Dirksen Building.
- Project viability is extremely limited by the use restriction. There may be security solutions for resi/hotel use, but if those uses are not allowed there will be limited to non-existent interest here. Continued office renovation use would only be work with gov offices (Federal, State, County, City). Or nonprofit use as was mentioned for an archive. But it can't be emphasized enough that the use restrictions make the project uninvestable.
- The project is not feasible without residential housing. I would suggest leadership consider any measures to allow housing components within development.
- Must get detailed expectation of each security item. What can and cannot be done? Example: No view of courthouse building – so does that mean we must brick in windows or is blast glass OK? Or frosted glass? All 15 items need significant clarity.
- Security. US Marshal security needs to collaborate. They need to be able to defend their security requirement as much as the developer needs to ensure security risks are met
- At this point, financing cannot accurately be determined without use. Use must be determined by security measures which requires the US Marshal's presence to defend and communicate their security concerns.
- With respect to equity, would the US Federal Marshals be willing to meet with groups of developers or architects to provide more detail regarding the 15 security criteria?
- It seems that all 15 security criteria can be solved with flexibility on the part of the developer. There will be inconveniences for sure, but solvable. Why no residential? Wasn't the “deal” that almost happened with City of Chicago to be residential? Concept that has been floated of archives has many merits but financing such a use will be a challenge. Needs very creative funding. Is it the government intent to apply all 15 criteria to all buildings in the surrounding area? If not, why here?
- Not the public nor the consulting parties have been provided an answer regarding what can (or cannot) be done to better secure the Dirksen itself. The reviewers present at charrette #2 raised this question before GSA embarked on a 106 processes for the demo of the State Street buildings. They should have addressed security at the Dirksen directly.
- Security question. Is security and life safety one and the same? Can funds be allocated for safety related issues? For instance the fire evacuation was removed from the outside of the building which suggests funds are needed to safely evacuate out. Can funds from security be allocated?
- Security. What needs flexibility – schedule, secure, approved on/off loading on property and in secure zone. Risk. What is possible: meeting historic preservation. What is a concern: construction delays and cost due to approval process from GSA and Security. Security needs to be part of the planning process.
- Security. Understanding early in the development process if the proposed use meets the level of security mitigation required. Key to ensure that a developer is ensured prior to spending substantial dollars on the deal. Direct and real time responses required. Construction delays and costs due to approval process from GSA and security is a concern.
- Required approvals (unclear) and programmatic restrictions make redevelopment more challenging.












### More Opportunity

The participants categorized 16 comments as providing more opportunity. Opportunity was seen in potentially modifying and/or eliminating some of the 15 security criteria. One developer noted that several uses could meet most of the security requirements. However, that was a minority viewpoint.

#### COMMENT

-  The GSA should consider repurposing as either office space and relocate other federal employees from leased properties OR consider for use as secure data center and possibly recapture heat and energy. These options would significantly reduce/eliminate most security concerns
-  Religion archives – there is a couple of concept ideas that have been talk with GSA before that address the 15 security concerns. Can't housing requirement be meet in the half portion that has access to courthouse? And open the State side for public? Is feasible we need more talk with decision makers to present and develop the concept.
-  Security is definitely a challenge. Residential and offices do not appear to be feasible with security constraints. Use as a religious archive has been proposed. This use would conform with security requirements. Windows on the west side of the building could be closed up. Occupancy would be limited w/ controlled access.
-  Risk Assessment. In general, the items listed under risk management are more or less expected/anticipated for adaptive reuse – even for façade restoration. One of the most critical steps will be to work with a team that consist of developer, general contractor, A/E, etc. early in the project. From a façade restoration standpoint, get a masonry contractor involved early to help with terracotta manufacturing (think 12+ months for fabrication) to help mitigate schedule + cost concerns.
-  Eliminate or modify criteria #2 (uses) if all other criteria are met. Allow as many uses as possible within the footprint of 202 -> 220 parcels for viability of adaptive reuse proposals. Modify #6 – does not seem to follow reasonableness to have "No" sightlines in a dense urban setting. Instead, define planes that should have windows, taking into account urban context + proximity of adjacent buildings.
-  Security. There are several uses that can most or all the requirements.
-  You have a room full of competent professionals who took 3 hours from their day to be here. And then the 15 criteria get rolled out, and we are asked to develop a fundable reuse – that has zero housing in it. Housing could work if the courthouse is hardened, but we can't think about that. We want everyone to be safe and alive. Move the courthouse if being in the center of the third largest city in America is hard.

-  Security criteria limit uses, but there are uses that would fit. Most of the security risks are solvable, especially with the full site from 202 – 220. Access to Berghoff (back) should be moved.
-  #4, 5, 6 seem unreasonable to me. No windows on façade limits residential development. Not able to access property via Quincy Ct makes management of the building unreasonably difficult.
-  Need to establish use zones that do not require fenestration - program accordingly. Demolishing would create greater exposure for the Fed Center (from State St. etc.) Party wall foundations suited to addition + infill. Joining buildings takes care of exits and allows fire escape removal. Circulation corridor along windows facing east + south. Loop well served with utilities & District cooling/CTA.
-  In every way it is more cost effective to preserve and repurpose the C+C Buildings rather than throw them away. Security/preservation – "If you don't want to, you can't."
-  Regarding usage, nearly all commercially viable uses have been excluded. At present, residential is highest and best use.
-  Would security agencies consider alternatives to the 15 security requirements if concerns can be addressed?
-  It would seem that the primary risk is blast, which can be easily mitigated by eliminating vehicle access and hardening the west façade of the two State Street historic structures. There is no measurable risk of sniper if windows are eliminated, and roof access is not allowed. No federal judge has ever been assassinated (or attempted) in US History. So, such concerns, while understandable, should not be over indexed in a decision to demolish two buildings.
-  US Marshals need to recognize the need for flexibility in uses and development program.
-  Federal security decision-makers (Marshals, Courts) must engage in dialogue with parties (developers, architects, preservation professionals) to arrive at mutual solutions which meet Fed security needs and allow market-viable reuse solutions. For example, one idea at charrette 1 was compartmentalizing residential in Consumers away from south/west elev & roof. How can this be made to work so developers know specific options?



## CHARRETTE #2 - CATEGORIZATION & ANALYSIS

To gain additional information from the comments provided during Charrette #2, the 122 comments were combined, categorized and analyzed. The following six main themes which emerged: Theme 1: Demolition, Theme 2: Funding, Theme 3: Preservation, Theme 4: Regulatory, Theme 5: Security, and Theme 6: Use.

### Theme #1 Demolition

The first theme, demolition, only garnered five comments. Most of the comments linked the themes of demolition and security. A couple noted wanting to repurpose the funds for demolition towards security improvements. None of the comments were in favor of demolition.

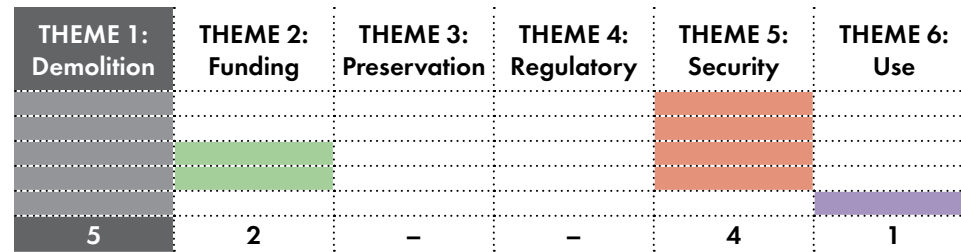
### Theme #2 Funding

The theme of funding had 44 comments attributed to it; the third highest amount of comments after security and use. There were five comments focused on funding only, these comments raised the concern that the properties had been neglected for 17+ years and advocated for flexibility in the use of the \$52 million demolition funds. Other comments discussed funding opportunities such as a tax increment financing (TIF) district, similar to the LaSalle Street TIF, historic tax credits, and optimizing funding streams from a non-profit such as an archive center could provide.

The two Funding + Demolition comments suggested that GSA should repurpose the demolition funds to security improvements which would facilitate an adaptive reuse alternative.

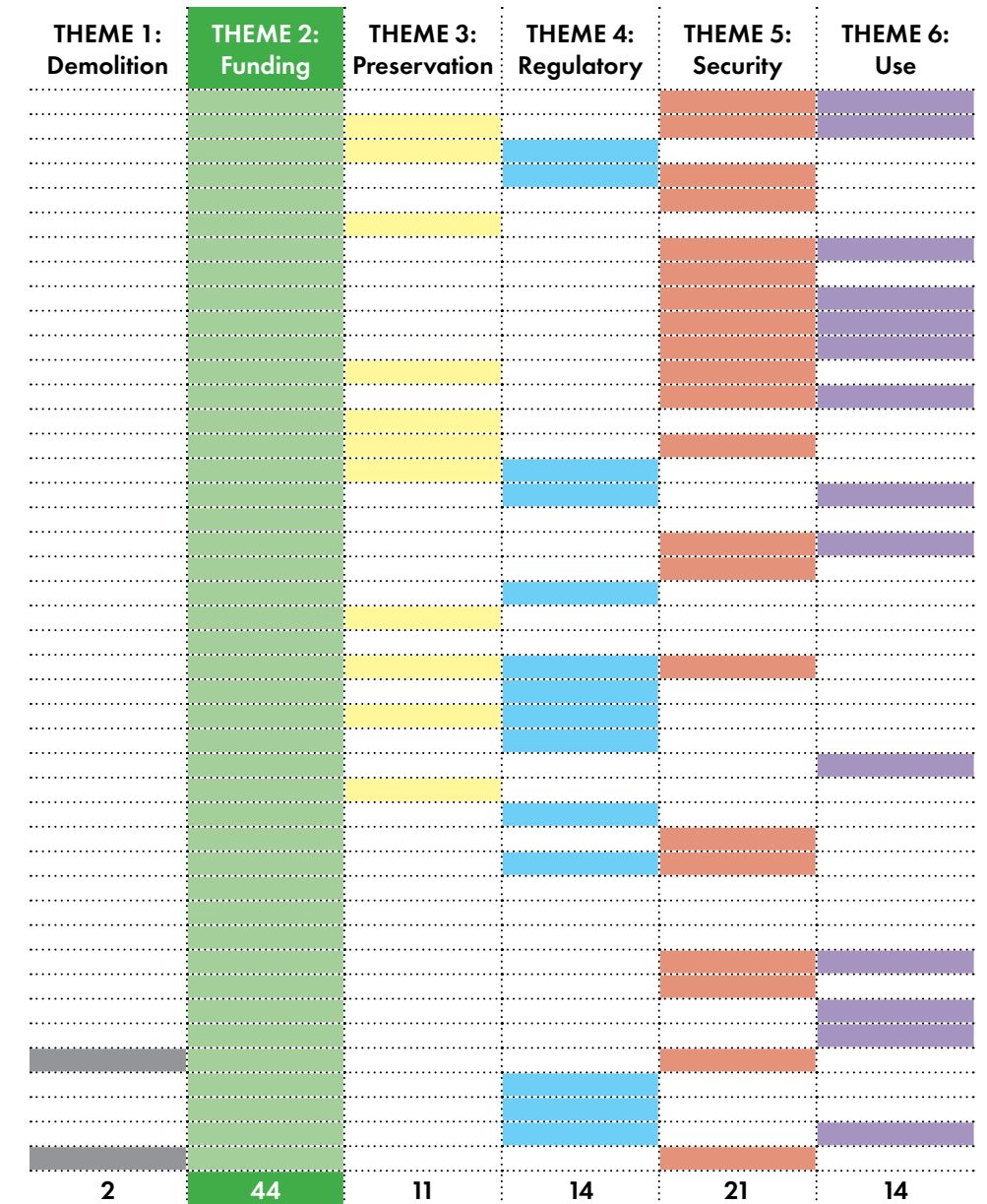
The 11 Funding + Preservation comments focused on the following: GSA should stabilize the façade and/or restore it before offering the buildings for redevelopment/reuse; need to balance historic tax credits, security and current building condition (deteriorated); and minimize the lease costs to incentivize action.

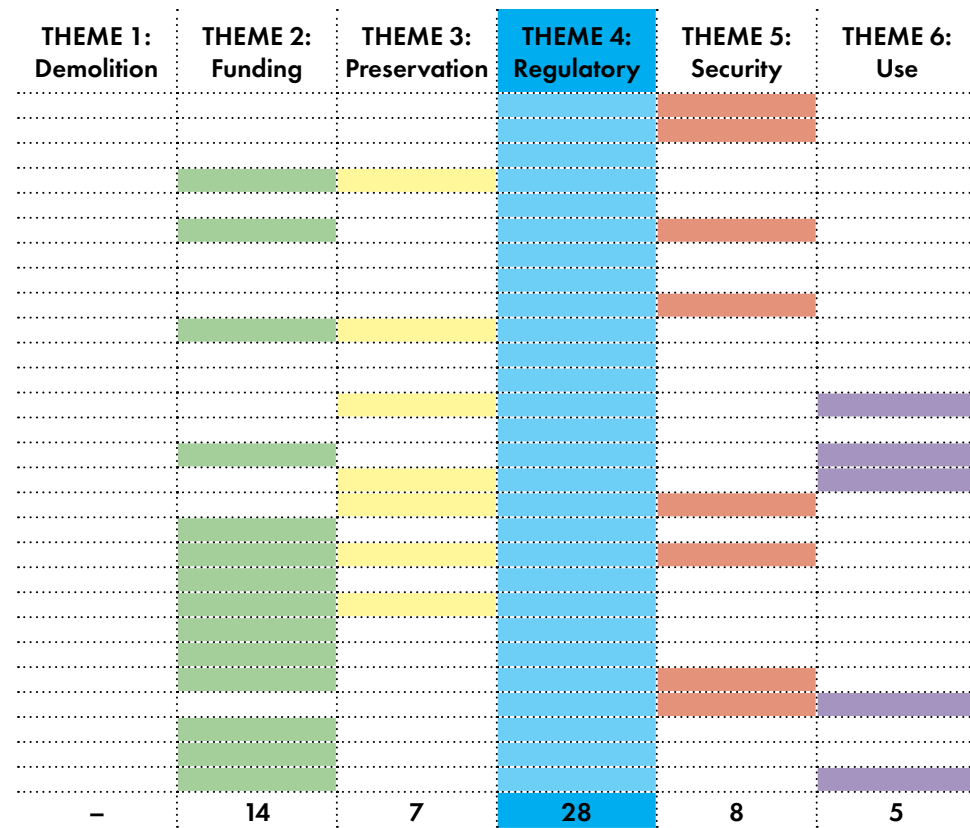
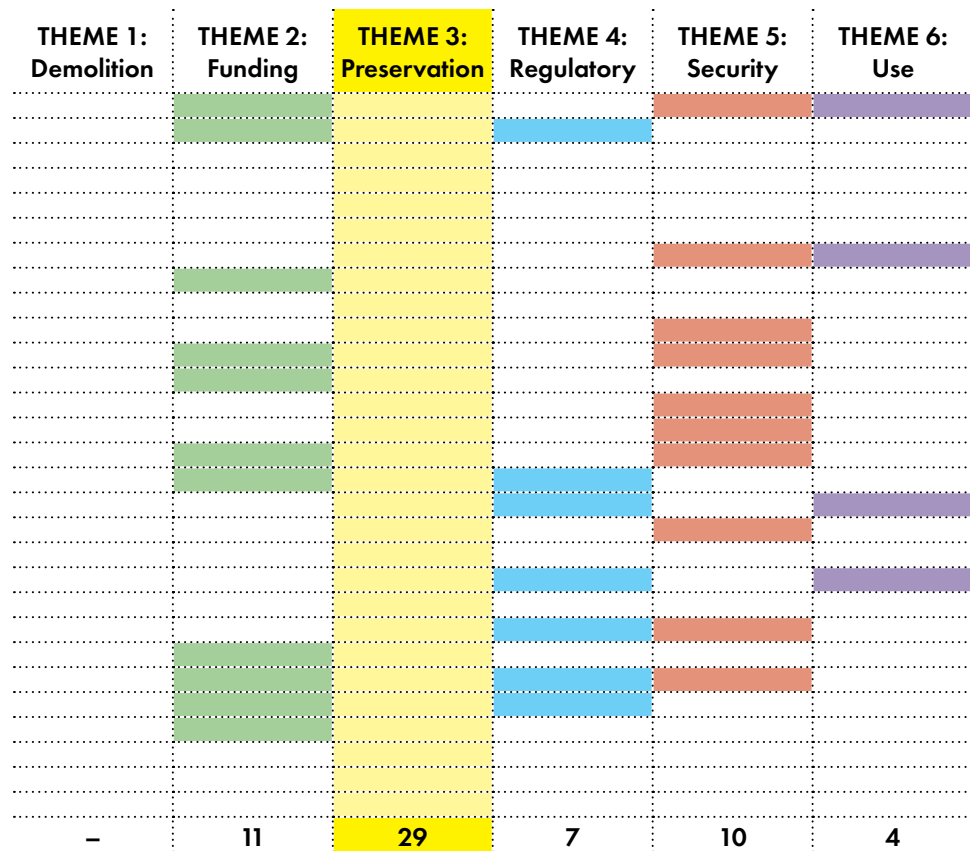
For the 14 Funding + Regulatory comments, quite a few comments focused on the long-term lease and that the government needs to be clear on the terms and related tax implications; other comments suggested that GSA bundle 844 N. Rush and/ or Railroad Board building with the State Street Properties to make redevelopment more financially feasible. Some comments suggested that required approvals by GSA and security could drive up costs and made the project less attractive due to that uncertainty. Lastly, a number of comments suggested that funding was contingent on viable uses and the security criteria.



Funding + Security garnered the most comments at 21, and these comments noted that securing funding was entirely dependent on a viable use and flexibility. A participant who identified themselves as a “Financier, Lender” noted the lack of presence of the US Marshals Service and the need to have direct interaction to understand the security concerns and ascertain ways to mitigate them. A number of comments focused on how there could be architectural solutions to meet the security criteria which might allow a residential use while others suggested reallocating the \$52M for demo to security upgrades.

For the 14 Funding + Use comments, the majority communicated the need to have flexibility in uses and a number stressed that the project was financially viable without a residential component.





**Theme #3 Preservation**

The preservation theme showed up in 29 comments, with the majority of those linked to either funding or security. Ten comments only discussed preservation concerns, about half of these comments stressed the importance of the State Street buildings to the historic State Street corridor. The other half of the comments focused primarily on the preservation requirements and advocated for the government, GSA, NPS, Illinois State Historic Preservation Office (SHPO) to clearly define which historic elements needed to be preserved or restored and how to best preserve the terracotta façade elements. There were no demolition comments associated with preservation.

The Preservation + Funding comments expressed concern about the current state of the buildings, especially the terracotta, as well as the availability of tax credits for a leased asset. Others raised concerns on GSA approval process and development parameters which could impact financing as well as the need for NPS to be flexible in their requirements from a historic preservation perspective given all of the restrictions on the properties which impede a viable adaptive reuse.

Preservation + Regulatory comments asked GSA to clarify how developers could maximize tax credits on a leased property. Suggested using the \$52 million for demolition to address safety and abatement issues in the building to reduce the conversion costs. Another idea was to sell the Railroad Retirement Board Building and use the profits to restore the historic State Street Properties.

Preservation + Security comments focused on interventions to allow the full preservation and reuse of the historic properties, including hardening the Dirksen U.S. Courthouse and shielding the ramp to the underground parking. Other comments requested direct collaboration with GSA and security to find a workable solution. Redevelopment of the entire half of the block including Quincy Court was advocated as both a preservation and security solution.

Preservation + Use comments focused on landmark designation and relocating federal tenants from other areas in the region. Another comment focused on splitting the project to allow residential in 202 State Street but conceded that this could doom redevelopment of 220 State Street and did not address loading in Quincy Court for The Berghoff. Another comment suggested exploring housing for court employees.

**Theme #4 Regulatory**

The regulatory theme appeared in 28 comments. The seven comments focused solely on regulatory, advocated for ensuring the terms of lease were as enticing as possible, providing optionality for response and the government’s role in streamlining the regulatory process. There were no demolition comments associated with the regulatory theme.

Regulatory + Funding has the most comments in common, half of the regulatory comments also mentioned funding. Several of the comments dealt with the long-term lease, suggesting that a “master tenant” pass-through lease would allow developers to capitalize on historic tax credits. Other comments indicated that a long-term lease was not an issue for development financing. Several comments advocated for the sale of the Railroad Retirement Board Building and consolidation of employees in that facility to a newly renovated State Street Properties. Use of the \$52 million for restoration/maintenance efforts appeared in several comments.

Regulatory + Security comments suggested that flexibility in the sale of the parcels as well as a review of security criteria to be more deliberate in their application. Security concerns are solvable but will be challenging.

Comments associated with Regulatory + Preservation and Regulatory + Use were not summarized, because these comments were captured in the summary of funding and security comments.

**Theme #5 Security**

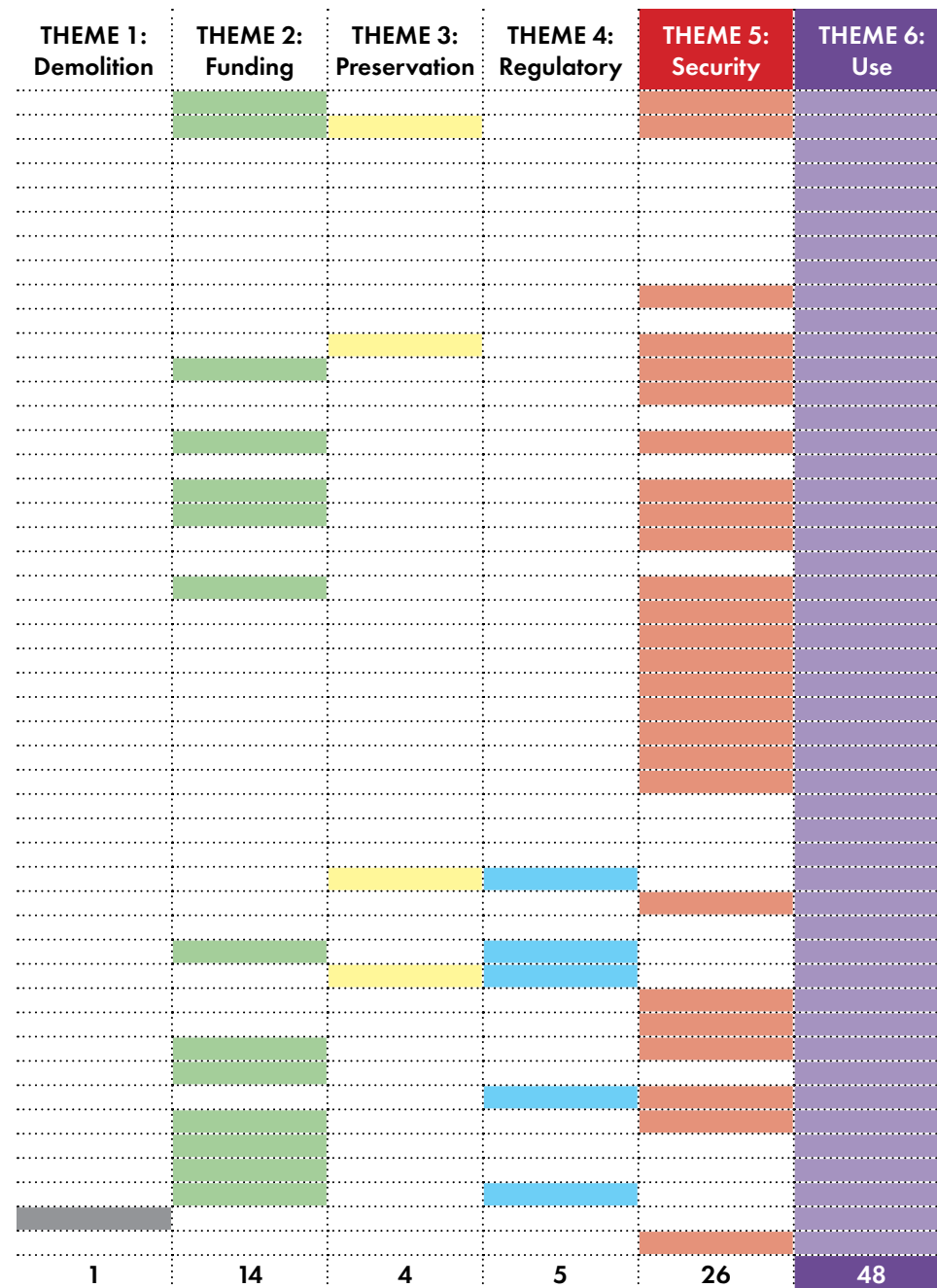
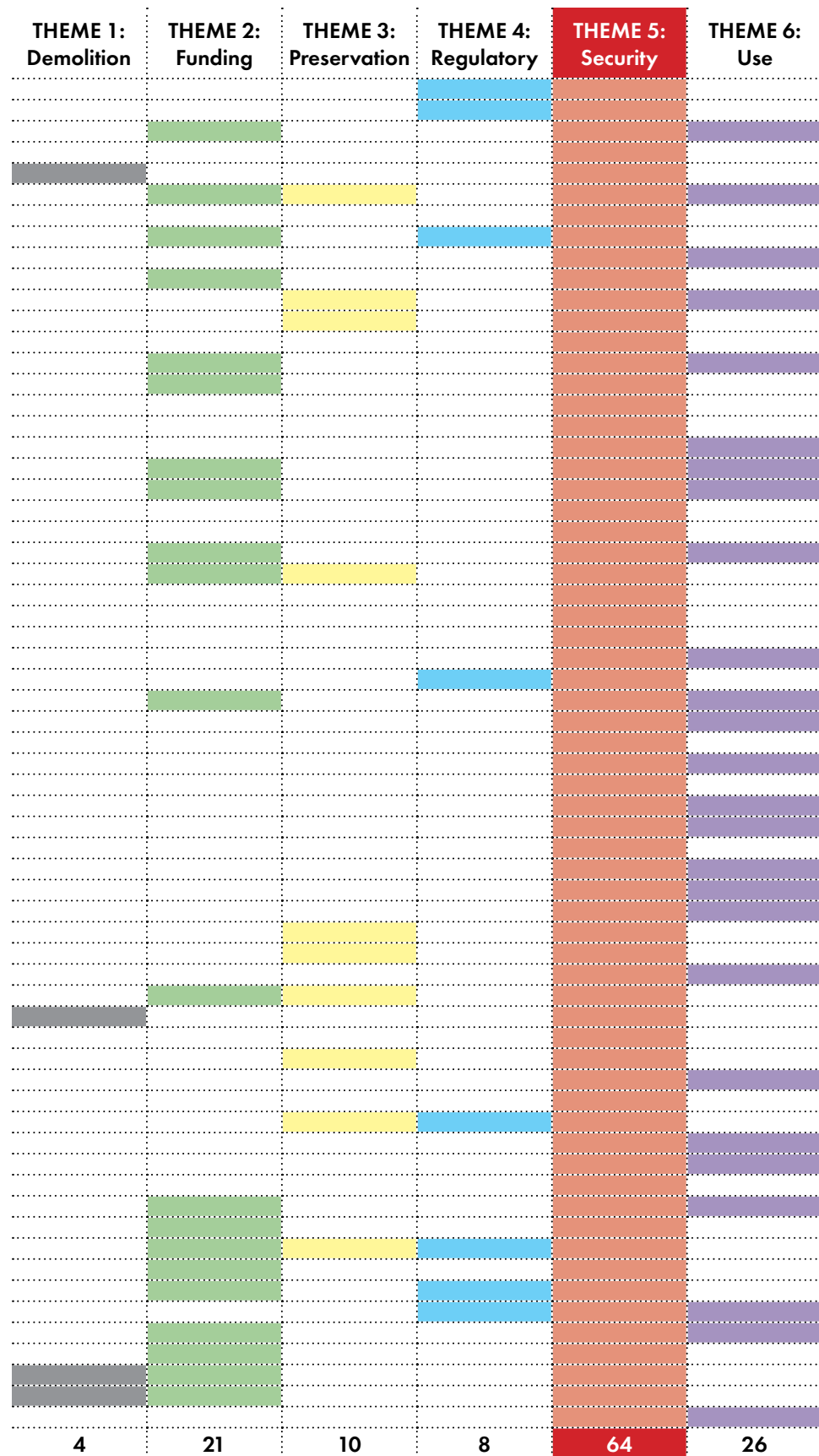
The security theme showed up in 64 comments, the most comments of the six themes. Sixteen comments focused on security-related concerns, the majority requested that the US Marshals provide more clarity on the security criteria and work with stakeholders to mitigate those concerns. Beyond modifying the security requirements, suggestions to move the courthouse elsewhere as well as modifying the Dirksen U.S. Courthouse to address the security issues directly. Of the four comments focused on Security + Demolition, half noted that demolishing the buildings posed a greater security risk than repositioning them for reuse. The other half stressed the authorization of the demolition funds for security upgrades, hardening and select demolition.

The Security + Funding comments expressed the difficulty of financing the project without some additional information from the US Marshals and continued collaboration on mitigating the security concerns. Flexibility and certainty in the process were also seen as imperative to getting a viable project and associated funding. The use restrictions are seen as a barrier to funding. Numerous comments questioned if the \$52 million could be repurposed and used to improve the properties before their being offered to the development community.

Security + Preservation comments noted that the architectural solutions were complex but ultimately solvable with input and collaboration from all stakeholders. Suggested using the \$52 million for demolition to address safety and abatement issues in the building to reduce the conversion costs. Another idea was to leave the upper floors of the State Street Properties vacant but maintained to meet security requirements.

There were relatively few Security + Regulatory comments, most focused on actions that GSA could take to make the properties more attractive to redevelopment, such as flexibility in the RFP process and allow uses which are viable for redevelopment. They stressed that profit to the government should be secondary to preservation of the buildings and this can be accomplished through favorable lease teams.





Beyond funding, Security + Use yielded the most comments. More than half of these comments stressed that making residential “an unallowable use” was a severe detriment to the adaptive reuse option. Several of these comments asked if specific restrictions in the residential population (i.e. government employees) or lease requirements would mitigate security concerns. Others noted that there are several uses, including an archive center, which can meet most or all of the security requirements. Federal reuse of the building was also a popular comment, whether it was an educational/training facility or government offices.

### Theme #6 Use

The use theme appeared in 48 comments, only second to security in the number of comments. The 14 comments generally discussed market demand and possible uses, the most notable was residential as having strong market demand, others noted an archives center, a data center, or offices as possible reuse options. There was only one comment that included the demolition theme, which they noted would create a greater security threat by creating a larger exposure of the east facade of the Dirksen Building.

Use + Funding had the second most comments, these stressed that funding was contingent on use. Residential was noted as an “easy project” to fund and that more information and definition of the security criteria would be needed to obtain funding. Without residential as an allowable use, funding viability is uncertain with one developer noting that “it can’t be emphasized enough that the use restrictions make this project uninvestable.” Other comments noted the condition of the buildings as a barrier as well as government ownership and review during project design and construction as adding financial risks to the project.

The majority of the comments discussed Use + Security, a major theme within this grouping was the need to reassess the security criteria to provide mitigation measures to allow residential redevelopment. Several comments noted the need for the US Marshals Service to be an active partner in the redevelopment process. Others noted that while the security criteria were challenging, with collaboration the security threats should be able to be addressed through design and operations.

Comments captured in the summary of funding and security comments for the most part overlapped with the comments associated with Use + Preservation and Use + Regulatory. Two comments focused directly on preservation and regulatory in relation to use. They discussed subdividing the property to allow for maximum redevelopment flexibility as well as exploring federal employee housing for the site.

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# Charrette Outcomes



State Street  
Properties

## CHARRETTE OUTCOMES

The charrette process yielded a number of valuable insights for GSA leadership to consider as they determine the preferred outcome for the State Street Properties.

### Charrette #1

The goal of Charrette #1 was to determine if there were market-driven reuse options available. A number of uses and approaches to redevelopment were identified, affirming that there are market-driven reuse options.

### Charrette #2

The goal of Charrette #2 was to better understand the state of the market. The development community identified that funding/financing as well as any barriers to redevelopment presented by the regulatory environment (zoning, historic preservation, etc.) can be solved/achieved through a market-driven reuse option.

### Charrette #3 - No Longer Required

At the conclusion of Charrette #2, it was determined that GSA had obtained the answers to the two main questions they had at the beginning of the charrette process, first were there viable reuse opportunities and secondly, what were the viable reuse options that the market could support? GSA learned that yes, there were viable reuse options for the site if the government chooses to explore those opportunities and that the market would be interested in either a residential or government office opportunity. Since the primary questions had been addressed through this process and GSA decision-makers were provided with the relevant information they needed to make a decision on reuse of the site, a third charrette was no longer needed. Once a decision is made, additional charrettes may be required but would be part of that future process.

### REUSE OPTIONS & SECURITY CRITERIA FEEDBACK

Outcomes from Charrettes #1 and #2 suggest that residential and government offices have market-interest and are potential reuse options. Based on the current security criteria, residential is not a permitted use. The development community suggested that the security criteria be reexamined and advocated that security needs and market interests could be better aligned through the use of performance metrics over a prescriptive criteria list



The central question explored during Charrette #1 was whether or not there were market-driven reuses options.

Yes! There are market-driven reuse options.



The central question explored during Charrette #2 was how would the market respond.

Financing and Funding is not a limiting element or issue with a market-driven Reuse.

City and federal regulations are not a limiting factor or issue with a market-driven reuse.



State Street  
Properties

# Appendix A: Consulting Parties Status Briefing



**Consulting Parties Status Briefing - November 2, 2023**

**Consulting Parties**

- Keira Unterzuber, Administrative Office of the U.S. Courts
- Laura Lavernia, Advisory Council on Historic Preservation
- Christopher Koepfel, Advisory Council on Historic Preservation
- Dirk Lohan, AIA Chicago
- Holly Fiedler, Chicago Collaborative Archives Center
- Malachy McCarthy, Chicago Collaborative Archives Center
- Kandalyn Hahn, Commission on Chicago Landmarks
- Kevin Harrington, Illinois Institute of Technology
- Rolf Achilles, Illinois Institute of Technology
- Anthony Rubano, Illinois State Historic Preservation Office
- Carey Mayer, Illinois State Historic Preservation Office
- Frank Butterfield, Landmarks Illinois
- Kendra Parzen, Landmarks Illinois

- Logan York, Miami Tribe of Oklahoma
- Betsy Merritt, National Trust for Historic Preservation
- Christopher Cody, National Trust for Historic Preservation
- Brie Martin, Our Lady of Guadalupe Province
- Ward Miller, Preservation Chicago
- Mary Lu Seidel, Preservation Chicago
- Traci Murray, US District Court, Northern District of Illinois
- Zachary Tarr, US Federal Protective Service
- Mark Buechel, US National Park Service

**Government**

- Victoria Kahle, 7th Circuit Court
- Angela Miklich, GSA
- Beth Savage, GSA
- Jeffrey Jensen, GSA
- Mariah McGunigle, GSA
- Mark Zitzer, GSA
- Nicky Emery, GSA
- Regina Nally, GSA

**Consultants**

- Carla Mykytiuk, Jacobs
- Dan Speicher, Jacobs
- Evan Bronstein, Jacobs
- Shannon Roberts, Jacobs
- Greg Rainka, Chronicle Heritage



**Carla Mykytiuk, Jacobs**

Many of you are familiar with housekeeping and I'll just go over a few things. Just a reminder the meeting is being recorded to assist with preparation of the meeting minutes to be provided later.

The charrette team will be using MURAL for today's briefing. You'll see that in just a moment you'll see it again at Charrette #2. This is a work in progress, we won't be providing copies after today's briefing, and we ask that you not save images until GSA shares those with you after the next charrette. Just for courtesy, and because we do get a lot of extraneous sound, if you could keep your microphones muted unless you're speaking, that would be very much appreciated.

A reminder, please be respectful, help to promote a collaborative environment and allow all views to be represented. Now I would like to introduce Mariah McGunigle. She serves as deputy director and regional chief architect for GSA's Great Lakes Region. Several of you may have met her at the first charrette.

**Mariah McGunigle, GSA**

Thank you and good morning everyone. I appreciate your attendance. I know we're kind of getting off the ground quickly today, but we have a lot to cover. So first off, if you have questions of any kind during the next couple parts of this meeting, please put them in the chat box and that way we have a record of it and we can respond accordingly.

As you as many of you may recall, we met together back on September 28<sup>th</sup> for the first charrette. The ideas generated during that meeting were essentially the result of your professional expertise and also the expertise of the design peers that we brought on to have that first charrette. Our colleagues from Jacobs will go over the results of that meeting shortly. But before they do, I wanted to cover why the change in process, why the change moving forward.

This meeting is not our second charrette, and so I just wanted to talk through that so we are on the same page. When we first discussed the charrette process with you a few months ago, we did identify it as iterative process, and we are trying very hard to listen to both you and the peers; and to pause when gathering additional information is critical to continuing with an informed process. And so that's essentially what we've done. We feel there's more information to be gained, garnered and gathered, and so we're going to do that.

We're switching things up a little bit in order to make sure we have time to do that after the first charrette. The peers expressed an interest in meeting with each other because they really didn't have the opportunity to see what each other had developed during the charrette process. For those of you that attended, the charrette was arranged in separate pods and the peers didn't have a current chance to see what each other put together with your input. They also didn't have a chance to cross-pollinate their own ideas together; so, we provided that opportunity for them on October 18<sup>th</sup>.

Between the information gathered from the first charrette and the following peer dialogue on the 18<sup>th</sup> GSA really determined that additional synthesis of information was required before we launched into another charrette so quickly. For today's meeting, Dan from Jacobs, he's going to start and with the full team from Jacobs is going to cover information from the last charrette and the outcome of that peer dialogue. Then we'll go into the ideas we have for what will be the second charrette.

I just wanted to go over that as a quick basis before we get into the meat of the presentation. We have some ideas and we want to talk about them with you. We'll do that at the end. But first I want to make sure everybody is on the same page with all the information that's been gathered. I have to say the first charrette was great a lot came out of it. Now I'm going to pass the presentation over to Dan to start plowing through all that information.

**Dan Speicher, Jacobs**

Great. Thank you, Mariah. Again, Dan from Jacobs and I'm joined by my peers Evan and Shannon. We're going to be tag teaming on a few things today. Evan, could you start by stealing the share away from Carla and displaying a mural? We're using mural because it's a very favorable methodology to put a lot of information into one spot, but still help it be digestible and consumable.

As was just mentioned this still work in progress, so whatever we're sharing with you today will be shared with you when we end up having our second charrette. I will reiterate some things that Mariah said plus give you some new information.

We purposely decided to not call this individual interaction a charrette this is not a charrette. A charrette, of course, has an inference of design components, conceptualization and ideation. This is primarily information flow, but of course we wanted to keep the consulting parties involved and engaged. This is primarily for you and about you. We have a lot to share today.

What Evan will be doing as we talk through the material you just saw the entire spectrum of material in this long line of information. He'll share panels and bits and parts and pieces as we progressively disclose information.


I'll be talking about a few things as well as Shannon and Evan as we describe the elements of this MURAL. Firstly, right here on this first panel is a reminder of the fact that we had six peers as part of the process. They of course, are intended to help provide some technical expertise and some perspective for those of you that were able to attend either virtually or collectively in person at the first charrette. As you are able to see Brian, Doug, Amy, Laura, and Andrew were the peers at that charrette. Carroll actually joined us in a review session that took place two weeks ago.

This is some other information to help. There's an image there, a beautiful 3D rendering that helps gives an impression. Red indicates the State Street Properties and the blue, of course, is the Federal Plaza. And finally, the bottom there is just a road map of the charrette process. And you can see that in August the first meeting with the peers took place. We had Charrette #1 at one at the end of September and in mid-October a meeting associated with peers. That's what we're going to discuss in more detail in a few minutes.


The meeting with the peers took place two weeks ago and of course today with the Orange Circle around this status briefing. We can share more information in Charrette #2 and of course, the current approach is still to include a Charrette #3. The timing of Charrettes #2 and #3 will be discussed more towards the end of this presentation today but wanted to give you a reference and a reminder.


One thing that we did as part of that first meeting was to bring together your ideas. I'm actually going to ask Shannon to give just a little more characterization on this topic. What we refer to as the spaghetti diagram to give us a little bit of insight and again, just as a reminder, this is your information consulting parties, but this is how we organized it to think through, Shannon.


Consulting Parties - Status Briefing





## PEER REVIEWERS


  
**Carol**

  
**Brian**

  
**Doug**

  
**Amy**

  
**Laura**

  
**Andrew**

**NOTE:**

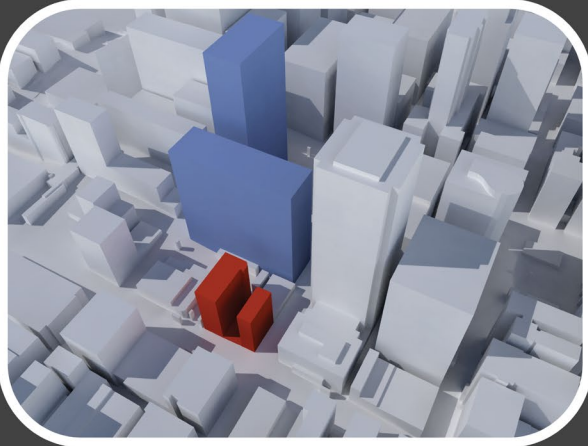
- Carol attended the initial Peer Review meeting, but missed Charrette #1.
- Carol attended Peer Review meeting #2.

**State Street Properties**

**Federal Plaza**

**Charrette Support**

- CP engagement
- Ideation/Concepts
- Refinement/Review
- Recommendations



## ROADMAP

Peers Onboarding Meeting

**AUG. 31**

Charrette #1

**SEPT. 28**

Peers Meeting #2

**OCT. 18**

CP Status Briefing

**NOV. 2**

Charrette #2

Charrette #3

**CHAT:**

**Laura Lavernia, Advisory Council on Historic Preservation**

Can you please provide last names and affiliation of the Peers?

**Shannon Roberts, Jacobs**

- Carol Ross Barney, Principal of Ross Barney
- Amy Gilbertson, Principal Trivers
- Mark Schendel, Managing Principal of Studio Gang
- Doug Farr, Principal Farr Associates
- Gregg Garmisa, Studio Gang
- Brian Kidd, Gensler
- Laura Ettedgui, Studio Gang
- Andrew Obendorf, Gensler



**Shannon Roberts, Jacobs**

Sure. Hey, good morning everybody. I took your ideas and ideas that were generated from GSA, and consolidated all the feedback we received in a lot of different formats.

We put these ideas together and distilled it into general use categories and then within those general use categories, let's pick commercial, within that would be data center, AI facility, medical office and the pet boarding shelter idea. These ideas fit under the umbrella of commercial and then what we did was we looked at who was identified as potential partners. We connected the various components of the ideas so that you could see all the information on one sheet, which wasn't a spreadsheet necessarily, but more of a graphic of how these things are interconnected.

There were a lot of ideas for partners that were connected to multiple ideas, and that was really exciting to see as well. And then the last part is about funding sources and we broke down what was identified as potential funding sources. Of the ideas that were generated, 17% said that grants could be used. Anything that indicated government money, whether it be tax credits, IRA funds any sort of special financing or money that would come from the city or state, we lumped together under government. Government was a bulk of funding sources identified and private funding was also identified as a major funding source. This is how ideas broke down under funding. We did break out grant separate from endowments and foundations, but it gives you kind of a snapshot of how we distilled this information. We put it all together, broke it apart and recategorized it. Any questions? Dan, back to you.

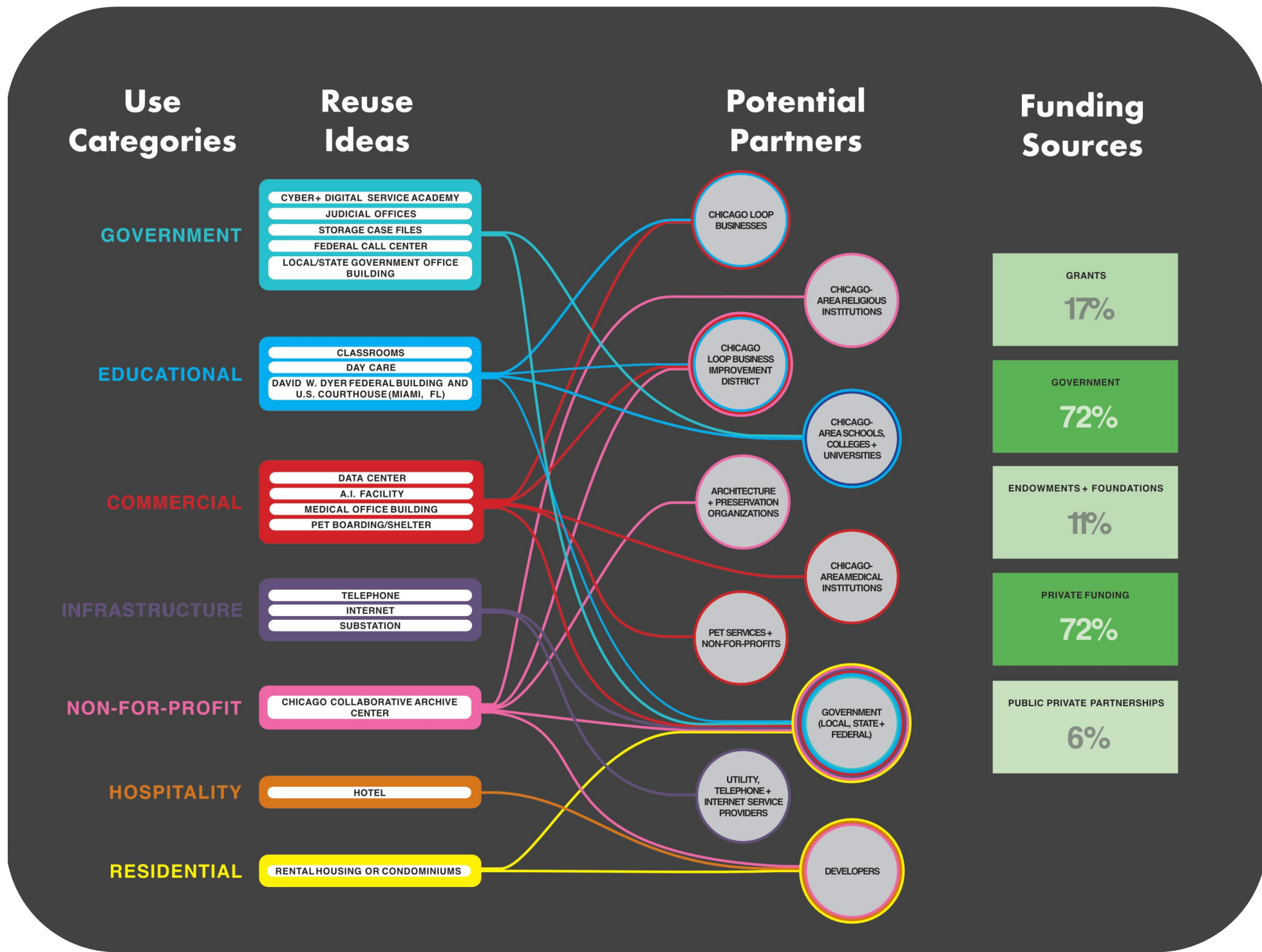
**Dan Speicher, Jacobs**

Thanks, Shannon. Those that were in person at the first charrette will recall that we actually had printouts of these things. This is the summation sheet and each one of those bold colored reuse ideas categories where each its own separate sheet. We had those up on a glass wall for reference during our actual first charrette session. This is just a reminder of what you provided to the session as initial ideas.

**Mary Lu Seidel, Preservation Chicago**

Could you zoom in on the spaghetti chart again, please? Sorry.

**CHAT:**  
**Kandalyn Hahn, Commission on Chicago Landmarks**  
 The percentages don't add up to 100. Can you please explain?



**Dan Speicher, Jacobs**

Yeah, I see that question in the chat about the percentages don't add up. Shannon, that isn't the intention, right? Of the percentages, it was an indication of how many individuals referenced that funding source as an option. Is that right?

**Shannon Roberts, Jacobs**

Yeah, several of the ideas indicated multiple funding sources, so that's how the percentages came out. They're not meant to add up to 100%. A lot of the ideas identified three, four or five different funding sources.

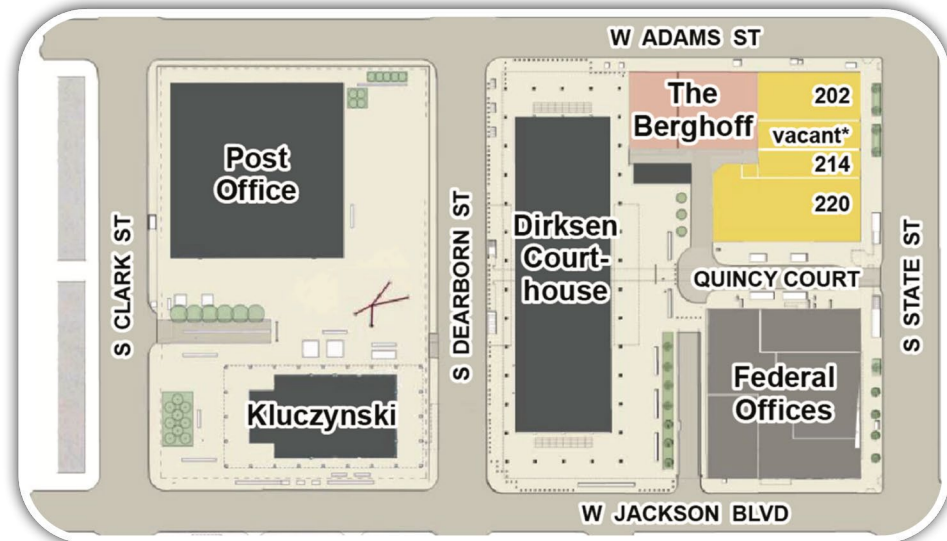
**Dan Speicher, Jacobs**

OK, good. Thank you for that clarity. All right, Evan, let's move down to the next half of that panel. And just very briefly, Evan, give us a little bit of kind of orientation to this so we have it in our heads.

**Evan Bronstein, Jacobs**

Sure. Good morning to all of you. As Dan indicated, this is an overall site map. Some of the key features are identified herein, and of course, many of you familiar being actively engaged in this process.

The Dirksen courthouse position, where the cursor circulating right now, on the right half of that multi-block layout and the Kluczynski Building, Post Office and the Plaza just to its left or to the west. The items highlighted in yellow represent our area of focus as part of this process, which includes 202 that currently vacant parcel 214 and 220. And then, of course, Quincy Court which bisects the block and the federal owned properties.



**CHAT:**

**Mary Lu Seidel, Preservation Chicago**

Please update this particular map to include the other privately owned parcels at the corners of Adams and Dearborn -- the Marquette and the Citadel.

**Shannon Roberts, Jacobs**

The map shown was created by others, for our map in the Charrette Process report, we will make sure to add.

**Dan Speicher, Jacobs**

Excellent. Thanks, Evan. You'll see a few words just to the right of that graphic. We're not going to review those, many of you already have a lot of understanding of the history and the context. Those are just a few quick snippets to help us recognize that this is not the first time that this question has been asked; it's been going on for multiple years.

One of the important things that took place during the course of this entire process was to engage with this set of peers prior to the first charrette. The idea for them was to come together and get a grounding on the particulars of this site. There is, I think one of the peers who is not from Chicago, so they had to get centered on the area itself. They had a good conversation. They saw the physical facility. They did a walk around and got oriented on the nuances associated with this site and this question. You'll see some initial feedback.

Evan, was there anything among those bullet points that you might want to highlight as things that really were kind of the components of that first interaction with the peers?

**Evan Bronstein, Jacobs**

I think what was interesting to me about their initial response had to do with their wanting to not focus on the programming aspect of the site utilization, but more look at the limiting factors. Their approach was, what could they look at, that could help make development possible? I think that was their ambition from the outset, to try to see what the restrictions and what opportunities are which might exist to mitigate those restrictions to help allow development to occur.

**Dan Speicher, Jacobs**

Great, good. Probably the most interesting part we're going to spend some time on are these graphics to the right. Yes, we're going to continue to zoom in on these

things. We're going to show you the frame first of the material and then Evan will zoom into those items to give us a little bit more detail. It's a reminder that we need to zoom in on the details that we're focused on, and we'll continue to do that.

OK, I'm going to ask Evan to give the remainder of the review of this choreography, this beautiful little picture there, which we'll get into a little more detail in a second. It is a reference again to those that were physically present at the end of our last charrette at the end of September. For our first charrette you'll notice that we had a series of column pods set up and in each pod was a representative peer. Amy, Bryan, Laura, Andrew and Doug were each at an individual pod, and the idea was to bring together you the consulting parties, in conversations. They had their own ideas, the peers, of course.

They had referenced to the spaghetti diagram that we just referenced with Shannon's review, and then of course they heard and listened to your insight, direction, guidance, advice and perspectives. As part of that engagement, so we did a little choreography over the course of at least two hours where we able to have you move towards them, the peers and they literally sketch and trace and produce information on these ideas. So, Evan, why you give us just a little more context here and reference some of the notes in bullets?

**INITIAL PEER FEEDBACK**

**State Street Properties**

**Federal Plaza**

**Peers Initial Feedback:**

- The peer review panel wanted to focus on the criteria limiting development.
- They felt that the programming should be the purview of the market.
- They pointed out that a revision to the federal portfolio in Chicago might offer an opportunity for federal occupancy of the State Street Properties.
- Facade treatments to the Dirksen Federal Building were also discussed.

### Evan Bronstein, Jacobs

Thank you again, Dan. What I'll do now is just pan across some of the images that capture the interactions that occurred during the workshop.

I think one of the opportunities here, as many of you experienced, was a chance to sit alongside some of the thought leaders in our community and engage with them about how to express the concerns and ideas graphically. So that there would be visual cues that could help understand the relationships between the spaces within the Loop and the buildings in particular.

One of the things that you know, I certainly appreciated having an opportunity to observe, was the interaction, continuity and engagement across a variety of consulting parties. As you can tell, many folks were around the tables having conversations about their perspectives of opportunities that were in place. I think one of the things that I could share, as far as some of the bullet points were concerned are, just pan across here, was just that there was an intentionality by the GSA to create a forum for the open exchange of those ideas.

At the time, understanding that the security measures that were in place would be important elements to consider throughout the process. Ultimately, you know, we wanted the opportunity to find avenues for socializing a broad range of ideas. Back to you then.

### Dan Speicher, Jacobs

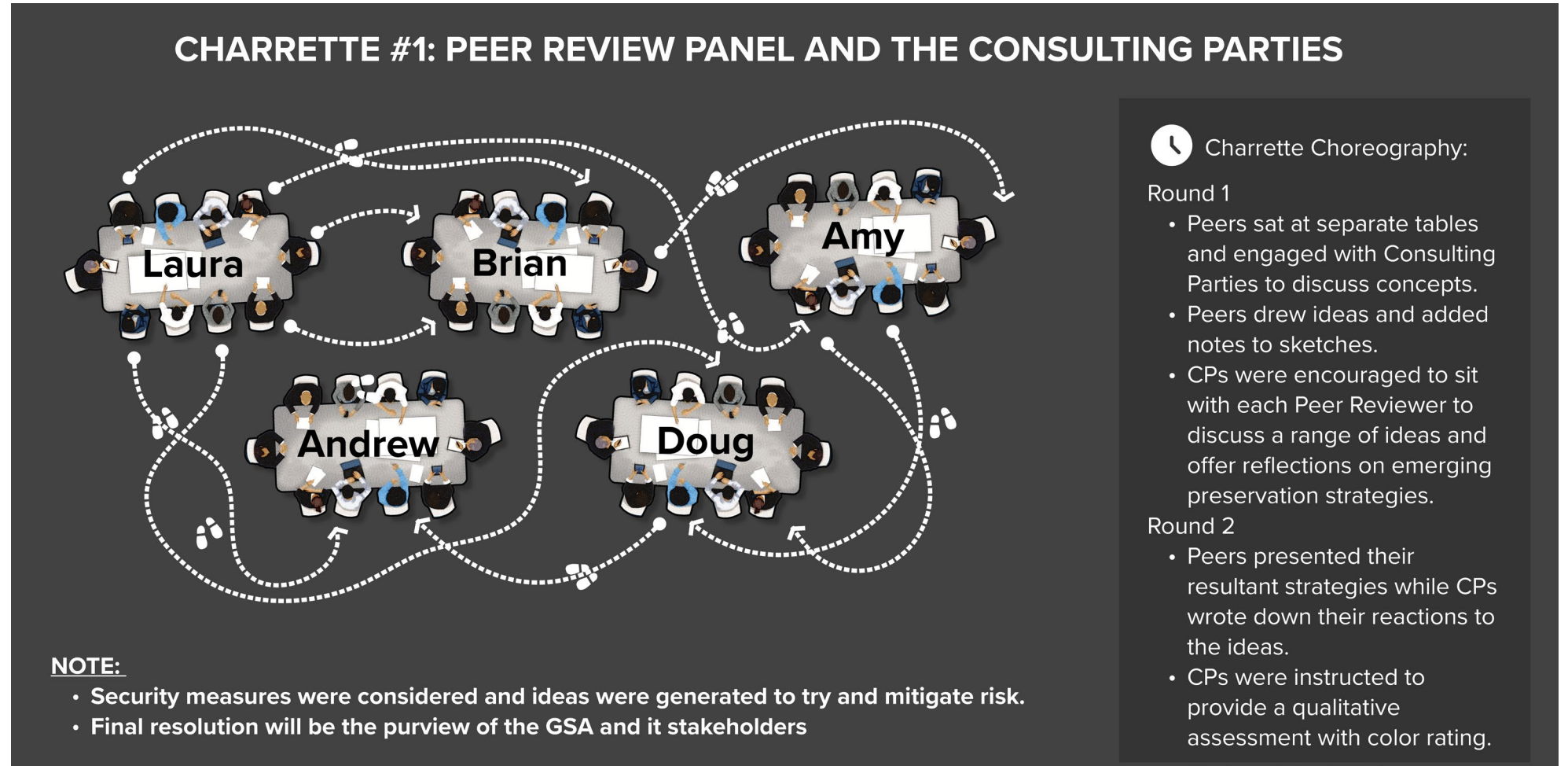
Great. Thank you. Recall, I'm just going to reference the round one and round two. We've probably covered it, but just to give a little more reminder for those that were not there. There were multiple rounds as you can see where we asked the consulting parties to join different groups and ended up having this opportunity to produce information that Evan is going to give a little more information on.

OK, with that, why don't you just zoom out a little bit and showcase this broad panel of these five elements? There you go.

Evan's going to chunk through each of these, so we'll zoom into each one and give you a little more reference, and there's a graphic that represents the site, which Evan will describe. There's some red bars and some dots and some greens and so on. Then there's some summary comments and there's some basic feedback characterization. It's what we heard from you.

For those that were there and even those that were virtual, you were able to provide some of your reactions on little cue cards. We asked you to provide a reaction where you give some of your comments a green meaning this was a very positive reflection of that idea that was incorporated by the peers. You may be indicated as a blue meaning this is an improvement or a way to maybe add some additional perspective. And then you also indicated a little red that would be that's a detraction or something that isn't quite as appropriate or convenient or desired with that item. This exercise gave us a sense of a general reflection of what your collective reactions were to these individual items.

So, Evan, why don't we start zoom in on Amy on the far left and give us a few minutes of characterization of her tracings and results.



## Evan Bronstein, Jacobs

Sure. One acknowledgment to extend with what Dan was relaying to all of you, we wanted to take the opportunity to translate the graphics that were generated by each of the peers into a format that was unified. As you see here, so that you can see and compare very easily areas of commonality between the peers and the conversations as well as aspects of distinction.

If I start with the first graphic, one of Amy's solutions that was developed in concert with the consulting parties had to do with hardening the Dirksen. I'm there's an orange dashed line that is representing the eastern located eastern of the Dirksen Building itself. That represents that idea that it's a construct that would be an either an applique or a screen in front of the Dirksen, and at that point that idea was to try to help target where the risks were identified as opposed to the properties adjacent.

And you know, aspects of that were part of the feedback. And again, the feedback here is not all of the feedback, it's just some summary elements where there were commonalities. Again, we elected to try to capture some of those, so that aspect to reduce the amount of restrictions on the properties in question. It did require federal funding, and there was a potential for the Dirksen facade to be compromised in some manner, depending on how that might materialize. Again, just the summary of some of the feedback.

The other idea that Amy had developed and drafted with all of you had to do. I'll summarize that and using the term reinforcing edges and that had to do with the edges of the properties being reinforced in some way or treated in some way that would help mitigate the understood risks associated with the Dirksen Federal Building and courtyard. And in that instance too, handling that feature reduce the amount of restrictions it retained access for the Berghoff restaurant, but some of the aspects that were perceived as some challenges had to do with some of the private investment that would be associated with that. And in doing a development of a particular nature. Like what's described here in would produce the possibility for Windows on that western side. Again, just characterizations that the consulting parties provided as part of some feedback.

And then the last one that she had developed labeling urban infill because it looked at putting a building that would crossover the Quincy Court location and as a result of doing that, there was an idea that she had for development on that southeast corner. Any building that would be positioned in front of the Quincy Court area would be tethered to the southern development on that southeast corner.

Again, aspects of Quincy Court would be open for public use at that point, which is to say the zone just to the east of where she had shown that infill. And of course, the private funding requirements associated with that.

## Dan Speicher, Jacobs

So hopefully those are you remember, some of these comments. Many of you, I do recall being physically around Amy during the conversation, so again, the intent is to give a quick summary. As a reminder, those that were not able to attend or maybe weren't part of that exact conversation. Of course, our intention here is to give you a just a brief overview. So that was Amy's, Andrew is next.

**Amy**

**Hardening Dirksen**

CPs Feedback

1. No use restriction.
2. Requires Federal funding.
3. Dirksen facade compromised.

**Reinforcing Edges**

CPs Feedback

1. No restriction on use.
2. Retains Berghoff access.
3. Substantial private investment.
4. No windows on west development.

**Urban Infill**

CPs Feedback

1. Safe for Federal.
2. Quincy Court open for public use.
3. Substantial private funding.

## Evan Bronstein, Jacobs

So Andrew opened door from Gensler, was looking at a kind of a broader strategy. And so some of the items that I documented from his sketches, if I go from, uh, the aspect of looking at the Dirksen building and that's facade and having an aspect of treatment to it to help mitigate some of the challenges associated with lines of sight and security.

You also had advocated for a protective covering in and around the ramp that descends below that brings judges and individuals in custody into the facility and so providing protections there and at the building he felt could begin to be an opportunity that could create. Those have been here a little bit further.

A pedestrian area I highlighted it in green in his initial sketches. There were looking at bollards and landscape features that would be similar to what is currently as part of the Federal Plaza itself. And then in order to free up the Quincy Court for pedestrian flow and movement, he was looking at opportunities that might allow for or relocation of the service drive that might help serve expensive development on that northeast corner, as well as the Berghoff restaurant.

One of the other features that I would describe as distinct from some of the other peers, was his focus on the Post Office and its current utilization rate. One of the things he advocated for, if you recall, was a way in which GSA could begin looking at the Post Office as a security checkpoint so that there might be an opportunity for individuals to arrive at a security pavilion and then migrate into the Dirksen through underground connections and linkages. And I think that was one of the aspects of why I highlighted this strategy or approach as secure pathways because it was one of the distinct elements related to that approach and some of the sentiments that associated with that was that was appreciated as far as being an open site access because as soon as you would handle those key security areas, you could create a treatment or an environment that was consistent with the western portion along Dearborn as well as now engaging with State Street.

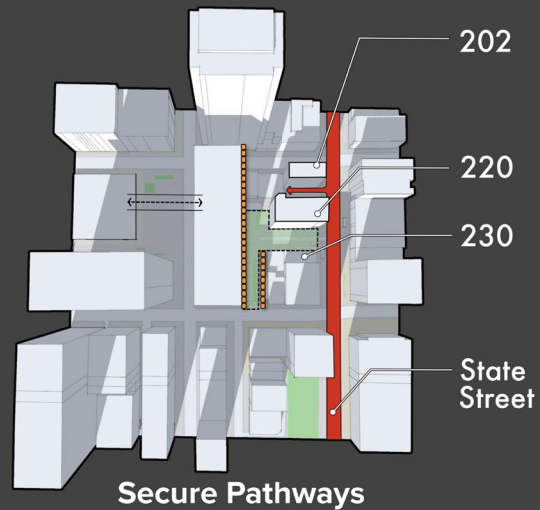
Redirecting deliveries to another location also would help free up Quincy Court as well. Aspects of the pedestrian plaza and the hardening were also identified, as well as favorable review of the idea of using the Post Office as a security pavilion.

I'll go over to Brian Kidd. Brian's work at Gensler focuses a lot on adaptive reuse, and his focus professionally is more on residential projects. And it seemed that his approach offered some of that as well. When he looked at the footprint and layout of 202 in particular and the potential for development, I called his housing possibilities because he focused on what he called a nuanced approach to housing.

One of the key primers there was again to look at the Dirksen to address that facade and the associative risks. But akin to Andrew's scheme, where he was looking at relocating the loading dock area that also liberated that Quincy Court error from more of a pedestrian alignment.

But you can see here and I'll zoom in again.

## Andrew

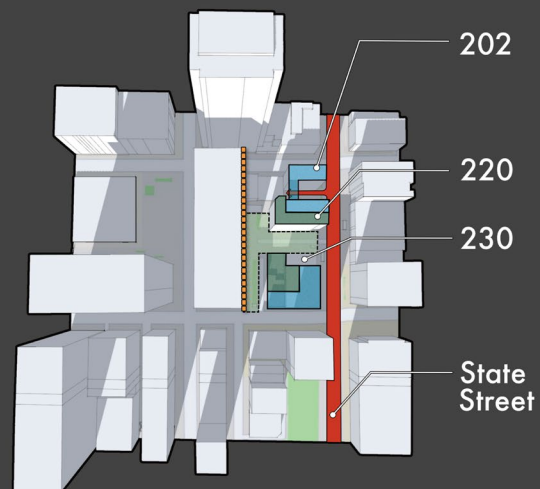


### CPs Feedback

1. Open site access
2. Delivery to Berghoff moved to parcel 210.
3. Remove vehicles from Quincy Court.
4. Post Office as Security pavilion.
5. Hardening of Dirksen.
6. Pedestrian Plaza.

### Secure Pathways

## Brian



### CPs Feedback

1. Relocating loading dock.
2. Opening of Quincy Court to pedestrians.
3. Residential Use, pro and con. Changes character of State Street.
4. Loss of parcel 214 and possibly 230.

### Housing Possibilities

### CHAT:

Mary Lu Seidel, Preservation Chicago

Can you please send us offline a more detailed explanation of Brian's nuanced housing model? I would like to explore that closely.

Does the GSA appreciate the value and importance of 230 as well? At the start of the charrette, it was not clear that the architects were informed of its significance.

Further, for clarity, there's two color tone distinctions that were identified in his drawings, so the one that was a darker green was a concession that maybe GSA were a federal agency might be better suited to be located in those portions of the existing buildings, allowing for the lighter blue to be more residentially focused. So it was looking at adaptive reuse and a mixed use of implementation.

And then that would take us over to Laura Ettegui. Laura was representing Studio Gang as a professional design director. And then of course working with all of you and some of the characterization. I'll zoom in on some of the initial drawings.

Here I labeled her initial scheme historic pathways because it had very much to do to it. Attentiveness to Quincy as a visual corridor through the Dirksen due west was an important item. That was identified in the conversation she had with all of you, and as a result that led to thinking about creating a pedestrian plaza as well within the Quincy Court area. Of course, that would require the relocation of the deliveries that are currently occurring and the service aspects that are utilized to get access to the Berghoff restaurant.

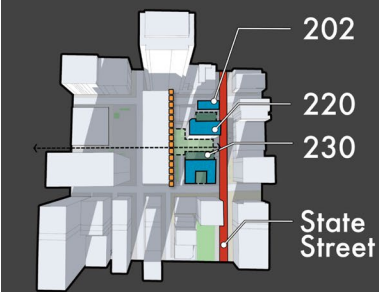
She did look a little bit further at the development opportunities that might exist within the remaining properties. Her And so hers was a block scale intervention that had to do with the southeast corner is potentially being a residential building or expanded in that fashion, as well as alternating utilizations on that northeast corner between 202 and 220.

And I'll zoom out now and just pan over to what she called the podiums and this helps give you a sense of in three dimensions what the conversation she had with all of you had materialized. The idea of a residential tower on that southeast corner is identified here in blue with a black dashed line around it. She looked at the existing heights of the building at 230, and similarly the existing building at 214 and thinking about an infill strategy that might establish a datum or what she called a podium. She had landscaped rooms in that location, but the idea was that by establishing that data, the existing towers and a proposed residential tower would lay in contrast to that so that would extend visually.

Uh, and basically accentuate the towers, the existing towers, so some of the feedback at that point there was a number of ideas related to both of those ideas, although thought about in holistic way that Quincy Court would become a pedestrian Plaza that linked to an entrance to the Dirksen. And that was a favorable view given the phasing and construction phasing that had occurred. The east entrance was our understanding as being a prominent entrance at the early stages of the opening of Dirksen, but there was a whole block intervention with her strategy. She introduced rooftop green space and was introducing residential on that southeast corner. There was a lament that potentially in her strategy 214 would be lost.

And then Doug, while Doug produced a series of drawings, really what was important to highlight about his approach had to do with prioritization. If you recall, there was an advocacy for real estate portfolio allocation. Were there opportunities to relocate government agencies to these properties, which might mitigate some of the risks that were expressed as part of the development here?

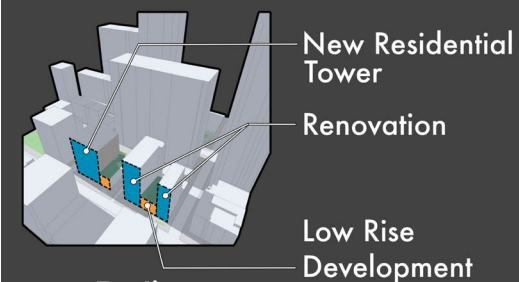
## Laura



### CPs Feedback

1. Quincy court pedestrian plaza.
2. Plaza linked entry to Dirksen.
3. Preserves historic character.
4. Whole block intervention.
5. Introduction of rooftop greenspace.
6. Residential proposed at W. Jackson Street.
7. Loss of 214.

### Historic Pathways



### Podiums

## Doug

### Priorities

1. Real Estate Portfolio Allocation.
2. Dirksen Hardening Studies.
3. Revisit Restoration Estimates. Consider alternate materials.
4. Ranked Preservation.

### CPs Feedback

1. Minimal impact to all buildings.
2. Hardening of Dirksen interior.
3. Quincy Court pedestrian use.
4. Proposes Federal use.
5. Not sure of Federal \$.

There were aspects of the Dirksen that would be hardened. He was advocating for some studies to happen within that. Could there be something, an intervention interior to the glazing or exterior to the glazing?

And it was also wanting to advocate for looking at restoration costs and the materials used. Terracotta being a more expensive or premium material, whether or not reinforced gypsum concrete could be used and then ranked preservation. That was a conversation about would there be an opportunity to retain one building or two buildings? But my express the loss of another, would that be a reasonable approach? So that was called ranked preservation. And here were some of the sentiments relative to that. So that would be a summary of what, was provided and presented through the exchange during Charrette 1.

### **Dan Speicher, Jacobs**

Thank you, Evan. All of this that we've just discussed up to this point of course is review for some of you, who weren't able to join us at the first charrette. Therefore, the reason for this simple and brief characterization I see in the chat, there's a question about can we get more data? What we will intend to do as part of Charrette #2, we would provide detailed information as we move into that engagement.

Of course, there needs to be a series of questions that GSA poses among themselves and thinks through, thinks about viability and of course brings those ideas to this team to get reflection. We would be providing more information and more detail as we move into that second charrette.

OK, now I am going to move us to the next item which is going to be a bit new for the consulting parties, so I'll give a brief description. I will then again turn it back over to Evan for a little more detail. Just two weeks ago, the peers met again the intention was that they did not have the opportunity at the first charrette to really work together and they specifically ask for us collectively to give them that opportunity. We met on the 18<sup>th</sup> of October in Chicago in the same physical location as the charrette, and they had the opportunity to interact and engage. For what was two and a half to three hours to literally engage with each other. See what each of you were saying and discuss a number of items together.

That meeting took place with the intention being, did we miss something? Are there other hybrid ideas? Are the things that they would additionally produce other concepts or different ways of thinking?

GSA was represented there, of course, and they provided some additional context and perspective, and, yes, historical significance and a number of other things that, of course the peers need to think about and consider. But in addition, the peers provided some very good context and perspectives and guidance to GSA as a whole as GSA thinks about how to move forward with this endeavor. Evan, give us a little more on that and what this summation is telling us.

### **Evan Bronstein, Jacobs**

Thank you, Dan. When we looked at the strategies that have been developed and reviewed them with the peers. It seemed to distill out into these three categories, many of the strategy commonalities, had to do with looking at the source of the risk, which was the Dirksen.

The hardening strategy was something that we had seen as a refrain throughout many of the peer review comments and their development with the consulting parties. Whether it was a facade treatment or some type of protective covering that could be conceived that might help mitigate the risk and in the case of Andrew's proposal about new checkpoints and underground linkages.

That was another element where the attention was being focused on the source of the risk. The other category was about mitigating risk by removing vehicular traffic from Quincy Court. Relocating the deliveries and receiving areas to the area between the 202 and 214. Then also looking at programming, what kind of programming would help mitigate the risk and help preserve the facilities that we're talking about? That

had to do with whether the federal tenants, whether there be allowable institutions in there, as well as potential for retail or commercial. Those were the conversations about mitigating risk.

And then the other category we called preserve and revitalize, and they had to do with thinking about State Street as a whole. And that meant creating opportunities like a pedestrian plaza at Quincy Court, removing vehicular traffic from there, removing that curb cut, enhancing the streetscape experience.

Lastly the city block development strategies. These strategies suggested by preserving some, could you allow for others to be removed as part of a viable development possibility with private development, so that was ranked preservation. And then, of course, there were always conversations about residential potential there.

The thing to note is that the aspects of the security risks and areas beyond the scope of the focus of our attention or highlighted here in red, so the city block strategies, while an important urban response was something that we just wanted to make sure that we acknowledged would potentially be a challenge for the conversation herein because we're focusing attention on the properties, on the northeast of the site. Therefore, the areas to the south of Quincy Court likely would not be included in proposals moving forward.

### **Dan Speicher, Jacobs**

And as another, very brief summary on that, again, the peers really asked specifically to come together. GSA was represented, of course. The three strategies that Evan just reviewed provided the main points of insight, direction, and thought perspective from the peers for consideration, obviously very closely associated with risk and security.

The last items that the peers really helped us collectively think through, we're going to take these as chunks versus as implementation. And I'll give again another very brief characterization and have Evan give a little more detail.

The beauty of that engagement with the peers was not only to give them the opportunity to talk amongst themselves, but also think very broadly about this question. They literally were left alone in their own room for over an hour just to think this through. And they came back with this implementation suggestion, saying that look, we get that a significant part of this is engaging in the conceptualization of ideas as we just went through and gave it a little more detail.

And of course, that element about risk, but also GSA, think about how to go about phasing this in some sort of decision model. What is leading to the understanding of what components can be used to make conclusions at the next level? Or next steps and depending upon what reactions or information or details are made available or appropriate or known or characterized, how does it then allow us to move forward?

Give us a little more about that thinking there, Evan, that beautiful little diagram with the arrows and then the why?

### **Evan Bronstein, Jacobs**

The idea for the peers began with what they called a hardening investigation. As you saw, this was one of the first common elements to target the source of the risk. They advocated for this as well, that if there were avenues that could be taken, internal steps that the GSA could take to confer with its stakeholders as well to understand the possibilities of doing something like that. They said, that if this happens, then you have the opportunity for a series of strategies that were identified by Amy and Brian, which might lead toward reinforcing the edges of those properties and opening up opportunities for development.

Similarly, if there was a facade treatment relative to the Dirksen itself, then you'd have the possibility of maybe going with the ideas that Laura, Andrew and Doug had advocated for. The peers developed a decision tree here to help summarize their perspective on how they thought some of the ideas that have been developed could be directed relative to how aspects of the hardening would happen, so on the one hand could be at the Dirksen, or it could be at the properties. And those have, you know, their own avenues for pursuits beyond that. I think the elements that are above, that just to highlight again, have to do with the due diligence that the GSA is currently engaged in across broad range of spectrums as well as looking at facade treatments.

Certainly, the peers felt like maybe there were elements of this that could be looked at in a sequence. To that possibility of whether or not there could be moves made to first remove vehicular traffic from Quincy Court or if there were opportunities to subdivide the parcel so that maybe one or two could be released for development inquiries relative to other features of the site. Address one at a time or sequence, that you know that information can provide clarity.

#### **CHAT:**

#### **Kandalyn Hahn, Commission on Chicago Landmarks**

Was the idea of interior retrofitting of Dirksen (which one team looked at during Charrette 1) dropped or is it somehow included in the terms listed?

#### **Shannon Roberts, Jacobs**

Not dropped included in the "Target the Source of the Risk" distillation.

#### **Regina Nally, GSA**

Thanks Kandalyn, yes. That is one approach for 'hardening' the Dirksen Courthouse. It has not been 'dropped' but a consideration needing more investigation.

**Dan Speicher, Jacobs**

Two points I would highlight also is they clearly, the peers clearly indicated some logic. This is how their collective brains worked, and they, all six of them in the room, were very much attuned to this saying, this makes sense to us. This makes sense to consider it in this logical format, so they're suggesting that this thinking is an important element to reaching conclusions, ultimately.

Secondly, just by the indication of the names, Amy, Bryan, Laura, Andrew, and Doug. Carol, by the way, wasn't part of the first charrette, she didn't get the opportunity to have her name put on this list, but she was part of this conversation. You can see the span of ideation and conceptualization from reinforcing all the way through development possibilities. What's reinforcing the fact that there's this spectrum of ideas as part of that charrette process? The ideation, of course, heavily gauged upon what this team, the consulting parties, helped to influence and provided to the peers at our first charrette.

That's the intention of that graphic, the one in gray to the right deserves a little bit more understanding and perspective here and reflection. Again, I'll give a little bit more general information and ask Evan to give a little more detail. Part of this was, in addition to the implementation phasing that was in there, that decision tree on the left. Think about what was suggested by the peers, and how to give if you will additional context to the multitude of ideas that are coming forth.

First thing, they helped us recognize is that there's a complete spectrum just under that orange arrow from demolition to private development to government occupancy. And of course, the middle and the right are really adaptive reuse of those buildings. Obviously, demolition is not, but it still needs to be considered as an option. And then in addition, think about specific considerations really as a criteria set to help us better understand how each of these items are ideas fit within this spectrum.

And secondarily, how would we gauge or judge with this group's reflection and of course the peers themselves and maybe others, as to what might be the best vehicle to move forward?

Evan, what else would you add to that description?

**Evan Bronstein, Jacobs**

Not a whole lot actually, Dan.

I think that's a really exceptional summary what the peers had offered because they recognized wisely that they couldn't solve the puzzle in and of themselves, but their skill set was to avail to the GSA that there are a variety of things to be considering in order to move forward with they have at certainly have to do with the funding and the availability of resources relative to that.

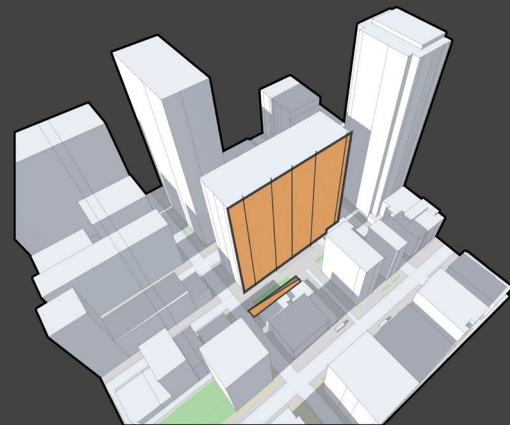
The timing was important; that aspect of speed had much more to do with the current status of decay of the buildings and how quickly they could be revitalized. The likelihood of any of the strategies being implemented certainly is linked to that timing and bringing a broad range thinkers.

There were also concerned from an urbanistic perspective, the streetscape in totality. On the one hand, it certainly begins with the properties in question, but they conceded that there are a number of vacancies along State Street presently. How can this potentially be the precursor to opportune development over time?

The last piece about being developed already was what is the private development community open to engaging with in this process? You know, that's something that is a, an aspect of the conversation. I think that will follow on in our next steps. I think that's a good spring.

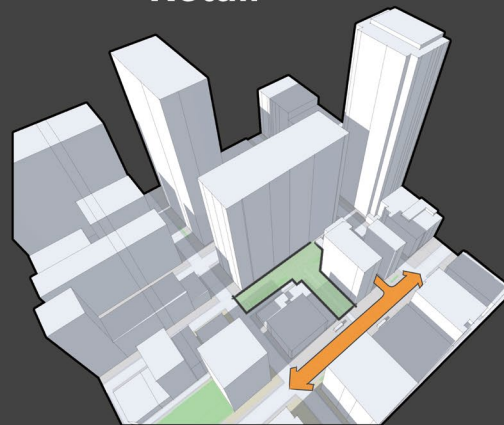
**Target the Source of Risk**

- Dirksen Hardening Strategy
  - Facade Treatment
  - Protective Covering
- Secure Connections
  - New Checkpoints
  - Underground Linkages



**Mitigate Risk**

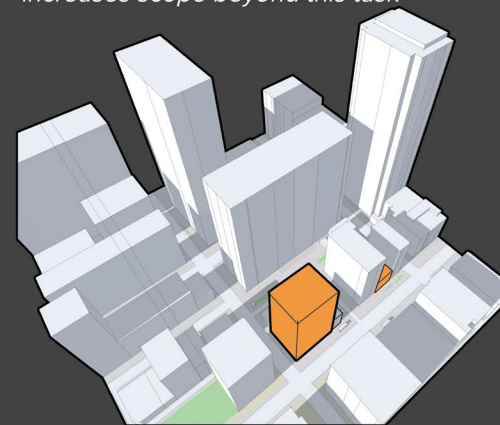
- Remove Vehicular Traffic from Quincy Court
- Programming
  - Federal Tenants
  - Allowable Institutions
  - Retail



**Preserve & Revitalize**

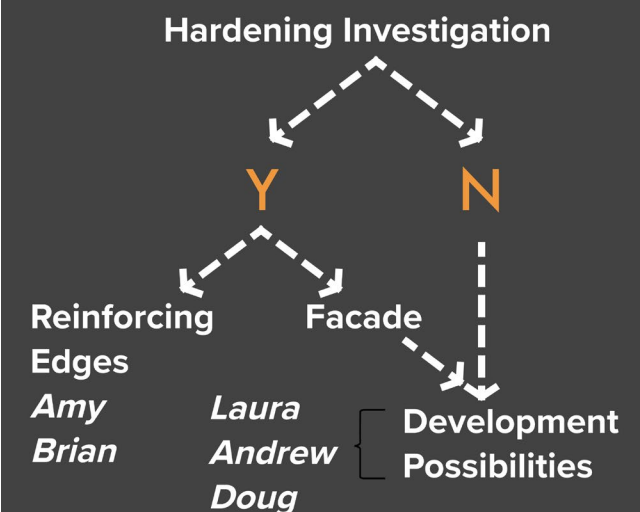
- Pedestrian Plazas
- City Block Development Strategy
- Ranked Preservation
- Residential

• Legend: Idea poses security risks and/or increases scope beyond this task



**Implementation**

- Phasing
  - Mitigation Steps by GSA.
  - Facade Treatments.
  - Removing Vehicular Traffic from Quincy Court.
  - Parcel 202 before others.



# Peer Review Matrix

Meeting #2 Takeaways

The peer reviewers provided a spectrum for how ideas presented could be considered. Among the adaptive reuse strategies, the peers reflected upon the availability of resources, timing, the urban impacts and the opportunities for developer engagement.



Considerations	DEMOLITION	PRIVATE DEVELOPMENT	GOVERNMENT OCCUPANCY
Federal Funding			
Speed			
Likelihood			
Urbanism			
Developer Ready			

# GSA Reflections

- Seeking ideas specific to the undertaking.
- Alignment with security risks.
- Focus attention on Parcels 202, 214 and 220.
- South of Quincy Court outside of consideration at this time.
- Internal assessments and coordination pending.

# Next Steps

## Dan Speicher, Jacobs

Great. Kind of a final summation of the material up to this point is, Mariah said this at the beginning of the conversation. This individual meeting right now is not proposed to be a charrette, meaning we're not going to put time and energy into doing additional insight of conceptualization or ideation on concepts. That's not the intention.

The intention is for us to share what we all know have been developed up to this point, and in particular one of you the consulting parties, to hear what the peers had really provided in terms of insight and guidance at that last meeting two weeks ago. These two components as Evan's showcasing here implementation and peer review matrix are clearly advice and guidance from the peers to GSA.

OK. So now we need to, of course, get ready for another charrette, and we're going to ask Mariah to give some additional reflections about context and perspective. The ideas and thoughts and what do we expect in terms of engagement with the consulting parties over the course of the next weeks or months. Mariah, take it away.

## Mariah McGunigle, GSA

Thank you, Dan. I think Evan summed up the next part of this conversation up quite well because he talked about opening the engagement in particular to a community that you all have mentioned to us several times and that's a developer community.

GSA has been going back and forth. We agree with you. We want to engage the developer community, but we've struggled on figuring out how to get them to participate and making that happen. Our thoughts at this point would be to use the December 8<sup>th</sup> meeting as another charrette, but really use that as an opportunity to have a dialogue with developers.

We would post an invitation notice to sam.gov, which is our general posting notification system, and we would share that notice with you. And ask that in addition to GSA that you extend it to the developers that I know several of you have had conversations with and then also organizations like BOMA and ULI, some of which are consulting parties. Hopefully we can get their participation for Charrette #2.

I think the hope is that between GSA's efforts are spreading the word and your efforts in spreading the word, we could get some valuable feedback during the 8<sup>th</sup>. This charrette would be less about, you know, designing pieces and parts, it would be more about getting their feedback on those particular properties. I mean, we realize that there are limitations and it does potentially make these properties less attractive for development, but are there ways that we could increase marketability that we haven't discussed?

It's not that we're going to lift the security restrictions, but we would like to determine which components could aid or abet reinvestment direction similar to those that Evan and Dan just reviewed, you know, opening the space between the 202, 220 and 214 to reroute access. Are there certain things with the individual properties, one versus the other, that would make that reinvestment more attractive?

We can discuss both housing and non-housing options during that time and basically have the end goal of that particular charrette as developer feedback on how to make investment in the properties as attractive as possible.



And as I mentioned at the beginning, we are trying to listen and take time for additional investigation as needed. Although there are a few items that will not be done by December 8<sup>th</sup>, we wanted you to know that we have initiated and will be running in parallel some additional investigation.

Looking at both hardening opportunities for the Federal Center and then also looking at another kind of more directed look at the Chicagoland portfolio, which was also a suggestion in terms of the kind of housing opportunities, etcetera for federal use in those properties.

So that's what we're proposing for December 8<sup>th</sup>.

Again, it would be more of a developer-based conversation if we can get them to participate and then in tandem, we're going to be doing some additional investigation and that will take a little bit of time, but know that it's been started and we're working on it. It's going to have to run in parallel for a while.

**CHAT:**  
**Holly Fiedler, Chicago Collaborative Archives Center**

Would we attend the Dec 8th meeting too?

**Shannon Roberts, Jacobs**

Yes, that is the intent.

**Dan Speicher, Jacobs**

Mariah, just as a reference point, there was a question that came in the chat. Would we? I'm assuming that consulting parties will be part of the process for Charrette #2. Shannon responded.

**Mariah McGunigle, GSA**

Yes, you would be part of that process.

**Dan Speicher, Jacobs**

Yes, this entire process is about the consulting parties being involved, so yes.

**Mariah McGunigle, GSA**

Sorry, that's a critical piece. That was a poor assumption on my behalf. Yes, the December 8<sup>th</sup> charrette would include the consulting parties and the developers and GSA having this dialogue about the properties. The peers will be invited, but their participation is not going to be mandatory. I think they kind of gave as much as they felt that they could. At that point, I have a funny feeling, they might want to attend, but really this is going to be a developer-based dialogue on figuring out what we can do to make the investment in the properties as attractive as possible.

That's going to be tough.

We've already come up with so much additional information that needs to be synthesized that I think that there is still value in having that conversation and then potentially pushing forward if something comes out of that more formally as an RFI or whatnot. As of right now, that would be the plan for December 8<sup>th</sup> and my apologies for not including them.

**Dan Speicher, Jacobs**

OK, Mariah, is there anything else in terms of next steps or considerations that GSA is doing in the interim between now and December 8<sup>th</sup> or any other logistical things that we need to bring up?

**Mariah McGunigle, GSA**

Not that I can think of. For December 8<sup>th</sup>, we would hold the meeting again at the Chicago Federal Center. We will clarify the time and make sure you have that information. Once we get the posting, which we're hoping to have live early next week, we will share that with you so that you can share and we're going to share it too. I think if we work together, we're going to get greater coverage. I don't know how much participation from the development community we will get, but I figure we can certainly give it our best shot and spread the word as far and as wide as possible.

**CHAT:**  
**Betsy Merritt, National Trust for Historic Preservation**

Will you be sending us a copy of today's powerpoint presentation?

**Dan Speicher, Jacobs**

Right. There's a question in the chat which is a good one, which is will you be sending us a copy of today's PowerPoint? So just for exquisite clarity, Evan, was the architect of the MURAL board. This of course was designed to share information with you.

We can produce a very simple PDF version of that in chunk table panels, right? Not that whole long thing as one, but chunk table panels you've already seen it. It's available information.

It will be up to GSA as to when they'd like and are comfortable with sharing that information. They will consider exactly when they want to share that. As you just heard Mariah say, there are a number of things that are still loose ends that need to be tied off, and a number of other additional materials that need to be thought through.

So yes, the intention is always to share information with this team. But we need to allow GSA to kind of move through their own decision, internal decision process to ensure that they're comfortable and clear with that information. Looks like there's a comment from somebody else that might be in that same realm or question for Regina.

**CHAT:**  
**Mary Lu Seidel, Preservation Chicago**

I have been through my share of 106 meetings over the last 8-9 years. I have never heard this cloak of secrecy that the GSA is asking of us. Since we are not seeing any information that would compromise federal courthouse security, why can't we share it?

**Regina Nally, GSA**

The consulting party status is not the same as full public engagement. You can certainly review information provided in the consultation process with the members of your organization. But sharing info outside the controlled environment of 106 consultation is the federal agency's responsibility. We will share things publicly as needed and when it is not speculative.

**Mary Lu Seidel, Preservation Chicago**

Please also let us help you figure a way to provide a meal during the charrette if the charrette runs through lunch. We can contribute.

**Regina Nally, GSA**

I just wanted to make a point of clarity on the sharing of the information. I think that we're not hesitant per se to share the information with you. I think we just want to make sure that if there's anything that we've gotten out of this conversation that is worthy of being added to that, that we do so and then we can give you something to reflect on.

In set up for the December 8<sup>th</sup> and you know, maybe it's just so you have it in hand for the December 8<sup>th</sup> engagement? That is the intent and we want to make sure that we've collected everything and can feed it back out to you appropriately.

**Dan Speicher, Jacobs**

Good. That clarifies perfectly. OK, there is another question from Ward. Yes, Sir.

**Ward Miller, Preservation Chicago**

Yes, good morning and thank you. Excuse me for this overview, just wanted to share that it seems like no matter what happens on the site that we'd want to reinforce the Dirksen building maybe perhaps on the interior. Per Doug's team, which I was a part of, with interior ballistic glass or the equivalent to harden that most sensitive side of the Dirksen building. It'd be great to know what those costs are and is that going to be a separate budget area then let's say the redevelopment proposals that we're seeing for these two or three buildings on State Street.

Also, I didn't see in the studio gang piece, the idea that Cynthia Chan Rubek from the City mentioned with Dirk Lohan about creating a truck dock now that would enter through the 202 building on its westernmost bay to service the Berghoff and also service these buildings, as that would not require a dock crossing the State Street of pedestrian zone.

I just wanted to mention that whether that's a sterling idea or not, I just thought that was an interesting idea that, you know, a City of Chicago employee that's worked with DPD for more than two decades mentioned as a possibility. To go through that westernmost bay of the 202 building on Adams Street to be able to service the Berghoff directly and also to provide access to the site rather than create another streetscape cut on State Street. I just wanted to mention that.

And then lastly, let's just remember that Quincy Court was always open to pedestrians and that was the main entry, the principal entry to the Dirksen courthouse. You see a giant monumental stone there that says Everett Dirksen Courthouse and the flagpole. That was really considered to be Mies van der Rohe's main entry and there's a beautiful Plaza back there that people sort of forget about. And you know, to remember the importance of that because it has become sort of checkpoint Charlie station. It's become a parking lot and it's really unfortunate that this principal street that was part of the grand vision with the consumers building on one side and the 230 S State St building on the other.

That's the art modern building, which I think is also very important by Alfred Alschuler, that should be respected. The idea of creating a pedestrian way there is really a wonderful idea and a less vehicles access there, the better.

And again, I'm just trying to think of different ways to access the site for a truck dock.

**CHAT:**

**Laura Lavernia, Advisory Council on Historic Preservation**

Can you please confirm the dates of the next charrette(s)?

**Carla Mykytiuk, Jacobs**

December 8<sup>th</sup>

**Dan Speicher, Jacobs**

Charrette #3 date has not been determined

I just wanted to reinforce the idea of the Adams Street loading dock as a secondary proposal through the 202 building, just didn't want that detail to be forgotten.

**Mariah McGunigle, GSA**

Ward, I would think part of the December 8<sup>th</sup> meeting, it would be valuable to have a conversation with developers on site because I think they will hopefully be able to speak to some of that at least the value or the nonvalue. Does it vanish? Floor plate? Who knows? But I think that would be something to bring up as part of that conversation, for sure.

As Dan mentioned, we wanted to keep this meeting as a bigger approach to let you know that we were running things in tandem and also why we've kind of shifted gears for the second charrette as things are changing and we're trying to adapt to those changes and get more information. I appreciate that and I thank all of your points are very valid.

**Ward Miller, Preservation Chicago**

Thank you. And then I just one other thing just for clarity for all of us, there will be no other November meetings or at the very beginning of November, we've seen some months where they've been very close together, they've overlapped, but there will be no November meetings in our next meeting together would probably be December 8<sup>th</sup>, right? Am I correct in that assumption?

Just because we have some people coming in from out of town from various points in the United States, and they've had to cancel their plane flights and just rearrange their schedules. December 8<sup>th</sup> is our next meeting of the whole, if you will, right.

**Dan Speicher, Jacobs**

That's the plan.

**Ward Miller, Preservation Chicago**

And that will be in person in Chicago.

**Dan Speicher, Jacobs**

Yes, Sir. Yes.

**Ward Miller, Preservation Chicago**

And then would there be a January meeting or a February meeting for Charrette #3? Thank you.

**Mariah McGunigle, GSA**

We're going to pause on scheduling Charrette #3 until we have a plan to get through Charrette #2. Now I cannot talk to the other half of the program that's going on in terms of the Section 106 and NEPA. If somebody from that side of the house could speak about dates, that would be helpful because I don't want to misspeak.

**Ward Miller, Preservation Chicago**

Thank you. That's what I was referring to as well.

**Regina Nally, GSA**

Thanks. So, you know, I think we need to get through the charrette process before we or at least maybe through the next charrette.

**Ward Miller, Preservation Chicago**

Umm.

**Regina Nally, GSA**

Before we have additional conversations with the consulting parties, I think that they're going to be more effective the more information we have gathered in the collective environment. I'm sorry I don't have a more straightforward answer to that ward, but you know, consultation is still ongoing.

We'll need to, once we get through the charrette process, feed that information into a programmatic agreement and we'll have to work through that as well. So yes, there's still more to come but it's at this stage until we going to get through the charrettes more thoroughly. Really, it's kind of hard to set those dates.

**Ward Miller, Preservation Chicago**

Right now I just wanted to make sure there weren't going to be any additional Section 106 or NEPA meetings held in November just for the record.

**Regina Nally, GSA**

I hear you. Great. No.

**Ward Miller, Preservation Chicago**

As we're getting into the holiday season and everything, I just want to make sure and that you know, there are a lot of people that involved in this call. There are 35 people and even more interested and you know this is getting top billing.

I'm going to Washington next week to meet with some folks, representatives in Congress about this issue as part of the National Trust meeting, and I just wanted to make sure that we were not going to be running into any dates that came into November and if December 8<sup>th</sup> is our next hard meeting, that's great. And then just respectful of the holidays coming up between Thanksgiving and New Year's, if you will. Thank you.

**Regina Nally, GSA**

Absolutely.

**Dirk Lohan**

This the this is Dirk Lohan. I have a follow up question toward Ward Miller's comments. I've been thinking about the hardening of the east side of the Dirksen building. Every one of the proposals that you showed seems to show that as a needed activity regardless of what the adaptive reuse for the State Street Properties.

I have to admit that you hardly will believe it but I worked on this building when it was being designed and built originally, and I would like to know more about the need for the hardening on that facade and whether it would be possible to have a brief visit scheduled to tour a couple of these judges' chambers to look at the inside of what

exactly is exists there, and whether we're talking about the entire façade or the judges' chambers only. That to me is a big question and obviously it has a big impact on the cost. So that you know, in order to be realistic, I would like to know what the issue there is exactly.

**Dan Speicher, Jacobs**

You and the peers both. Yes, they've asked the same question.

**Mariah McGunigle GSA**

Yes.

**Dirk Lohan**

What?

**Mariah McGunigle GSA**

And I think Mr. Lohan, one of the things that I did cover kind of in my wrap up is that we're going to be looking at some of that in tandem. Hopefully we will have additional information, but it's going to take a little bit of time. That's why I say it's going to be running in tandem to the December 8<sup>th</sup> charrette.

**Dirk Lohan**

I mean, I have a hard time imagining that the entire east facade of the building, every glass window there needs to be a bulletproofed or whatever.

**Mariah McGunigle, GSA**

And that's, that.

**Dirk Lohan**

Uh, there are not that many judges in that building.

**Mariah McGunigle, GSA**

We have a lot of questions out there, some internal, some external to GSA. I'm not dismissing your question, I'm just saying we're looking into some of that, so just stand by for more information. How about that?

**Dirk Lohan**

Right, right, right.

**Mariah McGunigle GSA**

That's probably the best way, it's critical and we understand that.

**Dirk Lohan**

OK.

**Mariah McGunigle, GSA**

So we are running some stuff in tandem in the background that we'll hopefully look into some of that and address it in the future. It's just not going to be done between now and December 8<sup>th</sup>.

**Dan Speicher, Jacobs**

Rolf has his physical hand up.

**Rolf Achilles, Illinois Institute of Technology**

Thank you for the briefing this morning, very informative information, but my question is to Mariah in your summary statement, you mentioned that the developers would not be given any information on the restrictions placed on the building. And I was wondering if I heard that correctly or not, because it seems like any developer would have to know all the restrictions that they're about to get involved with or be asked about getting involved with.

**Mariah McGunigle, GSA**

Yes.

**Rolf Achilles, Illinois Institute of Technology**

I mean every single of them.

**Mariah McGunigle, GSA**

No, I said we weren't lifting restrictions, so perhaps I wasn't clear enough on that. We're not necessarily lifting the restrictions; we're just asking about what are the kind of the ways that we could make investment in those properties as attractive as possible within the restrictions. I think to the peers point.

**CHAT:**

*Regina Nally, GSA*

We think we need to hear from the developers what would make the properties attractive to them so we can strategize how to position the security needs within the set up of opportunities to attract compatible development.

**Rolf Achilles, Illinois Institute of Technology**

Yes, but that means a very distinct list of restrictions has to be made about Quincy Court about this, about the hardening the wall access because the developer is going to ask those questions right up front. Like what can I do here versus the restrictions that I'm placed under?

It seems like we've got a couple different discussions going here and the restrictions aren't big enough because I know GSA has put up a lot of restrictions.

**Mariah McGunigle, GSA**

Yes.

**Rolf Achilles, Illinois Institute of Technology**

I keep reading them and I hear them in the discussion today about what you can and can't do and that's what the architecture working with, so the developers have to work with that too, I presume.

**Mariah McGunigle GSA**

Correct.

**Rolf Achilles, Illinois Institute of Technology**

They have to know what they are.

**Mariah McGunigle, GSA**

And I think what we're what we're aiming towards is more of that strategy and that phasing might make the properties more attractive. Everybody knows about the restrictions and we can go into them in a little bit more detail. But again, we're also looking into that more closely. But we also had not really looked at phasing before, we hadn't really looked at what to do with the vacancy in between the two buildings and how to reengage. Does that diminish or does it provide a positive to a redevelopment option? Would 202 going first be something that would be attractive or is 220 more attractive, you know like those are the types of things that I think are bigger picture.

And then when we do an RFI, we'll have to hone in on some of the more specifics and by then hopefully we will have more specifics on the security. But at this point in time, we're really kind of looking for the phasing questions. There's a lot of stuff we've already asked, but some of it we haven't. We haven't really looked at breaking the site up for what could come first, if Dirksen was hardened would you be willing to harden the back of the properties or is that a deal breaker?

**Rolf Achilles, Illinois Institute of Technology**

Sure.

**Mariah McGunigle, GSA**

I think it's those pieces and parts we haven't specifically asked a developer yet and we could really use that feedback to strengthen our internal arguments as well. That's the goal and nothing is going to be completely ideal. I understand that because we are still working within restrictions and we do have those, as you know, but I think trying to get a bigger picture to figure out if there's any way to make these properties attractive with those restrictions on board, what would they be?

I don't think there's going to be a huge piece, but more like Ward was mentioning earlier, relocating and adding access points off of State Street or forgive me, it's been 10 years since I lived in Chicago. What is the cross street?

**Ward Miller, Preservation Chicago**

Adams Street

**Mariah McGunigle, GSA**

Adams, thank you. You know what would it be? Which one would be more attractive? Or, would combining something with Berghoff, those are the things that we need to know. So that GSA can understand that as well because we've had a lot of conversations with you. We've had some side conversations with developers, but we haven't had any that have been focused within this process and I think that would be good for everybody hear so we all are hearing the same information. That would be my two cents.

**Rolf Achilles, Illinois Institute of Technology**

OK. Thank you.

**Dan Speicher, Jacobs**

Ward is your comment on this topic or is it a different topic?

**Ward Miller, Preservation Chicago**

Yeah. No, it is. I just want to remind everybody on the call that you know these are two really amazing and beautiful structures that really are so much a part of State Street. One of our most, if not the most important streets in Chicago, and that both of these buildings are in better condition than the Reliance Building at State Street and Washington, which was turned into a hotel and the conditions of the buildings, I think are much better than the Reliance Building that was allowed to fall into total disrepair and was beautifully restored.

And part of you know, every architectural walk you see in Chicago. I just wanted to state for the record that both the Century and Consumers buildings are the Reliance Building in waiting and they're both so significant. I can't stress that enough.

I wanted to share that with the larger group and there's also significant due to the Mies van der Rohe Chicago Federal Center behind. They all are one in the same and they are all fabulous buildings, and I just can't stress that enough how important this is and how if we don't figure this out in a really positive way where all the buildings are somehow reengaged, re-envisioned, repurposed and restored this will set back architecture and preservation more than a century, half a century I should say. And I want to say that this would be an embarrassment, a huge, huge international embarrassment to the GSA, the federal government, and all of us in the preservation and architecture communities in Chicago. I want to stress that importance of because sometimes that's lost in the discussion. Thank you.

**Mariah McGunigle, GSA**

And you know, I kind of to that point where, I would really, please I'm asking, I'm almost pleading with you. When we get this announcement, which is the formal way of saying, hey, join us for the December 8<sup>th</sup> meeting, please share it, please get it out there because that conversation is only going to be as strong as the developers that we get to the table. Obviously, your company is a critical as well, but we really need that or it's just going to be us having this dialogue yet again, we really need that participation. I know GSA has had some side conversations, but really getting them to the table I think would be a really critical piece to this puzzle. It really does help support things moving forward.

The more information that we can get, I mean I know it takes a while, but we are trying to synthesize all of this information and this data from the developers I think is a key piece and then an RFI is contingent on that as well. So that's my plea to you all. As for assistance, we don't want you to do the work, but just spread the word so that way we can get a good participation at that December 8<sup>th</sup> meeting.

**Ward Miller, Preservation Chicago**

We will do that. Thank you.

**Dan Speicher, Jacobs**

There's a few things.

**Shannon Roberts, Jacobs**

I think we need a response to Kendra's question. And then there's another one that Holly's question, which Mariah, if you can think about that, while I'm assuming Regina will respond to the Section 106 schedule.

**Regina Nally, GSA**

So as far as an MOA draft, I think we need to understand where we are and what are the potential pathways that we can start pursuing before we can fully develop an MOA draft. So we're not putting the cart before the horse. I think we need to get through our charrette workshops to try to understand the breath of development opportunities might be. And what might be attractive to the market and what would fit within our security needs. We need to have a better understanding of all of those pieces to come together to inform how we would then put together a programmatic agreement.

In lieu of a memorandum of agreement, as someone mentioned in the chat here and again as far as the schedule on meeting for that, we need to wait until we've gotten through this charrette process. It's hard for us to pick a date to say we're going to have a meeting about the MOA or the programmatic agreement until we have that solidified. I guess we're just asking for you to bear with us as we make our way through these next workshop engagements. I think after the December 8<sup>th</sup>, we'll start to have a little bit more information and will be able to plan follow on consulting party meetings from there.

Did I answer those questions? I'm trying to scroll back and see if I've missed one.

**Dan Speicher, Jacobs**

The only other one that was associated with that, was just information sharing. Just in terms of response, generically speaking, we are very clearly moving towards what we propose for the 8<sup>th</sup> of December. We want to be thorough, clear, succinct, exhaustive. All that, so that's certainly a reason why we're not holding things back because of fear of too much information getting out but it is just part of the validation of information. What else would you add to that Regina in terms of reasoning?

**Regina Nally, GSA**

So seeing that, Kendra had mentioned about the timing for an MOA or a programmatic agreement in this case for early next year, I think we're hopeful to have a draft to start talking over, maybe late January? Or February, but it's going to depend what happens if we have third follow-on charrette or not. It's tentatively still targeted for early next year Kendra, and we will keep you posted.

**CHAT:**

**Kendra Parzen, Landmarks Illinois**

Sorry if I missed this, but will waiting until after the next charrette meeting to resume Section 106 consultation affect the timing for an MOA? I believe that was anticipated early next year.

**Mary Lu Seidel, Preservation Chicago**

I'd like to hear as well how this impacts the earlier schedule showing an MOA draft coming out early in 2024. It is hard to project an MOA draft date, but can we confirm whether it's planned for winter, spring, summer, or next fall?

You don't have to worry about us sharing it!

**Laura Lavernia, Advisory Council on Historic Preservation**

I thought GSA was drafting a PA? Is it now an MOA?

**Nicky Emery, GSA**

PA, Laura

**Laura Lavernia, Advisory Council on Historic Preservation**

MOA vs. PA was a mistake on my part. Thanks for the response, Regina.

**Kendra Parzen, Landmarks Illinois**

Thanks, Regina

**Mary Lu Seidel, Preservation Chicago**

That's helpful, Regina. Thanks.

**Mariah McGunigle, GSA**

As I mentioned, at the beginning is that the whole process is somewhat iterative, not the Section 106 necessarily, but the charrette process and what goes into what meeting and when and what we have. If after the December 8<sup>th</sup>, you know we will be transparent with the consulting parties, we will decide whether or not we have a third charrette. Is there validity or maybe that third charrette happens after we get even more additional information. It's something that we will be keeping you in the loop on and you will be a part of those discussions whichever way it goes. I want to answer, I think it was Holly's question about December 8<sup>th</sup>.

One thing that the posting will do is yes, it's to developers but also organizations. If there are architects or engineers within BOMA, AIA, or ULI, that you think would be pivotal to the developer conversation, by all means invite them. However, this isn't going to be a full-fledged design charrette. We've already had that, so really it should be consulting parties and anybody who you feel that they can contribute to that developer conversation. A couple of people have mentioned that Thomas, part of this group, but their attendance has been off and on. Maybe that would be the meeting that they might attend or something like that. ULI or some of the other groups where they might really have a pulse on the developer community.

I know the development community is rough right now. I mean, funding is low and hard to get and difficult, so finding those people that can attend I think is going to be challenging. Who we can actually get to participate in a conversation, I think is going to take all of our hard work.

**Dan Speicher, Jacobs**

Right. Kevin is patiently waited with his hand up. Yes, Sir. You have a question or comment?

**Kevin Harrington, Illinois Institute of Technology**

Good morning everyone. Yes, of my question is some time ago I think about two or three meetings ago, those of us in the preservation community said why wasn't Gunny Harboe, one of the people on the group of people who are working on the threats? We were told, well, we're working on it. We want to include him.

It can't be now, but December seems a long way away to me, and I sure hope that Gunny or an equivalently experienced restoration and preservation architect will be part of the group. I have great respect for everybody who is on the team already, but none of them make preservation and restoration the focus of their practice.

**Mariah McGunigle, GSA**

Just so you know, we did reach out to Gunny. Gunny and Regina spoke a few times. He was away for the first couple charrette processes, and then we had hoped to have him engaged when we conduct the second charrette on the 8<sup>th</sup>. We're shifting gears on the direction of that charrette and I certainly think we can reengage Gunny. That's certainly not a concern for us, it was just the timing of his availability. I think the key, Regina, because you were the one that spoke to him directly.

**CHAT:**

**Holly Fiedler, Chicago Collaborative Archives Center**

For Dec 8<sup>th</sup> could specific architects, engineers, etc. be reviewed to be brought into this meeting?

I would like these engineers invited:  
<https://www.thorntontomasetti.com/>

**Regina Nally, GSA**

Holly, we plan to invite the peers to Dec 8<sup>th</sup>. We will invite Gunny & have spoken to him.

**Holly Fiedler, Chicago Collaborative Archives Center**

For architect: Meg Kindelin: <https://jlkarch.com/>

**Angela Miklich, GSA**

A sam.gov is a public posting and anyone can access the link. It is the businesses looking to work for the govt that is a more involved process.

**Regina Nally, GSA**

Yes, we have spoken to Gunny, and he'd said he would be happy to participate when we thought it was appropriate. The last time I spoke to him, we did not have our charrette scheduled tightened, so now that we do, we will reengage with him and make sure that we include him.

**Dan Speicher, Jacobs**

Mariah, any summary comments.

**Mariah McGunigle, GSA**

I think people have heard a lot from me, so I don't necessarily have any summary comments other than we will be in touch. Perhaps somebody from Jacobs, maybe Carla, you could say or somebody else could, when we get the notice for the sam.gov posting, how are we going to be able to send that out? If somebody could speak to that because I'm not in on the coordination end of logistics from that perspective, would that go out via email? Who would have a suggestion for that?

**Carla Mykytiuk, Jacobs**

Mariah, are you referring to the save the date for the December 8<sup>th</sup> or was it something different?

**Mariah McGunigle, GSA**

No. We are going to be posting on sam.gov a notice that can be shared out to developers to participate in the December 8<sup>th</sup> meeting. Similar to when we were asking for some consulting parties to join this whole process. This notice needs to be shared with all present companies so that they can disperse that notification.

**Dan Speicher, Jacobs**

I assume, Carla, we can use the appropriate vehicle that you've been using it connect with the consulting parties here, is that right, Carla?

**Carla Mykytiuk, Jacobs**

I am not totally sure, to be honest. I will have to look into it.

**Dan Speicher, Jacobs**

Well, we'll figure it out then.

**Carla Mykytiuk, Jacobs**

Yeah, we will.

**Dan Speicher, Jacobs**

That's what we'll do. Ward. Yep. Final.

**Mariah McGunigle, GSA**

Yeah, it's just basically emailing a link out.

**Ward Miller, Preservation Chicago**

I used to deal with sam.gov quite a bit when I was working with the Richard Nickel Committee and I know that there's quite an engagement there to register with them and whatnot. I'm not sure how difficult that is in this day and age, but it, let's say, close to 10 years ago, it was a very complex thing that you had to register for. Not quite sure if that's a viable way to distribute information, maybe it is.

I'm not sure how complex that is, but in the past to work with sam.gov you really had to go through a whole series of steps that would take oftentimes several hours to complete with a verification. OK.

**Mariah McGunigle, GSA**

No, this is just going to be a notice. Basically, what I would do is I would copy the link and I would hopefully share it with somebody who has all of your email addresses and then you would just be able to copy that link, draft a quick email. "Hey, by the way, would really like you to attend this" and send it out. There shouldn't be anymore.

And then in that link there might be a registration like "hey email us if you would like to attend." So we have a registration headcount, but other than that it shouldn't be anything more complicated than that.

We're not asking them to sign up for sam.gov. It's GSA's way from a procurement perspective to get notification out to external folks and to keep a level playing field so that everybody gets the notification. It's out there in the general public and so therefore anybody in the future, if we were to do a formal request that everybody who attends could then submit for it. Nobody gets eliminated from the running because they've already been involved in prior conversations. So that's why we need to put it out on sam.gov.

**Ward Miller, Preservation Chicago**

Sure, sure. I understand.

I just wanted to share the hurdles that I remember in applying for grants and other CMD, DOT and governmental grants. It was quite a registration process with quite a bit of verification, and it just convoluted if you will. So anyway, I hope this will be easy. We'll share our comments with you.

And then Regina, I just wanted to make sure that you and Joe Mulligan received all our letters and comments. We had a 15-page letter that we sent in, and I know Landmarks Illinois and others sent in and I don't remember if we received a response yet, but just wanted to make sure that was all received before the deadline which was on the 31st.

**Regina Nally, GSA**

Yes, we did receive those, and I will double check with Joe. Just to make sure that he's sent a response to everyone, and if not, we will send a response, so you have that verification.

**Ward Miller, Preservation Chicago**

Thank you. Just wanted to make sure we hit the target date and that'll be part of the record. Thank you.

**Dan Speicher, Jacobs**

With that, we covered what we hope was a great conversation for the past half hour. Appreciate the reactions and reflections. Keep your eyes on your emails and other communications that Carla and others will help with, but we will plan to see you on the 8<sup>th</sup> in person. Appreciate your time today, everybody. Have a good rest of your week. Thank you so much.

**Mariah McGunigle, GSA**

Thank you all. Take care.

**Ward Miller, Preservation Chicago**

Thank you.

**CHAT:**  
*Kandalyn Hahn, Commission on Chicago Landmarks*

Great meeting!!



State Street  
Properties

# Appendix B: Chicago Collaborative Archives Center

Proposal provided on 4/22/2024  
Details for archival reuse strategy.

# CCAC

CHICAGO COLLABORATIVE ARCHIVE CENTER



## CHICAGO COLLABORATIVE ARCHIVE CENTER

202 - 220 State Street Properties  
Adaptive Reuse Conversation



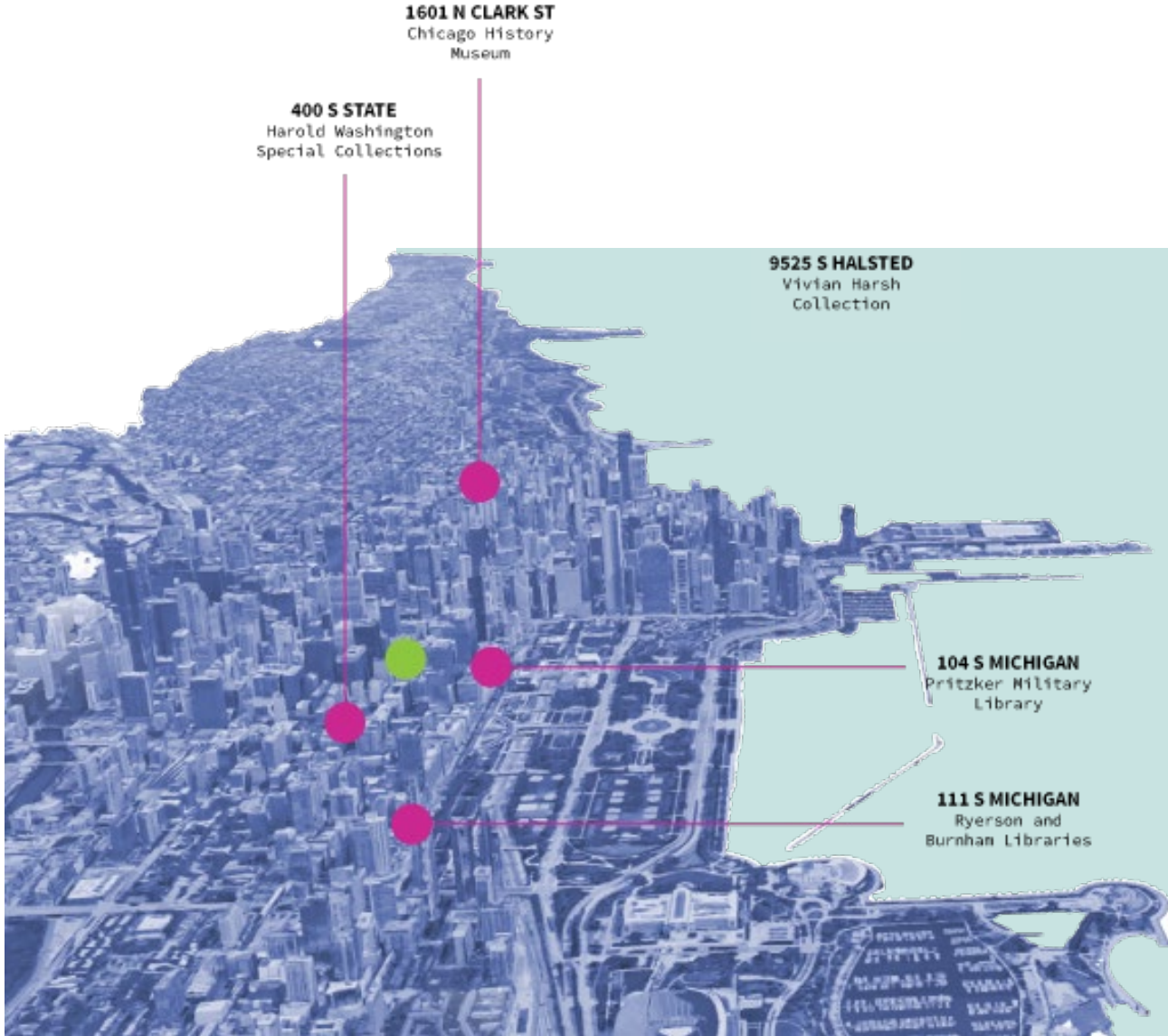
# WHY CCAC

## Mission Statement:

The Chicago Collaborative Archive Center (CCAC) is an organization committed to identify and purchase building(s) to create a collaborative archive in the Chicago area. The CACC Board would be responsible for managing, ensuring integrity, and safeguarding the operation in perpetuity. This shared archival facility creates an economy of scale, professional interaction, and central repository for scholars. This critical need is underscored by the closure and/or merger of many religious communities and other associations.

## Overview:

The CCAC will be a center for research scholarly work, offering shared libraries and reading rooms. This collaborative is unique in that it is seeking to have a conservation laboratory, digital media center, and art storage for its participating archives and external clients. The center will have exhibition space, lecture hall, and classrooms. Educational institutions and non-profits can lease offices and classrooms. Space can be rented for events such as lecture series and conferences. It welcomes the Chicago area not-for-profits, private, corporate, educational, religious, civic, state, and federal archives.



# WHY THIS BUILDING?



These historic early Chicago skyscrapers were designed by firms that are notable for their buildings and well-known on the world stage. These buildings are “Contributing Structures” and very important to the “Loop Retail National Register District,” the State Street “Streetwall”, and Chicago’s architectural legacy.

## Building on the Right:

202 South State Street, known as the Century Building by Holabird & Roche, is a 16-story steel-framed commercial style building completed in 1915.

## Building on the Left:

220 South State Street, known as the Consumer’s Building by Jenney, Mundie & Jensen, completed in 1913, is a 22-story steel super structure on 38 substantial caissons, eight feet in diameter driven down 120 feet. William Le Baron Jenney was “the father of the skyscraper.”

## Location:

- Downtown Chicago Loop
- Proximity several universities and colleges

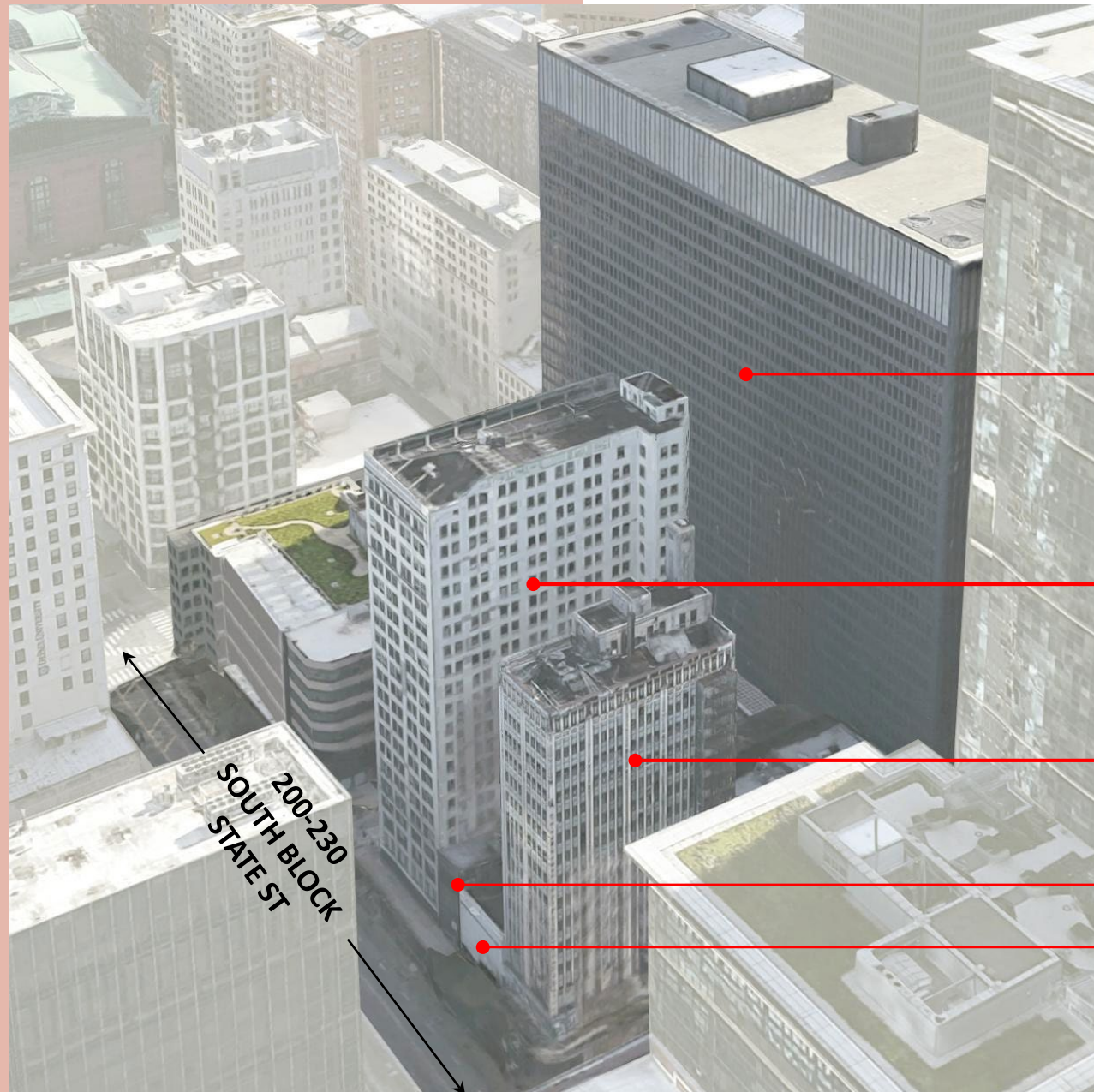
## Potential:

- Restoration and renovation of historic buildings
- These buildings can again contribute to vibrancy of State St.



Image 5: Historic postcard of 202 and 220 S. State Street. Date unknown.

# THIS BUILDING SITE



US FEDERAL CENTER

220 S STATE ST

202 S STATE ST

214 S STATE ST

212 S STATE ST

## Site Qualities:

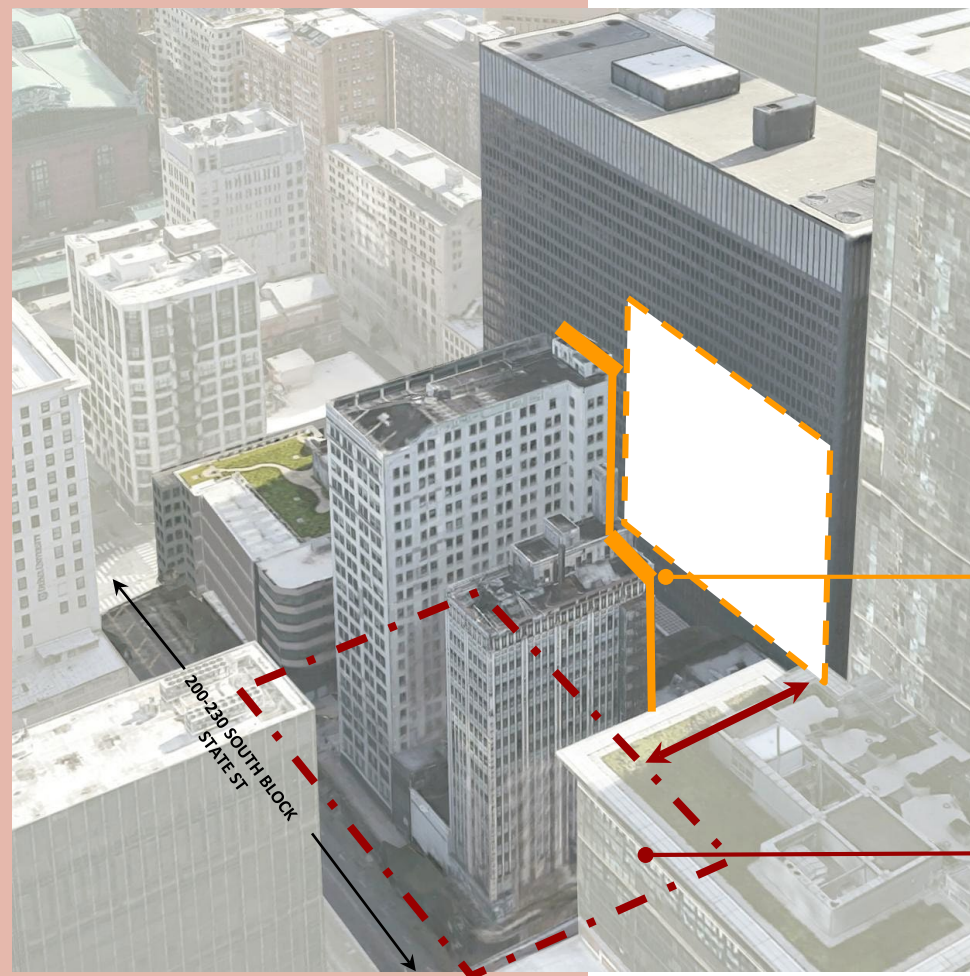
- Within Chicago's downtown Central Loop
- Historic buildings contributing to the S. State Street "streetwall"
- Walking distance to universities and colleges, libraries, museums, restaurants, and hotels.
- Opportunity for new building construction between 202 and 220 to expand program.
- Buildings provide large floor plates.
- Possible retail opportunities on the street level.
- Proximity to public transportation (in front of 220)

## Nearby Libraries and Archives:

- Herold Washington
- Ryerson and Burnham
- Archives and Special Collections at Columbia College

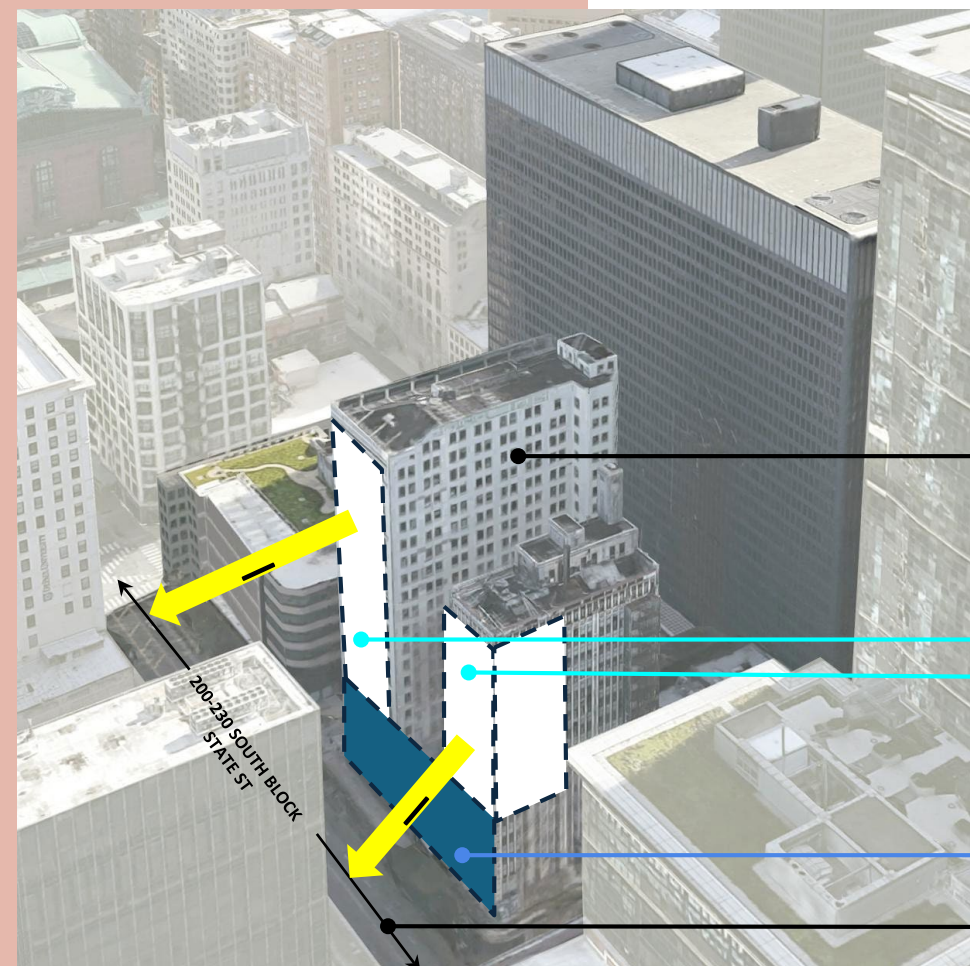
The CCAC would welcome scholars from near and far, contributing to Chicago's reputation as a learning and resource center, welcome outside scholars.

# CONCERNS



NO WINDOWS ON  
WEST SIDE (SW/NW)

EXPLOSIONS AT **BASE**



PROGRAM MIX

PEOPLE SPACES ON  
THE EAST

LIVELY BASE

MUST ENLIVEN  
STATE ST

## Federal State Building

- Security concerns related to proximity
- Access to roof
- Access to Quincy Plaza

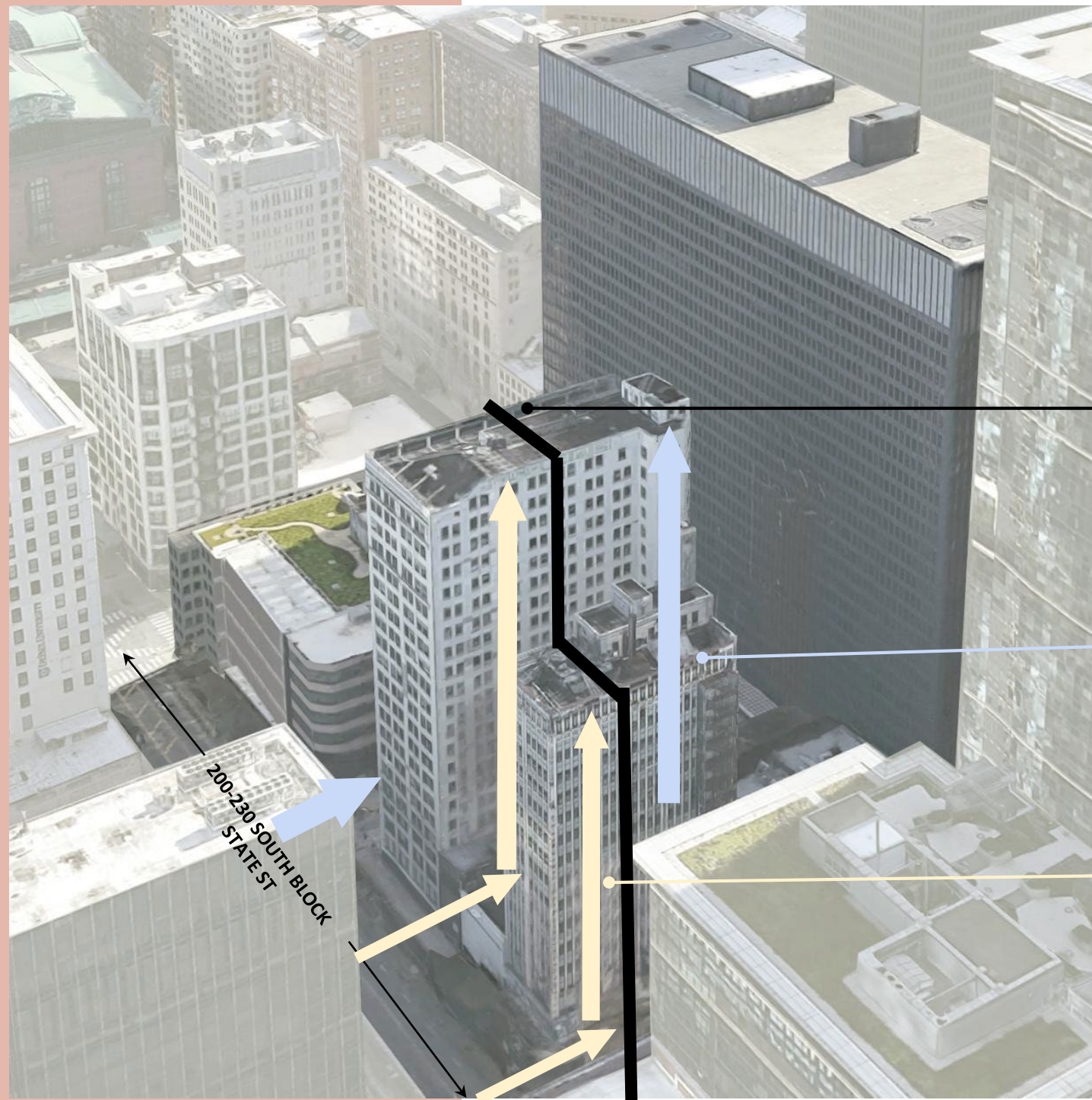
## Preservation Planning & Financing

- Historic Tax Credits
- Adopt-a-Landmark Fund
- Preservation Heritage Fund
- Program based opportunities
- Development and Investors
- Project structure and partner contributions
- Possible federal, state, and city incentives, funds, and programs
- Possible funds from LaSalle/Central TIF
- Remaining congress appropriated \$52 million towards necessary removal of old systems, possible asbestos, and interior non-historic walls and elements

## City of Chicago

- Relation with STATE ST
- Mix Program

# ARCHIVES SOLUTION



**SEPARATION**  
PEOPLE AND MATERIAL

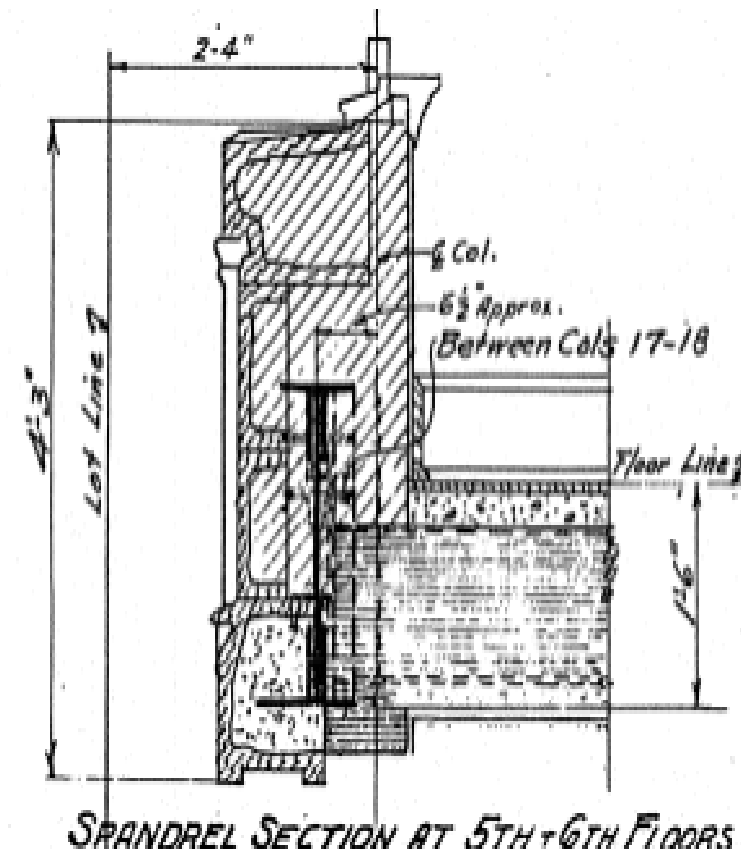
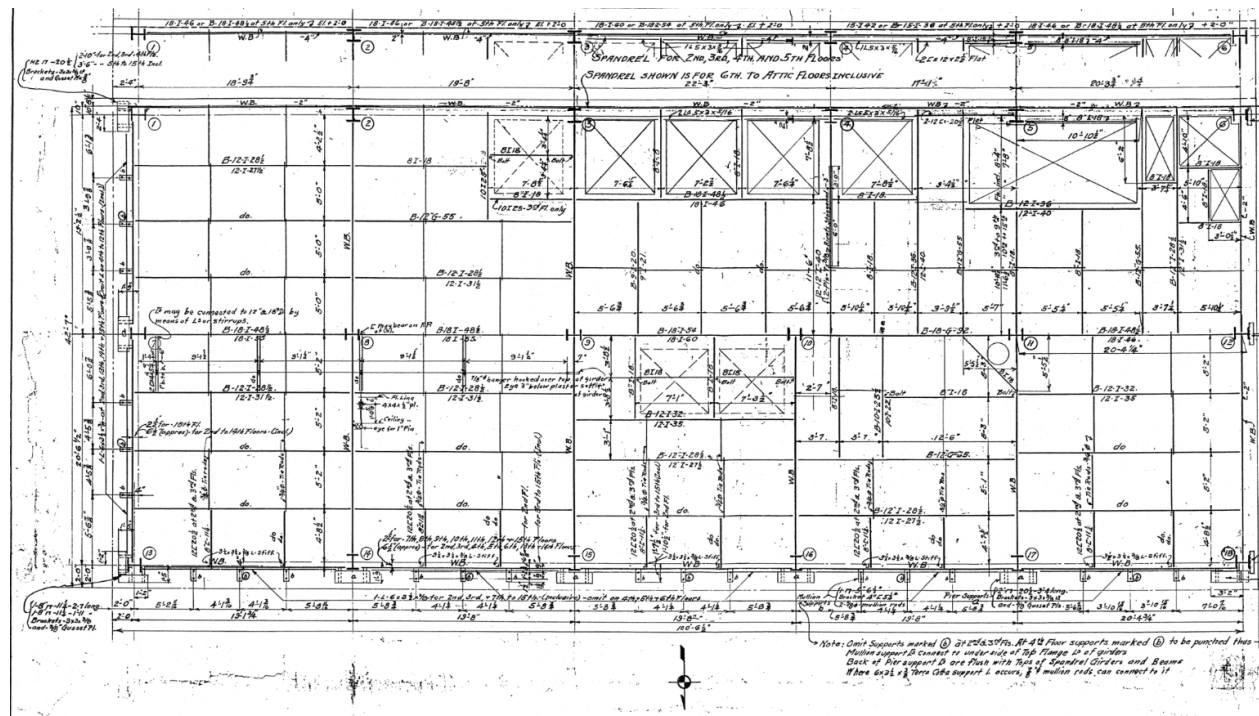
**PROTECTED MOVEMENT OF**  
**MATERIAL**

**MOVEMENT OF**  
**PEOPLE**

# WHAT we know

## General Building Structure

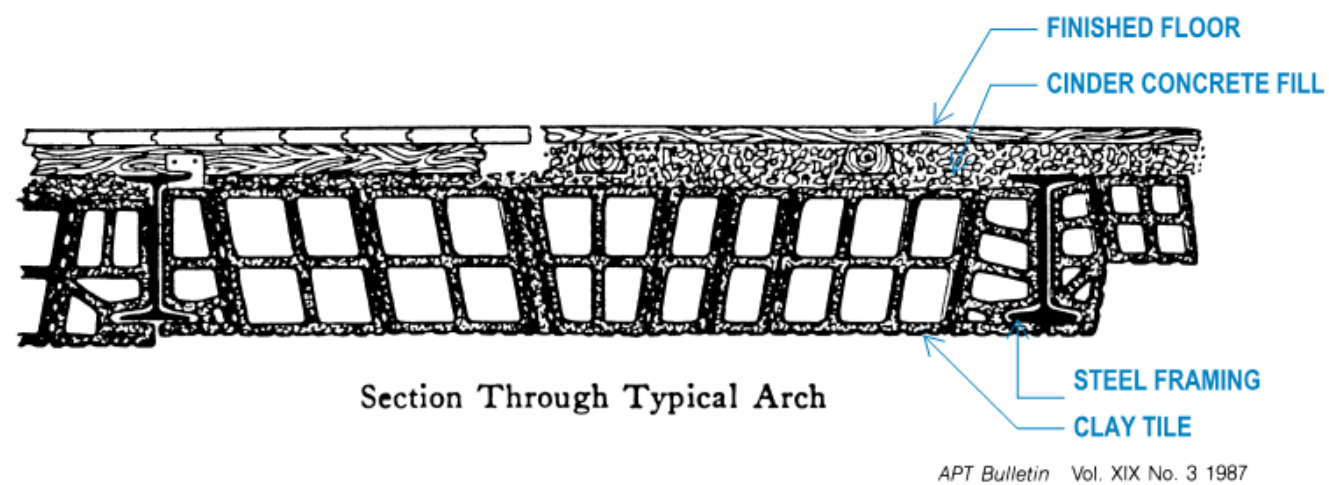
- 202 - Caissons on hard pan with steel framing and clay tile arch floors
- 220 - Assumed to be similar, but no drawings area available. Based on the era of construction and our experience, 220 will likely face similar challenges and opportunities.



# WHAT we know

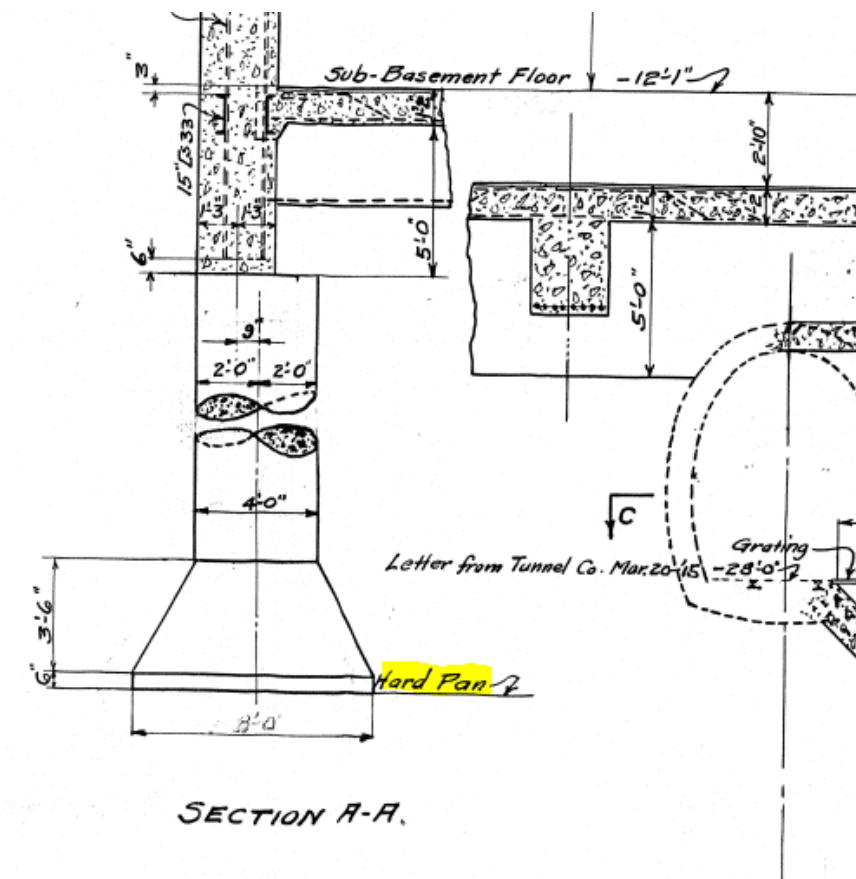
## Floor Construction

- Clay Tile Arch
- 202 Steel Framing may have significant reserve capacity based on our initial review:
  - Office live load criteria of 50 PSF + 20 PSF
    - New office areas will be equivalent
    - New storage areas may require 150 PSF. Will need to be uniformly distributed.
    - Potential strategy: Dead Load swap



## Vertical Structure

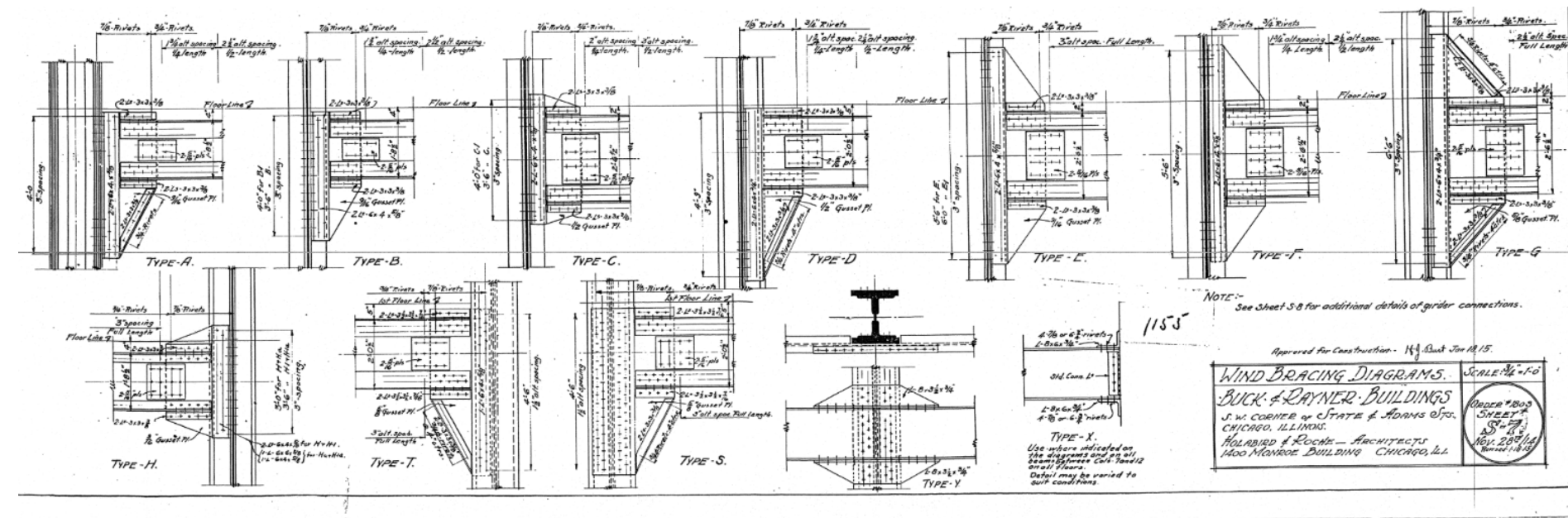
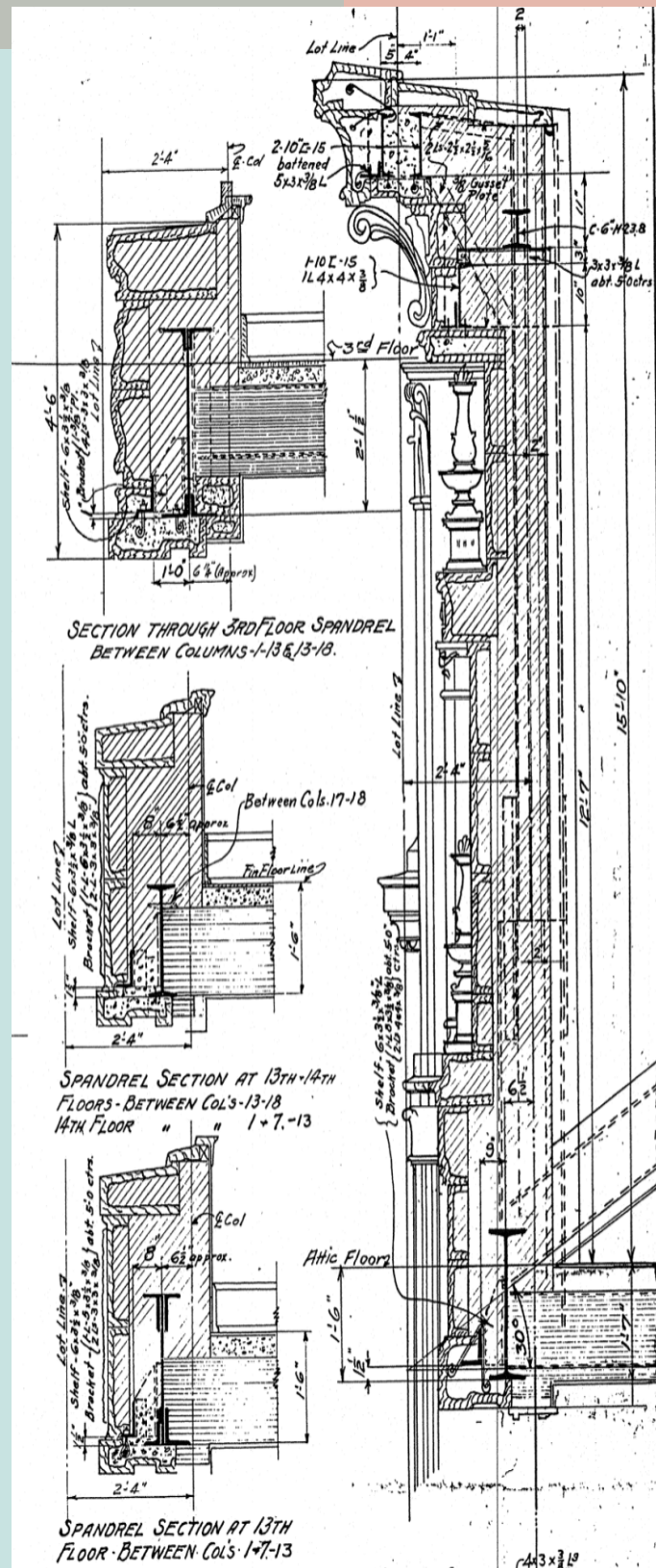
- Stacking higher load floors will result in a higher cumulative load, as design progresses it may be prudent to spread out horizontally and intermix areas in section
- Caissons – Assume capacity based on drawings and a conservative strength and soil capacity on hard pan



# WHAT we know

## Lateral Structure

- Seismic load changes with mass of building
- Consider if wind or seismic controls

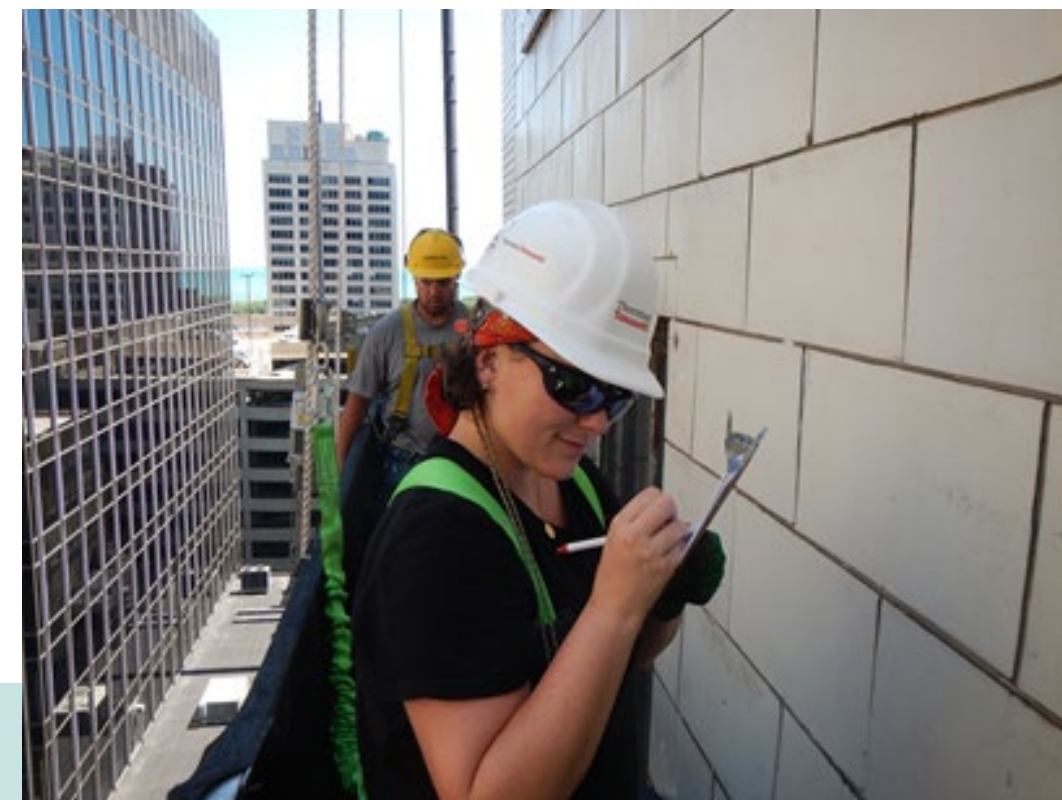




# WHAT we know

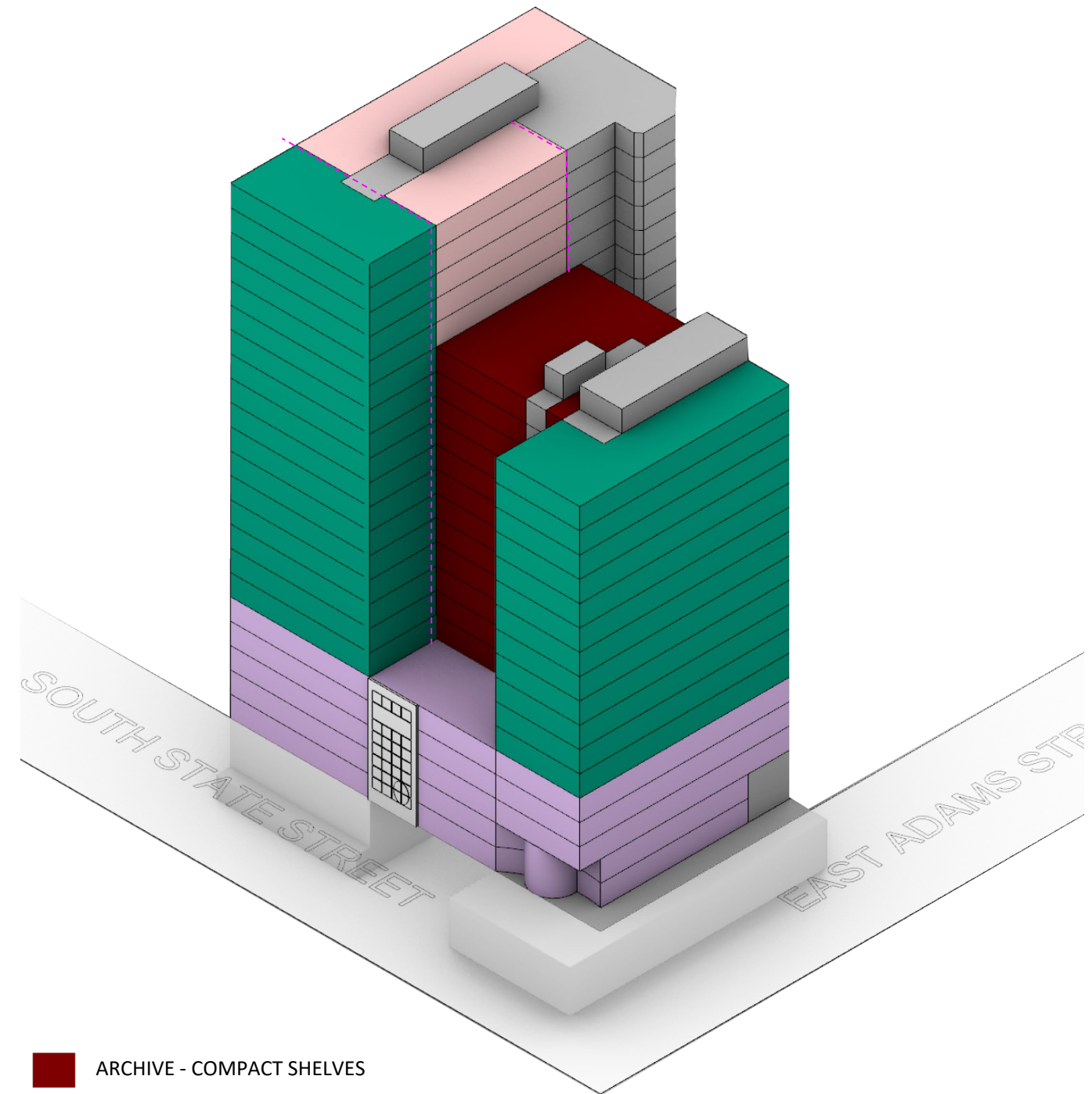
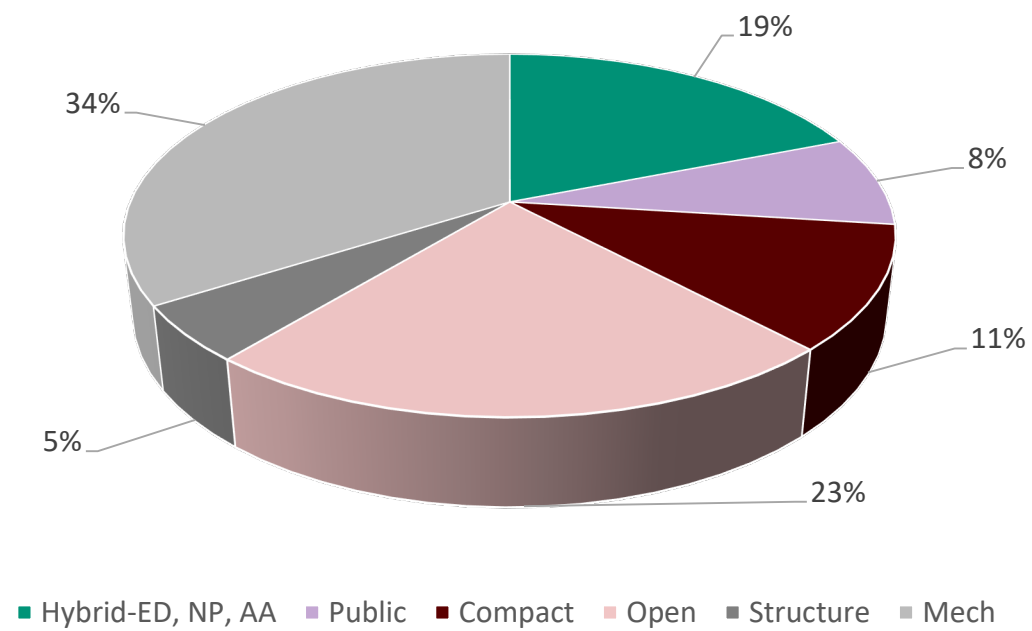
## Façade & Parapets

- Significant deterioration will require repairs to reestablish a watertight façade
- Parapets will likely need to be rebuilt in full during repairs to meet current seismic demands
- If clay tile floors are removed, care will need to be taken at the facade interface to maintain continuity



# PROGRAM

South State St

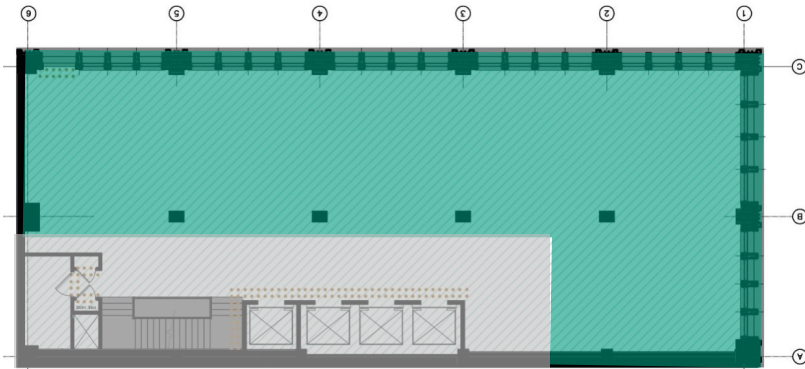


- ARCHIVE - COMPACT SHELVES
- ARCHIVE - OPEN STORAGE
- HYBRID - ADMIN/ EDUCATIONAL/NON-PROFIT/ CONFERENCES
- PUBLIC
- BACK OF HOUSE

202-214-220 PROGRAM										
STAIRS	ELEVATORS		SUPPORT		ARCHIVE	ARCHIVE	HYBRID	PUBLIC	GROSS TOTAL SF	
A	B	PUBLIC	FR.	SRVCS	CORR.	COMPACT	OPEN	D-NP-AA	STRUCT	
11,774	4,352	16,820	4,885	68,832	39,997	48,308	98,245	79,760	34,652	0 428,006
3%	1%	4%	1%	16%	9%	11%	23%	19%	8%	5%
					34%		61%			5%
										100%
										100%

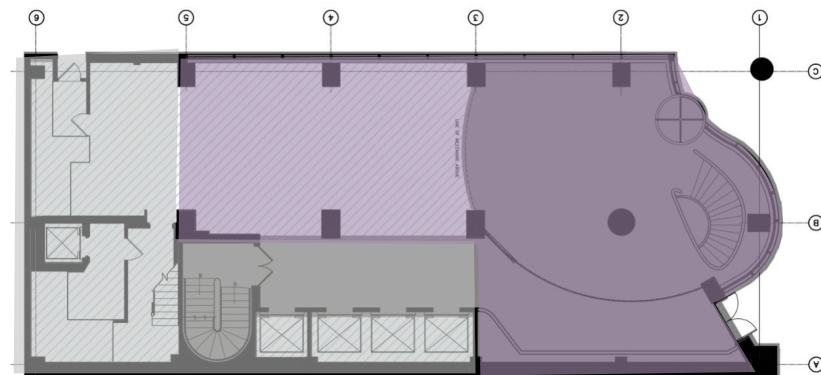
# 202 FLOOR PLANS

- KEY:
- ZONE 1 - RESTORATION ZONE
  - ▤ ZONE 2 - REHABILITATION ZONE
  - ▥ ZONE 3 - RENOVATION ZONE
  - ▧ ZONE 4 - FREE ZONE



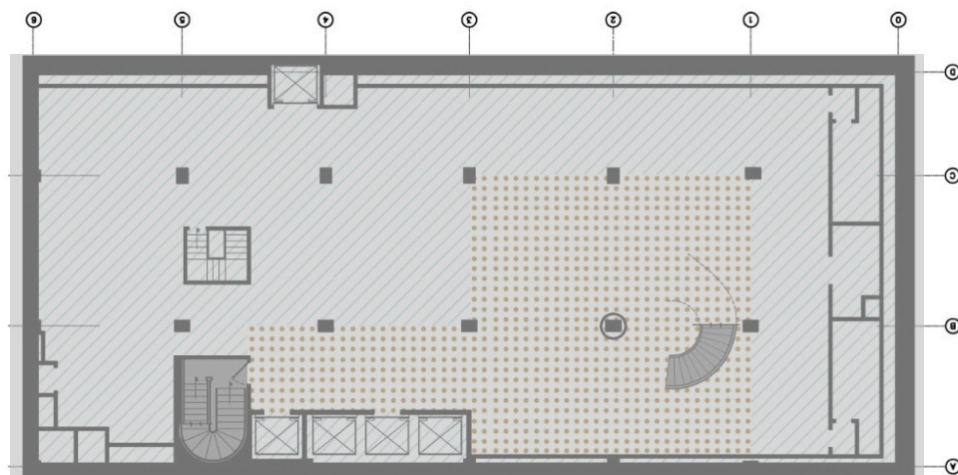
## SECOND + FLOOR PLAN

- 2<sup>nd</sup> floor through 5<sup>th</sup> floor has a freight elevator shaft, with its machine room on the 6<sup>th</sup> level
- Total area 4453 sf
- 35 - 40% circulation and mechanical.



## FIRST & MEZZ FLOOR PLAN

- There is the need to create a cargo passage from Adams St. as there will be no access on Quincy Plaza
- Total area 4235 sf on the first floor and 3107 sf at mezzanine level
- 35 - 40% circulation and mechanical.

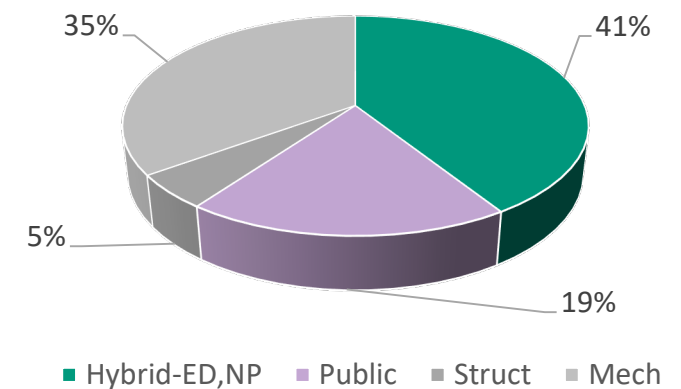


## BASEMENT FLOOR PLAN

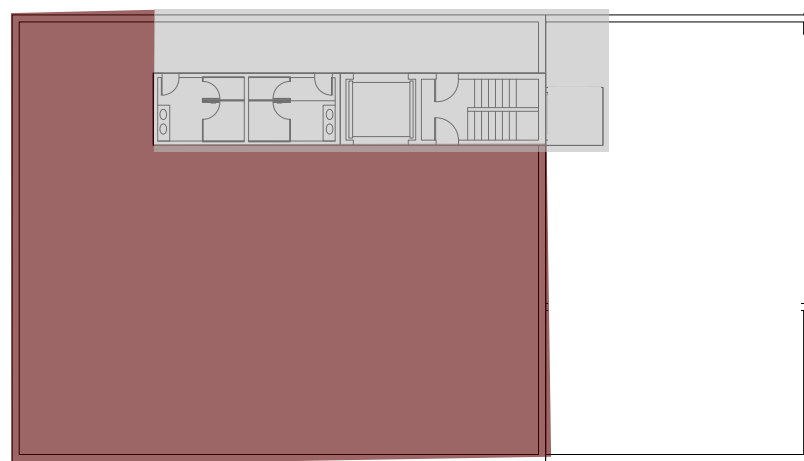
- There is a total of 2 basement floors, not recommended for archives usage.
- Total area 6997 sf
- 100% circulation and mechanical.

202 S STATE - SCHEME												
FLOORS	STAIRS		ELEVATORS		SUPPORT		ARCHIVE	ARCHIVE	HYBRID	PUBLIC	GROSS TOTAL SF STRUCT	
	A	B	PUBLIC	FR.	SRVCS	CORR.	COMPACT	OPEN	ED-NP			
roof	200		100		3241	700					5%	4,453
16	200		300		200	200			3100		5%	4,200
15	200		300		200	200			3341		5%	4,453
14	200		300		200	200			3341		5%	4,453
13	200		300		200	200			3341		5%	4,453
12	200		300		200	200			3341		5%	4,453
11	200		300		200	200			3341		5%	4,453
10	200		300		200	200			3341		5%	4,453
9	200		300		200	200			3341		5%	4,453
8	200		300		200	200			3341		5%	4,453
7	200		300		200	200			3341		5%	4,453
6	200		300	70	200	200			3271		5%	4,453
5	200		300	70	130	200				3341	5%	4,453
4	200		300	70	130	200				3341	5%	4,453
3	200		300	70	130	200				3341	5%	4,453
2	200		300	70	130	200				3341	5%	4,453
MEZZ	200	140	300	70	330	400				519	5%	3,107
1	200	140	300	70	330	400				2593	5%	4,235
B-1	200	240	300	60	3816	700					5%	5,582
B-2	200	133	100	60	4397	700					5%	5,870
<b>4,000   653   5,600   610   14,834   5,900   0   0   36,440   17,476   89,789</b>												
<i>4%   1%   6%   1%   17%   7%   0%   0%   41%   19%   5%   100%</i>												
<i>35%   60%   5%   100%</i>												

202 South State St

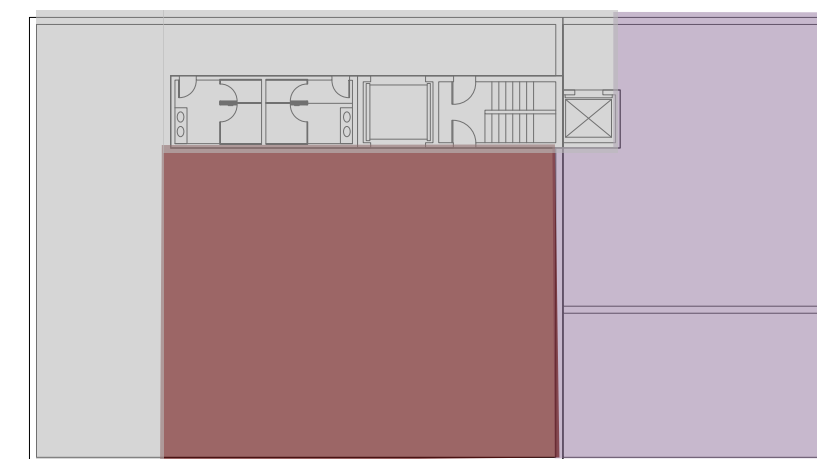


# NEW CONSTRUCTION



## FIFTH + FLOOR PLAN

- Starting from the 6<sup>th</sup> floor until it reaches the height of the 202 building the new construction steps out allowing an opportunity for some outdoor public space on the 6<sup>th</sup> floor
- Total area 3945 sf
- 35 - 40% circulation and mechanical.

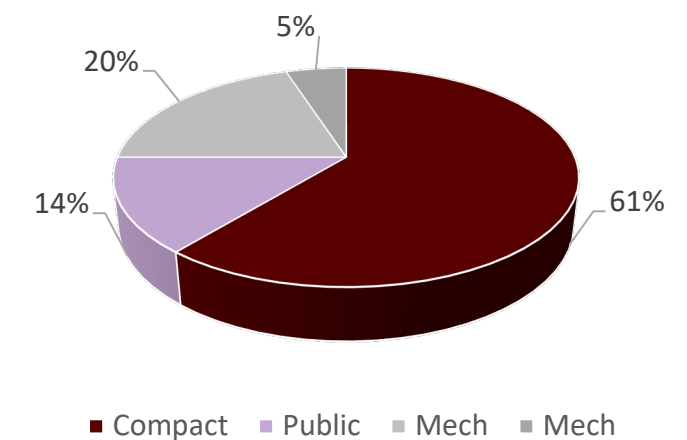


## FIRST - FIFTH FLOOR PLAN

- A Lobby that connects both historic building and its programs with double height that invite and enhances S. State Street.
- In the first floor there is a cargo passage from Adams St. that connects 202 and 220 as there will be no access on Quincy Plaza
- Total area 5897 sf
- 35 - 40% circulation and mechanical.

NEW CONSTRUCTION (212) - SCHEME												
FLOORS	STAIRS		ELEVATORS		SUPPORT		ARCHIVE	ARCHIVE	HYBRID	PUBLIC	GROSS TOTAL SF STRUCT	
	A	B	PUBLIC	FR.	SRVCS	CORR.	COMPACT	OPEN	ED-NP			
roof				95							5%	100
16	200			95	130	370	2962				5%	3,945
15	200			95	130	370	2962				5%	3,945
14	200			95	130	370	2962				5%	3,945
13	200			95	130	370	2962				5%	3,945
12	200			95	130	370	2962				5%	3,945
11	200			95	130	370	2962				5%	3,945
10	200			95	130	370	2962				5%	3,945
9	200			95	130	370	2962				5%	3,945
8	200			95	130	370	2962				5%	3,945
7	200			95	130	370	2962				5%	3,945
6	200			95	130	370	2962				5%	3,945
5	200		70	95	330	400	2621			1900	5%	5,897
4	200		70	95	330	400	2621			1900	5%	5,897
3	200		70	95	330	400	2621			1900	5%	5,897
2	200		70	95	330	400	2621			1900	5%	5,897
MEZZ	200		70	95	330	400	2621			1900	5%	5,897
1	200		70	95	330	400	2621			1900	5%	5,897
	3,400	0	420	1,710	3,410	6,470	48,308	0	0	11,400		78,874
	4%	0%	1%	2%	4%	8%	61%	0%	0%	14%	5%	100%
	20%						76%			5%	100%	

NEW - South State St



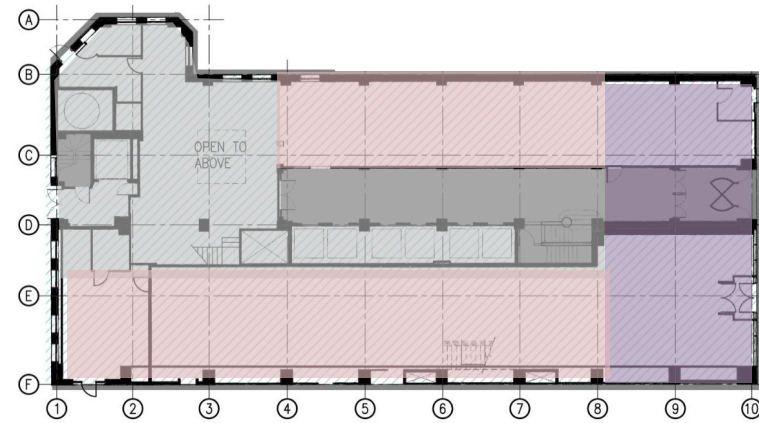
# 220 FLOOR PLANS

- KEY:
- ZONE 1 - RESTORATION ZONE
  - ▤ ZONE 2 - REHABILITATION ZONE
  - ▥ ZONE 3 - RENOVATION ZONE
  - ▧ ZONE 4 - FREE ZONE



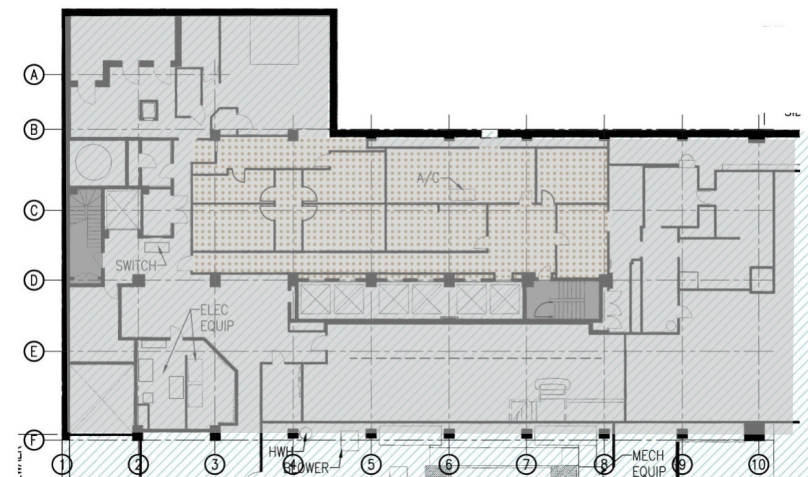
## SECOND + FLOOR PLAN

- Windows with line of sight toward Federal Building will be properly address in response to security concerns.
- Total area 9564 sf
- 35 - 40% circulation and mechanical.



## FIRST & MEZZ FLOOR PLAN

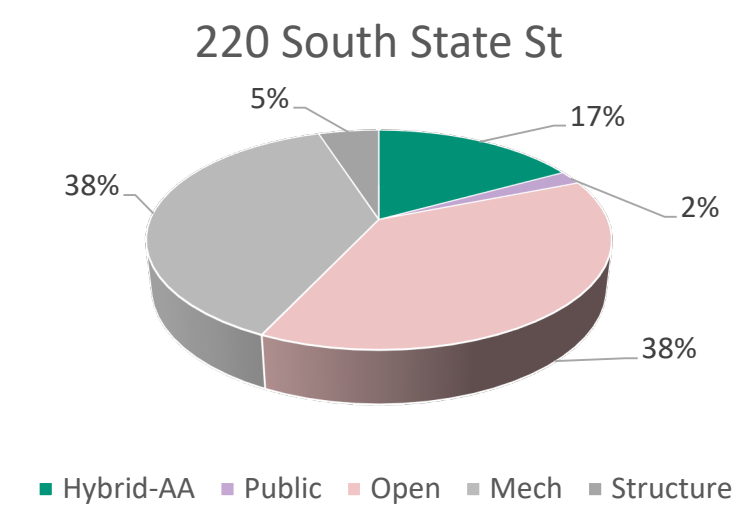
- There is the need to create a cargo passage from Adams St. as there will be no access on Quincy Plaza
- Total area 9564 sf
- 35 - 40% circulation and mechanical.



## BASEMENT FLOOR PLAN

- There is a total of 3 basement floors, not recommended for archives usage.
- Total area 9564 sf on the top two basements and 10668 sf on the bottom basement
- 100% circulation and mechanical.

220 S STATE - SCHEME														
FLOORS	STAIRS		ELEVATORS		SUPPORT		ARCHIVE	ARCHIVE	HYBRID	PUBLIC	GROSS TOTAL SF			
	A	B	PUBLIC	FR.	SRVCS	CORR.	COMPACT	OPEN	AA		STRUCT			
ROOF	162	137	400	95	7915	400					5%	9,564	MEC.	
22	162	137	400	95	697	1067		4385	2166		5%	9,564	ARCHIVE-OPEN/HYBRID-AA SPLIT	
21	162	137	400	95	697	1067		4385	2166		5%	9,564		
20	162	137	400	95	697	1067		4385	2166		5%	9,564		
19	162	137	400	95	697	1067		4385	2166		5%	9,564		
18	162	137	400	95	697	1067		4385	2166		5%	9,564		
17	162	137	400	95	697	1067		4385	2166		5%	9,564		
16	162	137	400	95	697	1067		4385	2166		5%	9,564		
15	162	137	400	95	697	1067		4385	2166		5%	9,564		
14	162	137	400	95	697	1067		4385	2166		5%	9,564		
13	162	137	400	95	697	1067		4385	2166		5%	9,564		
12	162	137	400	95	697	1067		4385	2166		5%	9,564		
11	162	137	400	95	697	1067		4385	2166		5%	9,564		
10	162	137	400	95	697	1067		4385	2166		5%	9,564		
9	162	137	400	95	697	1067		4385	2166		5%	9,564		
8	162	137	400	95	697	1067		4385	2166		5%	9,564		
7	162	137	400	95	697	1067		4385	2166		5%	9,564		
6	162	137	400	95	697	1067		4385	2166		5%	9,564		
5	162	137	400	95	697	1067		4385	2166		5%	9,564		
4	162	137	400	95	697	1067		4385	2166		5%	9,564		
3	162	137	400	95	697	1067		4385	2166		5%	9,564		
2	162	137	400	95	697	1067		4385		2166	5%	9,564	PUBLIC	
MEZZ	162	137	400	95	2690	740		3080		1805	5%	9,564		
1	162	137	400	95	2690	740		3080		1805	5%	9,564		
B-1	162	137	400	95	7245	1070					5%	9,564	MEC.	
B-2	162	137	400	95	7245	1070					5%	9,564		
B-3	162	137	400	95	8166	1200					5%	10,668		
<b>TOTAL</b>							<b>0</b>	<b>98,245</b>	<b>43,320</b>	<b>5,776</b>		<b>259,344</b>		
							<i>0%</i>	<i>38%</i>	<i>17%</i>	<i>2%</i>		<i>5%</i>	<i>100%</i>	
									<i>57%</i>			<i>5%</i>	<i>100%</i>	





The **Chicago Collaborative Archive Center (CCAC)** welcomes not-for-profits, private, corporate, educational, religious, civic, state, and federal archives. The CCAC will be a center for research scholarly work, offering shared libraries and reading rooms. This collaborative is unique in that it is seeking to have a conservation laboratory, digital media center, and art storage for its participating archives and external clients. The center will have exhibition space, lecture hall, and classrooms. Educational institutions and non-profits can lease offices and classrooms. Space can be rented for events such as lecture series and conferences.

#### **Current Interested Partners:**

- Dominican University Archives
- Dominican University McGreal Center for Dominican Historical Studies Archive
- Dominican Congregational Archives (2 Communities)
- Order of Friars Minor, Our Lady of Guadalupe Archives and Library (6 USA Provinces):
  - Albuquerque, NM
  - Burlington, WI
  - Butler, NJ
  - Cincinnati, OH
  - St. Louis, MO
  - Santa Barbara, CA
- Franciscan Central Archive (FCA (8 Communities):
  - Sisters of St. Francis of Penance and Christian Charity:
    - Holy Name Province, Stella Niagara, NY
    - St. Francis Province, Redwood City, CA
    - Sacred Heart Community, Denver, CO
  - Franciscan Sisters of Allegany, NY
  - Sisters of St. Francis of Assisi, Rochester, MN
  - Sisters of St. Francis of Assisi, St. Francis, WI
  - Wheaton Franciscan Sisters, IL
  - Sisters of St. Francis of Mary Immaculate, Joliet, IL

~April 2024~

## CHICAGO COLLABORATIVE ARCHIVE CENTER

202 - 220 State Street Properties  
Adaptive Reuse Conversation

# The Chicago Collaborative Archive Center (CCAC) Board of Directors:

**Ward Miller**, The Richard H. Driehaus Executive Director of Preservation Chicago, Chicago, Illinois, Email: [wmiller@preservationchicago.org](mailto:wmiller@preservationchicago.org), Tel.: 312.443.1000

**Christopher Allison, Ph.D.**, Director of the Mary Nona McGreal Center for Dominican Studies at Dominican University, River Forest, Illinois, Email: [callison@dom.edu](mailto:callison@dom.edu), Tel.: 708.524.6677

**Malachy McCarthy, Ph.D.**, Past Province Archivist of the Claretian Missionaries Archives United States-Canada, Chicago, Illinois, and Coordinator of the Archival Resources for Catholic Collections (ARCC), Email: [mccarthym@claretians.org](mailto:mccarthym@claretians.org)

**Sister Mary Navarre, OP, Ph.D.**, Director of Archives, Dominican Sisters of Grand Rapids, Michigan, Email: [mnavarre@grdominicans.org](mailto:mnavarre@grdominicans.org)

**Brie Martin, MLIS**, Interim Director of the Order of Friars Minor Our Lady of Guadalupe Provincial Archives and Library, Chicago, Illinois, Email [bmartin@friars.us](mailto:bmartin@friars.us)

**Lisa M. Schell, MA, MLIS**, Congregational Archivist, Adrian Dominican Sisters, Michigan, and ACWR Past President, Email: [lschell@adriandominicans.org](mailto:lschell@adriandominicans.org)

**Holly Fiedler, MAC, SAA DAS**, Archivist, Sisters of St. Francis of Penance and Christian Charity, Sacred Heart Community, Denver, Colorado, and Board Member of the Franciscan Central Archive (FCA), Email: [hollyf@franciscanway.org](mailto:hollyf@franciscanway.org), Tel.: 303.458.6270 x 112

## Mission Statement:

The Chicago Collaborative Archive Center (CCAC) is an organization committed to identify and purchase building(s) to create a collaborative archive in the Chicago area. The CACC Board would be responsible for managing, ensuring integrity, and safeguarding the operation in perpetuity. This shared archival facility creates an economy of scale, professional interaction, and central repository for scholars. This critical need is underscored by the closure and/or merger of many religious communities and other associations.

*“The objectives of the corporation are, without limitation, to acquire a facility and to hold, manage and safeguard a collaborative archive of documents collected from educational, civic, and religious organizations to ensure the survival of the collected archives, in a central location, for future generations and scholars.”*

(CCAC Articles of Incorporation)