



A Governors Advisory Panel

Chicago, Illinois

Wilson Station



Wilson Station Chicago, Illinois

Strategies for the Chicago Transit Authority's
Iconic Station in Uptown

April 23–26, 2012

About the Urban Land Institute

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is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. ULI is committed to

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- Sharing knowledge through education, applied research, publishing, and electronic media; and
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ULI relies heavily on the experience of its members. It is through member involvement and information resources that ULI has been able to set standards of excellence in development practice. The Institute has long been recognized as one of the world's most respected and widely quoted sources of objective information on urban planning, growth, and development.

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The agenda for a panel assignment is intensive. It includes an in-depth briefing composed of a tour of the site and meetings with sponsor representatives; hour-long interviews of key community representatives; and a day of formulating recommendations. Long nights of discussion precede the panel's conclusions. On the final day on site, the panel makes an oral presentation of its findings and conclusions to the sponsor. A written report is prepared and published.

Because the sponsoring entities are responsible for significant preparation before the panel's visit, including sending extensive briefing materials to each member and arranging for the panel to meet with key local community members and stakeholders in the project under consideration,

participants in ULI's panel assignments are able to make accurate assessments of a sponsor's issues and to provide recommendations in a compressed amount of time.

A major strength of the program is ULI's unique ability to draw on the knowledge and expertise of its members, including land developers and owners, public officials, academicians, representatives of financial institutions, and others. In fulfillment of the mission of the Urban Land Institute, this Advisory Services panel report is intended to provide objective advice that will promote the responsible use of land to enhance the environment.

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THE MISSION OF THE ULI FOUNDATION is to serve as the philanthropic source for the Urban Land Institute. The Foundation's programs raise endowment funds, major gifts, and annual fund monies to support the key initiatives and priorities of the Institute. Philanthropic gifts from ULI members and other funding sources help ensure ULI's future and its mission of providing leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.

The Foundation exists to support the content development and dissemination efforts of the Urban Land Institute and to educate the public—and those making decisions on behalf of the public—about responsible land use practice and patterns. Whether creating scholarship opportunities for worthy students, publishing original research on critical land use issues, or convening decision makers to discuss current industry developments, the ULI Foundation enables members to make a visible difference in communities around the world—and in the lives of countless individuals within those communities. The ULI Foundation has benefited from the generous philanthropy of many donors, who see in their giving an opportunity to provide for others through an organization that has meant so much in their own lives and careers.

Governors

ULI governors are a select group of members united by their commitment to ensuring the future of the organization. Becoming a governor is one of the most profound ways to make a visible difference to the future of our nation's communities as well as our collective professions. The Governors Program funds the largest and most significant endowment for ULI. The endow-

ment has contributed about \$2 million during the past three years to support many key content initiatives.

Governors Advisory Panels

The Governors Advisory Panel (GAP) program is unique in that the ULI Foundation funds the program completely. Governor John S. Hagestad has generously funded the program for the next three years. Like Advisory Services panels, GAPs will be organized as interdisciplinary panels that can help communities address important land use and real estate development issues.

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Finally, the panel acknowledges the more than 20 individuals who were interviewed. Representing a diverse and informed public, the passion and understanding of these stakeholders provided valuable information and perspectives, greatly aiding the panel in its analysis.

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Background and the Panel's Assignment

WORKING WITH THE CHICAGO TRANSIT Authority (CTA), ULI Chicago presented the opportunity for a panel at the Wilson Station, located along the Red Line in Uptown Chicago. The panel convened on April 23, 2012, and presented its recommendations to the CTA on April 26, 2012.

As part of the larger revitalization efforts for Uptown and the Wilson Yard, the CTA is undertaking reconstruction of the Wilson Station, including realignment of the track structure and construction of a new main station entrance and two auxiliary entrances. The Wilson Station will become a transfer station with service on both the Red and Purple Lines (it currently serves only the local Red Line, not the express Purple Line). The reconstruction project is anticipated to begin by early 2013 and to be complete in 2015.

Uptown, the Wilson Station, and the Wilson Yard Redevelopment

Uptown is located on the north side of Chicago approximately five miles north of the Loop. Located along the CTA Red Line and the spine of Broadway, Uptown has a rich history and is currently identified as the city's entertainment district. It is centered on some famous venues, such as the Aragon Ballroom, the Uptown Theatre, and the Green Mill Jazz Club. For most of its history, Uptown has acted as an immigrant gateway to

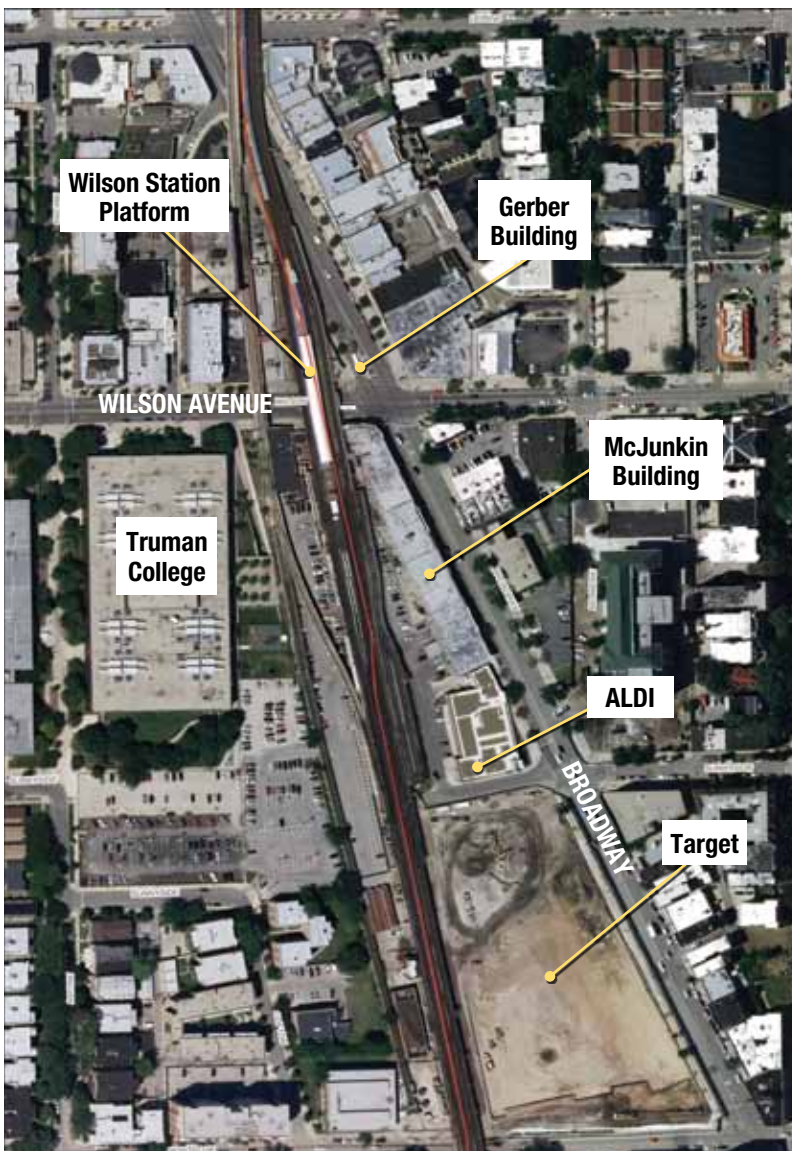
The Wilson Station is located on the CTA Red Line, at the south end of Uptown, approximately five miles north of the Loop.



the city. Although specific locations along Broadway have significant issues, urban decay, and crime, the broader area of Uptown has a diverse and increasingly affluent population.

Located one-quarter mile south of the Uptown Theatre, the Wilson CTA station is at the intersection of Wilson Avenue and Broadway. One of the busiest stations in the CTA system, the station platform and adjacent buildings have a long and storied history. Nearby Truman College, part of the City Colleges of Chicago, was built in 1976.

An aerial view of the Wilson Station environs.



The adjacent buildings along Broadway and Wilson are mostly one-, two-, and three-story commercial structures and rowhouses with first-floor retail. Some of these buildings date from the early part of the 20th century. More recent shopping centers, strip centers, and stand-alone restaurants have been built in the area over the last 30 years. During the panel interviews, the immediate area around the intersection of Wilson and Broadway was described as the “hole in the donut,” with the surrounding area neighborhoods (the donut) experiencing improvement, while crime and homelessness were in the hole.

In 2000, the city initiated efforts to improve the neighborhood, resulting in the creation of a tax increment financing (TIF) district centered on the Wilson Yard property located near a right-of-way owned by the CTA. The Wilson Yard TIF was created to foster comprehensive improvements within the heart of the Uptown community. The ongoing improvements and recent development of the Target mixed-use building and ALDI grocery store represent the latest efforts in this regard. The Wilson Yard Target is an excellent example of the type of mixed-use, mixed-income project (the residential portion has a substantial mix of market-rate and affordable housing) that can be achieved in this very diverse neighborhood.

Public Safety

An overarching issue that affects the entire neighborhood is crime and the perception of crime. As noted above, the broader area market demographics for the neighborhoods surrounding the “hole in the donut” are strong. The area in and around Wilson and Broadway, absent the crime issues, could of its own accord capitalize on real estate investment and commercial activity to make this area a vibrant, successful part of the Uptown community.

The Panel’s Assignment

The CTA is seeking to understand the market potential for development opportunities on CTA-owned land that will be compatible with the planned improvements to the transit infrastructure and Wilson Station and the necessary long-term access and maintenance require-

ments of such a structure. The CTA is also interested in how the work at the Wilson Station can take advantage of the assets of the Uptown community and support further economic development of that area, including the concept of the Uptown Entertainment District. Additionally, the CTA is seeking guidance on the best way to structure any offerings for development at the Wilson transit-oriented development (TOD) site, so as to attract the greatest interest from the private development community and maximize revenue to the CTA.

Questions for the ULI Panel to Address

- What is the highest and best use of the development site, or each subportion?
 - What is the value of parking (on the north and south sides of Wilson) to such use(s)?
 - How does the proposed development concept affect CTA ridership?
- What other projects with similar market dynamics and environment provide a template?
- How should the development(s) interact with the proposed Wilson Station improvements?
- What is the most effective way to move forward with a redevelopment strategy for the nontransit uses on the site? For example, should parcels be offered separately or as one master lease? At what point in the station reconstruction process should the CTA engage a developer?
- How should the parcels south of Wilson Avenue underneath the elevated tracks be designed and improved to maximize connections with the Wilson Yard retail development to the south, the existing McJunkin Building, and the Truman College campus?
- The panel was also asked to provide the primer on transit-oriented development.



Summary of Recommendations

The panel focused on several physical, institutional, and organization improvements that can help the CTA and the city move forward with a redevelopment strategy. These recommendations include the following:

- Immediately begin to address the issues of crime and homelessness;
- Create a development program for parcels A, B, and C;
- Rehabilitate and use the Gerber Building;
- Improve and focus foot traffic on Broadway to help commercial business along Broadway and Wilson;
- Establish an architecture and streetscape program that acts as a gateway to Truman College and the Uptown Entertainment District;
- Partner with Truman College and other Uptown entities; and
- Encourage redevelopment and rehabilitation of key parcels near the station.

The remainder of this report elaborates on these recommendations.

The Governors Advisory Panel: left to right, Tom Gardner, Mary Borgia, Tom Murphy, and Chris Kurz.

Initial Observations and the Market

AS NOTED EARLIER, THE WILSON STATION and the immediate intersections around Wilson and Broadway have a reputation as an unsafe area. However, the panel observed that the neighborhoods surrounding the Wilson Station have strong demographics with relatively good income levels to support increased retail and commercial opportunities in the Broadway corridor.



The panel also noted that commercial buildings along Wilson and Broadway contain a variety of architectural characteristics and present significant potential for redevelopment. Although many of the newer buildings serve the community's functional needs, they have neither structural nor architectural integrity that enhance the neighborhood. Still, these buildings provide a vital space and services to citizens. By contrast, most of the older buildings have incredibly rich architectural features, including many with the terra-cotta facades that are a trademark of Uptown. Currently, these older buildings are not fulfilling their role as the backbone of the commercial space in the area.

The rehabilitation of both old and new buildings could range from simple rehabilitation for functional purposes to building preservation and appropriately sensitive adaptive use, such as for the Gerber Building. The panel feels that success for new development as well as older building rehabilitation will rest largely on private sector investment.

Private sector investment will be based on a variety of factors, the most important of which is the market. From the panel's perspective, the proof of commercial and residential market potential for the larger neighborhood is embodied in the recently constructed Target and ALDI stores, one block from the Wilson Station. These firms are known for their rigorous market analysis and demographic evaluation in siting stores. Given the current reputation of the immediate station area, it is unlikely that additional new development will happen in the areas adjacent to the Wilson Station. Without fundamental changes to neighborhood security and

The commercial buildings along Wilson and Broadway contain a variety of architectural characteristics and present significant potential for redevelopment.

without partnering with Truman College (the primary driver of economic activity in the neighborhood), little change can be expected. Therefore, the panel believes that if the CTA were to go straight to market now with parcels A, B, and C and the Gerber Building, those efforts would likely fail.

The panel suggests that the planned improvements to the Wilson Station (track and station construction)

act as the opening step in a longer-term development program focused on (1) a successful new TOD program for parcels A, B, and C and the Gerber Building; (2) collateral redevelopment of the adjacent neighborhood; and (3) a partnering strategy to improve cooperation. The increased ridership and activity around the station will make the development programs successful, which will fundamentally transform the area.

A Primer on Transit-Oriented Development

The following are key points to keep in mind for creation of a successful TOD:

- Not all projects are good TOD candidates. Good ones meet a threshold of change in transit performance.

- Before going to market, the following activities should be completed:

- Perform due diligence to ensure that the zoning, covenants, and so forth permit a TOD. Do the environmental, title, survey, and utility work. If already done, redo.
- Ensure that the CTA has the legal authority to conduct all aspects of the TOD, including Federal Transit Administration issues. Establish decision making internally to avoid decisions and negotiations by committee. Plan for the postdevelopment management of the relationship now.
- Develop a vision for the TOD that maximizes the desired changes in transit performance. Best uses are multifamily, office, and institutional purposes. Assess community acceptance of the vision. Without it, you cannot proceed. Find out what the community wants and doesn't

want and come back with plans that address their concerns. They become part of the solution.

- The following are important considerations for selecting a partner:

- Issue a request for qualifications, not a request for proposal. Look for candidates with a passion for TOD, urban development, high standards, and a focus on place making.
- Keep in mind that big is not better. Avoid the tendency to want to partner with a large, national developer, like General Growth Properties, Rouse, or Trump. The large national firm provides a false comfort. Day-to-day project management is delegated to junior personnel. A better choice is a local partner that can handle the size of the project.
- Overcome language barriers. The developer does not know your business or speak your language. The CTA does not speak "developer." Take the time to know your partner and ask the "dumb questions" before making the selection.

- Speed is good. In commercial development, speed to the market is critical. Set the table well and set your partner free to go fast. It will improve your economic returns and ridership increases will happen sooner.

- Economic considerations are important.

- The CTA should realize project revenue from a base ground rental rate, increases in annual net operating income, and the sale of the leasehold interests over a 50- to 75-year lease term.
- The CTA may be able to participate in TIF revenue based on the increase in the value of real estate beyond the specific project in the immediate area because of its TOD development. This revenue can take the form of cash or a reduction in operating costs as others take over and pay for property operating costs.

- Keeping it simple is important. The tendency is to overnegotiate and overdocument every possibility, to micromanage. This approach will increase the CTA's annual management costs and decrease the financial returns.

Primary Recommendations

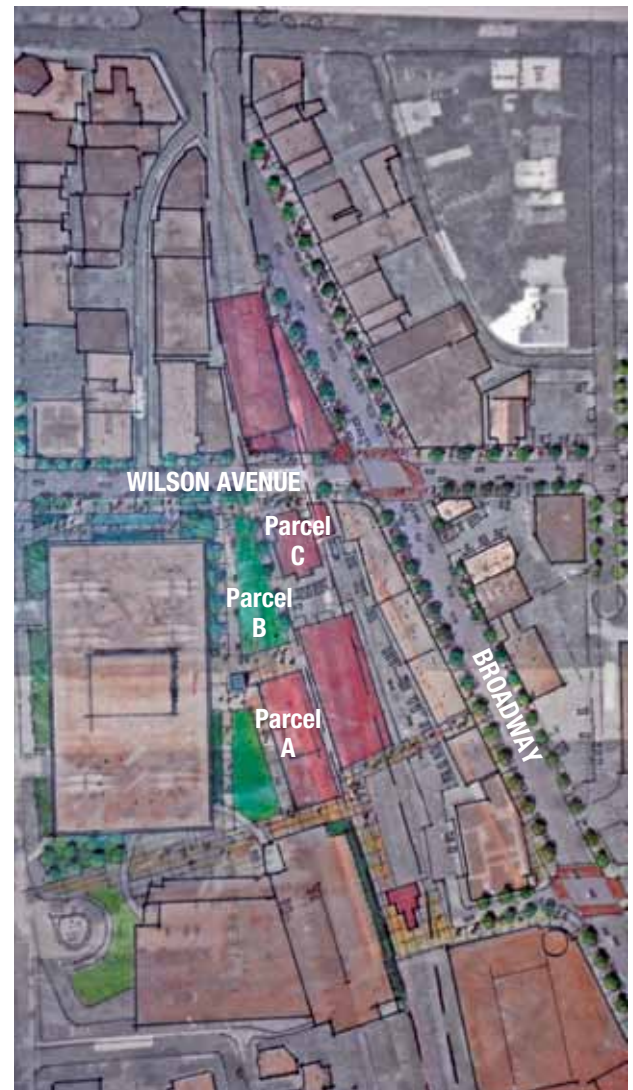
THE PANEL BELIEVES THAT several important approaches can be useful in addressing the CTA's concerns for the Wilson Station area. The CTA, the city, and the neighborhood will need to deliberate the specific approach for each, but in general terms, these recommendations provide a strategic path forward for the next few years.

Timing is very important. With the planned improvements to the Wilson Station, the time is ripe for a complete makeover for the neighborhood. This makeover should consist of both physical elements in the form of TOD and organization with regard to partnering with Truman College and the neighborhood on the issue of public safety and cooperation. If done concurrently, people will look back on this time as the moment when things “changed” at and around the Wilson Station.

Development Program

A development program for parcels A, B, and C, the Gerber Building, and the adjacent commercial areas will provide the CTA with an opportunity not only to create income-producing property consistent with TOD guidelines but also to meaningfully partner with the neighborhood and Truman College to reinvent the space around Wilson and Broadway. Moreover, a continuation of the streetscape program along Broadway and Wilson will help adjacent parcels in their effort to redevelop.

If planning for each of these redevelopment schemes begins while the new construction for the Wilson Station tracks is under way (and is also coupled with a new public safety and homeless initiative), the perception will be that the entire neighborhood is regenerating. Combining these physical improvements with the already-strong market forces in Uptown should be the focus of the city's and the CTA's efforts.



The panel offered suggestions for uses in the Wilson Station area. Parcel A could be new mixed-use development consisting of an eight- to ten-story mid-rise building with four to five stories of commercial space for Truman College and four to five stories of apartments or condominiums; it would include a shared parking facility and loading access to replace the Truman College ramp. Parcel B could be a new campus quadrangle and plaza. Parcel C could be new convenience retail or restaurant space.

Parcels A, B, and C

The CTA should do a long-term ground lease with a reputable developer to design and build a mixed-use, mid-rise building and associated parking deck on a parcel that combines Truman College land and CTA-owned land. Possibly, the CTA could swap parcel B with the college for the college land needed to create a feasible building pad out of parcel A. Target uses should be market-rate apartments for all-age commuter professionals, preretirees, retirees, students, and employees of surrounding businesses. The building should also include commercial space for academic, retail, and administrative uses for Truman College. This building will become a key new vertical element in the form of a mixed-use, mid-rise structure consistent with TOD guidelines. As a benchmark, the panel's concept could include approximately 75 to 100 one- and two-bedroom apartments. Obviously, the mix is subject to further study.

Part of this building on the east side will accommodate a two-level parking structure. The upper level will provide parking for the apartments, and the lower level will be fee-based parking for visitors and commercial tenants of the Wilson and Broadway neighborhood. This parking facility is not intended as a kiss-and-ride lot.

The panel recommends that parcel B be transformed into green space to open to the college. The removal of the current Truman College service ramp will provide continuity between the new mid-rise structure and the college. This space now becomes a programmable campus mall open to Wilson Avenue and with easy access to retail development on Wilson and Broadway. The displaced loading dock activity will be designed into the first floor of the new parking structure with access to Truman below ground level.

Parcel C becomes a commercial pad that can be a ground lease for a food purveyor for CTA patrons and the neighborhood. The panel believes that this vendor will significantly influence the addition of other eating establishments in the north end of the McJunkin Building and other buildings along Wilson and Broadway

The property located between Truman College and the McJunkin Building parking offers the potential for development as a mixed-use building that can meet the increasing space needs of the college and provide appropriate high-density residential space next to the CTA station. In addition, the development of this area can offer an opportunity for the college and the CTA to work together on a joint development solution that will benefit both entities.



and will act to draw students from the college to the intersection of Wilson and Broadway.

Gerber Building

The Gerber Building is a beaux arts–style station located on the northwest corner of Broadway and Wilson Avenue. Designed by Arthur Gerber and built in 1923, the station has been remodeled a number of times over the years. While retaining some of its original outward appearance, the interior is in a state of complete disrepair. A few years ago, a proposal by the Uptown Market Corporation called for redeveloping the station as a combination retail market and entrance point to the Wilson Station platform. The panel believes the proposal is a good starting point, but the appropriate solution is just one or two tenants, rather than the multiple tenants suggested in the proposal. The CTA should contract

with a developer to focus on a market-driven, food services concept. Neighborhood character and pride are essential to creating value and the support of all stakeholders. The concept will embrace and celebrate the ethnicity and diversity of the neighborhood, enhance the entertainment district, and strengthen the neighborhood characteristics that are unique to Uptown. Using a ground lease, the developer should build a specialty ethnic retail café and marketplace that will become the icon for the Wilson Station and the Uptown neighborhood. It will be a destination for rail riders and an amenity for neighborhood residences.

The panel believes that the surrounding neighborhood has created a demand for fresh healthy food, and that elements of the marketplace could include fresh produce, meat and seafood, ethnic specialty foods, warm

The Gerber Building can be redeveloped to take advantage of the increased activity that will occur as part of the redevelopment of the Wilson Station.



and cold quality takeout, and sit-down dining. In addition, the programming of live entertainment consisting of readings, poetry, and music will identify the Gerber Building as a location that is part of the larger entertainment district. The panel also believes this concept will offer both a revenue stream and synergy with the concept of the Wilson Station as support for the entertainment district to the north.

Potential Tenants for the Gerber Building

Tenants for the Gerber Building could be a small, fresh-food market, cafés, and themed restaurants. Useful examples and analogues include the following:

- Stanley's (Chicago);
- French Market (Chicago);
- Granville Island (Vancouver);
- Wholesome Choice Market (Irvine, California);
- Mitsuwa Market (Chicago);
- The Farmer's Market (Los Angeles);
- Busboys and Poets (Washington, D.C.);
- Politics & Prose (Washington, D.C.);
- Marvelous Market (Washington, D.C.); and
- Dean & DeLuca (Charlotte, North Carolina; Kansas City, Kansas; New York City; and Washington, D.C.).

Architecture and Streetscape

The rehabilitation of the Gerber Building, the new mixed-use building, and new open space adjacent to Truman College will need to be accompanied by the revitalization of the Broadway and Wilson corridors. For users arriving at the station, the station house will need to have an architectural identity. The panel proposes that the structure be not only unique but edgy and iconic, with an architectural style that speaks to the creative character of the district.



The existing streetscape includes attractive planting areas that are well protected from pedestrian activity. This treatment should be continued north along Broadway and extended several blocks to the east and west from the intersection of Wilson and Broadway.



The commercial row located on the east side of Broadway across from the Gerber Building is a solid set of two- and three-story buildings with significant commercial and residential potential that will benefit from the rehabilitation of the Wilson Station.

With the realignment of the elevated tracks, the removal of the forest of columns, and the opening up of Broadway, the streetscape outside the Gerber Building will need to be re-created, and the streetscape treatment that currently ends in the vicinity of Sunnyside Avenue will need to be extended to the north along both sides of Broadway. In addition, the improvements to the streetscape should include Wilson Avenue and should extend several blocks to the east and west of the intersection to continue the character of enhancements.

Additional suggestions for street improvements include the following:

- The row of existing buildings opposite the Gerber Building has a west-facing exposure so the sidewalk and streetscape are potential venues for restaurants or retail that will be in the pathway to the entertainment district to the north of the station. This enhancement would have to happen under private ownership.
- The narrow alley north of Wilson to the northwest of the platform has the potential to become a pedestrian alley or venue that would add a unique character to the district.

Adjacent Parcels

The panel identified three other parcels (or groups of parcels) in the station area that should be the focus of future mixed-use development that would further enhance the value and character of the Wilson Station. These parcels are not owned by the CTA, but they may be appropriate for private development or for incentives from the city of Chicago.

The first, mentioned above, is the row of buildings on the east side of Broadway across from the Gerber Building. Most of these units have excellent architectural attributes and a street presence that can facilitate transformation into successful infill development. These rowhouses could be rehabilitated with a combination of ground-floor retail and second- and third-floor

residential or office uses. Proximity to the CTA station and Truman College, combined with the generally strong market in the area and the emerging entertainment district, makes these units excellent redevelopment opportunities, albeit later in the order of events of the neighborhood redevelopment. The suggested streetscape program will do much to show the city's commitment to the area and will likely induce pioneer investors and developers to the group of buildings.

The second area for consideration is the vacant and underdeveloped parcels along the north side of Wilson Avenue just east of Broadway. This redevelopment is also a number of years down the road; however, city incentives to encourage development or redevelopment of these properties start with the extension of the streetscape from Broadway. Other possible incentives include changing the zoning to prohibit stand-alone uses and applying design guidelines to more adequately address the cultural and architectural importance of the area. Like most successful revitalization efforts, redevelopment along the remainder of Wilson Avenue will happen organically and primarily as a result of market forces. But to ensure that new development efforts blossom, the city needs to focus on prohibiting undesirable uses and bad design that could stop this organic regeneration.

The third area is the shopping center across from the McJunkin Building. Although this shopping center serves some of the immediate functional needs of the neighborhood, the future success of the area will steer this site toward redevelopment. As stated above, desirable uses and quality design that are more in keeping with the older parts of the neighborhood should be considered during the redevelopment process. Some immediate help to the visual blight could result from a concentrated effort on the part of the city's code enforcement entities, with a particular focus on the sign ordinance, parking, and building facade maintenance.

Impact of Development Program

Though there will be significant upfront cost for planning, new construction, and revitalization of older buildings, the subject area will see substantial increases in land values. Based on the plans the panel sees today, a very rough calculation of the increase in land value is approximately \$10 million, excluding residuals. Specifically, the ground leasing of parcels A, B, and C will generate \$400,000 to \$450,000 in annual base ground rent and the Gerber Building about \$450,000 per year.

Ridership will see four levels of improvement: (1) an immediate bump as the crime and concentration issues abate and the market realizes that these negative issues are gone, (2) an increase as the development happens and the Wilson stop becomes a destination, (3) a potentially large increase resulting from increased enrollment at Truman College, and (4) a multiplier effect on ridership as other sites are redeveloped and existing spaces are released to more consumer-oriented uses.

Public Safety

The reduction of crime in and around the Wilson Station must be the priority for the CTA, the city, Truman College, and the neighborhood stakeholders. Reconstruction of Wilson Station creates an opportunity for these stakeholders to identify additional strategies for improving public safety. It will require significant courage and leadership on the part of stakeholders. The moral and monetary obligations to reducing crime for this specific location will be difficult, but they are achievable. And crime reduction must be viewed as a comprehensive and long-term commitment. The implementation section of this report includes some suggestions regarding public safety.

Many cities throughout the United States have successfully implemented site-specific crime reduction programs. Chicago will need to create its own unique approach for the Wilson Station and Uptown. The most successful programs nationwide have included a wide array of community policing and routine policing. The significant

investment in the Wilson Yard suggests that the CTA, the city, and Truman College work together to find a comprehensive solution to reducing crime. Tactical enforcement techniques must be combined with the comprehensive community policing program. Community policing is a philosophy that promotes organizational strategies, which support the systematic use of partnerships and problem-solving techniques, to proactively address the immediate conditions that give rise to public safety issues, such as crime, social disorder, and fear of crime.

A focused effort is also needed to reduce the concentrated number of chronic homeless adjacent to the Wilson Station. The panel is not in a position to recommend an exact strategy for this specific location.; however, the City of Chicago should review strategies and programs that they have found to be successful in the past or in other neighborhoods, or that have achieved results in other cities.

Also important will be improvement in the entire spectrum of support services, such as instruction in basic life skills, health care (medical, dental, vision, and pharmaceutical), income support, education, employment and training assistance, communication services (telephone, voice mail, e-mail, Internet access), transportation, clothing, child care, and legal services.

The U.S. Department of Housing and Urban Development's 2004 study "Strategies for Reducing Chronic Street Homelessness" suggests that a trigger event (in this case, the redevelopment of the Wilson Station) can be the catalyst for implementing a broad strategy for reducing homelessness. This "trigger event" will apply to both homelessness and a law enforcement programs for the Wilson Station area. Construction on the new station platform begins soon. The physical changes apparent during construction and the ultimate redevelopment of properties constitute a perfect opportunity to present to the community a new reimagined Wilson Station area free of crime with fewer homeless.

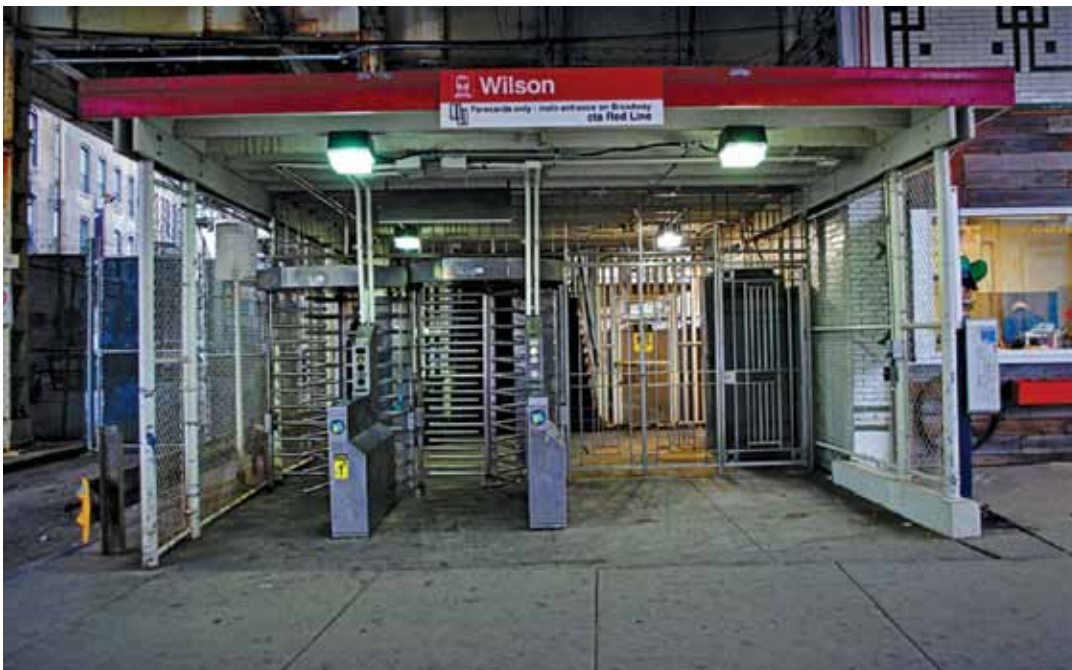
Conclusion

PEOPLE WANT TO LIVE NEAR TRANSIT; developers want to invest in property near transit; and business wants to locate near transit. The panel believes that the Wilson Station area has tremendous potential. The proof of the market for the study area is inherent in the recent development and interest in the Wilson Yard.

The panel has laid out a specific set of recommendations for the successful redevelopment of the Wilson Station. The panel recommends a mixed-use commercial and residential building consistent with TOD guidelines, the redevelopment of the Gerber Building, the enhancement and extension of the streetscape programs already under way along Broadway, critical attention to iconic station architecture, and the focus on several key parcels in and around the study area. However, the table must be set before any improvements

can take place. The CTA cannot effect this transformation on its own. The partnering among the key players (the CTA, the city, elected officials, Truman College, and the neighborhood) is the ultimate key to the redevelopment's success. From the panel's perspective, the recommendations are actionable and achievable if the neighborhood leadership, particularly the aldermen and other high-level stakeholders, combines with the will of the city agencies to tackle the problems of crime.

The panel feels that great things are in store for Uptown and the Wilson Station area. In the years to come, the public will look back on this time and recognize it as the critical point when the city and the neighborhood agreed on the reinvention of the Wilson Station area and as a key to tremendous success of Uptown revitalization.



About the Panel

Christopher W. Kurz

*Panel Chair
Baltimore, Maryland*

Christopher W. Kurz is currently president and CEO of Linden Associates Inc., a regional real estate services and mortgage banking company engaged in the financing, acquisition, development, and management of commercial property. The firm also consults for corporations on real estate matters. Previously, Kurz was a cofounder, chair, and CEO of McGill Development Company, which grew into the fourth-largest commercial real estate development company in the Baltimore metropolitan area. He served as chairman of the board of directors and cofounder of Columbia Bancorp and the Columbia Bank, a \$500 million, publicly traded bank holding company. As a principal at Alex Brown Real Estate Group Inc., Kurz acquired investments for pension fund clients. Other companies with which he has been involved include J.G. Smithy Company, Maryland National Corporation, and the Rouse Company.

Kurz holds a master's in business administration from the Wharton School at the University of Pennsylvania and a bachelor of arts degree from the University of Pennsylvania. Some of his professional affiliations include the Urban Land Institute where he has been a member of the National Leadership Group, chair of ULI Baltimore, vice chair of the Small-Scale Development Council (Blue Flight), and a member of the National Program Committee. He is also a member of the International Council of Shopping Centers, former member of NAIOP (Commercial Real Estate Development Association) and the Mortgage Bankers Association, and former board member of the Catherine McAuley Housing Foundation in Denver.

Mary Borgia

Newport Beach, California

Mary Borgia, president of the Borgia Company based in Newport Beach, California, specializes in marketing advisory services for resort and residential community developments. Given the increased need to understand overall sales and marketing dynamics, Borgia often serves as chief marketing officer for her clients.

Founded in 1986, the Borgia Company has successfully executed hundreds of major assignments, ranging from creating the concept and programming for resort and residential communities to developing and executing strategic marketing plans. Distinguished clients include the Irvine Company, Hines Resorts, Hunt Realty, Leucadia National Corporation, Lowe Development Corporation, the Pivotal Group, Mitsubishi Corporation, Murray Franklyn Companies, the Nature Conservancy, the Pebble Beach Company, Port Blakely Tree Farms, and Valencia Company.

Borgia's experience and talents span a wide array of disciplines. She has been the marketing force behind many successful and award-winning projects, including the Residences at Spanish Bay, Pebble Beach, California; Tumble Creek and Suncadia, Roslyn, Washington; the Terraces at the Vintage Club and the Reserve, Indian Wells, California; Snowcreek, Mammoth, California; River Valley Ranch, Carbondale, Colorado; and Stowe Mountain Lodge, Stowe, Vermont.

With more than 35 years of active involvement in real estate development, she frequently speaks at professional and university forums. Borgia is very involved in the Urban Land Institute at the national level and is currently the counselor for the four Recreation Development Councils.

She holds a BA from Knox College and an MBA from Pepperdine University.

Tom Gardner

Denver, Colorado

Tom Gardner, a senior associate with RNL Design, is a registered landscape architect and urban designer with 14 years of experience. He has worked as lead designer/project manager, directing multidisciplinary teams through the design and construction process on a variety of project types, including urban parks, transit-oriented developments, retail destinations, urban streetscapes, and resort hotels. Gardner has a comprehensive understanding of regional context, environment and cultural surroundings, and their influences on design.

He is currently working on his master's in urban design at the University of Colorado Denver, where he is focusing on transit and mixed-use designs, as well as urban infill-type developments.

Before joining RNL, Gardner was a senior associate with EDAA, an idea-driven planning, design, and environmental firm with offices worldwide.

Tom Murphy

Washington, D.C.

Tom Murphy is a senior resident fellow, ULI/Klingbeil Family Chair for Urban Development. Murphy, the former mayor of Pittsburgh, joins six other ULI senior resident fellows who specialize in public policy, retail/urban entertainment, transportation/infrastructure, housing, real estate finance, and environmental issues.

His extensive experience in urban revitalization—what drives investment, what ensures long-lasting commitment—is a key addition to the senior resident fellows' areas of expertise.

Since January 2006, Murphy had served as ULI's Gulf Coast liaison, helping coordinate with the leadership of New Orleans and the public to advance the implementation of rebuilding recommendations made by ULI's Advisory Services panel last fall. In addition, he worked with the Louisiana state leadership, as well as with leadership in hurricane-impacted areas in Mississippi, Alabama, and Florida to identify areas appropriate for ULI involvement.

Prior to his service as the ULI Gulf Coast liaison, Murphy served three terms as the mayor of Pittsburgh—from January 1994 through December 2005. During that time, he initiated a public/private partnership strategy that leveraged more than \$4.5 billion in economic development in Pittsburgh. Murphy led efforts to secure and oversee \$1 billion in funding for the development of two professional sports facilities and a new convention center that is the largest certified green building in the United States. He developed strategic partnerships to transform more than 1,000 acres of blighted, abandoned industrial properties into new commercial, residential, retail, and public uses; and he oversaw the development of more than 25 miles of new riverfront trails and urban green space.


From 1979 through 1993, Murphy served eight terms in the Pennsylvania State General Assembly House of Representatives. He focused legislative activities on changing western Pennsylvania's economy from industrial to entrepreneurial and wrote legislation requiring the Commonwealth of Pennsylvania pension fund to invest in venture capital. In addition, he authored legislation that created the Ben Franklin Technology Partnership, which is dedicated to advancing Pennsylvania's focus on technology in the economy; and he authored legislation to encourage industrial land reuse and to transform abandoned rail rights-of-way into trails and green space.

Murphy served in the Peace Corps in Paraguay from 1970 through 1972. He is a 1993 graduate of the New Mayors Program offered by Harvard University's Kennedy School of Government. He holds a master of science in urban studies from Hunter College and a bachelor of science in biology and chemistry from John Carroll University.

He is an honorary member of the American Society of Landscape Architects, a board member of the Pennsylvania League of Cities and Municipalities, and a board member of the National Rails to Trails Conservancy. He received the 2002 Outstanding Achievement of City Livability Award from the U.S. Conference of Mayors and was selected as the 2001 Pittsburgh Man of the Year by Vectors Pittsburgh.



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