

Northwestern University
Executive Management for Design and Construction

Chicago Lessons in Land Use
PROJ_MGT 495

Course Objective:

For the professional who has had exposure to development, the entitlement process or other land use matters, Chicago's regulatory climate offers a representative glimpse into those approaches that can either facilitate or hinder development. With the goal of advancing market-viable developments that foster land-sensitive solutions, we will examine and critique the forces that impact land use, whether they be policy, politics, land planning, financial incentives, bulk regulations, community groups or the average citizen.

Week-by-week description of the course:

Week 1 Chicago's History of Urbanization

From French explorers and fur traders to meat packers and a history of bold engineering that set the stage for a center of commerce and hub linking East to West ends of the US. Daniel Burnham's Plan of Chicago which established the need for and value of green space as a normative rule has influenced urban planning in cities throughout the world and remains the gold standard of blueprints for open space- 150 years later.

Chicago's intriguing story is examined through local author Whet Moser's "Chicago From Vision to Metropolis."

Week 2 Who is Really in Charge? Defining the Elusive Public Sector

Projects don't go forward without having designs that comply with regulations and secure sufficient support from needed stake holders. Design team member roles in the process, coordination with Ownership, common pitfalls and pathways to success we be reviewed. The essential roles of Civil, Environmental, Traffic engineers and Architectural design we be considered. Understanding the right amount of design needed to secure approvals. Effective techniques for Engineers and Architects to support an Owners approval process will be considered.

Chicago's Invest Southwest economic development initiative serves to illustrate a well-coordinated economic development program. This week discusses the benefits of positive, proactive public participation-using a combination of Opportunity Funds, private capital infusion and zoning incentives.

Week 3 **How Economics Drive Land Decisions from Suburbs to CBD... and Back Again?**

As cities exploded and the suburbs became new settlements, the fundamental issue of where one chooses to live has been a long-studied bell weather of future development. We'll review the *market dynamics* that fostered a shift back into city CBD's (the great downtown housing migration) and its ripple effect on development patterns and economic vibrancy along with the emergence of the "24-hour city."

Enter a global pandemic coupled with economic instability— and a new trend to retreat to the suburbs. The coupling of technological & societal change in concert with urban economics (of supply and demand) is discussed. Understanding the recent vulnerability of cyclical trends undermined by a medical crisis, rapid innovation, accompanying lifestyle changes and climate change offers insight into migratory patterns & whether skilled workers will continue to need to move to where jobs are, or even commute at all.

Week 4 **Zoning Ordinances, Illustrations & Trends**

This week explores the broad organization of land parcels into use districts and the regulation of different designated land uses through development controls. Using Chicago as a template, this high-level view of ordinances is shared, including sustainable-focused planning trends like performance & incentive-based zoning, which are driving the change from more traditional zoning approaches.

Guidelines are provided for accessing zoning regulations and seeking relief for non-conforming projects.

Students will work with the city's zoning website to determine whether a specific use is permitted & review the associated district bulk regulations.

Week 5 **Defining Occupancy Requirements**

Before a space user (occupier) begins to evaluate their need for space within a market, there is a precipitating cause that leads to the need for new space. Programming space requirements, typically led by an architect, enables clarity about the purpose, size and utilization of the needed space. Once defined, the necessary site parameters come into focus, allowing for a site search. But how well can we define our requirements when advancements in technology will have a major impact on our regional infrastructure? Fully defining this against a backdrop of rapidly advancing technology is challenging, as cities work to adapt their infrastructure planning to conditions which may exist 5, 10 or 15 years from now.

The impact of self-driving cars, phasing in e-cars, other advancements in mass transit (high-speed rail & other innovations are discussed. Should development proceed, presuming that regulation will eventually catch up, or will developers need to account for this in their plans?

Week 6 Site Selection Process: Matching Space Needs with Sites

Every real estate product has unique site needs based on the market metrics that drive demand for its use. Understanding the underlying reasons occupiers space needs may change is vital to a developer's ability to compete for BTS projects and RFPs, as well as forecasting the anticipated need for spec space. Knowing which site attributes are important to potential users aids in a developer's site search, saving time and money.

Amazon's industrial site search selection criteria is reviewed to highlight how developers work to match site attributes with user requirements.

Week 7 Land Suitability

Developing cost-effective vertical improvements depends on the suitability of the land to accept those improvements. As all development begins with the land, we'll show how to establish an inventory of site opportunities and constraints, from which to evaluate the appropriate pairing of a building "space program" to a land site. Also covered is the space program's fit with the site's bulk regulations, which in large part dictates the lot area available for the building footprint.

Special attention will be paid to an illustration of a simple "test fit" to highlight whether various site constraints will support your project type and to enable ranking several sites.

Week 8 Strategies for Effective Community Engagement

The most under-gauged aspect of planning a development project is anticipating and preparing for engagement with the community. The class will focus on methods and means for building community relationships to garner support for a project including aligning goals and building consensus with staff and significant influencers; assessing the political climate & effective outreach to civic leaders; anticipating potential challenges around contentious issues; building consensus via informal, structured meetings.

The Obama Presidential Center's efforts to garner community support in the face of fears of gentrification shine light on the need for public inclusion on the most critical areas of concern: chiefly, the need to protect and provide affordable housing and conveying measurable economic impact.

Week 9 Municipal Approval- When Standard Plan Approval Goes off the Rails
The public sector' broad representation comprised of residential taxpayers, job creating business owners and everyday citizens can lead to discord between the private sector (developers) and the public forces in play, each with their seemingly mutually exclusive agendas. How much influence is appropriate, when is it too intrusive and what factors create impediments to viable projects? We'll deep dive through a case of public influence that caused a high-profile development project to be rejected along Chicago's lakefront. The George Lucas Museum of Narrative Art looked like a sure thing, until it wasn't, encountering obstacles in multiple cities, among them, Chicago. What factors led to its demise? Could any other intervention have changed its course?

We'll look at a timeline of progress and pitfalls in Lucas' quest for plan approval, including an in-depth explanation about how a legal technicality in a 100-year-old law ultimately overturned the city support they had.

Week 10 Private Development Control Regulations: Easements, CCR's, DCR's, Design Guidelines and SSA's.
The common thread among private regulations, agreements, restrictions and guidelines? They all seek to preserve long-term value, whether implementing safety practices, ensuring consistent appearance standards, imposing operating conditions or sharing in the cost of additional improvements,

Chicago's O'Hare Airport serves as an example of this, where the CDA adds its own layer of regulation due to FAA regulations of airport lands. We'll explore how the airports unique operations gives rise to the need for industry-specific design guidelines attaching

Grade Determination:

Class Participation.....50%
Final paper/project50%

Texts/Film:

- Glaeser, Edward. *Triumph of the city: How our greatest invention makes us richer, smarter, greener, healthier, and happier*. Penguin, 2012.
- Moser, Whet. *Chicago: From Vision to Metropolis*. Reaktion Books, 2018.
- Porter, Douglas R. *Breaking the Development Logjam: New Strategies for Building Community Support*. Urban Land Institute, 2006.
- Urbanized* (film). Directed by Gary Hustwit, Swiss Dots Productions, 2011.

Software:

Microsoft Office Tools: Word, Excel, PowerPoint

NOTE: This course description explains the essence of the material covered. Canvas is the best source for the most up-to-date information about specific details for any given offering of the course.