



CHICAGO  
LOOP  
ALLIANCE.

CHICAGO LOOP ALLIANCE

# 2023-2028 STRATEGIC PLAN



# A Letter from the President & CEO and Board Chair

All –

The 2013 adopted Chicago Loop Alliance (CLA) strategic organization plan was a critical piece of CLA's success over the last ten years, resulting in new key programs such as the Chicago Loop Alliance Ambassador program and ACTIVATE event series. During this time, CLA became an efficient service provider for the important work along State Street and in the Loop.

Once in a lifetime events including the pandemic and civil unrest associated with the murder of George Floyd dramatically changed how people use downtowns around the world and decreased the competitive position of the Loop as visitors, residents and investors began to lose confidence in the Loop. Although unfortunate circumstances tested downtowns across the world, the good news was Chicago Loop Alliance's ability to pivot and become a successful advocate of the Loop by adjusting services, increasing partnerships, distributing key economic data, and becoming a respected voice in the narrative of a recovering downtown.

Research and resources, including the release of the Loop residential study, showed that the Loop is the fastest growing residential neighborhood in Chicago and the fastest growing downtown in the country; the announcement of investment in five developments on LaSalle Street as a result of our initiation of the LaSalle Reimagined initiative with the Urban Land Institute Chicago and in partnership with the Chicago Department of Planning and Development; and quarterly reports tracking the state of the Loop in office occupancy, hotel occupancy, pedestrian activity, and arts and culture, showcase that CLA is at the forefront of materials that provide insight into the current and future landscape of our district.

To build upon this success, CLA commissioned this five-year strategic organizational plan to take advantage of the evolving downtown and CLA's role in the Loop following several years that significantly altered our business model. A refined vision and mission statement, in conjunction with four new strategic priorities, including **Building Confidence in the Loop, Increasing the CLA's Profile and Impact, Ensuring Everyone's Neighborhood and Creating a Complete Urban District**, will elevate our work and position us for continued success in the future. The plan will require the commitment and hard work of the Board of Directors and staff, as well as larger partnerships to leverage the resources necessary to implement the plan goals and objectives. While this strategic plan is built for utilization in the next five years, we realize that the current dynamic environment of downtown calls for us to be nimble and flexible to challenges and opportunities. We anticipate the need to adapt and be creative as shifts arise and ask that you follow us in our pursuit.

Thanks to our Board of Directors and staff for their work on this strategic plan and for their commitment, every day, to making the Loop an iconic global destination and the city's most vibrant and welcoming neighborhood!

Yours truly,

Michael M. Edwards  
President & CEO

Rich Gamble  
Board Chair



# Acknowledgements

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# EXECUTIVE SUMMARY

## VISION

An iconic global destination and the city's most vibrant and welcoming neighborhood.

## MISSION

Lead the community by creating and supporting inclusive programs that attract people and investment to the Loop.

## VALUES

- **Inclusivity, Diversity, Equity, Access (I.D.E.A.):**  
The Loop is Everyone's Neighborhood and all Chicago Loop Alliance actions and programs work to empower an inclusive, diverse, equitable, and accessible district.
- **Transparency:**  
Operate openly with all stakeholders with a commitment to responsible and collaborative stewardship and management of Chicago Loop Alliance.
- **Partnerships:**  
Create cooperative and dynamic relationships across all sectors.
- **Constituent Services:**  
Provide consistent, quality service that exceeds the needs of Chicago Loop Alliance members and Loop stakeholders.
- **Innovation:**  
Constantly innovate as downtown evolves.
- **Return on Investment:**  
Stakeholders see and feel the value of their investments in Chicago Loop Alliance and the Loop.

## PRIORITIES & GOALS:

- ▶ **Build Confidence in the Loop:**  
Ensure that the Loop is – and is known as – a vibrant, welcoming, and memorable neighborhood.
- ▶ **Increase Chicago Loop Alliance's Profile & Impact:**  
Chicago Loop Alliance is the recognized civic leader and effective service provider driving the economic & social health of the Loop.
- ▶ **Ensure Everyone's Neighborhood:**  
Attract, welcome, care for, and partner with Chicago's diverse communities.
- ▶ **Create a Complete Urban District:**  
The Loop is an exemplary downtown with robust neighborhood amenities and a mix of compelling experiences that reflect its iconic reputation.

# CORE COMPETENCIES

Chicago Loop Alliance's (CLA) core competencies are the integral guideposts for business conduct and areas of service.

## **Connecting Constituents:**

Chicago Loop Alliance builds on our strong record of facilitating business-to-business networking and connecting people by way of Chicago Loop Alliance events. Chicago Loop Alliance creates opportunities for people to identify new business connections and join in the pursuit of shared interests.

## **Delivering Proactive Results:**

Chicago Loop Alliance excels in anticipating the needs of its stakeholders through the implementation of initiatives to drive economic growth, community engagement, and foster a thriving urban environment in the heart of the city. CLA is a resource to address real-time concerns and is determined to proactively work toward the advancement of the Loop.

## **Integrating Multiple Perspectives:**

Chicago Loop Alliance integrates multiple perspectives to foster collaboration among diverse stakeholders to create a dynamic and inclusive urban experience. The Loop is everyone's neighborhood – regardless of race, gender, creed, age, expertise, or business sector – and these diverse perspectives weave the dynamic tapestry of our neighborhood.

## **Navigating Government Processes:**

Chicago Loop Alliance has deep experience in understanding the changing governmental processes affecting the Loop. This has resulted in a combination of specific knowledge and personal relationships with key individuals and partner organizations, such as police, transportation, planning, public works, and public transit. Chicago Loop Alliance's ability to navigate political and governmental decision-making processes and secure prompt decisions and approvals are valuable to Chicago Loop Alliance stakeholders.

## **Advocating for Government Policies:**

Chicago Loop Alliance excels in advocating for government policies that foster economic development and enhance the vibrant cultural and commercial landscape of the city's downtown district. CLA nurtures relationships with city, county, state, and federal agencies and has the expertise to advocate for policies on behalf of Loop stakeholders.

## **Promoting the Loop:**

Chicago Loop Alliance effectively showcases the district's attractions, businesses, and events to both locals and out of town visitors. Through dynamic events, active online presence, media impressions, and creative and collaborative efforts, CLA leverages its own efforts as well as others to promote the Loop.

# MAJOR MOVES

This strategic plan is an ambitious agenda that will guide Chicago Loop Alliance over the next five years. Each strategic priority has a unique goal and set of objectives to track progress. CLA can only realize these strategies priorities if the organization makes the following fundamental shift:

## **Make an Overt Commitment to Prioritized Strategic Plan Goals**

To meaningfully move toward our vision of the Loop as an iconic global destination and the city's most vibrant and welcoming neighborhood, Chicago Loop Alliance must shape the Loop's future by proactively pursuing our goals: build confidence in the Loop, increase Chicago Loop Alliance's profile and impact, ensure the Loop is everyone's neighborhood, and help build a complete urban district.

## **Strategically Expand Staffing**

We are proud of how efficiently and effectively we use our limited resources, but the Loop community needs us to do more. Proactive long-term programs will require permanent professional staffing for key programs, in the area of planning, economic development and revenue development. Seed funding for those staff investments will initially come from reserves and will be sustained by 'self-funding' through diverse growth areas, including grants, membership and sponsorship revenue.

## **Commit to Active Board Role in Resource Development**

This plan envisions a much bigger role for the organization, both in the impact of its programs and in the breadth of its geography. This will require an active Board of Directors role in securing resources on several fronts. Direct fundraising in the private, public and philanthropic sectors will expand the immediate impact and also empower longer-term expansion of direct services through a larger place management district.

## **Enhance CLA Operations**

Chicago Loop Alliance's operations should be expanded to reach industry best practices comparable to programs in cities like New York, Los Angeles, and Houston.



# PROCESS

Over the spring and summer of 2023, Chicago Loop Alliance conducted a comprehensive strategic planning process to inform its work over the next five years.

The strategic planning process was an opportunity to investigate why Chicago Loop Alliance exists, what it does, and how it accomplishes this work. The process allowed staff and board members to contribute to an updated vision for the future and identify four strategic priorities, each with a goal, and set of objectives, and specific actions to help achieve that future for the Chicago Loop.

BDS Planning acted as facilitators and consultants throughout the process, bringing their experience with similar organizations throughout the country.

The strategic planning process evolved over three phases: Assessment, Planning, and Implementation. These phases were navigated through a series of one-on-one interviews with staff, board, and stakeholders as well as a series of three Leadership Meetings, where elements of the plan were iteratively reviewed and affirmed. These leadership meetings were supplemented by meetings with staff, continued one-on-one conversations, an intensive board and staff retreat, and a series of priority-area work groups.

At the first leadership meeting, the Executive Committee and staff were introduced to the strategic planning process and gave input on potential areas of strategic emphasis. Board and staff members were asked what they most valued about Chicago Loop Alliance and what their greatest fear was for the organization. This conversation also invited input on the current vision, mission, values, and core competencies, and helped inform the consultants' situational analysis.

The second leadership meeting was the opportunity for executive committee members to review a presentation of the consultants' assessment – including a strengths, weaknesses, opportunities, and threats (SWOT) analysis, and offer input on draft foundational statements and priority areas. Members of the executive committee also used this second leadership meeting to prepare for a full-day charrette – an intense retreat day that invited the participation of all staff and board members to contribute to the framework of the strategic plan.





In June 2023 over 35 board and staff members participated in an interactive retreat – resulting in consensus on four strategic priority areas:

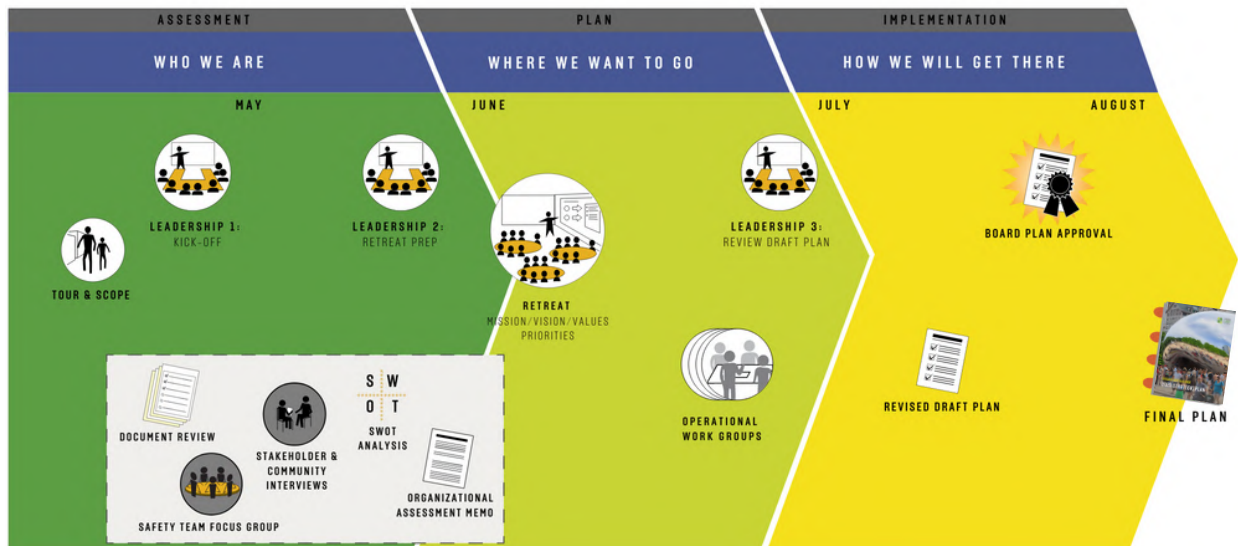
- **Build Confidence in the Loop**
- **Increase Chicago Loop Alliance's Profile and Impact**
- **Ensure Everyone's Neighborhood**
- **Create a Complete Urban District**

In late June, four working groups, composed of board and staff, met to dig into each of the priority areas and establish a goal and set of objectives for each topic. The work groups also discussed how the organization will measure success in each area and what the critical first steps for achieving this success must be. This input shaped the roadmap for successful strategic plan implementation and will guide more detailed work planning completed by staff, as informed by the strategic plan.

The results of all four workshops, as well as updated revisions to the vision, mission, values, and core competencies were collectively presented to the executive committee in a third and final Leadership Group meeting.

This organizational strategic plan is a guiding document that examines foundational, strategic, and tactical elements of Chicago Loop Alliance and its intended work over the next five years. The foundation of this plan includes a refined vision – the future Chicago Loop Alliance aspires to; an updated mission – the organization’s purpose; and identified values and core competencies – the integral guideposts for business conduct and areas of service. The strategic elements are key priority areas in which the organization will place disproportionate emphasis over the next five years, along with a goal and set of objectives that define and outline success in each area. Finally, the more tactical elements are outlined as catalytic actions and measures, that will inform more detailed work plans and day-to-day staff activity.

In addition to the above elements of the strategic plan, the process yielded a set of “major moves” – the key elements that Chicago Loop Alliance and its leadership are committed to achieving in order to ensure the successful implementation of its strategic priorities. The success of the plan – and Chicago Loop Alliance – will be tracked through a priorities scorecard. This scorecard and its metrics will hold the organization accountable to itself and the broader Loop community as it strives to be an iconic global destination and the city’s most vibrant and welcoming neighborhood.



# SITUATIONAL ASSESSMENT

The first phase of the strategic planning process was an assessment of the organization and the broader landscape of the Chicago Loop conducted by the consulting team. The assessment phase included a review of materials, a district tour, a staff kick-off meeting, individual meetings with every staff member, individual meetings with more than twenty board members and vested stakeholders, a safety ambassador focus group, and a leadership group kick-off meeting.

The key findings of this assessment were:

- Chicago Loop Alliance has a solid, decades-long organizational history with a clear track record of successful performance – most recently in its excellent pandemic response and leadership. It is responsible for highly popular events and maintains State Street's critical clean and safe program.
- The organization has created a solid foundation for its work in inclusion, diversity, equity, and access (I.D.E.A.) and is poised to actualize its message of being “Everyone’s Neighborhood” by further embedding I.D.E.A. principles throughout its organizational structures and practices.
- Like most large American cities, the Loop district is experiencing a safety crisis. Safety is top of mind for stakeholders, with a variety of opinions about the perceptions and realities of safety issues. What role in which Chicago Loop Alliance should play in addressing this crisis is to be determined.
- Across the country, the slow pace of post-pandemic return to office and considerable retail vacancy makes for a shift in the traditional “nine-to-five” use of the downtown core.
- There are many powerful organizations based in and near the Loop (major corporations, philanthropic organizations, elected officials), and while Chicago Loop Alliance is well respected, it may not enjoy the same influential position as some of its peers.

These findings were presented to and accepted by Chicago Loop Alliance board, staff, and community partners and laid the foundation to the strategic priorities detailed within this plan.





# PRIORITIES, GOALS, & OBJECTIVES

Priorities are areas in which Chicago Loop Alliance will focus a disproportionate investment of time and resources. Goals are concise statements of prioritized future conditions, intended outcomes, or achievements in response to identified critical issues. Objectives are specific statements that delineate key elements needed to reach each goal.

Priority

## Build Confidence in the Loop

Goal

Ensure that the Loop is – and is known as – a vibrant, welcoming, and memorable community.

Objectives:

- Assure **public safety** and improved perceptions among all stakeholders.
- Continue cleanliness and safety focus in the State Street area and expanded **stewardship** throughout the Loop.
- Create **welcoming** environments at entries throughout the Loop.
- Clear and consistent internal and external **messaging** about how great the Loop is.
- Promote opportunities for more people having great **experiences** in the Loop.

Priority

## Increase Chicago Loop Alliance's Profile & Impact

Goal

Chicago Loop Alliance is the recognized civic leader and effective service provider driving the economic & social health of the Loop.

Objectives:

- Dramatically expand resources, **scope, and geography** of Chicago Loop Alliance toward the long-term success of the Loop.
- Chicago Loop Alliance-led **partnerships** to advance the interests of the Loop.
- Proactively facilitate relationships with City, County, State and Federal **governments**.
- Strategically communicate Chicago Loop Alliance's **impact**.
- Appropriately **staff and support** organizational capacity.



# PRIORITIES, GOALS, & OBJECTIVES

Priority

## Ensure Everyone's Neighborhood

Goal

Attract, welcome, care for, and partner with Chicago's diverse communities.

Objectives:

- Establish meaningful working partnerships with organizations that represent the interests of traditionally **underrepresented groups**.
- Increase **access** to and affordability in the Loop.
- Clearly define **inclusive** place management strategy, with programming and communication that attracts diverse audiences to the Loop.
- Coordinate community-oriented **services** for residents, vulnerable populations, and people experiencing homelessness.
- Foster thriving BIPOC and women **leadership** and entrepreneurial opportunities in the Loop.
- Assure Chicago Loop Alliance **board, staff, and membership** reflects Chicago demographics.

Priority

## Create a Complete Urban District

Goal

The Loop is an exemplary downtown with robust neighborhood amenities and a mix of compelling experiences that reflect its iconic reputation.

Objectives:

- Increase the **mix of uses** and diversity of users in the Loop.
- Assure a well-rounded **variety** of excellent public spaces, programs, and events allowing everyone to see themselves in the Loop.
- Implement robust and thoughtful **planning & development** reflecting the Loop's evolving uses.
- Assure the Chicago Loop Alliance leadership is **representative** of all the Loop's users and stakeholder interests.
- Increase **investment** in the Loop (e.g., including the amount of people; spending at Loop retailers; workers returning to the office).



# CATALYTIC ACTIONS

Catalytic actions are limited, high-priority actions that will advance Chicago Loop Alliance's priorities, goals & objectives in each strategic priority area.

## Build Confidence in the Loop

· Public Safety · Active Stewardship · Welcoming · Positive Messaging · Great Experiences ·

### Continue to Enhance CLA Clean & Safe Services

To ensure that the Loop is – and is known as – a vibrant, welcoming, and memorable community, the CLA must continue to focus on making the Loop a safe and clean destination; through CLA's consistent stewardship, and positive messaging.

### Year 1-2:

#### Ambassador Program

Enhance the Ambassador program to increase on-street hospitality, business checks and homeless services with increased training, strategic investments, and technology.

#### Public Safety Communication

Utilize the CLA Safety and Security Committee to increase communication between businesses, CLA, and the Chicago Police Department (CPD), and other violence prevention organizations monthly and around key public events.

#### Outreach Specialist Team

Secure foundation funding to increase the CLA Outreach Specialist Team from one to four individuals.

#### Co-service Policing/Community Policing

Investigate the creation of community policing programs that put teams of CLA Ambassadors, CPD officers and social service partners together to patrol the Loop.

#### Transit Service & Experience

Work closely with the CTA and Metra to improve the consistency, safety, and cleanliness of the transportation services to the Loop. Bring a high-level CTA representative to the CLA Board of Directors or SSA Commission.



### **Safety through Street Design**

Utilize playful street design cues that promote civil behavior. Use creative art and design to make State Street an environment for all, including families and children. A place that fosters a sense of ownership, belonging and respect.

- Public Art Installations: Create major public art installations along State Street utilizing its unique position as the center of famous Chicago grid system. (i.e., Zero x Zero at State and Madison)
- Dramatically increase seasonal and holiday decorations that enhance the Loop as a destination and attracts residential and office uses.

### **Educational Institution Engagement**

Enhance the Loop urban collegiate life experience by engaging the university leadership, student affairs department, and security personnel. Develop a close working relationship with America's Urban Campus Organization. Decrease the number of security incidents that trigger the Clery Act at Loop universities.

## **Year 3-5:**

### **Central Area Police District**

Investigate, with others, the impact of combining the 1st and 18th police districts into one central area district.

### **Transit Stations**

Advocate to the CTA to improve the physical condition and cleanliness of the fourteen CTA stations serving the Loop.



# Increase Chicago Loop Alliance's Profile & Impact

• Scope & Geography • Partnerships • Government Relationships • Impact • Staff Capacity •

## Diversify Revenue Sources

For Chicago Loop Alliance to be the recognized civic leader and effective service provider driving the economic & social health of the Loop, it needs to dramatically expand resources, scope, and geography. This can be accomplished through CLA-led partnerships, proactive relationships with city, county, state and federal governments and strategic communication to punctuate Chicago Loop Alliance's impact.

## Year 1-2:

### Asset Mapping

Inventory the many assets in the Loop — including major corporations & employers, philanthropic organizations, businesses, employees, hotels, theatres, taxes generated, etc. — to tell a more compelling story of why the Loop is unlike any other neighborhood or business district and its importance to the City of Chicago. Utilize partnerships to enhance and promote Loop assets (e.g., Democratic National Convention, the Obama Center, NASCAR, etc.).

### Research & Economic Development

- Hire a skilled urban planner to research and analyze multiple data sources to continually enrich the narrative about the Loop's health and contribution to Chicago.
- Invest in data sources and technologies (i.e., Springboard, PlacerAI, ESRI, etc.) to gain a deeper understanding of the Loop economy.
- Consistently publish & distribute data reports to multiple partners such as the media, city, philanthropies, property owners, and brokers and storefront businesses.
- Better understand the various business sectors in the Loop through planning and economic development partnerships, as well as engaging sector leaders consistently through reports and presentations.

### Grants & Sponsorships

Retain an experienced development professional, through contract or hire to diversify CLA revenue sources, including opportunities and challenges with corporate sponsorship, philanthropic funding, and government grants (local, state and federal).

### Business Improvement District Legislation

Assist in the creation of local Business Improvement District (BID) legislation at the state-level (2023), at the local level (2024).

### Revenue-producing Activities

Evaluate and improve CLA's revenue producing activities, including Illumination Gala, contract services (i.e., safety ambassadors for Loop universities), membership dues, and new activities (i.e., youth programming).



### **Government Affairs**

Establish solid working relationships with our local, state and national leaders. Advocate for local, state, and federal legislation to address challenges critical to the future of the Loop (i.e. office conversion, middle-income housing tax credits, TIF funds to support affordable housing, etc.).

### **Strategic Communications**

Find or create opportunities to showcase CLA staff and board expertise (i.e., thought leadership at Civic Club panels; civic and economic clubs, Lambda Alpha, CCAC and others).

### **Industry Roundtables**

Convene regular meetings of various sectors (retail, education, arts/culture, real estate) to discuss opportunities and challenges (finance, regulatory) tied to the future of the Loop.

### **Membership Program**

Update CLA's membership program to increase membership value, number of members, and average member contribution, generating three times current revenues by 2027.

## **Year 3-5:**

### **Annual Meeting**

CLA Annual Meeting gradually elevated to State of Downtown event with increased attendance (2025); attendance and programming (2026); full day panel discussions, remarks, and 1,000+ audience (2027-2028).

### **Visible Presence in Community**

Maintain and expand visible staff and/or board leadership presence at applicable events, press conferences, and announcements.

### **Boundaries**

Investigate the need to adjust the geographic boundaries of the Chicago Loop Alliance to reflect the evolving nature of the Chicago Central Area with an eye on improved stakeholder value.

### **Loop-wide Business Improvement District**

Investigate the value of a BID for the entire Loop, beginning to secure property owner and political support (2025) and then working with property owners and the City of Chicago to create a Loop-wide BID (2027 & 2028).



# Ensure Everyone's Neighborhood

• Underrepresented • Affordability • Inclusive • Services • Entrepreneurship • Board, Staff & Membership •

## Inclusive Programs

For CLA to attract talent and investment, it must care for Chicago's diverse communities, requiring meaningful working partnerships with organizations that represent the interests of traditionally underrepresented groups. This means delivering clearly defined inclusive programs both internal to the CLA organization and external to our Loop stakeholders.

## Year 1-2:

### Internal Inclusivity, Diversity, Equity & Access (I.D.E.A.):

- Complete annual unconscious bias training for the CLA board and staff and provide what CLA learns as a resource to our membership.
- Continue to intentionally recruit board members with the necessary expertise who reflect the demographic make-up of the City of Chicago and represent important sectors in the Loop.
- Intentionally recruit, hire, and document staffing processes to find the most qualified candidates and ensure that CLA personnel reflect Chicago's demographics.
- Increase Minority and Women vendors participating in all CLA services such as clean & safe, landscaping, marketing and other contracts for service.
- Develop a program for Street Team Ambassador advancement and educational assistance to position them for further job opportunities in the Loop.
- Continue to expand membership to reflect demographics of Chicago.

### Partnerships

Accelerate CLA's partnerships in events like Hospitality Hires and Downtown Days that are designed to provide more opportunities for everyone to participate in the Loop.



## CLA Events

Create long-term, sustainable opportunities through CLA events for disadvantaged neighborhoods, young people, entrepreneurs, businesses, and individuals to access, participate, and engage in the Loop.

## Young People

Engage the next generation of leaders in the work of CLA in a variety of ways (e.g., Committee work, diversification of board members; member/partner events).

## Celebrations of Progress

Celebrate — both internally and externally — progress made by CLA and the Loop toward DEI goals and ensuring the Loop as Everyone’s Neighborhood.

## Year 3-5:

### Universal Access

Advocate for universal accessibility in all public realm projects in the Loop.

### Environmental Sustainability

Coordinate with local and federal agencies to tactically address environment and climate change impacts on the Loop.



# Create a Complete Urban District

• Mix of Uses • Variety • Planning & Development • Representative Leadership • Investment •

## Elevate the Storefront Economy

The Loop is an exemplary downtown with robust neighborhood amenities and a mix of compelling experiences that reflect its iconic reputation. To continue to compete, the Loop needs to provide a variety of public spaces, infrastructure and programming that encourages an improved mix of uses and diversity of users through thoughtful planning & development, resulting in more street level investment.

### Year 1-2:

#### BIPOC Entrepreneurs

Utilize federal funding programs through the City of Chicago to support pop-ups in the Loop with the consulate program supporting BIPOC entrepreneurs.

#### Residential

Establish a working committee made up of Loop residential and CLA board members to address issues ensuring the Loop is a better place to live.

#### Permitting & Rights of Way

Advocate for decreased permit & licensing requirements to reduce cost and red tape and stimulate increased storefront investment.

#### Storefront Economy

Capitalize on city events such as, St Patrick's Day, Sunday's on State, Arts in the Dark, and holiday season engaging with property owners and universities to visually enhance at the storefront level.

#### Temporary Activations

In the near-term, recreate the CLA Pop-up Loop Open program to temporarily activate storefronts with local artists and invite people to experience these spaces through programming.

#### State & Lake CTA Station

Engage and monitor renovation of the State & Lake CTA station to assure the delivery of the station 2nd-level public viewing platforms and the new public space in front of the Chicago Theatre in the center of State Street.

#### Permanent and temporary events

Continue to evaluate the benefits of permanent vs temporary events space, encourage turn-key special events and connect State Street programming to City events.

#### Emphasize State Street Anchors

Build off the anchors on State Street, including rebranding the Arts District at the north end of the street, focused Retail & Residential District development in the center and enhance the Civic and Educational District at the southern end of State Street.

### **Connect ground-floor operations to the street**

Work with building owners, developers, brokers and businesses to extend ground-floor operations onto the street to display merchandise, create surprise, provide seating and more opportunities for people to meander and linger longer along the Loop storefront economy.

### **Theater District**

Incorporate various elements such as signage, art installations, wayfinding cues, and highlight dynamic downtown uses (late night experiences, dining, etc.) for a more recognizable Theatre District along State and Randolph Streets in the Loop.

### **Flexible Public Realm**

Create a more flexible public realm on State Street and in the Loop to allow special events and cultural programming. Include new streetscape design (i.e., curbless street) to create a public events space that transforms easily into a festival space. Improve current spaces such as the Gateway and Pritzker Park.

## **Year 3-5:**

### **CTA Access**

Improve the condition of and modify the staircases to the three CTA stations to help make stronger visual connections to retail storefronts and create a more inviting environment for transit users.

### **Update Signage**

Review signage ordinances to allow for more dramatic signage to create a sense of movement, action and vitality throughout the Loop.

### **Pedestrian and Multimodal Experience**

Improve the pedestrian experience by slowing pedestrian flow to encourage lingering. Replace some State Street planters in strategic locations with seating and public art that allow greater engagement with State Street storefront and feeder corridors. Shift focus from automobile traffic and reallocate space to pedestrians, scooters and bicycles. Create room for sidewalk cafes and other activations and continue building on success of Sundays on State.

### **Library Reimagination**

In the Civic & Educational District support a plan articulated by the Public Library to reimagine Harold Washington Library as a more inviting and dynamic civic center. Invite the Library Commissioner to sit on the SSA Commission or the Board.

### **Three-Tiered Approach to Development**

Advocate for UNESCO district and landmark status within the Loop (2024); convene a study for improved utilization of vacant buildings (2025-2026); and begin mixed-use redevelopment (2027-2028).

### **Environmental and Sustainability Taskforce**

Convene local environmental agencies, NGO's, and Thought Leaders to educate and advocate for the execution of sustainable practices aimed at maintaining a healthy Loop.

### **Adaptive Reuse on State Street**

Advocate for the adaptive reuse for new residential on State Street, as part of a mixed-use opportunity. Assess and advocate for adaptive reuse of underutilized and vacant State Street buildings.

# PRIORITIES SCORECARD

The Strategic Plan informs detailed work planning for day-to-day implementation. This scorecard features high-level accountability metrics in the four priority areas Chicago Loop Alliance will track and report to the board of directors, stakeholders, and the general public. The scorecard includes specific measures to track the impact of CLA programs and actions, which may require more on-street intercept surveys while tracking broader data points to inform the ongoing narrative about the Loop's progress.

## Build Confidence in the Loop

### • Perceptions of the Loop

- Awareness of the CLA Safety Ambassador Program
- Perceptions of the Loop's feeling of safety
- Degree of Chicago Police Department engagement
- Decrease violent crime by XX%
- Decrease retail crime by XX%

### • People in the Loop

- Transit ridership
- Perception of a safer CTA experience
- Increase pedestrian traffic by XX%
- Increase retail occupancy by XX%
- Increase residential occupancy by XX%

### • Investment in the Loop

- % increase in the number of building permits issued
- % increase in the values of building permits issued
- Increase annual Loop investment by XX%

### • Beautification and maintenance

- Amount of trash removed by the Clean Team
- Number of cleaning actions (graffiti, pressure wash, etc.)
- Awareness of CLA landscaping efforts
- Number of plantings

## Increase Chicago Loop Alliance's Profile & Impact

### • Financial health

- Increase CLA members by XX%
- Increase amount of average membership by XX%
- CLA corporate sponsorship revenue
- Amount of Foundation revenue
- Amount of government grants
- Staff capacity (FTE corporate and on-street personnel)
- Illinois BID legislation approved
- Chicago BID legislation approved
- Create support for a Loop-wide BID

### • Promotion and Awareness of Chicago Loop Alliance

- Chicago Loop Alliance media mentions/hits
- Chicago Loop Alliance earned media impressions and value
- Website page views and sessions
- Social media engagements, impressions, followers

### • Engaging Constituents

- # of CLA industry roundtables
- # of Loop business sectors engaged
- # of strategic partnerships

## Ensure Everyone's Neighborhood

### • Demographics at CLA events

- Businesses participating in CLA events represent city of Chicago demographics
- Increased percentage of CLA event attendees representative of city of Chicago demographics
- Engagements with youth and future leaders

### • Chicago Loop Alliance Demographics

- CLA Board represents the city of Chicago demographics
- CLA Membership represents the City of Chicago demographics
- Number of BIPOC vendors of CLA
- Number of New working partnerships
- # of Loop business sectors represented on CLA board

### • Loop demographics

- Increase residential population by XX%
- Increase # of new BIPOC stores/businesses in the Loop by XX%
- Affordability Index

## Create a Complete Urban District

### • Economic Development

- Number of storefront pop-ups
- Number of storefront vacancies filled
- Increase amount of new investment by XX%
- Number of residents

### • State of the Loop Reporting

- Pedestrian counts
- Increase storefront occupancy rate by XX%
- Number of employees returning work
- Longer business hours
- Increasing business permits
- Number of residential units
- Transit metrics

### • CLA Investment in the Public Realm

- Real estate connections/engagements
- Number of CLA sponsored space activations





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