



THE
**LUCAS
CULTURAL
ARTS
MUSEUM**

MAYOR'S TASK FORCE REPORT | CHICAGO



May 16, 2014

Mayor Rahm Emanuel
City Hall - 121 N LaSalle St.
Chicago, IL 60602

Dear Mayor Emanuel,

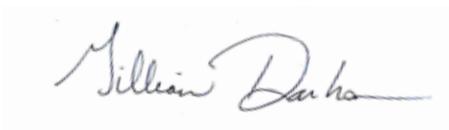
As co-chairs of the Lucas Cultural Arts Museum Site Selection Task Force, we are delighted to provide you with our report and recommendation for a site for the Lucas Cultural Arts Museum.

The response from Chicagoans to this opportunity has been tremendous. After considering more than 50 sites, discussing comments from our public forum and website, reviewing input from more than 300 students, and examining data from myriad sources, we are thrilled to recommend a site we believe not only meets the criteria you set out but also goes beyond to position the Museum as a new jewel in Chicago's crown of iconic sites. Our recommendation offers to transform existing parking lots into a place where students, families, residents, and visitors from around our region and across the globe can learn together, enjoy nature, and be inspired.

Speaking for all Task Force members, we were both honored to be asked to serve on this Task Force and a bit awed by your charge to us. The vision set forth by George Lucas is bold, and the stakes for Chicago are equally high. Chicago has a unique combination of attributes that sets it apart from other cities—a history of cultural vitality and groundbreaking arts, a tradition of achieving goals that once seemed impossible, a legacy of coming together around grand opportunities, and not least of all, a setting unrivaled in its natural and man-made beauty. Given these assets, we were confident we would find a site worthy of Mr. Lucas' vision, the Museum's ambition, and Chicago's rich history. We believe we have found that site.

Thank you for giving us this chance to serve Chicago and our fellow residents. We look forward to seeing this new icon for Chicago take shape in our great, global city and draw people from around the world.

Sincerely,



Gillian Darlow
Chief Executive Officer
Polk Bros. Foundation



Kurt A. Summers, Jr.
Senior Vice President
Grosvenor Capital Management

EXECUTIVE SUMMARY

Chicago is synonymous with innovation. For more than a century, the city has been a birthplace for creativity, introducing such breakthroughs as the Ferris wheel, skyscrapers and cellular phones to the world. Chicago is composed of people from nearly every nation in the world whose cultural traditions infuse each neighborhood with a distinctive character. The best of the best can be found here. Leaders in education, arts and business make Chicago home because of its determined pursuit of excellence. The celebration of the city's treasures, from world-renowned museums to championship sports teams to top chefs, reverberate in the city, along our glorious lakefront and throughout our majestic neighborhood parks. This is an American city like no other.

Chicago has a reputation for pursuing bold, ambitious visions. Since the 1893 World's Columbian Exposition, Chicago has been home to many of the most important cultural institutions in the country. Groundbreaking structures, ideas, sounds and images are part what make our city so unique. Our residents embrace Chicago's architecture, arts, culture and traditions. Now the city once again has an opportunity to welcome an iconic institution, one that promises to reimagine the museum experience while elevating Chicago's profile as a global city.

The Lucas Cultural Arts Museum aspires to be groundbreaking in its celebration of the art of storytelling. The Lucas collection is one of the most extensive holdings of American art in the world and would create a remarkable addition to Chicago's already enviable reputation as a museum city. The Museum promises to be an important destination for students, families, residents and visitors from the United States and around the world. Its artifacts and exhibits would ignite interest in the visual arts and innovation, inspire people to think in new ways, and, as Mr. Lucas puts it, ask, "What if?"

The Museum would not only make significant cultural, educational and creative contributions to Chicago but also deliver lasting economic benefits. The Museum would generate, conservatively,

\$2 billion to \$2.5 billion of additional tourist spending and significant tax revenue for Chicago over ten years. The Museum would also provide jobs during construction and throughout its operational life, further strengthening the communities that make the city unique.

To find an appropriate site for the Lucas Cultural Arts Museum, Mayor Rahm Emanuel commissioned the Site Selection Task Force, whose members consisted of 12 leaders from the philanthropic, museum, culture, nonprofit, public and private sectors. It conducted a comprehensive search across Chicago for a site that:

- **Is accessible to everyone—Chicago's youth, residents, and tourists**
- **Offers a setting for a new iconic structure**
- **Has the requisite space to support construction and operations**
- **Needs no Chicago taxpayer dollars**

Led by co-chairs Gillian Darlow, Chief Executive Officer of the Polk Bros. Foundation, and Kurt Summers, senior vice president of Grosvenor Capital Management, the Task Force met four times over five weeks, held a public forum attended by more than 100 residents, engaged residents through a website, which generated online input from more than 250 people, commissioned a survey yielding comments from over 300 Chicago Public Schools (CPS) students and exchanged and discussed myriad information and views. The Task Force also interviewed more than 40 local and national experts.

In total, these stakeholders identified 57 potential locations. The Task Force evaluated these candidates to determine which site best meets all four criteria. During the final selection, the Task Force also considered the development of green space and the potential for public space improvements. Our recommendation for the site of the Lucas Cultural Arts Museum is composed of the parking lots south of Soldier Field and north of McCormick Place Lakeside. The proposed site's access to students, families,

residents and tourists, its ability to accommodate a structure of iconic scale, its sweeping setting and its orientation in the midst of one of the nation's most impressive collections of world-class cultural institutions make this uniquely compelling location the ideal site for a majestic addition to our beautiful lakefront.

The setting provides the best that Chicago has to offer. Framed by the cityscape on one side and an awe-inspiring expanse of water and shoreline on the other, the Museum would be positioned amid the ideal combination of physical and natural beauty. By moving parking underground, beneath the Museum, the South Parking Lots site also provides a unique opportunity to reclaim hardscape and turn it into green space along our lakefront.

The site also benefits from an already robust infrastructure of services and transit alternatives, which could be further improved to benefit not only those who visit the Museum but also anyone who visits the Campus.

By situating the Museum in a central location, the Task Force concluded that this institution could serve all Chicago residents—rather than just a few neighborhoods. Interviews with educators emphasized the importance of centrality, both to make the trip more feasible for school groups and to add enrichment for students who attend. Student surveys also supported the notion that the Museum should be accessible to as many people as possible.

As Mr. Lucas redefines what the museum experience can be, this superior location would enable the Museum to reach beyond the city center and engage with the city's culturally diverse neighborhoods. From the stunning grasslands, lake and river views in the Calumet region to the Uptown Theatre, to the historic Pullman neighborhood, Chicago offers the Lucas team the opportunity to create from a single, iconic site a museum without walls, one that makes dynamic use of historic and natural elements throughout and underscores Chicago's leadership as a true global center.

A new museum for **CHICAGO**

The world's top cities are judged in part by the breadth and excellence of their cultural institutions. Chicago's museums, many of which date to the turn of the 20th century, are not only an indicator of the city's commitment to the arts but also a main attraction for visitors. Each year, more than 10 million people flock to museums throughout the city to witness masterworks, experience cutting-edge advances and practices in contemporary art, expand their understanding of the world around them, and be inspired.



SHADOW ARTIST (C. 1920)
NORMAN ROCKWELL (1894-1978)
OIL ON CANVAS

An aerial photograph of Chicago, Illinois, showing the city's grid pattern and the Lake Michigan coastline. The sun is low on the horizon, creating a bright flare over the water. The text is overlaid on the right side of the image.

The Lucas Cultural Arts Museum

Mr. Lucas' vision is to create an institution that celebrates the tradition of American storytelling through visual media. The Lucas Cultural Arts Museum will be a world-class destination and an invaluable addition to Chicago's cultural landscape. It will feature exhibits spanning vital eras, from the golden age of illustration to landmark achievements in filmmaking and cinematic design to today's groundbreaking digital work. To match the distinctiveness of the treasures within, the Museum will combine bold new architecture with a majestic dedicated site. Its presentation and experience will complement and advance Chicago's long tradition of iconic museums.

The Museum will showcase and preserve a variety of visual media works that collectively represent an integral part of the American cultural heritage. Among its objectives, the Museum will:



Present innovative exhibitions of the highest quality and broad public appeal



Entertain art and film lovers of all ages, inspire creativity, and help our society develop a greater appreciation for the art of storytelling



Bring together the most compelling aspects of creativity, scholarship, and state-of-the-art thinking about the role of visual arts now and in the future



Engage students, families and educators by integrating art and science curricula into interactive exhibits

The Museum will be an institution of objects, but even more it will be a place of engagement and interaction. In this way, it will present a new model for museums in the 21st century—expanded offerings that can be even more affecting, relevant, and enlightening to visitors of all ages, cultures, and backgrounds. Upon experiencing the museum’s treasures, visitors will be awakened to the new realm of possibilities that can be unlocked by asking, “What if?”

Educational opportunities for youth and adults across the city

For local schoolchildren, Chicago's museum system is an invaluable component of their educational experience.

From early childhood through high school, youth in the city participate in a range of immersive educational experiences, helping them to gain a greater appreciation for arts and humanities. Thus far, these programs have had an immeasurable impact, creating a legacy of enrichment and inspiring thousands to pursue careers in the arts.

The Museum will build on this legacy. From the moment visitors enter the building, they will encounter dynamic presentations that integrate technology and the arts to create a transformative experience. Permanent and special exhibits will provide natural access points for students to learn about and interpret artistic content through the lenses of innovation and education.

The Museum will provide myriad opportunities to enrich and expand educational programs across the City.



Engagement and inspiration. The Museum could offer exciting new programs for some of our most promising at-risk youth—students who are often the last to get enrichment.



Outreach to schools and organizations. Targets could include schools with an existing arts focus, such as Chicago High School for the Arts, Curie, Disney, and Westinghouse. Similarly, organizations such as After School Matters and The Chicago Park District, which provide arts education programs for youth, could also benefit.



Teacher training. Museum staff could engage and inspire teachers, particularly those in science, technology, engineering, arts and math (STEAM) fields, to hone their craft. These efforts would build on commitments that other museums have made to train educators across Chicago.



Intergenerational learning. The Museum's artifacts, exhibits, and timeless themes will appeal to all ages, giving multiple generations the chance to engage and learn together side by side.



Experiential learning. With interactive exhibits, the Museum would offer hands-on learning opportunities, particularly in STEAM subjects as well as in history, film, and literature.



Partnerships with two- and four-year institutions. To create a pipeline of graduates equipped to transition from college to careers, the Museum could work with Chicago colleges and universities to launch and maintain rotating apprenticeships.

In addition, the vision for the Museum promises to support and provide new tools for implementing two important citywide plans that are already guiding the education of Chicago's youth:

Arts Education Plan. Widely regarded as the most innovative and rigorous program in the nation, the CPS Arts Education Plan has boosted the number of professionally trained arts instructors in public schools, increased the amount of arts education that every student receives, and implemented graduation requirements that include arts education for all high-school students. The Plan ensures that all students receive the necessary exposure and opportunity to appreciate the arts.

STEM Education Plan. This recently announced Plan lays out a roadmap to triple the number of Chicagoans who earn degrees and credentials in STEM fields. Through 11 priorities, the Plan provides a framework for coordinating the efforts of both public sector stakeholders – such as Chicago Public Schools and the City Colleges of Chicago – and hundreds of private sector organizations – many community-based non-profits – that are already helping youth gain access to careers in fast growing, well paying industries.



Internships and job training. One of the most important tools in career and technical education, internships provide rigor, real-world relevance, and a chance for students of all ages to learn from adults and practitioners. The Museum could expand internship opportunities and provide job training and development programs.

Beyond primary and secondary education, Chicago's higher-education institutions offer students a wide range of opportunities to explore the digital arts and entertainment industry. The University of Illinois at Chicago's Electronic Visualization Laboratory played a key role in the development of the computer graphics used in the first *Star Wars* film. The School of the Art Institute, the nation's leading arts school, has ongoing projects that combine art and technology; for example, its students developed the technology for the Crown Fountain in Millennium Park. Columbia College has forged direct connections with creative professions and major entertainment studios, while DePaul University has partnered with Cinespace Chicago Film Studios (a digital graphic/animation studio program) to prepare students for careers in creative industries. Further, the Illinois Institute of Technology (IIT) offers an undergraduate program in digital humanities. The Lucas Cultural Arts Museum could reach out directly to these institutions across the City to collaborate and make these programs even more successful.

A unique and innovative **cultural addition**

The Museum is well-positioned to enhance the relationships between Chicago's cultural organizations and schools—for the betterment of current students, local industry, and the general public. Chicago would build on its existing commitment by integrating the Museum into the city's vibrant cultural community and arts education infrastructure.

Our aspirations for the cultural life of the city are captured in the Chicago Cultural Plan of 2012, the first such plan since 1986. The plan outlines opportunities for increasing access to arts and culture, strategies for strengthening the sector and those who work in it, approaches for increasing the civic and economic impact of our cultural heritage, and, perhaps most important, increasing arts education for all our youth. The Lucas Cultural Arts Museum would house one of the most important collections of American art in the world, adding significantly to the cultural vitality of Chicago for generations to come.

Beyond the collection's distinctiveness, the Museum has the opportunity to connect with existing museums, institutions, and communities across the City. The addition of this important asset would help accelerate implementation of this vision, and elevate all artists and students across the city, from the Loop to the city's edge.



Flamenco (2011)
Francisco Jose Albert Albusac (b. 1984)
Digital painting



Moon Palace (2012)
Te Hu (b. 1996)
Digital painting

Economic **impact**

Culture not only nurtures a city's heart and soul but also contributes in significant and diverse ways to the city's economy. According to Arts Alliance Illinois and Americans for the Arts, the nonprofit arts and culture industry in Chicago generates over \$2 billion in total economic activity each year. In the case of the Lucas Cultural Arts Museum, we anticipate significant, direct economic impact from new tourists, expanded convention business, and employment opportunities generated by both the construction and operation of the Museum. Indirect impact (such as the attraction of creative professionals and their employers), while significant, is not quantified for this report.

The Civic Consulting Alliance and World Business Chicago estimate that the Museum will generate, conservatively, \$2 billion to \$2.5 billion in increased tourism spending during the first decade of its operation. This spending will also generate \$120 million to \$160 million in new tax revenue for the city over a ten-year period. Gas, retail sales, hotel, and amusement taxes would provide additional revenue that the city can use to reinvest in schools, infrastructure, and public safety, thereby improving the quality of life for everyone in Chicago.

A gift to the people of Chicago

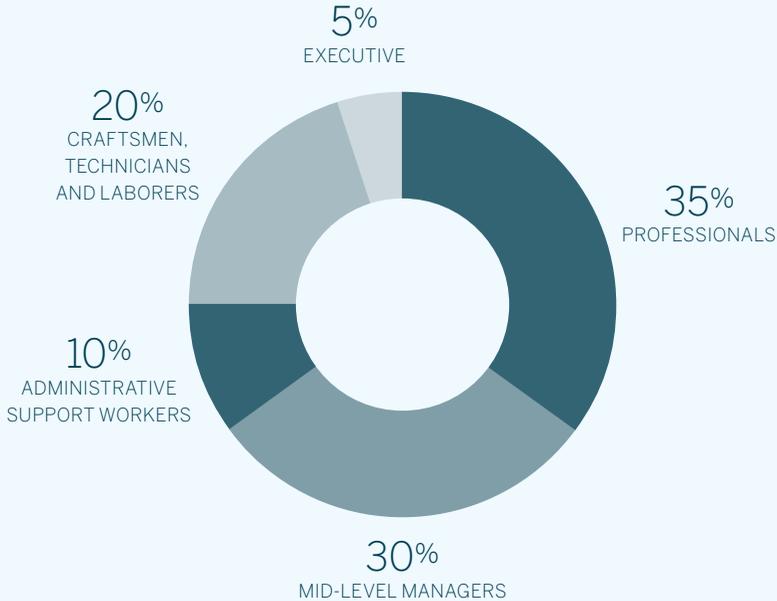
At no cost to taxpayers, the potential donation from Mr. Lucas and Ms. Hobson represents a unique and transformative gift to the people of Chicago—for today and for generations to come.

In the near term, the Museum’s construction would create 1,500 to 2,500 jobs and deliver approximately \$125 million to \$200 million in construction wages for residents of the city and region. If the Museum follows the City’s MBE/WBE guidelines, it would generate \$60 million to \$95 million in construction-related contracts for minority-owned businesses and \$10 million to \$12 million in non-construction-related contracts. In addition, the Museum would deliver \$10 million to \$16 million in construction-related contracts for women-owned businesses and \$2 million to \$2.5 million in non-construction-related contracts.

Communities across the city have workers ready to fill these jobs. According to the Chicago Cook Workforce Partnership, roughly 15,000 unemployed construction workers in the city (and about 30,000 across Cook County) have the qualifications to fill the Museum’s construction jobs. By working proactively with the City Colleges of Chicago, Chicago Cook Workforce Partnership, and Skills for Chicagoland’s Future, the Museum would have an opportunity to help Chicagoans gain the skills and apprenticeship hours they need to earn union certification and build lifelong careers.

Moreover, the Museum would create approximately 350 to 400 full-time, ongoing jobs. These positions will pay \$280 million to \$330 million in wages over a ten-year period. Current data indicate that virtually all roles within the

Museum can be filled with available, experienced and qualified talent from the Chicago region.



EXPECTED DISTRIBUTION OF JOB TYPES AT THE MUSEUM

Why Chicago: A city of **bold visions**

Every city has its own story to tell—the sum of its culture, values, institutions and, most of all, its people. At the crossroads of the nation, Chicago is the most American of American cities, built by generations of immigrants. At street festivals and events in neighborhoods throughout the city, residents celebrate its diversity as well as our common values. What makes Chicago so legendary, however, is its ability to inspire visionaries whose passions mold and shape the city. The Lucas Cultural Arts Museum would make an invaluable contribution to Chicago and benefit from the city's robust cultural and economic foundation.



Renowned architecture in a picturesque, lakefront setting

The city's stunning architecture, breathtaking green spaces, and iconic thoroughfares are products of storied figures whose energy and determination brought their most soaring dreams to life. Chicago's internationally recognized dynamic cityscape has been carefully forged by successive generations of designers and civic planners. The city's evolution can be traced to the First Chicago School and giants such as Adler, Burnham, Root, and Sullivan. Their offerings were complemented by Frank Lloyd Wright and the Second Chicago School, led by Ludwig Mies van der Rohe and the firm of Skidmore, Owings & Merrill. Modern masters such as Frank Gehry, Helmut Jahn, and Dirk Lohan carry on this tradition by adding their own touches to the modern skyline.





World-class universities and colleges

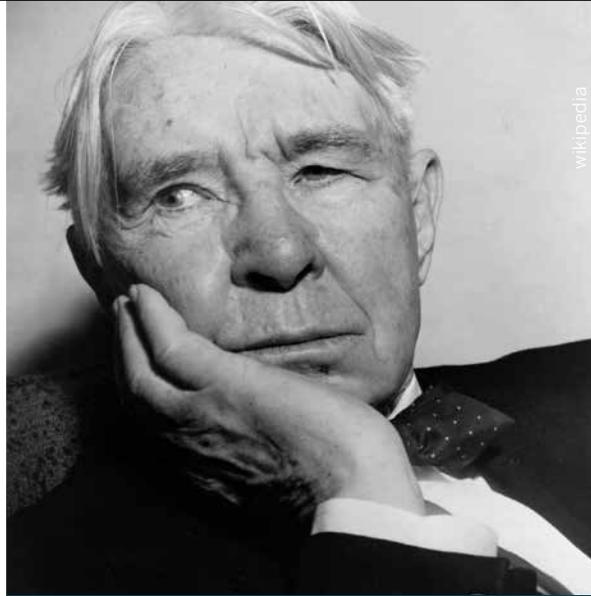
Chicago's top universities and colleges have burnished its reputation as a global leader in academia. The University of Chicago, which boasts 89 Nobel Prize winners, and Northwestern University are recognized as among the finest educational institutions in the world. Collectively, the City's extensive higher-education network, which includes DePaul University, Loyola University, the Illinois Institute of Technology, and the University of Illinois at Chicago, serves more than 66,000 students in the Loop alone and 670,000 across the city, producing thousands of graduates each year. Chicago attracts the finest young minds from every part of the globe.

Chicago's colleges and universities develop artists in all areas—performing arts, such as music, dance, and theater, visual arts, commercial arts, media, fashion, culinary arts, and literary arts. Together, they make up a rich and unequalled mix. Graduates from other institutions in the region flock to Chicago for its diverse, big-city experience.



A tradition of indelible storytelling

Over its history, Chicago has been a magnet for brilliant writers, musicians, and performers whose ideas were elevated by the city's unique energy. Distinct voices such as Lorraine Hansberry, Nelson Algren, Richard Wright, Carl Sandburg, Gwendolyn Brooks, Sandra Cisneros and Upton Sinclair have captured the spirit of the city, while Mike Royko and Studs Terkel gave voice to residents from every corner of Chicago. Institutions such as the Poetry Foundation and the developing American Writers Museum celebrate the city's legacy while promoting the latest additions to the canon.



Carl Sandburg





A living history of pioneering musicians

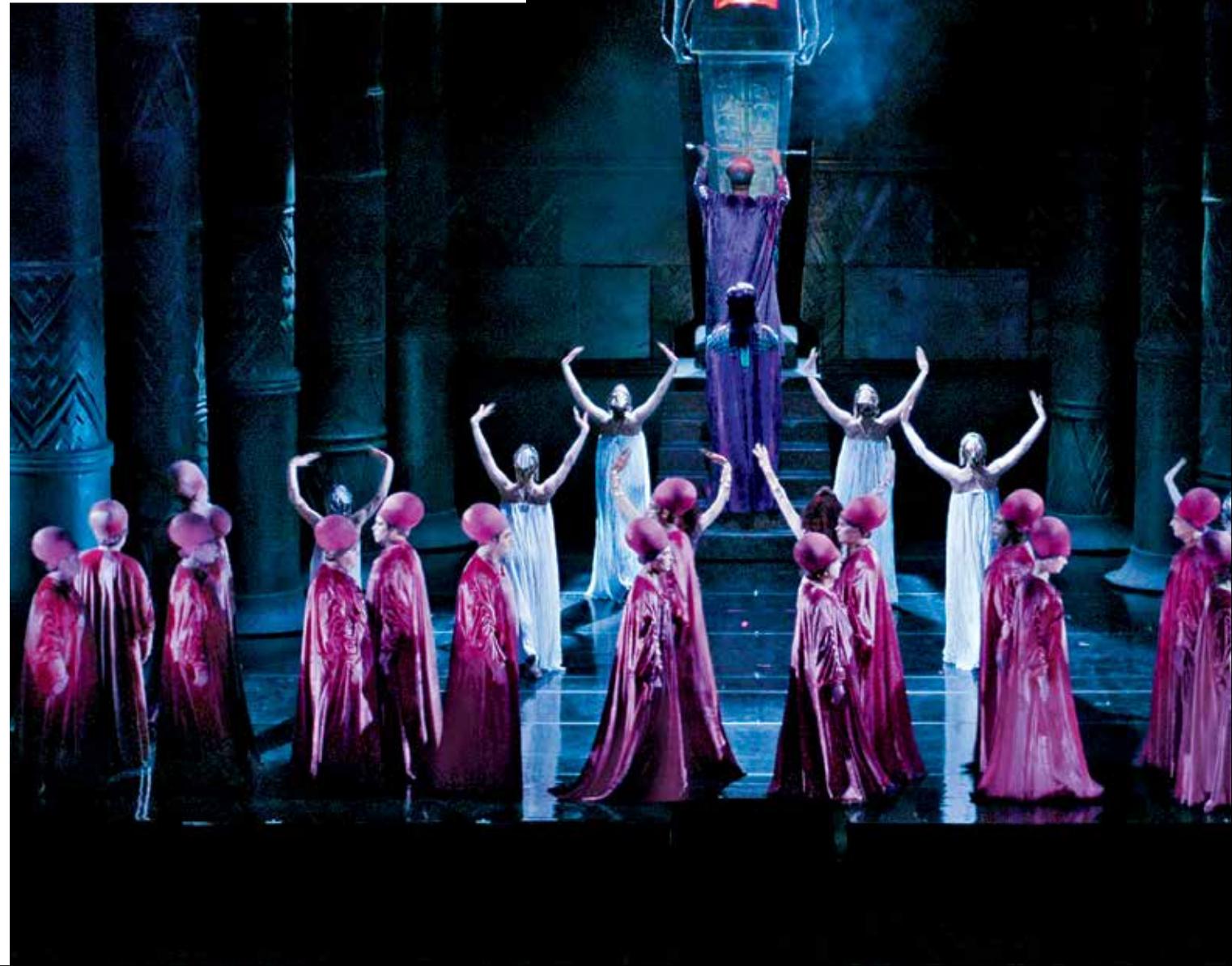
Legendary Chicago musicians have defined new genres for decades. Bix Beiderbecke altered the course for jazz in its early years; likewise, Mahalia Jackson defined gospel music, bringing it to a broader audience. Muddy Waters, Howlin' Wolf, and Chess Records made Chicago the internationally recognized "Home of the Blues." More recently, Chicago's house and hip-hop artists have carried the city's sounds and stories to a global audience. The City is a premier destination for live music: Taste of Chicago, Lollapalooza, Pitchfork, and other music festivals draw hundreds of thousands of visitors and fans to the lakefront and throughout the city to experience food, music, and culture amid the city's idyllic urban setting.



A wealth of performing arts institutions

When describing Chicago's cultural life, many think first of the larger manifestations of our cultural heritage. The Chicago Symphony Orchestra, Lyric Opera, Goodman Theatre, Steppenwolf and Joffrey Ballet have featured the world's best actors, dancers, singers and performers while upholding and extending the finest traditions of the performing arts. Meanwhile, Second City introduced improvisational comedy to the world and has produced one wave after another of top performers.

Equally vibrant and cutting edge in the performing arts are theaters found throughout the city. The Court Theater in Hyde Park, the Chopin Theatre in Humboldt Park, Apollo's 2000 Concert Hall in Little Village, and Jackie Taylor's Black Ensemble Theatre in Uptown are just a few of the local gems. All told, more than 200 theaters produce classic works and edgy new offerings from budding playwrights. Together, these troupes nurture a spirit of imagination, creativity, and exploration, making Chicago the destination for those who appreciate theater in all its forms.





Leading museums throughout the city

The museum world in Chicago is replete with iconic institutions such as the Field Museum, the National Museum of Mexican Art, the Museum of Science and Industry, the Adler Planetarium, the Shedd Aquarium, the DuSable Museum of African American History, and the Art Institute of Chicago. The Uptown Theatre and countless galleries all showcase the achievements and contributions of both established and emerging artists.

A city of festivals and celebrations

Few cities can match the breadth, dynamism, and diversity of Chicago's cultural life. The fabric of the city's heritage is comprised of major cultural institutions and community art centers, transit stations with public art, parks, street corners and squares, landmarks, and major public gathering spaces. Festivals represent another rich part of the cultural life of Chicago, from large, city-sponsored events such as the Gospel Music Festival, Blues Festival and Jazz Festival to local festivals in each of the city's 77 distinct neighborhoods, where residents still celebrate their diverse languages and cultures.





From the birth of filmmaking to modern blockbusters

In recent times, moviegoers around the world have been introduced to Chicago through blockbusters such as *The Dark Knight* and *Transformers 3*. The city also provides the backdrop for an increasing number of film and television productions and documentaries. Chicago's position as a center for filmmaking was cemented a century ago. In the nascent years of the movie industry—before there was Hollywood—Chicago-based Essanay Studios was the creative home of Charlie Chaplin and Gloria Swanson. Columbia College, home to one of the nation's largest film schools, helps ensure that this narrative medium continues to flourish in the city. Over the past several decades, Gene Siskel and Roger Ebert made the city synonymous with serious film critique, while Bill Kurtis, Steve James, and others elevated the art of documentary filmmaking in Chicago.



A truly global city

Once known as an industrial center, Chicago has transformed its economy over the past several decades to become a leader in a range of sectors, from business, financial services, and biopharmaceuticals to healthcare and transport and logistics. Home to 30 Fortune 500 headquarters, Chicago generates an annual gross regional product (GRP) of more than \$500 billion. Its efforts to become a center of innovation and entrepreneurship are supported by the third-biggest fiber optic capacity of any metro area in the country, behind only New York and Washington, D.C. In addition, three of the world's largest data centers are in Chicago or its suburbs. Tech incubators such as 1871 are a magnet for talent and venture capital. To fuel opportunity, inclusion, and engagement for all, the City of Chicago Technology Plan charts a course to achieve Chicago's goal as a city of innovation.

Chicago's geographic location and confluence of major railroads and highway systems have contributed to its position as a center for global commerce. The city's two airports, O'Hare and Midway, offer easy connections to more than 130 US cities and 50 international destinations. In addition, approximately 40 million people live within a day's drive of the city. In 2013, more than 48 million people visited the city—a 4 percent increase over 2012 and an indication of Chicago's ever-growing renown.





The city in a garden

Chicago's civic planners understood the importance of nature and public spaces to contribute to the health and wellness of urban dwellers. As a result of their efforts, the city has one of the largest park systems in the country: the Chicago Park District manages 8,100 acres of green space and 580 parks. With a network of parks throughout the city, residents and visitors can enjoy green space and public attractions in every neighborhood. Chicago also boasts 26 miles of lakefront, which is augmented by parks, harbors, and recreational facilities. The lake comes alive in the summer, with kayakers, boaters, and swimmers traversing the waters. The Chicago River and the Calumet Region offer additional space for recreation and commerce.



An enduring commitment to education

From Dewey and the kindergarten movement to advocacy for early childhood education, Chicago has been on the forefront of many of the most important educational innovations of the past 120 years. Chicago's cultural institutions have been part of this commitment for generations, making outreach and engagement with the city's youth a core part of their mission. The tradition of arts education runs deep within many of Chicago's cultural organizations, perhaps most thoroughly developed by its museums. Museums in the city center offer programs that have been integrated into school curricula and introduce students from the entire city to arts, culture, science, nature and history.





Johnny Knight



Todd Rosenberg

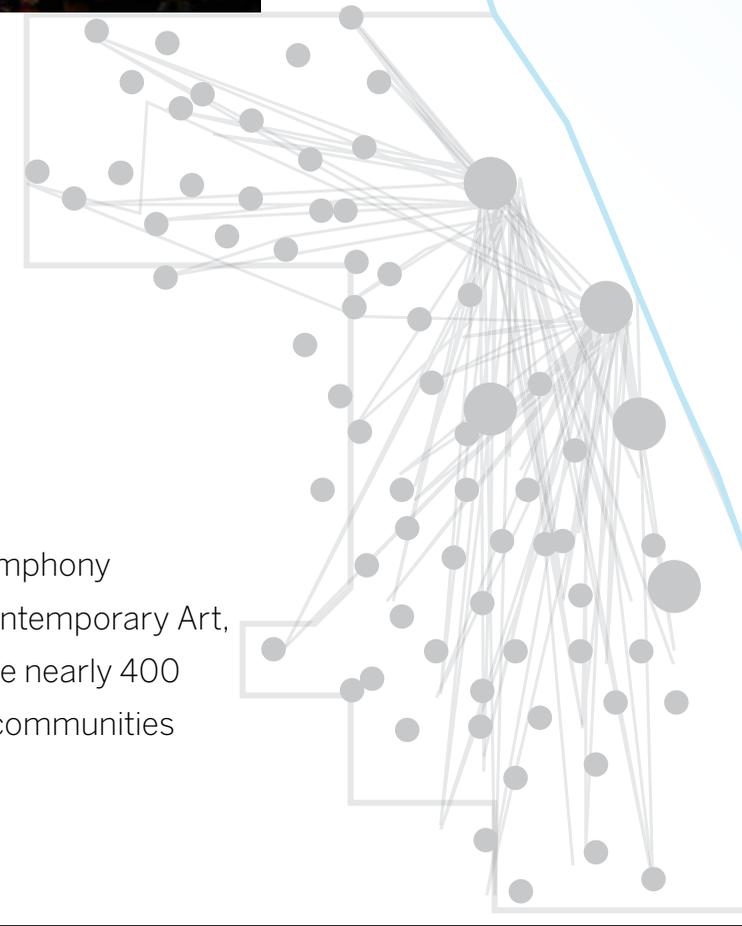
“I strongly believe that education is the single most important job of the human race.”

– George Lucas



275 Schools

Five centrally located organizations — Chicago Symphony Orchestra, Art Institute of Chicago, Museum of Contemporary Art, Joffrey Ballet and Adventure Stage Chicago — have nearly 400 programming relationships with 275 schools and communities across the City.



A history of groundbreaking gifts that **enrich the city**

Since the City's inception, Chicago philanthropists have bestowed gifts that have created our physical, public, and cultural spaces. Structures throughout Chicago are a testament to their largesse. The Field Museum, a gift from retailer Marshall Field, and John Shedd's world-class aquarium and research institution helped to cement this tradition. Recent additions such as the Crown Fountain, the Harris Theater for Music and Dance and the Jay Pritzker Pavilion in Millennium Park reflect the continued engagement of the city's benefactors. Chicago understands better than any major U.S. city how to align civic, private, corporate and philanthropic interests to achieve bold visions that benefit all of its residents.





Site Selection Task Force

To find an appropriate site for the Lucas Cultural Arts Museum, Mayor Rahm Emanuel commissioned the Site Selection Task Force, composed of twelve leaders from the philanthropic, museum, culture, non-profit, public, and private sectors to look across Chicago and recommend a site that:

1. Is accessible to everyone—Chicago's youth, residents, and tourists.
2. Would offer a setting for a new iconic structure.
3. Has the requisite space to support construction and operations.
4. Needs no Chicago taxpayer dollars.

Led by co-chairs Gillian Darlow, Chief Executive Officer of the Polk Bros. Foundation, and Kurt Summers, senior vice president of Grosvenor Capital Management, the Task Force met four times over five weeks, conducted interviews with more than 40 educational, cultural, and civic leaders from across the region and the nation; hosted a public forum attended by more than 100 residents; launched a website that generated online input from more than 250 people; and received comments from over 300 CPS middle- and high-school students. In addition to its formal meetings, the Task Force shared and discussed countless documents, surveys, outlines, diagrams, and other information between meetings.



Screening

These multiple outreach efforts identified 57 potential sites (see appendix). To facilitate the evaluation process, the Task Force used four objective “filters” to screen each site and ultimately determine its viability as a potential location for the Museum.



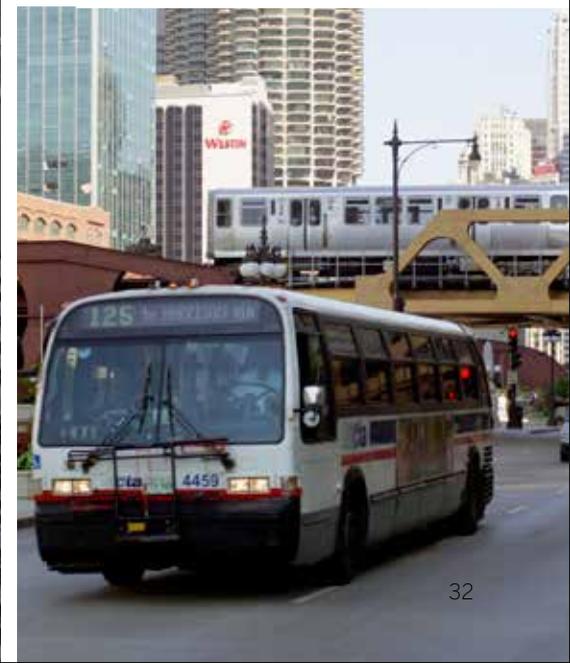
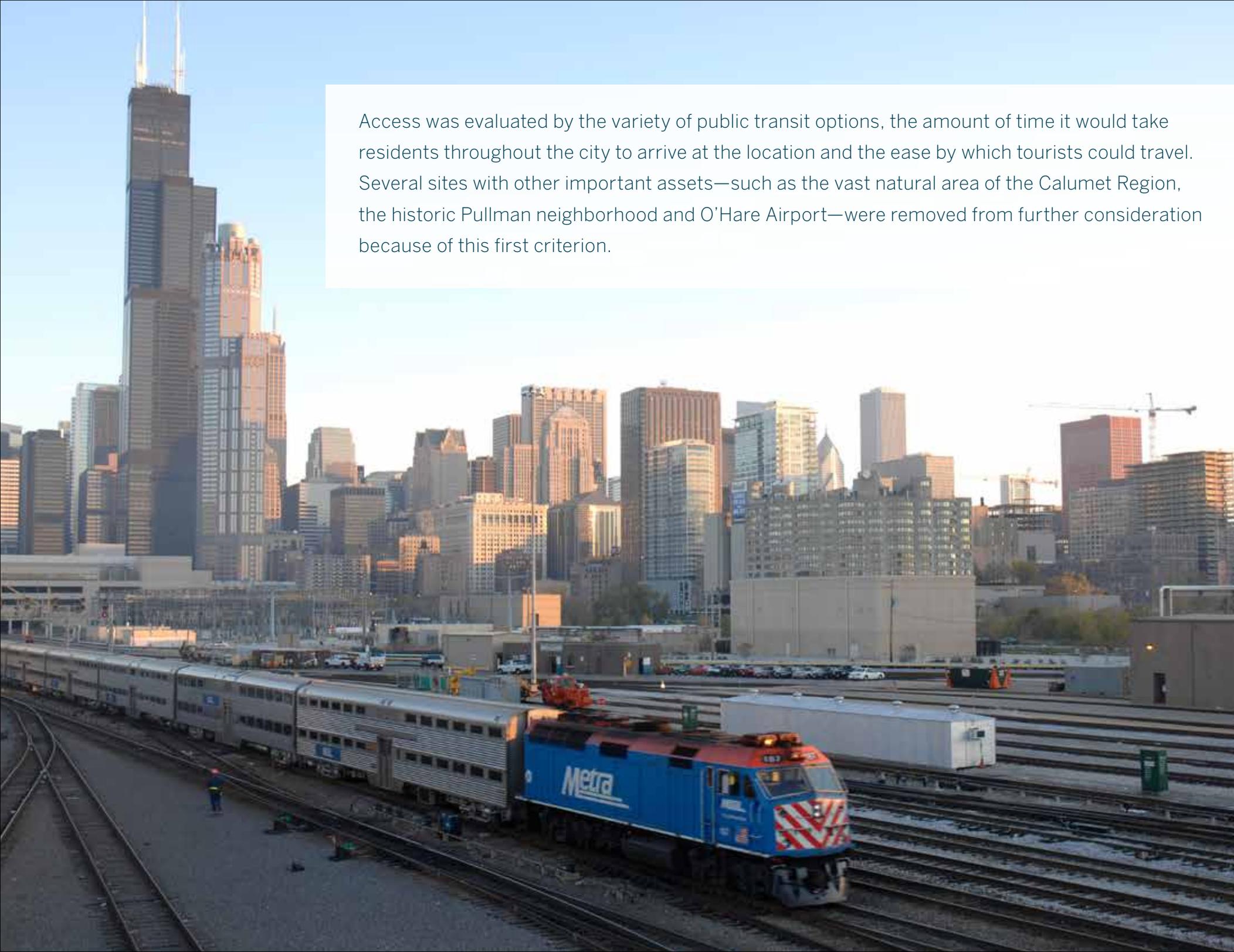
1. ACCESSIBLE TO EVERYONE

Chicago boasts a wealth of neighborhoods with rich histories and plentiful assets that would offer wonderful locations for the Lucas Cultural Arts Museum. Indeed, numerous appealing suggestions were made for sites in different neighborhoods throughout the city. (Some of these are described later in our report.) The Task Force strongly believes that the Museum should be a gift for the entire city—not just for one neighborhood or region. Therefore, accessibility to the greatest possible number of people, including students and educational groups, families, other area residents, and tourists, was paramount.



The Task Force solicited input from stakeholders across the city, and their input reinforced the importance of accessibility in determining the Museum’s location. Educators noted that schools already know how to get downtown, so they are more likely to make the trip. A survey of students also supported the notion that the Museum should be accessible to as many people as possible, preferably in a central location. Indeed, providing opportunities for our youth to become familiar with the richness of our city center is an important but often neglected part of growing up in Chicago.

Access was evaluated by the variety of public transit options, the amount of time it would take residents throughout the city to arrive at the location and the ease by which tourists could travel. Several sites with other important assets—such as the vast natural area of the Calumet Region, the historic Pullman neighborhood and O’Hare Airport—were removed from further consideration because of this first criterion.



2. SETTING AND SPACE FOR AN ICONIC STRUCTURE

Existing iconic structures provide a valuable reference for the kind of space needed to enable the Lucas Cultural Art Museum’s scale and ambitious vision for an immersive experience. The architectural quality and integrity of institutions such as the Field Museum, Shedd Aquarium, and Museum of Science and Industry are matched by the beauty of their surroundings. In addition, the site’s environment, built and natural, must complement the structure aesthetically, without overshadowing or clashing with adjacent buildings. Several sites lack the required space to support construction or to create a surrounding area for the public to enjoy. Others have constraints due to their historic importance that preclude the construction of this scale.

For these reasons, intriguing locations such as Studio City, the space above Union Station, Oprah’s production studio and the empty lot at Michigan Avenue and 9th Street were removed from contention.

3. NEW STRUCTURE

The intent of the Lucas Cultural Arts Museum is to build a new, iconic structure, one that captures the imagination of visitors and reflects the innovative genius of its benefactor. Thus, sites within existing historic landmarks or sites with active plans for redevelopment that would prevent new construction were removed from consideration. Locations eliminated by this filter included the Armour building on the IIT campus, the old Main Post Office, Festival Hall at Navy Pier, Block 37 and Wolf Point.

4. NO CHICAGO TAXPAYER DOLLARS

The Task Force was charged with finding a site that did not require taxpayer expense to prepare. As a result, sites that required meaningful infrastructure investments to function successfully were eliminated. Several highly intriguing options were proposed but required extensive remediation or infrastructure improvements, which would require the City to commit tens to hundreds of millions of dollars before construction could even begin. Several options—the Michael Reese Hospital site, covering the Metra tracks north of Roosevelt, locating the Museum over the Metra tracks near Central Station, and submerging it under Burnham Harbor—would have been cost-prohibitive to develop and were removed from consideration.

Finalists

Based on these filters, the Task Force identified five viable sites that met all initial criteria.



Jackson Park

Situated in the Woodlawn neighborhood on the South Side, the 543-acre Jackson Park was designed by famed architect Frederick Law Olmsted and built in 1869. Jackson Park was the site of the 1893 World's Columbian Exposition and now provides a scenic backdrop to the Museum of Science and Industry. Its attractions include the Osaka Gardens and a public golf course.



Museum Campus–South and Waldron Parking Lots

Nestled between Soldier Field and the McCormick Place Lakeside Center, these South Parking Lots of the Museum Campus collectively offer more than 17 acres (750,000 sq. ft.) of lakefront space. The site also has existing infrastructure and numerous transit options nearby.



Artist's rendering courtesy of Studio Gang Architects

Northerly Island

Part of Daniel Burnham's 1909 Plan of Chicago, Northerly Island was the only one of the plan's series of lakefront islands that was actually built. Once completed, the 91-acre man-made peninsula hosted key attractions for the 1933–34 World's Fair. Currently, Northerly Island has an outdoor live music venue, nature trails, beaches and additional areas to be completed by fall of 2014.



Grant Park–South End

Serving as "Chicago's Front Yard," Grant Park is a regular destination for residents and tourists alike. The park hosts Lollapalooza every August and was the site of President Obama's 2008 election night celebration, which drew 200,000 people. Its South End, bordered by Roosevelt Avenue to the south and Michigan Avenue to the west, is in close proximity to the Art Institute and just steps from the Roosevelt El station.



Washington Park

Located adjacent to the University of Chicago campus, Washington Park is connected to Jackson Park and the Museum of Science and Industry by the Midway Plaisance. The 365-acre park was designed by Frederick Law Olmsted and Calvert Vaux and features lagoons and structures connected by a series of interlocking walkways. The DuSable Museum of African American History is located in the park, which is served by several CTA bus and rail lines.

Outstanding sites located throughout the city

A number of sites offered unique, beautiful locations that were enthusiastically suggested by members of the public and the Task Force. Unfortunately, many of these candidates did not meet multiple criteria. However, among this group, several stand out and merit special mention.



Lakeside

The South Shore neighborhood helped to shape Chicago's rich cultural and intellectual history. Lakeside features more than 600 undeveloped acres (an area as large as the Loop) on the shores of Lake Michigan. An ambitious development plan awaits residential, retail, and institutional investments. Lakeside is accessible by bus and rapid transit (South Shore electric line) as well as by car from South Lake Shore Drive. This location was not as accessible to other parts of the city.



Uptown Theatre

Built in 1925, the Uptown Theatre played an integral role in Chicago's history in the movie business and was strongly endorsed by its neighborhood. The historic theater, which closed in 1981, boasted a seating capacity of more than 4,300, making it one of the largest theaters in the country. Its location in the Uptown neighborhood makes it accessible by several mass transit links. Unfortunately, the historic nature of this building and its location would not allow for the construction of a new iconic structure.

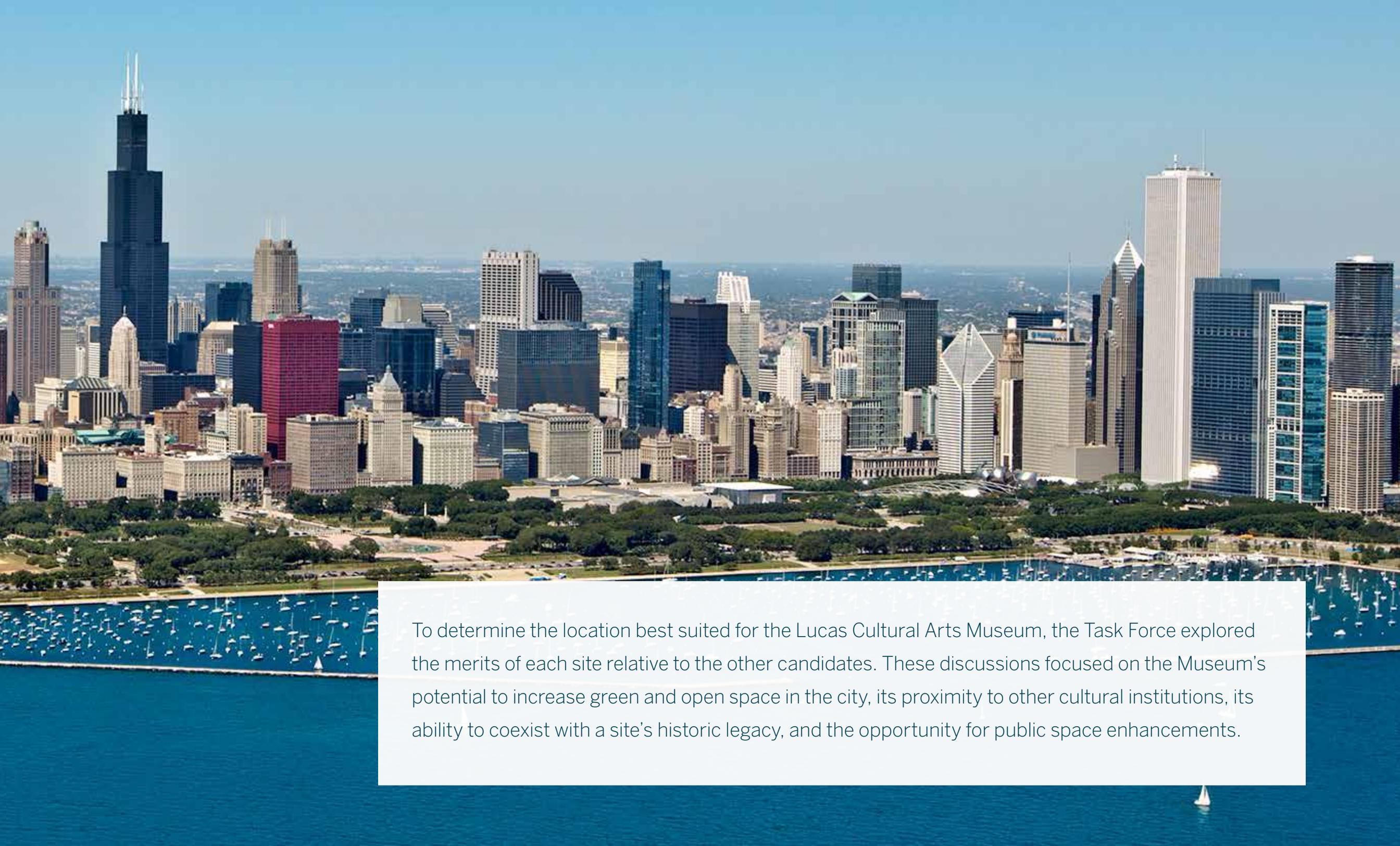


Garfield Park

The home of one of the largest conservatories in the United States, Garfield Park is an historic 184-acre park on the city's West Side. The park, founded in 1874, is a showcase for Prairie-style landscape architecture. The Task Force felt strongly that Chicagoans should not have to sacrifice green space for the Museum. Thus, Garfield Park was removed from consideration because the addition of a large structure on its grounds would decrease rather than add to the amount of green space.

Final site selection





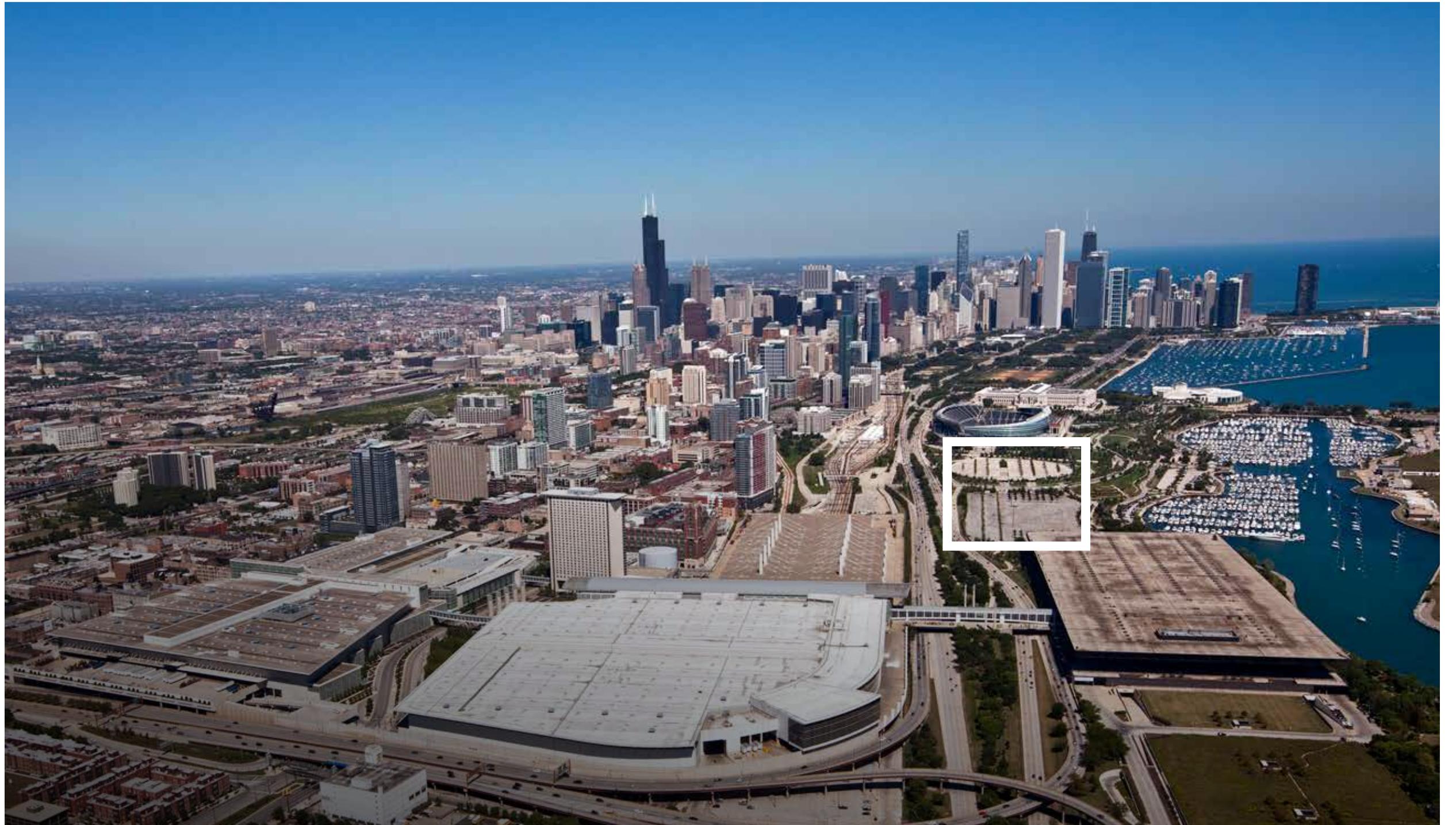
To determine the location best suited for the Lucas Cultural Arts Museum, the Task Force explored the merits of each site relative to the other candidates. These discussions focused on the Museum's potential to increase green and open space in the city, its proximity to other cultural institutions, its ability to coexist with a site's historic legacy, and the opportunity for public space enhancements.

Site recommendation

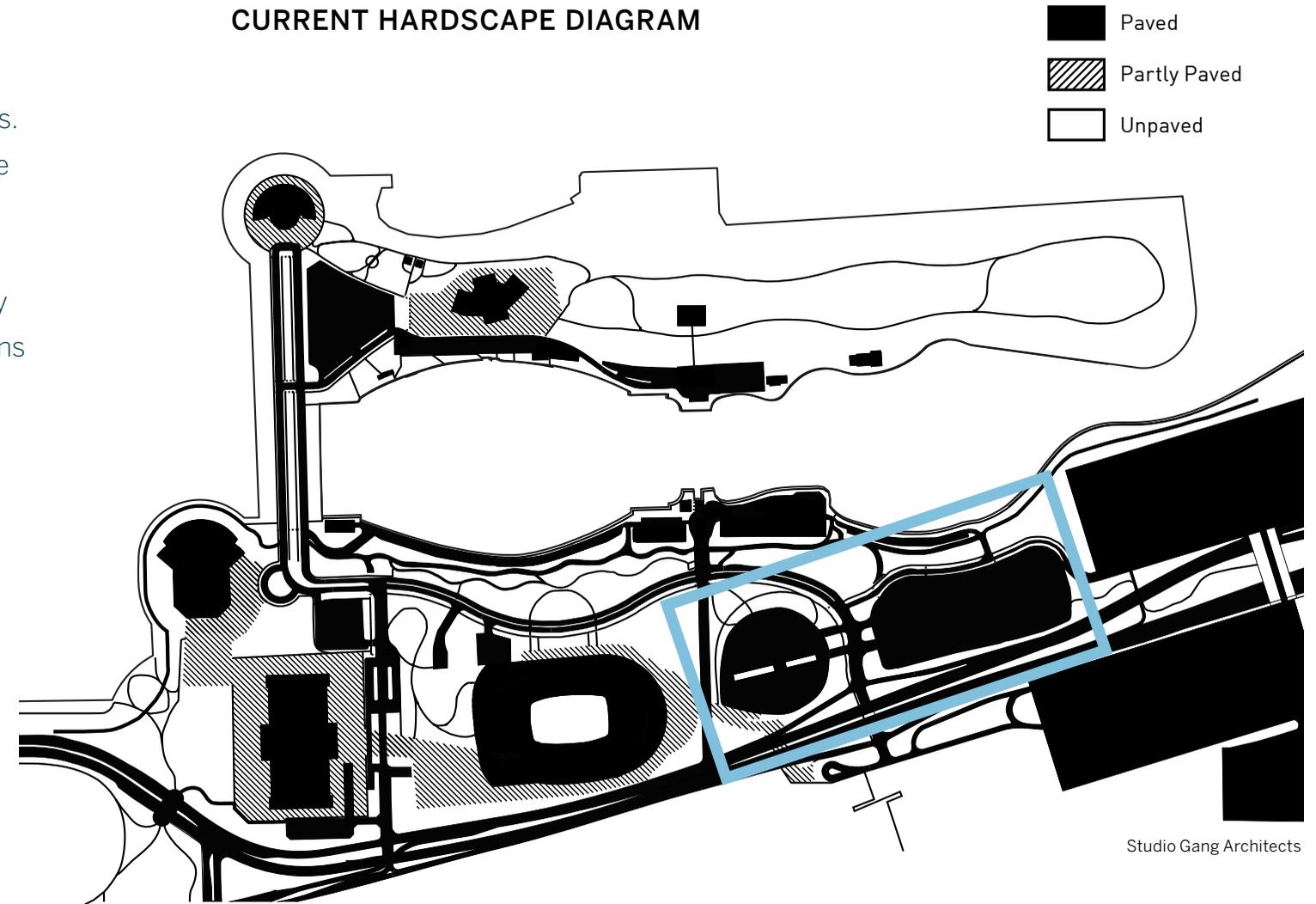
As the Task Force contemplated the final five sites, the appeal of the Museum Campus South Parking Lots became increasingly clear. The site passed every filter. In the end, we are delighted to recommend a site we believe would make the Museum a new jewel in Chicago's crown of iconic destinations. This recommendation goes even farther: the development of the South Parking Lots would create a new museum where students, families, residents, and visitors from around our region and across the globe can learn together, enjoy nature, and be inspired.

The majestic setting provides the best that Chicago has to offer. Its prime location on Chicago's lakefront will give visitors an unrivaled view of sailboats riding the breeze and expanded access to the peaceful native grasslands and birds on Northerly Island. In one direction, visitors will take in Dirk Lohan's impressive redesign of famed Soldier Field and beyond it the renowned Field Museum of Natural History, the newly redesigned and expanded Shedd Aquarium, and the historic Adler Planetarium. In another direction, visitors will be treated to the breathtaking Chicago skyline. Framed by the cityscape on one side and an awe-inspiring expanse of water and shoreline on the other, the Museum would be positioned amid the ideal combination of physical and natural beauty.



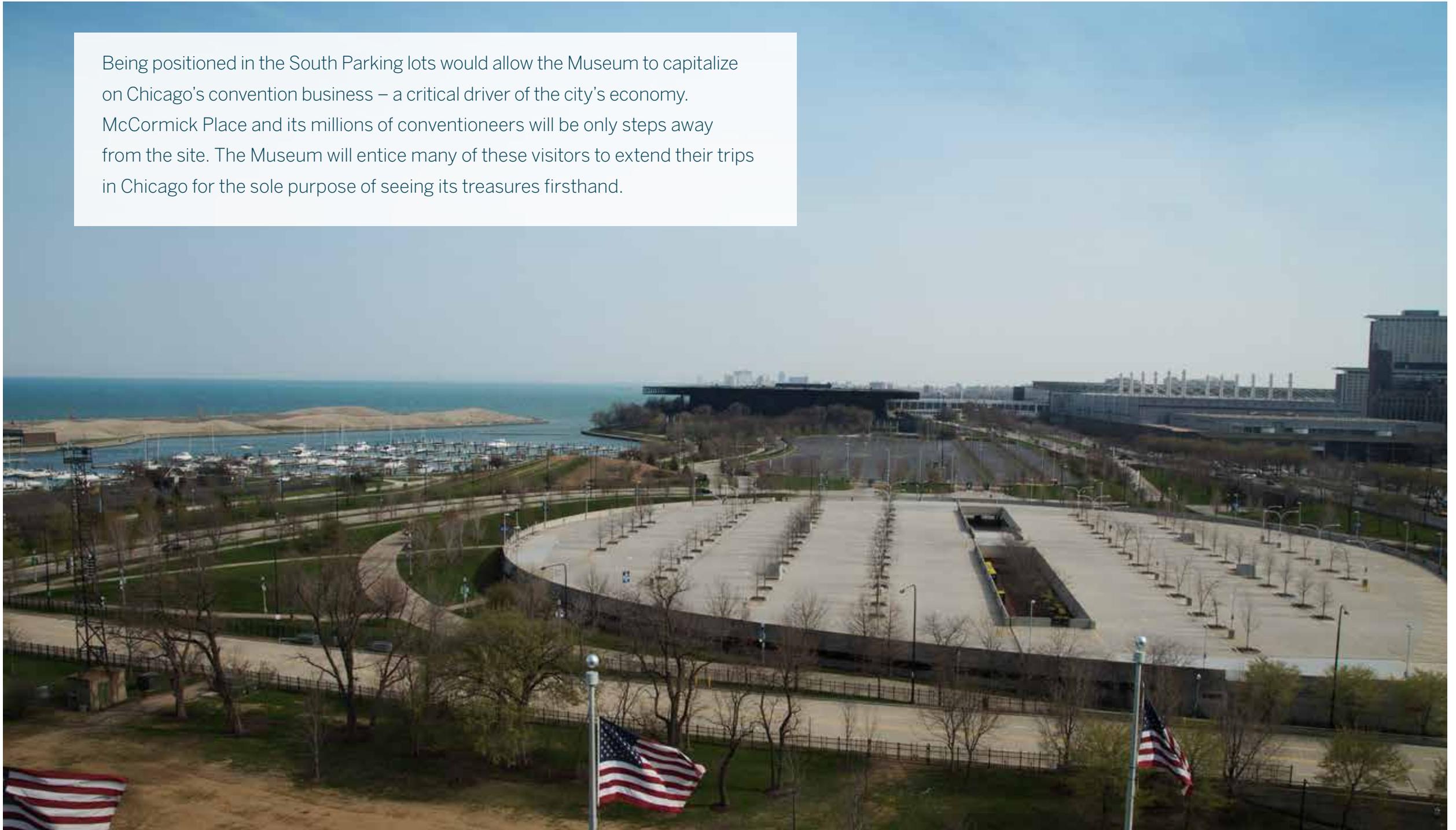


Beyond the visual appeal of the lakefront, these institutions on Museum Campus frequently look for ways to collaborate and strengthen one another, and the recommended site provides a new dimension for collaboration among these storied museums. For example, its location would enable people to learn about the storytelling phenomenon of *Jurassic Park* and then proceed to the Field Museum to explore actual fossilized dinosaur bones. The Shedd Aquarium and Adler Planetarium would offer similarly compelling possibilities. Beyond the Museum Campus, institutions across the city have told the Task Force that they are anxious to welcome and weave this new addition into the educational, artistic, and cultural fabric of Chicago.

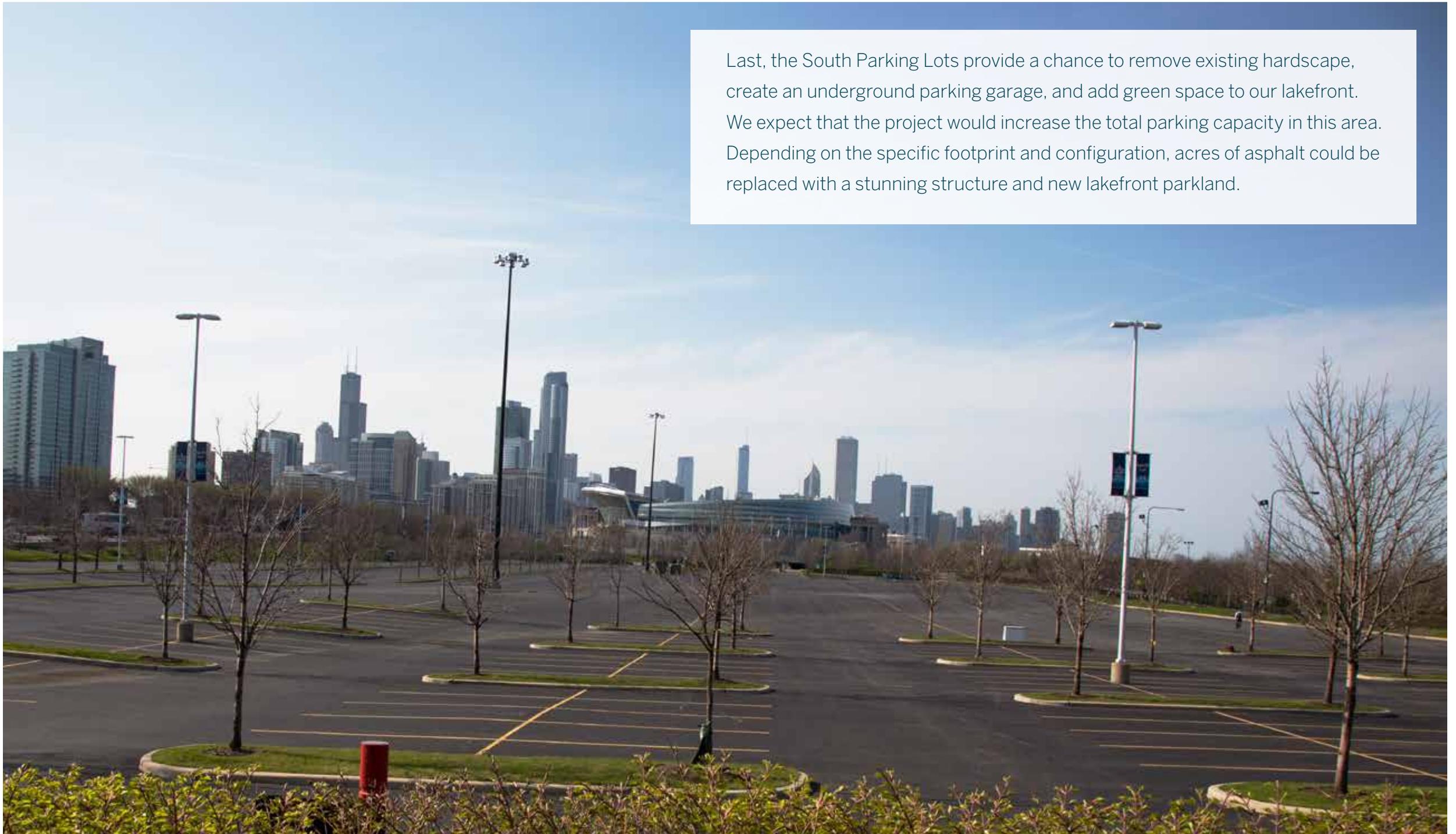


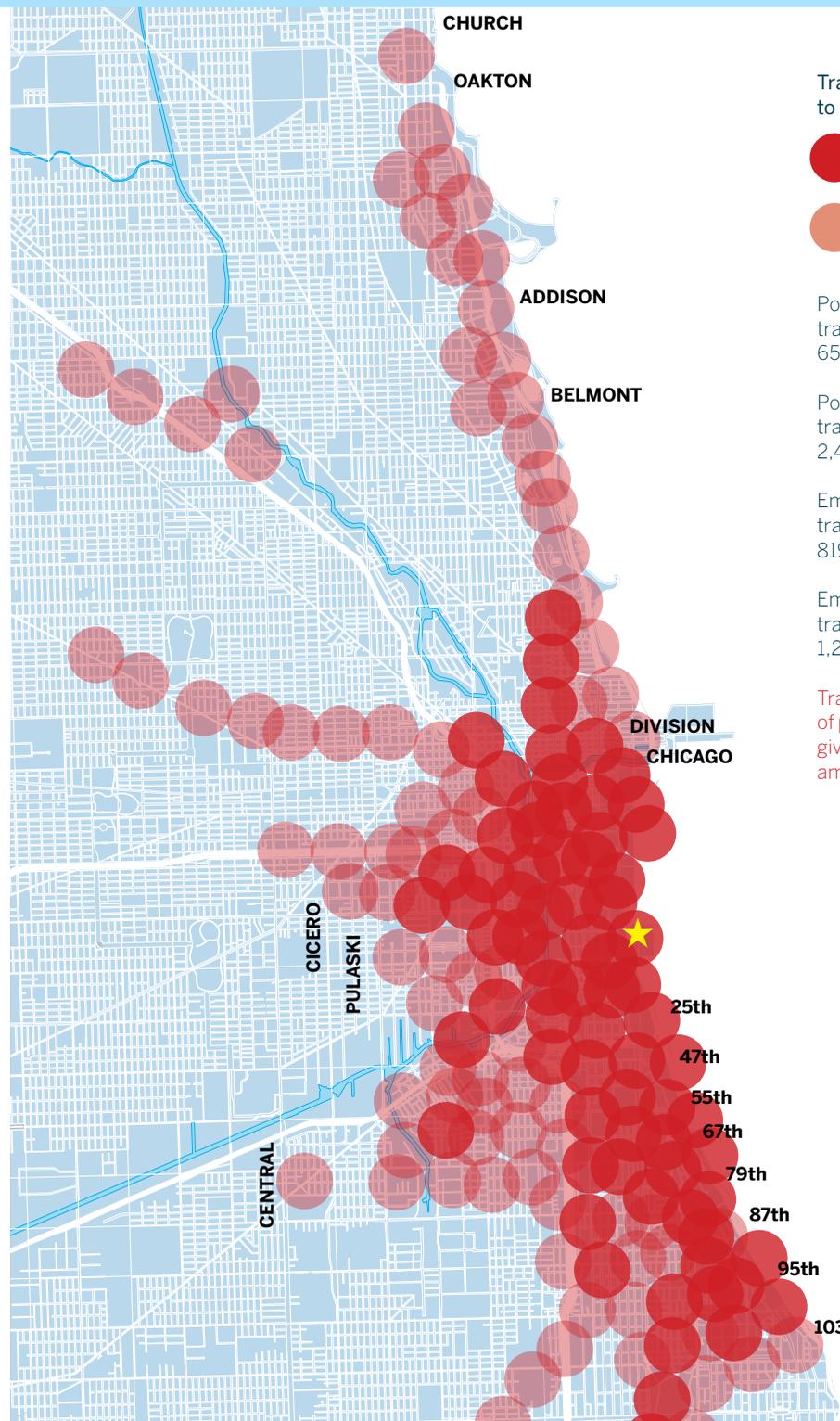
By moving parking underground, beneath the Museum, the South Parking Lots site provides a unique opportunity to reclaim hardscape and turn it into green space along our lakefront.

Being positioned in the South Parking lots would allow the Museum to capitalize on Chicago's convention business – a critical driver of the city's economy. McCormick Place and its millions of conventioners will be only steps away from the site. The Museum will entice many of these visitors to extend their trips in Chicago for the sole purpose of seeing its treasures firsthand.



Last, the South Parking Lots provide a chance to remove existing hardscape, create an underground parking garage, and add green space to our lakefront. We expect that the project would increase the total parking capacity in this area. Depending on the specific footprint and configuration, acres of asphalt could be replaced with a stunning structure and new lakefront parkland.





Transit travel time to Museum Campus site

- = Transit Shed within 30-minute travel time
- = Transit Shed within 60-minute travel time

Population within 30-minute transit travel time: 657,205 (2010 Census)

Population within 60-minute transit travel time: 2,469,843 (2010 Census)

Employment within 30-minute transit travel time: 819,206 (2010 LEHD)

Employment within 60-minute transit travel time: 1,205,449 (2010 LEHD)

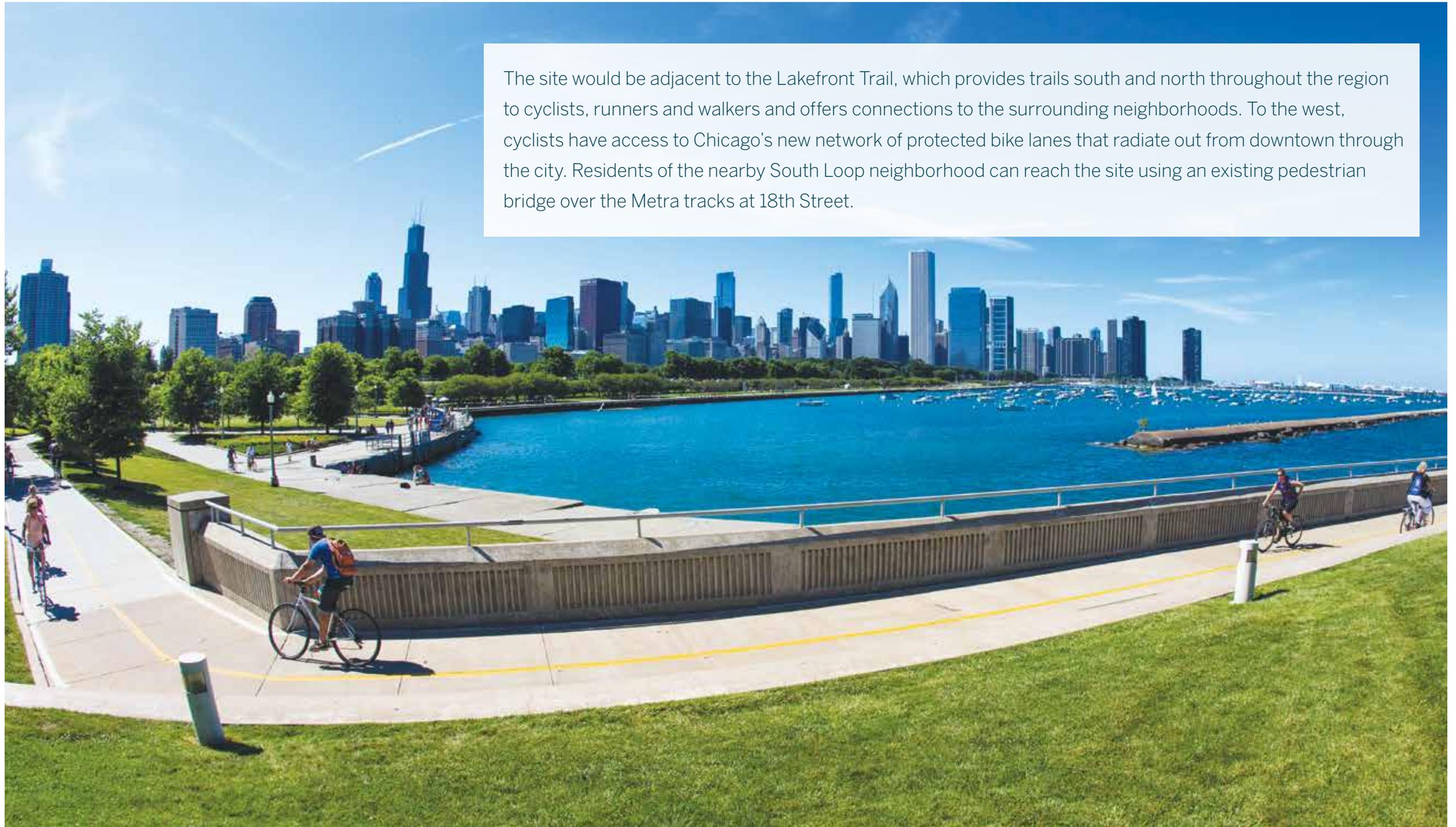
Transit Shed is the footprint of people that can access a given location within a specific amount of time.

Access and existing transit infrastructure

Few sites in the nation are as well connected by public transit. In total, nearly 2.5 million residents in the region and 1.2 million employees are within a 60-minute ride of the Museum Campus. In addition, the location features access for cars and buses from Lake Shore Drive via an existing interchange at 18th Street. This interchange will have sufficient capacity to accommodate the Museum's traffic, though other options, such as Museum Campus Drive, Waldron Drive, and McFetridge Drive, could be developed.

A number of public rapid-transit options offer convenient access to the site. The Roosevelt El station is a short walk from Museum Campus, while the Metra electric train from the South Side and south suburbs has an existing platform just steps away. Short bus rides connect the Museum Campus to all other suburban and regional train systems that terminate in Chicago's Loop.

The site would be adjacent to the Lakefront Trail, which provides trails south and north throughout the region to cyclists, runners and walkers and offers connections to the surrounding neighborhoods. To the west, cyclists have access to Chicago's new network of protected bike lanes that radiate out from downtown through the city. Residents of the nearby South Loop neighborhood can reach the site using an existing pedestrian bridge over the Metra tracks at 18th Street.



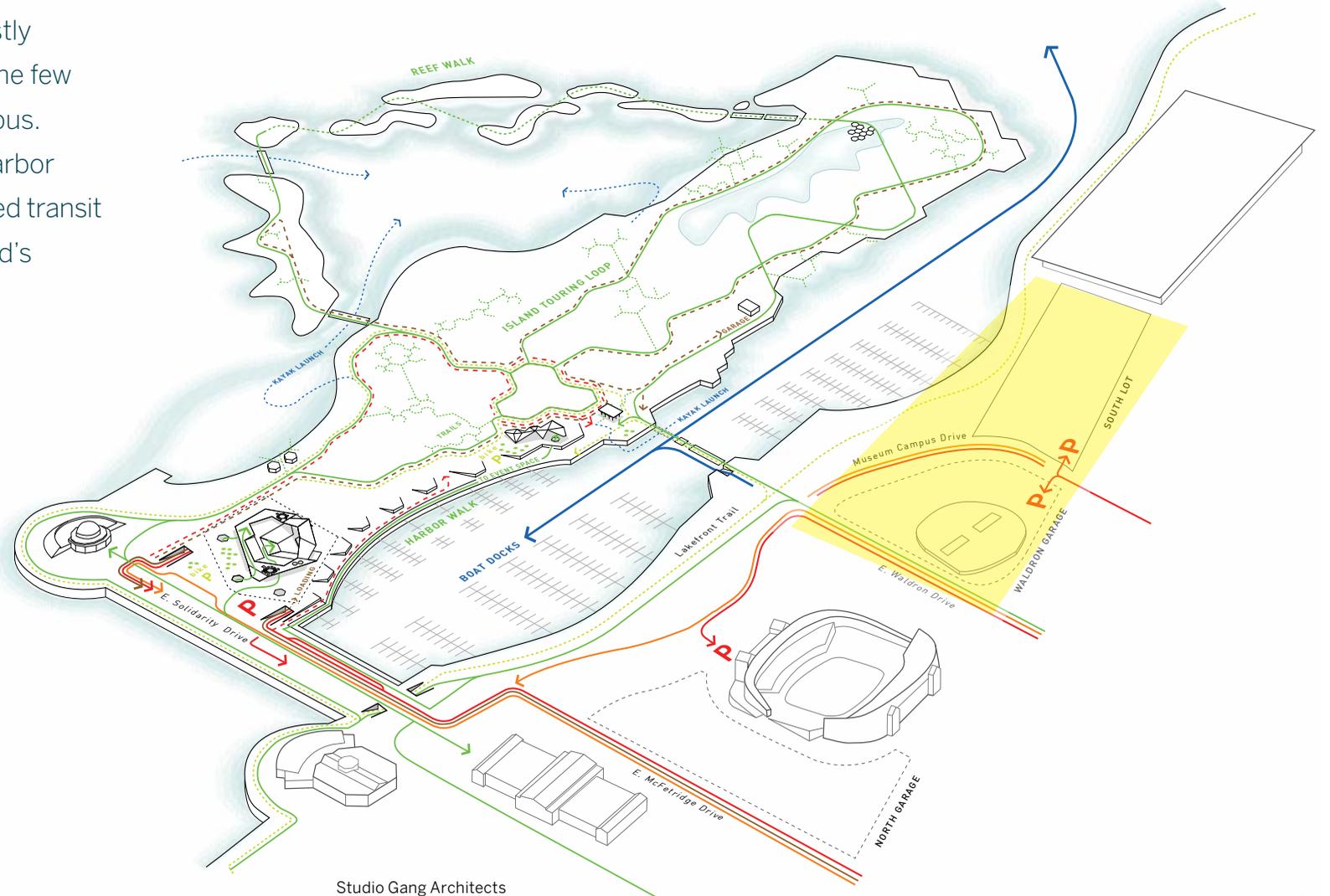
Potential improvements

While the Museum Campus South Parking Lots offer many natural advantages, the Task Force explored ideas for improving the site, both in terms of public space and access.



PUBLIC SPACE AND ACCESS TO NATURE

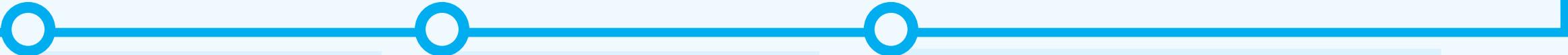
Over the years, the city has undertaken a range of projects to enhance the Museum Campus. The Lucas Cultural Arts Museum could serve as a catalyst for implementing ambitious enhancements. A pedestrian connection from the proposed site to Northerly Island is particularly appealing and practical: a walkway from the South Parking Lots, a component of the Northerly Island Framework Plan, could vastly improve access to the park and decrease traffic volumes on the few roadways that connect Northerly Island to the Museum Campus. Whether a bridge or alternative means of connection, a mid-harbor crossing that prioritizes pedestrians, cyclists, and non-motorized transit could help bring more visitors and fewer cars to Northerly Island's natural areas, wetlands and wildlife.



ACCESS

While the Museum Campus sits at the nexus of multiple vehicle and public transit routes, its concentration of attractions can pose challenges for visitors, particularly during roughly 20 major events (such as Bears football games) over the course of the year. An additional 150 special events, such as organized runs, bike rides, and concerts on Northerly Island, also increase traffic and can impede access to museums.

For major events, several options are available to improve traffic flow and increase accessibility.

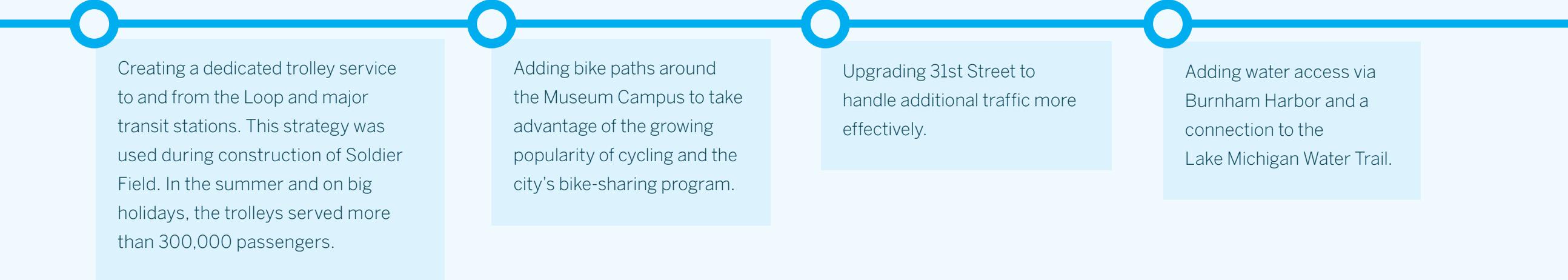


Establishing a special CTA bus route to downtown or rerouting CTA's current #10 Museum of Science and Industry bus to the Museum site.

Enhancing the 18th Street Metra stop. Currently, the stop is just a platform; a more fully developed station could be constructed and added as a regular stop.

Reconfiguring the nearby McCormick Place busway to accommodate CTA buses. This solution would allow six existing CTA express bus routes to avoid traffic congestion on Lake Shore Drive in the McCormick Place–Museum Campus area while also serving the Museum via an 18th Street stop. Such transit infrastructure could benefit both the Lucas Cultural Arts Museum as well as thousands of lakefront commuters coming from the South Side.

Beyond solutions for these special events, our hope is that the Museum will accelerate implementation of public improvements that have been discussed and are in various stages of development, such as bus rapid transit to the Museum Campus. Current downtown bus rapid transit (BRT) plans include a second-phase extension to the Museum Campus, which will speed routes from Union Station and throughout downtown to the campus.



Creating a dedicated trolley service to and from the Loop and major transit stations. This strategy was used during construction of Soldier Field. In the summer and on big holidays, the trolleys served more than 300,000 passengers.

Adding bike paths around the Museum Campus to take advantage of the growing popularity of cycling and the city's bike-sharing program.

Upgrading 31st Street to handle additional traffic more effectively.

Adding water access via Burnham Harbor and a connection to the Lake Michigan Water Trail.

The Task Force urges the City to conduct a traffic study on how to improve the 18th Street entrance and exits to McCormick Place and the Museum Campus as well as the Roosevelt Road interchange. The study's findings could be used to prioritize potential improvements listed above.

“(What excites me is) the idea that this museum would be a hub for creativity and allow students and the city to find a place where they can celebrate and appreciate the arts of some great artists.”

- Brian

“I would want to visit the Museum to get inspiration for my own art work and pieces.”

- Alexis

“Chicago is a big city filled with a lot of history and great artistic creativity. It is important that we add to that for generations to come.”

- Kaila

“I want to be a director myself and George Lucas is a role model for me.”

- Darius

“It’s a chance to try something new and unleash potential I never knew I had.”

- Cheyanne



“I would like to see how far someone’s ideas can take them. Makes me wonder where my ideas will take me in the future.”

- Ivan

“A resource like this in my backyard could help me gain film experience to mention in college auditions and interviews.”

- Claudia

Voices of Chicago’s future

Conclusion

George Lucas has rightly earned his place in the pantheon of visionary storytellers. His boundless imagination is matched only by his innovations that have redefined the digital arts. The Lucas Cultural Arts Museum would offer Chicago many things—the latest addition to its renowned cultural institutions, a treasure of artifacts and memorabilia, and a meaningful economic development opportunity. Most of all, it would offer a valuable lesson to children of all ages by reminding them to embrace and pursue their dreams.

The Task Force is thrilled to recommend the Museum Campus South Parking Lots as the right location for the Lucas Cultural Arts Museum. The site has much to offer: a central location; accessible to students, families, residents and tourists; the potential for an iconic scale structure; a sweeping setting; the potential to increase parkland and make connections to Northerly Island; and a place amid one of the nation's greatest collections of cultural institutions. These advantages make the South Parking Lots a uniquely compelling location.

Chicago has a reputation for taking bold risks in the arts. In architecture, theater, music or the arts in general, groundbreaking structures, sounds and images are in part what makes our city what it is today. Here our residents embrace new shapes, ideas and emotions from those artists whose genius we support. This expectation of discovery and invention provided inspiration for the Task Force in its work.

Mr. Lucas has spent his career taking bold risks, too – transforming art forms to discover new possibilities and new frontiers of creative expression. As Mr. Lucas redefines what the museum experience can be, this superior location would enable the Museum to reach beyond the city center and engage with the city's culturally diverse neighborhoods. From the stunning grasslands, lake and river views in the Calumet region, to the historic Uptown Theatre, to the developing Pullman neighborhood, Chicago offers the Lucas team the opportunity to create from a single, iconic site a museum without walls—one that makes dynamic use of historic and natural elements and underscores Chicago's leadership as a true global center.

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Meng Johnson

Mitten Group

Skidmore, Owings & Merrill LLP

World Business Chicago



Yoda
Concept design: Ralph McQuarrie;
Model: ILM model shop
Latex, cotton, resin, paint, plastic
The Phantom Menace™
& ©1999 Lucasfilm Ltd.
Reference model.
The Empire Strikes Back™
& ©1980 Lucasfilm Ltd.
Original puppet

APPENDIX

| SUGGESTED SITE | ADDITIONAL LOCATION DETAILS |
|--|--|
| Above Union Station | 225 S Canal St |
| Armour Building | 3300 S Federal St |
| Artificial Island | In Lake Michigan |
| Block 37 | 108 N State St |
| Cabrini Green area | Near North Side |
| Calumet | Pullman Site, Millennium Reserve, USX |
| Central Station | Over Metra tracks east of Indiana between Roosevelt Rd and 18th St |
| Charlie Chaplin Theater | 5757 Ridge Ave |
| Chicago Main Post Office | 433 W. Van Buren St |
| Closed Sears Store | 2 N State St |
| Cook County Hospital | 1969 W Ogden Ave |
| Cuneo Hospital | 720 W Montrose Ave |
| Douglas Park | S California Ave & W Roosevelt Rd |
| East bank of South Chicago River south of Roosevelt St | |
| Empty lot | Taylor St & Racine Ave |
| Empty lot | Michigan Ave between 9th and 11th St |
| Essanay Studios | 1333–45 W. Argyle St (Uptown) |
| Finkl Plant | Cortland Ave west of Lincoln Park |
| Fort Dearborn Post Office | Dearborn/Clark/Ohio/Grand |
| Fritkin Jones Design | 3300 W Franklin Blvd |
| Garfield Park | 100 N Central Park Ave |
| History Museum Parking Structure | Clark St & LaSalle St |
| Jackson Park | 6401 South Stony Island Ave |
| Jardine Water Filtration Plant | Next to Navy Pier |
| Jefferson Park | Near the transit hub |
| Lakeside Center | East building of McCormick Center |
| Malcolm X Campus | Damen Ave and Jackson St |
| MANA Contemporary Arts building | 2233 S Throop St |
| Marshall Field Garden Apartments | 1448 North Sedgwick St |
| McCormick Place Marshalling Yard | East of Michael Reese, West of Lake Shore Dr. |
| Mega Mall | Milwaukee Ave between Sacramento Ave and Logan Blvd (Logan Square) |
| Michael Reese Hospital | 2929 S Ellis Ave |
| Milwaukee Ave between California St and Western Ave | |

APPENDIX (CONT.)

| SUGGESTED SITE | ADDITIONAL LOCATION DETAILS |
|--|---|
| Motor Row District | 2200-2500 S Michigan Ave (W of McCormick) |
| Museum Campus | Parking lots south of Soldier Field |
| Navy Pier - Festival Hall | 600 East Grand Ave |
| Near National Teacher's Academy | Cermak Rd and State St |
| Near United Center | Near West Side |
| Northerly Island | Peninsula east of Museum Park |
| O'Hare Airport | 10000 West O'Hare Ave |
| Old Oprah studio | 1058 W Washington Blvd |
| Old St. Stephen Church | 5600 block of South Blackstone (Hyde Park) |
| Over Metra tracks North of Roosevelt | Corner of Michigan/Roosevelt/Columbus Drive |
| Parking lot near NBC Tower | North Columbus Dr. & Chicago River |
| Portage Park | Irving Park Rd & N Central Ave |
| Property at 23rd and Wabash | |
| South end of Grant Park | Corner of Michigan/Roosevelt/Columbus Drive |
| South Museum Campus | Stony Island near 60th Street, at the entrance of U of C next to Metra tracks |
| Studio City | Off Eisenhower Expressway, between Austin and Central Blvd |
| Thompson Center | 100 W Randolph St |
| UIC Campus | 1200 West Harrison St |
| Underwater @ Burnham Harbor | |
| Uptown Theater | N Broadway (Uptown) |
| Vacant building at 2 S Halsted St | |
| Vacant space at State St. and Pershing St. | |
| Washington Park | 5531 S Martin Luther King Dr. |
| Wolf Point | Fork in Chicago River |