

2010

Ipro: 497-359

# [REDEVELOPEMENT OF THE MICHAEL REESE SINGER PAVILION]

(The IPRO team will become the champion to raise this area to a new Renaissance by determining the best combination of commercial/residential buildings from census figures, real estate and commercial business databases, historical preservation and local tax codes and an assessment of local service infrastructure to find a solution that satisfies the needs of residents, business and City government officials.)

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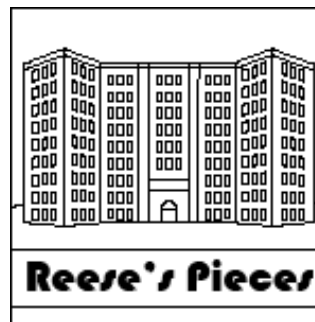
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## I. TEAM CHARTER

### 1. Team Information

<b><u>Name:</u></b>	<b><u>Strengths:</u></b>	<b><u>Needs:</u></b>	<b><u>Expectations:</u></b>
<i>Adam Jurczak</i>	◦ Creative problem solving	◦ Understand and utilize	◦ Come together as a team to create a
	◦ Architectural Design	other members' talents	successful team
	◦ Group Management	to have the team perform	
	◦ Knowledge of various	its best	
	computer programs		
<i>Ryan Bouck</i>	◦ Time management	◦ Public Speaking	◦ Complete a successful project that
	◦ Easy to get along with	◦ Gain better understanding	succeeds in accomplishing the IPRO's
		of performa	goals.
<i>Marine Mukashanibo</i>	◦ Knowledge of various	◦ Clear communication	◦ Everyone is responsible for their
	computer programs	throughout the group.	own tasks and work together as
			a team.
<i>Jennifer Gibbons</i>	◦ Organized	◦ Working with students of	◦ To work successfully as a team to
	◦ Driven	other majors.	create a solution that appeals to
	◦ Perfectionist	◦ Developing a business plan	the City of Chicago and its investors
	◦ Doesn't leave a task	as opposed to making	
	unfinished	calculations.	
<i>Crina Popa</i>	◦ Organizational skills	◦ Improve communication	◦ To work successfully as a team to
	◦ Leadership skills	skills	come up with the best solution for
	◦ Finishing tasks on time	◦ Improve leadership skills	our client and deliver our project in
	◦ Works Professionally		time.
<i>Iryna Yanyshyn</i>	◦ Architectural Design	◦ Teamwork	◦ To end up with a successful project
	& Programming		◦ Have an organized team
	◦ Presentation Layout		
<i>Michael Pytel</i>	◦ Worked in an assisted	◦ First IPRO; lack of	
	Living home	experience	
	◦ Electrical Engineering		
	◦ Live close to the site		
<i>Steve Pistello</i>	◦ Research		◦ To successfully develop a project
	◦ Organization		Plan for the Michael Reese site as a
			team.
<i>Benton Dosky</i>	◦ AutoCAD	◦ Communication	◦ To come up with a good concept
	◦ Microsoft Office	◦ Organization	plan for the site.
<i>Freddy Canelo</i>	◦ AutoCAD	◦ Effective communication	◦ Good cooperation and willingness
	◦ Microsoft Office	In large groups.	To put in long hours.
	◦ Dedication		
	◦ Structural Analysis		

	◦ Steel Design		
<i>Tyler Stellwag</i>	◦ Architectural Design	◦ Cooperation	◦ To work start to finish on a project of this size.
	◦ Layout Design		
	◦ Budgeting		
	◦ Programmatic Analysis		
<i>Jonathan Achs</i>	◦ Architectural Knowledge	◦ Working cohesively as a group	◦ To learn aspects of a master plan to modify a large scale project which has already been thought of.
	◦ Knowledge of various computer programs	◦ Understanding non-major related subjects	
	◦ Budget analysis		



## 2. TEAM PURPOSE AND OBJECTIVES

*“Our team would like to rehabilitate the 37 acre area around what remains of the Michael Reese Hospital. Since the loss of the 2016 Olympics the site has fallen into disrepair, our mission is to bring the site out of its ashes to become an area that will benefit Chicago and its people. We would like to use previous Ipro’s work as an anchor to fill the rest of the site creating an area that will contribute to the community.”*

### List of objectives:

- i. Confirm the findings of the previous Ipro
- ii. Intergrate site into the surrounding neighborhood to meet residents needs
- iii. Maintain the historical preservation of the site
- iv. Determine best combination of commercial/residential/other buildings

## 3. BACKGROUND

Over a quarter of Chicago’s population is 45 years old and over, which is approximately 85,000 residents. Thus there is a large demand for a continued care retirement facility within the city. There are approximately 45,000 residents currently living within the neighborhood surrounding the Michael Reese site. A continued care facility would appeal to the baby boomer generation as they are approaching retirement. Research conducted on this neighborhood shows

that there is also a demand for more retail, entertainment, and restaurants. The development of this site should engage the surrounding community and be utilized by its intended users so that it is profitable. In order to be successful, the development should appeal to the demographic within the neighborhood. The historical success of the site could be considered a failure or a success, though much of the Micael Reese hospital was torn down some of the complex survived ensuring that the buildings memory will live on. Despite a last-minute attempt to list this Near South Side Chicago medical campus on the National Register of Historic Places, the City of Chicago is continuing with its demolition plans. As of January 2010, half of the eight hospital buildings co-designed by mid-20th century architect Walter Gropius had been demolished—an action that prompted the National Trust for Historic Preservation to call this one of the “worst” preservation stories of 2009.

In December 2009, the Illinois Sites Advisory Council (IHSAC) had voted unanimously to forward a National Register nomination for the hospital campus to the National Park Service (NPS). However, even if the campus is listed, this will not prevent the city from continuing demolition, since no federal funding is involved.

The only buildings scheduled to be spared are the Prairie School-style Old Main Hospital Building (1907; Schmidt, Garden & Martin) and the Singer Pavilion (1948; Walter Gropius et al.).

Landmarks Illinois in August had released an alternative site plan for the campus, which called for retention of at least six of the site’s most viable historic buildings for reuse, as well as significant landscaped areas designed by Hideo Sasaki in the 1950s and ‘60s.

The reuse plan had been prompted by the city’s proposal to construct an Olympic Village on the site for the 2016 Summer Olympics. After Rio de Janeiro was announced as the Olympic host city on October 3rd, Landmarks Illinois and other preservation groups continued to press for a redevelopment plan that would preserve the site’s most significant structures, which had been listed as one of our 2009 [“Ten Most Endangered Historic Places in Illinois.”](#) A request for redevelopment proposals for the site is expected early next year.

“With the loss of the Olympics, we believe—more than ever—that the reuse of some of the Reese Hospital buildings is key for the sustainable redevelopment of this area,” said Peters. “Although our Olympic Village reuse plan focused on just six of the 29 hospital structures scheduled for demolition, it may now be practical to save and rehabilitate even more of these buildings,” Peters added.

**The main features that had been presented in Landmarks Illinois’ alternative plan for the Reese Hospital site on August 13th are:**

Saving and reusing a core of four buildings, three of which were co-designed by Walter Gropius, who—along with Ludwig Mies van der Rohe—is considered to be one of the most influential architects of the mid-20th century. These buildings are grouped around a pair of open spaces by the renowned landscape designers Hideo Sasaki and Reginald Isaacs. Because all of these properties are eligible for the National Register of Historic Places, their reuse would qualify for federal rehabilitation tax incentives.

Preserving two additional iconic buildings—one, a modernist Power Plant (also by Gropius) that is visible from Lake Shore Drive, which would become the focus of a public plaza connecting to the lakefront; the other, the Prairie-style Michael Reese Building and its gateway bridge across 29th Street.

Re-introducing the historic street grid back into the 37-acre site, which will provide sorely-needed connections to the surrounding neighborhood and the lakefront.

Construction of Olympic housing that, while conforming to IOC standards, could better accommodate its transition from an Olympic Village into a residential, urban neighborhood after 2016. This would include future development of more than 3,000 parking spaces, a connection to

the existing 27th Street Metra line station, retail spaces in strategic locations, and three pedestrian connections to the lakefront.

The Michael Reese Hospital complex, which is currently listed on Landmarks Illinois’ “[10 Most Endangered Historic Places](#)” list, contains 29 buildings. The main hospital building was designed by Schmidt, Garden & Martin in 1907 and is one of the city’s most significant early hospital designs, combining what were modern design concepts with rich architectural details. Recent research has revealed the design role and influence of architect and Bauhaus School founder Walter Gropius on the post-World War II expansion of the hospital campus.

In April 2009, city officials released a Request for Qualifications to award demolition contracts. \$11 million worth of demolition contracts were awarded in July 2009.

“The purpose of our efforts behind this alternative plan is to show how the most viable historic buildings on this campus can be saved and integrated into a successful Olympic Village—before it’s too late,” said Peters.

This project has been funded in part by a grant from the [National Trust for Historic Preservation](#).

**4. TEAM VALUES STATEMENT**

Team members will adhere to a professional attitude and mannerism at all times. Some desirable behaviors include respect (the opinions, ourselves and others) among the team members and when contacting outside sources. Cooperation, mutual contribution, punctuality, open discussion and listening to others’ ideas are also team values that will help with the successful competition of the project and in a timely manner.

Conflicts that arise in the IPRO 359 team can be addressed through open discussion, either in class, through Google Groups or iGroups. Problems pertaining to specifics within a subgroup will be addressed and discussed openly and respectfully with the other members. Group leaders will facilitate these discussions and ensure that they are kept in lines with the project at hand. Personal conflicts that arise will be handled first, above any others, as to not isolate, insult or disrespect anyone. Our advisors will be utilized, where necessary, to facilitate these conflicts (personal and IPRO-related) and give insight on team and group dynamics. Also, understanding that it will be judged as a whole, members will not judge each other.

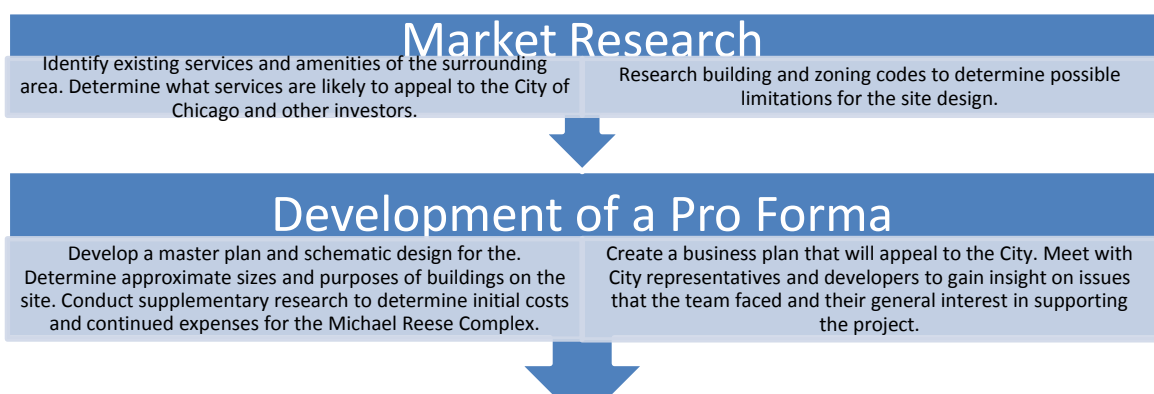
**II. PROJECT METHODOLOGY**

**1. WORK BREAKDOWN STRUCTURE**

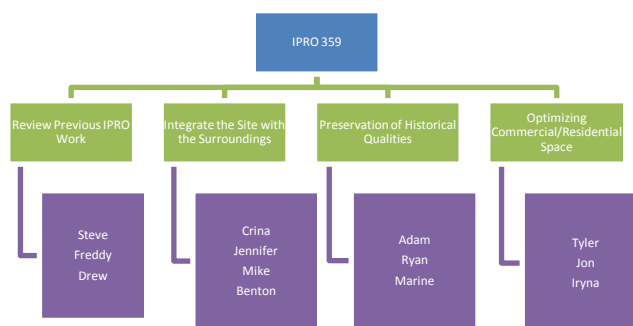
*Problem Solving Method*

In order to create a design model that most appeals to potential investors and City of Chicago representatives, the team plans to gain insight from developers who have experience in working with government officials and sites similar to the Michael Reese property. The team will meet three times per week: twice during the designated class times and at least once outside of class in smaller sub-teams, which will tackle more detailed tasks.

Below is the general process for the Michael Reese Project. The amount of work to be done is dependent on midterm results, how well the team’s design appeals to City representatives, and any necessary changes in the design.



### Team Structure



#### Review Previous IPRO Work

- Become intimately familiar with the details of the previous concept plan
- Provide suggestions for improvement on previous work
- Provide ideas for moving forward

#### Integrate the Site with the Surroundings

- Become familiar with the surrounding area as it is, and look into future projects that will change the surrounding area
- Identify locations of the closest hotels, grocery stores, parks, etc. in relation to our site

#### Preservation of Historical Qualities

- Identify the historical qualities present in the sight and share with group
- Discuss opportunities for preserving these qualities as a new concept is developed

#### Optimizing Commercial/Residential Space

- Become familiar with the pro forma from last semester
- Use it to help the group determine the best ratios of commercial to residential space that will make our concept successful

IPRO 359 is so far operating without team leaders. We have our groups determined and these groups will other groups accountable for what work is delegated. Members of a group will then hold each other accountable for the tasks that must get done. If a problem or inefficiency arises, it will be brought to the table and we will work to resolve the issue.

#### Work Breakdown

ET EPBC 209 Gavitt Chart - Fall 2010		Start	Finish	September 2010				October 2010				November 2010				December 2010			
ID	TASK NAME			9/21	9/27	10/3	10/10	10/17	10/24	10/31	11/7	11/14	11/21	11/28	12/5				
1	Project Plan	Tuesday, 8/23	Monday, 9/13	[Gantt bar]															
2	Mid-Midterm Review	Monday, 9/13	Thursday, 9/23	[Gantt bar]															
3	Midterm Review	Thursday, 9/23	Tuesday, 10/19	[Gantt bar]															
4	Abstract Brochure & Poster Draft	Tuesday, 10/19	Tuesday, 11/2	[Gantt bar]															
5	Final Project Report Draft	Tuesday, 11/2	Tuesday, 11/23	[Gantt bar]															
6	Final Presentation Draft	Tuesday, 11/2	Tuesday, 11/23	[Gantt bar]															
7	EPBC Abstract Brochure & Poster	Tuesday, 11/2	Monday, 11/22	[Gantt bar]															
8	EPBC Final Presentation	Tuesday, 11/23	Thursday, 11/25	[Gantt bar]															
9	EPBC Final Project Report	Tuesday, 11/23	Monday, 11/29	[Gantt bar]															
10	Research Surrounding Area & Site	Tuesday, 8/23	Thursday, 9/23	[Gantt bar]															
11	Assign Project Plan Sections	Tuesday, 9/7	Thursday, 9/9	[Gantt bar]															
12	Market Research	Thursday, 9/9	Thursday, 9/23	[Gantt bar]															
13	Research Building and zoning codes	Thursday, 9/23	Tuesday, 9/28	[Gantt bar]															
14	Acquire estimates of building sizes and purposes	Tuesday, 9/28	Tuesday, 10/5	[Gantt bar]															
15	Create a schematic design for the area of focus	Tuesday, 10/5	Tuesday, 10/19	[Gantt bar]															
16	Perform engineering on the structure in focus	Tuesday, 10/19	Tuesday, 10/26	[Gantt bar]															
17	Create a business plan	Tuesday, 10/26	Tuesday, 11/2	[Gantt bar]															
18	Develop a master plan for the different areas	Tuesday, 11/2	Tuesday, 11/23	[Gantt bar]															

Team Task [Blue bar]  
 Task Progress [Orange bar]  
 Current Date [Green vertical line]

Last Updated: 9/9/2010

## 2. EXPECTED RESULTS

- Research building and zoning codes to see limitations in building design and purpose.
- Develop a master plan for the different areas of the Michael Reese site.
- Acquire rough estimates of building sizes and purposes to compute rough costs.
- Create a schematic design for the area of focus to be presented to the city.
- Perform engineering on the structure in focus including HVAC, and structural systems.
- Create a business plan that works efficiently to sell the master plan concept to the city.

### Expected Data

We expect to research different market conditions on both the large scale of Chicago and on a smaller scale reflecting the area immediately adjacent to the site. This research will be in depth and cover demographics and site context.

### Potential Products

From this research, we will devise an ideal master plan. This plan will contain necessary data to help backup our feasibility of our concept. We plan to have a concept supported strong enough with data to help sell itself.

### Potential Outputs

- Allowable building uses, overall scale and scope.
- Determine sizes and locations of respective building types within our site.
- Estimates for our master plan will help us to gather costs and determine whether or not our ideas are economically viable and able to generate appropriate revenues.
- The schematic design of our area of focus will help to ground or project on a smaller scale and reflect a portion of our project with greater detail.
- The engineering on this design will help to ensure that our project is feasible on a physical level.
- A well worked out business plan helps us by allowing us to better sell our project to the city and prove that our concept is practical.

### Deliverables

By the end of the semester we plan to have a master plan on a conceptual level and a detailed schematic design of one aspect of the master plan. From these we will produce a project budget including hard, soft, and land costs. We will also produce a comprehensive business plan with scope and our time frame accounted for.

### Challenges, Risks, and Assumptions

A project of this scale poses many potential challenges. First and foremost an issue of scope, with a project of this size it will be very easy to get lost in a myriad of issues present on a scale smaller than those with which we need to cover for a group of our size in our time frame. Another issue might be communication between the members of our group. Different fields and



areas of expertise may cause conflict and confusion. This may also be viewed as a positive as we will gain views of the project from various different vantage points.

### 3. PROJECT BUDGET

<b>BUDGET:</b>		
<b>ACTIVITY</b>	<b>COST</b>	<b>DESCRIPTION</b>
Printing	\$100.00	Printing of presentable material for class viewing, learning, and/or discussion.
Models	\$100.00	Modeling of presentable material for class viewing, learning, and/or discussion.
IPro day	\$80.00	Refreshments for group presenters along with posters, brochures, and other Ipro day deliverables.
<b>TOTAL:</b>	<b>\$280.00</b>	

### 4. DESIGNATION OF ROLES

<b>Designation of Roles:</b>	
<b>ROLE TYPE</b>	<b>ROLE MEMBER(S)</b>
Minute Taker	Adam Jurczak
Agenda Maker	Michael Pytel
Time Keeper	Ryan Bouck
iGroups Moderator	Tyler Stellwag