Planned Manufacturing Districts: How a Community Initiative Became City Policy

Donna Ducharme

It's August 1988 in Chicago, and it's sweltering in the gym at Christopher House. Well over two hundred people have gathered for a public hearing on the proposed Clybourn Corridor Planned Manufacturing District. Everyone I don't recognize makes me nervous, so I'm nervous as hell.

The proponents are hopeful that Chicago's first Planned Manufacturing District (PMD) will emerge from this community hearing ready for passage—first by the Chicago Plan Commission and then by the city council. The opponents are hoping for a minor miracle. The press is here—TV cameras and all. A front-page article this morning in the Chicago Tribune lambasted the PMD as ill conceived, politically motivated, and lacking manufacturing support.

Those of us in the middle of the issue know that the support base is strong, diverse, and well organized. It crosses most of the political barriers that plague Chicago. But we've been through a lot; we know where the pitfalls are and that anything can happen.

Harold Washington has been dead for nine months. Eugene Sawyer is now the acting mayor. Alderman Marty Oberman, a Washington ally, whose support signaled the start of the PMD development process, left office more than a year ago. The candidate he endorsed as his successor lost the election. Edwin Eisendrath, often an opponent of Harold Washington, is now the alderman of the 43rd ward. Rob Mier has been replaced by Timothy Wright as commissioner of the Department of Economic Development (DED) and Bob Giloth, who nurtured the PMD within the city bureaucracy as deputy commissioner of DED's Research and Development (R&D) Division, has moved to Baltimore. Now, Greg Longini, in the Department of Planning, is the point person. The PMD hasn't died. It has survived a lot of change and has actually improved along the way.

It was five years ago that the first proposal to convert a manufacturing building in this area to residential lofts was approved. Within just a few months, three or four additional zoning changes were requested for other
A Physically-Based Model of Worker's Job Satisfaction in the\nCyber-Physical System (CPS) Environment

Donna Durance

Abstract

The purpose of this study is to address the relationship between job satisfaction and worker performance in the context of a cyber-physical system. The model presented is based on a comprehensive review of the literature in the fields of psychology, computer science, and industrial engineering. The model posits that job satisfaction is influenced by a variety of factors, including the worker's perception of the work environment, the quality of equipment and tools, and the level of autonomy and control over tasks. The model also considers the role of social support, both from colleagues and supervisors, and the impact of work-related stress on job satisfaction.

The model is expected to provide insights into how to improve worker satisfaction and performance in CPS environments, which can ultimately lead to increased productivity and reduced turnover.
THE COMMUNITY

For low-income residents, unemployment opportunities are vital to the development of economic growth and support efforts to create new housing options and jobs. The Community Development and Employment (DEED) Council's goals were to address the needs of low-income residents.

The DEED Council's goal was to create a comprehensive strategy that would address the needs of low-income residents. This strategy included the development of economic opportunities and support for education and training programs.

THE CONTEXT

The New City YMCA was formed in 1973 with the goal of addressing the needs of low-income residents. The YMCA developed a comprehensive strategy that included education and training programs, economic opportunities, and support for low-income residents.

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The Washington Papers and CED's early work looked at issues of economic development and community development, which were key drivers in shaping the early years of the CED's work. The CED took on the role of analyzing and addressing the economic development needs of the community, focusing on creating opportunities for economic growth and job creation.

The Organizing and Research Stage

The organizaing and research stage was critical in laying the groundwork for the CED's future work. This period involved gathering and analyzing data on the community's economic and social needs, which helped the CED to develop a comprehensive understanding of the challenges facing the area.

The Industrial Displacement Issue

The industrial displacement issue was a significant concern for the CED during this stage. The CED worked to develop strategies to mitigate the impact of industrial displacement on the community, focusing on displacement from the industrial sector.

The Waistland Papers

The Waistland Papers were a key publication during this stage. They provided an in-depth analysis of the industrial sector, including the challenges and opportunities faced by the community in this area.

Central Issue

The central issue during this stage was the need to address the economic development needs of the community. The CED worked to develop strategies to create economic opportunities and support the growth of the local economy.

Housing Development

Housing development was another focus area during this stage. The CED worked to develop strategies to address the need for affordable housing and support the growth of the residential sector.

The Planning Region for the Industrial Reconversion Should Be the Initial

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Building a solution: The PWD

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They required a deeper understanding to access DE’s resources, the same way their projects and should be introduced to access DE’s resources, the same way their projects

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PLANNED MANUFACTURING DISTRICTS

- Industrial displacement causes begin to surface in other neighborhoods.
- Byproduct of displacement often leads to conflict and loss of sense of community.
- The proposed solution considers the need for displacement to be more than just a financial issue.
- The proposed solution focuses on providing support to communities affected by displacement.
- The proposed solution includes a framework for addressing displacement and providing support.

Donna Du Charme
The Companies

The Law enforcement agency's move to the new headquarters was successful. The new building provided a central and accessible location for the agency's operations. The process of moving was smooth, and the new facility housed all the necessary equipment and offices.

The Administration

The administration, community organizations, workers, and others

The Ingredients of Success

The plan was well-conceived and executed. The new headquarters provided a central location for the agency's operations, and the move was smooth and successful. The new facility housed all the necessary equipment and offices, and the process of moving was efficient.

The Reform Legislation

The legislation that addressed the reform of the law enforcement agency was successful. It provided a central location for the agency's operations, and the new facility housed all the necessary equipment and offices. The process of moving was smooth, and the new facility provided a central location for the agency's operations.

The Implementation of Success

The implementation of the new law enforcement agency was successful. The new facility provided a central location for the agency's operations, and the process of moving was smooth and successful. The new facility housed all the necessary equipment and offices, and the new facility provided a central location for the agency's operations.

The Conclusion

The law enforcement agency's move to the new headquarters was successful. The new building provided a central and accessible location for the agency's operations. The process of moving was smooth, and the new facility housed all the necessary equipment and offices. The legislation that addressed the reform of the law enforcement agency was successful. It provided a central location for the agency's operations, and the new facility housed all the necessary equipment and offices. The process of moving was smooth, and the new facility provided a central location for the agency's operations.
The Results

Local Jobs

The two major Chicago newspapers on the other hand, refused to look for similar studies. Both the ‘Chicago Tribune’ and a number of other local newspapers also proposed important functions. The one critical role was played by the press. These were a few friends.

The Press

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Workers Confronts

We also developed strategies to involve workers in the issue. A small number of unions, through the community groups that had begun and persisted in the community, had begun to develop some resistance to the community, and that resistance was growing. We also began to develop some strategies to involve workers in the issue. A small number of unions, through the community groups that had begun and persisted in the community, had begun to develop some resistance to the community, and that resistance was growing.

Community Organizations and Coalitions

The Alternative

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Workforce

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Planned Manufacturing Districts

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Women and Unions

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Port of Passages

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Donna DuCharme
Clybourn Corridor PMD passed earlier with Mayor Washington's backing, but it wouldn't have been a process that changed economic development thought in Chicago. And it might not have found the common ground that brought so many different interests together. In the long run this loose coalition that joined together in support of the PMD may prove to be the PMD's most important by-product. Relationships were formed that could be critical to addressing other important issues related to Chicago's economic future.

Conclusion

The Planned Manufacturing District evolved out of a community process. We felt our way along; I had certainly never done anything like this before. We simply began to see and then to address a local issue. We had no master plan and no idea that our PMD work would lead to major city policy changes or spawn related work in and out of government.

Just what has and what has not been accomplished as a result of our work will be more clear in the years to come. Our success will be measured by whether the two additional PMDs needed in the Near North River Industrial Corridor are designated, by what happens to the industries and jobs in the PMDs, and by whether we can provide the manufacturers with the supports needed to complement the PMDs. It will also be measured in terms of whether the coalition that came together around the PMD stays together even if the political climate changes. Will it continue to grow? Will it take the issue further and in new directions? Can it evolve to address other critical issues? Will the economic development and land use policies that have emerged from this process as acceptable mainstream thought remain there?

The success that we know we've had was not easy to achieve. The process of developing the PMD and changing city policy was essentially one of forging new ground and then giving that ground to other people. When we started, industrial displacement was a LEED Council's issue. This is obvious from the press accounts. Every article mentioned LEED Council or Donna Ducharme. Today's press accounts rarely mention the LEED Council. Instead, it's the mayor, the commissioner, the alderman, this company president, or that expert. The issue has been kicked up a few levels.

This change had to occur for us to be successful. City policy wouldn't have changed without it happening. Now there are probably ten people who rightly believe that the PMD is the result of their efforts. In order to become an important issue, more people had to own it. In order for it to have spin-off policy and program impacts, other people had to develop their own cut on the issue. For example, the Economic Development Commission funded an industrial land use plan for Chicago's North Side in 1989. The need for the plan and its contents clearly evolved from the work we've done on industrial displacement. It succeeds in taking what we've done a few steps further and has been a valuable vehicle for involving the real estate industry in the process. In 1990, similar plans were formulated for the South and West Sides.

A number of community and economic development organizations have also developed their own cuts on the issue that reflect their own agendas and constituencies. Some of them have been more closely reflective of our work than others. All of them have expanded the base and taken the issue in new directions. The LEED Council does not control the agendas or strategies of these groups but does try to establish a cooperative atmosphere.

The PMD has helped, along with the continuing work of other groups, to change the prevailing assumptions about what economic development really is and about what constitutes a healthy balanced economic future for the City of Chicago. It has also helped change the locus of decision making about development choices in communities. Opponents of these changes portray initiatives that have recalculation the benefits of different development choices or "democratized" development decision making as essentially political and unprofessional. They deny that their positions perpetuating the status quo are also essentially political.

Perhaps the greatest accomplishment of the Washington administration's development policy is that it encouraged learning. It became acceptable to ask questions like "Who benefits from this development choice?" and "Are there other ways to do this?" It also recognized that all development decisions are essentially political because they are decisions about who will benefit and about how these benefits will be distributed. The PMD process verified that well-formulated questions and well-supported answers would be seriously considered and could actually alter city policies, actions, and plans.