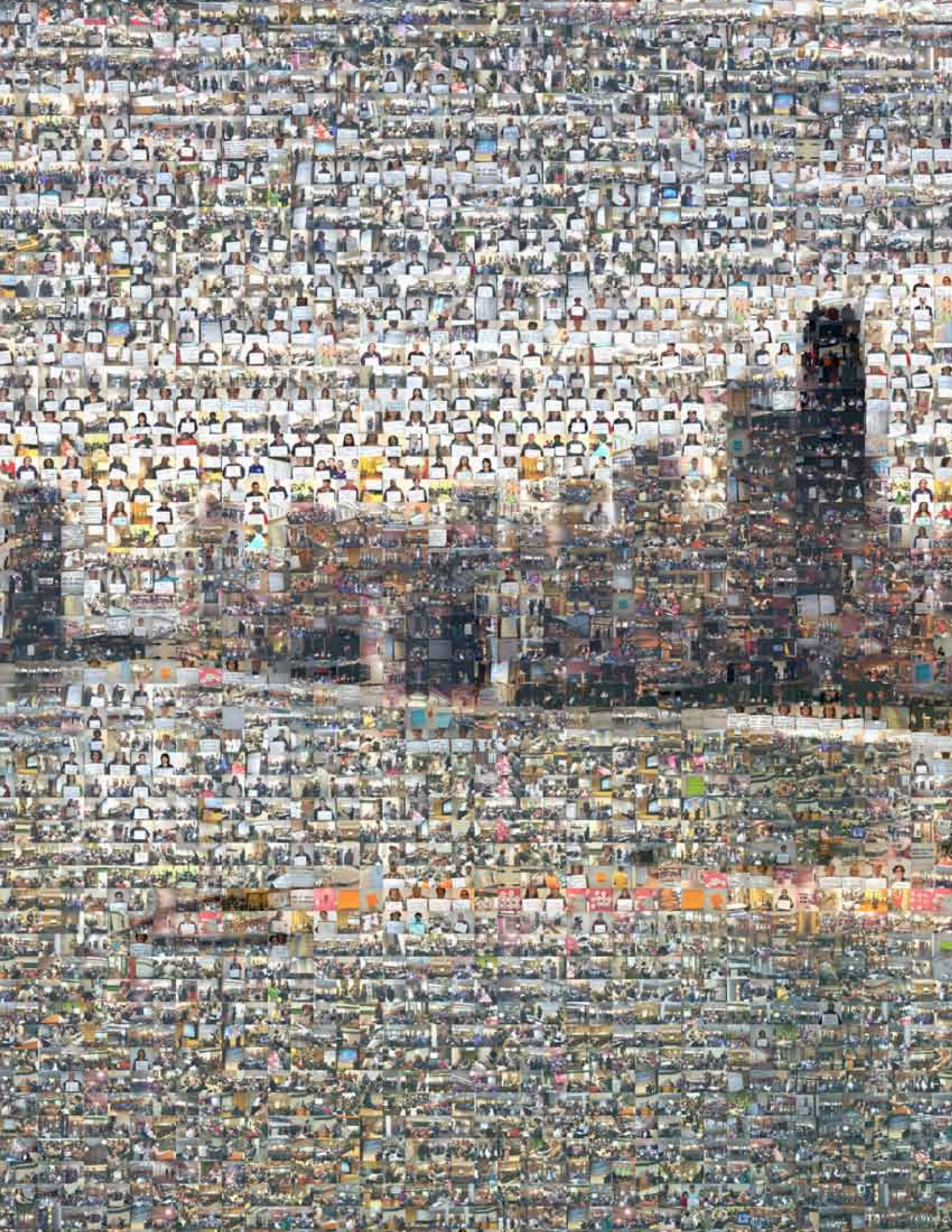
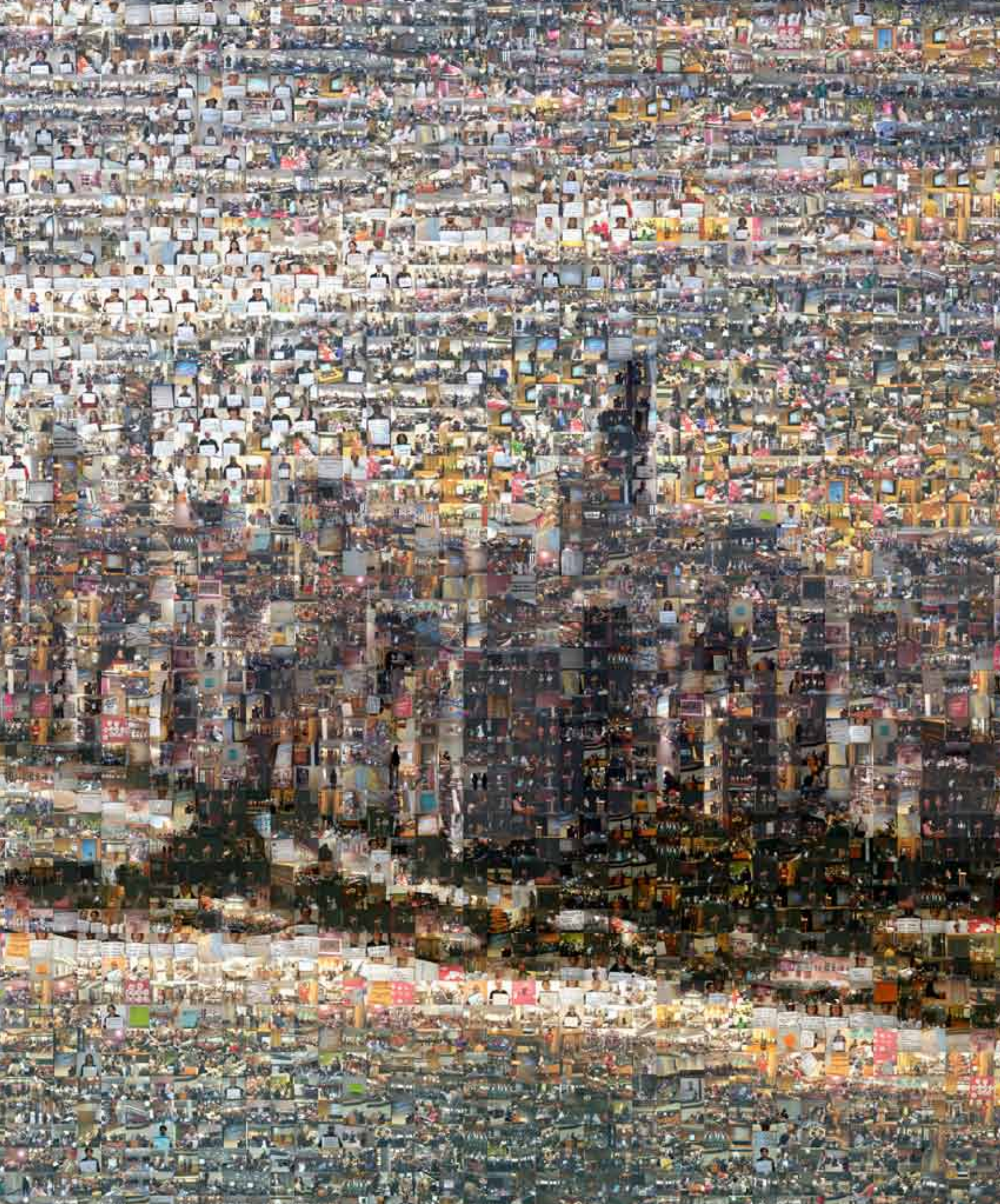




CITY OF CHICAGO CULTURAL PLAN 2012

EXECUTIVE SUMMARY





YOUR CITY. YOUR VISION. YOUR PLAN!



Chicago SummerDance, photo by Patrick L. Pyszka.

FOREWORD

As Mayor of the City of Chicago and Commissioner of the Department of Cultural Affairs and Special Events, it gives us great pleasure to present the Chicago Cultural Plan 2012.

Vision is defined as the act or power of anticipating that which will or may come to be. From Jean Baptiste Point du Sable's small trading post at the mouth of the Chicago River to the monumental feat of reversing that same river's flow; from the ashes of the Great Chicago Fire rose the birthplace of modern architecture; and from the imaginative business leaders that presented the World's Columbian Exposition of 1893 at the turn of the 20th century to a new generation of civic leaders that transformed a rail yard into Millennium Park at the start of the 21st century, Chicago is a city that has never lacked for visionary thinkers with big ideas.

This plan, too, was created by visionary thinkers - you, the citizens of Chicago. In February of 2012 we asked you to share with us your ideas for shaping a cultural vision for Chicago. Thousands participated in a series of community conversations and town hall meetings to share your thoughts, concerns and vision for the future of our city's cultural life - a future where the arts are accessible to all, cultural activities are abundant in every neighborhood, and citizens and visitors alike can experience Chicago's vibrant arts scene. The results: hundreds of recommendations identifying ways the arts can build community, stimulate economic development, create jobs, attract tourists, and foster innovation.

The Chicago Cultural Plan 2012 is filled with your recommendations on how we can continue to strengthen and expand Chicago's cultural and creative capital. It's bold, filled with actionable items that can be realized quickly and those that are aspirational and may take decades to complete. All are intended to support the breadth of arts and culture in Chicago from garage bands to symphonies; storefront theaters to mainstages; novelists to poetry slam performers; ballet to hip hop dance; world class museums to independent galleries; architecture to interior design; fashion to photography; culinary arts to sculpture; filmmaking to electronic media; neighborhood festivals to downtown spectacles; and the thousands of artists that make Chicago their home.

We encourage you to read the Plan, get inspired, and get involved. **Your City. Your Vision. Your Plan.**

Now let's make it happen together.

Sincerely,



Rahm Emanuel
Mayor
City of Chicago



Michelle T. Boone
Commissioner
Department of Cultural Affairs and Special Events

Culture is the eccentric & surprising thought-provoking disalan of art, music, dance & creative self-expression.

It is a way of life that represents or express the identity of a particular social group, like an ethnic group, group bonded over shared interests, etc.

How people interact w/ one another

AN INDIVIDUAL CHOICE

SHARLN
Exp

Culture IS Expression

What we do that represents who we are and why we are

Defines a society's values, morals, hopes, & dreams through an unlimited form of expressions

Remembering your Background
Sticking to your roots!!

Culture body of attitudes that define character society

The expansion of creative consciousness

creativity expression community

Culture is Mind-Expansion Experience

Culture is an ability to find artistic representations of diverse communities

1) Our self expr
2) our outward expression the best

CULTURA ES EL SODMENTO DE LA VIDA VIVIDA POR LO TANTO ES EL ALIMENTO QUE DA VIDA Y ENERGIA POR VIVIR.
Pedro Polido
Febr. 18/2/12

Culture = accumulated human experience

What unites people

CULTURE IS THE CURE FOR EVERYDAY LIFE

Generat
Thou
Geneva
P

ART + FOOD + HISTORY + LIVED EXPERIENCE

Music
Jazz
Music

Culture is the make up of ones social, economic, political and religious beliefs

COLOR

Cult
qual
life
h

Culture is the consciousness that lives in every human being. Culture creates longing.

The foundation of society

Culture is civic engagement

Understanding ones neighbor
John Lloyd

Culture general i traditions group of

VISION MEETS STRATEGY

IN CHICAGO'S CULTURAL PLAN 2012

The vision comes from **participation** — Chicagoans participated by the thousands in town hall meetings, neighborhood cultural conversations, social media exchanges, arts sector workshops and priority-setting forums.



At town hall meetings during the planning process, participants were asked to define *Culture*.

The journey undertaken to arrive at this vision has been a dynamic process of **co-creation** by a team of City staff and an advisory council, working with communities and cultural groups under the leadership of Michelle T. Boone, Commissioner of the Chicago Department of Cultural Affairs and Special Events.

It was Mayor Rahm Emanuel's **inspiration** to make a new Cultural Plan a key element in his transition plan.

It will chart a roadmap for Chicago's cultural and economic growth and become the centerpiece for building Chicago's reputation as a **global destination** for creativity, innovation and excellence in the arts.



Chicago's cultural life is a cause for **CELEBRATION**

Research conducted for the Plan demonstrates why Chicago's cultural life is a cause for **celebration**: We have the third largest creative economy in the U.S., with 24,000 arts enterprises, including nearly 650 non-profit arts organizations, generating an economic impact of more than \$2 billion a year and contributes to the employment of 150,000 people.

But the research also showed that we have challenges too: the arts are not present in all our schools; some of our local, talented artists and

creative workers leave for other cities; all of our neighborhoods are not benefiting from the vibrancy and vitality that the arts can bring; and Chicago — despite our immense cultural riches — does not yet attract the magnitude of international tourists we seek and has room to grow its profile among the most celebrated and visited global cities.

The Cultural Plan gave Chicago the opportunity to use our collective **imagination** to construct a city based on arts and culture — a city that doesn't

CHICAGO CULTURAL PLAN 2012

Create + Collaborate + Innovate



The Department of Cultural Affairs and Special Events launched the Chicago Cultural Plan 2012 to identify opportunities for arts and cultural growth for the city. A comprehensive public engagement campaign with Chicagoans reaffirmed the role of culture in everyday life. The primary goal of the plan is to **create a blueprint for Chicago to elevate its profile as a global capital for creativity, innovation and excellence in the arts.**

The Chicago Cultural Plan 2012: fulfills initiatives identified in Mayor Rahm Emanuel's Transition Plan; realizes the benefit of culture on broad civic goals like economic impact, quality of life, community development and cultural leadership; encourages cultural participation; and strengthens Chicago's cultural sector. The citywide conversations resulted in **over 200 proposed initiatives**, ranging from solutions that can be achieved in the short-term all the way to the grand aspirations that our residents envision for Chicago's cultural future. The plan outlines **10 priorities that will be addressed for the vision of culture in Chicago to be fully realized.**

"ART-IFACTS"

Of the nation's 116 million workers, 3.4 percent of all workers are creative, 3.5 percent of workers in Chicago are in the creative industry



\$1 billion in spending by nonprofit arts and culture audiences in Chicago

\$1.2 billion in direct spending by nonprofit arts and culture organizations in Chicago

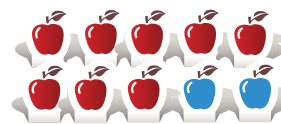
TOTAL ECONOMIC IMPACT

\$2.2 BILLION

60,000 JOBS



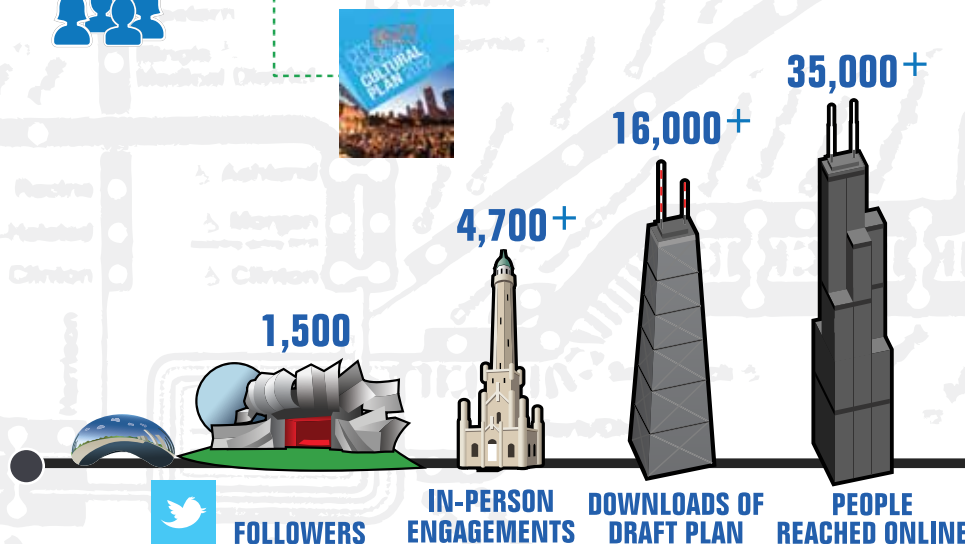
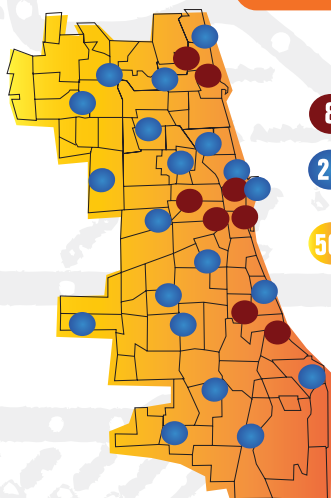
Generates \$1.3 billion in household income to local residents and \$214 million in local and state government revenue annually



8 in 10 Chicago Public Schools have at least one partnership with a community arts organization



THE CITY IS LISTENING!



YOUR CITY. YOUR VISION. YOUR PLAN!



★ 10 PRIORITIES



1. Foster arts education and lifelong learning
2. Attract/retain artists and creative professionals



3. Elevate and expand neighborhood cultural assets
4. Facilitate neighborhood cultural planning



5. Strengthen capacity of cultural sector
6. Optimize City policies and regulations

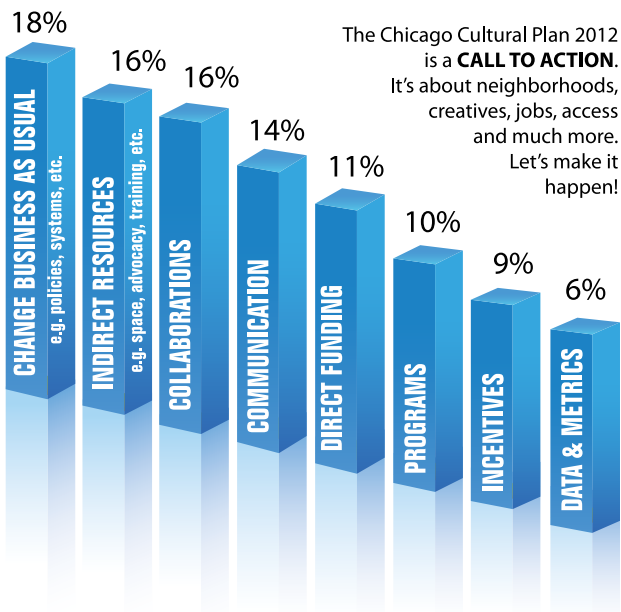


7. Promote the value and impact of culture
8. Strengthen Chicago as a global cultural destination
9. Foster cultural innovation

10. Integrate culture into daily life

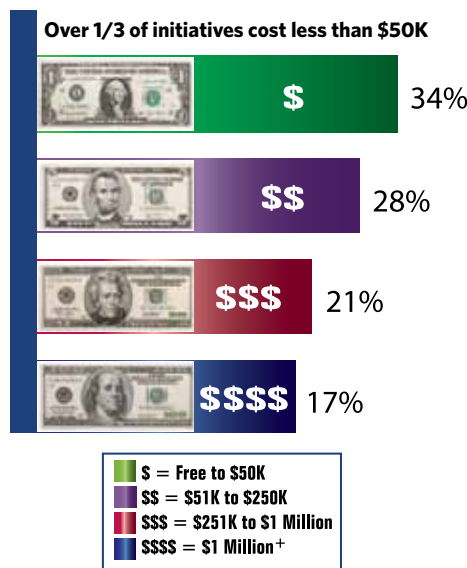


WHAT'S THE WHAT?



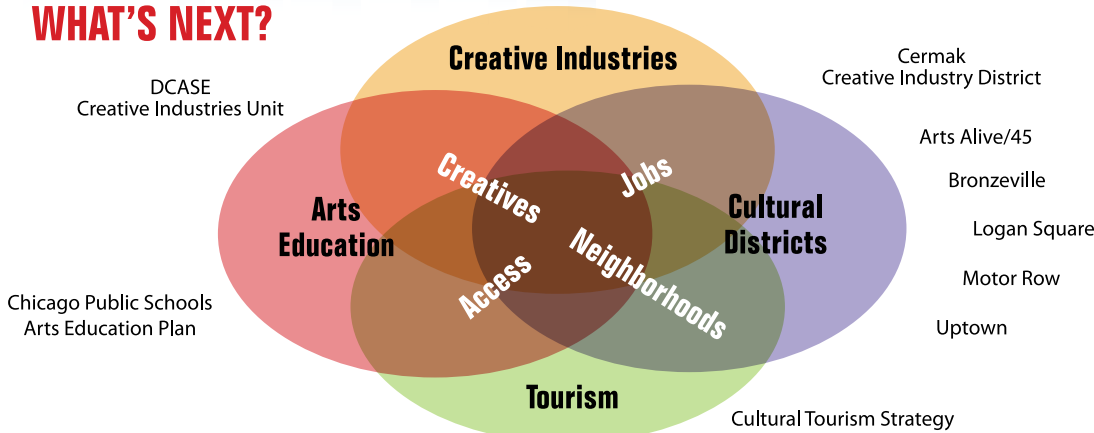
The Chicago Cultural Plan 2012 is a **CALL TO ACTION**. It's about neighborhoods, creatives, jobs, access and much more. Let's make it happen!

WHAT'S THE \$?



\$ = Free to \$50K
 \$\$ = \$51K to \$250K
 \$\$\$ = \$251K to \$1 Million
 \$\$\$\$ = \$1 Million+

WHAT'S NEXT?



Sources: Arts & Economic Prosperity IV: The Economic Impact of Nonprofit Arts and Culture Organizations and Their Audiences in the City of Chicago, Americans for the Arts; Census Occupational Data, 2000 Census; Choose Chicago; City of Chicago; Ingenuity Incorporated; Lord Cultural Resources



The Cultural Plan gave Chicago the opportunity to use our collective **IMAGINATION** to construct a city based on arts and culture

Neighborhood cultural conversations and town hall meetings.

just have a “cultural plan” sitting on a shelf but “plans culturally” so that arts and culture are incorporated into all city initiatives from education to transportation!

Chicago — this is OUR plan. People voted in town hall meetings and online to clearly say the top three priorities are:

- **Foster arts education and lifelong learning.**
- **Attract and retain artists and creatives.**
- **Promote culture as a fundamental driver of prosperity.**

Read on to find out how the Chicago Cultural Plan 2012 will create more jobs, attract new businesses and more tourists to Chicago and improve quality of life in our neighborhoods, our schools and on our streets.



CHICAGO CULTURAL PLAN 2012:

A BLUEPRINT FOR CHICAGO'S CULTURAL VITALITY

At neighborhood cultural conversations, participants were asked, "What do you LOVE about your neighborhood?"

Every Chicago resident is a stakeholder in making this Plan a reality. A diversity of resources is required to address the broad array of initiatives to fulfill the vision for culture in our city. This Cultural Plan focuses on **people, places, policies, and planning culturally.**

People

Chicago's strongest cultural assets are its people. In our city, over 60,000 jobs are in creative industries — everyday citizen-artists offering innovative models of bold creative expression. 4.3% of businesses are arts-related, including architecture, advertising, broadcasting, culinary arts, design, digital media, fashion, film, journalism, music, performing arts, publishing, public relations, toys and games, video gaming, educators and students, arts administrators and advocates, audiences and patrons all contributing to the ecosystem of our thriving cultural community.

As a city, we will address the needs of all citizens by **fostering arts education and creating new opportunities for lifelong learning.** Focusing on Chicago Public Schools, this priority addresses mechanisms for lifelong cultural learning and system-wide curriculum mandates.

By **attracting and retaining artists and creative professionals,** we can invest in the vitality of Chicago's culture, while maximizing opportunities for artists and creative professionals in Chicago. The focus is on job creation, attracting businesses to the city, and leveraging the creative assets within people. We can help by addressing the pressing needs of creatives, like for space and professional development.



Chicago Institute of Art, photo by Phil Roeder. Anish Kapoor's Cloud Gate, photo by Patrick L. Pyszka. Carlos Kolmar conducts the Grant Park Music Festival at the Jay Ritzke Pavilion, photo by Patrick L. Pyszka.

Places

Chicago is a city of neighborhoods, each distinctive and beloved. The fabric of this city's cultural heritage comprises community art centers and major cultural institutions, transit stations, parks and public spaces, street corners and squares, landmarks, and major gathering spaces. The recognition of, and enhancement to, arts and culture, and unique cultural heritage in neighborhoods results in **stronger communities** and **local pride**.

We will encourage cultural discovery and exchange in daily life by **elevating and expanding neighborhood cultural assets**. Through culture, this priority will celebrate Chicago through its diverse experiences and identities. By linking neighborhoods to each other and to downtown, through the arts, we will allow all of Chicago to experience the best of the city's festivals and cultural offerings.

We will strengthen the role of residents in ongoing cultural planning by **facilitating neighborhood planning of cultural activity and districts**. Creating

tools for effective neighborhood event and district planning; establishing criteria and new approaches to support existing cultural districts; and fostering the growth of new vibrant cultural districts are some examples of what can be accomplished.

Policies

Modern business models and sustainable practices are integral to cultural vitality. In our city, efficient permitting systems can make cultural initiatives more feasible. Therefore we will **optimize City policies and regulation that impact the arts and creative industries**. Our regulatory process should aid and inspire cultural vitality, innovation, and participation citywide. We will streamline City processes and engender "pro-culture" government agencies.

We will also **strengthen capacity within the cultural sector**. By focusing on appropriate funding strategies for the cultural sector, capacity building, and coordinating, we will align funding and support to the needs of the cultural sector.

Planning Culturally

Our city effectively communicates the impact of culture on Chicago's vitality across civic goals by ***promoting culture's value on Chicago's economy and our quality of life***. Economic development, public safety, public health, strong neighborhoods and communities, and early learning can all benefit from a strong cultural sector. Mapping culture's reach demonstrates culture's positive impact across Chicago. Proactive advocacy of Chicago's cultural vitality helps promote Chicago to global corporations as a potential location for doing business and to people as a great place to live and visit.

Planning culturally helps to ***strengthen Chicago as a global cultural destination citywide***. We can leverage the City's cultural assets and identity as a way to further position and grow Chicago as a regional and international destination for tourists and business visitors, as well as artists, students, residents, investors and new businesses.

By ***fostering cultural innovation***, we will leverage the power of culture to bring new ideas to all sectors of the City and into market-ready products and initiatives. This will propel the city into leadership in the development of new products and patents, technology applications, and create more sustainable businesses and operating models.

Finally, we will ***integrate culture into daily life — across public, nonprofit, and private sectors*** — across all that the City does and into the workplace of the private sector. That means an interdepartmental cultural resource liaison with the ability and knowledge to link initiatives and projects citywide with cultural tools, assets, resources, and providers.



CALL TO ACTION

THIS CULTURAL PLAN IS A CALL TO ACTION FOR ALL CHICAGOANS

CITY HALL AND BEYOND

For this vision to be realized, the Cultural Plan depends on *a collective ownership of culture*. Culture's broad civic impact depends on the investment of resources from City Hall and well beyond. City departments and agencies, colleges and universities, schools, small businesses and major corporations, individual residents, as well as the entire cultural sector both non-profit and for profit have all been partners in creating a vision for this Plan and have expressed the desire to get started realizing the recommendations. You, the citizens of Chicago, are the source for the Plan's inspiration and its implementation and, of course, for our city's ongoing cultural vitality.

Chicagoans are proud of those initiatives already underway, ones that have recently emerged, like the Chicago Public Schools Arts Education Plan and those with strong roots in communities for years. This Cultural Plan is a call to action: for neighbors partnering with organizations to be their own cultural planners; for the use of existing resources to activate spaces *citywide* for culture; and for easier navigation through regulations and applications. Over one-third of the initiatives proposed in the Plan have an annual operating cost of less than *\$50,000*, and many can be accomplished by simply changing the way we do things.

To make this plan reality, it will take Chicagoans working together to harness the power of community transforming our city into a Global leader of cultural innovation, economic development, and high quality of life.

ACKNOWLEDGMENTS

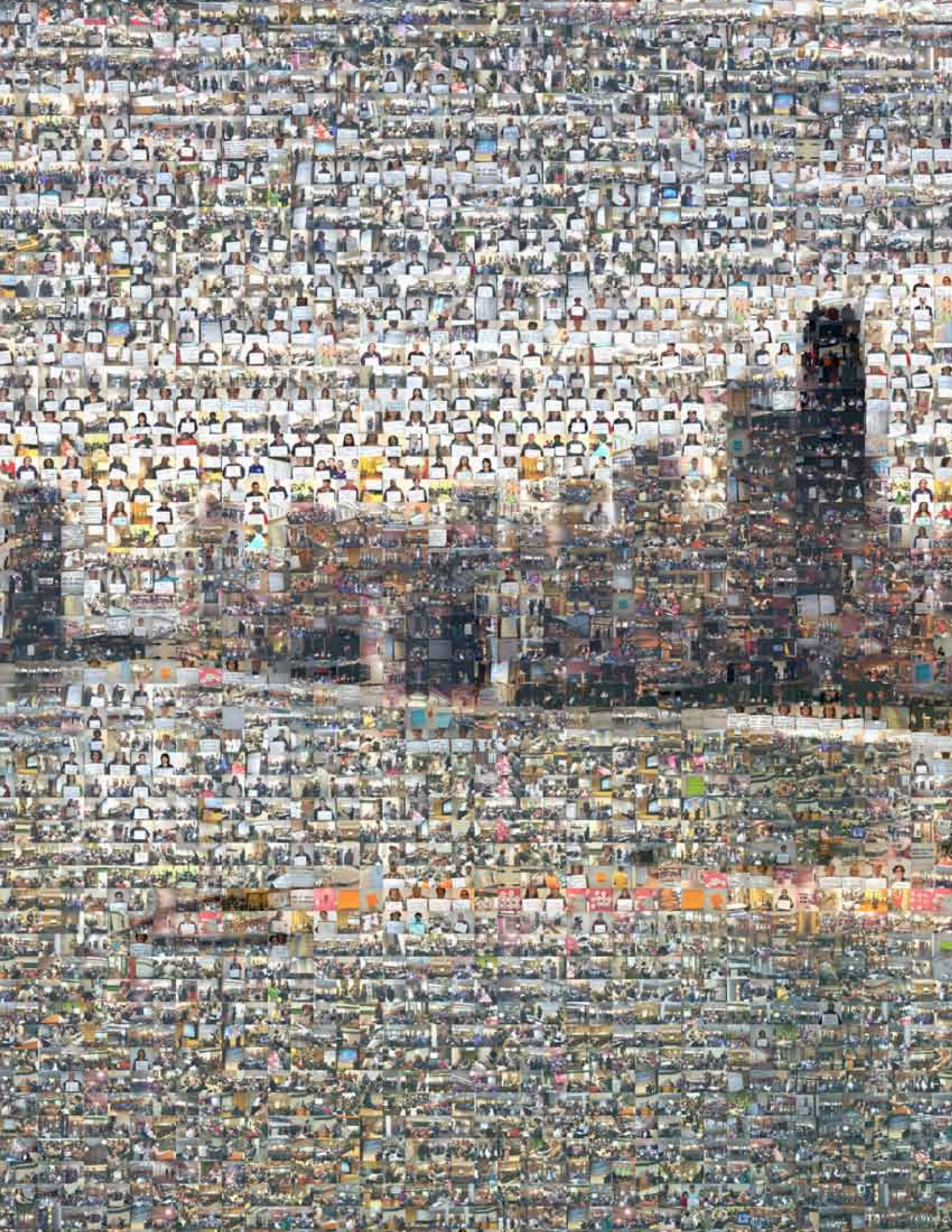
City of Chicago: Rahm Emanuel, Mayor . Michelle T. Boone, Commissioner, Department of Cultural Affairs and Special Events (DCASE) . **Project Steering Committee:** Julie Burros, Project Manager . Jewel Malone . Mary May . Matt Nielson . Ann McNabb . David McDermott . Jessica Sampson . **Funding Partners:** Allstate Insurance Company . The Chicago Community Trust . Illinois Arts Council . **Lord Cultural Resources Project Team:** Gail Lord, Co-President . Orit Sarfaty, Project Lead . Joy Bailey Bryant . Chris Lorway . Lisa McDonald, Research Explorers . Amina Dickerson, Dickerson Global Advisors . Nick Rabkin . Carly Cannell, weetu . Jorge Orozco-Cordero, weetu . Amanda Carlson . **Chicago Cultural Plan Advisory Committee:** Janice Bond . Lee Bey . Deb Clapp . Bau Graves . Juana Guzman . Carolina Jayaram . Mark Kelly . David Leopold . Diana L. Martinez . Luis Monterrubio . Oneida Pate . Arnold J. Romeo . Mario Rossero . Jackie Samuel . Eva Silverman . Michael P. Thornton . Joanna Trotter . Jacqui Ulrich . **Cultural Advisory Council:** Nora Daley, Chair . Marj S. Halperin, Vice Chair . Anita Blanchard . Homer H. Bryant . Juan A. Chavez . Antonia J. Contro . Kevin Coval . Jay L. Franke . Jeanne K. Gang . Sandra P. Guthman . Mary Ittelson . Ra Joy . Eileen LaCario . Diana L. Martinez . Theaster Gates, Jr. . Sheila M. O'Grady . Shirley R. Madigan . Mike Reed . Deborah F. Rutter . Cari B. Sacks . Jane M. Saks . Roell A. Schmidt . Michael P. Thornton . Howard A. Tullman . Ernest C. Wong . Thanks to the entire staff of **City of Chicago Department of Cultural Affairs and Special Events (DCASE)** . **Chicago City Council:** John Arena . Carrie M. Austin . James Balcer . Anthony Beale . Howard Brookins Jr. . Edward M. Burke . Walter Burnett, Jr. . William D. Burns . James Cappleman . George A. Cardenas . Michael D. Chandler . Willie Cochran . Rey Colón . Timothy M. Cullerton . Pat Dowell . Jason C. Ervin . Bob Fioretti . Toni Foulkes . Deborah L. Graham . Leslie A. Hairston . Michelle A. Harris . Sandi Jackson . Lona Lane . Margaret Laurino . Roberto Maldonado . Richard F. Mell . Emma Mitts . Joseph A. Moore . Proco Joe Moreno . Ricardo Munoz . Mary O'Connor . Patrick J. O'Connor . Matthew J. O'Shea . Harry Osterman . Ameya Pawar . John Pope . Marty Quinn . Ariel Reboyras . Brendan Reilly . Roderick T. Sawyer . Debra L. Silverstein . Michele Smith . Daniel Solis . Nicholas Sposato . Ray Suarez . Latasha R. Thomas . Joann Thompson . Thomas Tunney . Scott Waguespack . Michael R. Zalewski . **Public Engagement Meeting Hosts, Facilitators, and Performers:** 63rd St Drummers . Paul Abrahamson . Dr. Carol L. Adams . Duffie Adelson . Austin-Irving Branch Library . Austin Town Hall . Tom Arvetis . BAC Star Productions . Bastiaan Bouma . Michael Baker . K. Belle Beckham . Beverly Arts Center . Rob Bitunjac . Donna Bliss . Linda Beierle Bullen . Cambodian American Heritage Museum and Killing Fields Memorial . Samuel Carroll . Kim Catledge . Stephen L. Carter, Sr. . Fran Casey . Sochetra Chhoun . Chicago Alliance of African-American Photographers . Chicago Children's Alumni Choir . Clearing Branch Library . Collumbia College Chicago . Copernicus Cultural and Civic Center . Yolanda Cesta Cursach . Najwa Junior Corps . Kate Coughlin . Katherine Darnstadt . DePaul University . Douglas Park Dance Group . Douglas Park Field House . DuSable Museum of African American History . Full Effect Dance Company . Leland Elder . Patrizia Fuchs . Gage Park . Gallery/Southside Coalition of Urban Girls . Dawn Marie Galtieri . Vivian Garcia . Eileen Gill . Hairpin Arts Center . Charles Hammond . Monica Haslip . Kirsten Hein . Isaias Herrera . Deirdre Harrison . Iona Calhoun School of Ballet . Kenerett Jaffe . Gregg Kobelinski . Kat Krzynowek . Jordan LaSalle . Lindblom Math and Science Academy . Little Black Pearl Art and Design Center . Susan Lofton . Logan Square Chamber of Arts . Nicole Losurdo . Malcolm X College . Alan Mather . Carla Mayer . Mayne Stage . Mexican Folk Dance Company of Chicago . Darien Mien . Mike Nix

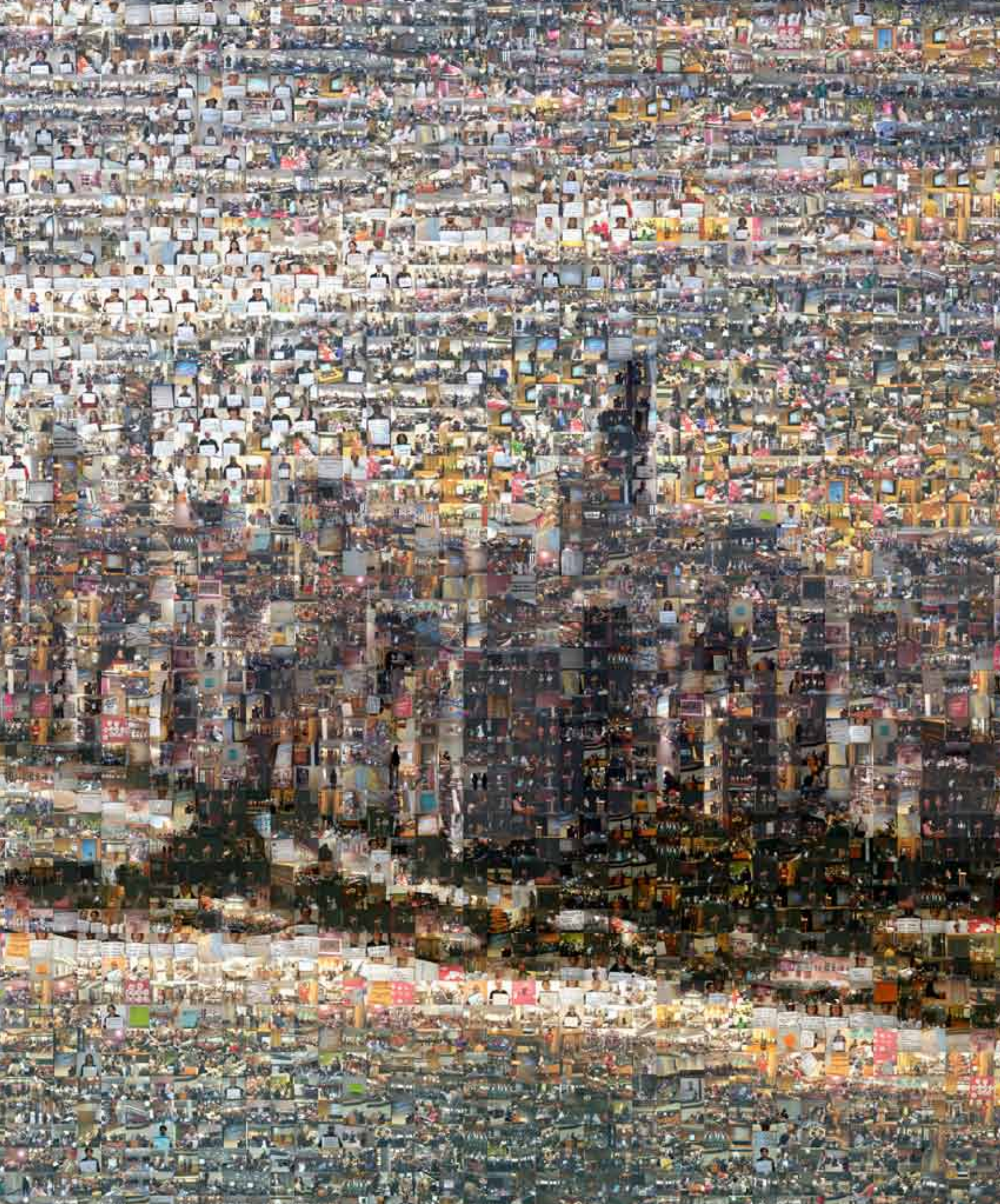
National Museum of Mexican Art . Neurokitchen Band . Nicholas Senn High School . Northside Dance Theater . José Ovalle Paderewski Symphony Orchestra . Arthur Pearson . Julia Perkins . Pritzker Middle School Dance Team The Polonia Song and Dance Ensemble . Anthony Powers . A.N. Pritzker Elementary School . Pullman State Historic Site J. S. Reese . Philippe Ravanas . Dylan Rice . Paul Schnag . Leslie Shook . Sid Smillie . LaVerne Smith . Baraka de Soleil South Chicago Branch Library . South Shore Cultural Center . St. Augustine College . Bruce Taylor . Carlos Tortolero Linda Tortolero . Traditional Kermer Music Performers . Joanna Trotter . Mike Wagenbach . Laura Weathered . Tracey Williams Woodson Regional Library . Allison Zehr . Zhou B. Art Center **Additional Consultations:** JC Aevaliotis . Lane Alexander . Lanier Alexis Erika Allen . Lee Allison . Sarah Alvarez . Candida Alvarez . Julie Adrianopoli . Jennifer Armstrong . Rita Athas . Frank Baiocchi Barbara Banda . F. Phillip Barash . Troy Baresel . Mary Sue Barrett . Lynn Basa . Alyssa Berman-Cutler . Gerhard Bette . Joanna Bielecki JinJa Davis Birkenbeuel . Keri Blackwell . Kirsten Boyce . Tom Bracy . Vaughn Bryant . Greg Cameron . Ben Cameron . Sophia Carey Janet Carl Smith . Gina Caruso . Misho Ceko . Alan Cervenka . Danielle Chapman . David Chavez . Melissa Cherry . Richard Clay Christopher Clinton Conway . Sophie Cohen . Carol Colletta . Suzanne Connor . Cheryl Cooke . David Cortez . Dot Coyle . Gillian Darlow Katherine Darnstadt . Felicia Davis . Craig Davis . Eric Delli Bovi . Jim DeRogatis . Lauren Deutsch . Nathan Diamond . Michael Dorf Helen Doria . Derrick Douglas . Philip Enquist . Evin Eubanks . Sharon Evans . Betty Farrell . Joyce Fernandez . Felicia Ferrone Eileen Figel . Sunny Fischer . Stuart Flack . Joanie Friedman . Linda Fuller . Barbara Gaines . Chris Gent . Paul Giallorenzo Kevin Giglinto . Jerry Goodman . Barbara Gordon . Ian Grosvenor . Madeleine Grynsztejn . Andre Guichard . Frances Guichard Deepa Gupta . Jack Guthman . Xan Guzik . Tracie Hall . Benet Haller . Melanie Halverson . Peter Handler . Piers Handling Heather Hartley . David Hawkanson . Chris Hawkins-Long . Tera Healy . Emme Helmskirk . Criss Henderson . Carlos Hernandez Jim Hirsch . Marguerite Horberg . Cheryl Hughes . Joe Iacobucci . Chris Jabin . Asad Jafri . Indira Johnson . Gary Johnson Lamar Jordan . Tony Karman . Mike Kelly . Jamil Khoury . Gabe Klein . Paul Klein . Catherine Kwiatkowski . Charles Landry Josephine Lee . Hannah Lehman . Pierre Locket . Malcolm London . Terri Lonier . Harold Lucas . Lisa Lust . Keith L. Magee Alan Mather . Carla Mayer . Kevin McConkey . Carlos McKinzie . Monique Meloch . Bonnie Metzgar . Andrew Micheli Avis Miller . Lara Miller . Geoff Miller . Mark Mitten . Aasia Mohammad . Dan Moore . Nora Moreno-Cargie . Paul Natkin Margaret Neeley . Michael Negron . Johnathan Nieves . Marisa Novara . Bonnie Oberman . Paul O'Connor . Greg O'Neill Mike Orlove . Brigid O'Shaughnessy . Lynn Osmond . Stephen Ostrander . Lauren Pacheco . Jason Palmquist . Rose Parisi Jon Pounds . Angelique Power . Emanuel Pratt . Janice Price . Candice Purnell . Diane Ragsdale . Lou Raizin . Amy Rasmussen Matt Reilein . Hollen Reischer . Elspeth Revere . Phillip Reynolds . Dana Rice . Rossana Rodriguez . Mark Rodriguez . Francesca Rodriguez Eunita Rushing . Joe Russo . Michael Sacks . Narimon Safavi . Laura Samson . Ayoka Samuels . Rebecca Sanders . Susanne Schnell Roche Schulfer . Marc Schulman . Amy Sesol . Irene Sherr . Cheryl Shure . David Sinski . Carrie Spittler . Peggy Stewart . Kevin Stolarick Elizabeth Swanson . Queion Swift . Paul Sznewajs . Willa J. Taylor . Encarnacion Teruel . David Thurm . Chuck Thurow . Michael Tiknis John Tolva . Nancy Tom . TreManda Pewett . Ilse Treurnicht . Kristin Umuyara . Susana Vasquez . Alaka Wali . Sarah Ward . Jon Weber Cynthia West . Wendy Williams . Paul Winberg . Nina Winston . Patrick Woodtor . Hank Zemola . Laura Zumdahl .

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**The inside front and back covers are a compilation of thousands of images of Chicagoans participating in the Cultural Plan.*





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www.chicagoculturalplan2012.com



City of Chicago
Mayor Rahm Emanuel

CHICAGO DEPARTMENT OF
DCASE
CULTURAL AFFAIRS & SPECIAL EVENTS

Lord
Cultural Resources