



Aligning Airport Infrastructure to Meet Customer Needs

Chief Administrative Officer/Managing Deputy Commissioner
Tracey Payne

October 26, 2023



A group of diverse people, including men and women of various ethnicities, are standing on an airport tarmac. In the background, a white bus with "COBUS" written on its side is visible. The scene is overlaid with a semi-transparent blue filter. The text is centered and white, with horizontal lines underlining the first and second paragraphs.

Chicago's airports are **focused on the future.**

The future of **transportation**, the future of the **sustainable development**, and the future of **Chicago's youth.**

This means that we are **transparent, equitable and accountable** in all that we do.

We have a profound understanding of our role in the economic health of the entire Chicago region.

CDA OVERVIEW – TWO AIRPORTS, ONE DEPARTMENT

O'Hare and Midway are owned and operated by the City of Chicago

The Chicago Department of Aviation (CDA) administers all aspects of the Airports.

O'Hare and Midway Airports operate financially as two separate enterprise funds per federal regulations

Both Airports are financially self-sustaining per federal regulations

All 77 neighborhoods are represented in CDA's workforce

CDA employs over 1,600 City residents

More than 50,000 badged employees at O'Hare and Midway

Chicago's Airport System is critical to the local economy

Provides 730,000 full-time equivalent jobs across nine counties



**NO STATE OR LOCAL TAXPAYER DOLLARS
ARE USED TO PAY FOR AIRPORT
OPERATIONS**

UNPARALLELED SERVICE AND CONNECTIVITY



Over 255,000 passengers are served on an average day

In 2022, Chicago Airports served 88.1 million passengers

O'Hare: 68.3M

Midway: 19.9M

In Jan-Jul 2023, Chicago Airports served 90% of the passengers served pre-COVID (Jan-Jul 2019)

O'Hare: 86%

Midway: 106%



O'Hare offers service to 246 destinations on 45 airlines

176 domestic

70 international

Midway offers service to 93 destinations on 7 airlines

84 domestic

11 international



O'Hare was the second busiest airport in US and world for total aircraft operations

O'Hare was the fourth busiest in US and world in for total passengers

Midway's service resumed faster than many US airports, due to serving more leisure and regional business travel

AIRPORTS ARE DYNAMIC PLACES WITH MANY STAKEHOLDERS



U.S. Department
of Transportation
**Federal Highway
Administration**



Transportation
Security
Administration



U.S. Customs and
Border Protection

AIRLINES

60 U.S. AND FOREIGN FLAG CARRIERS

OTHER USERS

CARGO

GROUND TRANSPORTATION PROVIDERS

CONCESSIONAIRES

FIXED BASED OPERATORS

PASSENGERS

BUSINESS

LEISURE

OTHER CITY DEPARTMENTS

FINANCE

CITY
TREASURER

BUDGET &
MANAGEMENT

BUSINESS AFFAIRS &
CONSUMER PROTECTION

FIRE, FLEET & FACILITY
MANAGEMENT

HUMAN
RESOURCES

LAW

POLICE

PROCUREMENT

EMERGENCY MANAGEMENT
& COMMUNICATIONS

MAYOR'S OFFICE FOR
PEOPLE WITH DISABILITIES

ASSIST AGENCIES

US Minority Contractors Association | Women's Business Development Center | Illinois Black Chamber of Commerce | HIRE 360 | Contractor Advisors Business Development | Breaking Barriers/Monroe Foundation | AAABNA and Chatham Business Association | Revolution Workshop | Chicago Women in Trades | National Black Wall Street

AIR CARGO HAS BEEN SOARING — RECORD-SETTING CARGO GROWTH IN RECENT YEARS

#1 port in all the Americas by value, processing over \$300 billion in freight in 2022

Processed approximately 2.2 million metric tonnes of cargo in 2022

O'Hare consistently ranks in the top 5 ports in the United States by freight value and in the top 20 airports in the world by tonnage

Approximately two million square feet of airside cargo facilities, supported by about 5,000 cargo jobs and able to handle over 40 jumbo freighters at one time

Chicago is a top air cargo gateway thanks to its central geography, massive infrastructure, and business climate





O'Hare

O'HARE 21

Terminal
Area
Plan

Terminal 3
Concourse L
Three-Gate
Expansion

Capital
Improvement
Projects

Airport
Access

OMP Phase 2
COMPLETED



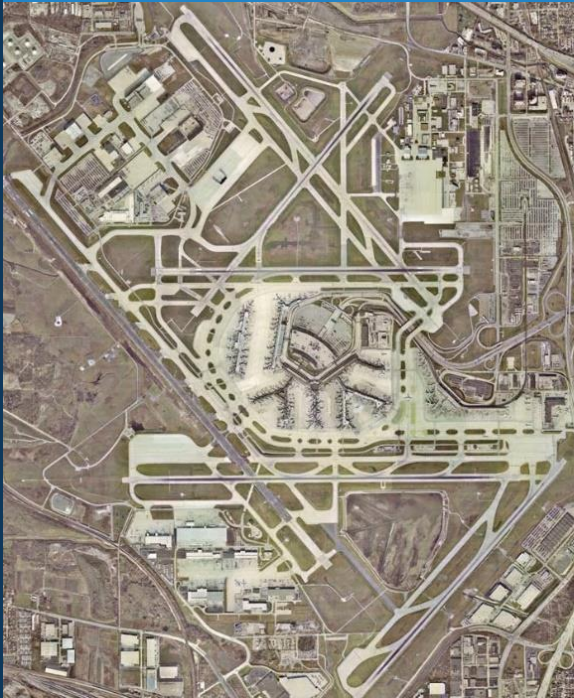
Terminal 5
Expansion
COMPLETED



TRANSFORMS O'HARE INTO A 21ST CENTURY GLOBAL GATEWAY

Historic Airfield Reconfiguration Reduced System Impact Delays by 67%

O'Hare - 2001



O'Hare - 2011

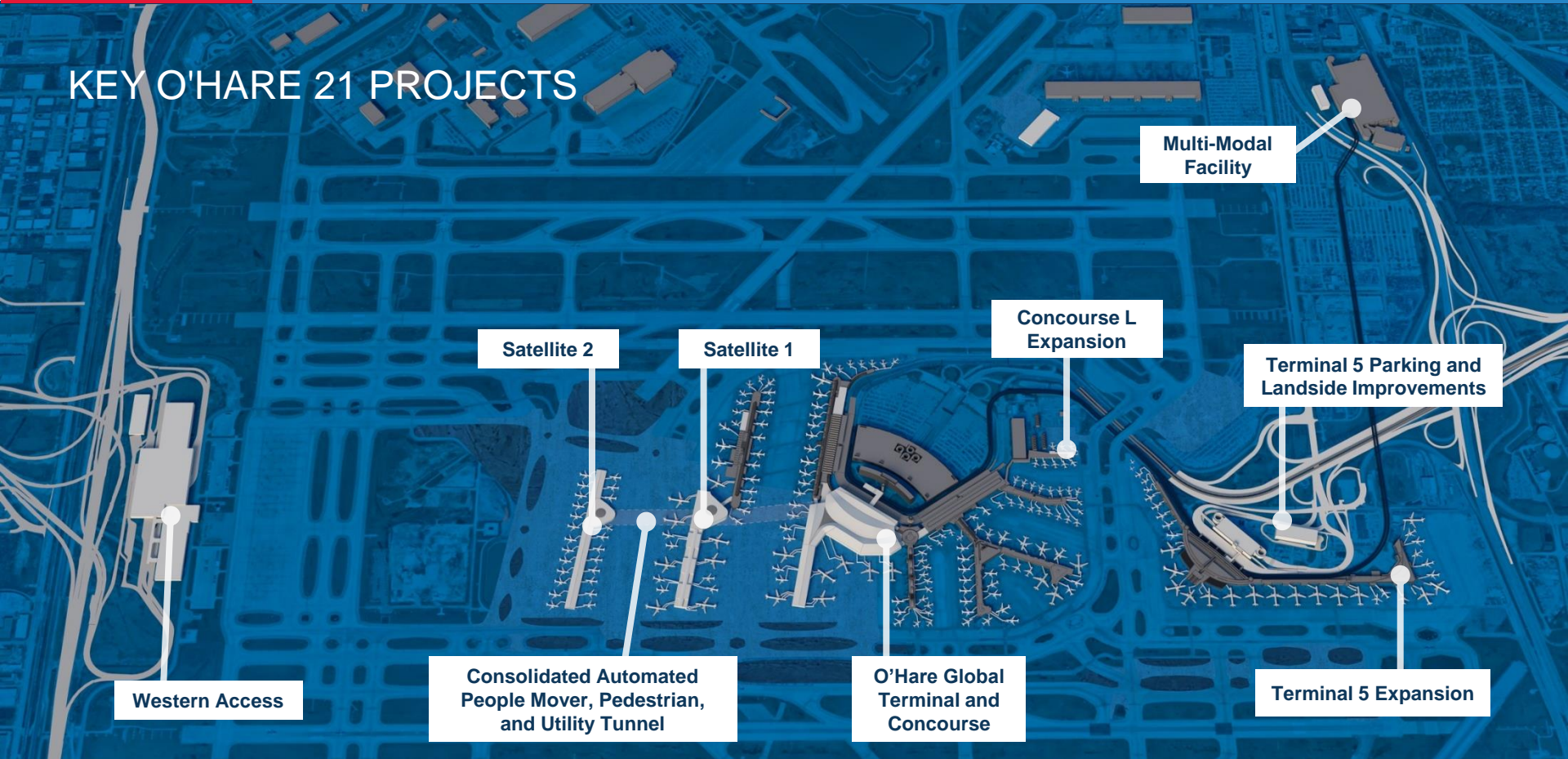


O'Hare - 2021



O'HARE MODERNIZATION PROGRAM

KEY O'HARE 21 PROJECTS



Western Access

Consolidated Automated
People Mover, Pedestrian,
and Utility Tunnel

Satellite 2

Satellite 1

O'Hare Global
Terminal and
Concourse

Concourse L
Expansion

Terminal 5 Expansion

Terminal 5 Parking and
Landside Improvements

Multi-Modal
Facility

THE TERMINAL AREA PLAN (TAP) IS A CRITICAL ELEMENT OF O'HARE 21

Improved Curb-to-gate Travel Experience at O'Hare

Addresses five long-term needs:

- Operational efficiency for existing and future demand
- Increased gate flexibility
- Reduced aircraft taxiing and time waiting for a gate
- Integrated terminal facilities
- Improved domestic and international airline and passenger connections

Main project elements include:

- O'Hare Global Terminal (OGT)
- Satellite Concourses 1 and 2
- Consolidated Tunnel for passenger movement between the OGT and Satellite Concourses

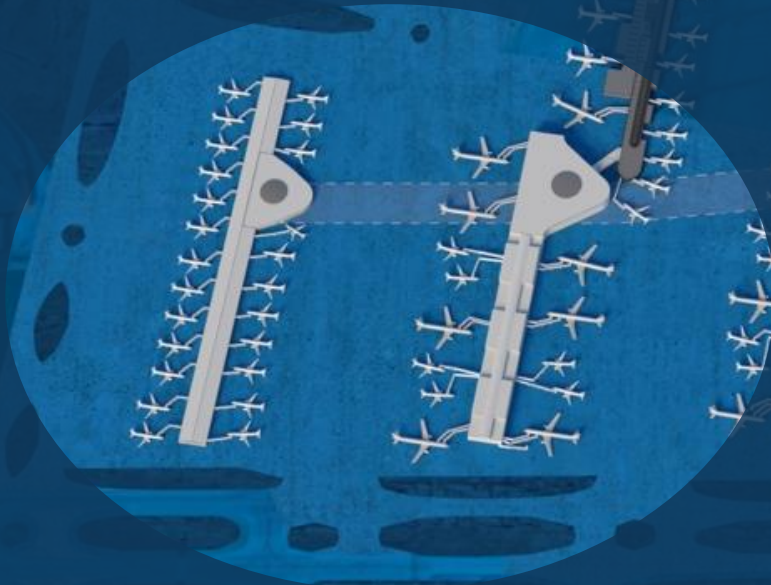
O'HARE GLOBAL TERMINAL AND CONCOURSE

The new Terminal and Concourse will replace Terminal 2 and Concourses E and F with:

- Expanded arrivals hall
- More space for concessions, lounges and public amenities
- State-of-the-art baggage system
- New technologies to streamline the security process
- Collocation of domestic and international operations
- Increased international passenger processing



SATELLITE 1 AND SATELLITE 2



Satellite 1

- Multilevel concourse, including a two-level, 65-foot-long connecting walkway between Concourse C and the Satellite 1 Concourse
- All gates will be capable of accommodating international arriving flights
- Accommodates a mix of aircraft sizes

Satellite 2

- All gates will be configured to accommodate a mix of aircraft sizes

TERMINAL 5 EXPANSION

- ✓ 10 additional gates
- ✓ 350,000 additional square feet
- ✓ Expanded core area for additional amenities
- ✓ New 22,000 square-foot Delta Sky Lounge
 - Reconfigured international arrivals facility and security checkpoint
 - Baggage handling system to increase throughput capacity to be completed this year



INNOVATIVE STEPS WERE TAKEN INSIDE THE TERMINAL TO OFFER THE BEST TRAVEL EXPERIENCE POSSIBLE

High-performance, electrochromic (“Smartglass”) technology installed in approximately 40,000 square feet of the extension

Next generation glazing that maximizes natural light while reducing heat gain and glare through thermochromic and photochromic technologies that change based on temperature and light

Benefits:

- Energy use reduction
- Glare control
- Heat gain reduction
- Access to daylight and views
- Peak load reduction
- No need for additional shade/heat materials



Yvette Mayorga



Mayumi Lake



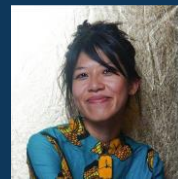
Cheryl Pope



Chris Pappan



Faheem Majeed



Huong Ngô



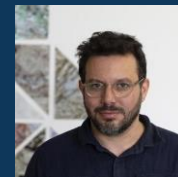
Nelly Agassi



Wills Glasspiegel,
The Era, Open
the Circle

CHICAGO ARTISTS SHARE THEIR WORK TO PROVIDE A WARM WELCOME FOR PASSENGERS IN TERMINAL 5

- The City of Chicago's Department of Cultural Affairs and Special Events and the Chicago Department of Aviation commissioned the largest single acquisition of works by Chicago artists in 30 years.
- This \$3.5 million project presents a unique opportunity to invest in Chicago artists and creative professionals while providing international visitors a dynamic and welcoming first impression of our city.



Assaf Evron



Bernard Williams



Cecil McDonald Jr



Edra Soto



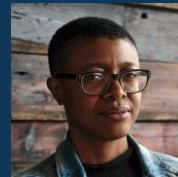
Leonard Suryajaya



Jenny Kendler



Selina Trepp



Krista Franklin



Maryam Taghavi



Key Initiatives

THE FOUR PILLARS: SUPPORT ACCOUNTABILITY IN ALL WE DO



EDUCATING THE STAFF OF CDA

- Educational Sessions
- Multi-Departmental
- Raising Awareness



THE CODE OF CONDUCT

- Documentation of Principles
- Focus on O'Hare 21 Project Delivery
- All CDA staff has been trained on the Code of Conduct
- Expanding virtual training to the wider airport community



INTEGRITY MONITORS

- Best-in-the-nation Integrity Monitoring Services
- Vendor and Project Oversight
- Ensure Compliance with Laws
- Highest Standards of Professionalism



COMPLIANCE STAFFING

- Hire Business Diversity and Economic Inclusion Team
- Last line of Defense
- Community Outreach and M/W/DBE Compliance Reporting

CDA HAS IMPLEMENTED NUMEROUS INDUSTRY-LEADING SUSTAINABILITY INITIATIVES AND ADOPTED SUSTAINABLE DEVELOPMENT GOALS IN LINE WITH THE UNITED NATION'S SUSTAINABLE DEVELOPMENT GOALS

Category and Goal

6 CLEAN WATER AND SANITATION



Water Use Reduction

Reduce potable water usage per passenger by 15% from 2010 baseline by 2030

12 RESPONSIBLE CONSUMPTION AND PRODUCTION



Waste Reduction

Reduce landfill waste per passenger by 25% from 2017 baseline by 2030

7 AFFORDABLE AND CLEAN ENERGY



Energy Use and Supply

Reduce energy usage per passenger by 30% from 2010 baseline by 2030

Procure 100% renewable electricity by 2025

13 CLIMATE ACTION



Carbon Emissions

Reduce carbon emissions by 50% from 2019 baseline by 2030

Achieve net zero carbon emissions by 2050

Category and Goal

11 SUSTAINABLE CITIES AND COMMUNITIES



Community

Provide sustainability initiatives that support the surrounding communities

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



New Construction

All new construction projects to achieve LEED certification (or equivalent) by 2030

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



Fleet Improvements

Optimize the transition to an electric vehicle fleet and facilitate stakeholders to electrify their fleets

Source: Preliminary Official Statement. City of Chicago Department of Aviation.

CDA IS FOCUSED ON ENSURING ACCESSIBILITY FOR ALL PASSENGERS

- Terminal facilities comply with Americans with Disabilities Act (ADA)
- Service Animal Relief Areas
- Accessible drop-off areas
- Accessible parking spaces
- “Changing Places Facility”
- Homelessness and mental health services
- Lactation Pods

The TAP will increase accessibility for persons with disabilities through:

- Modern facilities compliant with federal, state, and local accessibility requirements
- Equal opportunities for all
- Increased vertical circulation capacity
- Accessible and highly visible signage
- Direct passenger circulation
- Minimal floor level changes and travel distance

For more information, please visit [Accessibility Guide](#) on [flychicago.com](#)

USHERING IN A NEW GENERATION OF AVIATION EMPLOYEES

EDUCATION AND OUTREACH INITIATIVES

- Elementary school-level engagement activity
- High school airfield visits
- CDA internship programs for high school and college students
- Airport expos and job fairs in partnership with CPS and City Colleges of Chicago
- Airline training academies (United Aviate)
- Aerostar: Local group with aviation-based curriculum for African Americans, Latinos, women, and underserved youth
- ORD21 CMRs engage persons from historically underrepresented communities in building trades careers and create awareness of airport construction job opportunities

COMMUNITY OUTREACH VEHICLE

- Four flight simulators
- Children's activities
- Video presentations
- Computer demos on careers in aviation
- Employment at the airports
- Procurement opportunities and guidance
- Technical assistance for small business
- Fun Facts about O'Hare and Midway





CHICAGO DEPARTMENT OF AVIATION

JAMIE L. RHEE, COMMISSIONER



flychicago.com