# 2014 Annual Report

## Table of Contents

- Letter from Chicago Mayor Rahm Emanuel: 2
- Letter from Commissioner Rosemarie S. Andolino: 4
- State of the Airports: 6
  - Midway International Airport: 8
  - O’Hare International Airport: 10
- Air Service and Routes: 12
- Safety and Security: 18
- Airport Operations: 20
- Sustainability and the Environment: 22
- Capital Improvements: 26
- Airport Development: 30
- O’Hare Modernization Program: 32
- The Passenger Experience: 36
- Welcoming the World to Chicago: 44
- Outreach: 46
- Giving Back to the Community: 48
- Sound Insulation Program: 50
- Awards: 52
I often say that Chicago is the most American of American cities. Our world-class airports, convention centers, hotels, museums, restaurants and Fortune 500 companies based here make Chicago the perfect place to visit and the perfect place to do business.

O’Hare and Midway International Airports are central to growing our economy, creating jobs and connecting Chicago to the international marketplace. We continue to invest heavily in the airport system with the O’Hare Modernization Program (OMP), a newly transformed International Terminal 5 and expanded service to dozens of cities. More than halfway completed, the OMP has increased capacity and reduced delays. A better Terminal 5 welcomes international travelers with sophisticated dining, luxury retail and innovative design.

Chicago is also investing in the city’s transportation networks so that tourists and residents can navigate easily and affordably. We are improving our transit system, have overhauled taxi regulations and launched one of the largest bike share programs in the nation. Our goal of drawing 55 million visitors annually by 2020 will support more than 175,000 jobs. It means more construction projects will move forward, more hotel rooms will be booked, more restaurants will be filled, more museums will be visited, more theaters will be packed and more music will be enjoyed. It means more people will experience our award-winning cuisine and more visitors will see the city that we know and love.

Whether you’re a first-time visitor, a frequent business traveler to our city or a longtime resident, I hope you enjoy a newer and better Chicago that I am proud to call a world-class destination.
LETTER FROM COMMISSIONER

ROSEMARIE S. ANDOLINO

Chicago has long been a leader in the global aviation industry. Each year, O’Hare and Midway International Airports move 87 million people and 1.4 million tons of air cargo around the globe, generate $45 billion in economic activity and create 540,000 jobs.

Under the leadership of Chicago Mayor Rahm Emanuel, the Chicago Department of Aviation (CDA) is focused on enhancing all aspects of its airports to maximize the many benefits they provide to our city and throughout the world. Whether it is expanding our airfield capacity, growing air service, developing new cargo and multi-modal facilities, transforming our concessions program or making it easier for arriving visitors from overseas to travel through our global gateway, our goal is to make Chicago’s airports best-in-class destinations.

In the following pages of the CDA 2014 Annual Report, you will learn about many exciting developments at both airports and our efforts to further expand Chicago’s connectivity to the world. Years of hard work, critical decision-making, careful planning and delivery are behind the major projects we unveiled to the public over the last year. The opening of Runway 10C-28C and the complete transformation of International Terminal 5 at O’Hare are among many developments that have dramatically improved the way we welcome the world to Chicago.

Our efforts have captured the world’s attention. In his May 2014 address on the state of travel and tourism in the United States, President Barack Obama singled out O’Hare for its leadership in reducing customs wait times for visitors to the United States with the installation of the nation’s first Automated Passport Control system. Our ability to efficiently handle travelers and provide a great customer experience is essential to supporting the tourism industry, creating jobs and growing our economy.

Over the past year, more than 30 new routes were added to the Chicago market. Some of the highlights include the launch of Hainan Airlines to Beijing, Emirates to Dubai and Southwest Airlines’ new service to Washington D.C.’s Reagan National Airport. In 2013, Midway experienced another record-breaking year with more than 20 million passengers. Through the first half of 2014, international passenger volume is up eight percent at O’Hare and 15 percent at Midway. As we continue to grow, the CDA remains committed to its core mission to ensure safe and efficient air travel, maintain and improve our infrastructure, incorporate sustainability into all aspects of our airports and provide an airport environment that reflects Chicago’s rich, diverse and unique character – all of which enhance economic activity and create jobs.

The future looks bright for O’Hare and Midway. We are proud to be a model for airports worldwide, and we hope that this report provides you a glimpse into our many achievements.
O’Hare and Midway International Airports comprise one of the busiest airport systems in the world. In 2013, O’Hare and Midway handled 87 million passengers, more than one million flights and 1.4 million tons of cargo. Chicago’s airports are hubs to three of the four largest carriers in the United States – United Airlines, American Airlines and Southwest Airlines. Nearly 60 passenger airlines provide nonstop service from Chicago to more than 230 cities worldwide.

The CDA manages a $1 billion budget and oversees the $8 billion O’Hare Modernization Program. The airports are self-supporting and do not use local or state tax dollars for operations or capital improvements. A team of over 40,000 employees at O’Hare and Midway is dedicated to making Chicago’s airports the best in the world.

O’Hare and Midway are powerful economic engines, generating $45 billion in annual economic activity and 540,000 jobs. Both airports are growing. In 2013, passenger volume at both airports increased and the trend continued through the first half of 2014, with international passenger volume up eight percent at O’Hare and 15 percent at Midway. Cargo tonnage is also up more than eight percent during the same time period.

The CDA continuously invests in infrastructure in and around the airports and enhances the customer experience. It has raised the bar for airport dining and diversified the airports’ offerings by introducing fresh, healthy options, unique Chicago flavors, more sit-down restaurants and luxury retail. The concessions enhancements are paying off; total concessions sales at O’Hare and Midway have increased by an average of nearly seven percent each year since 2009 to reach over $470 million in 2013. Non-airline revenue generated at Chicago’s airports increased by nearly four percent in 2013 to reach $282.5 million.

In 2013, O’Hare and Midway International Airports handled:

- **NEARLY 3,000 daily flights**
- **TO OVER 230 Cities**

**STATE OF THE AIRPORTS**
Midway International is a premier point-to-point airport and continues to be one of the fastest growing airports in the U.S. In 2013, Midway recorded its highest passenger total in the airport’s 87-year history with more than 20 million travelers, an increase of five percent over the airport’s previous record set in 2012. In June 2014, Midway set another record by serving more than two million passengers in one month.

Six carriers at Midway provide service to 80 destinations. Midway is the number one market for Southwest Airlines. Since 2013, 18 new destinations have been added, including new international service to Jamaica and the Dominican Republic. Through the first six months of 2014, international passenger traffic was up an impressive 15 percent.

The CDA is in a solid position to enhance Midway’s airfield and facilities in the coming years. This year, the airport is rehabilitating Runway 13C-31C, Midway’s longest runway. Under the terms of a 15-year use agreement reached with its airline partners, the CDA has a key focus on continual investment in the airport’s infrastructure with average funding of $40 million per year.

A new amenity, Automated Passport Control (APC), made its debut at Midway this year. The innovative system helps travelers move quickly through the U.S. customs clearance process by entering their information at a self-service kiosk without any registration or fees.

APC improves the passenger experience by significantly reducing wait times and creating a more efficient and effective entry process for U.S. Customs and Border Protection officers to manage. The new technology’s launch followed last summer’s implementation of APC at O’Hare, where the initiative significantly reduced wait times for passengers. Chicago was the first city in the nation to utilize the APC technology.

Also at Midway, the Transportation Security Administration extended its Pre-Check program to Southwest Airlines and Delta Airlines passengers. Pre-Check is a pre-screening process for select frequent flyers who can move through a designated security checkpoint faster without having to remove items such as shoes and laptops. Southwest also launched a mobile boarding pass program allowing customers to use their smartphones to clear security and board their plane in a quicker and greener manner.

In Concourse C, the CDA opened a Yoga Room where travelers can practice yoga or meditate in a calm and serene environment. The CDA also opened a Mother’s Room, which provides a tranquil, private space for nursing mothers.
The commissioning of Runway 10C-28C in October 2013 enhanced the efficiency, safety and capacity of O’Hare’s airfield. The runway is Group VI capable, allowing the world’s largest aircraft to land and take off with ease. It also allows for an additional 90,000 flight operations per year.

Continuing on its innovative sustainability initiatives, the CDA welcomed back a herd of goats, llamas, sheep and burros to graze hard-to-reach areas of O’Hare’s airfield. The CDA is also building a third Airport Traffic Control Tower that is designed to achieve LEED Gold certification. Inside the terminals, passengers at O’Hare benefited from new amenities rolled out this year including full-service spas, a Yoga Room and dozens of new interactive work stations and kiosks with hundreds of new charging outlets.

THROUGH JUNE 2014:

O’HARE CARGO TONNAGE UP 8%  
O’HARE INTERNATIONAL PASSENGER VOLUME UP 8%
AIR SERVICE AND ROUTES

In the fast-paced global marketplace, Chicago’s airports move people and products to almost anywhere in the world in a single flight. In fact, the strength of Chicago’s air service was cited in a 2013 report from the Massachusetts Institute of Technology, which found that O’Hare had the highest level of connectivity to the world’s air transport system of any U.S. airport.

Establishing new air service is a complex undertaking that often takes many years of marketing and relationship building with airlines, making Chicago’s added service over the last five years an incredible achievement. Since 2009, 40 new major routes have been added to the Chicago market. The CDA was recognized last year by anna.aero with three U.S. ANNIE Awards – one for increasing the number of long-haul international destinations from 50 to 57, one for adding the most new routes and one for adding the most new airlines of any U.S. airport. The economic activity generated by this new service is worth more than $2.8 billion each year.

With the added capacity provided by the O’Hare Modernization Program, Chicago is well positioned to expand air service even further. The CDA will continue to market its attractive airports and city to the world, and is now working to connect to even more destinations in Asia, the Indian subcontinent, the Middle East and Latin America.

NEW SERVICE AT O’HARE

In August 2014, the CDA welcomed award-winning Emirates’ service between Chicago O’Hare and Dubai. The Chicago market is now served by the top three carriers based in the Middle East – Emirates, Etihad Airways and Qatar Airways. Many of O’Hare’s existing carriers also expanded service, including Chicago’s first-ever flight to Edinburgh, Scotland by United Airlines. Cathay Pacific Airways increased service to Hong Kong, Iberia Airlines expanded service to Madrid, and Spirit Airlines now flies to four more U.S. cities and announced service to two more that will begin by the end of this year. Air Choice One now services Ironwood, Michigan. In December, United Airlines will begin international service from O’Hare to Belize City.

NEW SERVICE AT MIDWAY

Six new destinations were added at Midway in 2014, including Southwest Airlines’ service to Boise, Idaho, Portland, Maine and Washington D.C.; and Frontier Airline’s service to Harrisburg, Pennsylvania and Knoxville, Tennessee. Southwest will launch new service from Midway to Dallas Love Field in October.

Highlighted new or added service in 2013 and 2014

<table>
<thead>
<tr>
<th>Airline</th>
<th>Destination</th>
<th>Dates</th>
</tr>
</thead>
<tbody>
<tr>
<td>airberlin to Berlin, Germany</td>
<td>MARCH 2013</td>
<td></td>
</tr>
<tr>
<td>Qatar Airways to Doha, Qatar</td>
<td>APRIL 2013</td>
<td></td>
</tr>
<tr>
<td>American Airlines to Dusseldorf, Germany</td>
<td>APRIL 2013</td>
<td></td>
</tr>
<tr>
<td>Frontier Airlines to Trenton, New Jersey</td>
<td>APRIL 2013</td>
<td></td>
</tr>
<tr>
<td>United Airlines to San Jose, Costa Rica</td>
<td>APRIL 2013</td>
<td></td>
</tr>
<tr>
<td>Southwest Airlines to Montego Bay, Jamaica</td>
<td>APRIL 2013</td>
<td></td>
</tr>
<tr>
<td>Austrian Airlines to Vienna, Austria</td>
<td>MAY 2013</td>
<td></td>
</tr>
<tr>
<td>Southwest Airlines to Punta Cana, Dominican Republic</td>
<td>MAY 2013</td>
<td></td>
</tr>
<tr>
<td>United Airlines to Shannon, Ireland</td>
<td>JUNE 2013</td>
<td></td>
</tr>
<tr>
<td>Southwest Airlines to Spokane, Washington</td>
<td>JUNE 2013</td>
<td></td>
</tr>
<tr>
<td>Southwest Airlines to Jacksonville, Florida</td>
<td>JUNE 2013</td>
<td></td>
</tr>
<tr>
<td>United Airlines to Fairbanks, Alaska</td>
<td>JUNE 2013</td>
<td></td>
</tr>
<tr>
<td>Frontier Airlines to Wilmington, Delaware</td>
<td>JULY 2013</td>
<td></td>
</tr>
<tr>
<td>Aeromexico to Mexico City, Mexico</td>
<td>JULY 2013</td>
<td></td>
</tr>
<tr>
<td>Sun Country to Minneapolis/St. Paul, Minnesota</td>
<td>JULY 2013</td>
<td></td>
</tr>
<tr>
<td>United Airlines to Saskatoon, Canada</td>
<td>AUGUST 2013</td>
<td></td>
</tr>
<tr>
<td>ANA to Tokyo-Narita, Japan</td>
<td>SEPTEMBER 2013</td>
<td></td>
</tr>
<tr>
<td>Hainan Airlines to Beijing, China</td>
<td>SEPTEMBER 2013</td>
<td></td>
</tr>
<tr>
<td>Avianca to San Salvador, El Salvador</td>
<td>SEPTEMBER 2013</td>
<td></td>
</tr>
<tr>
<td>United Airlines to San Juan, Puerto Rico</td>
<td>NOVEMBER 2013</td>
<td></td>
</tr>
<tr>
<td>United Airlines to Atlantic City, New Jersey</td>
<td>NOVEMBER 2013</td>
<td></td>
</tr>
<tr>
<td>Jet Blue to San Juan, Puerto Rico</td>
<td>NOVEMBER 2013</td>
<td></td>
</tr>
<tr>
<td>Spirit Airlines to Baltimore/Washington, D.C.</td>
<td>MAY 2014</td>
<td></td>
</tr>
<tr>
<td>Spirit Airlines to Portland, Oregon</td>
<td>MAY 2014</td>
<td></td>
</tr>
<tr>
<td>Spirit Airlines to Oakland, California</td>
<td>MAY 2014</td>
<td></td>
</tr>
<tr>
<td>United Airlines to Edinburgh, United Kingdom</td>
<td>MAY 2014</td>
<td></td>
</tr>
<tr>
<td>Frontier Airlines to Harrisburg, Pennsylvania</td>
<td>JUNE 2014</td>
<td></td>
</tr>
<tr>
<td>Air Choice One to Ironwood, Michigan</td>
<td>JULY 2014</td>
<td></td>
</tr>
<tr>
<td>Frontier Airlines to Knoxville, Tennessee</td>
<td>JUNE 2014</td>
<td></td>
</tr>
<tr>
<td>Southwest Airlines to Washington, D.C.</td>
<td>AUGUST 2014</td>
<td></td>
</tr>
<tr>
<td>Emirates to Dubai, United Arab Emirates</td>
<td>AUGUST 2014</td>
<td></td>
</tr>
<tr>
<td>Spirit Airlines to Kansas City, Missouri</td>
<td>AUGUST 2014</td>
<td></td>
</tr>
<tr>
<td>Frontier Airlines to Washington, D.C. (Dulles)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Frontier Airlines to Atlanta, Georgia</td>
<td>ANNOUNCED FOR OCTOBER 2014</td>
<td></td>
</tr>
<tr>
<td>Frontier Airlines to Cleveland, Ohio</td>
<td>ANNOUNCED FOR OCTOBER 2014</td>
<td></td>
</tr>
<tr>
<td>Southwest Airlines to Dallas, Texas (Love Field)</td>
<td>ANNOUNCED FOR OCTOBER 2014</td>
<td></td>
</tr>
<tr>
<td>Spirit Airlines to Atlanta, Georgia</td>
<td>ANNOUNCED FOR OCTOBER 2014</td>
<td></td>
</tr>
<tr>
<td>Spirit Airlines to New Orleans, Louisiana</td>
<td>ANNOUNCED FOR OCTOBER 2014</td>
<td></td>
</tr>
<tr>
<td>Frontier Airlines to Orlando, Florida</td>
<td>ANNOUNCED FOR DECEMBER 2014</td>
<td></td>
</tr>
<tr>
<td>United Airlines to Belize City, Belize</td>
<td>ANNOUNCED FOR DECEMBER 2014</td>
<td></td>
</tr>
</tbody>
</table>
NON-STOP INTERNATIONAL ROUTES FROM CHICAGO

- Abu Dhabi, AE
- Amman, JO
- Amsterdam, NL
- Aruba, AW
- Beijing, CN
- Belize City, BZ
- Berlin, DE
- Brussels, BE
- Calgary, CA
- Cancun, MX
- Copenhagen, DK
- Couremel, MX
- Delhi, IN
- Doha, QA
- Dubai, AE
- Dublin, IE
- Dusseldorf, DE
- Edmonton, CA
- Frankfurt, DE
- Grand Cayman, KY
- Guadalajara, MX
- Halifax, CA
- Helsinki, FI
- Hong Kong, CN
- Huatulco, MX
- Istanbul, TR
- Kitchener-Waterloo, CA
- Libere, CR
- London, CA
- London (Heathrow), GB
- Los Cabos, MX
- Medinah, ES
- Manchester, GB
- Mexico City, MX
- Monterrey, JM
- Montreal, CA
- Morelia, MX
- Munich, DE
- Nassau, BS
- Ottawa, CA
- Panama City, PA
- Paris, FR
- Puerto Vallarta, MX
- Punta Cana, DO
- Regina, CA
- Rome, IT
- San Jose, CR
- San Salvador, CA
- Sao Paulo, BR
- Saskatoon, CA
- Vancouver, CA
- Seoul, KR
- Shanghai, CN
- Shannon, IE
- St. Maarten, AN
- Stockholm, SE
- Tokyo (Narita), JP
- Toronto (City), CA
- Toronto (Pearson), CA
- Vienna, AT
- Warsaw, PL
- Winnipeg, CA
- Zacatecas, MX
- Zürich, CH

Some destinations may be served seasonally.

6 NEW INTERNATIONAL AIRLINES
SINCE JANUARY 2013

APPROXIMATELY
280 daily flights
ARRIVING AND DEPARTING
TO NEARLY
70 INTERNATIONAL DESTINATIONS

CHICAGO DEPARTMENT OF AVIATION       A GLOBAL LEADER IN AVIATION
SAFETY AND SECURITY

The CDA’s highest priority is maintaining a safe and secure airport environment for travelers and employees. The CDA relies heavily on the Chicago Police Department and the Chicago Fire Department, and works closely with more than 30 partner agencies.

The CDA’s multi-layered team includes the Transportation Security Administration, U.S. Customs and Border Protection, the Federal Bureau of Investigation and many more agencies. The teams that keep the airports safe and secure go above and beyond. The CDA conducts numerous exercises and classes with its city, state and federal partners, and works collaboratively with other airports to evaluate best practices and lessons learned.

The CDA is also known as a leader in training emergency response teams. Agencies throughout the nation travel to O’Hare to practice at the airport’s state-of-the-art Aircraft Rescue and Firefighting (ARFF) training center.

This year, the CDA will conduct a full-scale emergency response exercise at O’Hare to test the readiness of the teams responsible for keeping the airports safe and secure. This is a complex and resource-intensive exercise that involves multiple agencies and requires many facets of inter-agency coordination and communications beyond aircraft rescue and fire suppression.

The CDA also teamed up this year with the Chicago Police Department to offer the Law Enforcement Medical and Rescue Training course, which teaches police, fire and aviation security officers to identify and treat critical wounds encountered during active shooter incidents, terrorist attacks or natural disasters.

This year, the CDA opened a new Badging and Compliance Office that is responsible for the authorization of employees on secure airport properties, and offers dedicated space for fingerprinting, vehicle driver testing and required training for badged employees. The office creates a more efficient airport ID badging process.

Partner Agencies

Transportation Security Administration
U.S. Customs and Border Protection
U.S. Department of Agriculture
U.S. Department of Veterans Affairs
U.S. Secret Service
U.S. State Department – Diplomatic Security Services
U.S. Postal Police Federal Air Marshal
Federal Aviation Administration
Federal Bureau of Investigation
Federal Emergency Management Agency – Region V
Federal Emergency Management Agency

Drug Enforcement Agency
Joint Terrorism Task Force
National Transportation Safety Board
Bureau of Alcohol, Tobacco, Firearms and Explosives
Centers for Disease Control
Chicago Fire Department
Chicago Office of Emergency Management and Communications
Chicago Police Department
Cook County Department of Homeland Security and Emergency Management
Cook County Medical Examiner’s Office

Cook County Sheriff’s Police
DuPage County Department of Homeland Security and Emergency Management
Illinois Emergency Management Agency
Illinois State Police
Illinois Law Enforcement Alarm System (ILEAS)
Illinois Mutual Aid Box Alarm System (MABAS)
Metropolitan Chicago Healthcare Council
American Red Cross
Salvation Army
National Weather Service
Airport Watch

“During (Commissioner Andolino’s) tenure, CDA and CBP established a collaborative partnership to implement significant business transformation initiatives at O’Hare International and Midway International airports. Together we were able to make international travel faster, easier, and more enjoyable.”

— Kevin R. McAleenan, Acting Deputy Commissioner of U.S. Customs and Border Protection
The CDA’s Operations Team works to ensure safe and efficient operations at O’Hare and Midway International Airports. Both airports continually meet FAA safety guidelines and standards monitored during compliance and airfield inspections. O’Hare and Midway received perfect scores this year on the FAA’s annual Part 139 airport compliance certification.

This year, the CDA invested in new surface management technology to track all aircraft and vehicle movements on the airfields at both airports. The technology uses real-time information, allowing the CDA to closely monitor grounded aircraft filled with passengers during severe weather events. Operations personnel can alert airlines that are nearing the Department of Transportation’s time limit rules for tarmac delays. The CDA also programmed its systems to automatically notify operations teams at other airports within the Great Lakes Region when flights diverted from Chicago are heading their way due to severe storms or other incidents.

The Operations Team manages the airports under the most extreme conditions. Last year saw a winter season that was one of the coldest and snowiest on record. Midway plowed almost 90 inches of snow, the second highest total in airport history, while snow crews at O’Hare cleared more than 80 inches, the third highest total in airport history.

Maintaining safe and efficient operations at the airports during the winter season requires months of preparation, highly-skilled and dedicated personnel, state-of-the-art equipment and close coordination with the FAA and airline partners. The CDA alone manages more than 200 pieces of snow removal equipment, thousands of tons of salt, and over a million gallons of liquid ice remover to clear runways, roadways and parking lots. At the end of the snow season, both airports were recognized by the Northeast Chapter of the American Association of Airport Executives (AAAE) with the Balchen/Post Award for excellence in snow and ice control.

With winter can come unexpected visitors. Several snowy owls, usually found in icy habitats like the North Pole, were spotted in and around O’Hare and Midway. A full-time staff of expert USDA wildlife biologists at both airports is tasked with the critical job of ensuring that wildlife do not interfere with aircraft operations. In partnership with the CDA’s Operations Team, the USDA wildlife staff monitors and manages wildlife activity year-round to ensure safe airport operations. Managing the increased presence of snowy owls at Chicago’s airports was a delicate balance between protecting the safety of aircraft operations and protecting the majestic birds.
SUSTAINABILITY AND THE ENVIRONMENT

The CDA has long been a leader in launching first-of-its-kind sustainability programs and initiatives, and inspiring airports worldwide to do the same.

It all began in 2003 with the creation of the Sustainable Design Manual (SDM) that detailed green design and construction guidelines for airport projects. The SDM evolved into the Sustainable Airport Manual (SAM), the first of its kind to provide guidelines for all functions of an airport – design and construction, planning, operations, maintenance, concessions and tenants.

MANY SUSTAINABILITY INITIATIVES HAVE DERIVED FROM THE SAM

- The SAM Green Airplane Rating System guides for all functions of an airport – design and construction, planning, operations, maintenance, concessions and tenants.

- The CDA developed the nation’s first Green Concessions Policy, which requires concessionaires to minimize waste, enhance recycling, procure eco-friendly products, and provide healthier foods for passengers and employees. The Policy mandates a ban on Styrofoam and plastic bags and the procurement of green cleaning products as well as many other requirements. Under the program, about 50 percent of materials disposed of as solid waste will transition to compostable or recyclable products. Tortas Frontera at O’Hare, and Sprigs, Harry Caray’s and Taylor Street Market restaurants at Midway were the first concessionaires to be evaluated under the SAM Green Airplane Rating System. The restaurants earned green airplane certification under SAM’s Concessions and Tenants chapter.

- The O’Hare Modernization Program’s Balanced Earthwork Plan has kept over 28 million cubic yards of dirt – enough to fill Chicago’s Willis Tower more than 12 times – out of landfills by strategically moving it around the airfield. The plan reduces congestion on area roadways and minimizes truck emissions, and has already eliminated the need for 720,000 haul trips and reduced the production of carbon dioxide by over 82,000 tons.

- In 2015, O’Hare’s South Airport Traffic Control tower will be commissioned with a 10,000 square foot green roof on the base building and will utilize geothermal energy as the primary source for heating and cooling. This will be the first geothermal project at Chicago’s airports. Using the SAM as a guide, the new tower is anticipated to achieve LEED Gold Certification and four green airplanes.

- Recycled Asphalt Shingles (RAS) are being used to pave the next runway component of the O’Hare Modernization Program, Runway 10R-28L. In 2014, approximately eight million rooftop shingles will be kept out of landfills and incorporated into the runway and two taxiways. O’Hare is the first airport in the United States to receive FAA approval for a Modification to Standard, which allows RAS to be used in the mix of asphalt layers of runways and taxiways. The CDA estimates a cost savings of approximately $665,000.

- The CDA is utilizing warm-mix asphalt (WMA) on OMP runway and taxiway projects. WMA produces and mixes asphalt at lower temperatures, reducing fuel consumption and greenhouse gas emissions and improving asphalt compaction and working conditions.

- Midway’s Consolidated Rental Car Facility earned LEED Silver certification, and the project’s design and construction received three and four green airplanes, respectively, as rated by the CDA’s SAM. Environmentally-friendly features include a green roof, solar panels, wind turbines and an underground detention basin to manage storm water.

A Global Leader In Airport Sustainability

The Airports Going Green (AGG) Conference, the industry’s leading conference on airport sustainability, was launched by the CDA in 2007. The 7th annual AGG Conference is slated for November 3-5. Hosted by the CDA and the American Association of Airport Executives (AAAE), the conference unites sustainability leaders, experts and innovators from around the world. Some of the topics at this year’s conference include renewable energy as a potential airport revenue source, implementing green concessions policies, the walkability of airports and extreme weather planning. Last year’s conference brought nearly 400 attendees, including aviation leaders from London, Amsterdam, Montreal, South Korea, China and El Salvador. The conference also introduced the AGG Sustainability Education Fund, which advances education in sustainability-related fields through scholarships in the Chicago area. More than $35,000 was raised for the fund leading up to the 2013 AGG conference.

In addition to the annual Conference, AGG and its delegates will hold a one-day summit to discuss the future of sustainability rating systems, such as LEED, at airports. The summit, in partnership with the U.S. Green Building Council and the Institute for Sustainable Infrastructure, will focus on sharing best practices among airport users, understanding parallels among the rating systems and looking at what lies ahead as organizations update their rating systems.
OTHER SUSTAINABILITY INITIATIVES:

- The successful grazing program at O’Hare uses a rescued herd of over 35 goats, sheep, llamas and burros. The animals graze in areas that are difficult to maintain with mowers or other equipment, providing herbicide-free and low-emission vegetation management. This year, the CDA expanded its partnership with USDA Wildlife biologists who work at O’Hare year-round. The staff will quantify the results and benefits of the grazing herd on airport property.

- O’Hare’s beehive farm is the largest apiary at any airport in the world and the first major on-airport apiary in the U.S. In 2014, the apiary was expanded to 75 hives and is expected to produce more than 2,200 pounds of Certified Naturally Grown honey this year. The honey is processed into beelove™ products and sold at O’Hare and Midway Airports and stores in the Chicagoland region.

- The world’s first airport aeroponic garden, the O’Hare Urban Garden, grows a variety of fresh vegetables and herbs that are used to prepare food at O’Hare’s restaurants. It also helps to educate travelers about the benefits of vertical gardens in urban environments.

- More than 330,000 square feet of vegetated green roof space has been installed on 14 separate buildings at Chicago’s airports, including on the FedEx cargo facility at O’Hare. The FedEx green roof is the size of over three football fields. Vegetated roofs at airports are practical and cost effective; they increase the life span of the roof; reduce energy use, noise and air emissions; and manage the quality and quantity of storm water.
MIDWAY INTERNATIONAL AIRPORT

Midway’s $1.5 billion Capital Improvement Program – a historic redevelopment of the airport that began in 1997 – is predominantly completed and allows the CDA to focus on maintaining existing infrastructure.

Midway started or completed more than $170 million worth of CIP projects in 2013 and 2014, including:

• Runway 13C-31C Rehabilitation
  Rehabilitating Runway 13C-31C, one of two main air carrier runways at Midway. The $43 million, eight-month project includes repaving, removing and replacing part of the runway. It also includes installing new centerline lights and a new drainage and storm system. At 6,522 feet, the runway is the longest at Midway.

• Taxiways Y&K Reconstruction and SouthRamp Enhancement
  Rehabilitating pavement on Taxiways Y, K, D, Y1 and Y2, and rehabilitating and expanding portions of the airport’s South Ramp.

• Runway 22L-4R Centerline Lighting
  Installing new in-pavement centerline and threshold lights, runway guard lights and signs that support airfield operations.

• Residential Sound Insulation Program
  Sound insulating approximately 2,700 homes located within the 65 Day-Night Average Sound Level or greater contour level in the FAA approved noise contour. The sound insulation scope includes improvements to doors, windows and HVAC systems.

• Parcel Acquisition and Green Space Development
  In 2014, the CDA acquired a lot located on the southwest corner of Midway at the intersection of 63rd Street and Central Avenue. The lot was acquired to comply with Federal Aviation Administration standards to keep the end of active runways free from obstructions and to enhance safety. The CDA is transforming the lot into green space, enhancing walkability.

The airports’ ongoing Capital Improvement Program (CIP) includes projects that maintain and enhance terminals, runways, roadways, security, airport services and amenities.
O’HARE INTERNATIONAL AIRPORT

O’Hare has started or completed $165 million worth of CIP projects in 2014, including:

- A major undertaking included work related to the airport’s Heating and Refrigeration (H&R) Plant, which is the largest of its kind in the United States. H&R related projects entail:
  - Chillers 1, 2, 3, 4, 5 and South Cooling Tower Update: Designing, upgrading and replacing chilled water equipment.
  - East Cooling Tower Replacement: Removing and replacing the East Cooling Tower to provide cooling capacity, replacing existing condenser pumps and installing variable frequency drives.
- ATS Painting Structures, Stations, and Bridges: Painting of two miles of the Airport Transit System (ATS) and the terminal pedestrian bridges.
- Parking Access Revenue Control Technology (PARCT): Modernizing the parking payment systems in the economy parking lots, valet and elevated parking structure. It includes new pay-on-foot devices and space count mechanisms.
- American Airlines Baggage Room HVAC Upgrade: Designing and constructing a new HVAC system that will help to assess and improve air quality.
- Airfield Apron Pavement Replacement: Replacing airside pavement and crack and joint sealing. Working with the airlines, the CDA will address pavement on the ramp and around the terminals.
- Butch O’Hare Plane Relocation: Relocating the historic Butch O’Hare aircraft to the east side of Terminal 2.
- Upper Level Expansion Joint Repair: Removing and replacing the upper level roadway expansion joints including full depth concrete repairs at joint locations using a new expansion system.
- AMC Truss Painting: Cleaning and removing of rust and loose paint on all truss components on the Airport Maintenance Complex Building.
- Restroom Modernization Phase 4: Upgrading restrooms in Terminal 1 and Terminal 3 with optimized layouts, new fixtures and mechanical, electrical and plumbing upgrades.
- Terminal 5 Roof Replacement: Removing and replacing the existing T5 roofing system and installing a green roof.
AIRPORT DEVELOPMENT

The Chicago Department of Aviation has positioned itself to meet the future demands of the aviation industry by investing in airport and cargo facilities in partnership with leading airport developers.

The CDA’s commitment to cargo is evident in the development of two facilities at O’Hare Airport – a DHL Global Forwarding Center and the Northeast Cargo Center.

In 2013, Mayor Emanuel, the CDA and Aeroterm LLC broke ground on the largest airside cargo development to be built in the last decade at a U.S. international gateway airport. The new $200 million Northeast Cargo Center will be leased to the industry’s leading airlines, cargo handling organizations and airport stakeholders. The 65-acre, 820,000 square foot facility will accommodate up to 15 of the newest generation of Boeing 747-8 freighters. The center is expected to generate $600 million for the airport, including $400 million in rental income throughout the life of the lease and create thousands of new jobs during construction and after it opens. Aeroterm has also committed to several sustainable and LEED building initiatives.

The $35 million DHL Global Forwarding Center will be commissioned this year at O’Hare. The facility includes 53,000 square feet of office space and 423,030 square feet of warehouse space. DHL’s move created hundreds of construction jobs and brings 500 permanent jobs to Chicago. Funded and developed by Aeroterm, the facility is the largest DHL Global Forwarding building in the United States, covering 33 acres.

To better serve travelers renting cars, driving to the airport or connecting to the airport via shuttle bus or commuter train, the CDA is constructing a new $765 million Joint-Use Consolidated Rental Car Facility (CRCF). The multi-level structure will welcome 30,000 visitors each day and transform O’Hare by consolidating the rental car operations into a modern, customer-friendly facility. It will provide nearly 4,100 rental car parking spaces, a customer lobby with concessions and passenger amenities, and approximately 2,000 public parking spaces. The rental car quick turn-around building will feature green elements such as rainwater harvesting for irrigation and car-washing. The CRCF will connect to the terminals and the CTA’s Blue Line via an extension to the Airport Transit System (ATS). To serve the new transit CRCF, a fleet of 30 rail cars and an operating system for the ATS will be designed and built, thus eliminating all rental car bus traffic on O’Hare’s terminal roadways.
O’HARE MODERNIZATION PROGRAM

Runway 10C-28C: A New Era in Chicago Aviation

A $1.2 billion runway at O’Hare completed Phase 1 of the O’Hare Modernization Program and transformed the intersecting airfield into a modern parallel configuration. The Group VI Runway 10C-28C is equipped to handle the largest aircraft flying today.

The runway can reduce delays by up to 50 percent, especially in poor weather conditions, and allow for nearly 90,000 additional flights each year. In the six months following the runway opening, the airport operated with a maximum Airport Arrival Rate (AAR) of 114 arrivals per hour approximately 65 percent of the time. During the same period in 2012 and 2013, an AAR of 114 was achieved only 32 percent of the time.

The Illinois Chapter and National American Council of Engineering Companies, the Construction Industry Service Corporation (CISCO) and the March of Dimes all recognized the project as an outstanding engineering achievement.

Runway 10C-28C ENABLING PROJECTS

The construction of Runway 10C-28C included 19 projects that enabled the creation of the runway. Selected projects include:

• The relocation of 3.6 miles of the Union Pacific Railroad while ensuring no disruptions to rail operations;
• The relocation of a 2-mile section of Irving Park Road, which was designed – in collaboration with the Illinois Department of Transportation – to reduce traffic construction;
• The reconfiguration of the South Basin, once known as “Lake O’Hare”; 
• The replacement of the United and FedEx cargo centers, both of which have green roofs and were constructed using sustainable guidelines. The United Cargo facility earned four green airplanes for design and construction, and the FedEx Metroplex included projects that earned up to three green airplanes for design and construction;
• The relocation of the Bensenville Ditch;
• The acquisition of 288 acres surrounding the airport and the relocation of 54 businesses and 514 residences; and
• The relocation of St. Johannes Cemetery.

$18 billion IN ECONOMIC IMPACT

THE NEW RUNWAY ALLOWS FOR NEARLY 90,000 ADDITIONAL ANNUAL FLIGHTS

“Runway 10C-28C will create thousands of quality jobs for Chicagoans, vastly increase the airport’s efficiency and capacity, and further solidify O’Hare as the best connected airport in the U.S. and around the world.”

— Mayor Rahm Emanuel
The $8 billion O’Hare Modernization Program is the nation’s largest airport construction project and serves as a model for how to build a massive airport project on schedule, under budget and in the most sustainable manner possible. It has reduced delays and increased capacity.

Before the commissioning of the first OMP runway, O’Hare had gone 37 years without airfield improvements to expand capacity. In addition to the commissioning of Runway 10C-28C in October 2013, the CDA commissioned Runway 9L-27R and the first LEED Silver-certified FAA air traffic control tower in November 2008, and extended O’Hare’s busiest runway by 3,000 feet. All projects were completed on or ahead of schedule and nearly $40 million under budget. The CDA accomplished the first phase of the project while maintaining operations at one of the world’s busiest airfields with no negative impacts.

With Phase 1 completed, construction is underway on Runway 10R-28L and the South Airport Traffic Control Tower. Using the CDA’s Sustainable Airport Manual as a guide, the new tower is designed to achieve LEED Gold certification and four green airplanes for incorporating many unique sustainability initiatives, including the use of geothermal energy. Both the runway and tower will be commissioned on October 15, 2015. In addition, construction on parallel Taxiways Kilo and Lima is underway. These taxiways are instrumental in facilitating operations on the south airfield, specifically for Runways 10L-28R and 10C-28C. The remaining two major OMP airfield projects, new Runway 9C-27C and the extension of Runway 9R-27L, are in design.

When fully completed, the OMP will create an additional 195,000 jobs and $18 billion in annual economic activity.
THE PASSENGER EXPERIENCE

Dining, Retail and Amenities

INTERNATIONAL TERMINAL 5

The CDA, in partnership with Westfield, transformed O’Hare’s International Terminal 5, revolutionizing the traveler experience and providing economic opportunity for years to come. The $26 million redevelopment, the first since the terminal’s construction in 1993, was unveiled in April by Mayor Emanuel, U.S. Senator Dick Durbin, the CDA, Westfield and other airline and airport partners.

This gateway for international travelers features a re-engineered layout and cutting edge design. It includes 24 new dining and luxury destinations, including 11 local Chicago brands, and new customs processes that reduce wait times.

Award-winning Chicago Chef Rick Bayless opened the first new restaurant in the terminal in 20 years – Tortas Frontera – the highly-acclaimed contemporary Mexican establishment. Chicago’s own Tocco, a modern Italian eatery with roots in the Wicker Park neighborhood, also opened in the terminal and was recognized by Forbes Travel Guide in a roundup of “delicious airport food.” Travelers can also dine at Big Bowl, Wow Bao and Hub 51, or enjoy a cup of locally-roasted coffee at Kofe powered by Intelligentsia.

In the past, 95 percent of concessions options were located pre-security, making it difficult for passengers to enjoy food and retail while waiting for flights. With a dining collection composed entirely of local restaurants, travelers who have cleared security can visit new destinations offering flavors from around the world. A new Dining Lounge features state-of-the-art design with performance kitchens to showcase chefs’ techniques and seating with outlets and USB ports for passengers to charge their devices.

“Landing at O’Hare is like getting a taste of what’s to come in the city of Chicago.” — Yahoo Travel Airport Review

With retail shops from international fashion houses, the luxurious Boutique Row – with brands like Michael Kors, Salvatore Ferragamo and Emporio Armani – provides exclusive access to runway trends. Dufry, the first walk-through style duty-free store in North America, at 10,000 square feet, exposes travelers who have cleared security to world-class brands. In addition to award-winning dining and retail, passengers can now indulge in spa treatments for the first time in Chicago airport history at XpresSpa.

The success of the new Terminal 5 is evident in its skyrocketing sales. In the first half of 2014, sales were up 42.6 percent, from more than $13 million to more than $19 million. Terminal 5 also recorded its highest sales per passenger, who spent an average of more than $22 each time they visited the terminal.

“From now on, when you land in this world-class city, you’re going to get a world-class welcome in the City of Chicago” — Mayor Rahm Emanuel
**NEW DINING & RETAIL AT INTERNATIONAL TERMINAL 5**

<table>
<thead>
<tr>
<th>Dining/Destinations</th>
<th>Terminal Location(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Big Bowl</td>
<td>Terminal 3</td>
</tr>
<tr>
<td>I Love Chicago</td>
<td>Terminal 3</td>
</tr>
<tr>
<td>Brookstone</td>
<td>Terminal 3</td>
</tr>
<tr>
<td>Dufry Duty-Free</td>
<td>(2 locations)</td>
</tr>
<tr>
<td>Emporio Armani</td>
<td>Hub 51</td>
</tr>
<tr>
<td>Hub 51</td>
<td>Hudson (4 locations)</td>
</tr>
<tr>
<td>Salvatore Ferragamo</td>
<td></td>
</tr>
<tr>
<td>Urban Olive</td>
<td></td>
</tr>
<tr>
<td>Vosges Haut-Chocolat</td>
<td></td>
</tr>
<tr>
<td>Wow Bao</td>
<td></td>
</tr>
<tr>
<td>XpresSpa</td>
<td></td>
</tr>
<tr>
<td>Swatch</td>
<td></td>
</tr>
<tr>
<td>The Goddess and Grocer</td>
<td></td>
</tr>
<tr>
<td>Tocco</td>
<td></td>
</tr>
<tr>
<td>Tortas Frontera by Rick Bayless</td>
<td></td>
</tr>
</tbody>
</table>

**NEW DOMESTIC CONCESSIONS 2013-2014**

<table>
<thead>
<tr>
<th>Dining/Destinations</th>
<th>Terminal Location(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Big Bowl</td>
<td>Terminal 3</td>
</tr>
<tr>
<td>Brookstone</td>
<td>Terminal 3</td>
</tr>
<tr>
<td>Dufry Duty-Free</td>
<td>(2 locations)</td>
</tr>
<tr>
<td>Emporio Armani</td>
<td>Hub 51</td>
</tr>
<tr>
<td>Hub 51</td>
<td>Hudson (4 locations)</td>
</tr>
<tr>
<td>Dufry Duty-Free</td>
<td>(2 locations)</td>
</tr>
<tr>
<td>Emporio Armani</td>
<td>Hub 51</td>
</tr>
<tr>
<td>Hub 51</td>
<td>Hudson (4 locations)</td>
</tr>
<tr>
<td>Swatch</td>
<td></td>
</tr>
<tr>
<td>The Goddess and Grocer</td>
<td></td>
</tr>
<tr>
<td>Tocco</td>
<td></td>
</tr>
<tr>
<td>Tortas Frontera by Rick Bayless</td>
<td></td>
</tr>
<tr>
<td>Urban Olive</td>
<td></td>
</tr>
<tr>
<td>Vosges Haut-Chocolat</td>
<td></td>
</tr>
<tr>
<td>Wow Bao</td>
<td></td>
</tr>
<tr>
<td>XpresSpa</td>
<td></td>
</tr>
</tbody>
</table>

**Dining, Retail and Amenities**

**DOMESTIC TERMINALS**

O’Hare and Midway’s concessions are thriving – travelers can choose from diverse food and retail options, and revenues are increasing. Midway offers healthy, nutritious meals prepared with fresh, seasonal ingredients and a great lineup of local retailers. In O’Hare’s domestic terminals, the CDA has made incredible progress to improve the travel experience. The goal to represent and reflect everything that makes Chicago the best in the world starts with the city’s culinary status. The CDA has introduced restaurants and food that rival some of the best you can find anywhere in the city.

Chef Rick Bayless’ Tortas Frontera, also found in Terminal 5, is a favorite among passengers. The Today Show’s Dylan Dreyer said that “the best sushi I’ve ever had” was at O’Hare’s Wicker Park Seafood and Sushi. O’Hare’s two wine bars, Bubbles and Beaudevin, bring a new level of sophistication to the airport – complete with live piano music. ICE Dishes and Drinks – with a chic, contemporary look and feel, and attention to detail in cocktails and entrées – makes travelers feel like they’ve entered an exclusive lounge.

The CDA is continuously enhancing the customer experience with luxury retail, new seating and charging stations. Improved advertisement placement, newspaper boxes and new gates also improved the airport experience for passengers at O’Hare.

As a result, revenues and sales per passenger have grown. At Midway, sales are up 6.4 percent for the first half of 2014. In O’Hare’s domestic terminals, sales are up 7.4 percent.

“I saw some cool public art, was wowed by a towering brachiosaurus from the Field Museum of Natural History, had a locally brewed beer at the famed Billy Goat Tavern, ate a masterful Chicago-style hot dog, ordered takeout from a famed local chef, browsed in a local bookstore and bought a gift for my mom that she raved about.”

— Seth Kugel, New York Times Frugal Traveler, on his visit to O’Hare.
Whether coming or going, passengers experience Chicago’s rich culture through art exhibits and entertainment provided at O’Hare and Midway. In fact, O’Hare’s arts program made the list for Best U.S. Airports for Art by USA Today’s 10Best Readers’ Choice.

The arts program is reflected in dozens of sculptures, paintings, murals and exhibits. Midway’s four brightly painted murals of Chicago landmarks, designed by artist Bruce Vogele, adorn the walls of the pedestrian walkway of the Chicago Transit Authority system and the terminal parking garage. At O’Hare, the Runners Sculpture, created by Dr. Theodoros Papagiannis and donated by the Athens Committee of Chicago Sister Cities International, depicts runners emerging from antiquity into the modern world.

This year, the CDA will install the artwork of renowned professor and artist Qiao Xiaoguang in O’Hare’s Terminal 1. Developed using the Chinese tradition of paper cutting to create a window film, this artwork depicts the dynamic urbanscape of iconic, historic and contemporary landmarks in Chicago and Beijing.

Dozens of events are held each year, including performances by Irish dancers on St. Patrick’s Day; live blues and jazz; a holiday fashion market where local fashion designers and independent retailers sell unique gifts; and a small-scale “Taste of Chicago” hosted by airport concessionaires and retailers.

“I see a yoga room as a priceless benefit to have at (O’Hare) airport.”

— Stacy Lu, Health Writer and Yoga Teacher in Training

YOGA ROOMS AT O’HARE AND MIDWAY

Travelers looking to meditate or practice yoga can experience a tranquil Yoga Room at both O’Hare and Midway. The rooms feature a sustainable bamboo wood floor, floor to ceiling mirrors, exercise mats and frosted windows that let in natural light while providing privacy from adjacent public spaces. A wall-mounted video monitor in each yoga room displays yoga exercise techniques and imagery of nature, and plays soothing sounds.

A SPA EXPERIENCE FOR O’HARE TRAVELERS

O’Hare’s full-service spas offer massages, manicures, pedicures, facials and hot shaves, and luxury bath and body care products. The airport’s first spa to open, XpresSpa, debuted this year in International Terminal 5. It sells Chicago-based Abbey Brown Soaps as well as Sweet Beginnings LLC’s line of beelove™ skin care products, made with honey from O’Hare’s beehive farm. Domestic travelers can also enjoy spa services at one of two Terminal Getaway Spa locations – one in Terminal 1 and one in Terminal 3.

A SPA EXPERIENCE FOR MIDWAY TRAVELERS

Domestic Terminal 3’s spa, operated by XpresSpa, displays art by Chicago-based and local artists and sells the beelove™ skin care products made with honey from O’Hare’s beehive farm.

YOGA ROOMS AT O’HARE AND MIDWAY

Travelers looking to meditate or practice yoga can experience a tranquil Yoga Room at both O’Hare and Midway. The rooms feature a sustainable bamboo wood floor, floor to ceiling mirrors, exercise mats and frosted windows that let in natural light while providing privacy from adjacent public spaces. A wall-mounted video monitor in each yoga room displays yoga exercise techniques and imagery of nature, and plays soothing sounds.

A SPA EXPERIENCE FOR O’HARE TRAVELERS

O’Hare’s full-service spas offer massages, manicures, pedicures, facials and hot shaves, and luxury bath and body care products. The airport’s first spa to open, XpresSpa, debuted this year in International Terminal 5. It sells Chicago-based Abbey Brown Soaps as well as Sweet Beginnings LLC’s line of beelove™ skin care products, made with honey from O’Hare’s beehive farm. Domestic travelers can also enjoy spa services at one of two Terminal Getaway Spa locations – one in Terminal 1 and one in Terminal 3.

YOGA ROOMS AT O’HARE AND MIDWAY

Travelers looking to meditate or practice yoga can experience a tranquil Yoga Room at both O’Hare and Midway. The rooms feature a sustainable bamboo wood floor, floor to ceiling mirrors, exercise mats and frosted windows that let in natural light while providing privacy from adjacent public spaces. A wall-mounted video monitor in each yoga room displays yoga exercise techniques and imagery of nature, and plays soothing sounds.

A SPA EXPERIENCE FOR O’HARE TRAVELERS

O’Hare’s full-service spas offer massages, manicures, pedicures, facials and hot shaves, and luxury bath and body care products. The airport’s first spa to open, XpresSpa, debuted this year in International Terminal 5. It sells Chicago-based Abbey Brown Soaps as well as Sweet Beginnings LLC’s line of beelove™ skin care products, made with honey from O’Hare’s beehive farm. Domestic travelers can also enjoy spa services at one of two Terminal Getaway Spa locations – one in Terminal 1 and one in Terminal 3.

This year, the CDA will install the artwork of renowned professor and artist Qiao Xiaoguang in O’Hare’s Terminal 1. Developed using the Chinese tradition of paper cutting to create a window film, this artwork depicts the dynamic urbanscape of iconic, historic and contemporary landmarks in Chicago and Beijing.

Dozens of events are held each year, including performances by Irish dancers on St. Patrick’s Day; live blues and jazz; a holiday fashion market where local fashion designers and independent retailers sell unique gifts; and a small-scale “Taste of Chicago” hosted by airport concessionaires and retailers.

“I see a yoga room as a priceless benefit to have at (O’Hare) airport.”

— Stacy Lu, Health Writer and Yoga Teacher in Training

A SPA EXPERIENCE FOR O’HARE TRAVELERS

O’Hare’s full-service spas offer massages, manicures, pedicures, facials and hot shaves, and luxury bath and body care products. The airport’s first spa to open, XpresSpa, debuted this year in International Terminal 5. It sells Chicago-based Abbey Brown Soaps as well as Sweet Beginnings LLC’s line of beelove™ skin care products, made with honey from O’Hare’s beehive farm. Domestic travelers can also enjoy spa services at one of two Terminal Getaway Spa locations – one in Terminal 1 and one in Terminal 3.

YOGA ROOMS AT O’HARE AND MIDWAY

Travelers looking to meditate or practice yoga can experience a tranquil Yoga Room at both O’Hare and Midway. The rooms feature a sustainable bamboo wood floor, floor to ceiling mirrors, exercise mats and frosted windows that let in natural light while providing privacy from adjacent public spaces. A wall-mounted video monitor in each yoga room displays yoga exercise techniques and imagery of nature, and plays soothing sounds.

This year, the CDA will install the artwork of renowned professor and artist Qiao Xiaoguang in O’Hare’s Terminal 1. Developed using the Chinese tradition of paper cutting to create a window film, this artwork depicts the dynamic urbanscape of iconic, historic and contemporary landmarks in Chicago and Beijing.

Dozens of events are held each year, including performances by Irish dancers on St. Patrick’s Day; live blues and jazz; a holiday fashion market where local fashion designers and independent retailers sell unique gifts; and a small-scale “Taste of Chicago” hosted by airport concessionaires and retailers.

“I see a yoga room as a priceless benefit to have at (O’Hare) airport.”

— Stacy Lu, Health Writer and Yoga Teacher in Training

A SPA EXPERIENCE FOR O’HARE TRAVELERS

O’Hare’s full-service spas offer massages, manicures, pedicures, facials and hot shaves, and luxury bath and body care products. The airport’s first spa to open, XpresSpa, debuted this year in International Terminal 5. It sells Chicago-based Abbey Brown Soaps as well as Sweet Beginnings LLC’s line of beelove™ skin care products, made with honey from O’Hare’s beehive farm. Domestic travelers can also enjoy spa services at one of two Terminal Getaway Spa locations – one in Terminal 1 and one in Terminal 3.

This year, the CDA will install the artwork of renowned professor and artist Qiao Xiaoguang in O’Hare’s Terminal 1. Developed using the Chinese tradition of paper cutting to create a window film, this artwork depicts the dynamic urbanscape of iconic, historic and contemporary landmarks in Chicago and Beijing.

Dozens of events are held each year, including performances by Irish dancers on St. Patrick’s Day; live blues and jazz; a holiday fashion market where local fashion designers and independent retailers sell unique gifts; and a small-scale “Taste of Chicago” hosted by airport concessionaires and retailers.

“I see a yoga room as a priceless benefit to have at (O’Hare) airport.”

— Stacy Lu, Health Writer and Yoga Teacher in Training
Technology

The CDA strives to integrate the latest technology and communications systems at O’Hare and Midway to better serve the millions of passengers who travel to, from and through the airports.

Marking the highlight of the CDA’s technology initiatives was the launch of the Automated Passport Control (APC) at both airports. The system helps travelers move quickly through the customs clearance process by using self-service kiosks that have significantly reduced wait times. Average wait times at O’Hare have been cut in half to 15 minutes. Chicago was the first city in the country to utilize the APC technology and was recognized by President Obama for contributing to the economic growth of the travel and tourism industries.

An upgrade to APC at O’Hare this year allows travelers from 38 countries that do not require U.S. entry visas, including Australia, Japan, Germany and the United Kingdom, to use the technology. The number of APC kiosks in service at O’Hare is scheduled to increase by summer 2015.

“The average wait times through customs and passport control at DFW and O’Hare has fallen to just 15 minutes. And that is a big deal. If folks spend less time at the airport, they’re more likely to come back for a return trip. And when they go back home they tell their friends, you know what, America was there to greet you. ”
—President Barack Obama, Remarks on Creating Jobs through Tourism at the Baseball Hall of Fame in Cooperstown, New York

At Midway, an electronic device charging station – dubbed “Get Plugged In” – opened this year near the concessions area. Passenger processing times through TSA checkpoints will be measured at the airport using new technology. Also at Midway, a visual paging system alerts travelers who are hearing impaired to important public announcements or messages on flight boards and monitors.

At O’Hare, hundreds of power outlets were installed in all terminals by Clear Channel, Westfield and several airline partners. Clear Channel’s new interactive charging stations are ADA compliant and use embedded LED touchscreens. In O’Hare’s Terminal 1, SpringHill Suites by Marriott transformed Security Checkpoint 3 into a unique hotel-style lobby with sleek seating, music and messages, and a video wall to soothe and entertain passengers waiting to clear security. SpringHill teamed up with the CDA, the Transportation Security Administration, SecurityPoint Media and Clear Channel to renovate the space.

No other airport in the nation offers travelers a magazine, radio station and smartphone app to keep them informed of airport and city news. The CDA and Clear Channel launched “AIR Chicago” in 2013, the first 24-hour-a-day smooth jazz station dedicated to keeping travelers in tune with airport information, airport traffic, weather, business news and more. The first edition of Air Chicago magazine, designed for visitors to Chicago and the airports, was published in 2014. The quarterly magazine features articles on airport developments, new air service, Chicago neighborhoods, entertainment, restaurants and more. Clear Channel also released an enhanced version of O’Hare and Midway’s FlySmart app, which provides information about flight status, weather conditions, gate locations, parking, ground transportation and more. Travelers can also learn about Chicago airport news and updates by signing up for web alerts; the CDA sent more than 100 web alerts to over 16,000 subscribers this year.

In 2014, O’Hare’s Facebook page reached 100,000 “likes” and had the highest airport Facebook fan growth rate in 2013 at 16.4 percent, according to airline social media tracker SimpliFlying. Travelers visit the page for airport information and to share photos of their experiences at the airports.

BECOME A FAN!
facebook.com/ohareairport

FOLLOW US ON TWITTER!
twitter.com/@fly2ohare

twitter.com/@fly2midway
WELCOMING THE WORLD TO CHICAGO

World Routes 2014

From September 20th to the 23rd, Chicago welcomes delegates to the 20th annual World Route Development Forum. More than 3,000 attendees representing airlines, airports and travel organizations from nearly 100 countries are converging on the city for a chance to meet face-to-face with peers, establish new air service, build connections and spark new partnerships that will shape the future of aviation. The world’s preeminent aviation marketing event is returning to the United States for only its second time.

The CDA has aggressively pursued new international and domestic service to both O’Hare and Midway through venues such as this conference. More service to Chicago results in additional travel opportunities for leisure and business travelers as well as providing substantial economic impact to the Chicago region. It has been estimated that a new daily wide-body service produces approximately $200 million to the Chicago region’s economy each year. With this significant economic impact in mind, Chicago initiated its bid process in 2010 to host this conference. Following a competitive process involving several international airports and destinations, Chicago was selected as the host in 2011.

Planning for the event began immediately, with the objective of showcasing Chicago to airline decision-makers and leaders from the aviation and tourism industries.

The CDA’s commitment to growing its connectivity to the world and enhancing the customer experience has resulted in six new international airlines in the past 18 months, increased domestic and international service by new and existing carriers, and expanded customer amenities and service offerings such as award-winning restaurants and luxury retail. Chicago hopes to build on recent successes in obtaining new airline services at World Routes 2014.

Many high-profile aviation executives from around the world, including senior executives of United Airlines, American Airlines, Etihad Airways and Emirates, will speak during the Forum’s two-day Strategy and Tourism Summits. New insights, details on industry trends and other interesting topics will be discussed by many of the aviation industry’s thought leaders.

The 46th Annual IPW

This year, the 46th annual IPW, one of the world’s largest travel and tourism conferences, was hosted by Choose Chicago and the CDA. The airports were an instrumental part of welcoming 6,000 travel buyers, suppliers and media from over 70 countries for IPW. More than 80 enthusiastic volunteers were stationed at O’Hare to provide a warm welcome to Chicago and personally assist IPW attendees on their way downtown from the airport.

IPW attendees who traveled through O’Hare’s Terminal 5 were able to experience the new sophisticated dining, luxury retail, modern design and unique Chicago brands offered in the newly-transformed terminal. The CDA’s advance coordination with U.S. Customs and Border Protection, together with O’Hare’s industry-leading customs initiatives including 1-Stop and APC, ensured that the international travel community had a very positive first impression of the entry process into Chicago.
Chicago Department of Aviation Commissioner Andolino and senior staff regularly speak at industry events and conferences.

The CDA also regularly hosts workshops for prospective businesses at the airports, including minority-owned, women-owned and disadvantaged businesses. Last year, the CDA hosted or participated in 20 outreach sessions throughout the City of Chicago. One such workshop was “How to Open a Concession at O’Hare or Midway Airport,” where the CDA’s concessions team provided an overview of the Request for Proposals (RFP) process, how to operate a business at the airports and a summary of the Airport Concessions Disadvantaged Business Enterprise (ACDBE) program. In October 2014, the CDA will host its 12th Annual Contractor Open House that brings together contractors, suppliers, trade organizations and city departments to improve communication about open bid packages and the bid process.

Commissioner Andolino addressed an audience of over 350 business, civic and government leaders at the City Club of Chicago, the longest-running non-partisan, non-profit civic forum. Commissioner Andolino spoke at several conferences in 2013 and 2014:

- City Club of Chicago
- CDA Safety and Wellness Expo
- Hispanic American Construction Industry Association
- ICAO Air Cargo Development Forum in China
- London First Debate: “World class air links for a world city”
- UIC Contractor Open House
- World Travel & Tourism Council’s Americas Summit
- WTS (Women’s Transportation Seminar)
- Third Global Friend Airports CEO Forum in Beijing
- Airports Going Green Conference
- 20th World Route Development Forum in Chicago

Sister Airports

The CDA’s Sister Airport program enables a partnership between Chicago and international airports that works collaboratively to increase air service, business and tourism between the respective cities as well as to share information and best practices about all aspects of airport operations. Last year, the CDA signed sister airport agreements with Istanbul Airports in Turkey and Mariscal Sucre International Airport in Ecuador.

Forging International Relationships

This year, Commissioner Andolino attended the 3rd Global Friend Airports CEO Forum in Beijing where airport executives share best practices, collaborate on airport initiatives and participate on panel discussions and in one-on-one meetings. Hosted by Beijing Capital International Airport, the Forum deliberated on three subjects: Coordinated Development between Large Air Hub and Airlines, Airport Security in a Globalized World and Building Smart Airports in an Era of Big Data.

Commissioner Andolino also met with Her Excellency Liu Yandong, the Vice Premier of the State Council of the People’s Republic of China, during her three-day visit to Chicago. Chicago Mayor Rahm Emanuel welcomed the Vice Premier who met with city officials, participated in a U.S.-China roundtable discussion at the University of Chicago and visited Chicago nonprofit After School Matters. The meeting between the Vice Premier and Commissioner Andolino offered a unique opportunity to discuss air service, travel and tourism between Chicago and destinations in China.
GIVING BACK TO THE COMMUNITY

Supporting charitable organizations has long been a priority for the Chicago Department of Aviation. Year after year, the CDA hosts and participates in events that raise money for organizations in Chicago and beyond.

CDA’s Passion for Philanthropy

• The CDA will host the sixth annual Law Enforcement Torch Run Plane Pull on September 27, a tug-of-war challenge between teams of people and a 90-ton UPS Airbus A300 aircraft. The event benefits Special Olympics Illinois and raised more than $135,000 last year.

• The CDA and United Airlines will host the 4th Run on the Runway 5K on October 5 to benefit the Wounded Warrior Project. More than 3,400 participated in last year’s O’Hare run, which raised nearly $25,000. The 5K offers a truly unique racecourse, amazing photo opportunities, cool gear, entertainment and great food.

• The CDA and Southwest Airlines will host the 2nd Annual Midway Fly Away 5K on September 21 to benefit the athletes of Special Olympics Chicago. Participants will have a unique opportunity to run on the world’s busiest square mile with the excitement of planes taking off and landing on the airfield. More than 700 runners, walkers and aviation enthusiasts participated in last year’s inaugural event.

• The CDA participated in the Chicago Community Trust’s On the Table 2014, a citywide conversation to generate solutions to help build and maintain strong, vibrant, safe and dynamic neighborhoods in Chicago. The CDA hosted a lunch event at the Aviation Administration Building and employees were able to share their ideas and solutions to some of the city’s most pressing issues: crime, food deserts, schools, employment and issues facing our youth.

• The CDA announced it would provide up to $1.6 million in funding over three years to Skills for Chicagoland’s Future (SCF), which is a direct placement and worker training program to successfully connect unemployed Chicagans with jobs at companies that contract with O’Hare. As of August 2014, the SCF had placed over 70 job seekers into airport related employment including jobs in concessions, retail and airline support.

• Through Mayor Emanuel’s One Summer Chicago initiative, the CDA hired over 30 Chicago area high school and college students to provide customer assistance and information to passengers at O’Hare and Midway. One Summer Chicago brings together government institutions, community based organizations and companies to offer over 22,000 employment and internship opportunities to young adults.

• In May, the CDA celebrated Military Appreciation Month in partnership with the United Service Organizations, or USO. The CDA sponsored a series of events and programs to honor the men and women who serve and have served our country. Military personnel were offered concession discounts and airport employees made donations to the USO for food and personal care items.

• Employees at the CDA spread some holiday cheer and made the season brighter by providing gifts to Chicago’s neediest families, children and seniors. The CDA delivered dozens of toys, games, sporting goods and other gifts to SOS Children’s Villages Illinois. The agency helps children who are victims of domestic abuse, neglect or abandonment.

A group of nearly 50 high school students from Chicago’s Urban Prep Academy visited O’Hare in March 2014 to learn about concessions operations at the airport. The staff outlined the numerous career opportunities available in the aviation industry. The event was part of Urban Prep Academy’s “Discover Our City Day” in which the school’s students visited different areas of Chicago and neighboring suburbs to see excellence in action.

On April 9, the first of eight annual flights – with 91 World War II veterans – took off from Midway to Washington, D.C. Courtesy of Honor Flight Chicago and Southwest Airlines, the trips give veterans the opportunity to visit the WWII Memorial and other historic landmarks in our nation’s capital.

“Now I just want to go all across the world. I have to see the world.”
— Makita Stewart, 20, Englewood student who participated in One Summer Chicago
SOUND INSULATION PROGRAM

The CDA has one of the most comprehensive aircraft noise management programs in the world. It recognizes the need to balance the economic benefits of Chicago’s airports with quality of life issues of its neighbors, and as a result has made substantial investments in sound-insulating homes and schools around its airports. To date, the CDA has sound-insulated over 18,000 homes and 120 schools around O’Hare and Midway, and continually works with nearby communities, elected officials and the O’Hare and Midway Noise Compatibility Commissions.

At O’Hare, over 10,000 homes have received sound insulation since the City of Chicago and the CDA introduced the program in 1995. In 2013, 600 homes in Bensenville, Chicago, Des Plaines, Park Ridge, Rosemont, Schiller Park and unincorporated Cook and DuPage counties were sound-insulated in advance of the opening of Runway 10C-28C. In Phase 2 of the OMP, nearly 2,000 homes will be insulated as part of the Residential Sound Insulation Program.

O’Hare has one of the largest School Sound Insulation Programs in the world. It has allocated more than $300 million in federal and airport funding to sound-insulate more than 120 schools.

Last year, the CDA completed its FAA Part 150 Noise Compatibility Study for Midway, which formally established a noise contour and allowed the Program to be eligible for federal grants. Subsequently, the Midway Noise Compatibility Commission passed a resolution approving sound insulation of 1,800 homes. With another 900 homes already approved for sound insulation in the fall of 2013, the 2,700 total represents the most approved since the commission was founded in 1996. In addition, condominiums and apartments of any size became eligible for sound insulation as long as they meet the noise contour decibel requirements. Since 1996, Midway has invested nearly $325 million in noise mitigation projects including 41 schools and more than 8,000 homes in the community.
O’Hare was named Best Airport in North America for the 10th straight year by Global Traveler magazine.

O’Hare was named “Airport With The Most New International Routes,” “Airport With The Most New Routes” and “Airport With The Most New Airlines” by the 3rd anna.aero US ANNIE Awards.

Runway 10C-28C at O’Hare received the Infrastructure Project of the Year award by the Construction Industry Service Corporation (CISCO).

Runway 10C-28C at O’Hare received a 2014 Honor Award from the American Council of Engineering Companies of Illinois and the 2014 Engineering Excellence Award from American Council of Engineering Companies (National).

O’Hare’s Automated Passport Control was awarded “Best Immigration Initiative” by Future Travel Experience.

O’Hare received the First Place Balchen/Post for Excellence in Snow and Ice Control award by the American Association of Airport Executives, Northeast Chapter.

Midway received an Honorable Mention Balchen/Post for Excellence in Snow and Ice Control by the American Association of Airport Executives, Northeast Chapter.

O’Hare’s Art and Exhibits Program was recognized by USA Today’s 10Best Readers’ Choice Travel Award.

The CDA at O’Hare was named Best Large Airport Concessions Management Team by Airport Revenue News.

Wicker Park Seafood & Sushi was awarded Best Restaurant Design Large Operator by Airport Revenue News.

Tortas Frontera by Rick Bayless was named 1st in GQ Magazine’s list of 10 Best Airport Restaurants in America.

Tortas Frontera by Rick Bayless was named 2nd in USA Today’s 10Best Readers’ Choice Award.

ICE Dishes & Drinks won Best New Food & Beverage Concept from Airports Council International.

Vosges Haut-Chocolat Owner Katrina Markoff was recognized as a “Smart Cookie” leader by Girl Scouts.

Outside Magazine named O’Hare a vegan-friendly airport.

McDonald’s Terminal 2 Manager Eric Weathersby received McDonald’s Ray Kroc Award.

USA Today’s best airports for stranded travelers cited Terminal Getaway Spa, XpresSpa and the Yoga Room.

AWARDS

Commissioner Rosemarie S. Andolino received the 2013 “Excellence in Public Service” Award from the Civic Federation and the Motorola Solutions Foundation. The award honors non-elected government officials for their innovation, leadership and vision that leads to more effective government.

The Civic Federation cited Andolino’s leadership in continuing to advance the efficiency, productivity and sustainability of Chicago’s key economic engines, O’Hare and Midway International Airports.

Commissioner Rosemarie S. Andolino received the 2013 “Excellence in Public Service” Award from the Civic Federation and the Motorola Solutions Foundation. The award honors non-elected government officials for their innovation, leadership and vision that leads to more effective government.

The Civic Federation cited Andolino’s leadership in continuing to advance the efficiency, productivity and sustainability of Chicago’s key economic engines, O’Hare and Midway International Airports.

The Civic Federation cited Andolino’s leadership in continuing to advance the efficiency, productivity and sustainability of Chicago’s key economic engines, O’Hare and Midway International Airports.