

O'HARE 21 COMMUNICATIONS PLAN

Overview:

O'Hare International Airport is the nation's second-busiest airport in terms of flights, with 53 carriers serving more than 200 destinations worldwide. The airport is a major economic engine for the Chicagoland region, employing nearly 50,000 direct employees and generating and generating about \$110 million a year in taxes. Chicago is the most connected hub in the U.S. based on its ratio of scheduled flights to destinations, and is also home to one of the fastest-growing air cargo ports in the world.

But the airport needs major modernization and efficiency improvements to continue future economic growth, and the Terminal Area Plan (TAP) and future lease agreements with airline partners will guide its path forward.

Objective:

The current 30-year use and lease agreement expires in May 2018, and the City and its airport partners are contemplating a plan for terminal expansion that will enable the growth in business that all parties want to see. The outcomes of these negotiations are critical for the City, the airline carriers and Chicago employers and travelers through O'Hare. To maintain productive discussions, CDA, American and United have agreed to no public statements or media engagement until tentative City Council introduction of the rates ordinance. Beyond that, all parties have agreed to a joint communications plan as elements of the terminal area plan are rolled out.

Key Message:

Boilerplate: O'Hare 21 is Mayor Rahm Emanuel's and the City of Chicago's vision for modernizing O'Hare International Airport, Chicago's gateway to the world. Working together, the City and its airline partners will upgrade O'Hare's terminal infrastructure to ensure it is equipped for growth and to better serve Chicago, the region, as well as passengers all around the world. To help O'Hare match forecasted growth, new developments will include a new global terminal, more gate frontage, more space for passenger amenities and other improvements to drive better efficiency in the airport's core. In the next decade, O'Hare 21 will give O'Hare its first capital update in decades, increase connection opportunities for both travelers and residents, while creating tens of thousands of new jobs and increased economic activity throughout the region.

While the CDA, American, and United Airlines have agreed to no public statements or media engagement ahead of the November City Council introduction of the rates ordinance, if asked, all parties can say:

"While productive discussions continue, all parties have agreed to refrain from discussing the substance of our negotiations publicly until a final agreement is reached."

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Audiences:

- Media
- Passengers
- Chicago Residents
- Business Community
- Airline Employees and Constituencies
- Aviation Partners
- Local, State and Federal elected officials
- Investors

Communication Channels:

- Press Releases
- Various placed print stories
- City Council hearings/meetings
- Press conference announcing the deal

Timeline:

Date	Activity	Actions/Materials Needed	Message
October 12	Briefing Chicago City Council on O'Hare 21		Working together with airline partners to reach an agreement
October 18	Mayor Emanuel Budget Address		A strong aviation program is critical to a healthy economy and future growth for the City of Chicago
October/November	Briefing to Rating Agencies		
November 8	City Council		
November 21	Tentative introduction of rates ordinance	CDA will take the lead on drafting factual release on new rates with no attribution of the ongoing negotiations and future deal	CDA is proposing a new rates ordinance to prepare for the soon expiration of current leases. New rates reflect market value and will support continued airport improvement projects.
November 29	Deal submitted	?	No public facing message until partners agree to announce
TBD November or December (between Use and Lease Introduction and deal)	BIG ANNOUNCEMENT & press conference	Press release, remarks, media briefings, after-announcement sit downs and editorial boards Release renderings	Announce the historic multi-billion deal and the largest public works project in modern history. Mayor Emanuel joins UA and AA airlines, CDA, elected officials,

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		*City Council briefings to occur before public announcement	labor and other stakeholders to announce \$x-billion deal to shore up O'Hare's future growth trajectory.
TBD November	RFP for Express Rail	No action by airlines or CDA	City investments in transportation infrastructure benefit the airport. This is an initiative led by the Mayor's Office.
December 13	Use and Lease Agreement Introduction	Press release	(Depends on date of announcement of the deal)
2018			
January date TBD	Lease Agreement—council pass	Potentially new renderings in a placed story (Crain's) Follow-up to National Press (WaPo, Economist, ETC) Surrogate spokespeople	Focus on the economic impact and jobs. Important step forward at O'Hare and for the international aviation program and international business communities
February – TBD	Completion of the L-Stinger	American Airlines to lead press strategy	Mayor and CDA join AA at press event; First addition of gates at O'Hare in more than 20 years
March 29	De-commissioning of Runway 15-33	CDA prepares talking points and briefings for City Council and other elected officials	Decommissioning will make way for airport improvement projects and the completion of the OMP
TBD Summer	Public Workshops on Environmental Analysis for O'Hare 21	CDA briefings and press materials	CDA to host public hearings on its 18-point analysis of environment to make way for TAP
TBD October	Completion of the new Multi Modal Facility (MMF)	CDA coordinates press materials; joint press event with Mayor and airlines	Mayor Emanuel cuts the ribbon on MMF project—one of the most expansive investments in O'Hare's history designed to dramatically improve transportation to and from airport
TBD October	Ground breaking on Terminal 5 extension	CDA briefings and press materials	Mayor joins CDA and airline partners to start work on 9-gate extension; focus on jobs

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			and airport improvements
TBD - Q4	City and airlines release RFQ for design of TAP	Joint press materials	O'Hare 21 redevelops terminals
TBD - Q4	Centralized deicing facility completed	CDA press release Mayoral event with airlines	O'Hare adds first centralized deicing facility; improvements to airport efficiency and safety
TBD	FAA Board Review/Approval		
TBD	First RFP/RFQ	Joint press release	Process has begun
TBD	Hotels operator named; hotel development plans released	CDA press release	2 separate announcements; CDA presents its plans to build two new hotels and renovate another at O'Hare to support continued growth and increased capacity delivered by O'Hare 21. Timeline is by 2021.

ORD21 Scope: Meetings/Coordination

Integration of Projects into the Communications Plan – CCA's communications staff will coordinate with CDA staff on Concessions Modernization, Terminal Parking Garage Expansion and Passenger Security Checkpoint Expansion to ensure timeliness and consistent level of information on the projects as it relates to construction impacts and public understanding of them. *(NOTE: There is no specific deliverable for this task as the information exchange will occur for the production of print and digital content and materials as needed.)*

Bi-Weekly Communication Coordination Calls – For the duration of the TAP, CCA will set up and lead a bi-weekly call with the CDA (media relations and operations designated attendees) to discuss project progress and identify short term action items related to ongoing outreach. This outreach will span community events and outreach for the workforce program, as well as materials related to O'Hare 21 job fairs (for TAP) and O'Hare 21 contracting opportunities (industry day or other procurement related community events held). CCA will also keep abreast of major milestones on TAP and TAP-related projects through participation in regular construction meetings; keeping CDA media relations abreast of any irregular operations or upcoming newsworthy events.

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Regular Weekly Construction Meetings – During construction, CCA's communications staff will participate in weekly construction meetings for the 3 projects to obtain progress, schedules, milestones, and other updates that impact stakeholder outreach. Updates will be provided to maintenance of traffic exhibits, which will be provided to the CDA to post on the O'Hare21 website and distribute to stakeholders as needed.

Content Development and Logistical Support

Development of Project Fact Sheets – CCA will create individual project-specific Fact Sheets that will provide a high level view of the technical aspects, general timeframe, and expected benefits upon completion. As created for the MMP, these fact sheets will be vetted by CDA senior leadership in order to ensure they are publicly available for a number of stakeholders including but not limited to: aldermen/ward offices, other elected officials, community members, media, airport tenants, etc. These may require periodic updating to stay current with schedule and other factors.

Up to 24 Monthly Construction Updates for Print and Website – monthly construction updates are compiled to keep MDW employees and airline partners apprised of current activity on all projects and what to expect the following month. Renderings and photos are also incorporated. Updates are provided as pdfs; CDA distributes at monthly tenant meeting. Additionally, the update content is repurposed for posting on the www.MDWMod.com website. CDA posts content.

O'Hare 21 Signage – prior to the start of construction, several sets of signage were developed to support and promote different aspects of the MMP. There is an existing template to help build consistency across the program. Some of them require updating as work progresses and also may need to be resized to fit different interior and exterior configurations as new construction areas are put into place. Existing and proposed signage sets include:

Groundbreaking Signage – Several displays were previously created and a banner for the Checkpoint groundbreaking (different from the "story" signs) and anticipates a similar level of effort for a Garage Expansion event. (Assumes up to 5 signs and banner similar to Checkpoint groundbreaking)

Digital billboards for CDN (Chicago Digital Network) –Digital billboards promoting construction contractor Job Fairs on CDN were previously created; CCA will continue to work with CDA and CDN staff to coordinate postings; billboards need updating with specific event date for future Job Fairs – at least 4 more are anticipated. (1 more for Checkpoint and assume 3 for Garage)

Construction Progress Signs/Displays (Up to 6 Designs) – as directed by CDA, CCA will develop and coordinate with the contractor's progress and wayfinding (interior and exterior) signage that will help travelers and others navigate around active work areas. Contractor will install signs and message boards. This signage is separate from the

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Contractor's 'pardon our dust' signs. Signs will be consistent with storyboard signs already created. (Assumes developing up to 6 designs and 2 updates to designs as construction progresses and travelers' paths change.)

Up to Six (6) Additional Custom Graphics for Print and Digital content – graphics will be developed for key pieces of information that can be conveyed visually such as changes in vehicular or traffic patterns related to construction. The graphics will be incorporated into other materials and content. *(NOTE: Six (6) traffic graphics were developed related to checkpoint Construction and used on the Traffic Fact Sheet, website, and social media platforms. Anticipate more graphics for the Checkpoint throughout construction and similar for the Garage.)*

Up to Eight (8) Updates to Existing Video/Digital Content (5 existing pieces) – Several video/animation pieces have already been developed to date, including:

- ☑ Two (2) long-form animations to showcase the benefits and movement through the new Checkpoint and expanded Garage. These can be incorporated into other pieces.
- ☑ Two (2) groundbreaking video featuring a video message from the Mayor (provided by CDA), the animation, and project renderings. Videos are for the Checkpoint and Garage projects.
- ☑ "Digital content" loop highlighting all three (3) of the projects and showing what is under construction (Checkpoint) for posting to screens at key locations in the terminal (currently being finalized); anticipate additional editing/additions to this loop as Garage construction gets underway and key milestones are completed for other MMP projects. Edits/additions to loop would include Garage animation, project construction images, and additional Concessions renderings/photos.

Up to Four (4) Brief Animations/Videos – Additional brief animations (<:30) may be created that will focus on information to help navigate around construction, e.g. interior changes at Checkpoint and/or pedestrian walkway changes.

Up to Ten (10) Scripts for Broadcast Outlets and/or In-House Videos – scripts explaining enhancement projects will be developed for use across local media outlets and/or on airport radio and TV channels (assumes :30 spots or video(s) of 3:30 or less); assumes CDA will produce audio and video pieces from scripts. Two (2) :30 radio PSAs for ParkNet Radio were previously drafted and it is anticipated that CCA will be responsible for drafting 2-3/year as construction progresses.

Up to Five (5) Sets of Talking Points – talking points will be developed around the entire enhancement effort and construction impact of individual projects to provide to City and CDA leadership for discussing projects with key audiences.

Up to Four (4) Reviews of CDA PowerPoint Presentation(s) on MMP – An overview presentation on the Communications Plan and implementation effort for internal use was previously developed; some slides were also excerpted for use with Southwest Airlines. As CDA already has existing presentations on the MMP, CCA's role will be to provide additional input as it relates to communications and construction outreach as CDA leadership and/or its designated representative plans for speaking engagements to community groups, business groups, industry groups, and others.

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O'Hare Use & Lease Agreement -- Questions and Answers February 25, 2018

TERMINAL AREA PLAN (TAP) PHASE I ANNOUNCEMENT

What is the estimated cost of the Terminal Area Plan (TAP) Phase I?

The total investment is valued at \$8.54 billion, with \$6.1 billion allocated for terminal expansion projects, and another \$2.4 billion set aside for key enabling projects (i.e. taxiway and runway repairs, and significant renovations to the existing structures and systems at T1 and T3 to ensure the airport experience is upgraded from point to point).

What are the funding sources for TAP?

These projects will largely be funded by the airlines' rates and charges.

Will any taxpayer money be used to fund TAP or O'Hare 21?

These projects will NOT use local taxpayer dollars.

What are the components of TAP Phase I?

- Central Basin Elimination and South Basin Expansion
- Satellite 1 Concourse
- Satellite 2 Concourse
- Concourse L 3-Gate Expansion
- Terminal 5 Landside and Parking Improvements (Phase1)
- Consolidated APM, Pedestrian, and Utility Tunnel
- Baggage Handling System (BHS) Equipment (three new bag systems (very important to the airlines))
- Terminal 2 Redevelopment - O'Hare Global Terminal (OGT) and O'Hare Global Concourse (OGC)
- Terminal 5 Repurposing and Core Expansion
- TAP Phase 1 Utilities Allowance
- Western Parking and Screening Facility Allowance (Airline employee parking, associated roadways and security screening at the western portion of the airport)
- Concourse L 5-Gate Buyout

Are O'Hare 21 and the TAP interchangeable or does each cover a different scope of work?

O'Hare 21 includes TAP, which will redevelop the terminals, as well as the expansion and renovation of T5 and T3 (L stinger) gate expansion; but O'Hare 21 also includes the hotel developments and expansion; construction of the new Multimodal Facility; deicing pads; improved taxiways; and the new Runway 9C/27C.

How long will it take to build TAP Phase I?

Phase I is expected to be under construction for 8 years.

How will TAP be built/phased in over eight years? Is there a rough timeline?

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T5 extension is already underway, beyond that we have not gone into final plan and design mode. Once we have a contractor on board, phasing plans will be finalized. Generally we must build new gates (S1/ S2) before we can demolish T2 to ensure that we never reduce the number of gates.

Will there be any changes to Terminals 1 and 3 as part of this plan?

- Terminal 3, just like Terminal 1, will be renovated as part of TAP Phase 1. Terminal 5 will receive a similar level of renovation.

What do the T5 Landside/Parking improvements consist of?

The Phase I TAP includes several landside projects at Terminal 5 to expand capacity, provide new passenger amenities, and improve levels of service. These projects are planned to support the relocation of domestic flights to Terminal 5 and overall growth in passenger volumes at Terminal 5. These projects include:

- Development of a parking garage with approximately 2,600 parking spaces to replace existing surface parking at Lot D
- Construction of a new conditioned (i.e., heated and cooled) pedestrian bridge between the new parking garage and Terminal 5, replacing the existing pedestrian bridge
- Expansion and widening of the intersection between Balmoral Avenue, Bessie Coleman Drive, and the Terminal 5 roadways
- Widening of the inbound and outbound Terminal 5 roadway to provide additional vehicle lanes and improve the merging area between the upper level curbside roadway, lower level curbside roadway, and parking exit (parking exit to be expanded to accommodate the future parking garage)
- Widening of the upper level curbside roadway, approximately doubling the length of curb at which passengers can be dropped off to catch departing flights

Global hubs—which airlines are going in there? Is it just United or American and their partners?

The future O'Hare Global Terminal will accommodate international arrival passenger processing for both American and United Airlines as well as for many of their international airline partners. Specific airline assignments will be determined closer to the completion time of TAP Phase I.

How many new baggage facilities are a part of this plan? Where would they be located?

Three new baggage facilities: one in T5, one under the new Global concourse, and one under Satellite 1.

How would TSA/security checkpoints be affected by this plan? How many more security checkpoints would there be? Has that been determined?

The Global Terminal will make way for additional checkpoints, as well as a second CBP processing center. This will make international connections as well as arrivals more efficient.

Is it accurate to say ORD will serve as many as nearly \$100 million passengers by 2026, with these investments?

Yes. The Phase I TAP is intended to provide gates and terminal facilities capable of accommodating approximately 100 million passengers by 2026, at improved levels of service as compared to the existing terminal facilities.

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What type of renovations will Terminals 1, 3 and 5 (beyond T5 extension) receive? Is it cosmetic stuff inside?

New roofs and HVAC systems, new terrazzo in some areas, repair of drainage issues and utility upgrades, architectural refresh (paint, ceilings)

Is there a TAP Phase 2? Does the western facility fall into Phase 2? What other projects would be contemplated beyond this current effort?

Later phases of TAP will be built going west, for practical reasons and to ensure all concourses are connected to the core/operable throughout construction.

USE AND LEASE AGREEMENT

How long will the lease be?

Anticipated to be 15 year lease.

Will the new leases take away some of the airline control?

Right now airlines have to approve everything. This isn't necessarily efficient if there is a project that needs to be moved forward quickly for safety reasons. There will be exemptions in plan, but airlines will continue approving many major capital programs/plans, including any changes to the capital plan in question.

Are airfield fees and terminal fees subject to negotiations under the new lease agreement or is it just the terminal fees and not airfield fees? Are there other major rates and charges the airlines pay?

Landing fees are measured by the weight of the aircraft landing, and recover all of the operating and capital costs of the airfield. This cost recovery model is unchanged from today – due to FAA requirements. Terminal operating and capital costs are recovered through terminal rental rates, equipment charges and common use fees.

Are PFCs subject to an increase as a result of these investments?

The amount of PFCs that can be collected is set by the current PFC legislation and regulations. PFCs for passengers today won't change because of the investments we'll make. With more passengers, however, our PFC revenue will increase, and that helps support costs of new facilities.

GATES/TERMINAL EXPANSION

How many new gates will be added?

- We'll go from approximately 186 to about 215 gates total.
- The most important measure here is linear gate frontage, which is expected to increase by 25 percent when the first phase of TAP is done.

How much terminal square footage will be added?

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Under TAP Phase I, Total Space Increases from 4.3M SF to 7.4M SF. The additional 3 million square feet to be built as part of TAP is certainly the biggest single terminal expansion project at O'Hare. It will be among the largest airport capital programs in the U.S.

What are the raw numbers of linear gate frontage, before and after TAP Phase I development occurs?

O'Hare currently has approximately 24,770 linear feet of gate frontage. Planned expansions at Terminal 3 (Concourse L) and Terminal 5 (Concourse M) will increase gate frontage to approximately 26,910. The developments from TAP Phase I will further increase gate frontage to 30,980.

How many wide body gates does O'Hare currently have?

O'Hare currently has one Group VI gate, which will accommodate the new A380 British Airways service to London. Terminal 5 currently has 20 WB gates. The expansion adds up to 20 new WB gates. These level of details of the Phase I TAP will be provided later.

Are any gates being added in the near term?

United is adding a new gate on concourse F this month. A new jetway will be installed for this gate in May. The 5 L Stinger gates will open later this year.

Is the Terminal 5 Extension Part of TAP Phase I? How many gates get added to Terminal 5?

Modifications to the Terminal 5 central core, and baggage system, including landside and parking improvements, and reconfiguring of T5 for greater domestic service at the completion of the TAP Phase 1 are part of Phase 1. The T5 extension will deliver 9 new widebody gates. It was previously approved by the airlines and design is underway.

Currently, Terminal 1 is all United. Under the changes being discussed and the end of exclusive use gates, would that still be the case? Is it Satellite 1 or Satellite 2 that would be connected to Terminal 1? Would this Satellite also be all United or mixed? Would United's T2 gates/space move to this Satellite?

Gate allocation and facility assignment will be announced at a later time. However, as the Commissioner mentioned, some airlines will be relocated as part of our development plans to ensure the partner carriers can operate nearby and provide better service and connections to their passengers.

Will Delta relocate from T2 to T5?

Delta will relocate to T5 once the expansion is complete. They plan to operate an integrated service with their four alliance partners who operate at O'Hare: Air France, KLM, Korean, and AeroMexico.

Does American mostly remain at T3 or do some/all of its operations relocate? Is it correct that many of the RJ flights are at Terminal 3 and would mostly just stay put?

Gate allocation and facility assignment will be announced at a later time.

Is O'Hare the last airport in the country with exclusive use gates? Are there others left? Can you point me to why the FAA prohibited their use?

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Exclusive use gates are prohibited by current FAA requirements and are only possible in terminal facilities that were directly built and financed by airlines. FAA noted that by "locking up gates" in this way, airlines could restrict competition and market access by other airlines.

Since the 1990s, the FAA has been encouraging airports to provide competitive access to a greatest extent possible.

Which carriers will operate in the Global Terminal?

- The new Global Terminal will house the Star Alliance and oneworld Alliance.
- United, American and their select partners will eventually be housed in the new Global Terminal. This is expected to be as early 2026.

When will CDA determine which carriers will go where and/or gate allocation?

- First, we have to build it. So final assignments are likely to begin in 2021.
- Eventually, all final positions will be determined by a formula that looks at each carrier's share of activity.
- The new U&L terms include flexible provisions, meaning that preferential gates are based on market activity.

Aren't some carriers moving to T5, as reported in the Tribune?

- Yes, Alaska, Spirit and Jet Blue will move to T5.
- This is part of an overall effort, through the new U&L agreement, to ensure partners are grouped together to provide more efficient connections for their customers. Overall, T5's expansion will provide for more integrated operations for the SkyTeam Alliance, as well as many of our low cost carriers.

JOB CREATION/WORKFORCE DEVELOPMENT

How many jobs will be created through O'Hare 21? Are these all design and construction jobs?

- With the volume of construction at O'Hare expected to increase ten-fold over the next decade, the terminal area improvements are expected to create an estimated 60,000 jobs.
- The O'Hare 21 and TAP include a \$50 billion economic contribution to the county and 460k jobs for the county: direct, indirect, and induced, by 2026.

Besides design/construction, what other types of jobs will be created by O'Hare 21?

The addition of new air service is expected to enable and increase tourism activity and related jobs, and to support more companies looking to relocate to Chicago in making the move.

What is your plan for community outreach to get Chicago residents jobs?

To support local residents in seizing these opportunities created by O'Hare 21 and terminal work, CDA will stand up a major targeted workforce development program this year. We will announce more details of the workforce plan later this year.

WESTERN ACCESS/WESTERN TERMINAL

There has been a lot of talk about western access to O'Hare over the years. Where does that stand and how does this plan impact that, if at all?

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Work on Western Access is underway today, and is primarily being provided by Illinois State Toll Highway Authority through the Elgin O'Hare Western Access project. The City finalized an agreement with ISHTA last year to lease and sell them land for this important project.

Does the western facility fall into TAP? What other projects would be contemplated beyond this current effort?

TAP does not include a Western Terminal. It does include a substantial investment on the western side of O'Hare. Development of the western facilities will occur over time, starting with key facilities in Phase I. The new employee parking facility will drive demand and activity on the west. Passenger parking and processing will be developed as new satellites are constructed on the west (Satellite 3 and Satellite 4).

Additional western development could be built as overall activity at O'Hare grows. Keep in mind that the western terminal has been dormant for many years – there was no airline willing to commit to it or finance it. The only viable path to develop a western terminal is the TAP layout, marching from east to west.

What will the Western Parking and Screening Facility Entail?

The Western Parking and Screening Facility allowance will [provide](#) employee parking and screening facility for employees to park and enter the airport to [and from](#) the west. The [centralized, modern screening facility is a security enhancement and we are working with TSA on its components.](#)

This facility responds to the western access (EOWA) project that is [still in development](#), and will position O'Hare to handle the growing number of people heading in/out of the airport as a result of our terminal expansions. The Facility will [expand](#) as our developments marching west come online for use, and position ORD to handle the growing number of people heading in/out of the airport as a result of our terminal expansions.

Construction of a western facility would require a separate round of negotiations with the airlines outside of the current lease/TAP Phase 1 deal, correct? Are the contemplated Satellite 3 and Satellite 4 considered the western facility or would those be in addition to the western facility?

Western Parking/Screening Facility is part of Phase 1. When there is sufficient demand, the airlines could elect to build S3, S4 and the western terminal and additional parking.

O'HARE 21 PROJECTS/HOTEL DEVELOPMENT

When will the current \$1.3 billion new runway, de-icing, taxiway project under construction be completed? Is the \$1.3 billion price tag still accurate?

The \$1.3 billion agreement announced in 2016 is underway. Construction has begun on the final Runway, 9C/27C and it will be completed in November 2020, The new centralized deicing facility will be completed this year.

Has construction started on any parts of O'Hare 21?

Yes. Construction is underway on key O'Hare 21 projects and will be completed this year, including:

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- Terminal 5 L-Stinger Gates – Scheduled to open in Spring 2018.
- Multimodal Facility – Scheduled to open in late 2018.
- Centralized Deicing Facility – Scheduled to open in December 2018
- Hotels – Scheduled to open in 2022.

What is the timeline for the multi-modal facility? What is the cost?

The multimodal facility will be completed later this year, it costs \$786 million dollars and was financed in part by federal TIFIA dollars.

Are the hotel projects considered part of TAP Phase 1?

The hotel expansion/redevelopment projects are not part of the approved projects in TAP Phase 1. TAP refers mainly to terminal redevelopment and gate expansion. However, the hotel developments are an important part of the overall O'Hare 21 program. All parties agree they are needed and they will be programmed once the cost estimates are better developed.

What is the process on hotel development? Where in the process are those projects?

A \$350 investment will renovate the current Hilton and build two new facilities for a total of three on-airport hotels at O'Hare. The CDA will finance and develop a new, full-service hotel adjacent to Terminal 5 that connects directly to Airport Transit System (ATS). It will feature 300 to 400 rooms, 25,000 to 65,000-square-feet of event space and top-notch amenities. CDA expects to announce plans for this redevelopment in spring 2018.

Note that hotel expansion/redevelopment projects are not part of Terminal Area Plan (TAP) Phase I—TAP refers only to terminal redevelopment and gate expansion.

O'HARE MODERNIZATION PROGRAM

Is the 9R/27L extension still happening by 2021?

The extension to Runway 9R/27L is in design and is on schedule to be completed in 2021. Funding for the project is part of the capital program associated with the proposed use and lease agreement.

Is the closure of 15/33 (formerly known as 14R/32L) the one the Commissioner referred to that would make way for satellites and other western expansion?

The decommissioning of Runway 15/33 (formerly 14R/32L) has always been a part of the O'Hare Modernization Program to make the overall airfield more efficient. However, its closure will also help lift an impediment for westward developments from existing Terminals 1, 2, and 3.

AIRCRAFT NOISE IMPACTS

Any concerns that this additional parallel runway and the growth this project would bring would increase the frequency of complaints from neighboring homeowners about the increase of jet noise, etc.?

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The Terminal Area Plan (TAP) at O'Hare will not result in increased noise exposure for surrounding residents. That's because terminals in and of themselves do not induce noise; the level of activity on the runway does.

Actually, the new runway 9C/27C will allow Air Traffic to balance use of the airfield. The north side of O'Hare will have the same capacity as the south airfield. Because of the imbalance today, there are more arrivals and departures on the south – where residential areas are close to the runways. Once the new runway opens, residents in some communities (east and west of the airport) should see relief from noise exposure. It will also reduce traffic on runway 27L, the heaviest arrival runway at O'Hare for decades.

AIR POLLUTION

The terminal expansion of O'Hare will not result in increased noise exposure for surrounding residents. That's because terminals do not induce noise. The terminal expansion will not influence the location of the flight paths aircraft use when arriving/departing the airport from any runway, nor will it affect the time of scheduled flights.

The CDA will evaluate any air quality impacts from TAP construction as part of the overall environmental analysis to be submitted for FAA review and approval. Generally the CDA implements a number of measures to reduce construction-related emissions as much as possible.

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