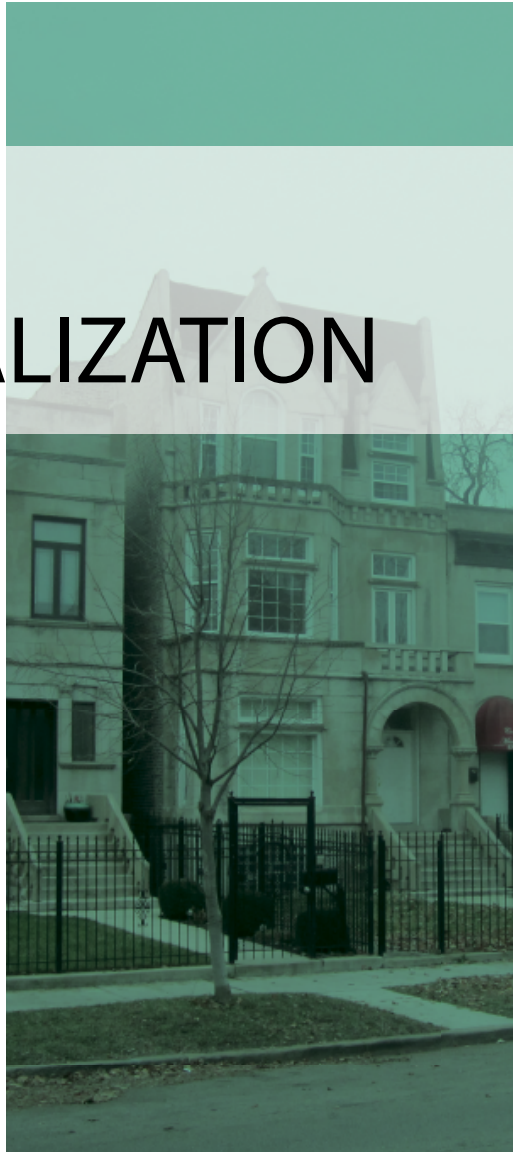




Network of Woodlawn

A STRATEGY FOR REVITALIZATION




Network of Woodlawn's Goal: Create a Community of Choice

We believe in self-determination of the Woodlawn community: A community of choice that future & existing residents, businesses, and stakeholders choose to embrace and build together.

Woodlawn has an abundance of assets including its public and natural infrastructure, location, and institutional presence. Yet many of our residents are working to overcome a legacy bereft of empowerment, resulting in needs from economic opportunity, to healthcare and educational opportunity. Such needs are foundational, pillars for success of communities and its people. We aim to change this current dynamic, and create the necessary social and economic infrastructure to deliver on the potential of Woodlawn.

The Economic Development Pillar aims to initiate & coordinate a strategy to enhance the economic foundation in the community.

Establishing a community of choice for residents & investors, along with an economy that is competitive & self-sustaining is an ideal with overlapping strategies in education & human capital development, security & crime reduction, & health & human service access.

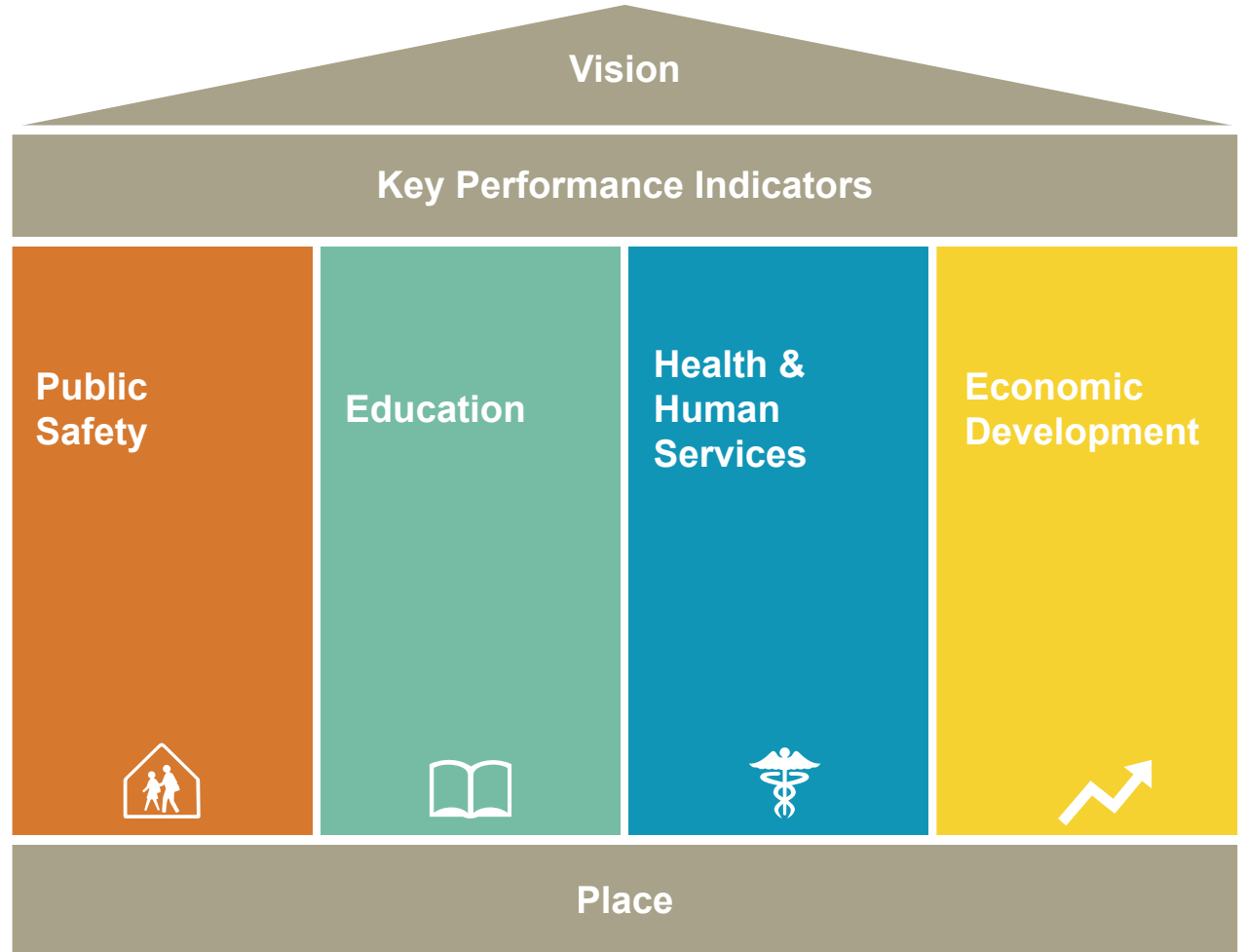


“Our job is to create situations in which people can think and act constructively and effectively on the serious moral problems which are theirs. We do firmly believe that when people have the opportunity, they will live up to the highest expectations.”

- Bishop Arthur M. Brazier, *Black Self Determination*, 1969

Network of Woodlawn A Strategy for Revitalization

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Respecting the Past.....



1960

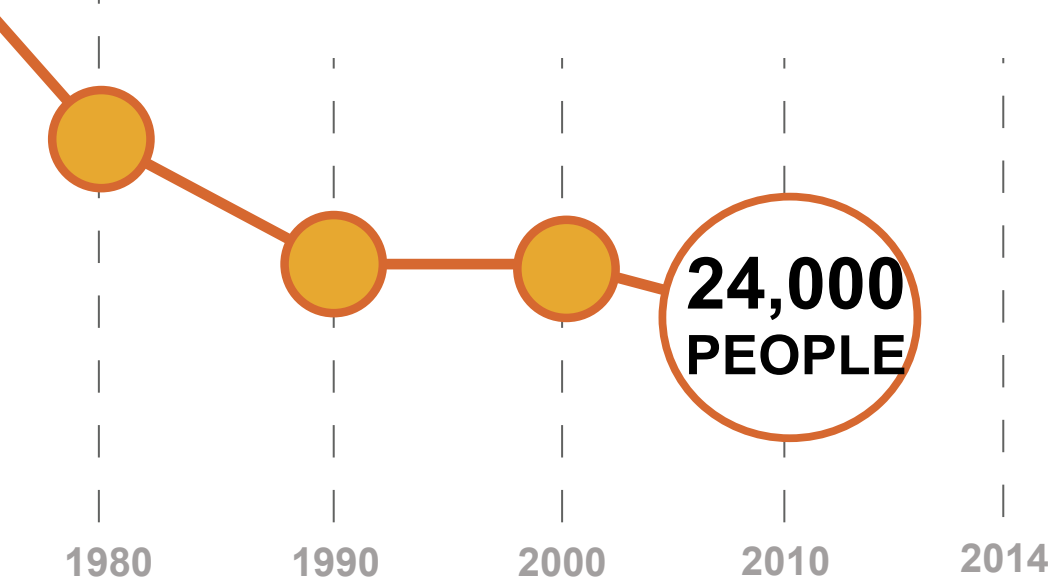
63rd Street



Over the last 60 years, Woodlawn has experienced severe population loss. Woodlawn’s peak population of 81,000 people in 1960 represents a neighborhood that was overcrowded due to restrictive covenants, redlining and “kitchenette” apartments. As the neighborhood began to decline, it also became a community of activists with the emergence of the Woodlawn organization and strong non-profit organizations who sought to fight for better housing, better education access to city resources and employment opportunities.

.....Understanding the Present

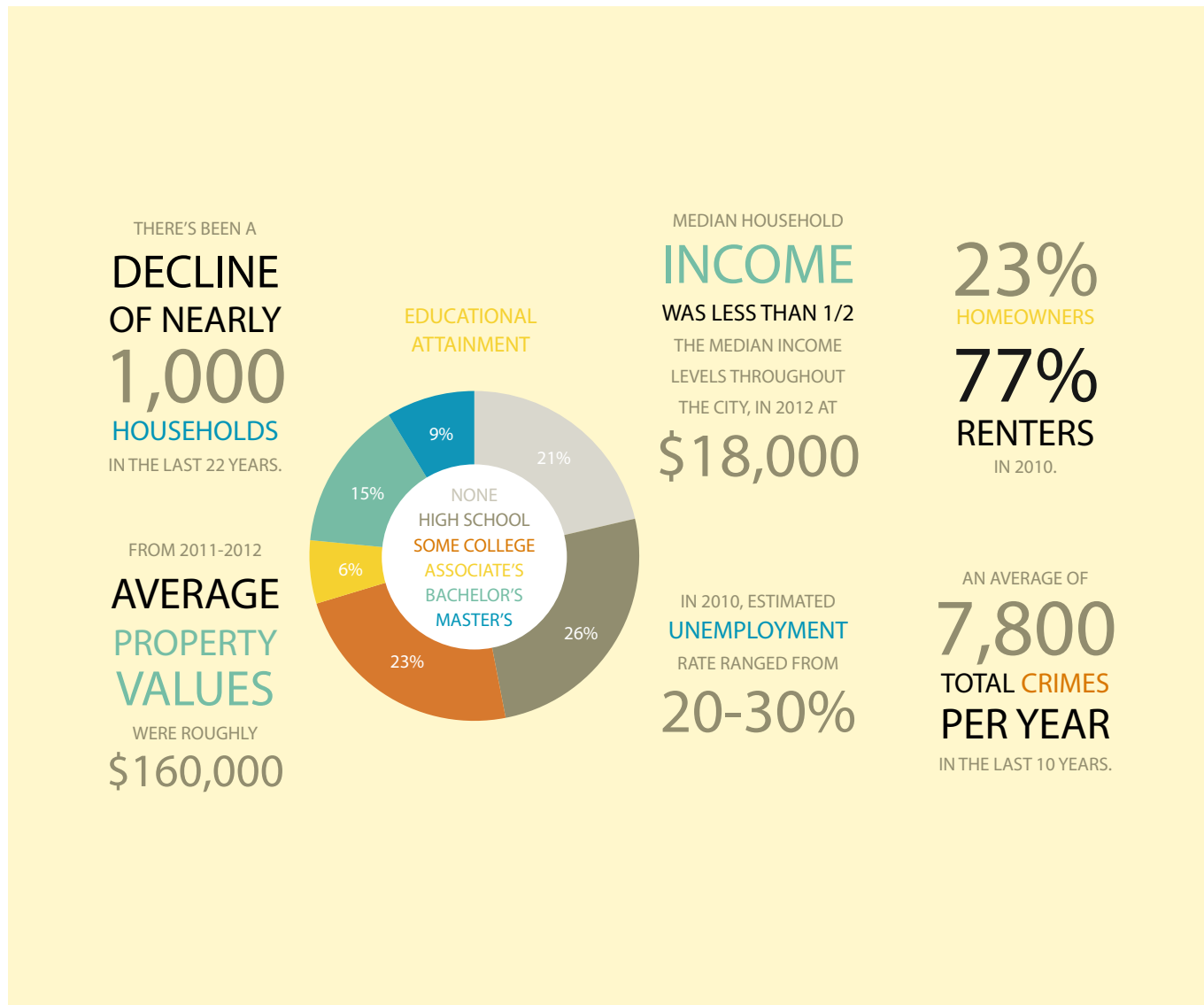
Currently, Woodlawn's population is at an historic low at 22,000. Despite this, Woodlawn has a series of unique opportunities and development trends to not only stabilize the population but increase it over the next 20 years. Its future can build on the positive aspects of its history and an well positioned place on Chicago's South Side.



The Woodlawn community has been impacted by significant economic change over the last several decades, and key metrics indicate continuing, significant need for economic revitalization

Population peaked around 1960 at 81,000 residents, and declined in ensuing years to a current estimate of around 24,000. Household income levels stand at roughly \$18,000, about ½ of citywide levels. The community has relatively low levels of homeownership at 23% and home values at around \$160,000, coupled with high levels of vacancy and blight in the order of 20% of developable land area. Compounding these general trends are high levels of crime at 225 crimes per 1,000 residents. This reality acts as a significant deterrent to investment and a negative weight on property values.

Unemployment is currently in the order of 20-30%, as compared to 10% for the broader citywide averages. Unemployment for current population stems from a skills gap with 47% of households achieving a high school diploma or less. While capital and business formation in the neighborhood are currently impediments, the south side more generally has a relative abundance of economic activity generated from large-scale institutional employment in education and health services, suggesting a possible avenue for achieving greater employment in the near-term.



The current population of Woodlawn is around 24,000, or roughly 9,500 households. Household typologies largely fall into three, equally-sized groupings.



Our Elders

- 25% of Woodlawn
- Older, single family households
- Multi-unit rentals
- 50% below the US median household income level.
- Need health service support; use prescription drugs for chronic conditions



Large Families

- 25% of Woodlawn
- Larger family households
- Multi-unit rentals
- 35% below the US median household income level.
- Need for convenience retail & educational opportunities for children



Single-Parent Families

- 35% of Woodlawn
- Younger, smaller or single parent households
- 50% below the US median household income.
- Need health service support, education for children, day care after school programs & family support

First are older households, comprising roughly 25% of the total. These households are generally seniors living in multi-unit rental residences, with fixed incomes that are 50% less than the US median. They need stronger support with respect to health services, and use prescriptions to manage chronic conditions, particularly diabetes.

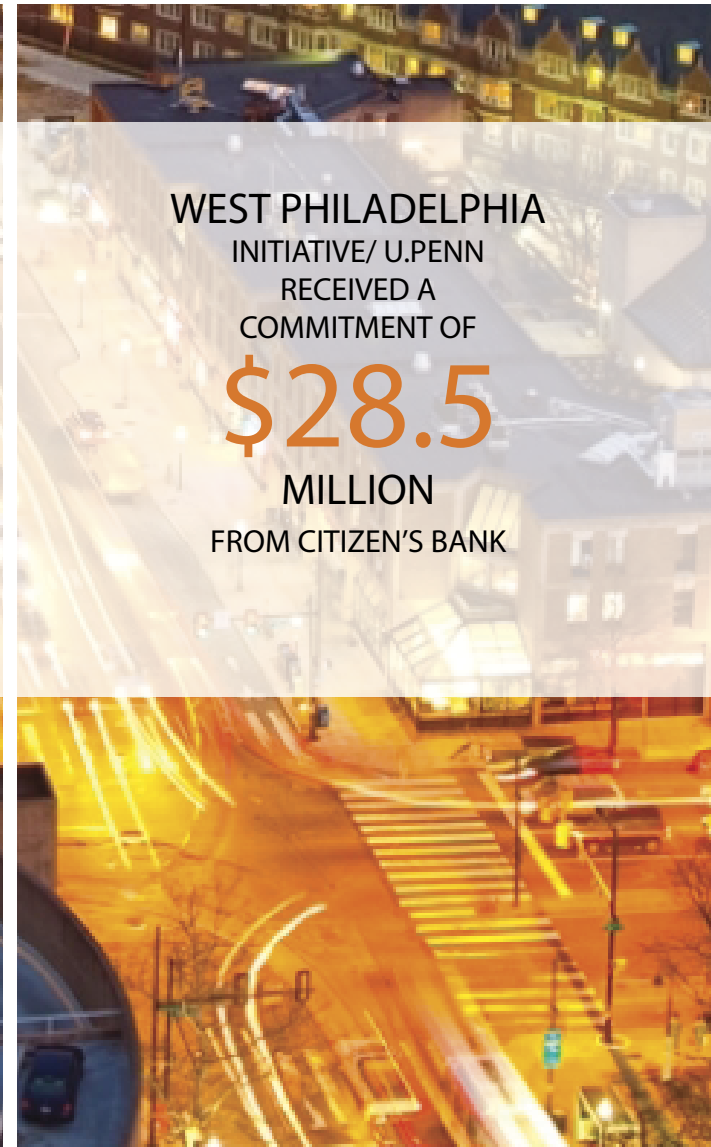
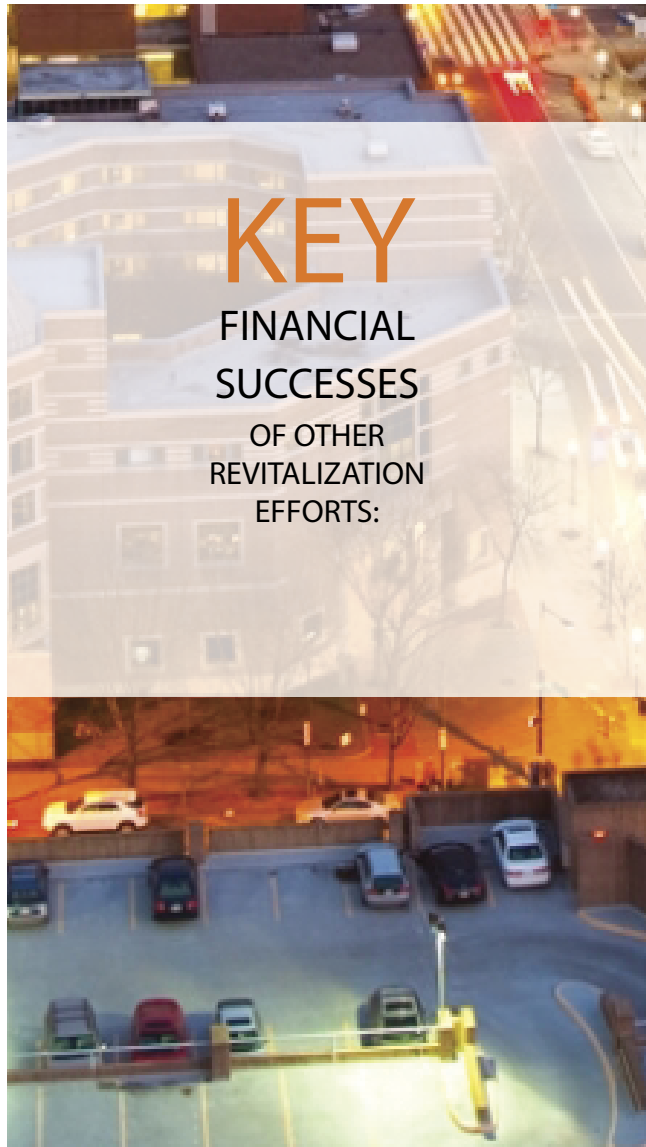
Second are larger families accounting for around 25% of households. They generally have larger household sizes with two parents and 1-2 children, and a need for convenience retail and educational opportunities. Incomes are comparable to US averages. Third are single-parent households with 1-2 children, accounting for roughly 35% of Woodlawn households. These households generally have stronger needs related to healthcare, education for children, continuing education for adults, and services like daycare, after-school programs, and general family support – “wrap-around” household support.

Across all current household types, in addition to basic security needs, important common need is found in education, workforce development, health care, and family support services.

As part of this process, other successful revitalization efforts with similar obstacles and existing conditions were identified and profiled.

These include the West Philadelphia Initiative (neighborhoods near UPenn, west of Schuylkill River), the East Baltimore Revitalization Initiative (neighborhoods north of Johns Hopkins Hospital), and Cincinnati's Over-the-Rhine redevelopment and revitalization effort (neighborhood between the university district and central business district).

Contextually, these neighborhoods are similar in many ways: they are located in key areas for redevelopment; they have experienced structural dilapidation, intense vacancy, depopulation, high amounts of crime, decreasing land and building values; they were negative spheres of influence for surrounding communities. Housing vacancy was generally 2-times the respective city averages with income levels at 30-40% below city averages. More recent trends in these neighborhoods after implementation of revitalization strategies have improved with flat to rising home values, and income growth of 2-2.5-times the respective city averages. These models measured outcomes of revitalization efforts include improvements in: household income, neighborhood investment, and reduction in vacancy, among others.





EAST BALTIMORE
DEVELOPMENT INC
SECURED

\$24
MILLION

IN TAX INCREMENT
FINANCING BONDS
PURCHASED BY ANNE
E. CASEY FOUNDATION



OVER THE RHINE
INITIATIVE/ 3CDC
RECEIVED

\$53
MILLION

IN PUBLIC SUPPORT
FROM THE CITY OF
CINCINNATI

Each initiative was established in different ways to address similar issues. Operational differences indicate innovative strategies to leverage financial support from different types of partners, including public / private institutions, non-profit development organizations, governmental support, and private support.

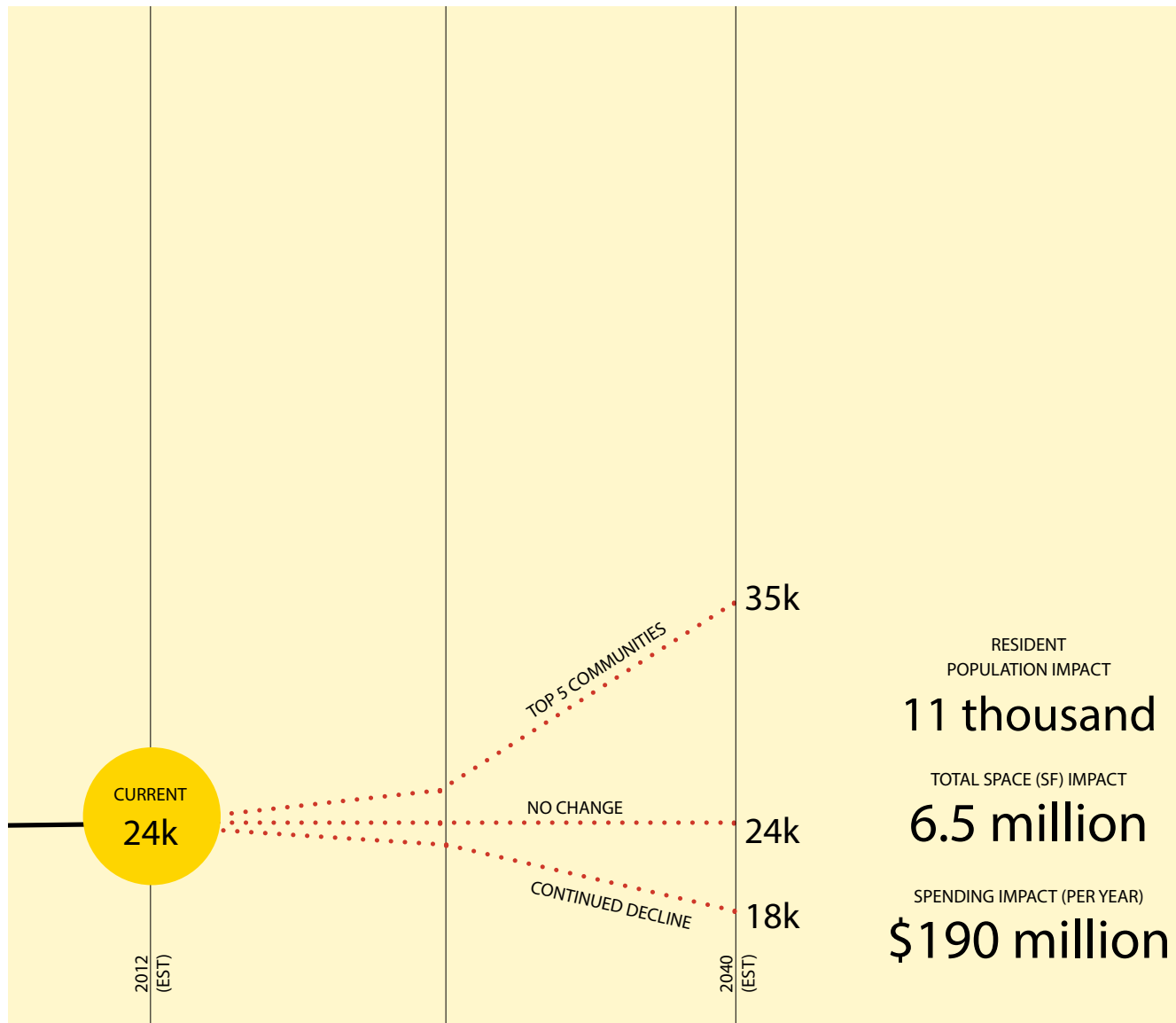
An important, common factor in each case is a mission-based revitalization effort focused on comprehensive outcomes, rather than real estate alone. In addition to real estate, development, and redevelopment, other important areas of economic and community development, such as workforce / business development, economic inclusion / advocacy, social services (family advocacy, education, safety) were areas of focus.

Generally, revitalization efforts attracted, and were subsequently led by three to four types of younger, smaller, well-educated households (profiled later).

Using the outcomes of other communities to define the range of possibility, Woodlawn in the next generation could have greater opportunity.

In review of selected revitalization cases in other cities and successfully repopulated neighborhoods in Chicago, a range of outcomes is evident, though all indicate that neighborhoods beginning from positions of blights, underinvestment, and depopulation can experience significant growth. Indeed, these other neighborhoods suggest that the future for Woodlawn could be quite different, depending on the directions and strategic approaches taken today.

Using the outcomes of other communities to define the range of possibility, Woodlawn in the next generation could have greater opportunity, less crime, more amenities, stronger educational options, and a higher standard of living for its people. Shifting to a rate of growth seen in other revitalized communities would imply up to 50% greater population counts over the next generation. Using standards for household sizes, related commercial and retail space, etc. would imply an additional demand from current levels of up to 6.5 million occupied sq. ft. a household shift of this type would bring in the order of \$190 million annually in additional spending, supporting local retail, businesses, services, and the like.



New Households: In review of identified revitalization efforts and successful neighborhoods, a common reality is repopulation.



College Town

- Single or roommate households
- Multi-unit rentals
- Lower than the US median household income
- Likely to go to a bar or nightclub and less likely to use prescription drugs for cholesterol



Trend Setters

- Single or roommate households
- Multi-unit rentals
- Well-educated
- Slightly higher than the US median household income
- Likely to buy organic foods and less likely to shop at Wal-mart



Metro Renters

- Single or roommate households
- Multi-unit rentals
- Well-educated
- In line with the US median household income.
- Likely to travel by air and exercise at a health club

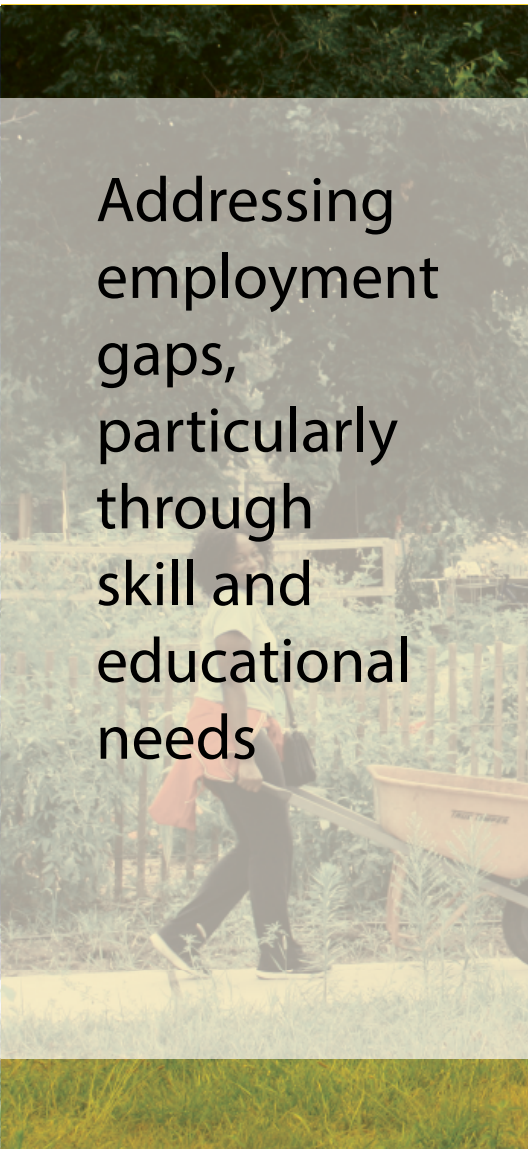


International Marketplace

- Larger family households
- Multi-unit rentals
- Slightly lower than the US median household income
- Likely to buy foods high in fiber and likely to dine out

What is more, repopulation is typically led by three to four household typologies which tend to be smaller, younger, and well-educated. These early adopter households generally are single and live with roommates in rental housing, and are more civic-minded and active in the communities and neighborhoods. Given the life-stage of these households there is lesser need for community and support infrastructure.

Analysis of the existing neighborhood and broader south side economic reality reveals a few, outsized ingredients for success.



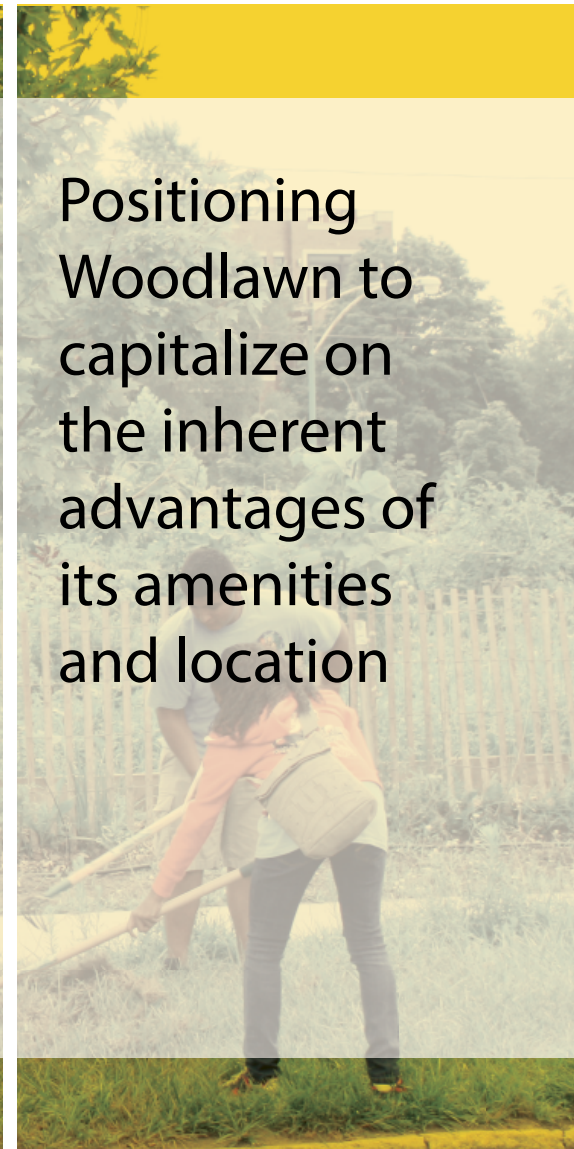
Addressing employment gaps, particularly through skill and educational needs



Using vacancy as an asset in getting greater control of neighborhood land, and implementing strategies for value



Using south side institutions as a lever in achieving employment and economic development goals

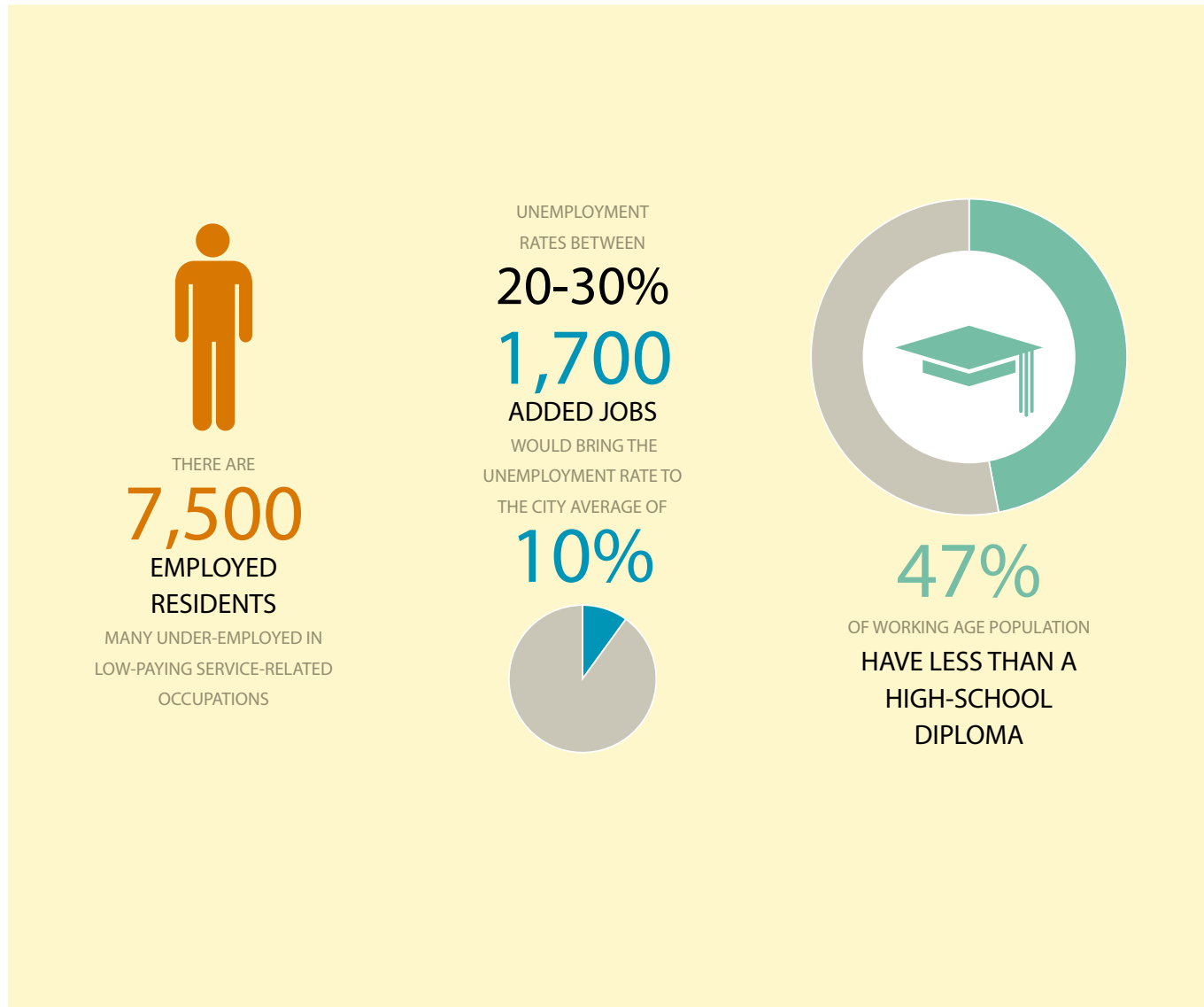


Positioning Woodlawn to capitalize on the inherent advantages of its amenities and location

Employment Gaps

Unemployment estimates range from 20-30% of the area, as compared to closer to 10% citywide.

Some 7,500 residents in Woodlawn are currently employed. Unemployment estimates range from 20-30% of the area, as compared to closer to 10% citywide, equating to roughly 1,700 new jobs for Woodlawn residents to bring the rates into alignment. Unemployment in Woodlawn has a number of factors, but likely most significant is a skills gap stemming from education and trades with 47% of current residents achieving a high school diploma or less as compared to 45% nationally. And so human capital investment is key to the path forward for Woodlawn. In addition to higher incomes and lower unemployment rates in general, human capital investments can return as much as \$8 per dollar invested in early childhood, and \$4 for every dollar invested in later workforce and trade needs



Institutions as a Lever

The current profile of the economic base across the south side indicates a strong institutional and educational services base.

WITHIN THE LOCAL AREA THERE ARE...



THESE INDUSTRIES HAVE A TOTAL EMPLOYMENT EFFECT OF

1.3-1.4 JOBS
IN THE LOCAL ECONOMY

NOTABLE BUSINESSES WITHIN 5 MILES EMPLOY...

42,500	TOTAL PEOPLE
UNIVERSITY OF CHICAGO	8,914
U OF C MEDICAL CENTER	5,060
US Cellular	4,060
MERCY HOSPITAL & MEDICAL CENTER	2,100
Chicago Police Department	1,686
HOLY CROSS HOSPITAL	1,600
Jewel-Groco	1,485
Tyson Foods Inc	1,200
Mc Donald's	1,161
Edsal Manufacturing Co Inc	1,100
Metropolitan Pier & Exposition	1,000
CHICAGO STATE UNIVERSITY	950
ILLINOIS INSTITUTE OF TECHNOLOGY	915
Walgreens	828
ADVOCATE TRINITY HOSPITAL	815
PRITZKER SCHOOL OF MEDICINE	750
ST BERNARD HOSPITAL & HEALTH	750
Chicago District Fire Chiefs	720
Food Technology & Devmnt Ctr	701
Jackson Park Hospital	700
Urban Partnership Bank	629
South Shore Hospital	602
Omnimax Theater	600
Peppi Beverages Co	600
Arie Crown Theater	600
SDI Security Inc	600
Olive-Harvey College	500
MC CORMICK PLACE	500
Us Post Office	491
9300 Food & Liquor	450
Tripp Lite	450

Of the 42,500 direct employees of the largest 30 businesses across the south side, ten institutions account for around 22,000 direct jobs, or in other words, 1/3rd of the largest 30 businesses being institutions that account for over 1/2 of the jobs from the largest 30 businesses. This fact is evident in location quotients, showing, among other things, 6.3 times the concentration of educational services as is common in the state. Other concentrations, albeit, not as intense, are seen in real estate, information, healthcare, and the arts, entertainment, and recreation. In addition to direct employment in selected institutions, every 10 direct employees creates in the order of 3-4 supply chain jobs servicing the institution indirectly. In both direct and indirect employment, the types of occupations that can be focused on are ones that are related to the local supply chain industry, driven specifically by institutional purchasing activity. Analysis later in this document details these job types and opportunities.

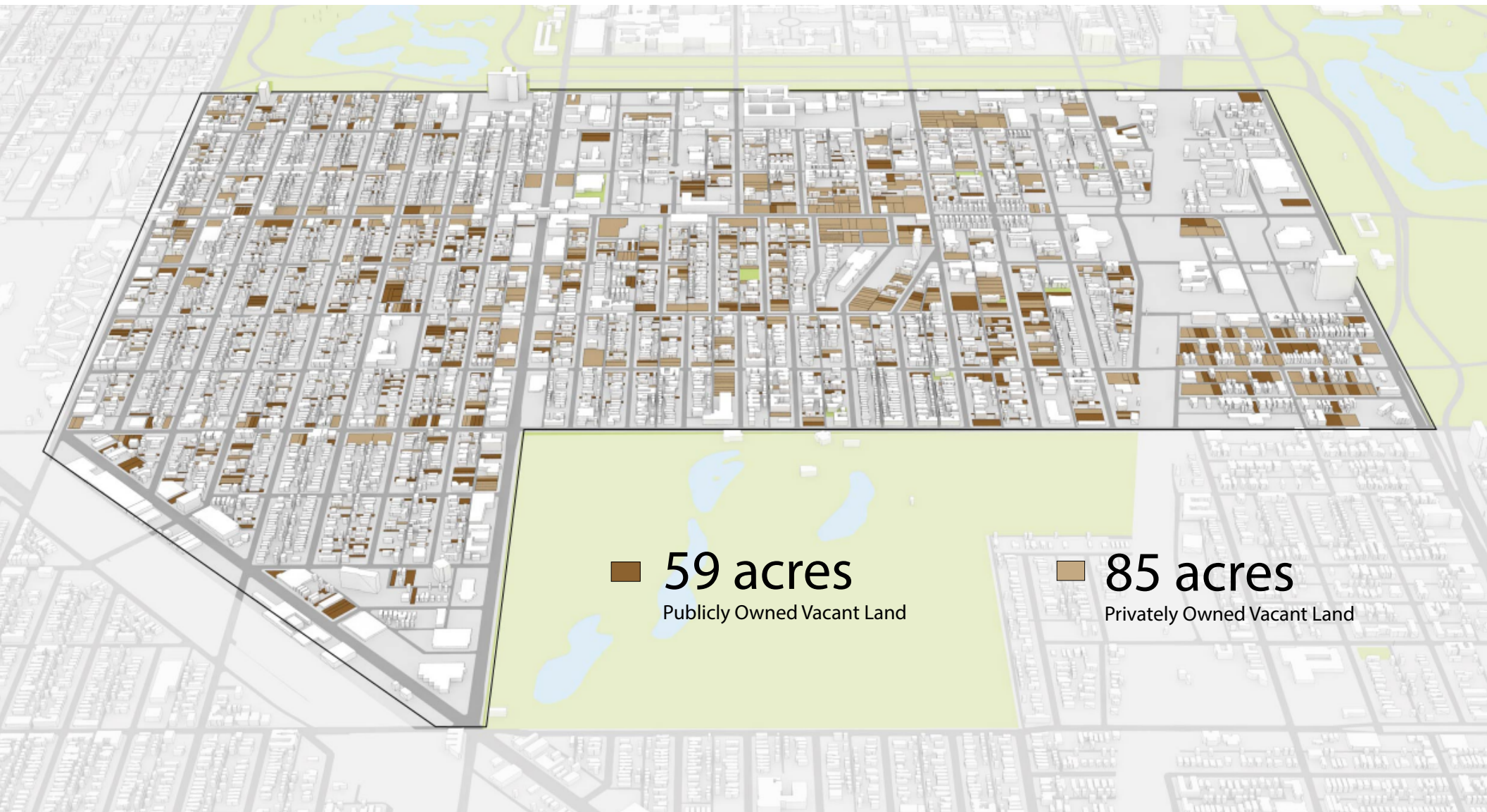
Vacancy as an Asset

Woodlawn has approximately 144 acres of vacant land



One of Woodlawn's largest urban issues is also its primary asset: vacant land. Although it is seen as blight, it also offers the neighborhood, through strategic partnerships, and opportunity to transform a distressed community into one that is a Community of Choice.

Currently, there is more than 144 acres of vacant land in the neighborhood. Approximately 59 acres are publically owned with the vast majority controlled by the City of Chicago. The remaining 85 acres are privately owned. Further analysis will need to be conducted to determine whether select parcels are controlled by individuals, private institutions or financial entities.



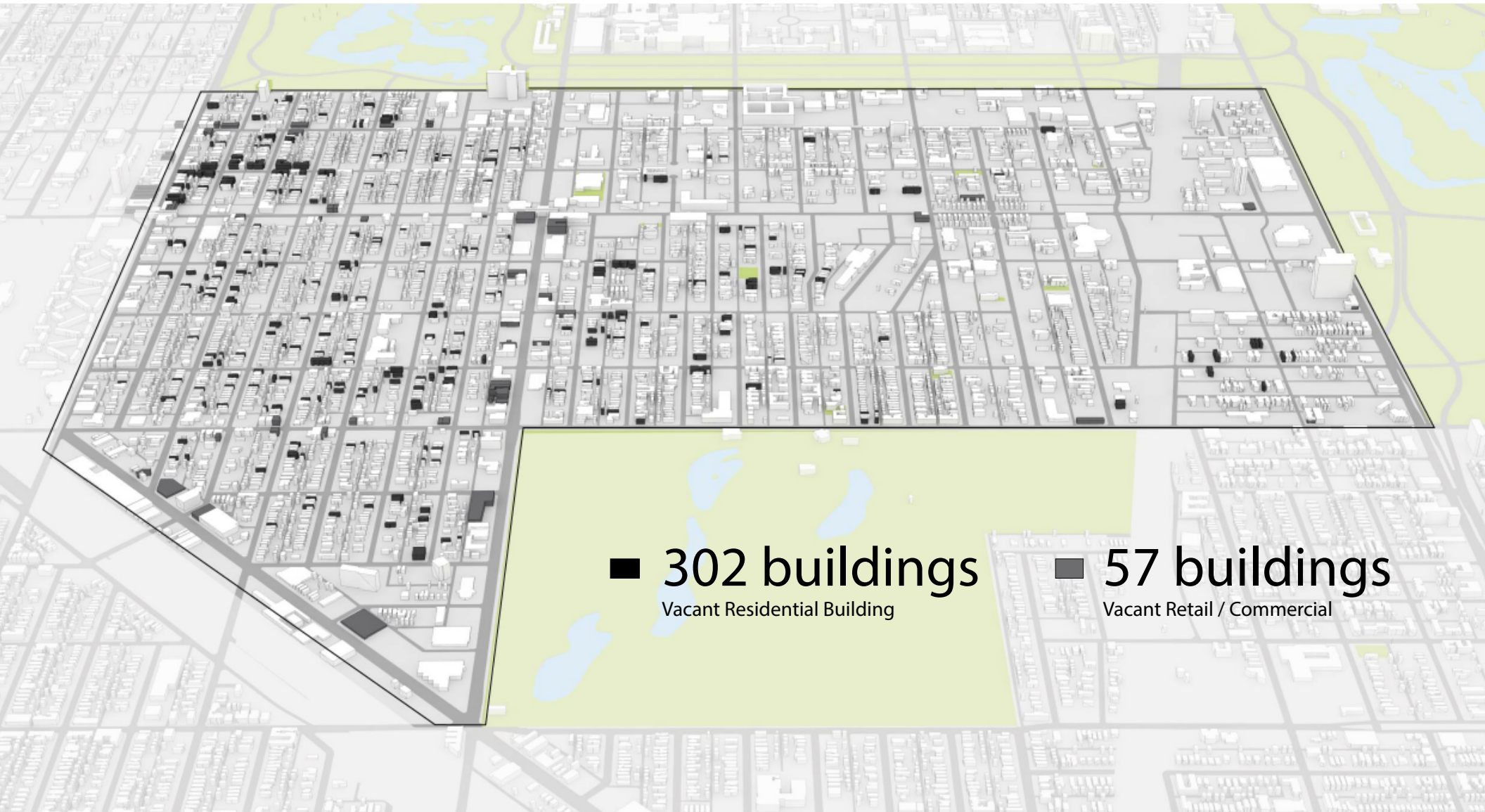
Vacancy as an Asset

Woodlawn has approximately 359 vacant buildings



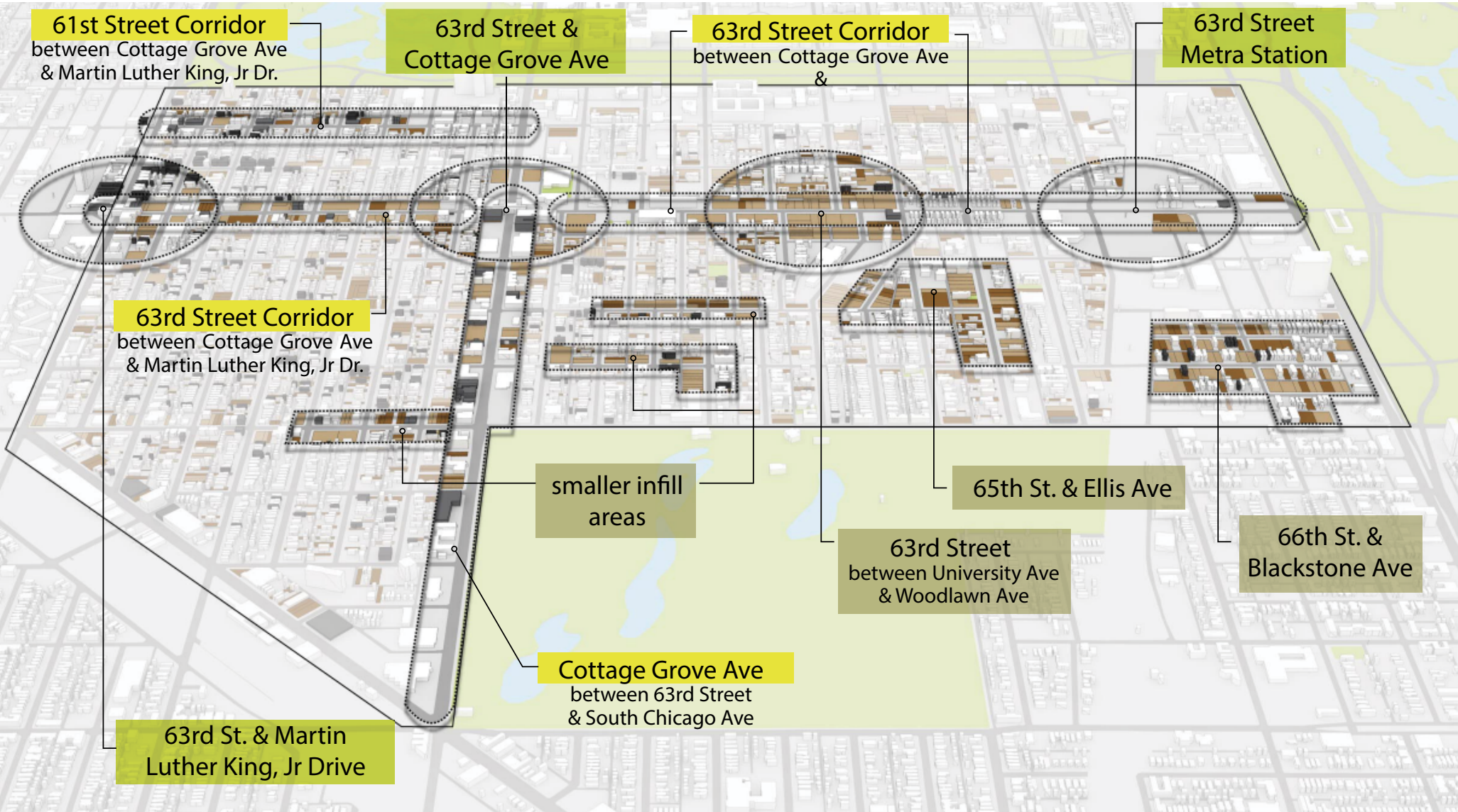
There are approximately 359 vacant buildings in Woodlawn. The majority of vacant residential buildings are located in West Woodlawn, with a cluster of three-story courtyard buildings located at 64th and Martin Luther King, Jr Drive. Vacant single family buildings are scattered throughout southwest Woodlawn and areas in the southeast portions of the neighborhood.

Most of the vacant commercial buildings are located along South Chicago Avenue and Cottage Grove Avenue South of 63rd Street.



Woodlawn Land Use Development Strategy

Organized around the Neighborhood's Corridors, Nodes and Clusters



Woodlawn's collection of transportation nodes, primary corridors and larger clusters of vacant land covers a broad range of the neighborhood's land use issues.

A development strategy should focus on a key neighborhood asset: public transportation. Although there are opportunities for transit oriented development at the 63rd St Metra Station, a different approach will be needed to both Green Line Stations due to the elevated rail line, vacant buildings at both transit nodes, and perceived criminal activity.

The physical presence of the elevated tracks along 63rd St west of Cottage Grove suggests two separate strategies. More than 11,600 cars pass through the intersection of 63rd and Cottage Grove Ave daily. Woodlawn should be able to capitalize on the traffic flow to create retail and commercial opportunities.

While there is vacant land throughout the neighborhood, larger clusters in East Woodlawn suggests a larger residential infill strategy.

Transit Nodes



63rd & Cottage Grove / 63rd & Martin Luther King, Jr Dr.

- Underdeveloped Node at 63rd St Green Line station
- Lack of lighting, perceptions of safety
- Vacant buildings at key locations

63rd St. Metra Station

- Underutilized regional transit station
- Underutilized sites

Corridors



63rd Street Corridor

- Large amount of vacant land
- Presence of the Green Line elevated tracks
- Perceived safety issues
- Inconsistent development pattern east of Cottage Grove Avenue

Cottage Grove Ave Corridor

- Vacant buildings and underdeveloped node
- inconsistent retail/commercial presence south of 63rd Street

61st Street Corridor

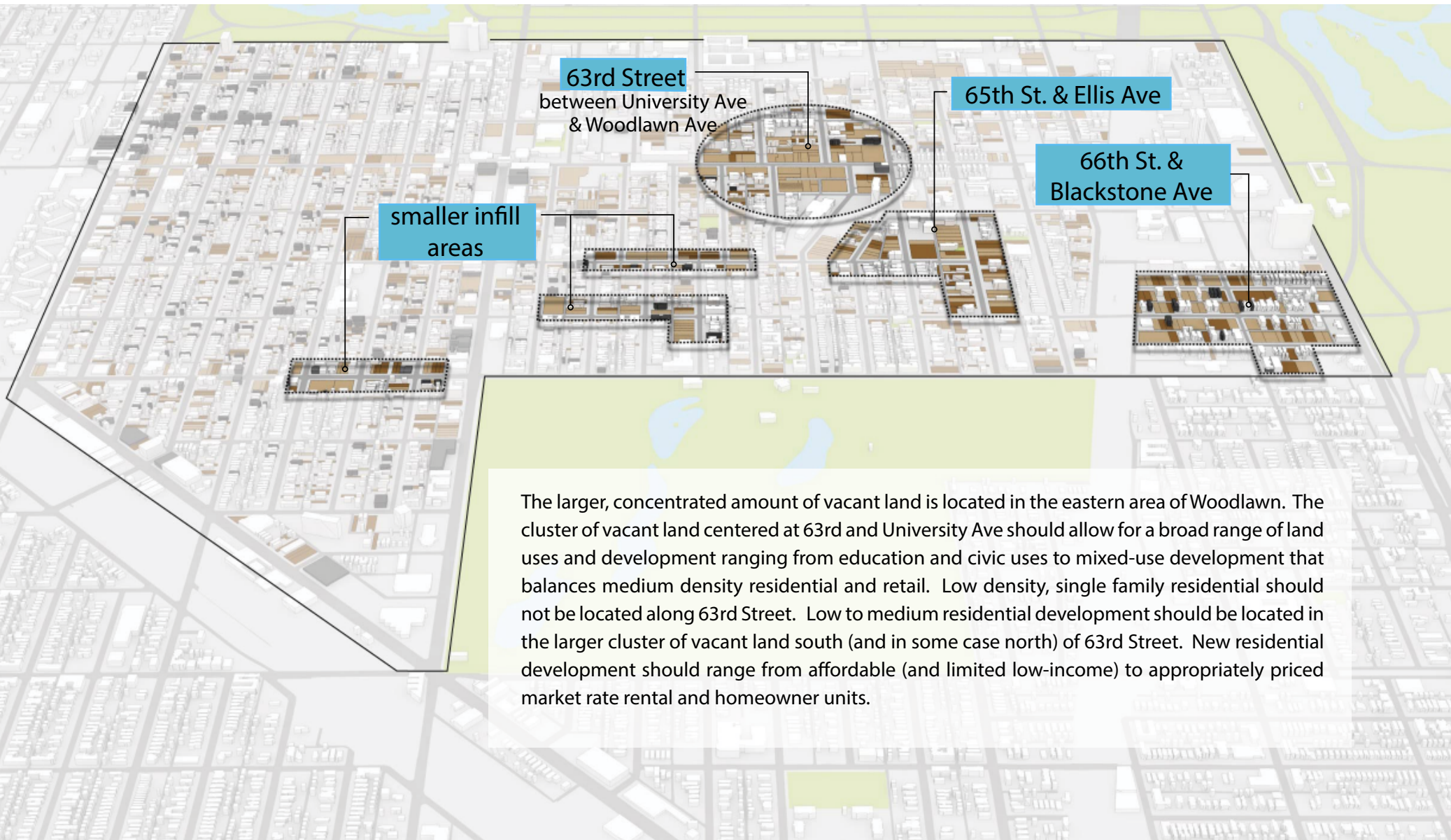
- Closed/shuttered retail buildings & day care facilities

Clusters

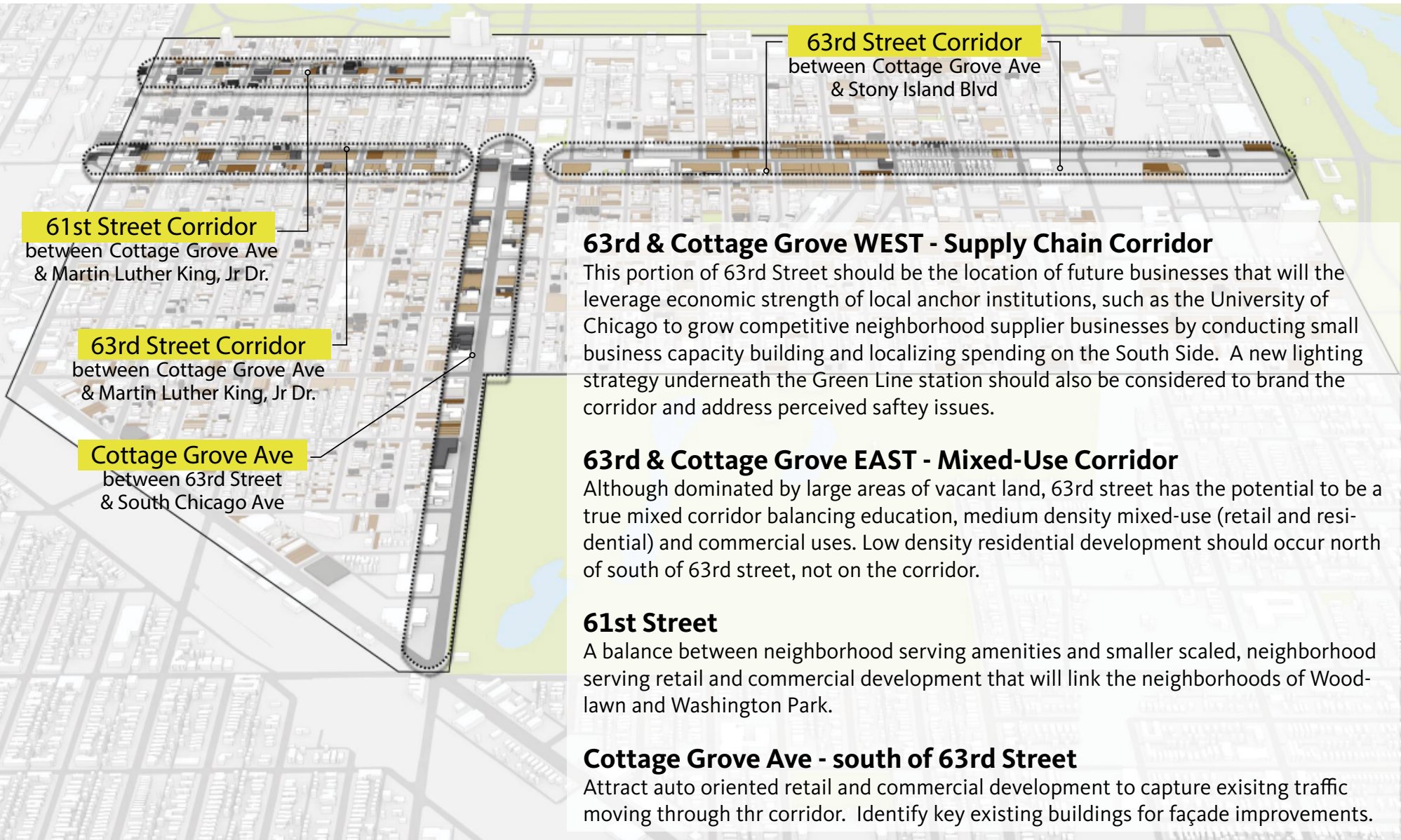


- Large tracts of vacant land
- Inconsistent development patterns
- Conflicting land uses, building scale and density

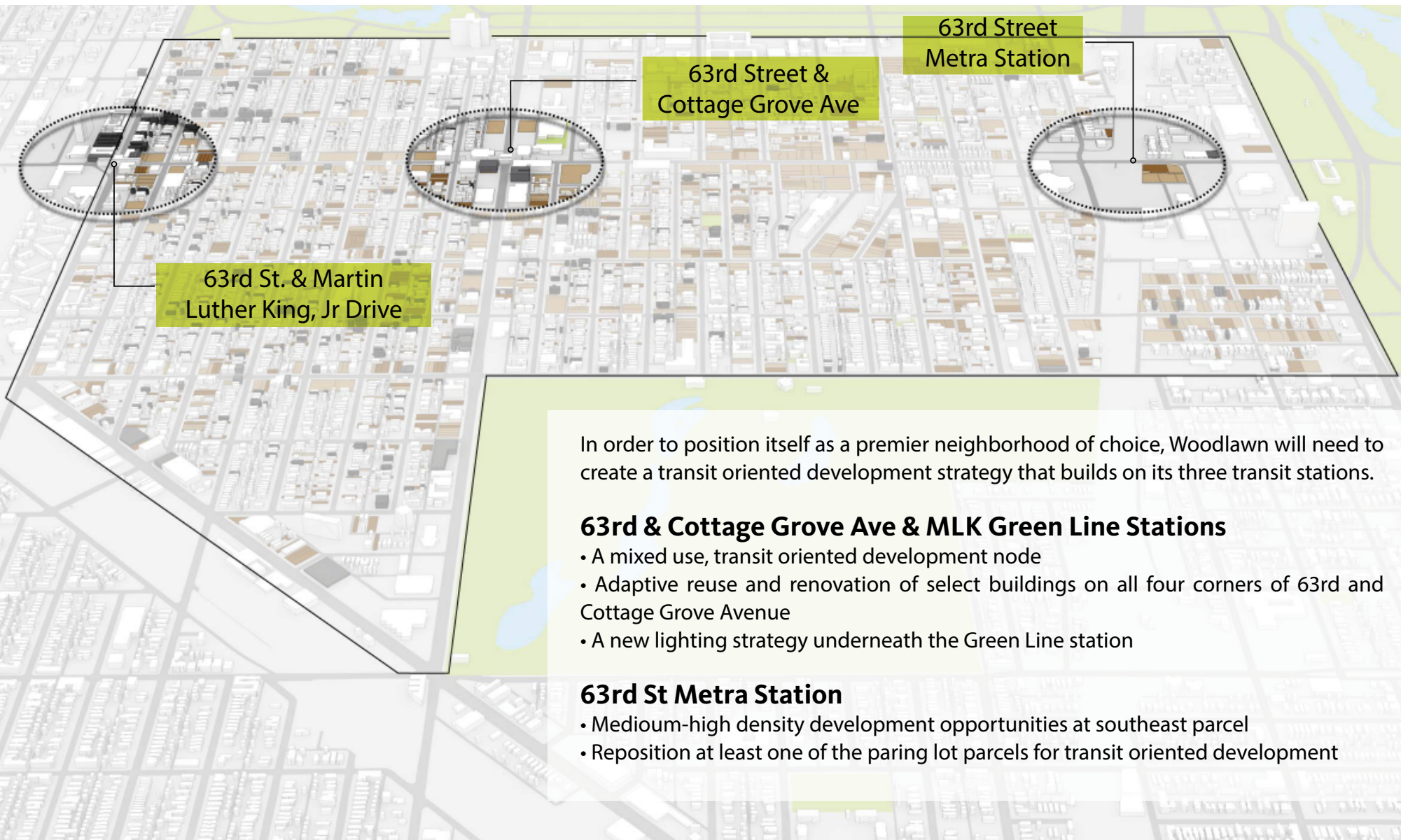
Development Strategies for Clusters



Development Strategies for Corridors



Development Strategies for Nodes



Woodlawn Position on Future Development

Residential



With the development and future phases of Woodlawn Park, the neighborhood is already satisfying its fair share of low-income housing. In order to avoid oversaturation, a residential strategy that balances low-income housing with middle and higher income development must be established. The residential strategy must also balance new construction with renovation.

In order to attract new residents, a broader range of housing types and densities need to be introduced, but at select locations where appropriate. Medium to high density residential development should be located along 63rd Street west of Cottage Grove Avenue and where appropriate, closer to transit stations. Single family homes, townhomes and lower density stacked flats should be located on interior streets.

Retail & Commercial



The need for balanced and scale-appropriate retail and commercial development is clear. Future retail development should be balanced and scale-appropriate. The near term strategy should focus on neighborhood serving retail for both Woodlawn, adjacent communities and the population from the University of Chicago. The mid to long term strategy will be to attract a mix of nationally branded retailers and local entrepreneurs from the larger South Side area.

Employment



A supply chain model that attracts businesses to Woodlawn and Washington Park to take advantage of the institutional purchasing power from the University of Chicago, the growing presence of Norfolk Southern, and other regional institutions on Chicago's South Side is needed. If Woodlawn can attract select businesses that will capture a fraction of this market from the major institutions, it will lead to employment opportunities for Woodlawn and its adjacent communities.

Positioning: As a neighborhood and broader community, Woodlawn has a unique set of desirable attributes that suggest a compelling future, and a path for getting there.



When used together, and aligned with strategy, Woodlawn's strengths present a path that is based in its unique authentic attributes of the neighborhood and the surrounding community. These inherent advantages are the foundation on which a revitalization strategy that can lead to a durable, more balanced community for current and future residences and businesses.

Unique position on the South Side

Woodlawn geographic position on the South Side gives it physical access to a world class institution, two historic parks, a golf course and recreational spaces along Lake Michigan. Only the University of Chicago separates it from Hyde Park to the north, but it is adjacent to Jackson Heights in the South Shore neighborhood to the South. These as well as other quality locational advantages of Woodlawn not just a unique neighborhood on the city's South Side, but a unique Chicago neighborhood that has the potential to become a community of Choice.

Strong public amenity and recreational assets

Bordered by Washington Park to the north and lakefront connected Jackson Park to the east, Woodlawn's collection of public amenity offerings rivals most Chicago neighborhoods. In addition

to recreation, Woodlawn has two CTA Green Line Stations as well as a regional Metra Station which can commute residents to the Loop within 25 minutes. Coupled with the South Shore Cultural Center and an urban golf course located on Lake Michigan, Woodlawn's collection of amenities are premium and will serve as an advantage to attracting new residents and elevating the community's position in the city.

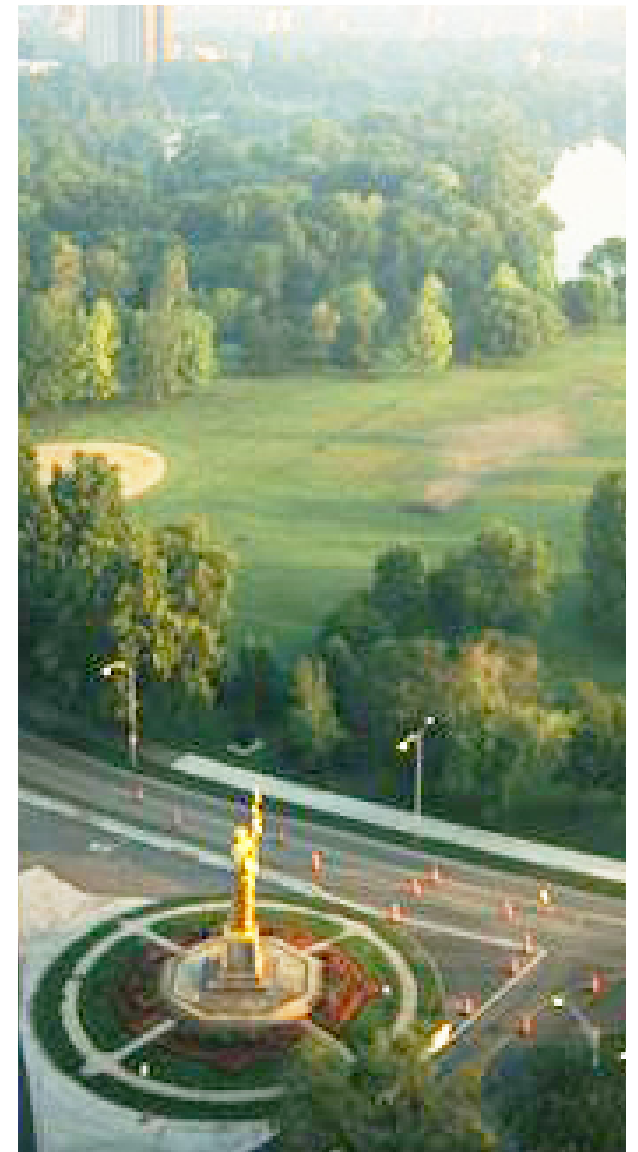
Multiple educational options at multiple levels

Woodlawn already has a premier educational institution and is making investments in early-stage learning and continuing education. In a knowledge economy educational variety and opportunity are the competitive advantage of place. Continuing and building on this legacy creates better outcomes for existing residents, and supports the needs of future families, residents, and collaborators in alignment with a modern economy.

Strong youth and faith-based communities

Woodlawn is a community that, historically, survives and adapts. From legacies of redlining, racial division, crime, and gangs, Woodlawn

continues to move forward, defining and redefining its future. Embracing and featuring the story and reality of revitalization is an effective early-stage, mission-driven focus. Woodlawn has an abundance and depth of youth and faith-based communities which are core collaborators in such efforts. In this approach educational and faith-based institutions play a pivotal role in establishing a new direction for Woodlawn, giving the direction the requisite groundswell of energy for progress.



Moving forward, the Economic Development Pillar identifies three near-term steps to improve the position and enhance the economic foundation of the Woodlawn community.

1. Establishing the multi-purpose investment vehicle

The Multi-Purpose Investment Vehicle would be established as a cooperative entity aligning the broader mission of the Network of Woodlawn with the management and dissemination of land and buildings. The investment vehicle would also coordinate capital generated from real estate activity and invest into the local workforce and business community.

2. Developing key real estate

An initial step in Woodlawn is to gain control of key real estate through purchase, grant / gift, or power of attorney. Singular control of key real estate is intended to attract development partners and form development teams. Development, then, would be directed by landscape planning and real estate development guidelines for targeted areas throughout the Woodlawn community—initial phases of development would focus on nodes, corridors and clusters, which have been detailed earlier in the document.

3. Reinvesting in Woodlawn's workforce and business community

Funds generated by the investment vehicle would be pooled and distributed into Woodlawn business ventures, as well as supporting the needs of the local workforce by investing in new or established workforce development programs aligning the needs of residents with the needs of employers. This structure conceives a process of reinvestment where the gains of revitalization are felt broadly by the Woodlawn community.

1. Establishing the multi-purpose investment vehicle: a vital first step for the economic development pillar.

Legal incorporation will legitimize transactions of real estate and financing. In any technical incorporated status adopted, the vehicle will operate as a cooperative tax-exempt not-for-profit entity, reinvesting cash flows back into the community.

While the organizational framework of the vehicle will address specific needs and opportunities facing Woodlawn, the spirit and principals of the vehicle are common, and are seen in other successful community development efforts throughout the nation. The community development initiatives that were important source of inspiration when creating the economic development pillar model for Woodlawn include the West Philadelphia Initiative (neighborhoods near UPenn, west of Schuylkill River), the East Baltimore Initiative (neighborhoods north of Johns Hopkins Hospital), and Over-the-Rhine (neighborhood between the university district and central business district). These initiatives are notable as they are focused on communities that are comparable to Woodlawn; for example, they are historically distressed communities with competitive geographical advantages that have created opportunity and leverage for revitalization.



In general, while these initiatives were established in different ways to address similar issues, their mission's, collectively, are aimed at more than just improving property and real estate value, but aimed at comprehensive community enhancement. Operations like family advocacy, education, and crime reduction represent a large part of what the broader community missions are aiming to achieve in each of the respective community areas.

Woodlawn's investment vehicle structure can be modeled in a number of ways. In the near term, the vehicle's objectives would be focused on real estate holdings as a revenue generating operation, local businesses as recipient and conduit for sustainable economic activity, and the local workforce as a recipient of funds generated by the vehicle activities.

The following organizational structures outline an array of potential legal structures, each having implications about the specific sources and uses of funds:

- **501(C)(2) Title Holding Corporation For Exempt Organization**
- **501(C)(3) Public Charities & Private Foundations**
- **501(C)(4) Civic Leagues, Social Welfare Organizations, & Local Associations Of Employees**
- **501(C)(5) Labor, Agricultural, & Horticultural Organizations**
- **501(C)(6) Business Leagues, Chambers Of Commerce, Real Estate Boards, Etc.**
- **501(C)(25) Title Holding Corporations Or Trusts With Multiple Parents**

Focused investment strategies require a vehicle for implementation and ‘owner’ of responsibility.

The proposed approach envisions a vehicle that addresses common needs in real estate development, as well as human and social capital investments.

The first priority of this operation is obtaining legal control of specific parcels located in strategic development areas in the Woodlawn community. Currently, xxx (ask andre) of vacant land in the Woodlawn community is directly or indirectly controlled by public entities. Obtaining control of this land will allow for more efficient planning and development in the future. Parallel to an acquisition operation, the vehicle would focus on a land strategy that utilizes funds dedicated for real estate development activities (i.e., private investments, grants, tax credits, conventional loans, etc.), and direct these funds into real estate development and repositioning efforts throughout Woodlawn.

In alignment with other Woodlawn community development missions, the development focus would be placed on parcels having the greatest potential for value generation, which include parcels in strategic development areas (i.e., nodes, corridors and clusters – insert more about this from Andre).

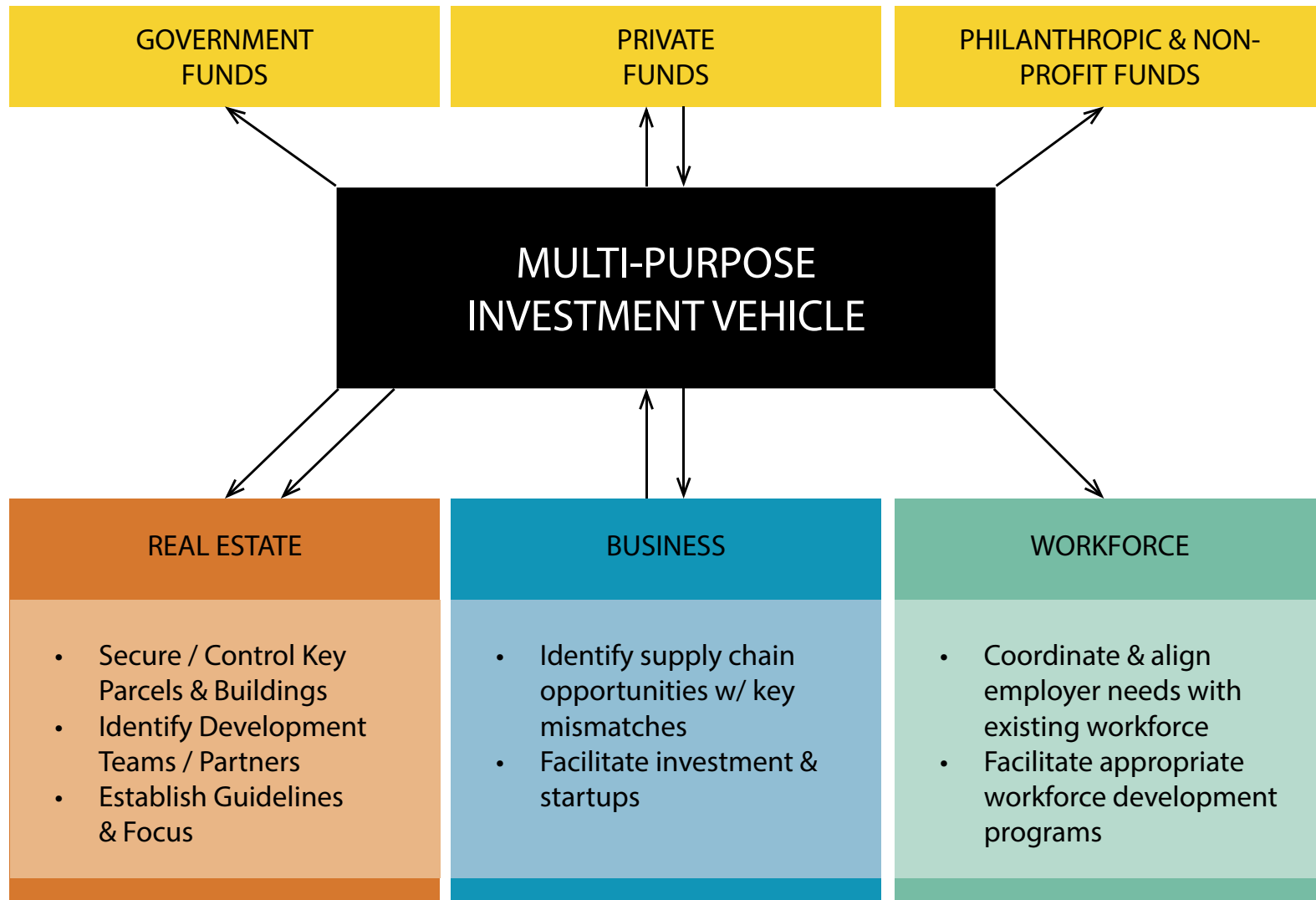
Income generated by the sale or lease of these developed parcels (net operating expenditures) would then be invested into new and existing business ventures in the Woodlawn community, as well as new and existing workforce development operations / programs that are targeted at Woodlawn residents.

Business investments would first take place by identifying qualified business entities in Woodlawn. These entities would act as candidates for capital investment from the vehicle. Opportune business investments would be in businesses with a focus on the supply chain needs (end user goods and services) of larger employers and institutions located in south Chicago, logical industries include education and health care. In addition, the investment vehicle would coordinate and partner with suppliers and end users to secure supply agreements for capitalized businesses. Other business investment candidates would include local small business ventures.

Workforce investments would add to and support already existing workforce training efforts focused on adult education and vocational training programs. In addition to

providing capital for workforce training, the investment vehicle would act as a counselor between employers and individuals aligning skill gaps of individuals with the employment needs of businesses and institutions.

The benefits the investment vehicle would work towards include completing the neighborhood from a real estate perspective, coordinating action between all local organizations, and acting as an agency assuring the distribution of economic benefits gained from revitalization efforts.



2. Real Estate Development: The large quantities of vacant and publicly-controlled land represent a significant barrier to community improvement, as well as an opportunity for value creation.

An initial step in Woodlawn's economic development strategy would be land assembly, particularly with respect to public lands not in use, and identified unused parcels that reside in nearer-term areas for investment and development.

A Land Bank Strategy

With more than 350 acres of vacant land throughout the neighborhood, Woodlawn's stakeholders must work with the University of Chicago, the City of Chicago and key landowners to create a Land Bank Strategy that will allow the neighborhood to hold land for specific and appropriate development that will benefit the community and the surrounding neighborhoods. An independent authority of these entities could be established to acquire select vacant properties, dilapidated buildings, foreclosed properties and select real estate with the hope of strategically redeveloped and returned to the property tax rolls. The new land bank strategy ideally would consider which properties to include in its inventory, how they should be developed, and what strategic moves can be made to attract private developers and businesses.



Business reinvestment would be targeted at new or existing business operations that broaden the existing business mix in Woodlawn.

This supports the community's commercial needs, as well as the operational needs of prospective supply chain business partners.

Capitalizing business ventures that support purchasing and supply chain activities of south side entities is a logical starting point for business investment. Additionally, capitalizing small business operations in the Woodlawn community would positively impact the economic conditions of the community by bringing more equity into the community and enhancing local amenities.

Woodlawn business investment would include the following actions:

Securing contracts for existing or new business ventures in Woodlawn.

Identifying and cultivating capable owners and managers for new or established businesses in Woodlawn

Capitalizing select business ventures through direct and indirect investment, funding sources would include but are not limited to government resources, small business administration loans, philanthropic gifts, private investments, etc.

Creating opportunities to employ local residents and creating opportunities for individuals participating in workforce training programs.

Workforce reinvestment would have the intention to get residents moving forward on a positive path, aligning them with the right training and education.

It would also aim for gaining a sharper understanding about the needs of prospective employers and getting qualified people into positions that are mutually beneficial. Whether investments are in new or existing programs, investments would focus on the most at-risk populations providing individuals with the best training options available, whether in the areas of adult education/literacy, Job readiness/ placement, and/or occupational training.

Given the economic base of south Chicago, with high concentrations of health care and educational institutions, as well as increased development activity, logical workforce training efforts would be targeted at occupations that support these industries. For example, wholesale trade and retail buyers, licensed nurse practitioners and licensed vocational nurses, electricians, construction managers, executive secretaries and administrative assistants. This list represents occupations that require vocational training, on-the-job training, and limited secondary schooling.

In addition, investment must continue in primary education activities, where the added benefit to investing in education infrastructure is critical in attracting new households, while workforce training is related to addressing current unemployment, underemployment and low participation in the workforce. Benefits from higher education can result in greater economic impact for Woodlawn, as a result of increased job consistency throughout an individual's life, while investments in skills and training, would address individual occupational needs with the needs of the local economy.

Additionally, industries and occupational focus areas can be clustered in order to optimize investments in business and workforce.

Some logical clusters could be:

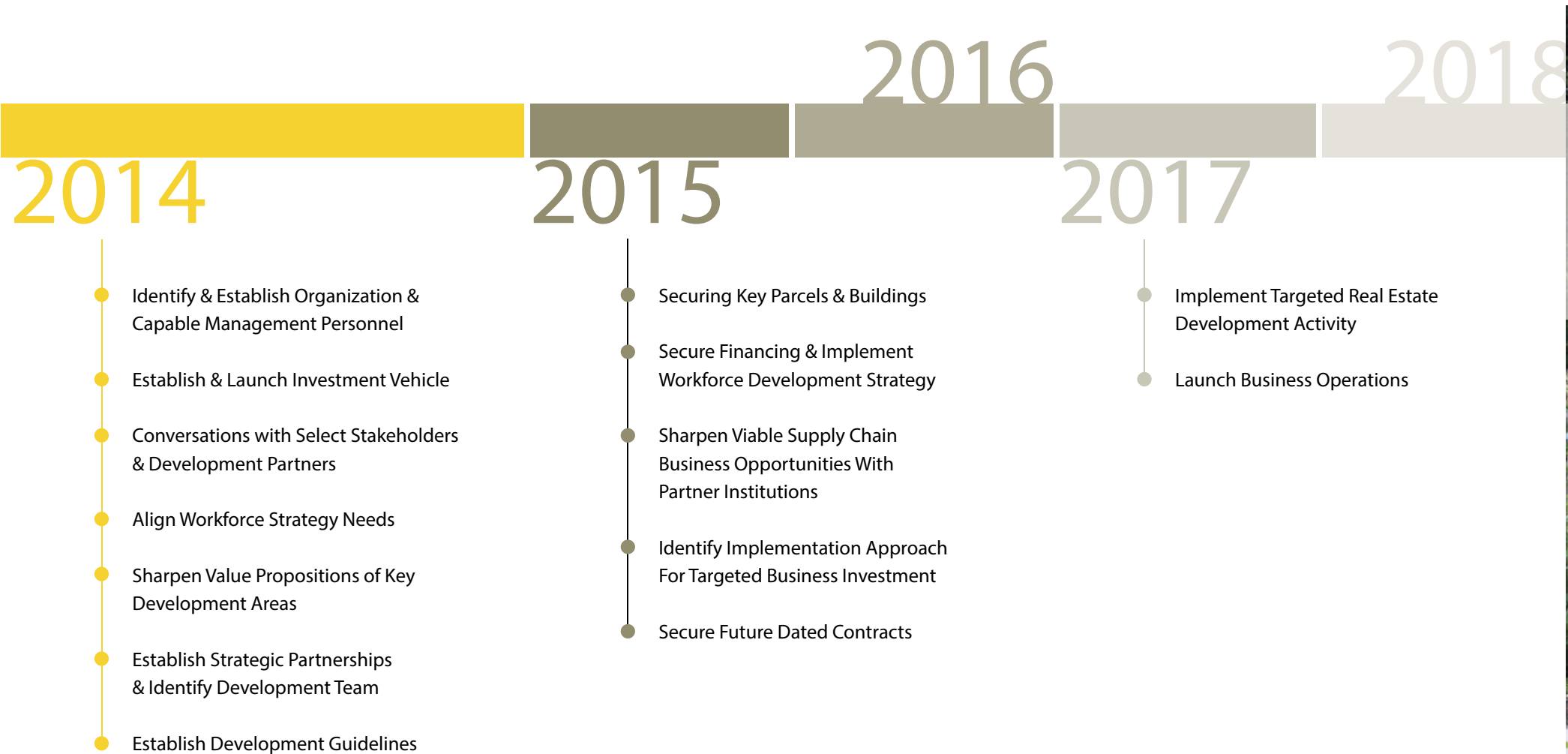
Education / healthcare operations

Administrative support, licensed nurse and ambulatory health care occupations

Supply chain operations
Wholesale trade and truck transportation businesses and occupations

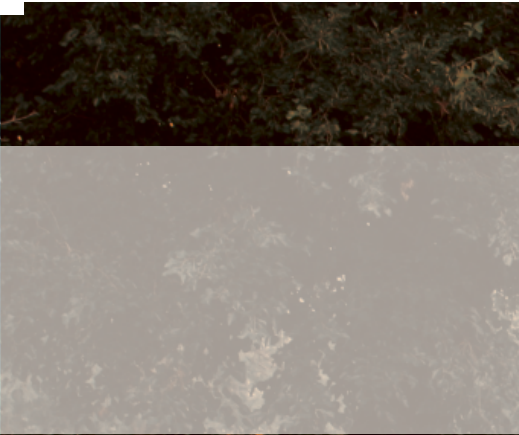
Real estate development operations
Construction businesses and occupations

This timeline outlines a general process for implementation and stabilization of specific operations, such as establishing the investment vehicle, real estate capital, and business partnerships.

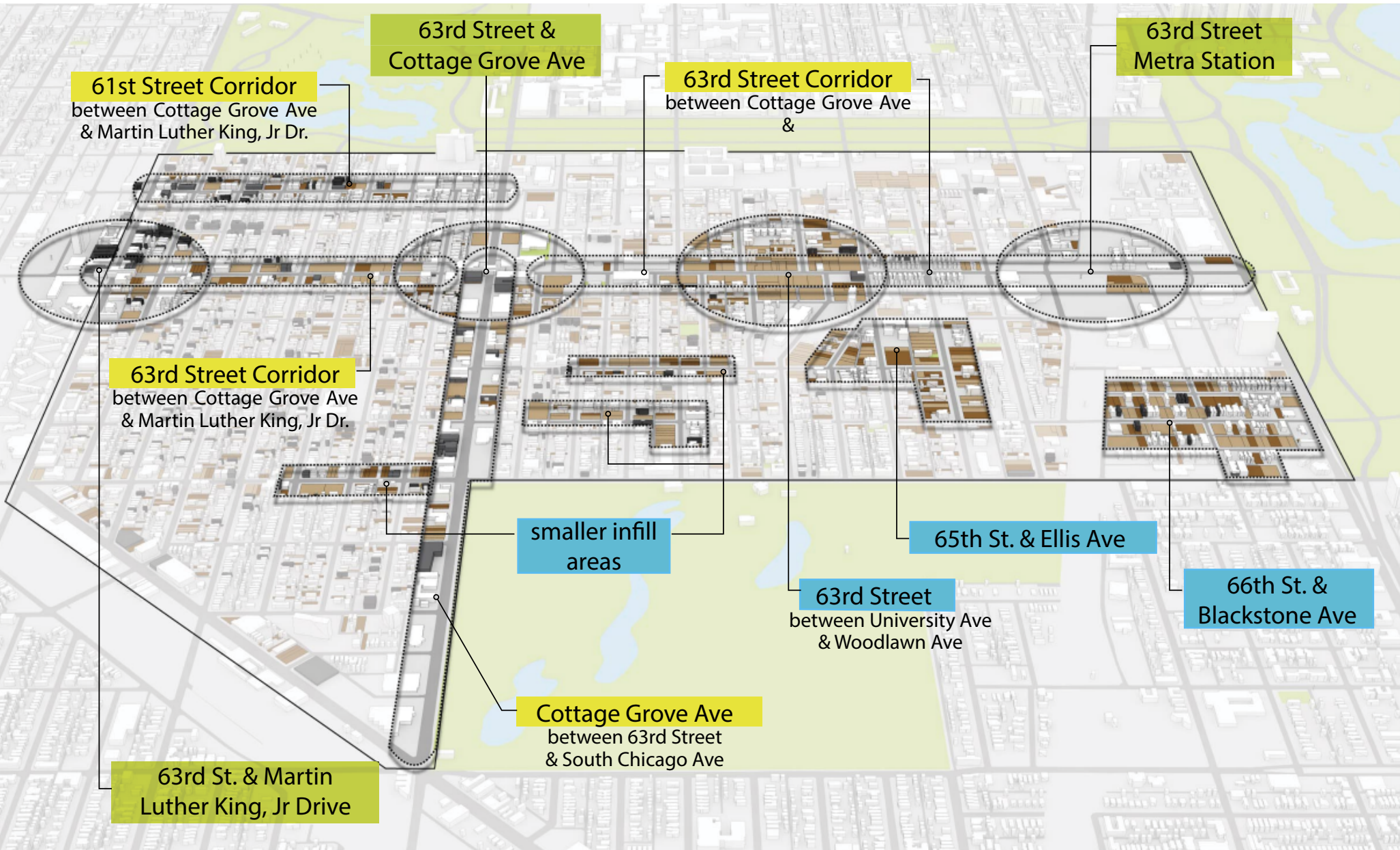


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Gensler



Woodlawn Development Strategy: Nodes, Corridor & Clusters



One Woodlawn, One Development Strategy

One Woodlawn, Not Two

Over the years, Woodlawn has been thought of as two separate areas divided by Cottage Grove Avenue. East Woodlawn, specifically the northeast quadrant is geographically perceived to be within the sphere of influence of the University of Chicago. Despite large areas of vacant land, there has been a small-scale, private sector investment in residential and education facilities. West Woodlawn is perceived to have higher crime rates and lower income residents. Other than 63rd Street, vacant land is scattered at a smaller scale on single family lots.

Woodlawn's economic revitalization strategy should not be based on geographic quadrants. Nor should it be based on separate approaches for East Woodlawn and the University of Chicago, or West Woodlawn as the perceived low-to-affordable residential community. A single, holistic revitalization strategy for the neighborhood as a whole is needed.

Woodlawn's collection of transportation nodes, primary corridors and larger clusters of vacant land covers a broad range of the neighborhood's land use issues. These nodes, corridors and clusters will serve as the basis for Woodlawn's development framework strategy for the next 20 years.

Position on Residential

With the development and future phases of Woodlawn Park, the neighborhood is already satisfying its fair share of low-income housing. In order to avoid



low-income housing with middle and higher income development must be established. The residential strategy must also balance new construction with renovation. Existing vacant buildings, including single specifically along Martin Luther King, Jr Blvd and 62rd Street should be targeted for renovation.

In order to attract new residents, a broader range of housing types and densities need to be introduced, but at select locations where appropriate. Medium to high density residential development should be located along 63rd Street west of Cottage Grove Avenue and where appropriate, closer to transit stations. Single family homes, townhomes and lower density stacked flats should be located on interior streets.

Retail & Commercial Development

The need for balanced and scale-appropriate retail

and commercial development is clear. Future retail development should be balanced and scale-appropriate. The near term strategy should focus on neighborhood serving retail for both Woodlawn, adjacent communities and the population from the University of Chicago. The mid to long term strategy will be to attract a mix of nationally branded retailers and local entrepreneurs from the larger South Side area.

Employment

The overall goal will be to attract businesses to Woodlawn and Washington Park that can take advantage of the institutional purchasing power from the University of Chicago, the growing presence of Northfolk Southern, and other regional institutions on Chicago's South Side. If Woodlawn can attract