CABRINI

S MOU

DEVELOPMENT FRAMEWORK PLAN

May 2025 FIRST DRAFT

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Letter from Interim CEO & Interim Board Chair

Cabrini-Green is special. This community has a unique place not just in Chicago's history, but in America's public housing story. The Cabrini NOW process is about honoring Cabrini's past and present while envisioning the next phase of its future.

The Cabrini NOW plan you'll read in the following pages is created with, by and for the Cabrini community. It is the result of many hours of work and consultation with hundreds of residents, civic and community leaders, and partners over the course of a year.

All of us at the Chicago Housing Authority recognize the urgent need and significant opportunity to bring new housing and community investments to Cabrini and public housing sites across Chicago. This planning effort is one essential foundation of CHA's larger efforts to accelerate development on CHA land.

We are using good planning to speed up new developments that support welcoming, livable, sustainable, safe, quality, and affordable communities for generations to come. By updating our most recent plans,

created over a decade ago through the 2015 Development Zone Plan, Cabrini NOW brings more predictability, transparency and accountability to our work in Cabrini. These outcomes are the direct result of doing the upfront hard work of listening to the residents and communities we serve.

CHA's extensive, ongoing redevelopment efforts at Cabrini since the early 2000s have already resulted in 3,500 homes being returned to the area since all 23 midand high-rise buildings at Cabrini-Green were demolished. With over 43 acres still available for redevelopment (about twice the area of Chicago's Millennium Park), there is still so much potential to create new opportunities for residents and shape the future history of Cabrini.

The plans on the following pages offer a roadmap to guide future development on CHA's remaining sites in Cabrini. We invite our new and existing partners to join us in turning these plans into reality. Building communities at this scale will take support and collaboration from the public, private and not-for-profit sectors and resources from all levels of government.

By establishing a community-centered, community-led vision for the remaining Cabrini sites, CHA hopes that we can remove some of the planning and zoning uncertainty in the development process for members of the Cabrini community and our developer partners.

We are so grateful to the local leaders including Mayor Brandon Johnson, Vice Mayor Walter Burnett Jr., the Cabrini-Green Local Advisory Council and Community Development Corporation, the Near North Unity Program and all the residents who came to share their views. This process would not have been possible without your time and dedication.

We hope you are as excited as we are for the direction we've set out in this Cabrini NOW plan, and the work ahead to translate this plan into homes for people.

With gratitude,

| Matthew Brewer | Angela Hurlock |
|---------------------|-------------------|
| Interim Board Chair | Interim Chief |
| | Executive Officer |

Matthew Brewer Interim Board Chair



Angela Hurlock Interim Chief Executive Officer

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Cabrini NOW is a community-driven planning and design effort to support the Cabrini neighborhood with new housing and economic development in the Near North Side community area. The Cabrini NOW plan will guide the Chicago Housing Authority and its partners in making decisions about what gets built and how investments are made on the approximately 43 acres of CHA-owned sites remaining for redevelopment in Cabrini.

PROJECT VISION

The Cabrini NOW plan enables CHA to offer significant new housing development opportunities on its remaining Cabrini sites while ensuring these new developments respond to community input and support a livable, safe, healthy, affordable and inclusive neighborhood for the future.

The main opportunities for the Cabrini NOW plan are:

Neighborhood Opportunity

Cabrini NOW aims to accelerate redevelopment of the remaining Cabrini sites by giving residents and future development partners more transparency, clarity and predictability around how these sites should be redeveloped. This plan takes the 16 parcels comprising these sites scattered throughout the Cabrini area and creates a comprehensive framework plan for them. This plan, created with community input, ensures each site is used to its fullest potential with a mix of housing options and community amenities. In addition to affordable housing, the plan specifically centers the other essential ingredients of a successful neighborhood like parks and green spaces, safe street connections, and spaces for amenities and services communities need to thrive.

CABRINI NOW

- Capture an updated community vision for a changing neighborhood context;
- Improve the quality of life for current and future
 - neighborhood residents; and
- Bring additional amenities and resources to the
 - neighborhood through the redevelopment opportunities presented by the remaining sites.

The Near North Side community area has seen significant growth and development pressure over the last decade through large-scale developments such as the Bally's Casino, North Union, Halsted Point and Lincoln Yards. The most recent planning work for the Cabrini area was completed in 2015 through the Development Zone Plan and the Near North Unity Program's Quality of Life Plan. With this changing neighborhood context, 10 years passing since the most recent plan process, and over 40 acres of CHA-owned land to still be developed in the Cabrini area, CHA launched Cabrini NOW to ensure that CHA had plans that not only reflect the current realities of development in the neighborhood but also reflect the community's latest vision and priorities.

What is a Framework Plan?

Cabrini NOW is a framework plan. This means that the plan will be a guide for future development. It represents a vision for future redevelopment on the remaining Cabrini sites based on a balanced vision created through its resident engagement process, coordination with City of Chicago departments and agencies, and the economic realities of building new mixed-income housing.

This framework plan is a roadmap for how to develop the remaining CHA sites in the area, focused on responding to the community's input on key planning questions, like:

- What types and size of buildings should be developed where?
- Where should the green spaces be?
- What new amenities are needed and where?
- What street and transportation changes should be made to make it safer and easier to travel in the community?
- ...and many other questions.

A framework plan saves detailed design questions for a later stage in the development process - when any individual site or phase is developed. Framework plans also allow for some flexibility, recognizing that housing can be challenging to develop and some changes might be needed as developers and funders come to fully understand the specific conditions of a site, and as economic and funding realities shift.

Cabrini NOW's framework plan approach aims to ensure that future CHA developments in Cabrini result in a coherent and wellthought-out vision for the community. With a plan in place for the whole area, CHA will be able to ensure each individual development phase works cohesively with the other phases. There are 16 parcels scattered across the Cabrini area. This makes it important to have a plan in place that ensures each individual site is well-planned to come together as a whole. As each individual development phase is built-out, that single phase plays its part in fulfilling a more complete, comprehensive vision across all the Cabrini sites.



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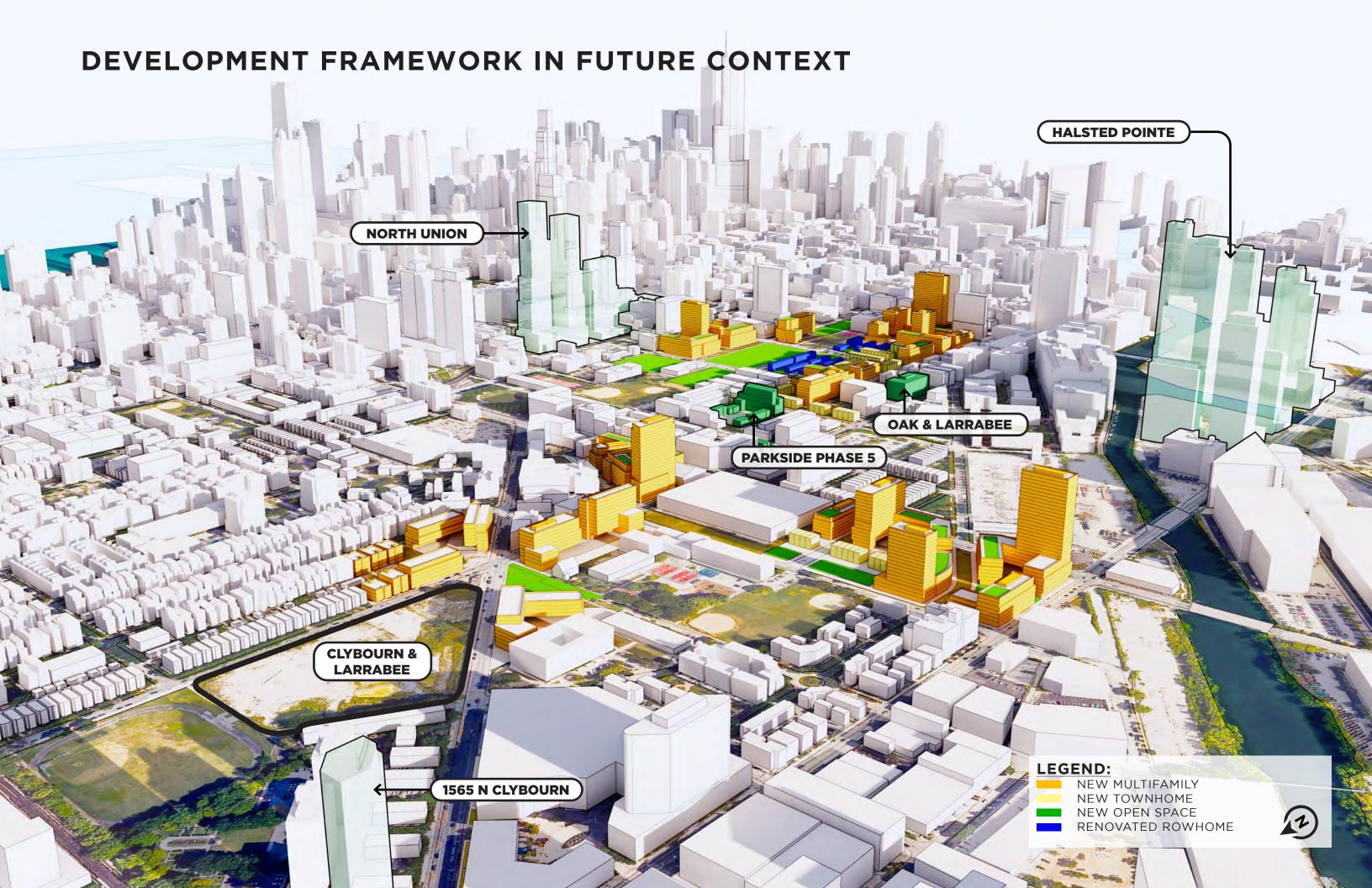
~4,100 NEW RESIDENTIAL UNITS



5

NEW MULTIFAMILY NEW TOWNHOME NEW OPEN SPACE RENOVATED ROWHOME





PLANNING PROCESS & TIMELINE

The Cabrini NOW plan was developed through a year-long community engagement process started in March 2024 and is the result of feedback from hundreds of residents, community leaders and other key stakeholders. Across the Cabrini NOW process, there were 3 community meetings and over 30 stakeholder meetings and engagements sessions.

The Cabrini NOW process can be summarized into three main phases:

- Phase One: We listened to community members about their desires and priorities for the Cabrini area. We had 10 stakeholder meetings and engagements, including two in March 2024 exclusively for CHA residents, leading up to a community event on May 8, 2024, with more than 100 attendees, including over 30 CHA residents.
- **Phase Two:** Based on community input from the first phase, we suggested three draft plan and design strategies options and gathered feedback. We had 4 stakeholder meetings and engagements leading up to a community event on July 31, 2024, with more than 120 attendees, including over 30 CHA residents.
- Phase Three: Based on community feedback from the first and second phases and additional input from stakeholders in this third phase, we improved the draft strategies and combined them into a draft framework plan. We had 16 stakeholder meetings and engagements leading up to a community event on December 11, 2024, with more than 120 attendees, including over 20 CHA residents.

CHA notified area residents of the meetings through multiple channels, including flyers and emails directly to all CHA households in the area, posting in the Alderman's newsletter and the Near North Unity Program newsletter, attending community events to share flyers before community meetings, attending meetings with community stakeholder groups to inform them of the process, email and text message blasts to those who attended community and stakeholder meetings in the process, and posts on CHA's social media accounts. Residents with a Right of Return who indicated preference for Cabrini were also notified by direct mail with the latest mailing addresses available to CHA.

The engagement summaries of each event are provided in the Appendix of this report. The materials from each community event were posted to the Cabrini NOW webpage, including recordings of the presentations given at the community events (please visit: thecha.org/cabrininow).

In addition to community engagement, the Cabrini NOW process also included additional background research and analysis to help inform the framework plan. These reports are provided in the Appendix:

- Engagement Summaries
- Market Study
- Site Utilities Analysis
- Transportation Analysis

Taking all the input received through the engagement activities and technical analysis, this report sets out the framework plan for Cabrini. A draft report was published for public comment in May 2025 before publishing the final report.



Site Context & Development Goals

CABRINI NOW: Reimagine Plan

CHAPTER

CABRINI NOW: Reimagine Plan

SITE CONTEXT

Cabrini-Green is located within the Near North Side community area and the subject sites are in Chicago's 27th Aldermanic Ward. The study area for Cabrini NOW spans from North Avenue to Chicago Avenue from north to south, and from Wells Street to the Chicago River and Halsted Street from east to west.

The Cabrini NOW framework plan applies to approximately 43 acres of CHA-owned sites still available for redevelopment in the Cabrini area. The 43 acres are distributed across 16 separate parcels delineated through the planning process. Approximately 27 acres are vacant land, 14 acres comprise the vacant Frances Cabrini Rowhouses, and 2 acres are currently being used by urban farms.

The overall development goal for the sites is to achieve the highest and best use for the available CHA sites while satisfying the court-mandated housing requirements that CHA must follow for new developments in the area (please see Site History & Neighborhood Context section for more information on court requirements). Generally, this includes:

- Creating new housing opportunities and providing housing options to residents
- Bringing needed, community-desired amenities to the area
- Accelerating





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SITE CONTEXT (CONTINUED)

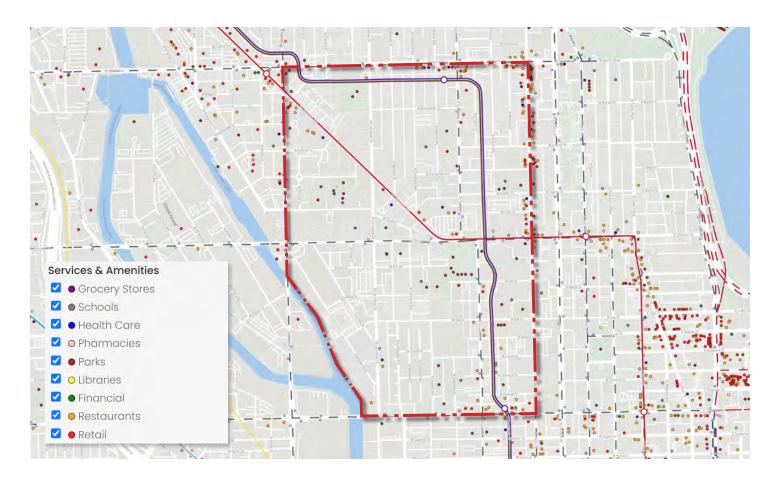
redevelopment by providing clarity and predictability for site planning

- Ensuring a mixed-use, mixed-income community
- Providing for a financially and economically sustainable mix of development

Like every community, the Cabrini area should have a range of housing options, including sufficient opportunities for ageing in place. From 2010 to 2023, the percentage of residents aged 65 or older in the study area increased from 6% to 9%, suggesting a

need for additional senior housing in the area, not including demand for senior housing in the area from people living outside of the area.

The Cabrini NOW sites are in a desirable location close to downtown Chicago. The sites present many opportunities for equitable transit-oriented development (ETOD), as most of the plan area is within half of a mile of a CTA train stop (Red Line and Brown/Purple Line) and the remaining area is within a guarter of a mile of a high frequency CTA bus route.



Transit access in the area may increase further as the City of Chicago and Chicago Transit Authority are exploring the feasibility of a Division Street Brown Line stop at the time this report is being written. While this work is in the preliminary analysis phase, a potential future station would be several years away from being built, if feasible. The area also has convenient arterial road and highway connections, and growing cycling infrastructure along Clybourn, Larrabee, Orleans and Wells.

According to the Chicago Park District's 2022 Land Acquisition Plan, the Near North Side has the highest need for open space of all 77 Chicago community areas. This need is determined based on the goal of providing 2 acres of open space per 1,000 residents across Chicago. With a population of 105,481 people estimated for 2020 and 98.3 acres of existing open space (not including the CHA-owned vacant land in the area), the Near North Side would need over 112 acres of additional open space to provide 2 acres of open space for each 1,000 residents.

While the Cabrini NOW planning process has identified important community priorities for additional amenities, the area is generally served with a range of amenities including grocery stores, schools, health care services, pharmacies, restaurant options. As an example of access to amenities in the area, the Center for Neighborhood Technology's ETOD Mapping Tool shows a large array of amenities in close proximity to site G, one of the centrally located Cabrini NOW sites (see Map ### for this example).

Please note that the CHA-owned site on the northwest corner of the Clybourn & Larrabee intersection (approximately 7 acres of vacant land) was not included in the Cabrini NOW process as it

- was under an active redevelopment process when Cabrini NOW launched. During the Cabrini NOW process, for unrelated reasons and reasons outside of CHA's control, the proposed redevelopment for this site ended. A new Request for Proposals (RFP) was released in April 2025 under the court process for the Cabrini Consent Decree. The RFP document referenced the publicly available material, including community feedback, as a guide for developers making new proposals for this site. See CHA RFP Event No. 3277 for more details (https:// www.thecha.org/sites/default/files/2025-03/Event-3277-Clybourn-Larrabee-Redevelopment-RFP_ Procurement.pdf).

SITE HISTORY & NEIGHBORHOOD CONTEXT

Cabrini-Green was developed in phases between 1942 and 1962 as one of the country's earliest large-scale public housing efforts, responding to growing demand for affordable homes for working-class and low-income families. It comprised more than 3,600 units across four developments: the Frances Cabrini Rowhouses (586 units, built in 1942), Cabrini Extension North and South (1,921 units, 1958), and the William Green Homes (1,102 units, 1962).

Long before the areas comprising Cabrini-Green today were urbanized, they were part of the ancestral homelands of the Council of the Three Fires-Ojibwe, Odawa, and Potawatomi peoples—whose legacy endures throughout Chicago. Following Chicago's settlement and significant industrialization in the 19th Century, the area became home to many immigrant populations working in nearby factories and mills, with much of the area eventually facing overcrowded and unsanitary housing conditions.

At its peak, Cabrini-Green was home to around 15,000 residents Housing options included the two-story and three-story rowhouse buildings, the 15 redbrick towers ranging from seven to 15 stories comprising the Cabrini Extension ("the Reds"), and the 8 white-concrete highrises between 15 and 16 stories comprising the William Green Homes ("the Whites"). The community became a vital part of the city's fabric, home to generations of families, including civic leaders, artists, athletes and educators. Hundreds of notable





individuals grew up or spent part of their lives at Cabrini, including soul singers Jerry Butler, Terry Callier and Curtis Mayfield, actor Michael Peña and jazz pianist Ramsey Lewis.

As national policies led to chronic underfunding for public housing in the 1980s, Cabrini-Green's history began to face serious challenges—disinvestment, racial segregation, and concentrated poverty. Over time, these struggles led to stigmatization of both the buildings and the residents, overshadowing the resilience, leadership, and deep community ties that defined Cabrini-Green for many who lived there.

In 1994, the Chicago Housing Authority (CHA) was awarded a federal Housing Opportunities for People Everywhere (HOPE) VI grant for redevelopment, but legal action by resident leaders (notably the Cabrini-Green Local Advisory Council) challenging the discriminatory impact of the redevelopment upon African Americans, women, and children, paused plans to ensure meaningful community input. This advocacy ultimately resulted in the 2000 Cabrini-Green Consent Decree, which continues to establish requirements and guides redevelopment through the Near North Working Group—a body made up of residents, legal counsel, advocacy organization Impact for Equity (formerly BPI), the CHA, and the City of Chicago. Over time, the longstanding fair housing litigation against Chicago Housing Authority started in 1969 by CHA resident and housing advocate, Dorothy Gautreaux, has also incorporated requirements that impact Cabrini-Green. These requirements included court mandates through Cabrini Agreed Orders from 2015.

Demolition of the high-rise buildings began in 1995 and concluded in 2011, with only the Frances Cabrini Rowhouses remaining today. By 2000, about half of the roughly 3,600 CHA units in Cabrini were occupied, highlighting the severity of problems facing the Cabrini developments near the turn of the century. The same year, the CHA and then Mayor Richard M. Daley launched the Plan for Transformation, a comprehensive plan to redevelop over 20,000 public housing units through mixedincome redevelopment. That plan, including the 2013 successor, Plan Forward, and other plans such as the HOPE VI revitalization plan, have contributed to various phases of redevelopment at Cabrini-Green.

Of the families living in Cabrini and moved due to the Plan for Transformation, 1,770 of them were offered a Right of Return to return to any CHA property or to access the Housing Choice Voucher (Section 8) program. As of December 31, 2024, there were 33 families from Cabrini that can still fulfill their Right of Return. Certain other families have specified rights to return under the Cabrini-Green Consent Decree.

Since 2005, CHA has facilitated the development

of over 3,500 homes in the Cabrini-Green area, primarily through mixed-income development as mandated by the courts. Of the original 586 Frances Cabrini Rowhouses, 146 were rehabilitated in 2009 and are currently occupied. Please refer to Tables 1-4 and Map A in the Appendix for information on the development phases completed and in-progress at Cabrini.





The Cabrini-Green Consent Decree mandates the construction of 700 public housing units. 583 have been developed to date, with an additional 74 units either under construction or nearing construction as of May 2025. The Cabrini-Green Consent Decree requires a strict mix of unit types, which applies to the area for the Near North Redevelopment Initiative within Cabrini (see Map A in the Appendix for reference):

- Between 33-40% CHA units
- No more than 20% affordable units (rental units affordable to households earning no more than 80% of the Area Median Income (AMI), or homeownership units affordable to households earning no more than 120% AMI)
- No more than 50% market rate units

Today, the Cabrini-Green area is home to a racially and economically diverse population, a result of

redevelopment and reinvestment. This change has brought both opportunity and needed sensitivity to Cabrini-Green's history as long-time residents, newcomers, and returning families navigate a rapidly evolving neighborhood.

Resident voices—especially those of community leaders with deep roots in Cabrini-Green—continue to play a critical role in shaping the future. Their perspectives, shaped by lived experience and a commitment to equal opportunity, have not only been carefully considered throughout Cabrini NOW but have been centered through the transparent and accessible community engagement process used by the project team.

As planning continues, the Chicago Housing Authority remains committed to honoring Cabrini-Green's legacy while supporting a vibrant, inclusive community for current and future generations. Some of these tangible efforts are visible in the framework plan that follows and the planning actions that are proposed as a direct outcome of Cabrini NOW.

MARKET ANALYSIS SUMMARY

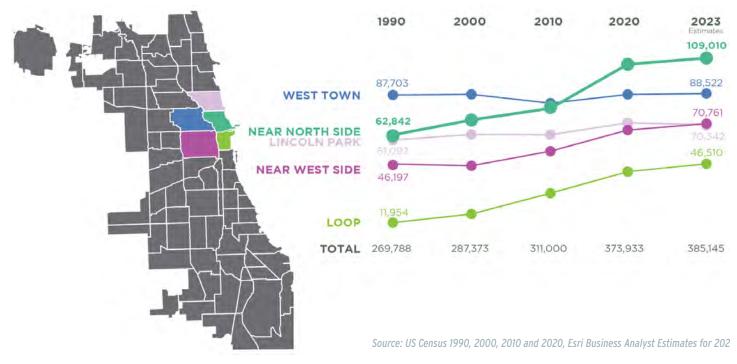
The Cabrini area market analysis revealed strong demand for development growth fueled by downtown proximity and neighborhood amenities, attracting residents across all demographics and income brackets. While these trends indicate strong market demand, they also present gentrification risks that upcoming large-scale developments will likely amplify. These insights guided the planning process toward mixed-income housing solutions to support sustainable, inclusive growth.

To effectively support the planning process, the project team, led by the Goodman Williams Group, conducted a market study to explore socioeconomic conditions, and residential and commercial market trends in and around the Cabrini neighborhood. Through quantitative and qualitative analysis, this study provides market insights that will guide development concepts. By identifying opportunities, challenges, and critical factors that influence development feasibility, the study was used as a planning tool that offers guidance for stakeholders on navigating growth while ensuring the area remains inclusive. The study was organized into 5 main sections:

- Demographic Analysis
- Employment Analysis
- Residential Market Analysis
- Commercial Market Analysis
- Future Considerations

A short summary of the key findings is included here but for more information on each section, please see the full report in the Appendix.

Population in Select Chicago Community Areas, 1990 to 2023

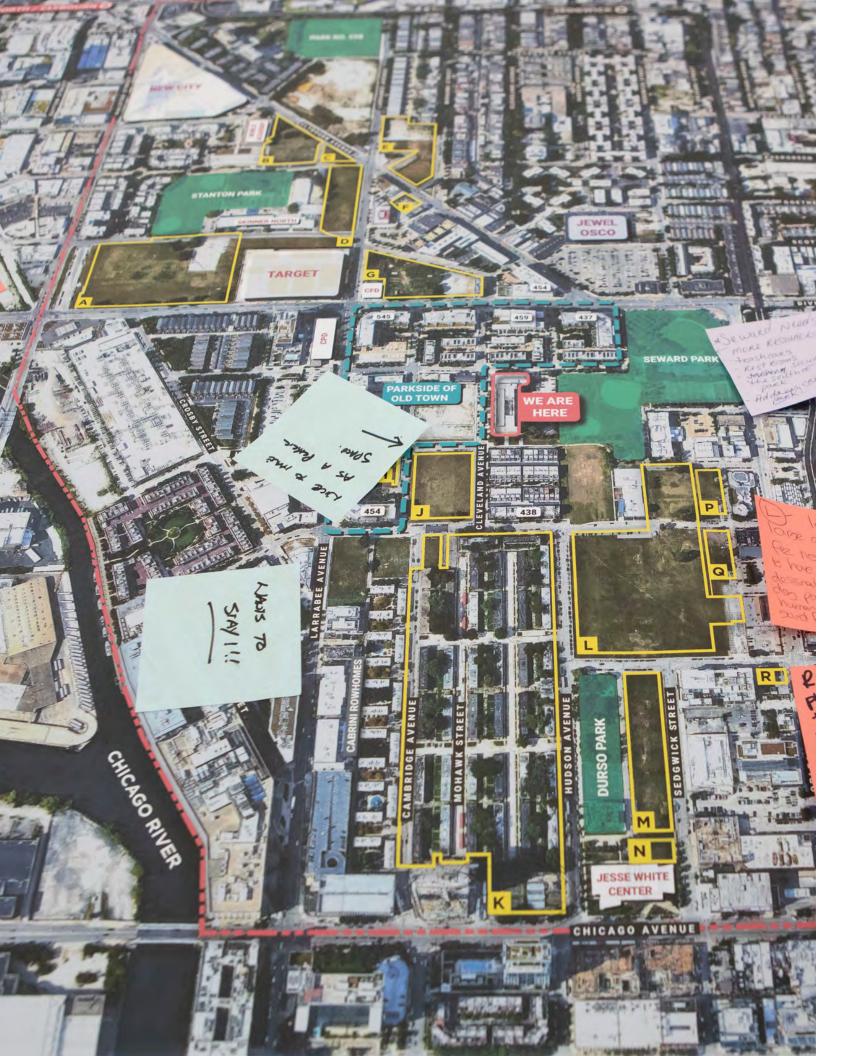


KEY FINDINGS

The study area has experienced significant population growth due to its proximity to downtown Chicago and its amenities which appeal to a diverse mix of residents and households. This appeal extends from young professionals to families across all income levels. It can also be seen in the demand for commercial and residential developments in the area. Both have seen steady growth in both occupancy and rental rates while contributing to the changing nature of employment in the neighborhood.

While all of these are generally positive trends, they do create the challenges of gentrification and housing affordability that will only likely intensify as significant nearby developments like North Union, Halsted Point, Lincoln Yards and the Bally's Casino project are realized.

Based on this study, the planning process was able to focus the effort on providing a range of housing options that balance the supply and demand while also addressing the financing challenges of successfully developing mixed-income housing. It was also able to strategically plan for new commercial spaces where appropriate and tailored to providing the necessary services and amenities to the neighborhood.



FRAMEWORK VISION & COMMUNITY PRIORITIES

Cabrini NOW is a community-driven planning and design effort to improve the Cabrini neighborhood through new housing and economic development on CHA property. As such, the team put a significant amount of effort to engage with the neighborhood throughout the process to ensure the plan aligned with the needs and aspirations of the community. This effort was focused around three community workshops to develop and refine the Framework Vision and Community Priorities. Summaries of each meeting are included in the Appendix and below is a list of the priorities that emerged through the conversations. For a more comprehensive list of feedback received through the process and how the project team responded, see Table 5 in the Appendix.



HONORING CABRINI'S PAST, PRESENT & FUTURE

The plan includes spaces for community amenities, support existing community programs and provide for potential memorial walk in the future open space.



MORE HOUSING CHOICE & OPTIONS

Create space for a range of housing types including public, affordable and senior-friendly housing options.



INCREASE STREET CONNECTIVITY

Create new streets and connections to integrate vacant lots back into the neighborhood fabric and improve walkability and accessibility.



INCREASE CONNECTED OPEN SPACE

Add more open space that leverages and connects to the existing open spaces.

PRESERVE SOME VACANT ROWHOMES



Preserve the legacy and history of the Rowhomes through a partial rehabilitation and repositioning them for a modern use.

CABRINI NOW | Development Framework Plan

PRIORITIZE NEIGHBORHOOD SCALE BUILDINGS

Provide a diverse mix of development types from townhomes to tall buildings that respond to the neighborhood context.

Cabrini NOW Development Framework



DEVELOPMENT FRAMEWORK

The Cabrini NOW process is focused on creating an implementable Framework Plan to help guide decisions about the future of the Cabrini neighborhood. In contrast to a traditional master plan, a framework plan is about getting the organization of the environment aligned with community needs and aspirations versus defining exact specifications of buildings. The key advantage to this approach is that it provides flexibility for future developers and decision makers to respond to ever-changing market conditions. It also provides certainty that any individual decision can be aligned with the overall direction of the neighborhood.

FRAMEWORK OVERVIEW

On the following pages, the Cabrini NOW Framework Plan consists of recommendations for the following aspects of the neighborhood:

- Building locations, sizes and heights
- Development types and uses
- Expanding and improving the transportation infrastructure
- Connecting to existing parks with new open space
- Utility Infrastructure

For the purposes of this report, the framework is presented at two different scales. The first is at the overall scale that includes all the sites and their surroundings. This scale is used to show elements of the framework that cross site boundaries and integrate with larger systems. Examples of this include open space, transportation and utilities.

The second scale is at the individual site scale. The site scale focuses on illustrating the unique characteristics of each site and how this framework plan responds to those characteristics to achieve the overall Cabrini NOW vision. All of the Cabrini NOW parcels have been grouped into four sites: Rowhomes, Sedgwick, Division and Larrabee.

SITE OPPORTUNITIES

Throughout the initial phases of the planning process, numerous opportunities emerged as the team considered all the Cabrini redevelopment parcels. First and foremost, the amount of land available to be developed in such a unique context presents the biggest opportunity. Nowhere else in Chicago can such a unique combination of land and access to opportunity be found. Prominent locations along the major urban corridors of Chicago, Division and Clybourn Avenues present ideal development parcels. Also, being close to a variety of transit infrastructure from buses to trains to bike lanes, means that parking requirements can be reduced to make more room for housing. Close proximity to existing open space and parks means that residents will have easy access to activities and nature.

Zooming out a little, the Cabrini neighborhood benefits from a variety of amenities in the surrounding context. From existing retail and services to access to jobs and employment, the neighborhood certainly benefits from its surroundings. This means that the framework plan can focus on CHA's mission of providing housing while being strategic about what additional uses and amenities are included in the development.



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ROWHOMES SITE

Built in 1942, the Frances Cabrini Rowhouses (also referred to as "rowhomes") represent an important piece of the neighborhood's history and are the only remaining physical structures of what was the Cabrini-Green public housing development. When combined with adjacent parcels, they create an opportunity to increase the overall supply of housing, diversify the types of housing available and preserve a piece of public housing history.

SITE OPPORTUNITIES

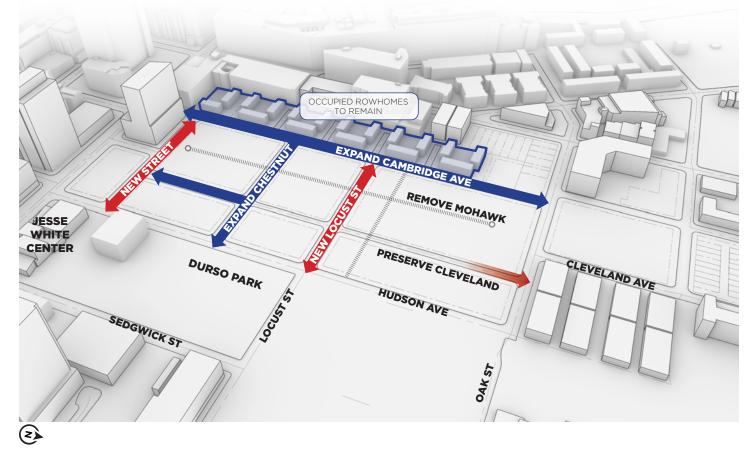
The strategy for these parcels begins with a series of interventions to extend and connect this neighborhood to its surroundings. The framework is proposing to expand the Cambridge and Chestnut rights-of-way (ROW's) to accommodate two-way traffic and generous pedestrian sidewalks. It is also proposing to realign Locust Street, connect Cleveland to Oak Street and create a new street just north of Chicago. Combined, these moves not only reconnect the rowhomes to the surrounding context but also help create developable parcels and allow for improving the utilities in the area.

To take full advantage of those opportunities, the framework is proposing taller developments closer to Chicago that taper down moving north toward a series of preserved rowhome structures. The remainder of the parcels are proposed to be developed as a mix of midrise multifamily and townhomes. An opportunity also exists for limited retail space to be located on the ground floor along Chicago Avenue.

The plan also includes at least .8 acres of new open DEVELOPMENT METRICS space in addition to preserving and restoring the existing green space in between the renovated Across the developable 9.5 acres of land for this site, rowhomes. Lastly, as part of the rowhome the framework anticipates approximately 1,100 new restoration, the plan anticipates that the former residential units in at least 1 million square-feet of rowhome management building on Hudson will also new and renovated construction. This includes new be renovated into some form of community space or multifamily buildings, new townhomes and renovated amenity. rowhomes. The framework also anticipates at least 400 new off-street parking spaces to be provided which do not include any parking integrated into the new townhomes.







CABRINI NOW | Development Framework Plan



SEDGWICK SITES

Just across Hudson Ave and the Rowhomes sites are a series of developments parcels that are important in reconnecting the fabric of the neighborhood back into surrounding context. They also represent an opportunity to connect Durso Park and the Jesse White Center along Chicago to Seward Park. This would create one continuous, public open space amenity that runs from Division all the way to Chicago.

SITE OPPORTUNITIES

The opportunity of this site is about filling in a gap in the urban fabric by connecting to the surrounding context. By breaking down the currently vacant super block with new streets and an improved Oak Street, the framework proposes to connect the historic rowhomes out to the North-South Orleans corridor. This creates larger development parcels that can handle taller buildings and higher number of units. The framework is proposing those developments be kept east of Sedgwick and south of Locust to better reflect existing development activity along Orleans and respect the height difference to the existing rowhomes. The framework also proposes a strategic open space along Hudson to connect Durso Park to Seward Park. This not only leverages the existing park assets but is a direct response to feedback from the community. This open space would be the ideal location and opportunity for a potential memorial or tribute recognizing the history of Cabrini-Green. This was another response to feedback that was expressed throughout the community engagement.

DEVELOPMENT METRICS

Across the developable 6.25 acres for this site, the framework is proposing over 650 units of housing. The best way to achieve this is by developing midrise multifamily buildings as shown in the adjacent diagrams.

The framework also dedicates a large portion of available land in this area to create the connection between Seward and Durso Parks and the Jesse

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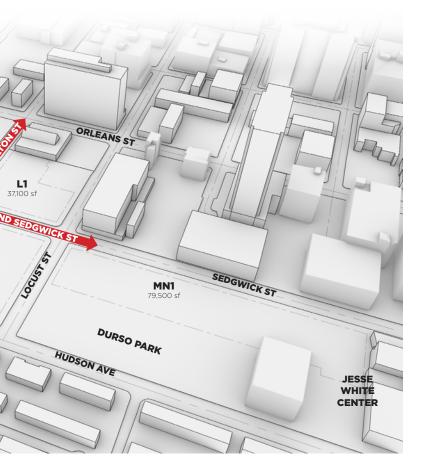


CABRINI NOW | Development Framework Plan

L3

L2

White Center. The 5.3 acres of proposed park space is also sized to respond to Chicago Park District feedback on the need and desired size of contiguous land for any potential future public park. The green spaces on the next page show potential Chicago Park District space (dark green), as well as green spaces connected to the new developments and potential urban farm relocation (light green).





DIVISION SITES

The Division Site is located at the intersection of Halsted and Division Avenues and is one of the largest contiguous sites in the Cabrini NOW framework plan. Its prominent location and proximity to amenities and services creates the opportunity for taller buildings that maximize the potential for housing.

SITE OPPORTUNITIES

The size and prominent location at the intersection of two main arteries in the city gives this site the capacity to handle a large amount of development. Through a combination of town homes, mid-rise and taller buildings, the framework is proposing a variety of housing types that respond to the surrounding context. In addition to maximizing the potential for housing, this site offers the opportunity for ground floor activation through retail or other public amenities.

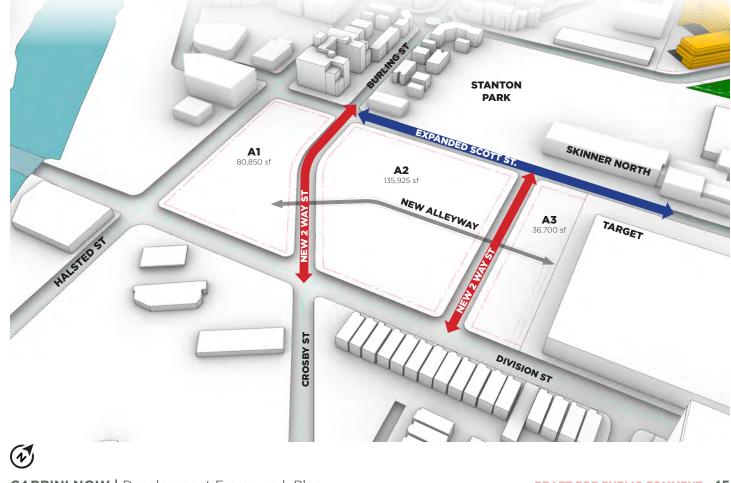
The framework is also proposing to break down the superblock and extend the public realm by

continuing two existing neighborhood streets through the site. These streets provide pedestrian friendly connections that reintegrate the superblock into the neighborhood. Additionally, the framework is proposing significant improvements to Scott Street to address the current road safety concerns and other challenging conditions, but also to improve access for the Skinner North, a CPS school. Lastly, the framework proposes integrating the section of the former Burling Street that runs parallel to Halsted between Division and Scott.

DEVELOPMENT METRICS

Across the more than 7 acres of the site, the framework is proposing over 1,000 housing units in addition to a variety of ground floor amenities like retail and other services. It is also proposing expanding the public realm through two new pedestrian friendly streets and approximately an acre of new public open space.







LARRABEE SITES

The Larrabee Sites are a collection of smaller development parcels located along Mohawk between Division and Clybourn. Together they serve as an opportunity to strategically reintegrate these sites into the neighborhood. Given the smaller, more fragmented nature of the parcels here, the framework focuses on more localized opportunities to create public spaces and develop appropriately-scaled housing opportunities.

SITE OPPORTUNITIES

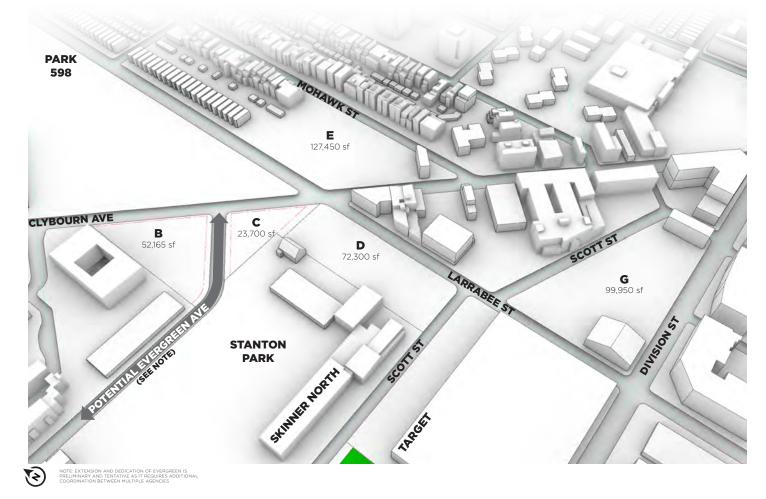
Located next to the Clybourn and Larrabee site currently under development by CHA, these sites are smaller in size but are important elements in the urban fabric. Each parcel has a unique context that is key to its development. Sites B, C and D have prominent locations along the Clybourn corridor while also sitting next to two schools, a public park facility and a historic church structure. Site E also has a prominent frontage along the Clybourn corridor but transitions to a more residential context to the north. Lastly, Site G, currently used mostly by City

Farm, an urban farm, sits on the prominent Division Street corridor and is directly next to a operating Chicago Fire Station.

The framework proposes to infill these sites with mostly mid-rise structures to take advantage of their prominent locations while also respecting the neighboring context. The only exception to this is on Site G where the framework considers taller developments based on the size of the parcel.

Lastly, the importance of the Strangers Home Church was expressed by some stakeholders throughout the engagement process. While the structure is not on CHA land or within the scope of the Cabrini NOW process, the framework is still proposing a new public plaza or open space on Site C to give the future renovated church a presence along Clybourn and additional space to provide services to the neighborhood.





CABRINI NOW | Development Framework Plan

DEVELOPMENT METRICS

When all the parcels are combined, the framework is proposing more than 1,200 new residential units and almost an acre of additional public open space.



OVERALL DRAFT DEVELOPMENT FRAMEWORK

~4,100 NEW RESIDENTIAL UNITS



NEW MULTIFAMILY NEW TOWNHOME NEW OPEN SPACE RENOVATED ROWHOME

3



WHAT DO YOU DO THERE?

Framework Infrastructure & Systems

CHAPTER

PARKS & OPEN SPACE

High quality and accessible open space is a critical part of any neighborhood. Throughout the Cabrini NOW planning process, ensuring that the framework included the right amount and type of public accessible open space was a priority. This topic consistently came up in conversations with the community and was focus of most stakeholders.

To answer this critical piece of the future of Cabrini, the framework strategically provides new open space to not only increase the total amount in the neighborhood but also to connect to existing open space assets already present. A key desire of the community that came through in the workshop feedback was the need to connect the existing, but disparate, parks and open space.

As a framework plan, the focus of our effort was to establish the general shape, size and location of the proposed open space but not to develop fully detailed designs. We anticipate those to be developed in collaboration with the neighborhood and community as part of consultations for specific future development phases.

Below is a further description of the framework strategy organized into a two parts: a southern section and a northern section. Also, included in the Appendix are engagement summaries outlining the comments we heard from the community on what types of parks or open space are desired.



SOUTH SITES STRATEGY

Between Chicago and Division, there are a variety of existing parks and open space assets including Seward and Durso Parks along with the Jesse White Community Center. Also included, while informal, is the vacant CHA owned land that is temporarily being used for some activities.

To respond to these conditions, the framework establishes a series of open spaces to connect the Jesse White Center to Durso Park to Seward Park and out to Division Ave. This continuous set of open spaces creates a unique landscape that threads through a vibrant residential neighborhood to connect to major commercial and transit corridors in the city.

The total potential park space proposed for this area is 7.8 acres. This is in addition to the open spaces connected to the proposed development and potential urban farm relocation.

Another key concept that emerged through the planning process was creating a space to recognize and honor the history of the Cabrini-Green neighborhood. Based on their proximity to the proposed renovated rowhomes, these new open spaces are the ideal location for such a memorial. Conversations with the community brought up the idea of a memorial walk that could include public art or potentially informational displays. Similar to the rest of the open space, we anticipate this concept to be further developed in collaboration with the community as part of consultations for specific future development phases.

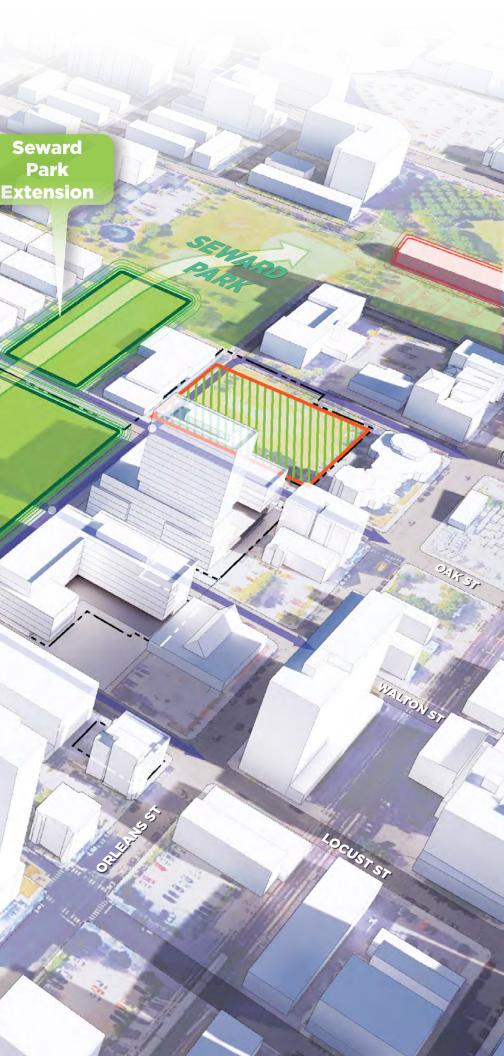
Seward-Durso **Connection & Memorial Walk** Opportunity **Open Space**

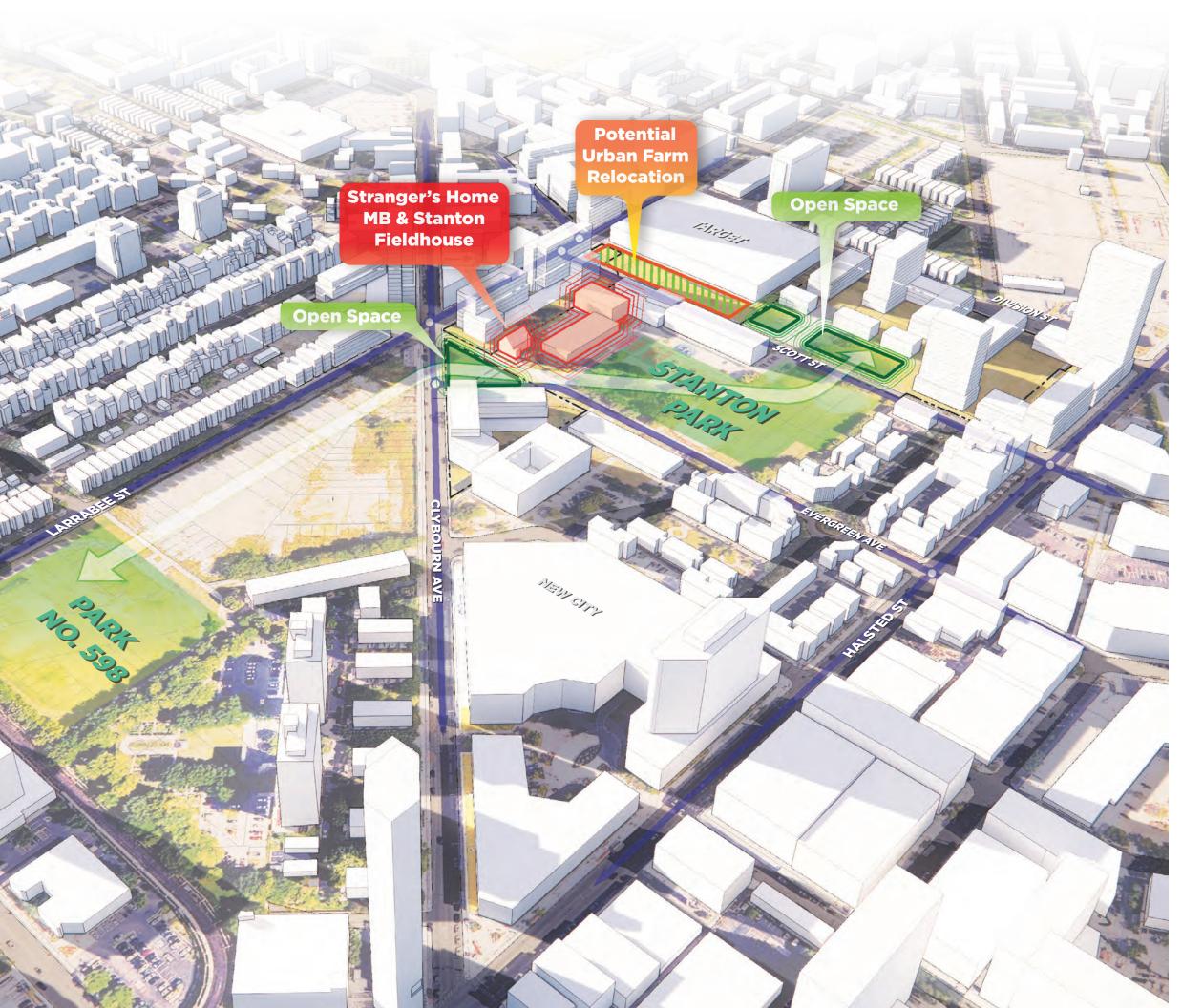
> Durso Park Extension

Community

Jesse White

Center





NORTH SITES STRATEGY

The framework's strategy north of Division is focused on extending Stanton Park through the CHA owned parcels. This means crossing Scott Street to the south to provide more open space in front of Skinner School. It also means extending north to Clybourn in front of the former Strangers Home Church. This historical structure is immediately adjacent to, but not owned by CHA and is outside the scope of this planning process. However, based on its significance and one of the only remaining structures that predates the Cabrini-Green development, the framework anticipates it's preservation and restoration by providing an open plaza area that connects to Clybourn Ave.

While outside the scope of this study, the plan does suggest that these spaces connect north to the recently renovated Park No. 598 through the Clybourn and Larrabee site. As noted elsewhere, this site is part of a separate Request for Proposals (RFP) process and was not included in the scope for Cabrini NOW.

TRANSPORTATION & ROADWAY INFRASTRUCTURE

While the neighborhood as a whole is well served by transit infrastructure, certain gaps and disconnects in the system exist. These gaps not only limit residents' access to jobs and services but they also reduce their sense of belonging and quality of life.

TRANSPORTATION RECOMMENDATIONS

To address these gaps, the framework proposes a series of improvements to key Rights of way in addition to the improvements called out in each individual site.

Oak Street is currently an important east-west connection between Orleans and Larrabee (see Note 1 on adjacent map). Despite this, it functions as little more than a series of disjointed, unmaintained pieces of asphalt. The framework proposes to drastically improve this condition by fully reimagining the corridor as a pedestrian friendly Complete Street. By properly aligning the right of way and providing adequate space for all transit modes and people, Oak Street can become the vibrant neighborhood street it should be.

Another east-west connection the framework proposes to reimagine is Scott Street (see Note 2 on adjacent map). Currently, it feels like a leftover afterthought of development around it. However, this corridor serves as the main access to Skinner School and an important neighborhood connector. Again, the framework reimagines this space by properly aligning the right of way as a pedestrian friendly Complete Street. This will not only improve safety for the Skinner School students but it will provide a vital connection for the existing and future residents of the area.

Lastly, the framework is proposing to expand Evergreen Avenue (see Note 3 on adjacent map). Currently it is accessed by an informal curb cut in Clybourn and through the back of the parking lots that serve the Nobel Academy. By improving and properly connecting this right of way, the framework enables additional housing development to happen on adjacent parcels while improving access to neighborhood amenities like Stanton Park and the Noble Academy.

While improving and realizing public rights of ways is never easy, in these instances the benefits to the community far outweigh the costs. In a community that has seen transportation infrastructure used against it, these improvements seem long over due.



6-0" 9-0"

9.0. 6.0.

| MOHAWK ST | CLEVELAND AVE | HUDSON AVE | SEDGWICK ST | NORTH PARK AVE | WELLS ST | LA SALLE DR | |
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Framework Implementation Plan

CABRINI NOW: Reimagine Plan

CHAPTER

FRAMEWORK **IMPLEMENTATION PLAN**

One of CHA's primary objectives for undertaking the Cabrini NOW planning process is to accelerate redevelopment of the remaining sites in Cabrini. CHA and its partners need significant additional resources, including funding, to support more housing development in the area. The following implementation strategies outline some of the key action steps recommended to deliver the vision outlined in this Cabrini NOW plan.

IMPLEMENTATION **STRATEGIES**

The remaining sites in Cabrini are the equivalent of a megadevelopment in terms of size, scale, complexity and cost. The CHA has taken a significant step towards implementation by creating this Cabrini NOW framework plan.

The framework plan itself provides transparency, clarity and predictability to the local community, the broader public, development partners, government funders and other key stakeholders and decisionmakers about what the future of Cabrini should look like. This removes a significant hurdle in future development processes, lowers costs for potential development partners, and should allow developments to move forward more efficiently and effectively.

In addition to the framework plan itself, the following key implementation strategies are recommended for the CHA and its partners to implement the Cabrini NOW framework plan:

1. Use a master developer model to implement the plan using the sites delineated in the Cabrini NOW plan.

The Cabrini NOW plan could be implemented through several possible development models. Using the recommended master developer approach, CHA should bundle parcels together using the four sites identified in this plan, and issue solicitations for a single developer to lead redevelopment for each site. In its capacity as a government agency, CHA should work with the selected developer partners for each site and coordinate the infrastructure and supporting investments needed to facilitate redevelopment on these sites.

This infrastructure and investment includes streets, alleys, water infrastructure, green spaces, parkways and street tree plantings. They are an essential foundation for future development on the remaining sites. CHA should focus on securing funds and facilitating these major investments to unlock these sites for new development.

2. Encourage a range of potential development partners to accelerate development and create a variety of housing opportunities.

The Cabrini NOW framework plan includes a range of housing types and parcel sizes which creates opportunities for developer partners with a range of project experience and expertise to participate in the future development phases at Cabrini. While CHA must follow strict Federal procurement regulations for selecting potential development partners and allocating public resources, the Cabrini NOW plan should be shared widely so potential partners can understand the plans for the area and consider participating in future competitive bidding processes.

Developer capacity is an important consideration for building out sites at this size and scale of development. CHA will expand its ability to develop



| MOHAWK ST | CLEVELAND AVE | HUDSON AVE | SEDGWICK ST | NORTH PARK AVE | WELLS ST | LA SALLE DR | |
|-----------|---------------|------------|-------------|----------------|----------|-------------|--|
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multiple phases at once by creating bidding opportunities for a range of potential partners, for example some that specialize in walk-up buildings versus tall buildings.

3.Initiate the Planned Development (PD) process to begin making necessary zoning changes and further reduce development costs and timelines.

Zoning approvals are an important part of any development process and can have significant time and cost implications for new developments. To accelerate new development on the remaining Cabrini sites, CHA should initiative the planned development (PD) process with the City of Chicago's Department of Planning and Development. The proposed PDs should reflect the Cabrini NOW framework plan to ensure the outcomes of the process are reflected in the City's zoning and landuse regulations for the sites.

The Cabrini NOW area south of Division Street is zoned "D" for Downtown District and the area north of Division is designated as Neighborhood zoning. These different underlying zoning categories will mean that a minimum of two PD areas will be needed for these redevelopment plans. These differences in the underlying zoning will also impact the permissions for these two PDs.

The PD process should include simultaneously exploring opportunities to bring economic incentives that could spur additional affordable housing development such as the Affordable Housing Special

Assessment Program which can designate certain areas as a Low Affordability Community to access property tax incentives.

Additional important analysis will be done through the PD process such as detailed traffic studies to evaluate exact traffic flow impacts of any proposed developments.

PD approvals should be secured in a way that gives some flexibility for the exact unit counts and types of buildings while creating a general zoning "envelope" that new developments must fit within. While the zoning approvals will require statutory public notices and meetings, the plans presented in those meetings and the zoning detail should reflect the Cabrini NOW framework plan outlined in this plan.

A financial feasibility analysis should also be completed through the future PD process. This analysis can provide additional detail on the estimated costs and required funding for building out the remaining CHA parcels in Cabrini. A similar analysis was planned for the Cabrini NOW process but is being deferred for future implementation.

4. Pursue funding opportunities to support redevelopment through available City, State and Federal housing and economic development resources and explore innovative financing strategies to pay for new development, recognizing that public resources are limited.

Developing new housing, especially mixed-5. Explore all opportunities to income housing, requires significant public-private leverage existing public housing partnership and investment. Realizing the Cabrini NOW vision will require financial resources from the resources to provide a range of City, State and Federal government. housing opportunities including CHA units, affordable rental and district has been an essential resource in the Cabrini redevelopments to date. This TIF, designated in 1997 homeownership, and market rental and homeownership.

The Near North Tax Increment Financing (TIF) to support the transformation of Cabrini-Green, expires in 2033. The years ahead are essential to implement Redevelopment Agreements (RDAs) that can help with funding the remaining redevelopment phases.

The Chicago Housing Authority's Project-Based Voucher (PBV) Program works to increase highguality, affordable housing opportunities in healthy In 2024, Mayor Brandon Johnson announced \$1.25 and revitalizing neighborhoods throughout the City billion in funding through a Housing and Economic of Chicago. CHA seeks to partner with developers Development Bond for the City of Chicago. This and property owners of multi-unit rental buildings five-year funding opportunity includes support for a or portfolios to support economic opportunity and a range of initiatives to support development, some of healthy family life for Chicago residents. Through a which should be evaluated for redevelopment efforts competitive application process, PBV Program funds at Cabrini. are allocated to CHA Board-approved developments with 15- to 30-year Housing Assistance Payment Traditional housing development funding sources (HAP) Contracts.

such as the Low Income Housing Tax Credit (LIHTC) should also be explored as developer partners are

The Chicago Housing Authority, through the U.S. selected for specific sites. Department of Housing and Urban Development's Restore-Rebuild initiative, can access operating CHA should also continue working with developer subsidies to support developments providing new partners to pursue other State and Federal funding public housing units. Subsidies through Restoresources such as through the Illinois Affordable Rebuild provide developers and rental housing Housing Tax Credit, Cook County Affordable Housing providers a contracted income for high-quality Special Assessment Program, and Transportation public housing units. Infrastructure Finance and Innovation Act (TIFIA), which supports large-scale transit-oriented development.

The Chicago Housing Authority offers two programs to assist low- and moderate-income families with home ownership. A down payment assistance program (DPA) gives grants of up to \$10,000 for any eligible household and up to \$20,000 for eligible

CHA households to assist with a home purchase. The Choose to Own program (CTO) assists CHA residents with converting their housing subsidy into mortgage assistance payments. More information about DPA and CTO are available at: thecha.org/ paths-homeownership

6. Issue solicitation documents in a prioritized sequence based on community input and development feasibility, starting with the vacant rowhomes site (Site K).

The Cabrini NOW engagement process has identified clear priority sites for redevelopment. The priority redevelopment sites in order of priority identified based on community engagement are:

- 1. Rowhomes Sites (Site H-K)
- 2. Division Sites (Site A)
- 3. Larrabee Sites (Sites B-G)
- 4. Sedgwick Sites (Sites L-R)

Solicitations for a master developer for more than one site could be released simultaneously. However, this decision should be balanced with the availability of financial and staffing resources to facilitate redevelopment. 7.Begin consultation with CHA residents and the Cabrini-Green Local Advisory Council about a longterm redevelopment process for the 146 occupied rowhomes west of Cambridge Street.

The Cabrini NOW engagement process highlighted significant feedback about the 146 occupied rowhomes west of Cambridge street that were renovated in 2009. Residents in these homes raised concerns about livability of these units which have limited accessibility and are not in line with modern design and construction standards.

Residents and other surrounding neighbors also raised concerns about these rowhomes representing continued isolation of public housing residents in a particular section of the neighborhood in a way that conflicts with the modern mixed-income, more integrated context for Cabrini. The site layout also creates challenging conditions with enclosed alleyways, leading to difficulties with access for emergency services and site addressing.

CHA chose not to include these rowhomes in the Cabrini NOW planning process because there are over 43 acres of vacant sites still awaiting redevelopment. By focusing on vacant properties through its planning process, Cabrini NOW has created opportunities for more thoughtful and detailed discussions with residents in the rowhomes about potential options for this site. These consultations can happen through a separate, more focused process that can address the specific concerns of the residents currently living in the rowhomes.

CHA should work closely with the Cabrini-Green Local Advisory Council to begin more detailed, specific engagement with residents in the Cabrini Rowhomes about their desires and priorities for any potential future redevelopment on this site. This engagement should be carefully managed to avoid unduly raising concerns about displacement based on past experiences with redevelopment at Cabrini and other CHA sites.

This engagement should focus on improving housing conditions for existing residents, minimizing disruption and displacement, and improving the long-term quality of life for all community members.

8.Undertake continued consultation with the two urban farms located in the Cabrini NOW study area, Chicago Lights and City Farm, to understand their space needs and support sustainable relocation options.

The community engagement process clearly demonstrated that the two existing urban farms in the Cabrini area, Chicago Lights and City Farm, are viewed as essential community resources. The urban farms not only provide access to healthy, locallygrown food but also support broader investment in the community including skill building and training programs for youth and other local residents. INVESTMENTS.

The framework plan shows some potential opportunities to relocate these important amenities within the area. CHA must balance these important community assets and amenities with its primary obligation to provide new housing and economic development.

Given that a strong community needs more than just housing, the urban farms present a significant opportunity to continue enriching the neighborhood. Their current locations do not necessarily represent the most efficient or optimal use of these sites in terms of future potential housing development. CHA should continue maintaining dialogue with the urban farm communities to stay coordinated on potential relocation opportunities within the Cabrini footprint, and build connections with developer partners to explore sustainable, long-term opportunities for these farms to be incorporated into specific redevelopment phases.

9. Ensure continued coordination with other government departments and agencies to explore potential redevelopment partnerships and new priorities for infrastructure investments.

Chicago Park District (CPD): The Cabrini NOW plan offers significant opportunities to partner with CPD. As mentioned earlier, the Near North Side community area is in the highest need for green space of all 77 community areas in Chicago. The Sedgwick sites offer an opportunity for approximately 5.3 acres of new open space which could be dedicated to CPD for new parks amenities connecting the existing Durso Park to Seward Park. Additional coordination and consultation is needed on how this open space contribution can be realized in a way to provide new park amenities that support the whole neighborhood.

The development proposals for the Larrabee sites also include the possibility to reconfigure Evergreen Avenue to create a safer street connection that provides better access through the neighborhood and surrounding area. Implementing this street network change would require coordination with CPD because it would require CPD and CHA exchanging some land and/or granting access. The proposed change would remove some CPD land that is not currently programmed to create the new Evergreen Avenue extension and require CHA and the future developer for site D to provide continued access to a parking lot connected to Stanton Park. These implementation details are complex and important to the overall success of the plan. Although any implementation actions to exchange land and dedicate new park spaces would need the necessary CPD approvals, this coordination should continue closely.

Additional consultation should also include the *Parks Advisorv Councils (PACs)* in the area. The Seward Park Advisory Council and Stanton Park Advisory Council in particular are important partners for future programming conversations around the green spaces being reserved through the Cabrini NOW plan. As the PD process begins and future development phases begin, the local PACs will be important stakeholders for ongoing engagement.

State Historic Preservation Office (SHPO): The SHPO for Illinois provided valuable feedback on the preservation proposals for a portion of the vacant rowhomes (Site K). They have recommended further discussions with the National Park Service and other key stakeholders to discuss opportunities to meet the historic preservation goals for this site, including potential approval for a historic district for this site.

CHA should also consider initiating the Section 106 review process to accelerate the approval timelines for any future developments on the Cabrini sites and explore opportunities for Historic Tax Credits to help with funding preservation efforts at the site.

Chicago Fire Department (CFD): The Cabrini NOW process revealed an opportunity to coordinate with CFD on the potential future redevelopment of Department Engine 4, Tower Ladder 10 adjacent to site G. Preliminary conversations have started with CFD about a potential assembly of the existing firestation with the surrounding CHA parcel. This could result in a future mixed-use station and housing redevelopment. Such a redevelopment could be beneficial to modernize the existing facility and add emergency service capacity to meet the needs of a growing community. The complexity of coordinating such a redevelopment means that CHA and CFD would need to have continued dialogue for this idea to come to fruition.

Chicago Public Schools (CPS): The planning process revealed a lot of community interest to understand

how substantial new housing development in the area could impact the school system. While the planning process led to some engagement with families connected to local schools and local school representatives, CHA should begin more formal consultation with CPS to create an understanding of the anticipated growth in the student population based on the Cabrini NOW plan and any resources and development activities that should be coordinated to preserve school capacity. Further specific consultation is also needed with the Skinner North school community on the proposal to widen Scott Street.

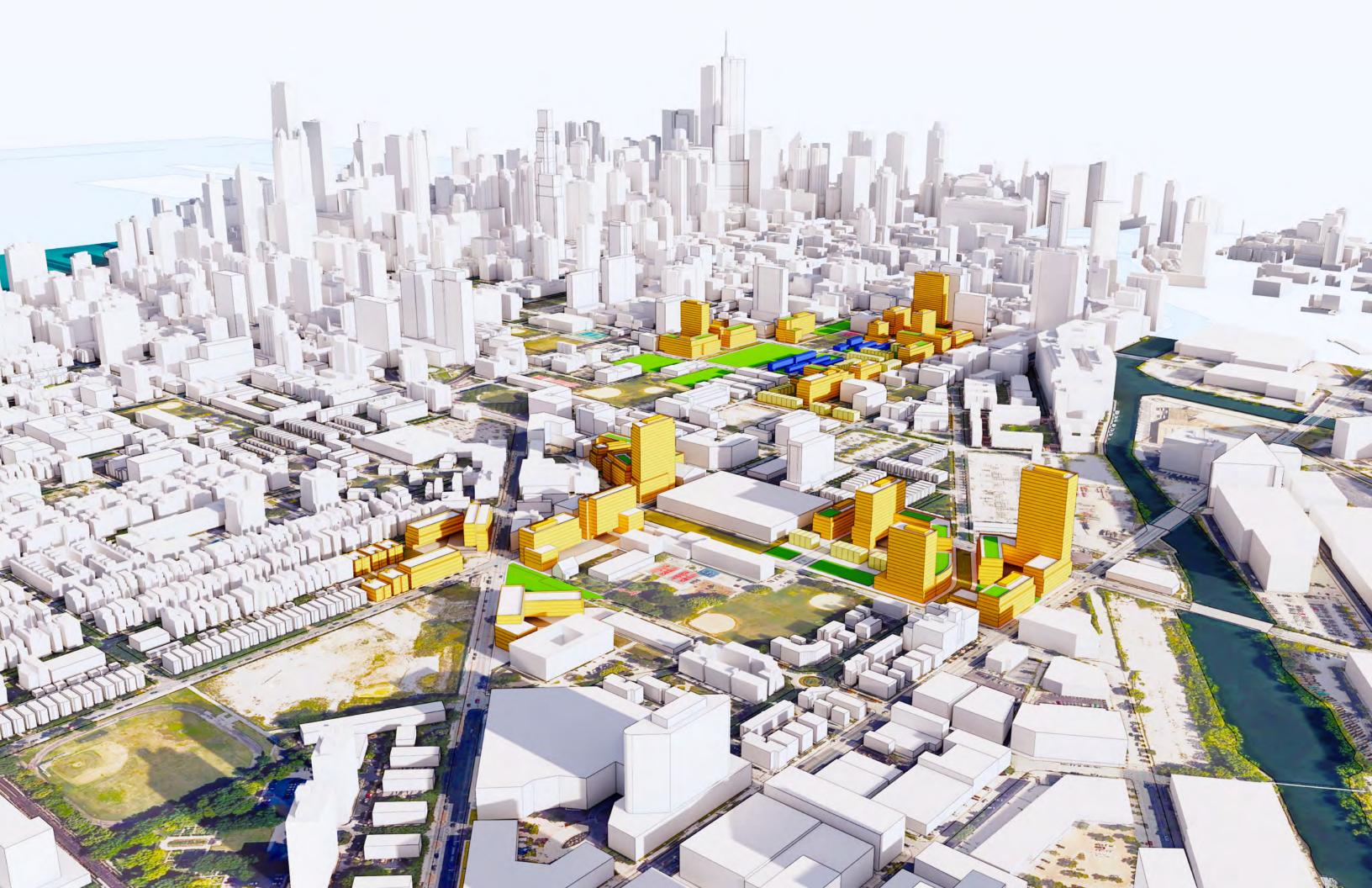
10. Keep Cabrini NOW resident stakeholders and community members engaged.

The Cabrini NOW process has generated engagement with hundreds of community members through meetings, emails, text messages, flyers and mailings. The communities in and around Cabrini have a long history of being engaged, thoughtful and passionate about shaping the future. The area is also fortunate to have many resident-led and notfor-profit organizations representing the interests of residents from all backgrounds.

There are significant opportunities for these groups to remain active in ensuring the Cabrini NOW plan remains a living document and the community feedback reflected in this plan is represented in future development phases.

Athough the Cabrini NOW planning process concludes with this final planning report, CHA and its developer partners have an opportunity to build

- on the dialogue already started with residents. Community members are encouraged to share this plan with their neighbors, stay engaged with
- CHA, attend future community meetings, and continue participating in shaping Cabrini's future development.



ACKNOWLEDGEMENTS

The City of Chicago, where the Chicago Housing Authority provides housing and serves residents, is located on land that is and has long been a center for Native peoples. The area is the traditional homelands of the Anishinaabe, or the Council of the Three Fires: the Ojibwe, Odawa and Potawatomi Nations. Many other Nations consider this area their traditional homeland, including the Myaamia, Ho-Chunk, Menominee, Sac and Fox, Peoria, Kaskaskia, Wea, Kickapoo and Mascouten. The CHA specifically acknowledges the contributions of Kitihawa of the Potawatomi in fostering the community that has become Chicago. We acknowledge all Native peoples who came before us and who continue to contribute to our city. We are committed to promoting Native cultural heritage. (Adapted from the City of Chicago's Land Acknowledgement Ordinance adopted November 17, 2021.)

The Chicago Housing Authority is grateful for the contributions of many individuals and organizations who participated in and supported the Cabrini NOW planning process. We are deeply grateful to all of the CHA residents and other community members who attended public meetings and specific engagement sessions. The planning process would not be possible, or as effective, without your time and dedication. We also acknowledge the legacy of generations of public housing leaders and advocates at Cabrini-Green and across Chicago, past, present and future. In addition to our public stakeholders, the following are the other key stakeholders who gave generously of their time to engage with Cabrini NOW. Thank you for your time, input and perspective.

Please note, named acknowledgments will be included in the finalized report.

| CHICAGO HOUSING AUTHORITY |
|---------------------------|
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CITY OF CHICAGO XXXXX, XXXXX XXXXX, XXXXX XXXXX, XXXXX XXXXX, XXXXX XXXXX, XXXXX XXXXX, XXXXX

COMMUNITY STAKEHOLDERS COMMITTEE

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CONSULTANT TEAM

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