

# FUND FOR COMMUNITY REDEVELOPMENT AND REVITALIZATION

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# D R A F T

## PROPOSAL OBJECTIVE

The City of Chicago presently has an opportunity to create a strategy and mechanism for the revitalization of two "blighted" communities--Woodlawn and North Kenwood-Oakland. This is a request to secure initial foundation support to implement community-based development plans in a focused and cohesive manner.

A group of public and private not-for-profit organizations and leaders have come together to pool resources to undertake efforts over the next five-to-ten years to rebuild both the human infrastructure opportunities and the physical condition for residents of the communities. The methodology is to take in, analyze, coordinate, and suggest ways that the different plans, proposals and projects incubating in the different neighborhoods fit together, or are linked, so that there is a clear and agreed upon process for the redevelopment of these communities.

An oversight board comprised of community groups, individual residents, institutional leaders and business people--with a commitment to the neighborhoods--has already been established. The individuals were chosen so that both communities would have balanced representation on the fund board. In addition, a few individuals were selected because of their city-wide commitment to improving inner-city neighborhoods, or their institutions presence near the communities. All those selected have demonstrated the ability and willingness to work with others toward a common goal. The board is now prepared to develop and implement projects of scale, which will be designed to ensure that current residents remain, but still bring about the needed positive changes to the communities to guarantee their continued viability. See Exhibit A for a list of board members

The central concept underlying this effort is to rebuild mixed income and, where possible, racially integrated community by relying on existing strengths. Combining the areas north and south of the relatively strong anchor of Hyde Park-Kenwood, it is important to provide a coordinated, centralized approach to the redevelopment of the entire area. It is essential to take advantage of the anchor that Hyde Park-Kenwood represents, and to avoid the counterproductive competition for scarce financial support that could otherwise occur. The days of massive federal funding for urban redevelopment are gone and may never return. It is, therefore, essential that greater coordination and direction be given to link the activities and resources of the various participating entities to improve community development performance and to make the Woodlawn and North Kenwood-Oakland communities "neighborhoods of choice."

## GENERAL DESCRIPTION OF THE COMMUNITIES AND DEMOGRAPHICS

### Woodlawn

The Fund is primarily concerned with the Woodlawn Redevelopment Area, which is situated in the northeastern portion of the Woodlawn community, and is bounded on the north by East 61st Street, on the south by East 64th Street, on the east by South Dorchester and Kenwood avenues, and on the west by South Cottage Grove and South Drexel avenues. The area comprises 152.7 acres and is located approximately eight miles south of Chicago's Central Business District and one mile west of Lake Michigan. City Council designated this area as a Redevelopment Area on October 14, 1992.

As with many other inner-city communities, Woodlawn experienced a major cycle of deterioration over the past three decades as a result of commercial and residential disinvestment, followed by property decline, abandonment, demolition and population loss. Despite major efforts by locally-based community organizations to revitalize residential, commercial and institutional life, as well as significant public investment in infrastructure, the area is still beset with major physical and social problems resulting from years of neglect.

### North Kenwood-Oakland

The North Kenwood-Oakland community is generally bounded by East 36th Street on the north, the Illinois Central Railroad right-of-way on the east, East 47th Street on the south, and South Cottage Grove Avenue on the west. The Conservation Area combines the North Kenwood and Oakland Community Areas, which are situated along Chicago's lake front approximately four miles south of the Central Business District commonly known as the Loop.

Historically, the lake front south of the Loop has been a major transportation corridor and played a significant role in determining the pace and pattern of development of the North Kenwood and Oakland communities. Particularly, following the World Columbian Exposition of 1893, major impetus was given to the development of the residential character of both communities--first as a settlement for affluent residents and, later for middle-class and working families.

The community reached residential maturity in 1950 following a period during which it underwent a three-decade cycle of severe economic decline and disinvestment accompanied by population loss, housing decay and abandonment, and reduction in the level of median income. Nevertheless, despite the years of neglect, the community is one with great redevelopment potential.

Among the neighborhood's strengths are the historic character and architectural distinction of its housing stock, and its core of stable and committed institutions, organizations and residents--many of whom have invested in the rehabilitation of the community's housing stock. The community's prime location near downtown and the amenity of the adjacent lake front/Burnham Park, combined with a large inventory of vacant land, make it attractive for new residential and commercial development.

In July, 1988, a Neighborhood Planning Committee (the "NPC") was formed for the purpose of working with the City in a comprehensive community planning process for the North Kenwood-Oakland communities. With the participation of over 200 residents, property-owners, merchants and representatives of locally-based organizations and institutions, the NPC generated a set of overall goals and objectives, identifying what the community wanted to achieve. This phase of the planning process culminated in the preparation of a draft land-use plan issued in its report in December, 1988 (the North Kenwood-Oakland Planning Process - NPC Report, December, 1988).

Following the preparation of the draft land-use plan and report of the NPC, the City convened a Community Assistance Panel (the "CAP"). Within the framework of the draft land-use plan and agreed upon goals and objectives prepared by the NPC, the charge to the CAP was to prepare a concept plan for the community. The CAP carried out its activity and issued its report in April, 1989 (the North Kenwood-Oakland Planning Process - CAP Report, June, 1989.)

In January, 1990, following the completion of the NPC and the CAP activities, the City designated North Kenwood-Oakland as a Conservation Area with the boundaries as defined above. During the following year, the Mayor appointed a Conservation Community Council (the "CCC"), consisting of fifteen community residents to act as the official representatives of the North Kenwood-Oakland community and to assist the City in preparing a Conservation Plan (the "Plan").

The Plan set forth critical goals for development, defines specific land uses for the North Kenwood-Oakland community and identifies certain improved and unimproved property to be acquired in order to implement the Plan. On October 14, 1992, City Council approved the Plan.

#### Demographic and Socio-Economic Trends: 1960-1990

During the 1960-1990 period, the Woodlawn and North Kenwood-Oakland community (61st to 67th streets; Stony Island to Cottage Grove) experienced a steady erosion of its population base and its socio-economic characteristics. Following are demographic, socio-economic, and housing characteristics of both neighborhoods:

A. Population

1. Population living in the Woodlawn community (Census Tracts 4201-4212) declined by approximately 24.4% from 36,323 persons in 1980 to 27,476 in 1990.
2. Population living in the Oakland community (Census Tracts 3601, 3603-3605) declined by approximately 48% from 10,294 persons in 1980 to 5,307 in 1990.
3. Population living in North Kenwood community (Census Tracts 3901-3903) declined by approximately 35% from 8,795 persons in 1980 to 5,750 in 1990.

B. Racial/Ethnic Diversity

In 1990, approximately 90 percent of the population in both the Woodlawn and North Kenwood-Oakland communities was African-American. The neighborhoods have not had any significant change in racial mix since 1960.

C. Female-Headed Households

The percentage of female-headed households, which is considered to be an indicator of family instability and social dependence, increased significantly between 1960 and 1990:

1. The percentage of female-headed households in Woodlawn (Census Tracts 4201-4204), increased from 33.5% in 1970 to 61.7% in 1980.
2. The percentage of female-headed households in Oakland (Census Tracts 3601, 3603-3605), increased from 43.6% to 75.2% between 1970 and 1980.
3. The percentage of female-headed households in North Kenwood (Census Tracts 3901-3903), increased from 37.6% in 1970 to 60.4% in 1980.

D. Median Household Income

The median family income in Chicago Metro Area in 1989 was \$42,782. Median household incomes in the two target areas were as follows:

1. In Woodlawn (Census Tracts 4201-4212), the median household income was \$17,612 in 1979 and \$17,472 in 1989, in 1990 dollars.
2. In Oakland (Census Tracts 3601-3605), the median household income was \$9,277 in 1979 and \$7,252 in 1989, in 1990 dollars.

3. In North Kenwood (Census Tracts 3901-3903), the median household income was \$13,150 in 1979 and \$10,906 in 1989, in 1990 dollars.

### Condition of Housing Stock

- A. Throughout the 1960's and 1970's, both Woodlawn and North Kenwood-Oakland lost housing stock due to disinvestment, deterioration and abandonment.
  1. Housing stock in Woodlawn (Census Tracts 4201-4204), declined between 1970-1980 from 5,207 to 3,432, representing a 34.1% reduction in total housing units.
  2. Housing stock in Oakland (Census Tracts 3601, 3603-3605), declined between 1970-1980 from 4,556 to 3,756, representing a 17.6% reduction in total housing units.
  3. Housing stock in North Kenwood (Census Tracts 3901-3903), declined between 1970-1980 from 5,510 to 3,835, representing a 30.4% reduction in total housing units.
- B. In addition to losses from the housing stock, the number of vacant, but still habitable, units increased significantly between 1960 and 1990.
  1. In Woodlawn, between 1960 and 1980, the area's vacancy rate climbed from 6.6% to 10.6%.
  2. In Oakland, between 1960 and 1980, the area's vacancy rate decreased from 6.5% to 6.4%.
  3. In North Kenwood, between 1960 and 1980 the area's vacancy rate climbed from 6.2% to 10.0%.
- C. Since 1960, rental units have comprised the vast majority of the housing stock in both the North Kenwood-Oakland and Woodlawn communities.

1. North Kenwood	94.2% in 1970 91.8% in 1980
2. Oakland	92.5% in 1970 95.5% in 1980
3. Woodlawn	97.5% in 1970 97.0% in 1980

## OPPORTUNITIES FOR REVITALIZATION

Chicago is presented with an opportunity, perhaps unmatched elsewhere in the country, to revitalize two key inner city neighborhoods, which have experienced severe deterioration and disinvestment.

There are a number of factors, which make the opportunities for development in these two communities unique. These factors include:

- a) Of the approximately 600 acres in the two communities, more than 70 percent of the land is vacant. More than 50 percent of this vacant land is under city control. Much of the balance of the vacant land is undervalued and thus available at low cost to insure enough contiguous parcels to develop projects of scale.
- b) Both communities are near the lake and its parks, namely Jackson Park, with its beach and 18-hole golf course, and spacious Washington Park, with its baseball diamond, swimming pool and tennis courts.
- c) There are several major sources of employment in the area, including the hospitals of Humana/Reese and Bernard Mitchell.
- d) Both communities are within twelve minutes of the loop and its jobs.
- e) Both communities are within seven minutes of the famous Museum of Science and Industry.
- f) There is excellent access to work by road, commuter rail and the CTA.
- g) There is renewed developer interest in working with community organizations in the areas--if there is a coordinated and centralized entity to expedite development.
- h) Lending institutions are anxious to lend in the area to meet their Community Reinvestment Act requirements and participate in the renaissance of the communities.
- i) The communities are anchored in the middle with the successfully established community of Hyde Park-South Kenwood.
- j) Both communities are contiguous to the University of Chicago.

- k) The appointment by the Mayor of Dr. Arthur M. Brazier to be chairman of the Fund board.
- l) The commitment of the Commissioner of the Department of Planning and Development, and the Chairman of the Chicago Housing Authority, both major players in the communities, either through land control or the number of housing units under their auspices, want to make development happen.
- m) The Department of Planning and Development (DPD), will be the lead city agency to work with the Fund. DPD will coordinate all other city departments, which must play an active role in the revitalization of the two communities. This "one step shopping" approach that DPD will spearhead will shorten the time frame and cut through the red tape usually associated with the public process of development.
- n) The size of the area is manageable for development. Quite often development areas are either too small to make an impact or so large that they become unwieldy and thus impossible to obtain a consensus on development alternatives.

## SOCIAL CONSIDERATIONS

Community revitalization efforts are often limited to the physical and economic infrastructures of a neighborhood. Yet, equally important is a community's human infrastructure, usually the underpinnings of long-term community viability and self-sufficiency. Development authorities have historically treated as distinct entities the physical, economic and social infrastructures of a community. By failing to integrate these areas during the planning and redevelopment process, community revitalization has frequently resulted in less than stellar results. The redevelopment of a community's social fabric--those institutions, which create "community"--are just as important as revitalizing residential structures and commercial zones.

With this in mind, the Fund places a high priority on incorporating social considerations into the planning process for the Woodlawn and North Kenwood-Oakland redevelopment effort. Successful community development is contingent upon fostering the inter-relationships between a neighborhood's physical, economic and social spheres. In order to design a fully integrated redevelopment strategy, the Fund will examine the social services and institutions which provide a sense of commonality among residents.

This segment of the redevelopment strategy will be carried out by the Center for the Study of Urban Inequality at the University of Chicago, and will concentrate on six primary areas: 1) education; 2) recreational facilities; 3) social services; 4) cultural resources/programs; 5) community activities; and 6) religious institutions. Particular emphasis will be given to both children and family-based services and those social institutions with the potential to attract individuals of middle income levels and diverse family structures.

By incorporating social considerations into the redevelopment strategy, three primary goals will be achieved.

- 1) Obtaining specific information on services and institutions, thus developing policy recommendations for enhancing the human infrastructures of the Woodlawn and North Kenwood-Oakland areas.
- 2) Providing a strategy for ensuring that longtime community residents are not displaced by a higher income and ethnically homogeneous population.
- 3) Developing an approach for assisting other community development efforts in revitalizing social institutions in areas targeted for redevelopment,

As previously mentioned, the redevelopment effort's goal is the creation of two mixed income and ethnically diverse communities. Accordingly, the planning process will focus on institutions necessary to attract new community residents, as well as institutions and services which provide vital support for the current residents. Of particular importance are social institutions, which can effectively integrate new and old residents into a single thriving community.

The strategy for accomplishing these goals are based on three primary activities.

- 1) Development of a community needs assessment plan that will illustrate specific social needs (e.g., public assistance, little league, education, block clubs) in Woodlawn and North Kenwood-Oakland. The needs assessment will also provide a basis for projecting the degree and type of institutions and programs the community will need throughout the ten-year redevelopment process.
- 2) Identification and evaluation of current resources and programs in the target communities. This would include, but not limited to:
  - o What are the current resources and programs;
  - o Are they addressing the current needs of the community;
  - o Are these programs operating at capacity; and
  - o Which programs can be expanded.
- 3) Identification of potential resources and programs to supplement and expand the social structures which will make Woodlawn and North Kenwood-Oakland viable communities and successful redevelopment projects.

The research involved in these three activities will be community-based and rely extensively on interviews and focus groups with community residents, service providers and community leaders. This information will be balanced by available data and personal interviews with academics, government officials and leaders in the fields of social services and community revitalization.

## DEVELOPMENT PERSPECTIVE

It is not the intent to spend an inordinate amount of time studying the problem. This has been done for the past twenty years. Historically, and at great cost, urban problems at the neighborhood level have been attacked with a wide range of programs, projects and tools with little recognition of the underlying principles of revitalization and economic development. There is a propensity to chase problems with money with constantly changing mechanisms and approaches.

With all that has been accomplished to date, tracing back to the housing programs of the Thirties and the renewal programs of the Fifties and Sixties, there still remains a tendency to avoid the realities of urban blight and economic decline and to focus on "reinventing the wheel" through newer and seemingly different mechanisms, which are but variation of approaches and have been in existence for many years.

It is, of course, important to know how all these tools, programs and resources work. However, it is even more important to understand the principles and constraints regarding neighborhood economic development and what realistically may be done to generate lasting impact. This requires an understanding of the following:

**Consensus.** The revitalization plan and strategy should have the support of community leaders, community organizations, and the neighborhoods at large. The planning process should be organized to achieve such consensus in an organized, "one step at a time," manner.

**Pace and Continuity.** Neighborhoods cannot be revitalized on a piecemeal, start-stop basis. Resources should be lined up to establish a pace and continuity of activities so that real, measurable impact may be achieved.

**Balance.** Revitalization strategies should contain a balanced mix of projects and programs to ensure that both targeted projects and broad-based community programs reinforce each other.

**Holistic Approach.** The physical, economic and social components of the strategy must come together in a way that their linkages and inter-dependencies are understood and all potential obstacles or impediments to success are realistically addressed.

As described above both communities are ripe for development, but it must be managed development. Not only is it essential that those families that are there, remain, but there must also be a mechanism to allow them to upgrade their homes and be an integral part of the development process. Further, in both communities many of the families that remain are elderly, on fixed incomes and

thus while they should benefit from increased property values their fixed or lower incomes could eventually force them out unless steps are taken to mitigate their real estate tax increases. The Fund has already begun to study the Supreme Court decision "Nordinger v. Hahn" which allows for disparities in the taxes paid by persons owning similar pieces of property, if one of the owners is a longtime property owner.

The redevelopment of these two communities offers a unique opportunity for managed development because of the involvement of the Department of Planning and Development (DPD). DPD can work with the Fund to control and orchestrate the redevelopment process because of the amount of city-owned vacant land in the two communities (more than 50 percent of the vacant land is city controlled). This city-control of vacant land, especially, key parcels of vacant land, will allow the Fund and DPD to influence development on land that is privately-owned. This will allow the Fund, with DPD, to bring about the "mix" of low, moderate and middle income housing, both fee simple and rental, that leads to neighborhood stability. This ability to manage redevelopment through city land control is a benefit that will be utilized to its fullest. The fund will also explore developing design guidelines for the two areas to insure compatibility of development projects done by different developers.

This managed development is undergirded by DPD's ability to coordinate the efforts of other city agencies that are integral to the development process. Knowing that there is one entity to work through on infrastructure concerns, land disposition or legal issues will bring about greater involvement from private developers who are wary of city involvement.

It should be noted that a similar approach has proved successful in New York City where the New York City Housing Partnership, a non-profit organization, has been instrumental in the development of 10,500 homes since 1983, primarily on city-owned land.

Conservative estimates indicate that more than 4,500 units in the two areas can be constructed or rehabilitated. Recent market studies show that new homes and town houses can be absorbed at the rate of three-to-four homes a month in each of the communities. The recent Parade of Homes in the "Gap" area underscores the pent up demand for homes costing between \$100,000 and \$160,000. There is also a need for homes at a lower selling price and the New Homes for Chicago program will be used to tap this market.

It is also important for the Fund to make sure that the commercial revitalization process moves forward in a coordinated manner with the residential and social program process. Quite often commercial development is looked upon as an appendage and not enough attention is paid to how best to integrate commercial development into residential development. The Fund will make sure this does not happen.

## THE FUND'S MISSION AND NEXT STEPS

The Fund was created to meet a series of objectives:

- o Provide a forum for representatives of various community organizations and residents to work cooperatively in the revitalization of the communities.
- o Act as a clearinghouse for proposals for human and physical development in the two areas.
- o Provide technical assistance to non-profit organizations and residents in the formulation and implementation of plans for development.
- o Act as an intermediary with the city, and public bodies and others for redevelopment in the areas.
- o Bridge the geographic gap and establish the commonality of interest between the two communities beset by similar problems and sharing similar basic goals.
- o Help community organizations to get grants and loans to work on specific projects within the communities.
- o Create a mechanism to make the Fund financially self-sufficient over time.

A coalition of interests sharing a common vision and attitude of commitment must be assembled among the community's stakeholders. Such a coalition will begin with strengthened public/private partnerships, but it will extend into the entire system or network of providers and agencies that have an interest in housing, social services and neighborhood revitalization. The current network of alliances must be recast into an organized and coordinated effort, with the roles and responsibilities of each entity clearly defined.

The government agencies whose actions and policies impact the communities will work to assess their policies and practices so that they are fostering activities which are consistent with the expressed community interests and are moving toward long-term community self-sufficiency with limited government involvement. The Fund will also serve as intermediary in this dimension of the project, encouraging government officials and neighborhood people to analyze and agree upon principles and policies. From decisions on land acquisition, to those on tenant management of public housing, to child care policies or new workfare assignments, it is anticipated that the hallmark of these communities will be consultative policy-making, creating systems that enable people to pursue their individual and collective goals.

## WORK PROGRAM

The work program describes the steps the Fund will take to ensure that what has been described above takes place. This work program will take four-to-five months to complete. While the work program is underway, the Fund will review current development projects pending with the City and advise the City on issuance of requests for proposals for the projects and review the submissions.

The work program for the preparation of a revitalization plan and strategy for the Woodlawn and North Kenwood-Oakland areas in the City of Chicago is based upon the following:

1. The work program will be completed in three phases organized around major working conferences and review sessions. (See Figure 1.) These working conferences/review sessions are transition points between the phases of the study, at which time an understanding must be reached, or a decision made as a basis for proceeding into the next phase. The final conference will focus on an agreed-upon plan and strategy for the revitalization of the Woodlawn and North Kenwood-Oakland areas.

This consensus-building approach will require a close working relationship between the consultants and the Fund's Board of Directors and any other persons comprising the oversight/review committee. Consensus may thus be built on an incremental, "one step at a time," basis, with all participants becoming stakeholders as they "buy in" at each step of the process. Only through this process is consensus for an overall comprehensive plan and revitalization strategy achievable.

2. The work program will incorporate and integrate strategic planning efforts for the *physical, economic, and social* environments, in parallel tracks.
  - o The physical component will focus on land-use, transportation, community facilities, parks and open spaces, and land conversion and redevelopment.
  - o The economic component will focus on job retention and creation, housing and commercial development opportunities, micro-business and new venture start-ups and financing, and redevelopment and rehabilitation opportunities for all land-use categories.

Second, it will focus on methods to ensure that existing homeowners remain and opportunities identified to upgrade their homes.

Third, a financial plan will be developed, drawing on existing models, to provide for the self-sufficiency of the Fund over time.

- o The social component will focus on all factors of social infrastructure, including education, health care, safety and security, social service delivery needs and systems, community organization and empowerment.

These components thus comprise a holistic approach to the development of a revitalization plan and strategy for the Woodlawn and North Kenwood-Oakland areas, hopefully, to make these areas "neighborhoods of choice." These components are interrelated and interdependent. This process allows for an examination of the interdependency of issues and solutions and to organize solutions and plans into a single, integrated revitalization strategy.

3. The work program will build upon previous efforts, plans and work already completed. Duplication of work will be avoided, with original, data research and field studies undertaken only where critical gaps exist.

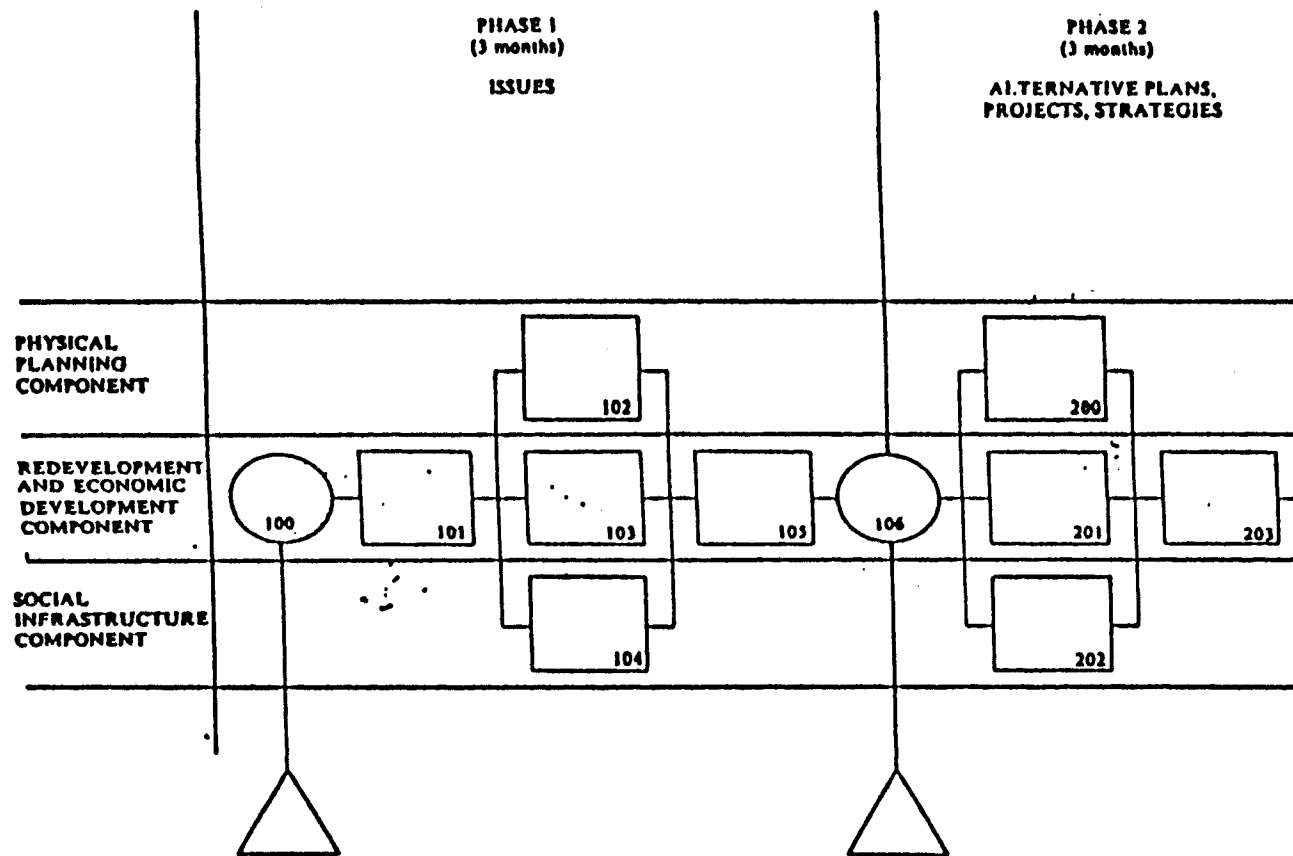
As Figure 1 indicates, the work program is broken up into generalized tasks, as follows:

**Task 100:** A project initiation conference will be held to ensure that there is agreement with respect to the work program, objectives of the study, schedule and responsibilities of all of the participants.

**Task 101:** All past reports and documents having a bearing on the Woodlawn and North Kenwood-Oakland areas will be reviewed. Key person interviews will be conducted with community leaders, tasks force members, and other persons identified by the committee, to obtain first-hand impressions about the areas' physical, economic and social needs and issues. Limited field reconnaissance of the two areas will also be undertaken to record existing conditions.

**Task 102:** An analysis of existing conditions and trends will help to identify key issues to be addressed with respect to the physical planning component. This will include an assessment of needs, opportunities and constraints related to land-use, development trends, markets, traffic and circulation, community facilities, parks and open spaces, and the quality and conditions of the built-up environment.

**Task 103:** Redevelopment and economic development issues will be defined and assessed, focusing on job retention and attraction, housing, commercial development and redevelopment, business investment and start-up, minority business enterprise, capital formation and accessibility, technical assistance, etc.



**Figure 1**  
**PROPOSED WORK PROGRAM**  
**REVITALIZATION PLAN AND STRATEGY**  
**FOR THE WOODLAWN AND KENWOOD-OAKWOOD AREAS**  
 Prepared for the Fund for Community Revitalization and Development

**Task 104:** The areas' social needs and delivery systems will be assessed, highlighting issues related to education, health care, safety and security, the efficiency of social service delivery systems, with a specific emphasis on sorting out the roles and relationships of all of the participants. Issues will also be identified with respect to neighborhood "connectiveness," community participation, and self-esteem and leadership training and assistance.

**Task 105:** This task will summarize and classify the physical, economic and social issues of the Woodlawn and North Kenwood-Oakland areas and analyze their interrelationships and interdependencies. This synthesis will lead to brief policy and discussion papers to be used in the working conferences and review sessions which follow. Issues will be summarized in terms of the areas' needs, opportunities and constraints.

**Task 106:** This will comprise one or more working conferences with the oversight/review committee to review and discuss the areas' physical, economic and social issues. Agreement must be reached on the issues at this juncture to establish a basis for identifying and analyzing alternative strategies, plans and projects. Broader community participation in these discussions may be considered by the oversight/review committee at this time.

**Task 200:** For the area of Woodlawn, south of 64th Street where there is no approved plan, alternative land-use, traffic, parking, community facilities, and parks and open space concepts will be prepared for review and consideration, with a special focus on redevelopment and property rehabilitation activities. Project area concepts will show alternative redevelopment scenarios for areas where redevelopment is most likely to occur or be encouraged. The latter will show more specific alternative design solutions and density options. Alternative implementation strategies will also be evaluated as part of this tasks, including a critical assessment of financial resources needed to implement the plans.

**Task 201:** This task will identify alternative economic development strategies and actions, focusing on commercial and other non-residential redevelopment opportunities, jobs programs, linkage relationships to external job opportunities (e.g., McCormick Place expansion), business assistance, capital accessibility (venture capital, real estate financing, minority business development, etc.), and strategic measures to create and sustain value.

**Task 202:** Alternative strategies will be prepared to address the areas' social infrastructure needs. Models from other successful efforts from around the country will be analyzed to determine their applicability in the Woodlawn and North Kenwood-Oakland areas. Strategies and actions will focus on,

but not be limited to education, health care, safety and security, community participation in self-esteem and leadership training, etc.

**Task 203:** Alternative plans, projects and strategies will be evaluated on a "first-cut" basis, using agreed-upon evaluation criteria to determine positive and negative impacts of the alternatives. This will lead to a "first-cut" look at preferred plans, projects and strategies for each of the physical, economic or social components. Inter-relationship will also be evaluated to ensure that the respective sets of solutions are mutually reinforcing.

**Task 204:** The "first-cut" preferred plans, projects and strategies will be subjected to a rigorous review and analysis by the oversight/review committee, reexamining the evaluation criteria and the assessment of positive and negative impacts (the alternative solutions must include measures to overcome or mediate negative impacts). The objective of this task is to reach consensus on a preferred revitalization plan and strategy, synthesizing physical, economic and social components. (At this juncture an expanded community outreach effort may be considered, to solicit input and comment from a broader community-based consistency.)

**Task 300:** The preferred physical development plan will be refined, including the plan's specific proposals for implementation, focusing on timing, priorities, financing, and the responsibilities of the respective parties involved in implementing the plan.

**Task 301:** The redevelopment and economic development strategy will be refined and tested in terms of its timing, priorities, financing and assignment of responsibilities.

**Task 302:** The strategy for strengthening the social fabric and infrastructure of the Woodlawn and North Kenwood-Oakland areas will be refined, integrating the discrete strategies that will deal with the respective sub-components.

**Task 303:** The overall revitalization plan and strategy will be subjected to a final comprehensive review to ensure that there is consensus among the members of the oversight/review committee. (Broader-based community involvement in this task may be desired by the oversight/review committee.)

**Task 304:** A final draft report will be prepared to summarize the agreed-upon revitalization plans and strategy for the Woodlawn North Kenwood-Oakland areas.

**Task 305:** The oversight/review committee will review the draft report before final publication.

**Task 306:** FINAL REPORT.

## STAFFING, OFFICE NEEDS AND BUDGET

The Fund will have a small staff. The executive director and executive assistant have been hired. There is a need for a real estate development specialist, a community relations person and a secretary. Technical issues that the Fund staff cannot handle or need assistance with, will be performed by consultants under the guidance of the Fund.

The Fund will have its principal offices at 824 East 63rd Street. The Fund will occupy 2,300 square feet of space in a shopping center owned by the Woodlawn Preservation and Investment Corporation. Periodically, the Fund will hold board meetings in the North Kenwood-Oakland community at a site to be identified.

The budget reflects a staff complement of five people. The real estate development specialist and the secretary will be phased in over time as the number of projects under review, and the overall workload increases.

Under the consultant component of the budget, a lot of time will be spent working with non-profit organizations and private developers to structure joint ventures. The joint venture arrangement gives the community-based organization a stake in the project and helps to insure that the project reflects community concerns.

It is very important that every avenue be explored to structure the project(s) so that financing and development costs are kept at a minimum. In these times of scarce resources, it has become the norm to have several layers of financing for a project, or to create new wrinkles on second mortgages to insure that the housing is affordable by as many families as possible. The intent is to work with consultants who are proficient in structuring deals of the type described above.

It is also important that, to the extent possible, job opportunities be improved in both communities. Whether this means the development of small business incubators, increased commercial revitalization or devising mechanisms for transporting residents of the communities to the source of employment. Consultants will be identified to work with the Fund on these issues.

The redevelopment of these communities will depend--to a great degree--on the Fund's ability to improve public safety. A close look at ways to improve security through design, as well as ways to initiate a crime prevention program in the communities must be studied. This issue will require the use of a consultant skilled in public safety measures as a part of urban development.

While there is a plan for North Kenwood-Oakland and one section of Woodlawn, there is no adopted plan for the majority of the Woodlawn area. There are a number of concepts for the balance of Woodlawn, but these must be analyzed and recommendations made for the redevelopment of the remainder of Woodlawn. There is a need for funds to carry out this endeavor.

# **FUND FOR COMMUNITY REDEVELOPMENT AND REVITALIZATION**

## **BOARD OF DIRECTORS**

**Dr. Arthur M. Brazier**  
*Chairman*

**Dr. Leon D. Finney, Jr.**  
*Secretary*

**Ms. Sidney R. Bundrage**  
*Treasurer*

**Rev. Joseph R. Atcher, O'Carm.**  
**Woodlawn**

**Dr. Arthur M. Brazier**  
**Woodlawn**

**Ms. Sidney R. Bundrage**  
**North Kenwood-Oakland**

**Mrs. Marion Coleman**  
**Woodlawn and North Kenwood-Oakland**

**Mr. James W. Compton**  
**President and CEO**  
**Chicago Urban League**

**Mr. Allison S. Davis, Esq.**  
**Davis, Miner, Barnhill & Galland, P.C.**

**Dr. Leon D. Finney, Jr.**  
**The Woodlawn Organization**

**Ms. Toya D. Horn**  
**Woodlawn**

**Fund for Community Redevelopment and Revitalization  
Board of Directors (cont'd)**

**Ms. Marion Ingram  
Woodlawn**

**Mr. Jonathan Kleinbard  
Vice President  
University News and Community Affairs  
The University of Chicago**

**Mr. George Kyros  
Chairman  
United Business Association of Woodlawn**

**Mr. Robert Lucas  
North Kenwood-Oakland**

**Mrs. Seniorities Bracey Mayberry  
North Kenwood-Oakland**

**Mr. Howard Newsome  
North Kenwood-Oakland**

**Ms. Patricia Perry  
North Kenwood-Oakland**

**Ms. Sandra Williamson  
Woodlawn**

**Mr. Andrew Ditton (Advisor)  
Executive Vice President  
Local Initiatives Support Corporation (LISC)  
733 Third Avenue  
New York, New York 10017**

BY-LAWS

Fund For Community Redevelopment and Revitalization  
an Illinois not-for-profit corporation  
(the "Corporation")

ARTICLE I

PURPOSE

This Corporation has been established to pursue certain charitable goals, as set forth fully in the Articles of Incorporation, including but not limited to planning and coordinating the redevelopment of the Chicago communities known as Woodlawn and North Kenwood-Oakland as stable, integrated communities.

ARTICLE II

OFFICES

Section 2.1. Principal Office. The principal office of the Corporation shall be located in the City of Chicago, County of Cook, State of Illinois.

ARTICLE III

DIRECTORS

Section 3.1. Majority of Directors. At all times, the majority of the members of the Board of Directors of the Corporation shall reside in or be employed in the Woodlawn and/or

Kenwood-Oakland communities in Chicago, Illinois. The balance of the Directors shall be individuals representing institutions with ownership interests in Woodlawn and Kenwood-Oakland or non-resident individuals with a long-term interest in the betterment of the Woodlawn and Kenwood-Oakland communities.

Section 3.2. General Powers and Duties. The affairs of the Corporation shall be managed and administered by or under the direction of its Board of Directors. As used in these By-Laws, "entire Board of Directors" means the total number of Directors that the Corporation would have if there were no vacancies.

Section 3.3. Number of Directors. The number of Directors shall not be greater than sixteen (16). Thereafter, such number may be changed from time to time by amendment to this Section 3.3, except that such number shall be not less than three and no decrease in the number of Directors shall shorten the term of any incumbent Director.

Section 3.4. Election and Term of Office. Directors named in the Certificate of Incorporation or elected prior to the first annual meeting of the Directors held after December 31, 1992, shall hold office until such annual meeting and until their successors have been elected and have qualified. At such annual meeting, and at each third succeeding annual meeting, the Directors then in office shall elect Directors for three year terms. Each Director shall continue in office until the close of election of Directors at the annual meeting in the year in which his or her term expires and until his or her successor shall have

been elected or qualified, or until his or her earlier death, resignation or removal. Directors may succeed themselves in office. Vacancies occurring on the Board of Directors for any reason may be filled by the vote of a majority of the Directors then in office, whether or not a quorum, until the next annual meeting at which election of directors is in the regular order of business, and until their successor or successors have been elected and qualified.

Section 3.5. Resignation and Removal. A Director may resign at any time by giving written notice to the Board of Directors, the Chairman or the Secretary. Unless otherwise specified in the notice, the resignation shall take effect upon receipt by the Board of Directors or such officer, and acceptance of the resignation shall not be necessary to make it effective. Any Director may be removed for cause by vote of the Board of Directors, provided there is a quorum of not less than a majority present at the meeting at which such action is taken.

Section 3.6. Annual Meetings. The annual meeting of Directors shall be held at such time, on such day, other than a legal holiday, in the third month next succeeding the month in which the fiscal year of the Corporation ends, as the Board of Directors in each such year determines. An annual meeting of each newly-elected Board of Directors shall be held immediately following the annual meeting at which such Directors were elected, and no notice of such meeting to the newly-elected Directors shall be necessary in order legally to constitute the

meeting, provided a quorum shall be present, or the newly-elected Directors may meet at such time and place as shall be fixed by the written consent of all of such Directors.

Section 3.7. Regular Meetings. Regular meetings of the Board of Directors may be held upon such notice, at such time and at such place as shall from time to time be determined by the Board, or may be held without notice, provided the time and place of such meetings are fixed by these By-Laws or by the Board.

Section 3.8. Special Meetings. Special meetings of the Board of Directors may be called by the Chairman or upon written demand of Directors constituting not less than majority of the entire Board. Such meetings shall be called on not less than three (3) business days notice to each Director. The business to be transacted at, and the purpose of, any special meeting of the Board of Directors must be specified in the notice of notice of a special meeting. No business other than that specified in the notice may be transacted at any such special meeting.

Section 3.9. Adjourned Meetings. A majority of the Board of Directors present at a meeting, whether or not a quorum is present, may adjourn such meeting to another time and place.

Section 3.10. Notice of Meetings. Notice of each meeting of the Board for which notice shall be required shall be given by the Chairman, the Secretary or an Assistant Secretary and shall state the place, date and time of the meeting. Notice of each such meeting shall be given orally or shall be mailed to

each Director at his or her residence or usual place of business. If notice of less than one week is given, it shall be oral, whether by telephone or in person, or sent by special delivery mail or express mail or by telegraph. If mailed, the notice shall be given when deposited in the United States mail, postage prepaid. Notice of any meeting need not be given to any Director who shall submit, either before or after the meeting, a signed waiver of notice or who shall attend such meeting without protesting, prior to or at its commencement, the lack of notice to him or her. Notice of any adjourned meeting, including the place, date and time of the new meeting, shall be given to all Directors not present at the time of the adjournment, as well as to the other Directors, unless the place, date and time of the new meeting is announced at the adjourned meeting.

Section 3.11. Quorum and Voting.

At all meetings of the Board of Directors, or of any Committee of the Board, except as otherwise required by law, a number of Directors constituting a majority of the entire Board or the entire membership of such Committee, as the case may be, shall be necessary and sufficient to constitute a quorum for the transaction of business, except that the Board of Directors, acting by the vote then permitted by applicable law, may require a higher proportion than a majority of its members to constitute a quorum of a Committee, in which case the action so taken by the Board of Directors to fix a higher quorum requirement for any such Committee shall be deemed to be an amendment to this Section

with 50% of the  
entire Board of Directors  
or its majority.

3.11. The vote of a majority of the Directors, or a majority or such higher proportion of members as shall have been fixed by the Board of Directors as hereinafter provided, present at any meeting at which a quorum is present shall be the action of the Board of Directors or of such Committee, as the case may be, unless otherwise provided by any applicable provision of law, of the Certificate of Incorporation or of these By-Laws. Each Director shall have one vote. If a quorum shall not be present at any meeting of the Board of Directors or of any Committee of the Board, the Directors present thereat may adjourn the meeting without notice other than an announcement at the meeting, until a quorum shall be present.

Section 3.12. Action Without a Meeting. Any action required or permitted to be taken by the Board, or by a Committee of the Board, may be taken without a meeting of all the members of the Board or the Committee, as the case may be, consent in writing to the adoption of a resolution authorizing the actions. All members of the Board of Directors or Committee must constitute a quorum of such Board or Committee at the time of such action. Any such resolution and the written consents thereto by the members of the Board or Committee shall be filed with the minutes of the proceedings of the Board or Committee.

Section 3.13. Telephone Participation. Any one or more members of the Board of Directors, or any committee of the Board may participate in a meeting of the Board or Committee by means of a conference telephone call or similar communications

equipment allowing all persons participating in the meeting to hear each other at the same time. Participation by such means shall constitute presence of a person at a meeting.

Section 3.14. Committees of the Board. The Chairman, with the consent of the Board of Directors, may designate from among the members of the Board an executive committee and one or more other standing committees, each consisting of three (3) or more Directors. An executive committee designated as herein provided, to the extent provided in the resolution or in the Certificate of Incorporation of the Corporation, may exercise all the powers and authority of the Board. No standing committee shall have such powers or authority in reference to (1) amending the Certificate of Incorporation or amending, repealing or adopting new By-Laws of the Corporation, (2) filling of vacancies in the Board of Directors or in any committee, (3) fixing of compensation of the Directors for serving on the Board or on any committee, or (4) amending or repealing any resolution of the Board which by its terms shall not be so amendable or repealable. The Board of Directors may designate one or more Directors as alternate members of any standing committee who may replace any absent member or members at any meeting of such committee. Each standing committee (and the members and alternate members thereof) shall serve at the pleasure of the Board and shall keep minutes of its meetings and report the same to the Board. The

designation of any standing committee and the delegation of authority thereto shall not alone relieve any Director of his or her duty to the Corporation.

In addition to the foregoing, the Board of Directors, by resolution passed by a majority of the entire Board, may authorize the creation of one or more special committees, as it shall deem desirable. The members of such special committees shall be appointed by the Chairman of the Board with the consent of the Board of Directors. Special committees shall have only the powers specifically delegated to them by the Board of Directors and in no case shall have powers which are not authorized for standing committees in this Section 3.14.

The Board of Directors, by resolution passed by a majority of the entire Board, may elect any Director to serve as Chairman of any one or more standing or special Committees of the Board. In the absence of such duly elected Chairman, at any duly constituted meeting of a Committee of the Board at which the required quorum for such Committee shall be present and acting, the members of such Committee may designate any member of such Committee to serve as temporary Chairman of said meeting.

Section 3.15. Compensation. The Directors of the Corporation shall not receive compensation for their services in their capacity as members of the Board of Directors. The Corporation may reimburse each Director for his or her expenses of attendance at any meeting of the Board or in any travel or business undertaken on behalf of the Corporation or the Board of

any standing committee or of any special committee of the Board of which such Director is a member or alternate member.

#### ARTICLE IV

##### OFFICERS

##### Section 4.1. Officers, Election and Term.

(a) The officers of the Corporation shall be a Chairman of the Board, a Vice Chairman, a Secretary, a Treasurer and such other officers as the Board of Directors may elect to appoint. Officers shall be elected by the Board of Directors and must be Directors. Any two (2) or more offices may be held by the same person except the offices of Chairman and Secretary.

(b) All the officers of the Corporation shall hold their offices for such terms, shall exercise such powers, and shall perform such duties as shall be provided in or pursuant to these By-Laws or, to the extent not so provided, as shall be determined from time to time by the Board of Directors. Each officer shall hold his or her office until his or her earlier resignation or removal. Any officer may resign at any time upon written notice to the Chairman or the Secretary. Unless otherwise specified in the notice, the resignation shall take effect upon receipt thereof, and acceptance of the resignation shall not be necessary to make it effective.

Section 4.2. Removal of Officers. Any officer of the Corporation may be removed at any time with or without cause by a majority of the Directors in office. Any vacancy occurring in

regard to an office of the Corporation, whether due to death, resignation or removal, may be filled by the Board of Directors.

Section 4.3. Execution of Documents. The Chairman and such other officers, employees or agents as may be authorized by the Board of Directors may enter into and execute on behalf of the Corporation contracts, leases, debt obligations, and all other forms of agreements or instruments, whether under seal or otherwise, permitted by law, the Certificate of Incorporation and these By-Laws.

Section 4.4. The Chairman of the Board. The Chairman shall perform all duties customary to the office of the Chairman and as the chief executive officer shall supervise and control all of the affairs of the Corporation in accordance with any policies and directives approved by the Board of Directors. The Chairman of the Board shall preside at all meetings of the Board of Directors with full voting rights as a Director of such Board and shall also be, a Chairman of any Executive Committee appointed by the Board of Directors and a member of all other standing Committees of the Board of Directors. He or she shall have such further powers and duties as may from time to time be assigned to him or her by the Board of Directors.

Section 4.5. Vice Chairman. The Vice Chairman shall have such powers and shall perform such duties as may be assigned from time to time by the Chairman.

Section 4.6. The Secretary. The Secretary shall be responsible for keeping an accurate record of the proceedings of

all meetings of the Board of Directors, and such other actions of the Corporation as the Board of Directors or Chairman shall direct. The Secretary shall give or cause to be given all notices in accordance with these By-Laws or as required by law, and, in general, perform all duties customary to the office of Secretary. He or she shall have custody of the corporate seal of the Corporation. The Board of Directors may give authority to any officer or designated assistant to such officer to affix the seal of the Corporation to any instrument requiring it and to attest to the affixing of his or her signature.

Section 4.7. The Treasurer.

(a) The Treasurer shall perform all duties customary to the office of treasurer, shall have the custody of and be responsible for all corporate funds and securities, shall keep full and accurate accounts of receipts and disbursements in the books of the Corporation, and shall perform such other duties as may be assigned by the Board of Directors. He or she shall deposit or cause to be deposited all monies or other valuable effects in the name of the Corporation in such depositories as shall be selected by the Board of Directors.

(b) The Treasurer shall on an annual basis submit to the Board of Directors a report of the financial status of the Corporation certified by an independent certified public accountant.

statements, which he or she shall submit to the Board of Directors at the next regularly scheduled meeting of the Board of Directors.

Section 4.8. Other Agents and Officers. The Board of Directors may appoint from time to time such agents and such other officers as it shall deem appropriate. Each such agent shall hold office at the pleasure of the Board of Directors, and each such officer shall hold office for such term as the Board of Directors shall determine. The agents and officers so appointed shall have such authority, shall perform such duties and shall receive such reasonable compensation, if any, as the Board of Directors may from time to time determine. To the extent and in the manner provided by the Certificate of Incorporation, the Chairman may, subject to the approval of the Board of Directors, appoint such officers as the Board of Directors shall, from time to time, authorize by resolution.

Section 4.9. Compensation. The officers of the Corporation shall not receive compensation for their services in their capacity as members of the Board of Directors. The Corporation may pay its agents and employees (who may concurrently serve as directors and officers of the Corporation) compensation commensurate with their services and reimbursement for expenses incurred in the performance of their duties.

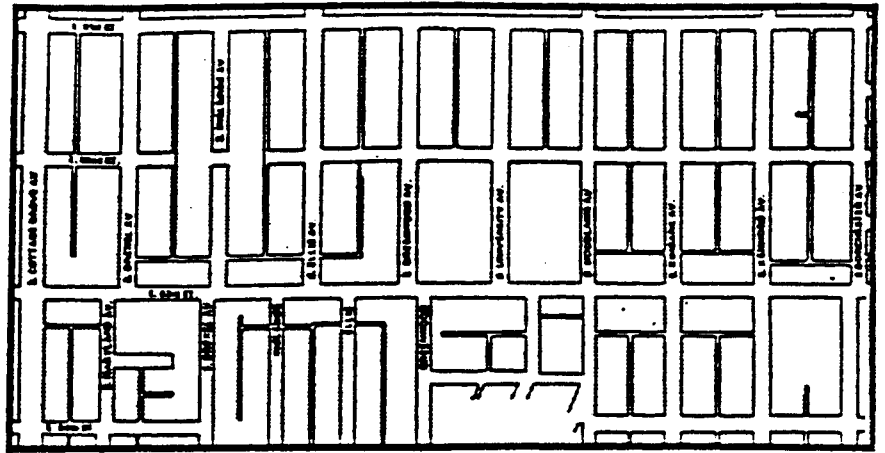
any other activities not permitted to be carried on (a) by a corporation exempt from Federal Income Tax under Section 501(c)(3) of the Code, or (b) by a corporation, contributions to which are deductible under Section 170(c)(2) of the Code.

## ARTICLE VII

### AMENDMENTS

Except as otherwise provided by statute, or by the Corporation's Certificate of Incorporation, these By-Laws may be ratified, amended or repealed, and any new By-Laws may be adopted by the vote of a majority of the entire Board of Directors at any duly held meeting, provided that any By-Laws so ratified, amended or adopted by said majority may be amended or repealed.

# W



REDEVELOPMENT PROJECT AREA

# WOODLAWN

## REDEVELOPMENT PLAN

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COMMUNITY DEVELOPMENT COMMISSION

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**CITY OF CHICAGO**

**Richard M. Daley**

**Mayor**

**Department of Planning and Development**

**Valerie B. Jarrett, Commissioner**

**WOODLAWN REDEVELOPMENT PLAN**

**THIS REDEVELOPMENT PLAN WAS PREPARED FOR THE  
COMMUNITY DEVELOPMENT COMMISSION  
BY THE STAFF OF THE DEPARTMENT OF  
PLANNING AND DEVELOPMENT**

**AUGUST, 1992**

**COMMUNITY DEVELOPMENT COMMISSION  
CITY OF CHICAGO**

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**LIST OF EXHIBITS**

- Exhibit 1 - Location Map
- Exhibit 2 - Boundary Map
- Exhibit 3 - Land Use Plan Map
- Exhibit 4 - Acquisition Map

## I. INTRODUCTION

The Woodlawn Redevelopment Area, which is situated in the northeastern portion of the Woodlawn community, is bounded on the north by East 61st Street, on the south by East 64th Street, on the east by South Dorchester and South Kenwood Avenues, and on the west by South Cottage Grove and South Drexel Avenues. The area comprises 152.7 acres and is located approximately 8 miles south of Chicago's Central Business District and one mile west of Lake Michigan (See Location Map, Exhibit 1).

As with many other inner-city communities, Woodlawn experienced a major cycle of deterioration over the past three decades as a result of commercial and residential disinvestment followed by property decline, abandonment, demolition and population loss. Despite major efforts by locally-based community organizations to revitalize residential, commercial and institutional life as well as significant public investment in infrastructure, the area is still beset with major physical and social problems resulting from years of neglect.

At the same time, the Redevelopment Area offers significant potential for revitalization which the Redevelopment Plan seeks to address. On the north, the Hyde Park community and the University of Chicago represents a strong anchor. Large private residential and commercial rehabilitation projects have been completed in neighboring South Shore and north of Washington Park. Woodlawn is strategically located with ready transportation access to the Central Business District. It is in close proximity to major cultural and educational institutions -- The Museum of Science and Industry, the DuSable Museum, the University of Chicago -- and offers the further amenity of Jackson Park and Lake Michigan.

The Redevelopment Plan outlines a broad strategy for the revitalization of the area. The land-use plan and implementation tools outlined in this plan will support the development of new single-family housing and the rehabilitation of multi-family buildings consistent with the existing land-use patterns and appropriate to the formation of neighborhood life.

Crucial to the success of the Redevelopment Plan is the future of 63rd Street which had traditionally served as the community's principal commercial artery and which is traversed by the Jackson Park elevated line. In collaboration with community leadership, the Department of Planning and Development will study 63rd Street's potential

for future commercial development and/or for other uses to ensure that such development is compatible with residential redevelopment in the area.

## II. DESCRIPTION OF PROJECT AREA

### A. Boundary Map

The boundaries of the Woodlawn Area are shown on the Boundary Map which is attached as Exhibit 2.

### B. Legal Description

Beginning at the intersection of the center line of East 61st Street and the center line of South Dorchester Avenue; thence southerly along said center line of South Dorchester Avenue to the center line extended East of the first east-west 18 foot public alley south of East 62th Street; thence westerly along the center line extended east, the center line and the center line extended west of the aforesaid alley to its intersection with the center line of South Kenwood Avenue; thence southerly along the center line of South Kenwood Avenue to the center line of East 64th Street; thence westerly along said center line of East 64th Street to the center line of South Woodlawn Avenue; thence northerly along said center line of South Woodlawn Avenue to the center line extended east of East 64th Street (said East 64th Street being 50 feet wide); thence westerly along the center line extended east, the center line and the center line extended west of said 50 feet wide of East 64th Street to the intersection with the center line of South Greenwood Avenue; thence northerly along said center line to the intersection with the south line extended east of lot 41 of Wadsworths Addition to Woodlawn, a subdivision of the West 8 acres of the East 30 acres of the Northeast 1/4 of the Northwest 1/4 of Section 23, Township 38 North, Range 14; thence westerly along aforesaid south line extended east, the south line and the south line extended west of said lot 41 to its intersection with the center line of the first north-south 16 foot public alley west of South Greenwood Avenue; thence northerly along center line of the aforesaid 16 foot alley to its intersection with the south line extended east of lot 10 of the King and Ramsey's Addition to Woodlawn Ridge in the Northwest 1/4 of Section 23, Township 38 North Range 14; thence westerly along said south line extended east, the south line and the south line extended west of said Lot 10 to its intersection with the center line of the first 16 foot north-south public alley to its intersection with the south line extended east of lot 66 and first west of South Ellis Avenue; thence southerly along said center line to the intersection with the south line extended of lot 66 in King and Ramsey's addition to Woodlawn

Ridge aforesaid; thence westerly along-said south line extended east, the south line and the south line extended west of said lot 66 to the southwest corner of lot 12 in King and Ramsey's addition to Woodlawn Ridge aforesaid; thence southerly along the west line extended south of said lot 12 to the center line of East 64th Street; thence westerly along said center line of south Cottage Grove Avenue to the center line of East 63rd Street; thence easterly along said center line of East 63rd Street to the center line of South Drexel Avenue; thence northerly along said center line of South Drexel Avenue to the center line of East 61st Street; thence easterly along said center line of East 61st Street to the center line of South Dorchester Avenue, the point of beginning, all in Sections 14, Township 38 North, Range 14 East of the third principal meridian and Section 23, Township 38 North, Range 14 East of the third principal meridian, in the City of Chicago, County of Cook and State of Illinois, and comprising parts or all of the following subdivisions:

Sub. of Blocks 1 and 2 of O.R. Keith's Subdivision of the S.W. 1/4 of the S.E. 1/4 of Section 14-38-14.

Also

Sub. of Blocks 3 and 5 of O.R. Keith's Subdivision of the S.W. 1/4 of the S.E. 1/4 of Section 14-38-14.

Also

Sub. of Block 4 of O.R. Keith's Subdivision of the S.W. 1/4 of the S.E. 1/4 of Section 14-38-14.

Also

Edson Keith's Sub. of Block 6 in O.R. Keith's Subdivision of the S.W. 1/4 of the S.E. 1/4 of Section 14-38-14.

Also

J.H. Earl's Sub. of Lots 5,6,7 of Block 2 of Wait and Bowen's Subdivision.

Also

Second Plat of Woodlawn, a Subdivision of the E. 22 acs of the N. 1/2 of the N.W. 1/4 of Section 23-38-14.

Also

Wadsworth's Add. to Woodlawn, a subdivision of the W. 8 acs of the E. 30 acs. of the N.E. 1/4 of the N.W. 1/4 of Section 23-38-14.

Also

King and Ramsey's Add. to Woodlawn Ridge in the N.W. 1/4 of Section 23-38-14.

Also

Resub. of Lots 4 to 12 of Wadsworth's Add., of the N.E. 1/4 of the N.W. 1/4 of Section 23-38-14.

Also

Towle and Evoy's Sub. of Lots 1,2,5, and 6 of Block 1 of Second Plat of Woodlawn of the N. 1/2 of the N.W. 1/4 of Section 23-38-14.

Also

Wadsworth and Towle's Resub. of Lots 1,2,3, and 9 to 12 in Towle and Evoy's Subdivision of Section 23-38-14.

Also

Snow and Dickinson's Sub. of Blocks 1, 2, and 3 in William Hale Thompson's Addition of the N. W. 1/4 of Section 23-38-14.

Also

Woodlawn Highlands, a sub. of the W. 10 acs of the E. 60 acs of the N. 1/2 of the N.W. 1/4 of Section 23-38-14.

Also

King and Ramsey's Add. to Woodlawn Ridge in the N.W. 1/4 of Section 23-38-14.

Also

Sub. of Lot 100 in King and Ramsey's Add. in the N.W. 1/4 of Section 23-38-14.

Also

Snow and Dickinson's Sub. of Blocks 4,5, and 6 in Chas. Busby's Sub. of the S. 1/2 of the S.W. 1/4 of Section 14-38-14.

Also

Subdivision of lot 16 of Snow and Dickinson's Sub. of the S. 1/2 of the S.W. 1/4 of Section 14-38-14.

Also

Marvin A. Rarr's Sub. of Lot 26 of Snow and Dickinson's Sub. of the S. 1/2 of the S.W. 1/4 of Section 14-38-14.

Also

Lloyd's Resub. of Blocks 8, 9, and the W. 1/2 of Block 10 in Chas. Busby's Sub. of the S. 1/2 of the S.W. 1/4 of Section 14-38-14.

Also

Charles Busby's Sub. of the S. 1/2 of the S.W. 1/4 of Section 14-38-14.

Also

Subdivision of Block 2 of Chas. Busby's Sub. of the S. 1/2 of the S.W. 1/4 of Section 14-38-14.

Also

Subdivision of Block 3 except the N. 50 ft. thereof of Chas. Busby's Sub. of the S. 1/2 of the S.W. 1/4 of Section 14-38-14.

Also

Lloyd's Resub. of Blocks 8, 9, and the W. 1/2 of 10 in Chas. Busby's Sub. of the S. 1/2 of the S.W. 1/4 of Section 14-38-14.

Also

Subdivision of the S. 1/2 of the E. 1/2 of Block 10 of Chas. Busby's Sub. of the S. 1/2 of the S.W. 1/4 of Section 14-38-14.

Also

Katherine B. William's Sub. of that part of the N.E. 1/4 of Block 10 in Chas. Busby's Sub. of the S. 1/2 of the S.W. 1/4 of Section 14-38-14.

Also  
Subdivision of Lot 7 of Block 11 of Chas. Busby's Sub. of the S. 1/2 of the S.W. 1/4 of Section 14-38-14.

Also  
Wright's Sub. of the S. 4.394 chs. of the E. 4.56 chs. of the S.W. 1/4 of Section 14-38-14.

Also  
Subdivision of the S. 1/2 of Lot 8 of Block 12 in Chas. Busby's Sub. of the S. 1/2 of the S.W. 1/4 of Section 14-38-14.

### III. REDEVELOPMENT PLAN OBJECTIVES

The broad goal of this Plan is the revitalization of the project area. This will be carried out by accomplishing the following objectives:

1. Acquire vacant, dilapidated, underutilized and obsolescent property and make it available to developers for coordinated redevelopment.
2. Provide land for the construction of for-sale single family housing for moderate income households.
3. Stimulate the rehabilitation of multi-family apartment buildings consistent with the original density and character of the area, to provide rental units for low and moderate income households.
4. Provide land along the 63rd Street corridor for new commercial uses.
5. Provide relocation assistance to households and businesses displaced by the City's redevelopment activities in the area.
6. Provide right-of-way improvements to facilitate coordinated redevelopment of the area.
7. Utilize the City of Chicago's affirmative action policy uniformly in the implementation of this Redevelopment Plan.

### IV. LAND USE PLAN

- A. The Land Use Plan Map (Exhibit 3) indicates the types and locations of land uses permitted in the Woodlawn Redevelopment Area.

- B. The Land Use provisions set forth herein shall regulate the development and redevelopment of land in the Redevelopment Area as follows:

1. Residential and Related Uses

The development and redevelopment of residential areas shall be limited to dwellings and accessory uses. Development which is substantially consistent with the original density and character of the Woodlawn community is considered appropriate. Therefore, the development of a mixture of housing types is encouraged. These shall include single-family houses, row houses, apartments and existing rehabilitated multi-family buildings

a. Medium Density Residential and Related Uses

1. A maximum of 50 dwelling units per acre shall be permitted in this area.
2. New housing and residential rehabilitation shall be developed in accordance with R-5 requirements as set forth in the Chicago Zoning Ordinance.

2. Commercial and Related Uses

Areas designated for commercial use are intended to serve as neighborhood shopping centers, providing goods and services for the surrounding community. Commercial areas shall be clustered in areas as shown on the Land Use Plan Map (Exhibit 3).

New retail and service developments and existing businesses shall be subject to the requirements of existing zoning districts as set forth in the Chicago Zoning Ordinance.

3. Institutional and Related Uses

Institutional land use areas provide space for the educational, recreational, and social institutions of the surrounding community. These may include, but are not limited to schools, community centers, libraries, churches, health care facilities, etc. Such institutions may be either public or private.

**4. Open Space**

Open Space should be provided to create : 1) areas for passive and active recreation for community residents; and 2) a buffer between residential and commercial or transportation related uses.

**5. Mixed Use Development and Related Uses**

The mixed use designation provides space for residential, commercial, institutional, and open space as described in this section above. The purpose of this category is to create areas where different but complementary types of development will benefit from being in close proximity to one another and thus enhance neighborhood life.

For new development in Mixed Use areas the land use controls set forth in this section and in the Chicago Zoning Ordinance shall apply, except for F.A.R. requirements. In Mixed use areas a 2.2 F.A.R. shall prevail.

**C. Planning and Design Criterion**

The Department of Planning and Development has established the following design criteria for the redevelopment of the project area.

1. Building heights should not exceed four stories or 45 feet above grade.
2. New residential development must be substantially in conformance with the character, scale, and proportions of existing structures. Setback requirements shall conform to the R-5 General Residence District Classifications.
3. Residential and incompatible non-residential uses shall be adequately screened and buffered from one another; off-street parking lots and loading areas for institutional and commercial developments shall be landscaped in order to screen them from residential areas.
4. Open space shall be adequate in size and configuration to serve the surrounding community.

of streets and alleys, assemblage of land into marketable disposition parcels, disposition of land for public and private development, and rehabilitation of structures to meet City Codes and Ordinances and other related development activities.

#### A. Acquisition

1. The Acquisition Map (Exhibit 4) indicates the parcels which the Department of Planning and Development is authorized to acquire for clearance and redevelopment in order to implement this Redevelopment Plan.
2. Private acquisition by developers will be encouraged wherever possible in preference to acquisition by the Department of Planning and Development.

#### B. Demolition

The conditions under which property will be acquired and demolished are as follows:

1. For the purpose of land assemblage and disposition.
2. When it has been determined that buildings; 1) are structurally unsound; 2) constitute incompatible land uses; 3) are overcrowded; 4) are functionally or economically obsolete; or 5) are identifiable hazards to the health, safety and welfare of the community.

#### C. Disposition

##### 1. Land Use Provisions and Controls

The specific types of land uses to be permitted in the redevelopment area are shown on the Land Use Plan Map (Exhibit 3). The controls imposed for each land use category are set forth in Section IV. above.

Developers in the area will also be subject to the Redevelopment Plan Objectives (Section III of this plan) to the Chicago Zoning Ordinance and other applicable City ordinances.

**2. Statement of Obligations to be Imposed on Redevelopers**

Redevelopers will be required to execute a contract known as a Redevelopment Agreement which, among other things, will contain a progress schedule satisfactory to the Department of Planning and Development.

**3. Duration of Controls**

The developers, their successors and assigns will be required by contract to observe the provisions of this Redevelopment Plan for a period of forty (40) years from the date of the first land disposition in the project area.

**D. Rehabilitation**

Rehabilitation of residential properties by owners or private developers will be encouraged wherever possible. Properties in the Redevelopment Area must be brought into conformance with City of Chicago Codes and Ordinances within two (2) years of the approval of Plan. Any property, including those not shown on the Acquisition Map may be acquired by the Department of Planning and Development for disposition and subsequent rehabilitation by developers.

**E. Execution of the Redevelopment Plan**

The following governmental entities will be responsible for carrying out the Redevelopment Plan:

**1. The Department of Planning and Development (City of Chicago)**

This department shall have primary responsibility for the execution of the Woodlawn Redevelopment Plan for the Community Development Commission pursuant to the Community Development Commission Ordinance. Included in such responsibilities are:

- a. General supervision and responsibility for execution of the plan;
- b. Review of acquisition procedures, approval of acquisition prices, and approval of all other aspects of acquisition;
- c. Negotiation with other public agencies with regard to acquisition by or from these

agencies;

- d. Coordination with other City departments, for property management, maintenance and relocation assistance, in accordance with City policies and applicable state and federal regulations;
- e. Coordination of, with other City departments, all site clearance, site preparation, and site improvements, including, but not limited to, parkway landscaping, and sidewalk repair;
- f. Coordination and/or installation, with other City departments, in right-of-way improvements including, but not limited to, street repairs and public utilities improvements;
- g. Supervision and approval of all disposition activities;
- h. Review and approval of all site and architectural plans submitted by redevelopers; and
- i. Any duties connected with project administration. This may include coordination of legal activities, public hearings, amendments to the plan, revisions of the project budget, and any other activity relevant to the implementation of a redevelopment project.

2. Law Department (City of Chicago)

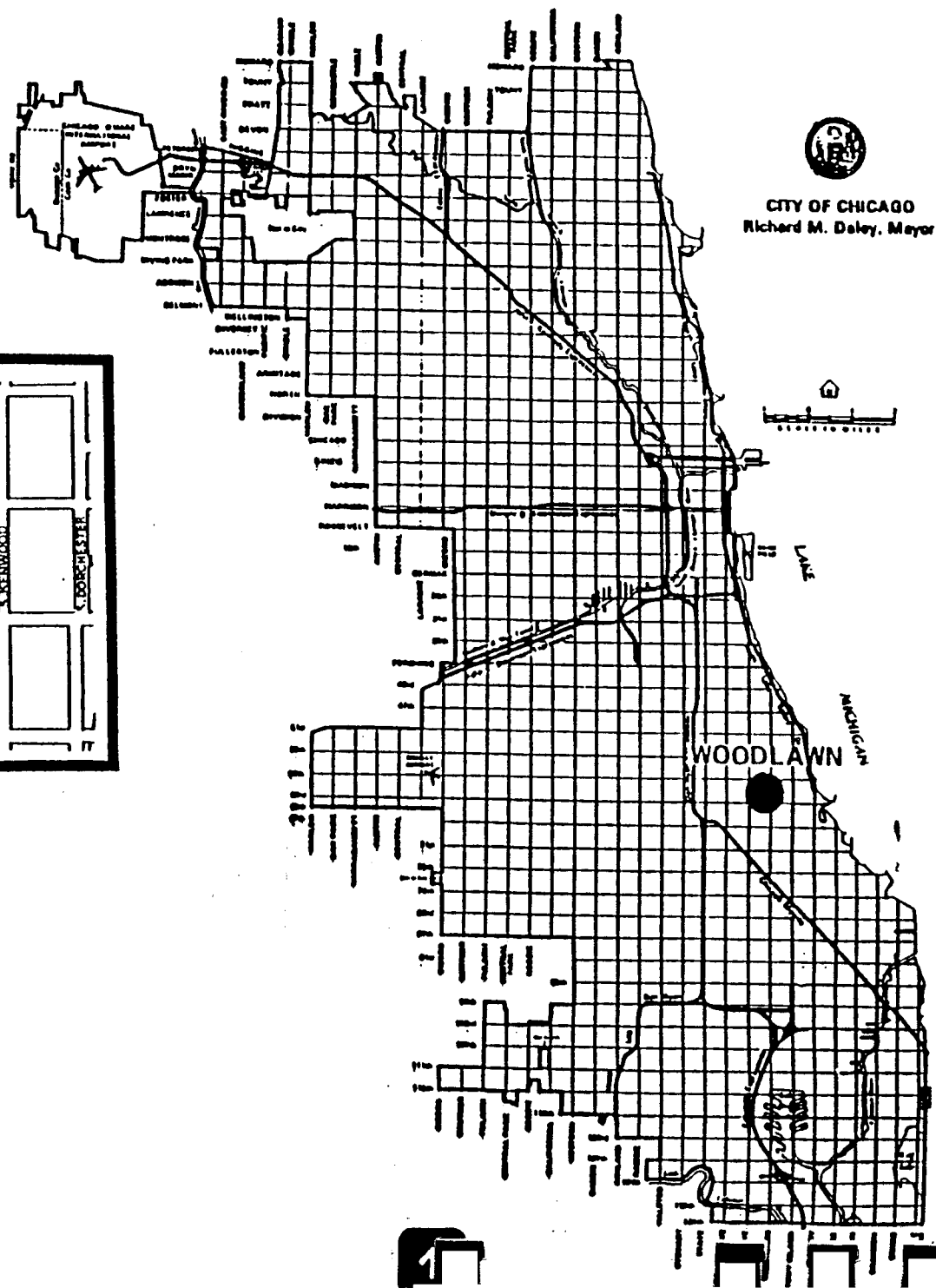
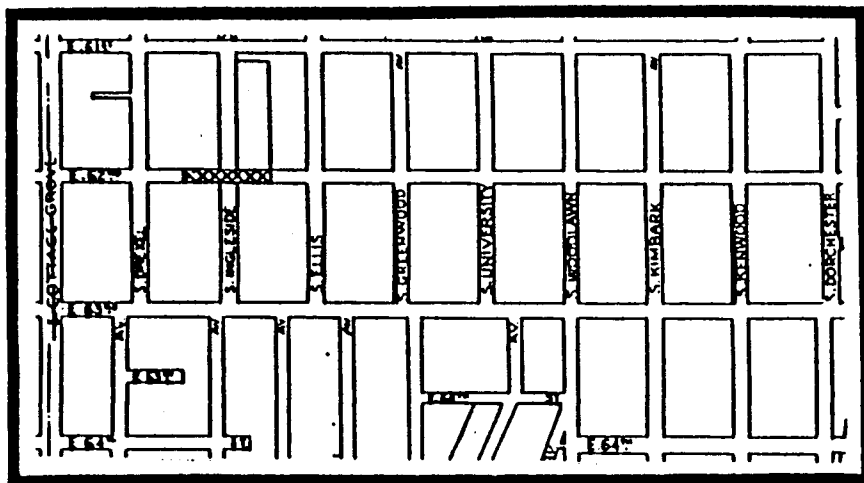
The Law Department will review all contracts entered in to by the Department of Planning and Development in connection with this Redevelopment Plan.

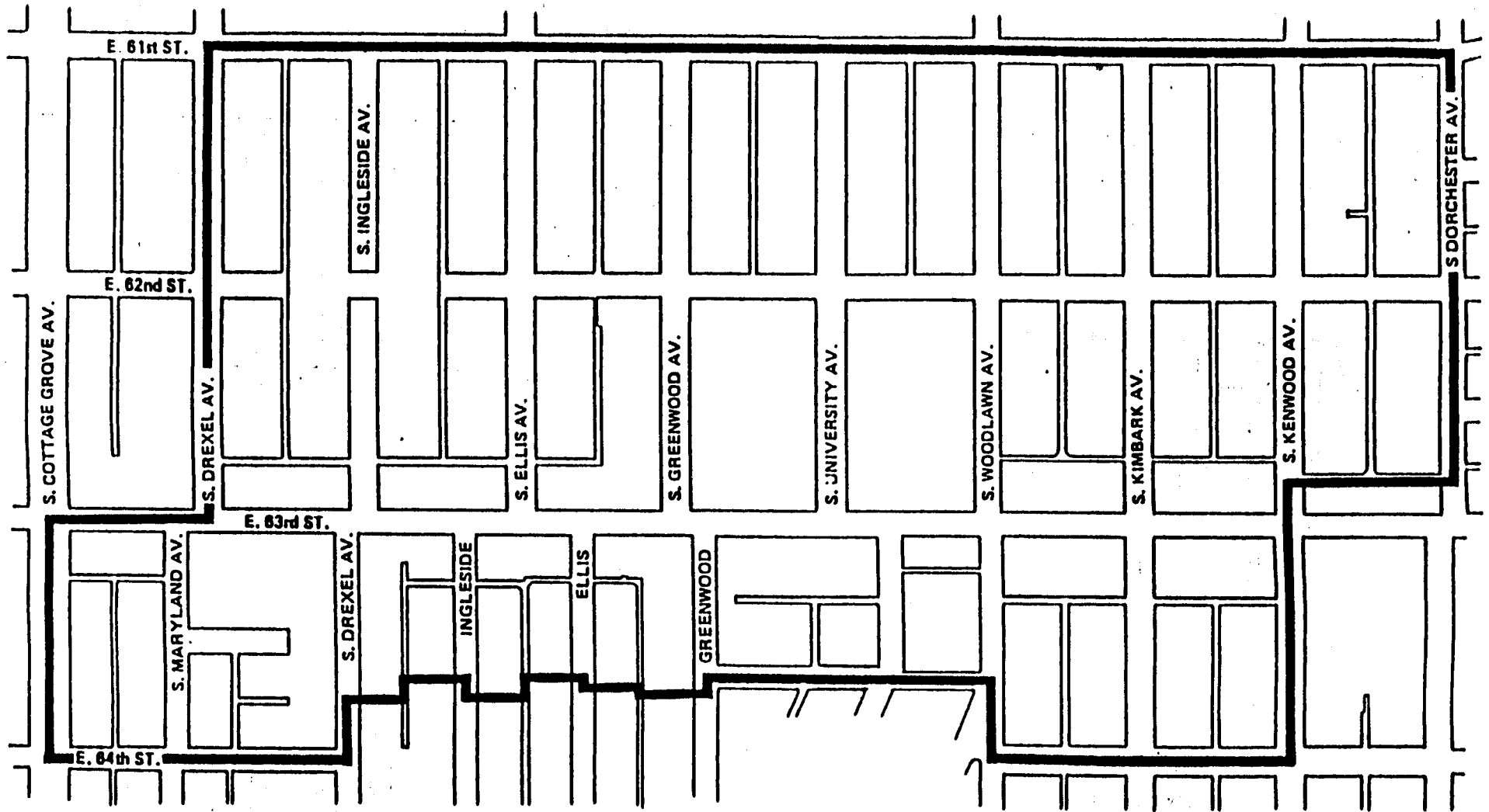
VI. OTHER PROVISIONS NECESSARY TO MEET REQUIREMENTS OF APPLICABLE LAW OR ORDINANCE

The Redevelopment Plan shall not supersede any applicable state or local ordinance including, but not limited to, the Chicago Zoning Ordinance, the Lakefront Protection Ordinance, the Building Code or the Chicago Landscape Ordinance.

**VII. PROVISIONS FOR AMENDING THE REDEVELOPMENT PLAN**

Any changes, amendments or revisions to the Woodlawn Redevelopment Plan shall be referred by the Department of Planning and Development to the Community Development Commission and the Chicago Plan Commission for consideration, review and recommendation prior to submission to the Chicago City Council for approval.





North

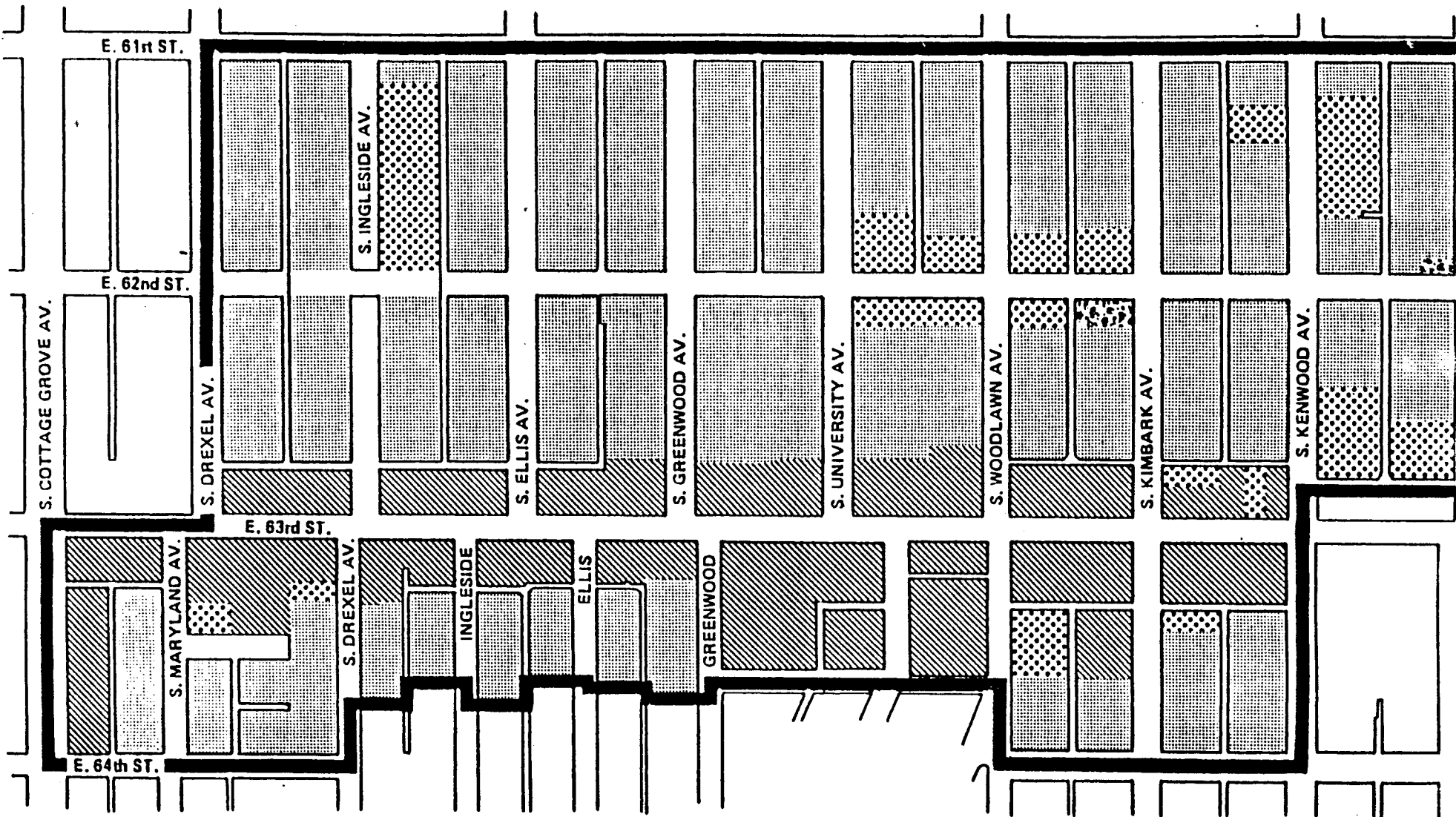
EXHIBIT 2

BOUNDARY MAP

REDEVELOPMENT PROJECT AREA  
WOODLAWN

COMMUNITY DEVELOPMENT  
COMMISSION  
CITY OF CHICAGO  
OCTOBER, 1992

 Project Boundary






# **LAND USE PLAN**

**REDEVELOPMENT PROJECT AREA  
WOODLAWN**

**COMMUNITY DEVELOPMENT  
COMMISSION  
CITY OF CHICAGO  
OCTOBER, 1992**

# **LEGEND**

-  Project Boundary
-  Residential
-  Mixed Use - Commercial/  
Institutional and Open Space

-  Institutional
-  Park

**NOTE: Streets and Alleys are subject to modification.**



**EXHIBIT 3**



FEB 16 '93 11:47

P. 2/5

**FUND FOR COMMUNITY REDEVELOPMENT AND REVITALIZATION****MEETING OF THE BOARD OF DIRECTORS****FEBRUARY 15, 1993****A G E N D A**

- I. APPROVAL OF JANUARY 11, 1993, MINUTES
- II. DISCUSSION OF PRESS COVERAGE OF THE FUND'S GRANT
- III. UPDATE ON MEETING WITH THE CENTER FOR THE STUDY OF URBAN INEQUALITY - MRS. MARION COLEMAN (Pres. David Wilson)
- IV. PRESENTATION OF DEVELOPMENT PLANS BY:  
  
DR. LEON FINNEY - THE WOODLAWN ORGANIZATION  
  
MR. ROBERT LUCAS - KENWOOD OAKLAND COMMUNITY ORG.  
  
MR. HOWARD NEWSOME - OAKLAND DEVELOPMENT CORP.
- V. REPORT BY THE EXECUTIVE DIRECTOR
- VI. OTHER BUSINESS
- VII. NEXT MEETING DATE (Every 2nd Monday)

## **FUND FOR COMMUNITY REDEVELOPMENT AND REVITALIZATION**

**Report By The Executive Director**

**February 15, 1993**

### **TAX RELIEF FOR EXISTING HOMEOWNERS THAT MEET CERTAIN CRITERIA**

Research has begun on cities that have instituted some form of tax relief for current homeowners who would be adversely affected by increases in real estate taxes brought on by major increases in development activity in their community. Concurrently, we have begun to determine how many homeowners in North Kenwood-Oakland and Woodlawn may benefit from tax relief legislation.

### **COMMERCIAL CORRIDORS**

The firm of Trkla, Pettigrew, Allen and Payne (TPAP) has been retained to analyze 43rd, 47th and 63rd Streets to determine where and how much commercial development can take place on these three commercial corridors. Concurrently, TPAP is assessing these commercial nodes to see if they meet the parameters of The Retail Initiative that the Local Initiative Support Corporation (LISC) has recently started.

At a meeting Dr. Brazier and I had with Alderman Toni Preckwinkle, Ms. Preckwinkle indicated her desire to have retail development on 47th Street and described to us her efforts in this regard. This led to a meeting with the architectural firm of Booth/Hansen who Ms. Preckwinkle had develop concepts for 95,000 square feet of commercial space on 47th Street east of the mosque. We will review the Booth/Hansen concept in conjunction with our commercial analysis of the aforementioned commercial corridors.

### **DEVELOPMENT POTENTIAL IN WOODLAWN SOUTH OF 64TH STREET**

The analysis of the area of Woodlawn between 64th Street and 67th Street, Cottage Grove and Stony Island has begun and will be completed in three weeks. This analysis will show existing conditions, the number of units that can be rehabilitated, and the availability of sites for new construction. Once this is complete we will have a good sense of the development potential of both communities.

## DEVELOPMENT POTENTIAL FOR THREE KEY BLOCKS

The Department of Planning and Development (DPD) will hold a charette to analyze Oakenwald and a section of Drexel Boulevard. Out of this charette will come a preliminary indication of what could happen in these two areas, including general design guidelines. From this charette the Fund will then undertake a more detailed analysis of the development potential of these two areas.

In Woodlawn--in addition to determining the feasibility of rehabilitating vacant buildings in the area of 66th Street and University, we will begin an analysis of Woodlawn Avenue from 61st Street to 67th Street to identify development projects, which can commence in the near term.

## DEVELOPERS

In the last three weeks, Dr. Brazier and I (or I alone), have met with several developers who have expressed an interest in working in both communities. These developers include Mr. Ronald Flesch, president of Dorset Ltd., who owns a number of properties in North Kenwood-Oakland and is interested in building single family homes and town houses on parcels he owns, and on land contiguous to these parcels, which are owned by the city.

Mr. Daniel Mahru, Mr. Antoin Rezko and Mr. Lavaugh Booth from Rezmar Corporation. Rezmar does mainly rehabilitation, but is now branching off into new construction.

Mr. George Thrush, Thrush Development Corporation. Thrush had a house in the Parade of Homes in the "Gap" neighborhood, and is currently building upwards of 100 town homes in Dearborn Park.

## OTHER MEETINGS

Dr. Brazier and I have met with Alderman Troutman to bring her up to date on the Fund's activities. We indicated to Alderman Troutman our strong desire to meet with her on a regular basis so that she is fully informed of the Fund's progress.

Dr. Brazier and I also met with Mrs. Shirley Newsome. Mrs. Newsome is chairperson of the Community Conservation Council. We assured Mrs. Newsome of the Fund's desire to work with the CCC and promised to keep her abreast of Fund activities. Dr. Brazier and I intend to meet with Ms. Mattie Butler of WE CAN, a community organization in Woodlawn, to discuss further the Fund working with her organization.

## **OFFICE SPACE/STAFFING**

The Fund will have its offices at 824 E. 63rd Street. Hopefully, renovations will be complete so we can occupy this space before the end of March. The Woodlawn Preservation and Investment Corporation has received a \$60,000 loan from Independence Bank for renovations. The Apostolic Church of God is the guarantor on one-half the loan amount.

Terrence Young, who has many years experience in real estate development, including six years as a vice president at First National Bank, will come on as the Development Specialist once we move to our new quarters. I presently employ Mr. Young on a consultant basis.

A person has also been identified as the Human Services Coordinator, and interviews continue for a secretary(s).

## **EDUCATION ISSUES**

The Institute of Cultural Affairs (ICA), is an agency that has many successes in working in the public schools. ICA is currently meeting with the principals in the schools in both communities to determine if their services are needed and/or wanted.

## **JOB TRAINING/EMPLOYMENT**

Structured Employment/Economic Development Corporation from New York came in for a site visit. Out of this visit SEEDCO is preparing a document, which will outline the services they can offer to build a better employment base in the communities. I expect to receive their correspondence within two weeks.

## **ADDITIONAL FUNDING**

In keeping with a discussion we had at our November board meeting, I have decided not to pursue funding from the Department of Planning and Development at this time. As many of you know, there are many strings attached to city funds.

I am in discussions with LISC for strategic planning funds and funds for commercial strip analysis in keeping with LISC's The Retail Initiative. I should know the amount of LISC funding that will be available by the next board meeting.



...during the 1990s. Among the topics on the agenda are "Our Declining Cities: Strategies for Rebuilding Urban America" and "Addressing Regional Needs through Regional Government." The all-day meeting will be held at the Fairmont hotel. The cost is \$145 to ULI members, \$175 to non-members. To register, call (800) 321-5011.

## A favorable forecast for Chicago-area market

A local forecast presented by the Chicago Chapter of the Society of Industrial and Office Realtors (SIOR), the Washington, D.C.-based honor society of the brokerage industry, predicts that a dearth of new office development and the demolition of several obsolete industrial facilities will help improve the Chicago-area real estate market in 1993.

Even so, the improvement isn't going to raise any eyebrows.

"We're all working harder and making less money," says SIOR member Anthony Leyden, senior vice-president in the Chicago office of San Francisco-based Grubb & Ellis Co.

The forecast predicts a 1%-to-5% decline in local office vacancy rates, which finished last year at 5% in the central business district and 18% in the suburbs for top-office line space.

In the industrial market, SIOR predicts that absorption of existing space will pick up by 6% to 10% this year. In 1992, industrial absorption was flat in the city and negative in the suburbs.

# Change hits Smith heirs and their village

By TOM ANDREOLI

What's for sale in the hamlet of Old Mill Creek near the Wisconsin border is the dream of a self-made steel tycoon who wanted to be a country squire.

Over the three decades that ended with his death in 1980, industrialist Tempel Smith bought

nearly 7,000 acres in the heart of horse country in northern Lake County, driven by a passion for the unspoiled land and the genteel status that went with it.

It's a dream that's dying hard.

After years of shooing away buyers, the heirs to the property—among the choicest undeveloped stretches of land in the Chicago area—have begun to sell it piece-

meal.

Smith family members are loath to discuss their legacy in public.

However, the story of how the family came to own the property—and what they now plan to do with it—is accessible through interviews with attorneys representing the Smiths, village officials, real estate players intimately familiar with local property and sources

close to the family and their businesses.

Additional evidence is provided by land sales completed by the Smiths over the past several years and by the dramatic changes in village zoning laws sponsored by the family.

The picture that emerges: The Smiths have hit on a development strategy for their property that will involve the selective sale of land on the periphery of their Tempel Farms but will forestall any de-

See Smith on Page 18

## Composite

# Preaching for urban renewal

Urban renewal is a subject that hits home with Arthur Brazier, pastor of the Apostolic Church of God in Woodlawn and recently appointed chairman of an ambitious new community group that aims to rebuild the blighted Woodlawn and Kenwood-Oakland neighborhoods.

With a \$1.2-million grant from the John D. and Catherine T. MacArthur Foundation, the Fund for Community Redevelopment and Revitalization last month unveiled plans to redevelop 5,000 housing units in the two South Side neighborhoods, where more than 70% of the land now sits vacant.

Mr. Brazier, 71, is a longtime

community organizer, despite what he describes as a distaste for activism in church circles. He cut his teeth on community organizing alongside legendary Chicago agitator Saul Alinsky. In the early 1960s, Mr. Brazier was a founding member and first president of the Woodlawn Organization.

"He is a vigorous fighter for what he believes in," says Jonathan Kleinbard, a vice-president of the University of Chicago, which is sandwiched between the two South Side neighborhoods.

Ironically, Mr. Brazier's first encounter with large-scale urban renewal was unhappy. When he returned from an overseas tour of duty during World War II, Mr.

Brazier found his childhood home at 31st Street and Ellis Avenue had been razed to make way for the Lake Meadows redevelopment project.

"I wasn't so much soured on urban renewal projects in general but on the way they were carried out back then," he says.

Indeed, Mr. Brazier was a leading force behind the 504-unit Woodlawn Gardens apartment complex that opened to much fanfare in the early 1970s and immediately went into default on its government loans. A local investment group bought the project back from the government in the mid-1980s.

TOM ANDREOLI



MICHAEL A. MARCOTTE

Arthur Brazier chairs a community group that aims to rebuild the blighted Woodlawn and Kenwood-Oakland neighborhoods.

ARTICLE FROM:  
CRAIN'S CHICAGO BUSINESS

# Woodlawn sees renewal on horizon

By R.C. Longworth

Taken together, the two Chicago neighborhoods form a museum of urban catastrophe perhaps unmatched in the nation. Over the decades, plan after plan to revive them has flared and died.

Now a new coalition of neighborhood groups, enthusiastically backed by city government and some of the city's heaviest hitters and armed with a realism born of 30 years of failure, is trying again.

The neighborhoods are Woodlawn and North Kenwood-Oakland. They are bookends of blight to the south and north, respectively, of the prosperous intellectual enclave of Hyde Park and its University of Chicago, a fact that is crucial to the plan.

The plan calls for the rehabilitation of apartments and the construction of homes—about 4,000 units in all—that would house not only the poor who make up most of the present population but an influx of working-class and middle-class families. Total cost is estimated at \$480 million, part from private investment and part government-subsidized.

Construction is expected to start this summer and continue in phases

See Revival, pg. 10

## Revival

Continued from page 1  
over 10 to 20 years.

The core of the project is the Fund for Community Development and Revitalization, an umbrella organization of community groups and the university, financed mostly so far by \$1.2 million from the MacArthur Foundation and smaller grants from other foundations. Behind the fund is the city, plus the reported backing of the city's biggest banks, which are under federal orders to increase their lending for inner-city housing.

Initial plans for the bricks-and-mortar revitalization are being drawn. But other key elements remain vague, including the need to offset the neighborhoods' terrifying reputation for bad schools and violent crime.

Planners expect help from corporations and the university, plus plenty of pressure from parents, to improve the schools. But little work has gone into security, apart from a promise from police to help.

Very little good has happened for years in either Woodlawn or North Kenwood-Oakland, creating a cynicism about attempts to turn them around. But times and the city have changed, creating a number of reasons this project might, in Mayor Richard Daley's words, become "a development that could turn the tide of cities in this country."

One reason is the backing of Daley, a white from Bridgeport. Woodlawn, North Kenwood-Oakland and other inner-city predominantly black neighborhoods have had no major commitment from his predecessors, including two black mayors from the South Side. By contrast, Daley has put the city's weight behind the project.

Another is the neighborhoods' sheer emptiness. Once teeming slums, they teem no longer. Much of their population has fled. Seventy percent of the land is vacant, and of that, half is owned by the city. That means two things: The city can promote development by selling the land cheaply, and there is plenty of room to build without displacing current residents—a flashpoint in past redevelopment programs.

Another reason is the shift in focus among the project's leaders from an emphasis on helping the poor politically and economically to creating economically integrated communities embracing more prosperous property-owners while not pricing out longtime residents.

Yet another is the presence of Hyde Park and the University of Chicago. Once a whipping boy for every activist in the two neighborhoods, the university has played a low-profile role at every step of the new project.

Another is the patient politicking over the past year that brought all the fractious neighborhoods groups under the project's tent, marginalizing the resisting opposition and reducing the possibility of the demonstrations that have scared away private investment.

Another is the argument that the two communities still have a large stock of distinguished if battered houses and boast a spectacular location—next door to the lake and university and 10 minutes by car from the Loop. With a decent quality of life, they could be magnets.

But perhaps the best reason is the sheer decline and exhaustion of the two neighborhoods.

"There's the realization," Daley said, "that if they don't do it now, there's no hope. They just have to get on with it."

The leader of the project is Rev. Arthur Brazier, pastor of the 9,000-member Apostolic Church of God in Woodlawn and, since the 1960s, a militant force behind the neighborhood's plans and projects. At 71, he is chairman of the Fund for Community Development and Revitalization and has worked with the city and the university, his old nemeses, to put the plan together.

"In the '60s, we were all young and thought we were going to take over everything," Brazier said. "We learned that there are limits to what community groups can do on their own."

So thoroughly have times changed that two of the most turf-conscious activists on the South Side—Leon Finney, president of The Woodlawn Organization, and Robert Lucas, head of Kenwood-Oakland Community Organization, have joined the fund's board.

North Kenwood-Oakland stretches north from Hyde Park along the lake. Once prosperous, it still contains some of Chicago's finest graystone houses, most of them broken up into tiny flats. Here and there a determined owner or the members of a block club have preserved an oasis.

Oakland, the northern half, is Chicago's poorest neighborhood, with an average income of \$3,638 and a population that has shrunk to 5,307 in 1990 from 10,295 in 1980.

Seventy-two percent of its residents live below the poverty line, and 95 percent of them rent.

The Chicago Tribune

February 7, 1993

①

North Kenwood lies north of 47th Street, an avenue of bars and currency exchanges separated from the prosperity of Hyde Park and South Kenwood. Like Oakland, it has barely 5,000 residents.

The heart of Woodlawn used to be 63rd Street, known then as Chicago's finest shopping street after State Street. After 40 years of decline, 63rd Street is a burned-out disaster zone.

"It looks like Beirut and Sarajevo," Brazier said.

The rest of Woodlawn declined apace. The area had 60,000 people in 1960 and 27,476 in 1990. Housing burned down or fell down, leaving emptiness behind. Of its people, 37 percent live in poverty and 97 percent rent.

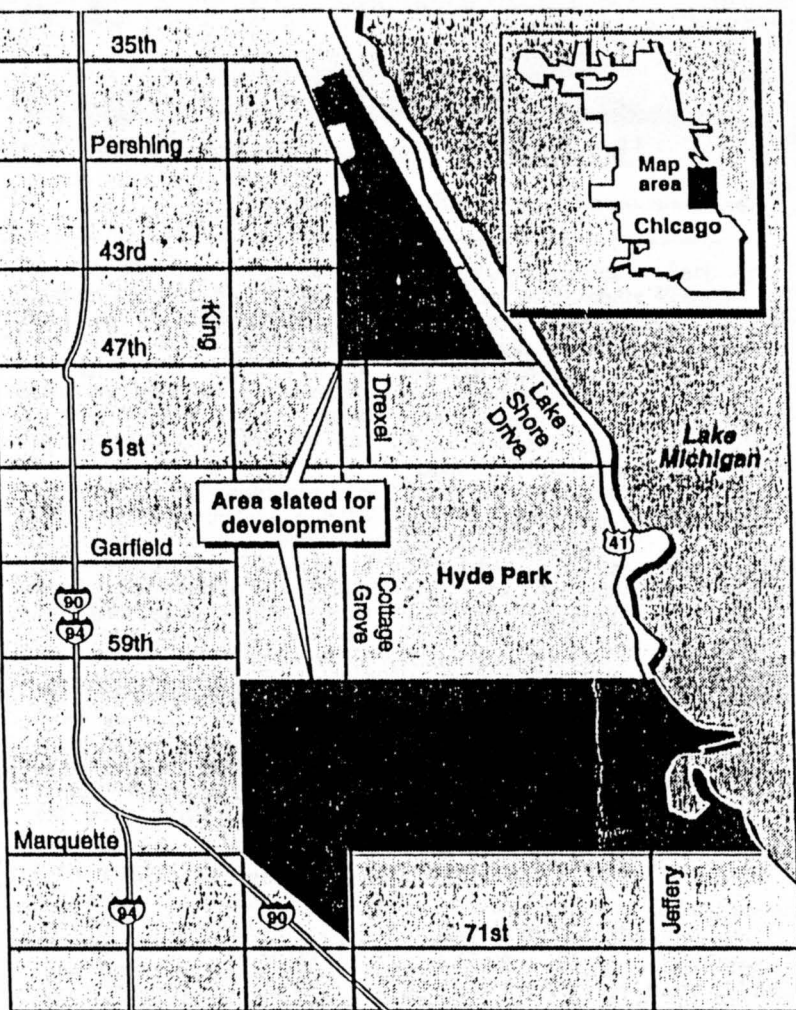
Nicholas Lemann, in his book "The Promised Land," singled out Woodlawn as "almost a perfect example" of the destruction of city neighborhoods as they changed racially, their middle class fled and their schools and other institutions crumbled.

Lemann wrote that The Woodlawn Organization, the neighborhood's most powerful group, in turn demonstrated the failure of the theory that the poor could be helped through "political empowerment."

"No matter how well-organized a poor community was, it could not become stable and not-poor so long as the people with good jobs kept moving out and the people left behind had very little income," he wrote.

Brazier, who helped found the group, now agrees totally.

"In the past," he said, "community groups concentrated on sub-



sidized housing. People who were supposed to be poor were the only ones who had housing available to them. People in the middle were

totally ignored.

"So if two people got married, say a policeman and a secretary, their combined incomes made it

"There's the realization, that if they don't do it now, there's no hope. They just have to get on with it."

**Mayor Richard Daley**

possible to look for better housing. After desegregation, a lot of upwardly mobile black people moved out.

"We want to stop this hemorrhaging of people as they move up on the economic scale."

Victor Knight, the fund's president, said the group hopes to draw in people who rent in the city and want to buy homes but can't afford Lincoln Park prices.

In addition, they are looking for suburban couples, possibly childless, who are tired of commuting or are employees at the university or the area's many hospitals.

"The key," Brazier said, "is to get people who have enough income to purchase their homes and have some disposable income."

"Gentrification" is still a dirty word to many inner-city residents, but Brazier said, "I don't think it's a bad idea. We've got to have people come in and build the community."

Racial integration is a goal but not an immediate one.

"If I can get economic integration, I'll be happy," said Valerie Jarrett, the city's commissioner for planning and development.

Jarrett said the project is drawing attention from big developers left idle by the collapse of

the commercial real estate market.

"They've got nothing to do now," she said. "They're interested in anything that the city is willing to put resources into."

Plans so far are more advanced for Woodlawn. The immediate target is an 18-block area from 61st to 64th Streets and from Dorchester to Cottage Grove Avenues. The plan is to rehabilitate 17 apartment buildings with 280 units, using low-income tax credits, as subsidized homes for current residents.

In addition, 330 houses—265 detached and 65 townhouses—are to be built on vacant land owned by the city and sold for \$100,000 to \$150,000, well under prices elsewhere in the city.

A second phase will carry the construction south of 64th Street, while two "commercial nodes" will rise along 63rd Street.

At the same time, construction and rehabbing are to begin this summer in North Kenwood-Oakland, along Oakenwald Avenue from 43rd to 47th Streets, and on the west side of once-stately Drexel Boulevard, from 40th to 43rd.

Brazier acknowledged the neighborhoods' bloody reputation but said that safety "might not be as big a problem as you might think. We're not asking people to come here from a crime-free environment. We're looking for people who already live in the city."

"We're not going to build a sanitized community where you can walk out at 2 o'clock in the morning and be safe," he said. "Nobody is looking for that."

Tribune reporter Patrick Reardon contributed to this article.

Cont. The Chicago Tribune  
② February 7, 1993

# City communities to flourish again, but in a new way

By Patrick T. Reardon  
Urban affairs writer

Urban renewal has a bad name in Chicago. And no wonder.

Thirty years ago, when the bulldozers would come into an area designated by politicians and clout-heavy developers as "blighted," they would knock down whole neighborhoods—and the hopes, dreams and lives of those who lived there.

Urban renewal, the way it used to be practiced, often involved a drastic transformation of a community.

The aged, teetering apartment buildings would tumble, and glistening new townhouses or residential towers would rise in their place.

The poor, hand-to-mouth fami-

**"The goal here is not to have a gentrified neighborhood, but to have a true economic-mix neighborhood."**

**—Valerie Jarrett, development commissioner**

lies who had lived in those old buildings and who had thought of them, for all their defects, as home, would scatter to the winds, moving to other aged, teetering apartment buildings elsewhere in the city or into public housing that soon became aged and tottering.

In their place would come a more upscale population, middle-class and, at times, wealthy. Crime would fall, boutiques would open, and city officials would trumpet the improvements

wrought—in Lincoln Park or Hyde Park or Sandburg Village.

How times have changed.

Last week, when Valerie Jarrett, the city's commissioner of planning and development, talked about plans to revitalize the Woodlawn and North Kenwood-Oakland communities on the South Side, she was quick to assure that the result wouldn't be Lincoln Park South.

And two days later, when Vincent Lane, the chairman of the Chicago Housing Authority,

talked about plans to revitalize the Cabrini-Green public housing development on the Near North Side, he was quick to say that the result wouldn't be Sandburg Village West.

It's not that city officials disdain those earlier urban-renewal neighborhoods—not at all. For one thing, they're cash cows, as far as taxes go. For another, they're the homes now of many of the city's biggest movers and shakers.

It's just that it's no longer politically correct—or, for that matter, politically smart—to talk in terms of driving out low-income residents in order to "improve" an area.

And it's clearer today than it was a quarter century ago that

driving out low-income residents to make way for those with higher incomes isn't a very-compassionate way of governing a city.

Besides, those poor people can vote, and, as poor blacks showed in 1983 when they helped elect Harold Washington as Chicago's first African-American mayor, they can vote together as a potentially powerful bloc.

Last week, in discussing his vision of transforming Cabrini-Green from an isolated enclave of poverty into an economically integrated community and "a normal neighborhood," Lane vowed that none of the current 6,991 residents would be forced to relocate against their will.

**"There will be no wholesale  
See Renewal, pg. 4**

## Renewal

Continued from page 1  
land grab," Lane said.

Indeed, he asserted that the tenants of the complex would be deeply involved in drafting the redevelopment plans. "We're not doing anything without the residents," Lane said.

Lane's goal, he said, is to create a mixed-income community, not only within the borders of Cabrini-Green, but also in the soon-to-be-developed area immediately adjacent to the complex.

That's also the stated goal of the Fund for Community Development and Revitalization, the group overseeing the revitalization efforts in the Woodlawn and North Kenwood-Oakland, the neighborhoods immediately to the north and south of Hyde Park. (Revitalization and redevelopment, by the way, are today's euphemisms for urban renewal.)

Since the 1950s and 1960s, much of Hyde Park, the home of

the University of Chicago, has been rebuilt with the help of urban renewal. And the result is a stable neighborhood with high home values and one of the highest per capita incomes in the city.

In 1960, the median home value in Hyde Park was only slightly higher than that in Woodlawn. But by 1990, the median home value in Hyde Park was \$227,240, an increase of 168 percent even after adjusting for inflation. In Woodlawn, however, it had fallen 29 percent to \$55,432.

Part of the reason for the decline in Woodlawn has been a migration of middle-class people, and those are the people that the fund, like Lane, wants to attract back—but not at the expense of the low-income people living there now.

"We want to stop this hemorrhaging of people as they move up on the economic ladder. We want to give these upwardly mobile people a choice," said Rev.

Arthur Brazier, chairman of the fund and pastor of the Apostolic Church of God in Woodlawn.

But Jarrett emphasized: "The goal here is not to have a gentrified neighborhood, but to have a true economic-mix neighborhood."

That's the aim today, an economic mix, an income mix.

And it represents a recognition that ousting the poor en masse from a neighborhood can backfire at the voting booth and that concentrating the poor together by themselves—even if it's "somewhere else"—just exacerbates the problems of poverty and, ultimately, doesn't do anyone any good.

Ironically, it's possible to talk today about creating an economic mix without driving out any residents because most of the city's depressed neighborhoods have emptied out to an amazing degree in recent decades.

In Woodlawn, for example, the population has fallen by 66 percent since 1950. This means that

an area that was once the densely populated home of 80,699 people is occupied by just 27,473.

Unlike the 1950s, when a blighted neighborhood was unquestionably one that was overcrowded, the 1990s are a time when a run-down community is also a run-from neighborhood—i.e., anyone who could leave has long since left. This includes communities in the private market, such as Woodlawn, and neighborhoods in the city's public housing, such as Cabrini.

Much of Woodlawn—like much of the rest of Chicago's inner city—is filled with vacant buildings and vacant lots.

What that means is that, in many ways, Woodlawn is a blank canvas for city planners.

But it's not completely blank, as the residents are quick to remind city officials, and it's not completely empty.

And that's something that the Chicago politicians of today know to keep in mind or face the consequences.

*The Chicago  
Tribune.*

*February 8, 1993*

# Time to make the dirt fly

The rebuilding of shattered inner-city neighborhoods is a Herculean task under any circumstances. Rebuilding without adequate support from the community or political courage in City Hall is well nigh impossible.

That's why there's reason to cheer the unveiling of ambitious redevelopment plans for both the Cabrini-Green area on the North Side and the Kenwood, Oakland and Woodlawn areas on the South Side. At long last it appears that the City of Chicago, the Chicago Housing Authority and responsible community groups have moved beyond the politics of paranoia and are ready to make the dirt fly.

But all involved should understand that this kind of cheering is what's done after the National Anthem. The game has yet to begin. The announcing of coalitions and the drawing of lines on project maps, though necessary first steps, are only that—first steps.

The real work lies ahead: raising sufficient public and private funds; streamlining building codes and tax incentives; finding ways to lower the cost of labor and building materials; screening tenants and empowering them to control their destiny; and simultaneously developing quality schools and safe streets.

The work will have to be done, no doubt, amid the sniping of those who'll claim it's all some sort of dastardly plot. We've heard it before: that efforts to remake low-income neighborhoods into economically and racially mixed communities are de facto programs to displace the poor.

This time, the key leaders can and should dismiss such accusations.

On the South Side, three of the city's most respected community groups—The Woodlawn Organization, the

Kenwood-Oakland Community Organization and the Covenant Development Corp.—are charter members of the new group set up to oversee the work: the Fund for Community Development and Revitalization. The fund's chairman, Rev. Arthur Brazier, commands the respect necessary to balance the interests of have-nots with those of the University of Chicago and the MacArthur Foundation, which has donated \$1.2 million to cover startup costs. The end goal: to marshal public and private investment to build or rehab 4,000 dwelling units on streets now dominated by city-owned vacant lots.

On the North Side, CHA Chairman Vince Lane has earned the trust of public housing tenants and deserves their cooperation in his bid to remold Cabrini-Green into a far more humane place to live. Lane envisions a mostly low-rise, mixed-income community, outwardly indistinguishable from surrounding neighborhoods. After securing tenant comment—and a hoped-for \$50 million demonstration grant from the federal government—he plans to demolish or overhaul seven of Cabrini-Green's most troublesome high-rises. Private developers would be invited to build market-rate townhouses, with a quarter—but no more than a quarter—of the units set aside for CHA tenants.

These are exciting plans—strategies that tackle straight up some of the most intractable socioeconomic problems in Chicago and, for that matter, in urban America. If the Clinton administration is serious about reversing the decline of cities, there's no better place to start.

The line-drawing and consensus-building are in place. Let the real work begin.

The Chicago Tribune  
February 9, 1993

# Woodlawn housing gets new boost

## *City names new CCC members for North Kenwood-Oakland*

by Tracy L. Haak

A thumbs-up signal from a city planning board opened up a request for proposals to develop 12 vacant lots in the Woodlawn redevelopment area at a meeting that also included the recommendation of four new members to the North Kenwood-Oakland Conservation Community Council.

Following approval of the project given March 9 by the Community Development Commission, the city Department of Planning and Development will solicit plans to build a maximum of 50 single-family homes and townhouses on the 73,651 square-foot located between 61st and 62nd streets on Ellis and Greenwood avenues.

Developers must submit plans for the homes, intended to be sold at market rate to help create a stable residential base for the community, with public meetings scheduled before city approval, project manager Amy Lozano stated.

continued on page 2

3/27/93  
page 28 hp herald wednesday, march 17, 1993

## Woodlawn

continued from page 1

Plans must adhere to the standards set by the planning department's request for proposals, Lozano continued, which limit building height at four stories and require a minimum of one off-street parking space per home. A statement allowing the inclusion of a rental unit in townhomes to help offset mortgage costs drew fire from one board member, who said the apartments would detract from the family atmosphere.

Redevelopment in Woodlawn received a boost with the February award of \$1.2 million from the MacArthur Foundation for a new community group for Woodlawn and North Kenwood-Oakland. More recently, three major banks announced their plans to open branch offices in the neighborhood south of Hyde Park.

CDC board member Jonathan Kleinbard, vice president of news and community affairs for the University of Chicago, expressed concern that a inclusion of a rental unit would create a rooming-house atmosphere contrary to the plan's intended purpose. He also warned that four-story designs may force the homes out of a price range that would make them attractive to targeted buyers. The homes are expected to be marketed to families with an annual income of approximately \$60,000 to \$70,000, Kleinbard explained.

Conformance to the request guidelines heads up the list of considerations the planning department will following when selecting a developer. Additional criteria

include the schedule for the project, the developer's total investment and offer for the city-owned property, and the developer's willingness to consult with the community and rehabilitate existing multi-family buildings.

The 152-acre Woodlawn redevelopment area extends from Cottage Grove Avenue to Dorchester Avenue and from 61st Street to 64th Street. In October of 1992, the Chicago City Council approved the plan, along with the larger North Kenwood-Oakland Redevelopment Plan.

Following Lozano's presentation of the Woodlawn project, Assistant Commissioner Kelly King recommended four new appointments and two re-appointments to the North Kenwood-Oakland CCC, with the three-year terms retroactive to Feb. 13, 1992, when the original terms expired. Next, the names will be sent to Mayor Richard M. Daley for approval.

New appointees include Michael Bradley, John Landers, Melvin Lewis and Richard Sconyers, with veteran council members Gloriadeen Mizenburg and Shirley Newsome retaining their positions. The newcomers replaced former members Ruby Harris, Thelma Eldridge, Janice Harris and Thomas Tatum. King suggested Newsome be asked to continue as chair of the council.

Last month, King presented the list of all 13 applicants to the six vacant positions on the 15-member council. The CCC was created in 1990 with terms staggered to expire in one, two and three years. Public hearings began in February to accept nominations for the soon-to-expire two-year terms.



March 4, 1993

Mr. Victor Knight  
Woodlawn Preservation and Investment Corporation  
2325 E. 71st Street  
Chicago, Illinois 60637

Dear Mr. Knight:

We are writing to get information about your organization's plans for the redevelopment of the Woodlawn community. For most Woodlawn residents and organizations, the only available information about the plan has come through the newspaper. Most Woodlawn residents would agree that the investment apparently coming to the community is long overdue. There are many concerns, however, about how that investment will be used and what thought has gone into the impact such sudden large scale investment will have on the community.

There is a cynical feeling in the community that a small group of people, most of whom don't live in the community, is making decisions that will fundamentally change Woodlawn. To ensure that this change is a healthy one, we urge you to open up the planning process so that current residents can have a voice in determining the Woodlawn that can and will be.

The current residents of Woodlawn, many of whom have their life savings invested in the community, must be full partners in development plans created for the community.

Please answer the attached questions within a week's time. You can send your response to the United Business Association of Woodlawn at 1317 E. 63rd Street.

cc Mayor Richard M. Daley  
The John D. and Catherine T. MacArthur Foundation  
Alderman Arenda Troutman

Signature List  
Woodlawn Development Plan Letter

<i>John P. Sullivan</i>	INNER CITY YOUTH FOUNDATION	6429 So Ingerside
(NAME)	(ORGANIZATION/AFFILIATION)	(ADDRESS)
<i>Cecilia Butler</i>	Washington Pl Advisory Council	5849 S. INDIANA
(NAME)	(ORGANIZATION/AFFILIATION)	(ADDRESS)
<i>Deborah Charles</i>	People's Caucus	6327 So. Kimbark
(NAME)	(ORGANIZATION/AFFILIATION)	(ADDRESS)
<i>Sandra Benina</i>	Women At Work	6325 S. Kimbark
(NAME)	(ORGANIZATION/AFFILIATION)	(ADDRESS)
<i>Donald Kinch</i>	Caucus Citizens of Parkway Gardens	6426 S. King
(NAME)	(ORGANIZATION/AFFILIATION)	(ADDRESS)
<i>Clinia C. Marsh</i>	W.C.A.N.	6430 S. Stony Is. #1604
(NAME)	(ORGANIZATION/AFFILIATION)	(ADDRESS)
<i>Glenn McNeal</i>	1100 S. EVANS Block Club	1143 S. EVAN
(NAME)	(ORGANIZATION/AFFILIATION)	(ADDRESS)
<i>John Albekki</i>	Block Club President 1500 Block E. 66th Pl	1529 E. 66th Pl.
(NAME)	(ORGANIZATION/AFFILIATION)	(ADDRESS)
<i>Rev. Gerald S. Wise</i>	First Presbyterian Church of Chicago	6400 S. Kimbark Ave Chicago, IL 60637
(NAME)	(ORGANIZATION/AFFILIATION)	(ADDRESS)
<i>Amelia Higgins</i>	St. Melasius Youth Minister	6455 So. Woodlawn 60637
(NAME)	(ORGANIZATION/AFFILIATION)	(ADDRESS)
<i>Patricia Beard</i>	President/President Tenant Organization	6225-27 South 3rd
(NAME)	(ORGANIZATION/AFFILIATION)	(ADDRESS)
<i>Miriam Balk</i>	1531 E. Morganth Rd. - Block Club President	
(NAME)	(ORGANIZATION/AFFILIATION)	(ADDRESS)
<i>Justin Clark</i>	WE CAN	1526 E 65th Pl.
(NAME)	(ORGANIZATION/AFFILIATION)	(ADDRESS)
<i>Patricia Pigeon</i>	65th Pl Block Club Pres.	1470 E 65th
(NAME)	(ORGANIZATION/AFFILIATION)	(ADDRESS)
<i>Marcel Villanar</i>	6358 S. Kimbark	Secy. of TACK #
(NAME)	(ORGANIZATION/AFFILIATION)	(ADDRESS)
<i>Thomas H. Clark</i>	WE CAN	1526 E. 65th Place
(NAME)	(ORGANIZATION/AFFILIATION)	(ADDRESS)
<i>Bonita Phelps</i>	1407 E 66 Pl	
(NAME)	(ORGANIZATION/AFFILIATION)	(ADDRESS)
<i>Cathy Butts</i>	WE CAN	1541 East 65th St
(NAME)	(ORGANIZATION/AFFILIATION)	(ADDRESS)

3/23/93

# WOODLAWN COMMUNITY COALITION

Friends and neighbors of Woodlawn,

As a neighbor and resident of Woodlawn, it is our responsibility to make you are aware of information on plans that a few community organizations have for and about you, the residents of Woodlawn.

As you may have heard, Woodlawn is receiving a great deal of attention from those who are interested in investing in the redevelopment of our community. While none of us is likely to be opposed to the growth and prosperity of the community, all should have the opportunity to contribute and benefit from this development. After all, with more than 150 rehabbed units for low income families nearly completed and plans for some 4000 additional units (including townhouses worth as much as \$160.000), some questions have been raised that we all should be asking. If you own property in the area, will your taxes go up. If you have children in area schools, could this mean an additional burden to an already strained school situation? Will Woodlawn residents have an opportunity for the jobs that will surely result from this development? Please join us in discussing these and other issues affecting our

community. Woodlawn residents, many of whom have their lives invested in the community, should be included in any plans to change our neighborhood. The Woodlawn Community Coalition is group of community organizations and block clubs throughout Woodlawn committed to making sure that all residents of Woodlawn have a chance to contribute to what our community can and will become.

**FUND FOR COMMUNITY REDEVELOPMENT AND REVITALIZATION**

2325 EAST 71ST STREET  
CHICAGO, ILLINOIS 60649  
(312) 752-2700  
TELECOPIER: (312) 752-6454

March 22, 1993

Dear Signatory to the Woodlawn Development Plan Letter:

I received the letter to which you were a signatory March 15, 1993. Your letter posed a series of questions relating to the Fund for Community Redevelopment and Revitalization, its mission and objectives. I have enclosed a description of the Fund's mission and objectives and a list of its board of directors.

A review of the list of directors will show that most are residents of either Woodlawn or North Kenwood-Oakland. You will note that some names represent people who are affiliated with existing organizations in either Woodlawn or North Kenwood-Oakland, but most of the directors have no such affiliation. The Fund itself is not affiliated with any organization in Woodlawn or North Kenwood-Oakland, although some members of organizations in both communities sit on the sixteen member board.

It cannot be stated too strongly that the Fund's primary mission is to preserve as much of the existing housing stock as possible and find ways to upgrade the housing in Woodlawn and North Kenwood-Oakland that needs improvement.

A reading of the enclosure will show that the Fund stresses that it wants to work with everyone, the Fund will not limit itself to working only with existing organizations. There are many homeowners and renters in the communities who want to work toward making the community a better place to live and work and the Fund welcomes the opportunity to work with these individuals and families.

The Fund has no preconceived plan for the community but will work toward speeding up the process by which development projects can get underway. This can happen in several ways including providing technical assistance, if needed, to organizations or individuals who are working for the community's betterment. This can be a single homeowner/renter or a development organization.

The Fund is reviewing plans for both communities that have been brought forward by non-profit organizations, developers and individuals so that we can find out who is trying to do what, where, and their timetable for development. Often there is no coordinated effort between

development groups and this leads to competing plans and results in nothing happening because the city and lending institutions do not see how each project fits into the overall scheme of redevelopment. The Fund is here to help make the pieces of the puzzle (the projects) mesh.

The Fund itself does not have a time line for development, but there are several projects which should get started this year. These projects are sponsored by non-profit organizations and private developers. As mentioned the Fund will work to speed up the process.

The Fund strongly believes that Woodlawn should be an economically integrated community and that everyone living in Woodlawn now should stay if they so desire. There are many buildings in Woodlawn and North Kenwood-Oakland that need to be rehabilitated and remain as rental housing. Several organizations are working on this and the Fund wants to help them in their efforts and identify other buildings that should be rehabilitated. There is much vacant land in Woodlawn and North Kenwood-Oakland. Much of this vacant land is city-owned. The Fund will assist in the development of single family homes and town houses on the vacant land. Rents and the prices of homes will obviously vary depending on the entity that is sponsoring the development project. Throughout the process there will be community wide meetings so the projects can be presented in a "town hall " type format.

One of the first things the Fund has begun to look at is the impact new development will have on local property taxes. The Fund's concern, and I know it is shared by community residents, is that major development may raise assessments to those homeowners, who for several reasons, cannot afford significant increases in property taxes. We have just completed an analysis of the number of homeowners in both communities to help us determine how many people may be affected, real estate tax wise, by the proposed developments. We are looking at a recent Supreme Court decision, *Nordinger v. Hahn*, which allows for a disparity in real estate taxes based on the length of time someone has been an owner occupant of a property. We are determining the applicability to our situation and what steps we must take legislatively or otherwise so that qualified homeowners can benefit.

The Fund is looking at the three main commercial strips in the two communities, namely 43rd, 47th and 63rd Streets. We are doing this because in any redevelopment effort thought must be given to where residents can shop. It also makes sense because commercial/economic development is a source of employment for community residents.

As we all know there is much more to a community than just rehabilitating existing buildings or building new housing. Equally important is the human/social service component. That is the schools, libraries, social service centers, etc. The Fund has started to look at the schools and

will meet with the Local School Councils and principals to learn from them what is needed to make the schools better. The Fund intends to work with the schools and organizations interested in school improvements and together we can cause the desired improvements.

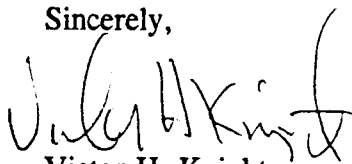
Another concern is one of public safety. We know that part of the problem is one of perception. Woodlawn and North Kenwood-Oakland are not as unsafe as many people believe. There are however additional steps that can be taken to improve not only the perception of public safety but make the communities safer. We are looking at what other neighborhoods across the city and country are doing to combat this problem.

The enclosure describes the \$1.2 million grant from the MacArthur Foundation. The funds will be received over a three year period. The Fund is talking to other foundations, both local and national, to obtain additional funding.

The Fund has not received any city, state or federal money. The funds that have been received will be used to spur development in the two communities and to analyze other issues essential to total community revitalization, e.g., issues related to schools, economic development, public safety, family services, transportation, etc. The Fund will not make any loans or grants but will work with organizations to seek grants and loans to help them carry out their projects.

If you have additional questions about the Fund please call me at 752-2700.

Sincerely,

A handwritten signature in dark ink, appearing to read "Victor H. Knight", written over a horizontal line.

Victor H. Knight  
Executive Director

cc: Dr. Arthur Brazier  
Alderman Arenda Troutman  
Ray Boyer - MacArthur Foundation  
All Signatories

3/30/93

**WOODLAWN COMMUNITY COALITION**  
**Minutes of Tuesday, March 23, 1993**

Present: Darnell Williams, Derrick McNeal, Barbara Kimbrew, Deborah Charles, George Butler, Alan Goldberg, Sandra Bivvens, Lin VonDreele, and Julie VanGennep

The meeting was called to order at 1:25 p.m.

1. Distribution of materials

Newspaper articles, flyers, copy of letter to Hyde Park Herald, and names and addresses of people in Woodlawn were distributed.

Lin received a letter from Victor Knight regarding differential assessments. She will distribute this at the next meeting.

2. Woodlawn Plan discussed

Need to investigate requirements involved in designating a building as a historical landmark. Lin will call Tim Barton at the Landmarks Commission.

Contact architect(s) to help interpret map, particularly areas designated "to be acquired."

(First National)  
With (Cole Taylor) moving into the community, people of the community need to be educated as to the benefits of banking so they will be more inclined to use it.

Dr. Brazier is holding a closed workshop tonight. He is expected to guarantee congregational members loan acceptance.

WCC needs to develop a city plan with specific facts and figures to submit to the Alderman as another option. In order to do this, Community Needs Assessment information needs to be collected.

3. Community Meeting, Saturday, March 27, 1993

Introduction- Darnell

Community History- Regina

Community Issues- Deborah

Community Development- Derrick

Participant Feedback- Darnell

3/30/93

## WOODLAWN COMMUNITY COALITION

March 29, 1993

Woodlawn Community Coalition met on Saturday, March 27, 1993 at 10:00am at the Harris YWCA, 6200 South Drexel. The meeting was attended by more than fifty homeowners, business owners, residents and representatives of community organizations from throughout Woodlawn. The meeting was chaired by Darnell T. Williams of the West Woodlawn Youth Association. The panel participants included Regina Curry (WECAN), who gave a brief history of the Woodlawn community and previous development activities. Deborah Charles (People's Caucus) presented a perspective of the requirements and desires of the Woodlawn community as they relate to development. Derrick McNeal (6100 Evans Block Club) read the letter of response received in answer to the list of questions previously presented to the "Fund". Darnell T. Williams (WWYA) concluded the presentation by addressing the value of effective community organizing.

The second part of the meeting was devoted to feedback from the participants attending the meeting.

Some of the recommendations and requests included:

1. A meeting at the earliest possible convenience with the Department of Planning and Alderman Troutman to explain what the "Woodlawn Redevelopment Plan" is and how the plan will impact current homeowners, property owners, business owners and renters of the Woodlawn area.
2. An explanation of "imminent domain".
3. An explanation of the map designating the redevelopment area.
4. Copies of the "Fund" Board of Directors list.
5. Meetings with representatives of Cole/Taylor and First National Bank for presentations and explanations of services to be offered.
6. Provisions for Seniors.
7. A needs assessment survey done by and for area residents, not developers and planners.
8. Copies of the "Woodlawn Redevelopment Plan".
9. Workshop on tax laws and the impact of redevelopment on tax assessments.

3/30/93

## WOODLAWN COMMUNITY COALITION

10. Development of community land trusts.
11. Meetings with Reverend Arthur Brazier to discuss disruption of the community during his Sunday church services.
12. More community meetings in locations throughout the neighborhood.

Many of the individuals attending the meeting communicated a desire to participate in standing committees to address concerns directly related to development and other issues in Woodlawn, such as needs assessment, planning, public policy and legal research. Most stated that they had no knowledge of any development occurring in Woodlawn and that more information should be made available to the community about local activities. All expressed appreciation for the Woodlawn Community Coalition and asked that meetings continue to be held as often as possible for the purpose of uniting the community. The perceived exclusion of the residents of Woodlawn in community development plans was the major motivation for the request to continue the coalition. As was highlighted in the statement of purpose for the coalition, none of the participants were opposed to development in Woodlawn. Of particular concern to the attenders was the implication by some in the community as well as the news media that Woodlawn is a community of drug-addicts, pimps, whores, alcoholics and high school dropouts. As none of the meetings participants fit any of these categories, it was generally agreed that Woodlawn's image was an area of concern. The meeting's Chairman conveyed Alderman Troutman's interest in the coalition's activities and assured the group that he would personally forward the concerns of the participants to the Alderman.

The meeting ended with a renewed sense of community and a personal commitment by all to the "New Spirit of Woodlawn". A community meeting for April was planned but not scheduled at this writing.

Darnell T. Williams, Woodlawn Community Coalition

3/23/93

# WOODLAWN COMMUNITY COALITION

Friends and neighbors of Woodlawn,

As a neighbor and resident of Woodlawn, it is our responsibility to make you are aware of information on plans that a few community organizations have for and about you, the residents of Woodlawn.

As you may have heard, Woodlawn is receiving a great deal of attention from those who are interested in investing in the redevelopment of our community. While none of us is likely to be opposed to the growth and prosperity of the community, all should have the opportunity to contribute and benefit from this development. After all, with more than 150 rehabbed units for low income families nearly completed and plans for some 4000 additional units (including townhouses worth as much as \$160.000), some questions have been raised that we all should be asking. If you own property in the area, will your taxes go up. If you have children in area schools, could this mean an additional burden to an already strained school situation? Will Woodlawn residents have an opportunity for the jobs that will surely result from this development? Please join us in discussing these and other issues affecting our

community. Woodlawn residents, many of whom have their lives invested in the community, should be included in any plans to change our neighborhood. The Woodlawn Community Coalition is group of community organizations and block clubs throughout Woodlawn committed to making sure that all residents of Woodlawn have a chance to contribute to what our community can and will become.



# PARTNERS IN COMMUNITY DEVELOPMENT

5600 South Woodlawn Avenue

Chicago, Illinois 60637

312-363-6063

February 15, 1993

Mr. Victor Knight  
Executive Director  
Woodlawn Preservation & Investment Corp.  
2325 East 71st Street  
Chicago, Illinois 60649

Dear Mr. Knight:

Virginia Peoples, Susan Johnson, and I were pleased to spend some time last Wednesday to get acquainted with you and become better informed about the purposes and goals of the Fund for Community Development and Revitalization. Thank you for meeting with us. We found it helpful to hear your clarifications and to share some of PICD's concerns about the ultimate public benefit of redevelopment of the Mid-South communities.

I take the liberty to recount those areas where I believe we agreed to explore some next steps:

- o PICD's Job Committee will be informed about our meeting and most likely will want to seek ways to increase the employment base and ultimate job creation for the Mid-South Side; please inform us about an upcoming meeting with SEEDCO;
- o You will share with us the Supreme Court decision that supports differential property assessments;
- o PICD will be happy to link David Campbell into the Youth Consortium network; we look forward to his call;
- o PICD will want to be informed about dates and times of townhall meetings regarding the Fund.

As Virginia, Susan, and I related to you, PICD has some reservations, based on history and experience, about some aspects of the Fund's announced approach to redevelopment of Woodlawn, North Kenwood, and Oakland. We know development must and should take place; resources must be brought to stem the tide of massive disinvestment that has systematically drained the lifeblood from these communities. While bricks and mortar are integral to the rebuilding, the more difficult task is the investment in people, institutions, and the systems of health and safety that ensure a viable "whole" community. That kind of rebuilding will be slow and long-term. question the process

From our vantage point, we shared with you some principles that PICD feels must guide the redevelopment:

*Committee*

Centers for New Horizons . Kenwood Oakland Community Organization  
Hyde Park Kenwood Interfaith Council

*Building Bridges While Building Communities*

- o The full spectrum of current community residents must be included in the on-going planning and involved in the implementation of redevelopment.

The Kenwood-Oakland planning processes resulted in land-use plans. By definition, many policy issues have not had a full airing. Current residents needs often run counter to the needs of incoming residents. Consideration of such issues as property assessment, methods for affordable credit, and permanent, affordable low-income housing must be fully and openly debated. ?

- o Physical redevelopment must not outpace community economic development and the transformation of individuals and families within the community.

As you said, (the physical rebuilding is the easy part; land and money equal housing.) The difficult redevelopment will be the creation of jobs, the building of an educated and trained work force, the development of viable institutions, all the ingredients for healthy, safe, and viable communities.

I am sorry you were unable to share the Fund's proposal with PICD. We believe it is a public document since the redevelopment will rely in part on public funds for land assembly and infrastructure improvements. Too, the impact will greatly impact individual and community life. I hope you will reconsider as the Fund seeks to open the process in meaningful ways to the community.

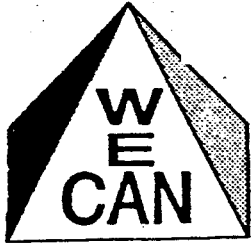
There are challenging and exciting months and years ahead for the many constituencies committed to community rebuilding. With much to do, there are roles for every organization. PICD will work to maximize opportunities while pressing for open, inclusive dialogue and action. We look forward to working with you toward some common goals.

I hope to talk with you in the near future.

Most sincerely,



Linda Von Dreele  
Executive Director



## WOODLAWN EAST COMMUNITY AND NEIGHBORS, INC.

April 19, 1993

Bishop Arthur Brazier  
Chairman

Mr. Victor Knight  
Executive Director

Fund For Community Redevelopment and Revitalization  
2325 East 71st Street  
Chicago, Illinois 60649

### BOARD MEMBERS

Margaret Tillman  
Oresa Gardner  
Cynthia Johnson-Jackson  
Doris Braggs  
Eddye Nelson  
Rosie Lee El  
Elwood Chaney Sr.  
Alex Johnson

Dear Bishop Brazier and Mr. Knight:

It was a pleasure meeting with the two of you on March 1, 1993. We appreciate the fact sheet provided to us regarding the Fund for Community Redevelopment and Revitalization. The purpose of this letter is to review the details of our past two meetings. We think its important to analyze where we have come from, and share with you the perceptions of where we are today, with hopes of ascertaining a sense of where we seem to be headed.

### HISTORICAL REVIEW

In early October, 1992, Alderman Arenda Troutman arranged a meeting with the two of you and WECAN. This meeting was scheduled and held on October 21, 1992 at 8:00 a.m.

It was the Alderman's understanding that this meeting would accomplish two goals:

- 1) WECAN would be invited to join the Board of Directors of the Fund for Community Development and Revitalization; and
- 2) WECAN and the fund would begin to work collectively in the development and revitalization of our community.

However, the invitation to join the Board was not offered. But our understanding was that we would continue to meet until the invitation to join the Fund was offered. The promise made to WECAN as we understood it was: "I will seek approval to add WECAN to the Fund's board."

Thursday, February 25, 1993, Mr. Knight called WECAN's office and scheduled a meeting for March 1, 1993 at 8:00 a.m. At that meeting, WECAN requested a copy of the proposal that was funded by the MacArthur Foundation and being submitted to other funding sources. In requesting the proposal, we explained that the community was calling WECAN seeking information regarding the Fund and its purpose; unfortunately, because WECAN had not seen the proposal, WECAN could only answer "We don't know" to community inquiries.

Your answer to our request was an unexplainable "No".

WECAN inquired as to the determination process and status of the invitation to join the Fund's Board. Your answer was, "The time was not right" and an unexplainable "No."

You assured us, however, that WECAN and the Board could work together. You also requested WECAN share with you our plans, vision and insights related to the development of our community. We did not answer at the time; however, we promised to return to our community and Board and seek answers to those questions.

## PERCEPTIONS

We must tell you that, based on inquiries and comments we have received from community residents, the refusal of your organization to supply the community with information is perceived as indicating there is something you wish to hide, something that is not in the best interests of present residents. Your refusal to be forthright and forthcoming suggests a manipulative disregard for a need to know and an opportunity to understand.

WECAN's staff and Board are reflective of the community's present residents. 100 of the Board of WECAN lives in the community; 99% of the community's staff lives and works in the community. WECAN has a 12-year track record of involvement with the Woodlawn community at the grassroots level. From your apparent reluctance to work with and include WECAN, the community's perception can only be that the Fund is executing COMMUNITY INVASION and not COMMUNITY SYNTHESIS.

The acts of community invasion, as in those of cultural invasion, are described by their goals: both the spectators and the reality to be preserved are the objectives of the actor's actions, resulting in domination and oppression.

However, in community synthesis, as in cultural synthesis, there are no spectators; the objective of the actor's actions is the reality to be transformed for the betterment of the community. Only in community synthesis is it possible to resolve the contradiction between the communities' views of the "leaders" and that of its people, to the enrichment of both. Community synthesis does not deny the differences between the two views; indeed it is based on those differences. It does renounce imposition of the views of one on the other, while it affirms the undeniable support each gives to the other.

Based on interviews with a wide variety of community residents and WECAN's Board, the perception of WECAN, and the rest of the community, is that the Fund's sole purpose is to regentrify their community and force present residents out through:

- Eminent domain
- High property tax increase
- The purchase of HUD prepayment buildings, forcing low-income single moms and children out
- Pressuring elderly homeowners to sell at a low price and placing them into isolated Senior citizen's buildings

The perception, sirs, is this: since the community feels there is no one on the Fund's Board the community can clearly identify that represents the homeowners, renters, single Moms and their children, who the community trusts to articulate their concerns, needs, and desires, who can advocate for them in a matter which includes them in the process of community redevelopment and revitalization, there is no faith that this inclusion and advocacy will happen.

The perception is that since the Chairman was appointed to undertake this task of creating the Fund, and selected all of the present Board members, that there was no democratic process, and the prospects for the process of community synthesis being successful are impossible to understand.

The present successes of two banks coming to our community, a process that took place through community synthesis, encourages us that we can create a stellar community.

WECAN and many other organizations worked on the Community Reinvestment Act, which was the catalyst for the initiative by Cole Taylor Bank and First National Bank of Chicago to relocate in Woodlawn. The Cole-Taylor initiative was started by WECAN and United Business Association, and opened up to participation by other community organizations throughout Woodlawn.

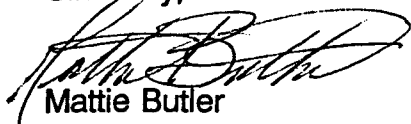
In 1986, WECAN asked First National Bank of Chicago for a branch bank; the First National Bank branch project was picked up by then-Alderman Ernest Jones and carried through to fruition by the current Alderman, Arenda Troutman.

The perception is: our thirty (30) year history teaches us that inclusion of all facets of the community is the holistic approach which will produce a New Community of true substance. History also reminds us of the past failures where inclusion did not take place.

What is it that WECAN and the community seek? WECAN and the community seeks inclusion. What is it that WECAN and the community offer? WECAN and the community offer validation to the process; we offer the ability to establish community synthesis. We offer expertise and knowledge. We offer New Models and creativity. We offer accountability to the community and the willingness to collectively work and share in the task of redeveloping our community.

We await your spiritual wisdom, with faith in God.

Sincerely,



Mattie Butler  
Executive Director

**FUND FOR COMMUNITY REDEVELOPMENT AND REVITALIZATION**

2325 EAST 71ST STREET  
CHICAGO, ILLINOIS 60649  
(312) 752-2700  
TELECOPIER: (312) 752-6454

HAND DELIVERED

April 26, 1993

Ms. Mattie Butler  
Woodlawn East Community  
and Neighbors, Inc.  
1541 East 65th Street  
Chicago, Illinois 60637

Dear Ms. Butler:

I have received your letter dated April 29, 1993, which was addressed to Mr. Victor Knight and myself.

I was somewhat distressed at the tone and contents of your letter. Even though both Victor and I have had several meetings with you to discuss the FUND and its role in the community, your letter contained several gross misstatements of the facts in spite of our having presented to you, in writing, a description of the FUND.

First, there was never an offer by me, or anyone to my knowledge, to guarantee you a seat on the Board of Directors of the FUND. All of the board members have a proven, tangible record of achievement in working for the betterment of Woodlawn and North Kenwood-Oakland. They have also demonstrated the ability to work well with others to achieve a common goal.

Certainly, you and your organization have an equally distinguished record, as well as many other organizations in both communities. I am sure that most people will understand that every deserving person cannot be on the board of directors. It would be so large and unwieldy that nothing would get done.

At our meeting in March, we described to you, in detail, the goals and mission of the FUND, and explained to you that the proposal funded by the MacArthur Foundation was not a public document, but that we would discuss its contents with you, and we did just that.

We also explained to you that we were seeking a balance on the FUND board of directors from each of the two communities, North Kenwood-Oakland and Woodlawn, and that there were no current openings for additional board members. In addition, I indicated to you that when an opening occurred, your name would be submitted for board approval.

We also expressed to you our desire to work with WE CAN, as the FUND is doing with other organizations and individuals seriously interested in the betterment of these two communities and their current and future residents.

Your letter set forth some misconceptions that need to be clarified. It is always a sad thing when misconceptions are disseminated as being the truth.

You stated in your letter that it was WE CAN's perception that the FUND's sole purpose was to "regentrify" the community. Your "perception" is without any foundation of fact.

We have never talked about the use of eminent domain, nor have we spoke of the need for higher taxes; nor have we spoke of any of the other scare tactics that you have listed as "perceptions."

In the series of meetings that we held with you, and in the information package on the FUND that Mr. Knight provided, if you read the information, you would know that we are presently working on a set of initiatives to insure that as development takes place, everyone benefits.

You know, because we told you, and it is in the information that we provided, that one of the FUND's objectives is to insure that current residents remain in the community and be the beneficiaries of the renaissance of Woodlawn.


You know, because we have made the offer, that we want to work with WE CAN and help you implement your programs for the community.

You know very well, because of your history in Woodlawn, that there are a number of members on the FUND's board who have a long history of working for the betterment of Woodlawn and can point to outstanding tangible achievements that their organizations have accomplished in Woodlawn.

In conclusion, let me say that your fears are unfounded, your perceptions are wrong, and it is harmful to the community to disseminate information based solely on suspicion that has no basis in fact.

We have made many attempts to work with WE CAN, and we will continue to seek ways to work with your organization. At the same time, however, we must move forward to do what we can to make both Woodlawn and North Kenwood-Oakland better places to live for everyone.

Yours truly,

A handwritten signature in cursive script, appearing to read "Arthur M. Brazier". The signature is written in dark ink and is positioned above the printed name.

Arthur M. Brazier  
Chairman



JCUA Community Ventures Program

WECAN Proposal

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## I. PROJECT OVERVIEW

A comprehensive three year Community Ventures Program project is being proposed with WECAN. The proposal was developed in close cooperation with WECAN staff.

By taking a holistic approach that goes beyond the bricks and mortar of development, the perceptions and realities of WECAN's capacity to develop housing would be addressed which will build the confidence level of potential public and private investors and funders.

The project would have the following objectives which would be accomplished over three years:

- 1) Developing 200 units of affordable housing in Woodlawn
- 2) Strengthening WECAN as a community based organization that develops and manages affordable housing
- 3) Establishing a market niche for WECAN as a developer of affordable housing in Woodlawn and integrating that market niche into larger plans for development in Woodlawn

The project would consist of three one-year phases.

The project would be structured so that it can proceed on a thoughtful building by building basis, at a challenging yet reasonable pace of development. The project would be packaged so as to maximize its ability to attract investment from other private and public sources, including new philanthropic investors brought into the JCUA Community Ventures Program.

A written agreement between WECAN, JCUA, and Community Ventures Program investors would define roles, expectations, and timelines for the project. Separate agreements would be negotiated between WECAN and Community Ventures Program investors for each individual development project.

The project would be evaluated after each one year phase. The overall project agreement could be altered after each evaluation, including the option for any individual or organization to respectfully discontinue involvement (while honoring all commitments made up to that point).

### Pre-Development Loan/Development Grant Needs

WECAN's pre-development loan needs for the three years are as follows:

YEAR I: \$438,370

YEAR II: \$325,000

YEAR III: \$100,000

Their development grant needs are \$290,000 in YEAR I with no other grant needs projected at this time.

### Implementing a Three year Project

The individual development projects are structured so that banks and housing agencies should be able to provide significant levels of pre-development funding without relying solely on JCUA's current philanthropic investors (Heyman, Landau, Fried and Fried). The projects are packaged so they might best attract new philanthropic investors.

Implementing the project would involve the following steps:

- Developing an agreement with WECAN regarding the overall three year project.
- Developing agreements with WECAN regarding:
  - \* YEAR I's major development project (the 6230 S. Dorchester SRO)
  - \* Year I's expenses for 6450 S. Stony Island (the residential and retail property at 65th & Stony Island) to which WECAN will shortly receive title
  - \* YEAR I's pre-development needs

The current JCUA Community Ventures Program's philanthropic investors can make whatever initial level of commitment they want to make, and then work with WECAN to bring in the remaining investment either from banks and housing programs, or from new philanthropic investors.

## II. DEVELOPING 200 UNITS OF AFFORDABLE HOUSING

WECAN's development track record consists of one project. This was a 12 unit building in which WECAN helped the tenants organize into a cooperative, and then helped them rehabilitate the building. The project was completed in 1989. The cooperative now manages the building itself with WECAN providing support where needed.

The development targeted for this project would consist of three initiatives.

### Twin SRO Project

Two SRO (single room occupancy) buildings located less than a block apart would be developed for low income single people. The buildings would have combined management and tenant support services similar to Lakefront SRO and would target a tenant mix of disabled, homeless, unemployed, and working households.

The SROs are located less than two blocks from the University of Chicago. WECAN is very interested in working through the Community Ventures Program to establish a link between the SROs and the University and its School of Social Service Administration.

The SROs are located at 6230 S. Dorchester (64 units) and 6146 S. Kenwood (60 units). WECAN acquired the 6230 S. Dorchester building through the Tax Reactivation Program in 1989. The 6146 S. Kenwood building was similarly awarded to WECAN this year with title transfer to be completed shortly.

### 65th Street and Stony Island

Three development projects would take place in the vicinity of East 65th Street and S. Stony Island Avenue. This concentrated development would have an enormous impact on the area.

Development would include rehabilitation of 6450 S. Stony Island (23 multi-family units and 5 storefronts), 6534 Stony Island (21 multi family units), and the construction of 16 new townhomes on vacant land at 1526 -1550 E. 65th Street.

WECAN was awarded all of these properties through the Tax Reactivation Program with title transfer to be completed shortly.

The 6450 S. Stony Island building is partially occupied. WECAN would keep the building occupied and immediately make major repairs in the building. Remaining rehabilitation would take place later. Repair work would be integrated into rehabilitation plans so that the bulk of repairs would not be wiped out in the rehabilitation process.

The 6534 S. Stony Island building is vacant and would remain vacant. WECAN was recently awarded \$100,000 by HUD to plan for the rehabilitation of the building. While it is not guaranteed, there is a very good chance HUD will follow the planning grant with development funding for the building.

The E. 65th street townhomes properties would be developed as lease-to-purchase properties. The townhomes would be developed by an outside development firm.

#### Scattered Site Smaller Residential Properties

Smaller residential properties (1 - 6 units) would be developed in the East Woodlawn community with S. Stony Island (1600 East) on the east, S. King Drive (400 East) on the west, E. 59th Street (5900 South) on the north, and E. 67th Street (6700 South) on the south.

One building WECAN currently owns at 1218 E. 64th Street would be included in this development and would be developed as a "low income condominium" pilot project.

Development would take place at a rate of three properties per year during the three year project. Development of the scattered site smaller residential properties would be done by an outside development firm.

#### Development and Management of Properties

WECAN itself would have only one major building under construction at any given time. Other construction taking place would be contracted out to outside development firms.

WECAN would continue working with development consultants on all development on the projects it develops as well as on the projects it contracts out.

WECAN would hire an outside firm to manage the SRO properties, at least for the duration of the three year project if not longer. Lakefront SRO Corporation would provide technical assistance on both SRO management and support services. WECAN would manage all other properties itself with technical assistance from the Property Management Resource Center, a non profit management training and support organization.

#### Pre-Development Loan/Development Grant Needs.

Pre-development funding will be required in large part to pay professional fees and expenses. Other expenses will include board up, insurance, and taxes for the properties WECAN will own but not yet have developed. Pre-development funding would also partially compensate WECAN for its staff and office expenses incurred while working on the project. All pre-development expenses would be recoverable when permanent financing is in place for each project.

Two development grants are needed. The SRO at 6230 S. Dorchester will require a grant of \$200,000 which will serve as most of WECAN's equity in the building. Another \$90,000 grant is needed to maintain long term affordability for a "low income condominium" project at 1218 E. 64th Street.

### III. DEVELOPMENT PROJECT SUMMARY

#### I. Twin SRO Project

WECAN will develop these two SRO properties itself with the assistance of a consultant and will hire an outside firm to manage the properties.

##### 6230 S. Dorchester (64 units) (vacant)

WECAN acquired this building through the Tax Reactivation Program in 1989. It was awarded rent subsidy for 29 units through a national HUD SRO program. WECAN should close on permanent financing and begin construction before the end of the year. The construction period will last 12 months.

Estimated Development Cost: \$3,000,000

Present CVP Investment: \$62,495 pre-development loan

Proposed Further CVP Investment: \$25,000 pre-development loan

\$200,000 development grant

(The pre-development loans for this building would become part of the \$200,000 grant when closing on permanent financing takes place.)

##### 6146 S. Kenwood (60 units) (vacant)

WECAN will acquire this building through the Tax Reactivation Program before the end of 1992 through the Tax Reactivation Program. It is projected that this building will close on permanent financing and start construction by the beginning of 1994 with the construction period lasting 12 months.

Estimated Development Cost: \$2,800,000

Present CVP Investment: \$2,500 pre-development loan

Further Pre-Development Investment Needed: \$130,000 loan

#### II. 65th and Stony Island Project

The 6450 S. Stony Island and 6534 S. Stony Island buildings will be developed together as a package. WECAN will develop and manage the two properties itself.

The 1526-50 townhomes will be built by an outside development firm and managed by WECAN.

6450 S. Stony Island (23 family units/5 stores) (partially inhabited)

WECAN will acquire this building through the Tax Reactivation Program in October of 1992. WECAN will keep the building occupied and make major repairs on the building with rehabilitation projected for the beginning of 1995.

Estimated Development Cost: \$1,500,000

Present CVP Investment: \$2,500 pre-development loan

Further Pre-Development Investment Needed: \$262,350 loan

6534 S. Stony Island (21 family units) (vacant)

WECAN will acquire this building through the Tax Reactivation Program in October of 1992. WECAN received a \$100,000 planning grant from HUD for the project. Rehabilitation is projected for the beginning of 1995.

Estimated Development Cost: \$1,200,000

Present CVP Investment: \$2,500 pre-development loan

Further Pre-Development Investment Needed: \$20,000 loan

1526-50 E. 65th Street

WECAN will acquire these lots by the end of 1992. WECAN plans to build 16 townhomes on the property. Construction is projected to start by the beginning of 1995.

Estimated Development Cost: \$1,300,000

Present CVP Investment: \$2,500 pre-development loan

Further Pre-Development Investment Needed: \$75,000 loan

III. Scattered Site Small Residential Properties

Most of the housing stock in Woodlawn is smaller buildings that are traditionally owner occupied. Many of these buildings are distressed. WECAN would acquire these properties and hire an outside development firm to rehabilitate them.

WECAN currently owns such a building at 1218 E. 64th Street. WECAN wants to convert this building into a low income condominium. They are requesting a Community Ventures Program grant of \$90,000 to insure that condominium owners can realize the appreciation of their equity without sacrificing the building as low income housing.

Scattered Site Small Residential Properties (continued)

Estimated Development Cost: \$40,000 - \$80,000 per unit

Present CVP Investment: \$15,000 pre-development loan

Further Pre-Development Investment Needed: \$100,000 per year

Proposed CVP Investment: \$90,000 (Low Income Condominium Pilot  
Project)

#### IV. STRENGTHENING WECAN AS AN ORGANIZATION

WECAN is a fine example of a Chicago grass roots democratic community based organization. Its greatest strength is the way it is able to remain in touch with, and is indeed governed by, people who live in Woodlawn. The challenge confronting WECAN is that of improving organizational stability without forsaking its precious grass roots foundation.

WECAN does not want to make the mistake of exchanging its grass roots orientation for a large social service beauocracy or an unwieldy real estate development portfolio.

As a part of the proposed three year project, WECAN, JCUA, and Community Ventures Program philanthropic investors would do the following so that WECAN can carefully and thoughtfully develop as an organization:

- Approach foundations for funding for an organizational development consultant to work with WECAN throughout the three year period.
- Work with the consultant to develop a multi year organizational plan to build WECAN's role as a housing developer and manager, as well as to continue their role in community organizing and providing other community services.
- Approach foundations and other corporations and institutions regarding multi year organizational funding for the three year period and beyond.
- Approach banks and government housing agencies for coordinated housing development support for the year three year period.

WECAN is talking with Fran Gamwell at the Community Renewal Society about providing the organizational development consultation.

The project would seek to maximize the use of other consultants and technical assistance providers in the area of real estate development and management. Advice and assistance from volunteers would be sought as well.

## V. INTEGRATING WECAN INTO WOODLAWN DEVELOPMENT PLANS

After years of neglect and purposeful destabilization, Woodlawn is experiencing significant development pressures. Its proximity to the Lakefront, the University of Chicago and Hyde Park makes it a choice development area. In addition, the City of Chicago owns a considerable amount of vacant land it wants to sell for development. The area is in the final stages of a City neighborhood planning process.

There are a number of non-profit and for-profit development corporations targeting Woodlawn for development.

RESCORP, a large for profit corporation that works throughout the metropolitan area, often through non profit ventures, is investigating Woodlawn joint ventures through Neighborhood Reinvestment Resources, their new development arm. The University of Chicago is working with The Woodlawn Organization (TWO) and recently formed Woodlawn Preservation and Investment Corporation (WPIC) to develop property in Woodlawn. Covenant Development Corporation is a non-profit organization working in the northwest portion of Woodlawn. A number of other for profit development companies are working in Woodlawn or are interested in doing so.

There is clearly a need to develop housing for all income levels in Woodlawn. Like any other neighborhood, Woodlawn needs a middle income base. As in most developing communities, lower income people who currently live in Woodlawn are going to benefit the least from most of the development that will take place. Affordable housing for this group is the hardest to develop so there is little natural interest in serving them. While some other projects will serve this market somewhat, WECAN is the only group targeting this part of the market (although Covenant does this in their part of Woodlawn).

As a part of the three year project with WECAN, a special effort would be made to network with other corporations, organizations, and institutions which affect development in the Woodlawn community in order to integrate WECAN and WECAN's constituency into the development of Woodlawn. Special efforts would be made to build a better working relationship with the University of Chicago.

## VI. IMPLEMENTING A COMPREHENSIVE THREE YEAR PROJECT

WECAN has assembled a strong group of consultants and development and management professionals to work with them over the next three years.

The City is now seriously committed to working with WECAN. HUD recently cast its vote of confidence in WECAN with a \$100,000 planning grant for the 6534 S. Stony Island building.

The way the development projects have been paced and packaged, as well as our work to help WECAN strengthen itself and its position in community development decisions, will clearly help attract other investment. Together with WECAN, we will be in a strong position to go to many public and private funding sources to help both with pre-development funding as well as permanent development financing.

Implementing a comprehensive 3 year project would a series of agreements.

### Overall Agreement

JCUA, WECAN, and Community Ventures Program investors would develop a memorandum of understanding regarding the project with roles, timelines, and expectations clearly spelled out.

### Year I Investment

Agreements would be developed between WECAN and Community Ventures Program investors regarding Year I investment needs. Year I needs revolve around the 6230 S. Dorchester SRO and the 6450 Stony Island residential and retail building. Agreements around WECAN's pre-development needs for other buildings would also be developed.

### Disbursing Funds

Once agreements are in place and Community Venture Program investors have made commitments, first quarter disbursements can be agreed upon and then work can begin with WECAN to find remaining investment from other sources.

## APPENDIX

## ARTICLE VI BOARD OF DIRECTORS

### Section 1. General Powers

The property and affairs of WECAN shall be governed by its board of directors. The board may delegate to committees, councils or task forces as it shall create any of its powers that it may deem judicious, keeping in mind that it has the ultimate responsibility for WECAN and that it must ensure proper accountability by each of its committees, councils, or task forces.

### Section 2. Duties

The duties of the board of directors are to: ensure that the goals and objectives of WECAN are implemented; evaluate and monitor programs; hire and fire the Executive Director; establish personnel policies; approve an annual budget; monitor finances; approve a fund raising plan for the fiscal year; authorize legal documents; and present an annual report at the annual meeting.

### Section 3. Number, Election, Tenure, Qualifications

The number of directors of the Corporation shall be at least twelve (12) but not more than seventeen (17). The directors shall be divided into two classes for purposes of election and tenure, Class A and Class B. Each class shall have an equal number of directors, except that in the event the total number of directors of the Corporation is an odd number, then the number of one class may exceed the other class by one director. The Class A directors shall be elected in all even-numbered years by a majority vote of all the directors at the annual meeting or at such other meeting as shall be called for such purpose during that year. The Class B directors shall be elected in each odd-numbered year by a majority vote of all the directors at the annual meeting or at such other meeting as shall be called for such purpose during that year. Except as hereinafter provided, each director shall serve a term of two years following his or her election or until the director becomes disqualified to hold a directorship. Directors may serve successive terms. Directors must be residents of the City of Chicago and a majority of directors must be residents of the Woodlawn Community; provided, however, that all times during which the loan from the City of Chicago to the Corporation pursuant to that certain Housing Loan Agreement dated December 14, 1993 is outstanding, the Corporation shall maintain as a voting director of the Corporation an officer of LaSalle National Bank of Chicago, Illinois, (or such other person as may be designated by the City of Chicago and LaSalle National Bank) who shall not be subject to the tenure and qualification requirements set forth in this Section 3.

### Section 4. Annual Meeting

The annual meeting of WECAN shall be held in the month of September each year.