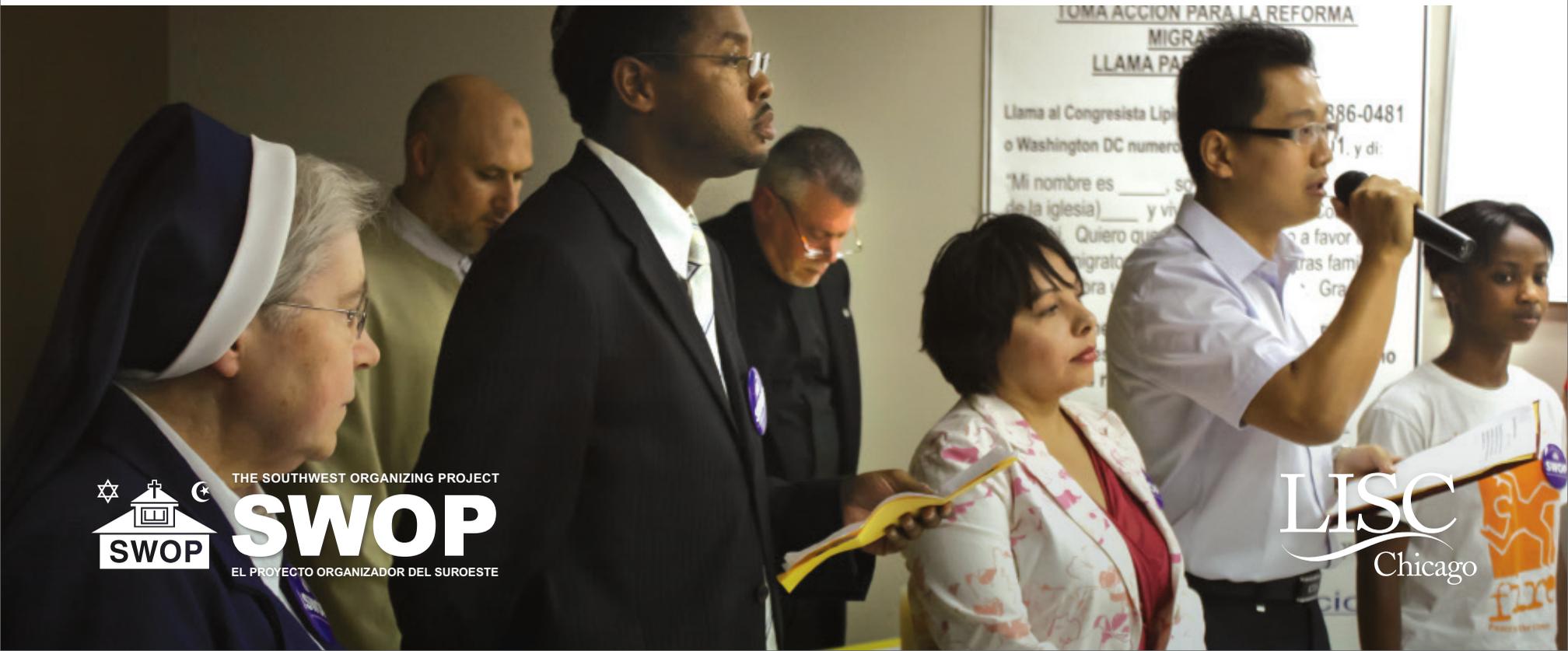


CHICAGO SOUTHWEST

ORGANIZED, CONNECTED AND COLLABORATIVE



THE SOUTHWEST ORGANIZING PROJECT

SWOP

EL PROYECTO ORGANIZADOR DEL SUROESTE



STEERING COMMITTEE

This plan was developed with the participation of more than 250 adult and youth resident and institutional leaders and community stakeholders from the following organizations and Institutions:

1st American Bank	Hubbard High School	Saint Adrian Church
Access Community Health Network	Inner-city Muslim Action Network	Saint Clare of Montefalco Church
Ashburn Lutheran Church	Instituto Del Progreso Latino	Saint Gall Church
Azuela Elementary School	Lee Elementary School	Saint Mary Star of the Sea Church
Become	Local Initiatives Support Corporation-Chicago	Saint Nicholas of Tolentine Church
Beth Shalom B'nai Zaken Ethiopian Hebrew Congregation	Maria Kaupus Center	Saint Rita of Cascia Church
Brinshore Development	Marquette Bank	Saint Rita of Cascia High School
Catalyst-Maria School	Marquette School of Excellence	Saint Turibius Church
Catholic Charities	McKay Elementary School	Sandoval Elementary School
Eberhart Elementary School	Metropolitan Family Services, Midway Center	Sisters of Saint Casimir
Ephraim Bahar Cultural Center	Mikva Challenge	Solorio Academy High School
ERA Mi Casa Real Estate	Morrill Elementary School	Southwest Organizing Project
Esperanza Health Centers	National Immigrant Justice Center	Talman Elementary School
Fairfield Academy	Nativity Blessed Virgin Mary Church	Teen Reach
Gage Park High School	Neighborhood Housing Services, Chicago Lawn/Gage Park Office	Teska Associates
Greater Southwest Development Corporation	Nightingale Elementary School	Tonti Elementary School
Grow your Own Teachers	Parish Peace Project	United Power for Action and Justice
Holy Cross Hospital	Pasteur Elementary School	United Stand
	Project Restore	Voices of Youth in Chicago Education (VOYCE)
	Queen of the Universe Church	

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Because we love Chicago Southwest and want to stay here, we envision a thriving, developing, peaceful community in which every resident is treated with dignity and respect.

Porque queremos al Suroeste de Chicago y queremos permanecer aquí, tenemos la visión de una comunidad que prospera, que se desarrolla y vive en paz en la cual cada residente es tratado con dignidad y respeto.

In late 2015, Chicago Southwest set out to update its Quality-of-Life Plan in order to build on our successes and address challenges facing the community. The process for developing Chicago Southwest's second Quality-of-Life Plan was very intentional, building on more than ten years of implementation since "Chicago Southwest: Making Connections" was first prepared. Since the last plan was adopted successes have included:

- More than \$50 million in investment in the past ten years
- More than 1,000 parent mentors trained and placed in local schools through the parent mentor program, and 11 residents trained and hired as new teachers in local schools through The Grow Your Own teacher initiative in the past ten years
- Outreach to every homeowner in foreclosure in our service area to educate them about

foreclosure prevention and investing more than \$11 million to rehabilitate vacant housing;

- Achieving a 50% reduction in shootings over 12 years through CeaseFire outreach;
- Helping 1,700 legal permanent residents become US citizens in the past ten years;
- Creating safe spaces with after-school activities at schools and raising the level of education at many schools including Morrill, Fairfield and Marquette.

A finales del año 2015, El Suroeste de Chicago establece actualizar su Plan de Calidad de Vida a fin de añadir nuestros éxitos y enfrentar los desafíos en la comunidad. El proceso para desarrollar el Plan de Calidad de Vida del Suroeste de Chicago fue muy intencional, añadiendo a los diez años desde la implementación de "El Suroeste de Chicago:

Conectándonos" cuando fue preparado. Desde que el último plan fue adaptado, aquí están algunos de los éxitos que hemos incluido:

- *Más de 50 millones de dólares invertidos en los últimos diez años*
- *Más de 1,000 padres mentores entrenados y colocados en las escuelas locales a través del programa de padres mentores por los últimos diez años; 11 residentes entrenados, graduados y contratados como nuevos maestros en las escuelas locales a través de la Iniciativa de Crecer sus Propios Maestros, por sus siglas en inglés GYO*
- *Tuvimos un gran alcance con cada dueño de casa que estaba enfrentando embargos judiciales en nuestra área de servicio y les educamos en cómo prevenirse; invertimos más de 11 millones de dólares en remodelar viviendas*
- *Logramos reducir los tiroteos en un 50% en los últimos doce años a través del programa de Alto al Fuego o mejor conocido en inglés como CeaseFire*
- *En los últimos diez años, ayudamos a 1,700 residentes legales permanentes a hacerse ciudadanos de los Estados Unidos*
- *Creamos espacios seguros con actividades y programas después de la escuela para aumentar el nivel de educación de muchas escuelas incluyendo, Morrill, Fairfield, y Marquette*

HOUSING GOAL: Stabilize housing for families in Chicago Southwest through organizing households, creating a path toward homeownership, promoting reinvestment and redevelopment, and expanding access to fair lending practices.

We will:

1. Stabilize households by creating a path towards homeownership and developing a campaign to improve the quality of rental housing
2. Target reinvestment and redevelopment in distressed areas including expanding the Micro Market Recovery Program (MMRP) area into neighboring blocks
3. Enhance housing finance opportunities through expanding access to credit for immigrants and providing a new housing and financial opportunity center

META DE VIVIENDA: *Estabilizar la vivienda para las familias en el Suroeste de Chicago a través de organizar a los dueños de casa, crear un camino hacia ser dueños de casa, promover la inversión y desarrollo y aumentar el acceso de prácticas justas en los préstamos hipotecarios.*

Lo haremos:

1. *Estabilizar a los dueños de casa a través de crear un camino hacia ser dueños de casa y desarrollar una campaña para mejorar la calidad de vivienda para rentar*
2. *Enfocarse en áreas afectadas para la reinversión y reurbanización incluyendo aumentar el área de MMRP hacia otras cuadras cercanas*
3. *Realzar oportunidades financieras de vivienda a través de aumentar el acceso a crédito para los inmigrantes y proveer un nuevo centro de vivienda y de oportunidades financieras*





ECONOMIC AND RETAIL DEVELOPMENT GOAL:

Promote economic development, retail offerings, commercial and industrial development in Chicago Southwest to meet demand for goods and services while promoting locally-owned and engaged businesses in the community.

We will:

1. Support existing businesses, especially local and immigrant-owned businesses
2. Attract new businesses that fill local needs and support reinvestment in industry to create local jobs
3. Revive targeted areas including our commercial corridors, such as 63rd Street which connects many of our institutions, as well as 59th, 69th, Pulaski, Kedzie and Western Avenues
4. Organize for policy changes to support business development, including Tax Increment Financing (TIF), Small Business Improvement Fund (SBIF), and Cook County property tax incentives

META DE DESARROLLO ECONOMICO:

Promover el desarrollo económico, ofertas de vivienda, desarrollo industrial y comercial en el Suroeste de Chicago para satisfacer la demanda de productos y servicios mientras se promueve a los negocios locales y cuyos dueños viven y se involucran en la comunidad.

Proyectos de Negocios y Desarrollo Económico:

1. *Apoyar a los negocios que ya existen, especialmente los negocios locales y los negocios cuyos dueños son inmigrantes*
2. *Atraer nuevos negocios para cubrir las necesidades locales y apoyar la reinversión en industria y crear empleos localmente*
3. *Reavivar áreas específicas incluyendo nuestro corredor comercial, como el de la Calle 63, el cual conecta a muchas de nuestras instituciones, como la 59th, 69th, y las Avenidas Pulaski, Kedzie y Western*
4. *Organizar para obtener cambios en póliza que apoye al desarrollo de negocios, incluyendo TIF, Fondo para Mejoras en Negocios Pequeños (SBIF), e incentivos a los impuestos de propiedad en el Condado de Cook*

JOBS GOAL: Connect residents to job opportunities, expand the number of jobs, and overcome barriers to immigrants and those returning from the criminal justice system seeking employment and job development.

Jobs Strategies:

1. Connect teens and young adults to economic opportunities, creating a pipeline from school to work
2. Reconnect adults to the workforce and better job opportunities through creating a ready pool of workers for local employers
3. Embrace immigrants in the community as a part of the growing local and regional economy
4. Forge alliances between African American and Latino leaders and employers to foster job development

META DE TRABAJOS: *Conectar a los residentes con oportunidades de trabajo y aumentar el número de empleos, quitar barreras y aumentar el número de empleos para los inmigrantes y para quienes están regresando del sistema criminal y buscan empleo y desarrollo de trabajo.*

Proyectos de Trabajos:

1. *Conectar a los adolescentes y a los jóvenes adultos a oportunidades económicas, creando un camino directo de la escuela hacia un empleo*

2. *Reconectar a los adultos a la fuerza laboral y a mejores oportunidades de empleo por medio de crear una base de datos de trabajadores para los empleadores locales*

3. *Acoger a los inmigrantes en la comunidad como parte del crecimiento de la economía local y regional*

4. *Forjar alianzas entre los AfroAmericanos y Latinos para el desarrollo de empleos.*

ANTI-VIOLENCE GOAL: Foster trust, relationships and safe spaces for all residents to improve safety, personal attainment and neighborhood well-being.

We will:

1. Expand opportunities for young people and for ex-offenders returning to our community
2. Strengthen the capacity of schools, faith institutions and businesses to be involved in community anti-violence efforts
3. Create opportunities for building trust between individuals, local institutions and with agencies focusing on youth, young adults and ex-offenders
4. Promote structural reform of police and judicial systems

META DE ANTI-VIOLENCIA: *Cultivar confianza, relaciones, y espacios seguros para todos los residentes para mejorar la seguridad, logro personal y el bienestar del vecindario.*

Proyectos de Anti-Violencia:

1. *Aumentar las oportunidades para los jóvenes y ex-delinquentes como modelo el programa de SWOP Teen REACH*
2. *Fortalecer la capacidad de las escuelas, las instituciones de fe y los negocios para que se involucren en los esfuerzos para de anti-violencia en la comunidad*
3. *Crear oportunidades para el desarrollo de confianza entre los individuos, las instituciones locales y las agencias que se enfocan en los jóvenes, jóvenes adultos y ex-delinquentes*
4. *Promover una reforma estructural de la policía y el sistema judicial.*

EDUCATION GOAL: Create a strong pipeline from Pre-K through higher education and job attainment, create an environment that addresses the holistic development of a person, and integrate schools as connected community institutions.

We will:

1. Support the educational opportunities and social well-being of students by strengthening social and emotional skills and addressing trauma in their lives
2. Engage parents and guardians in the schools for children and their own growth and potential by expanding Parent Mentors to more schools and to early childhood centers
3. Engage schools as local partners in key community initiatives including target reinvestment areas and through Grow Your Own Teachers
4. Advocate for local, state and federal practices and policies that will improve local schools

META DE EDUCACION: *Crear un camino fuerte desde pre-kinder hasta conseguir un empleo, crear un ambiente que incluya el desarrollo integral de la persona, e integre a las escuelas como instituciones comunitarias conectadas.*

Proyectos de Educación:

1. *Apoyar las oportunidades de educación y bienestar social para los estudiantes por medio del fortalecimiento de las habilidades socio-emocionales, el desarrollo de liderazgo y destrezas en la vida pública, así como fortalecer su trabajo académico*
2. *Involucrar a los padres de familia en las escuelas para el crecimiento de sus hijos y para su propio crecimiento y potencial a través del aumento del programa de Padres Mentores a más escuelas y centros de educación temprana.*
3. *Involucrar a las escuelas como colaboradores locales en la comunidad en iniciativas claves que como por ejemplo el área de reinversión y a través del programa de Crecer sus Propios Maestros.*
4. *Abogar por prácticas y pólizas que mejoren las escuelas locales.*

HEALTH GOAL: Expand access to health care and healthy lifestyles for all residents.

We will:

1. Expand access to health care insurance and medical care including outreach to residents, increasing bilingual assistance and overcoming barriers such as documentation
2. Build out a continuum of care network across health care and related institutions
3. Improve healthy lifestyles and create safe spaces to reduce preventable diseases and improve safety in public spaces
4. Address medical disparities that target Latinos and African Americans at a higher rate

META DE SALUD: *Aumentar el acceso a cuidado médico y a estilos de vida saludables para todos los residentes.*

Proyectos de Salud:

1. *Aumentar el acceso a cobertura médica y seguro médico incluyendo el alcance a los residentes, así como proveer asistencia bilingüe y vencer barreras como la documentación*
2. *Construir una red continua de cuidado a través de la asistencia médica y conexión entre las instituciones*

3. *Mejorar estilos de vida saludables y crear espacios seguros para reducir enfermedades que se pueden prevenir y mejorar la seguridad en lugares públicos*
4. *Enfocarse en las disparidades médicas que afrontan los latinos y afroamericanos en porcentajes más altos a través de proveer recursos bilingües, reclutar doctores latinos y afroamericanos para servir la comunidad*

IMMIGRATION GOAL: Inform, mobilize and organize residents to lead advocacy campaigns that provide rights to all residents while uniting the community to take action together.

Immigration Projects:

1. Build capacity and self-sufficiency of residents through leadership development education and “Know Your Rights” trainings
2. Strengthen the capacity of local institutions to serve undocumented residents
3. Create safe spaces, forums and programs that foster relationship-building and increase the opportunity for immigrants to safely engage in public life
4. Lead advocacy campaigns to win a path to legalization and citizenship for all immigrants in our community

META DE MIGRACION: *Informar, movilizar y organizar a los residentes para liderar las campañas de abogacía para que residentes ejerzan sus derechos al mismo tiempo que la comunidad se una para actuar juntos*

Proyectos de Migración:

1. *Empoderar a los residentes a través del desarrollo de liderazgo y entrenamientos de “conozca sus derechos”*
2. *Fortalecer la capacidad de las instituciones locales para servir a los indocumentados que viven en el área*
3. *Crear espacios seguros, foros y programas que promuevan el desarrollo de las relaciones y mejoren la percepción de la seguridad pública para involucrar a la comunidad en asuntos de la seguridad pública*
4. *Liderar campañas de abogacía para ganar un camino hacia la legalización y ciudadanía de todos los inmigrantes en nuestra comunidad.*



“I remember when we started our first planning process in 2005 I was just getting involved in our community. I was very skeptical when I looked at the finished plan. I didn’t have the strong relationships and trust built with others in my community to know what is possible when we work together. But at the beginning of this current planning process I was so moved when we looked back and listed what we’ve actually done over the last 10 years. Now I tell everyone: if we are going to dream, dream big, and with genuine relationships built across our community, we can do almost anything.”

—Imelda Salazar, a community stakeholder at the beginning of her second community planning process

Our Community: Leadership Leads to Results

Once known for the race riots that erupted when Martin Luther King, Jr. marched here in 1966 for open housing, Chicago’s Southwest Side communities are now very diverse.

No longer predominantly white ethnic and predominantly Catholic, since the 1990’s there has been a dramatic increase in the Latino and African American populations. These large and rapid demographic shifts have often resulted in the breakdown of institutional and neighborhood cohesion, as long-term residents move out and new residents move in. Families no longer know one another – the old networks are gone and new ones need to be created. Through intentional relationship building across racial, ethnic, generational and faith differences and local leadership development, much has changed over the years. A climate of discrimination and fear has been uprooted and replaced with an organized community that has achieved a string of successes coming out of our 2005 “Making Connections” Quality-of-Life Plan, even as challenges have remained.

From being one of the first communities to recognize and take action to overcome the ravages of subprime lending and the foreclosure crisis, to combating violence through a comprehensive set of relationship-based approaches, the story of Chicago Southwest is how leaders have come together in a sustained manner to provide unity across race, class, religion and immigration status.

The Southwest Organizing Project (SWOP) is a unique model in our community that connects people and institutions to each other, builds their capacity to act and engages them in all aspects of public life. Together, this platform of institutions and leaders has a resounding collective track record of achievement. SWOP, as a membership organization of 37 Christian, Muslim and Jewish faith institutions, local schools and other community institutions, provides an organized framework to bring together a diverse set of interests and individuals from all corners of the community – from faith-based institutions to schools to advocacy organizations to businesses and non-profit organizations.

Chicago Southwest Asset Map



 FAITH	 COMMUNITY	 HEALTH
 HOUSING	 BUSINESS AND INDUSTRY	 SCHOOLS
 UNIVERSITIES AND COLLEGES	 LIBRARIES	 CULTURAL DESTINATION

In reviewing the data since the community engaged hundreds of people to craft the 2005 “Making Connections” Quality-of-Life Plan, progress has been made toward meeting nearly every objective in the original plan. Yet, there is clearly much more that can be done to meet our vision. As our community becomes stronger and better able to respond to issues our families face, we also realize that many of those issues are interconnected and have no single solution. For example, we cannot solve for vacant buildings if our families can’t access jobs and financial

services, if our schools are not strong and if violence exists on those blocks. This 2016 plan is intended to be a living document that will build a strong, interconnected response that will guide the community’s work in the years to come.

The hard work of improving the community starts with the individual and reinforces the stability of the family.

We have and will continue to bring individuals, families and institutions together to create safe spaces. These spaces may be physical, like a

hub for the community that SWOP has created through its purchase of a foreclosed commercial building for its office or IMAN’s expanded health care center; or they may be places of conversation and connection that help African American and Latino parents build trust around common issues in schools or where young people can connect with adult leaders to expand each other’s understanding about the different worlds they move through.



Maggie Santamaria, a senior at the University of Illinois studying music education, is just one example of the hundreds of individuals who have become connected to the community. Speaking at a Quality-of-Life Planning meeting in May 2016, Maggie told the story of how her family became deeply connected to SWOP and the community through her uncle. Her uncle first became involved with SWOP through Grow Your Own (GYO) Teachers as it helped him complete college and become a teacher in the Chicago Public Schools. Through that connection her aunt learned about SWOP member Neighborhood Housing Services which helped her purchase her home, and her cousins became connected through SWOP member Marquette School of Excellence and its Elev8 program and school-based health center. Maggie’s story illustrates how just one person can open up a world of opportunity for families in an intentionally-connected community.

It is through our institutions that families like Maggie’s connect to opportunities and to the larger community. Strong institutions provide opportunities and services to individuals, allow us to build bridges across networks of populations and offer the stability that allows our community to weather change over time. It is planning, relationships and responsiveness to a shifting environment that has helped our institutions change and adapt for the community.

Each success along the way illustrates the power of SWOP's adult and youth leadership and their development over the past decade. Thousands of families have been directly impacted through campaigns on housing, education, anti-violence efforts, immigration and health care. These campaigns have been led by trained leaders who have connected their faith institutions, service organizations, schools and community organizations to efforts that have fought for and won lasting policy changes at the local, state and federal levels. These victories have included access to drivers' licenses for the undocumented, reforms to school suspension reporting, and funding in the tens of millions of dollars for schools, housing, anti-violence efforts and health care.

As we look toward the next 10 years, the plan that follows lays out the objectives and action steps that will build and stretch the capacity of our leadership to continue to achieve our goals for a safe, connected, and interrelated community that determines its own future and grows into one of the most vibrant, inclusive communities in the nation.



Chicago Southwest Strategies Map



- Industrial Corridor
- Revitalize Commercial Corridors
- Model Residential Areas
- Strengthen Institutions
- Redevelopment Opportunities
- Branding Neighborhood

* Micro Market Recovery Program (MMRP)

VISION

Our Vision: An Attractive, Connected, Safe Community

Because we love Chicago Southwest and want to stay here, we envision a thriving, developing, peaceful community, in which every resident is treated with dignity and respect.

Chicago Southwest will have stable homeownership and no abandoned buildings, high quality health care accessible to all residents, great parks with excellent facilities and programs, outstanding schools and a wide assortment of cultural, sports and educational after-school activities for our youth.

It will be an economic center of Chicago with thriving businesses, entrepreneurs and jobs being created in its industrial and commercial corridors.

Chicago Southwest will be an attractive, safe and inviting place to live for families of diverse racial, religious, ethnic, socio-economic and immigrant backgrounds, where we respect and learn from each other's differences.

Our community will be organized, connected and collaborative. It will be a place where residents, key leaders and stakeholders from community institutions and the public and private sectors know each other and work together, holding each other accountable in keeping this community thriving.



HOUSING GOAL:

Stabilize housing for families in Chicago Southwest through organizing households, creating a path toward homeownership, promoting reinvestment and redevelopment, and expanding access to fair lending practices.

Housing has been disrupted in Chicago Southwest over the past decade. The foreclosure crisis and resulting economic downturn took a terrible toll on the community. Progress that had been made over the past 30 years of community organizing was threatened by unscrupulous lending, stagnant incomes and a continuing crisis in the local housing market.

Southwest leaders were some of the first to recognize and address subprime lending and the ensuing foreclosure crisis. We have made progress, but there is far more to be done, as housing remains unaffordable for many families, immigrants don't have access to all lending products and more vacant homes need to be rehabbed and reoccupied.



2,370

2010

859

2014

Foreclosures have decreased from **2,370** in 2010 to **859** in 2014

Source: DePaul University Institute for Housing Studies, 2015



Vacant homes have decreased from **93 to 21** in our Reclaiming Southwest Target area over the past three years



“When the foreclosure crisis began to hit our neighborhood, we went out and visited every family in our target area to let them know how to save their home.” — Mike Reardon, NHS Chicago

Over \$10 million has been invested through Reclaiming Southwest in Chicago Lawn





Prior to 2016, an apartment building stood at the corner of South Artesian Avenue and West 62nd Street that had provided homes for at least four families. Deterioration because of foreclosure-based vacancies caused the loss of this and other buildings on our blocks. SWOP’s Reclaiming Southwest Chicago campaign was developed to prevent the further loss of buildings.

The foreclosure crisis was taken head on through Southwest leaders

By the late 1990s and early 2000s it became evident to local leaders that banks and brokers were writing unscrupulous loans with teaser rates, “balloon” mortgages that came due at higher rates, and terms designed to cycle through families and properties. The result was a crisis that not only affected thousands of families who lost their homes, but led to disrepair and abandonment of more than 600 buildings that had provided homes for decades.

Due to the successful efforts of our housing campaign, Reclaiming Southwest Chicago, and our partnership with United Power for Action and Justice, we leveraged \$10 million in public funding and support and we have begun the work of reclaiming vacant buildings, block by block. Still, many potential homeowners are unable to purchase because lenders are offering products that work for the banks but don’t meet the needs of our families.

Housing remains unaffordable for many families, especially renters

Despite progress on attacking the housing crisis, many underlying issues remain that threaten our families. Rental housing is becoming less affordable while many landlords are not maintaining their properties. The result of the tight housing market is that rents are going up while incomes are not and now almost two-thirds of our renters are overly cost burdened (paying more than federal guidelines of 30% of their income on housing). While homeownership cost burden appears to be improving, in many cases that was due to dramatic devaluation of home value rather than rising incomes.

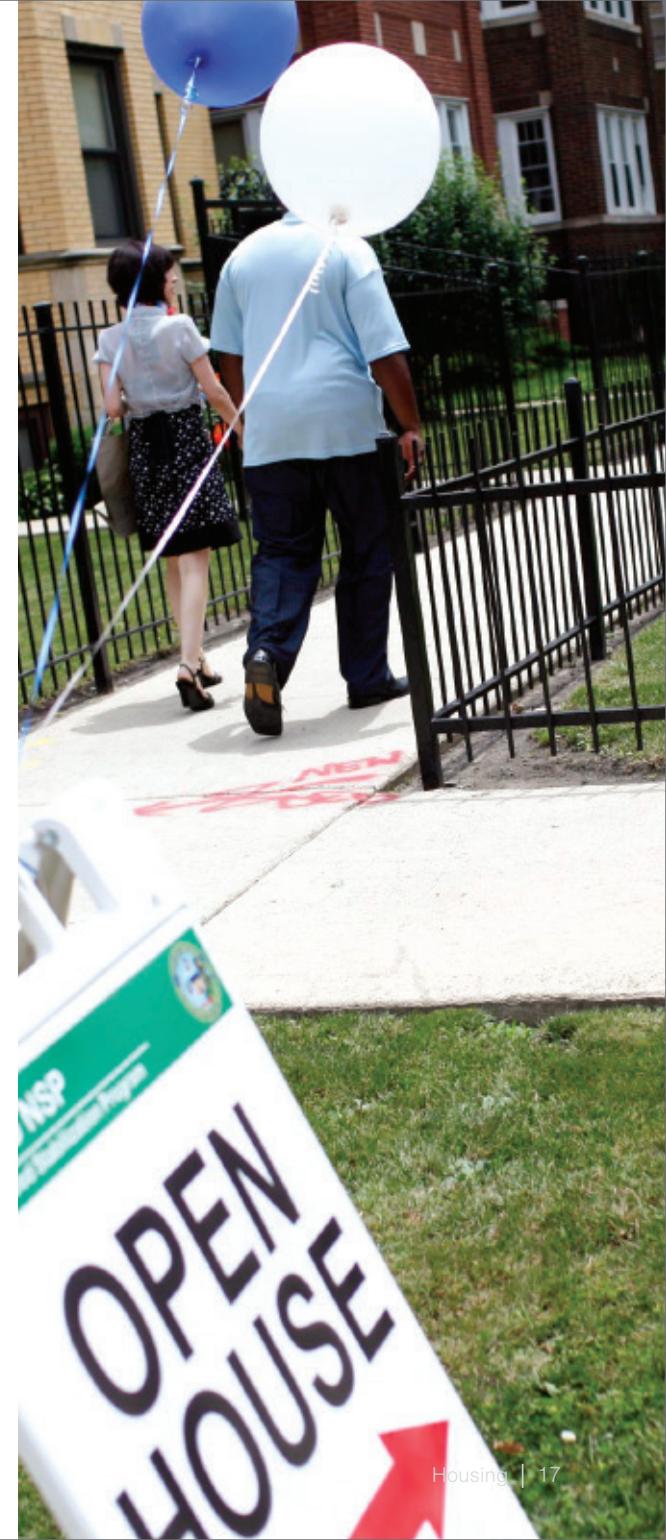
Mortgage and lending practices continue to exclude many families from the economic mainstream and provide unfair terms

SWOP leaders have advocated for fair lending legislation and put pressure on lenders to make more mortgages available for undocumented immigrants. While there has been some progress, there is much more potential for hardworking immigrants who have built up savings to invest in housing. If these policy barriers could be removed, thousands of families would be eligible to buy homes which would not only stabilize the buildings and blocks, but would build the equity of families in the community.

Housing Cost Burden 2013



Source: U.S. Census Bureau, 2009-2013 American Community Survey





Strategies and Projects

STRATEGY 1

Stabilize households by creating a path towards homeownership and developing a campaign to improve the quality of rental housing

A stable community is one in which as many people want to move in as are moving out, and renters and owners both have the option to stay. We are working to build a pool of buyers and renters who want to remain in or move to the community. A coordinated housing center will seamlessly provide the resources of multiple organizations, including crisis intervention, financial counseling, assisting renters with securing better housing and working with all families to build a stronger community.

We will develop a campaign to improve the quality of rental housing through holding landlords accountable, educating tenants of their rights and raising funds to continue to rehab rental housing. We will also work to expand options for homeless, including students, in our community.

STRATEGY 2

Target reinvestment and redevelopment in distressed areas including expanding the Micro Market Recovery Program area into neighboring blocks

To get the biggest return on our investment, we want to turn around the hardest hit areas in the community and extend the success we have had in working across organizations in a targeted way to have the greatest impact.

We will continue our work north of 63rd Street in Chicago Lawn where we have made great progress. The approach is beginning to attract private investment, one home, one two-flat,

and one small apartment building at a time. The result is blocks that once had seven or eight vacant homes are now thriving.

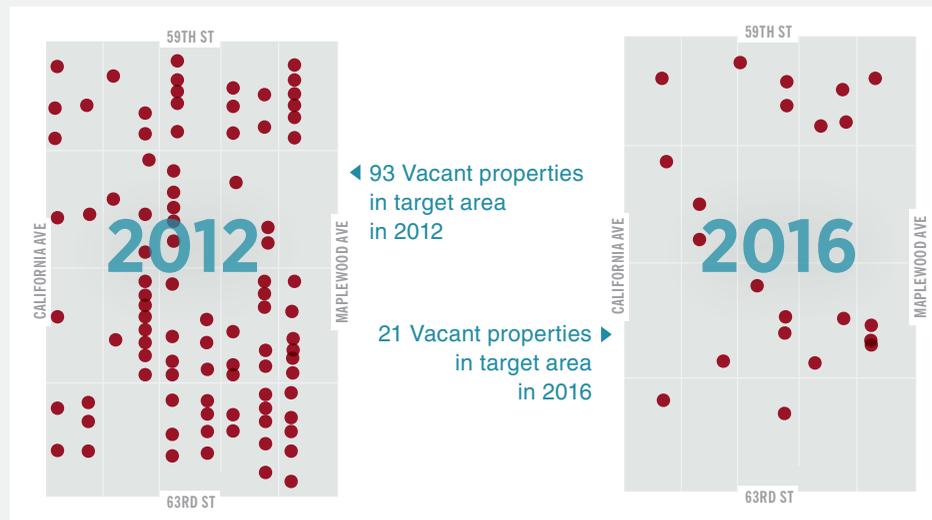
We will expand this work into neighboring blocks, creating an organizing campaign among residents to improve public safety, restore economic potential for building equity through their homes and repurpose vacant storefronts into either housing or live-work spaces when necessary.

STRATEGY 3

Enhance housing finance opportunities through expanding access to credit for immigrants and providing a new housing and financial opportunity center

We will work with traditional and non-traditional financial institutions to develop new loan products and procedures that work to get families who have the capacity to be homeowners into homes.

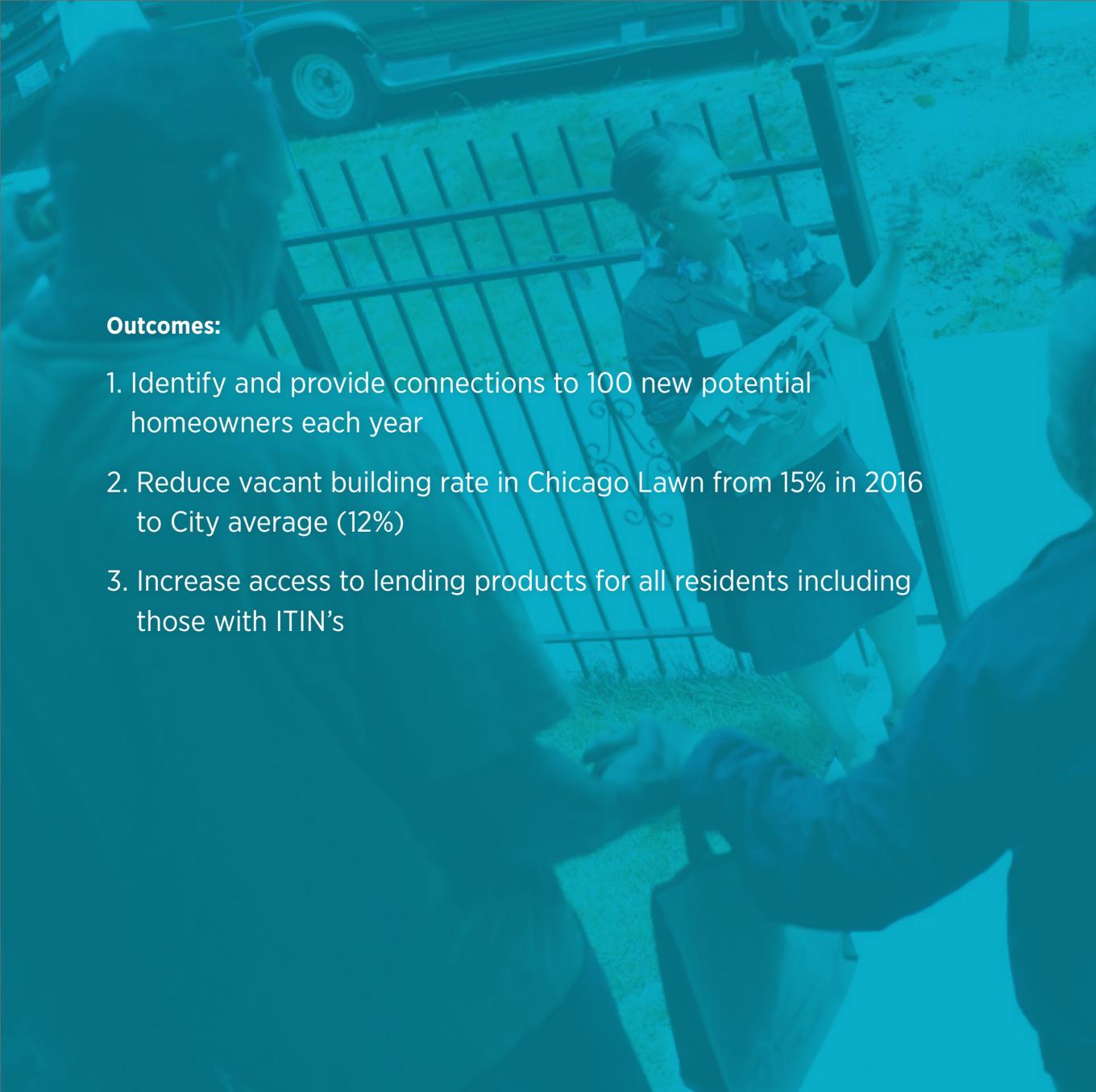
We have seen the impact of immigration reform policies like Deferred Action for Childhood Arrivals (DACA) unlock the economic potential of young immigrants. We will continue to fight for immigration reform to expand that potential to all immigrant families in our community. Through a new combined housing and LISC Financial Opportunity Center, we will provide the counseling, assistance and resources to work with all residents, including undocumented immigrants, to secure quality housing and rebuild equity in the community.



HOUSING

PROJECT	LEAD PARTNERS AND POTENTIAL RESOURCES	TIMEFRAME
Strategy 1: Stabilize households		
a. Reinforce a pipeline to homeownership through the development of a Housing Center that crosses multiple organizations and rebuild a Financial Opportunity Center	SWOP Neighborhood Housing Services (NHS)	Mid-term
b. Hold landlords accountable to maintain their properties and treat renters fairly and responsibly through an organizing campaign to improve the quality of rental housing	SWOP Neighborhood Housing Services (NHS)	Mid-term
c. Educate youth on building pathway to homeownership and improving financial literacy skills in schools LINKS TO EDUCATION	SWOP Community Investment Corporation (CIC)	Short-term
d. Expand housing opportunities for homeless and displaced families and individuals including students IMMIGRATION	SWOP Schools, Marquette Bank	Long-term
e. Strengthen and expand the housing team at SWOP to coordinate all housing activities across organizations	SWOP Catholic Charities, Providing Advocacy, Dignity and Shelter (SWPADS)	Short-term
Strategy 2: Target reinvestment and redevelopment in distressed areas		
a. Focus in on target areas through increasing investment in MMRP area and creating a new target area east of Holy Cross Hospital to focus on housing rehabilitation, foreclosure counseling and assistance in purchasing homes HEALTH and EDUCATION	SWOP United Power For Action And Justice (UPAJ), Brinshore Development, City of Chicago, LISC, Illinois Housing Development Authority (IHDA), Holy Cross Hospital (HCH)	Mid-term
b. Build capacity for local contractors and developers to undertake housing rehabilitation	SWOP UPAJ	Mid-term
c. Expand pool of local resident housing investors	CIC SWOP, UPAJ	Short-term
Strategy 3: Enhance housing finance opportunities		
a. Hold lenders accountable to provide fair lending practices and meet the needs of local households	SWOP United Power For Action And Justice (UPAJ), Brinshore Development, City of Chicago, LISC, Illinois Housing Development Authority (IHDA), Holy Cross Hospital (HCH)	Mid-term
b. Work with financial institutions to develop and reform financial products including alternative credit ECONOMIC DEVELOPMENT	SWOP The Resurrection Project	Long-term
c. Unleash the investment potential of immigrants to invest in housing through immigration reform policy changes like DACA, and increase lending to immigrants with Individual Tax Identification Numbers (ITIN)	SWOP Illinois Coalition for Immigrant and Refugee Rights (ICIRR)	Long-term

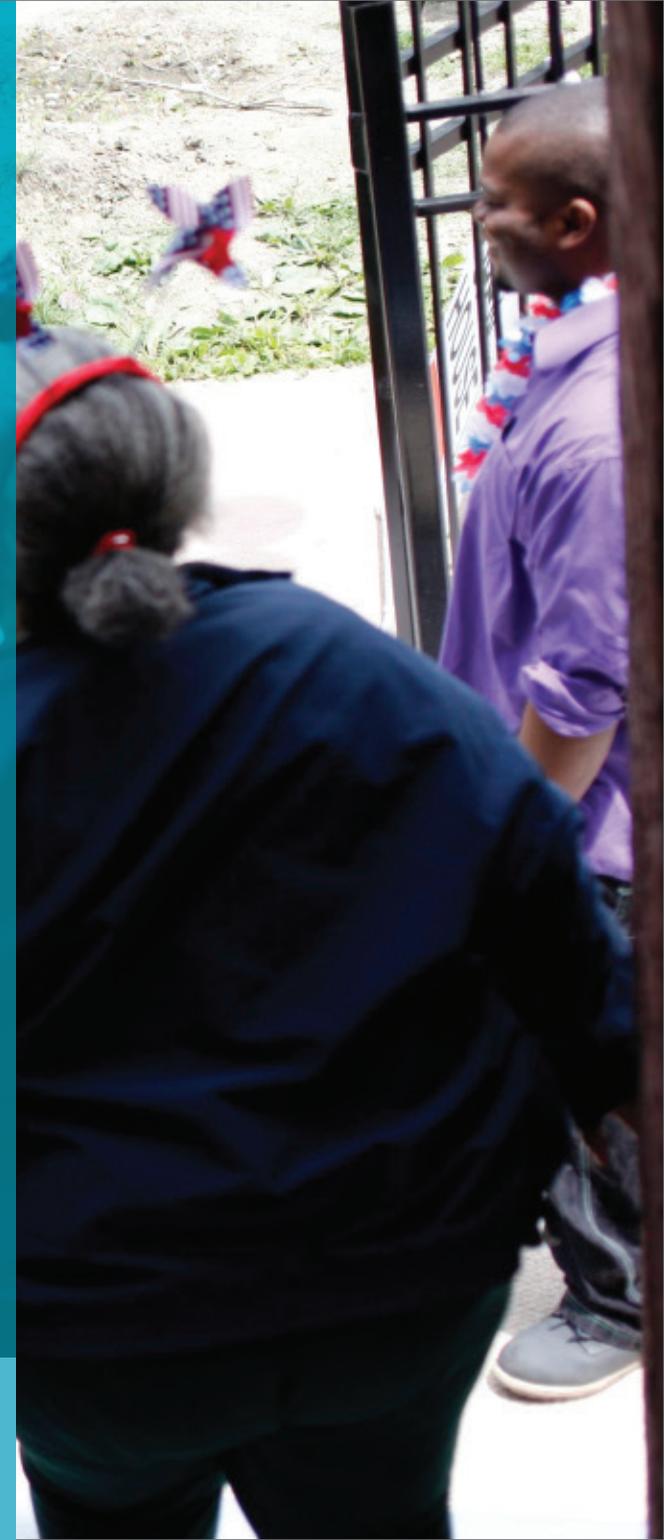
NOTE: Short-term: one year Mid-term: two to three years Long-term: three to five years



Outcomes:

1. Identify and provide connections to 100 new potential homeowners each year
2. Reduce vacant building rate in Chicago Lawn from 15% in 2016 to City average (12%)
3. Increase access to lending products for all residents including those with ITIN's

Stable housing is key to a strong community. Our families can plan their future, students do better in school, local business corridors thrive, and neighborhood institutions are stronger when families have stable homes.



ISSUE AREA I **ECONOMIC AND RETAIL DEVELOPMENT**

ECONOMIC AND RETAIL DEVELOPMENT GOAL:

Promote economic development, retail offerings, commercial and industrial development in Chicago Southwest to meet demand for goods and services while promoting locally-owned and engaged businesses in the community.

Economic development opportunities are at the core of Southwest neighborhoods. Southwest institutions like Greater Southwest Development Corporation (GSDC) and SWOP have worked toward retaining local industry, creating the first industrial corridor in Chicago, and supporting local businesses. Our strategic location near Midway airport, major rail yards and industrial corridors, and with commercial corridors every half mile, creates a compelling case for reinvestment. However, with the effects of globalization and the modern economy on industry and retail, employers are less connected to our residents and the challenge has become harder than ever to support the types of businesses that create a cycle of reinvestment in the community.



More than
\$150 million
in retail spending
leaves the community
each year



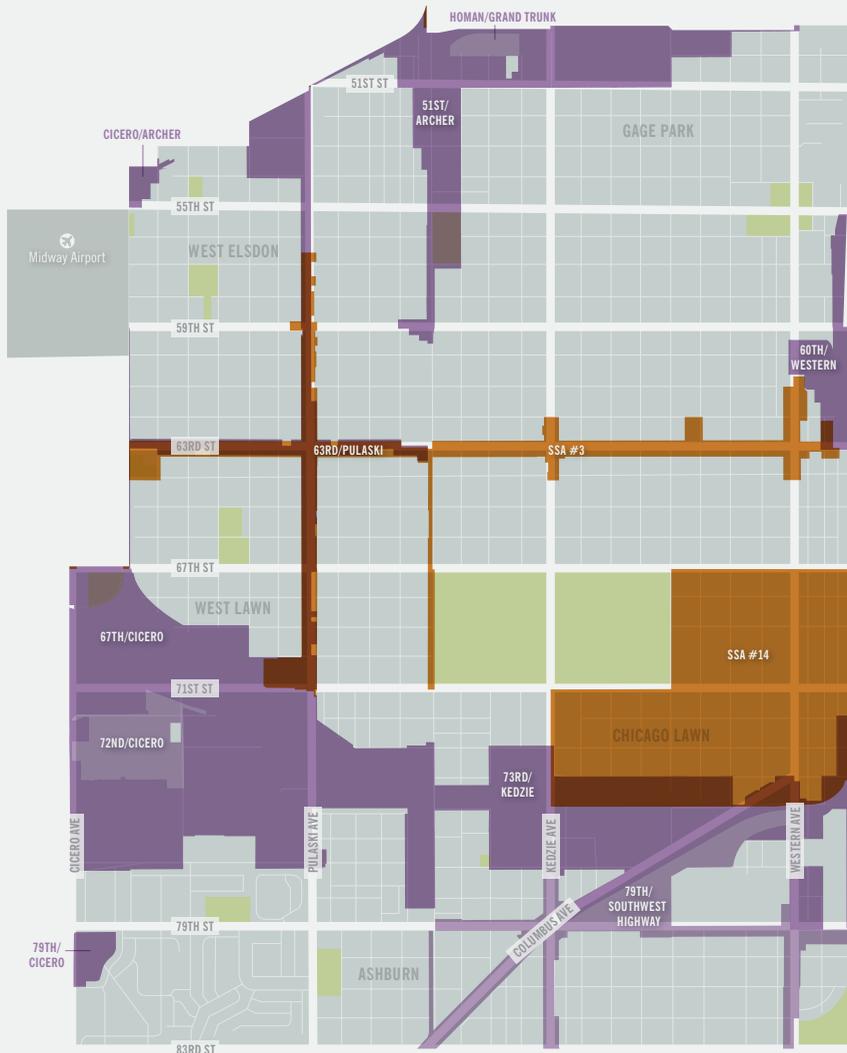
“Small businesses need one-on-one assistance. **We make more than 1,500 visits each year to local businesses.**”

— Ghian Foreman, GSDC



In 2016, **89,000 average daily vehicles** combined on Western, Kedzie and Pulaski corridors

Chicago Southwest TIF and Special Service Areas



■ TIF* District ■ Special Service Area (SSA)

* Tax Increment Financing (TIF) Districts

There is \$1.5 billion in spending power, but more than \$150 million leaves the community

Virtually every arterial street in Southwest (Cicero, Pulaski, Kedzie, California and Western, as well as 55th to 59th to 63rd to Marquette Boulevard and 79th Street) is a commercial or mixed-use corridor. While there are signature businesses such as Ford, Toyota and Chevrolet dealerships, there are also long stretches of vacancies with shallow lots and either vacant buildings or vacant land. Ford City Shopping Mall in West Lawn still attracts shoppers, but much of our daily shopping takes place outside the area and into surrounding suburbs. As a result, \$158 million of local spending power leaves Chicago Southwest each year.

Top Five Retail Gaps

Electronics and Appliances	\$44 million
Building Materials	\$42 million
Sporting Goods, Music & Books	\$29 million
General Merchandise	\$27 million
Restaurants	\$20 million

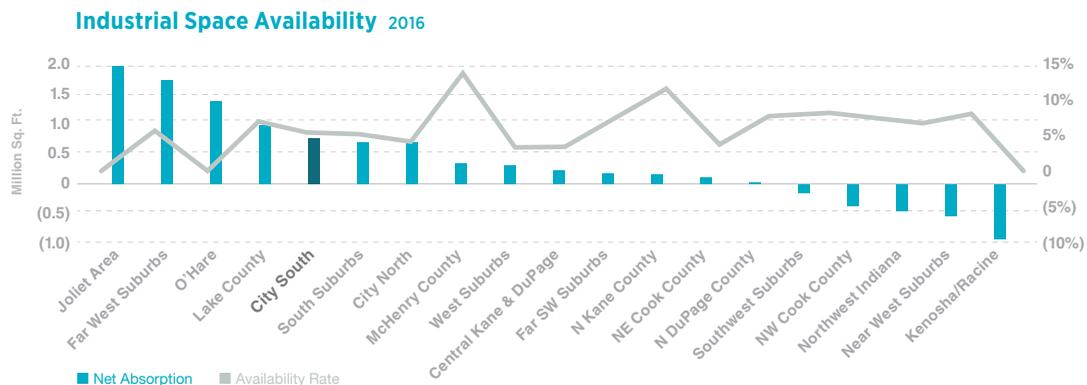
Source: Infogroup 2015

The health of our major commercial corridors requires a new vision

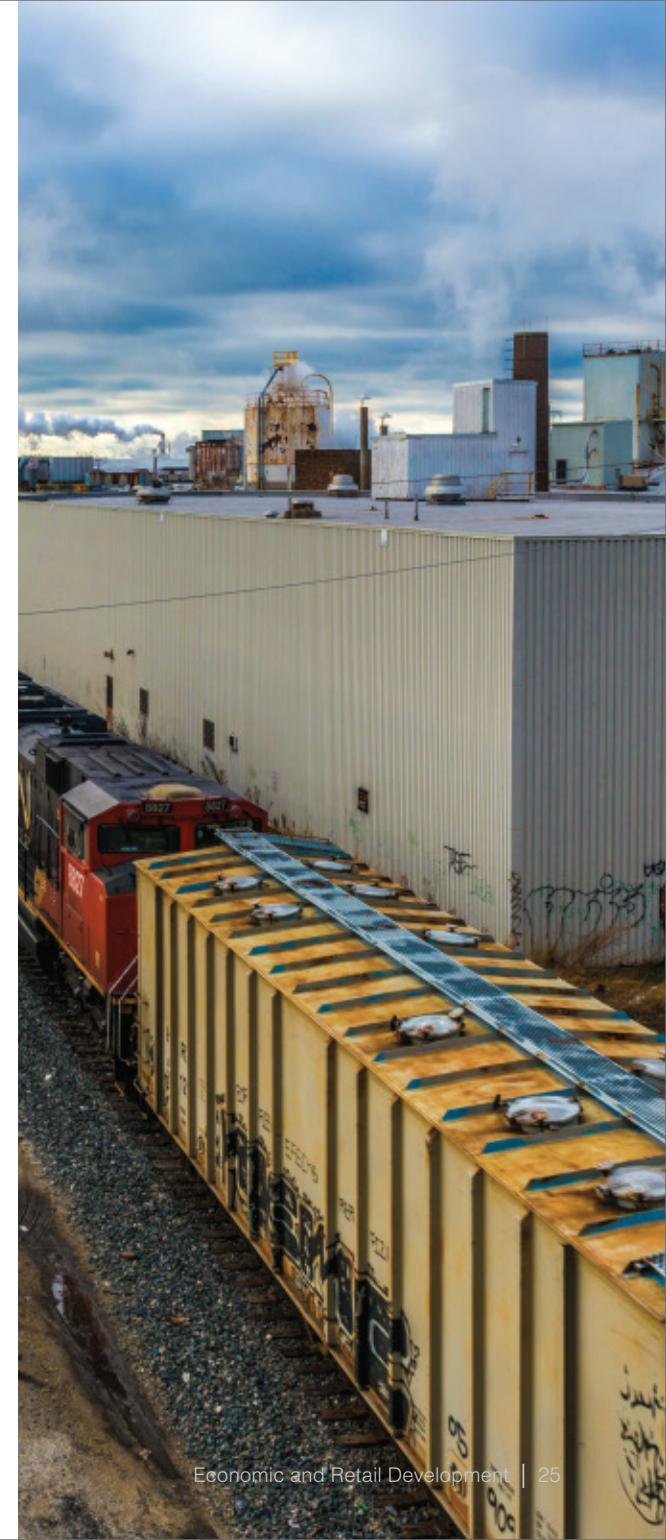
With changes in shopping patterns, residential buildings have vacant commercial ground floors or commercial buildings have vacant units above ground-floor businesses. While many of these commercial corridors are in Special Service Areas (SSAs) and/or Tax-Increment Financing districts (TIFs), there are currently few financial incentives to help businesses with limited access to capital, particularly locally-owned and/or immigrant-owned businesses. The high visibility along high traffic corridors, relative affordability of commercial space compared to North Side locations, and access to a large labor pool, should all be leveraged to attract small to mid-size businesses that may be forced to relocate out of other areas.

Our industrial corridors are hubs but lack community connections

Southwest is well positioned to attract new industrial development but will need to overcome barriers from infrastructure to the perception of increased regulation and higher costs in Chicago. The Chicago industrial market has the lowest availability rate in more than 20 years, with the City South market's availability rate of only 4.8% and a vacancy rate at a historically low level of 2.9%, one of the lowest rates in the region. With a new City of Chicago policy that names Greater Southwest Industrial Corridor one of five priority industrial corridors in the city, the challenge will be to determine the types of industries to attract while connecting these employers to local institutions that can train and identify skilled workers and increase their involvement in the community.



Source: CBRE Research, Q2 2016





Strategies and Projects

STRATEGY 1

Support existing businesses, especially local and immigrant-owned businesses

As a community, we will take proactive steps to support businesses, especially those that are locally and/or immigrant owned. These efforts range from assistance and marketing for businesses to mobilizing residents to buy local goods and services. We will help our business owners hire local residents, including youth and young adults, to give them the experience they need, building trust between businesses and youth, and fix their spaces to attract new investment. We will expand on local shopping campaigns to educate residents on the benefits of keeping their spending in the community.

Pockets of commercial vacancies created by changing shopping patterns will require a new and creative vision of mixed-use commercial and residential development.



STRATEGY 2

Attract new businesses that fill local needs and support reinvestment in industry to create local jobs

We will develop a business attraction strategy to fill gaps in retail goods and services, whether it is attracting a new full-service grocery store to Chicago Lawn or identify market opportunities to meet more daily shopping needs locally. Building on our work through the LISC and City of Chicago Smart Communities program, we will work to bring broadband, training and technology to support businesses, connecting them to each other and the global supply chain networks. We will work to develop new financial tools and connect entrepreneurs to investors by building networks of business leaders and investors to tap into the entrepreneurial talent in the community.

STRATEGY 3

Revive targeted areas including our commercial corridors

We will develop a new vision to revive our commercial corridors, such as 63rd Street, 59th and 69th streets, as well as major north-south corridors such as Pulaski, Kedzie and Western avenues. We will identify targeted strategies for vibrant, mixed-use corridors to bring improved safety, business development and new housing opportunities. 63rd Street, as a major corridor from West Lawn through Chicago Lawn and eastward toward Englewood, will be a major focus of our work. It connects many of our residential neighborhoods most in need of reinvestment, and our many partner institutions working to revitalize the community who are located on 63rd can act as anchors. Similarly, we will target industrial reinvestment by marketing key assets - access to rail, air, highways, and a large pool of local labor - to let investors know of the advantages of locating here, while ensuring that businesses that are recruited to Southwest hire local residents.

STRATEGY 4

Organize for policy changes to support business development including Tax Increment Financing (TIF), Small Business Improvement Fund (SBIF) and Cook County property tax incentives

We will organize a campaign to bring residents, institutions and key business leaders together to create a level playing field for economic investment in Southwest and help policymakers recognize the overlooked economic potential in areas and businesses like ours, including entrepreneurial business operating in the “grey” economy, like street vendors and other home-based businesses. This campaign will connect local and immigrant-owned businesses to existing incentives such as TIF, SBIF, SSA and Cook County property tax incentives from which they are currently excluded. We will also expand efforts to build relationships with Latin American and other international consulates to explore and promote more import and export investment in our community.

PROJECT	LEAD PARTNERS AND POTENTIAL RESOURCES	TIMEFRAME
Strategy 1: Support existing businesses		
1.1 Promote local entrepreneurs, small businesses and immigrant-owned businesses	GSDC SWOP, Southwest Corridor Collaborative (SWCC)	Short-term
1.2 Encourage business owners to hire local residents, including youth and young adults LINKS TO JOBS	GSDC SSA 3 and 59, SWOP, IMAN	Short-term
1.3 Expand a local shopping campaign, particularly for locally-owned and engaged businesses	SWOP GSDC, IMAN, SWCC	Short-term
1.4 Engage landlords as business owners to maintain, fill vacant commercial spaces, and upgrade their properties HOUSING	GSDC SWOP, SSA 3 and 59	Mid-term
1.5 Support immigrant-owned businesses and provide financial resources IMMIGRATION	GSDC SWOP	Short-term
Strategy 2: Attract new businesses that fill local needs		
2.1 Attract businesses to close retail gaps and provide needed services, particularly grocery and general merchandise	GSDC SWCC	Long-term
2.2 Utilize broadband and technology to support business development	GSDC	Long-term
2.3 Expand local entrepreneurs' capacity to attract investors	GSDC SWOP, SWCC	Long-term
Strategy 3: Revive targeted areas		
3.1 Attract new development and stronger businesses to commercial corridors, including 59th, 63rd, and 69th Street, and Pulaski, Kedzie, and Western Avenues	GSDC SWOP SWCC	Mid-term
3.2 Improve infrastructure in Greater Southwest Industrial Corridor and create ready sites for redevelopment	GSDC SWCC	Mid-term
3.3 Attract new development and jobs to key opportunity sites including Cicero and I-55, Sears Site, and Mondelez	GSDC SWOP, SWCC	Mid-term
3.4 Create unique brand(s) to attract investment and local shopping	GSDC SWOP SWCC	Mid-term
3.5 Attract arts and cultural organizations and convert vacant buildings to house them	SWOP GSDC	Mid-term

PROJECT	LEAD PARTNERS AND POTENTIAL RESOURCES	TIMEFRAME
Strategy 4: Organize for policy changes to support business development		
4.1 Support existing employers to provide access to programs and incentives such as TIF, SBIF, SSA, and Cook County tax incentives	GSDC	Short-term
4.2 Develop real-time data on state of Southwest's economic assets, including home-based businesses JOBS	GSDC LISC	Long-term
4.3 Advocate for reform of City incentives to make them more responsive to locally-based economic development, particularly for industrial jobs	GSDC SWOP	Long-term
4.4 Create new financial tools for small businesses	GSDC	Long-term
4.5 Revise Building Code to make it easier to rehab older buildings	GSDC SWOP, City of Chicago	Mid-term
4.6 Expand intentional relationships with Latin American Consulates to increase business development IMMIGRATION	GSDC SWOP	Long-term

NOTE: Short-term: one year **Mid-term:** two to three years **Long-term:** three to five years

Outcomes:

1. Reduce the retail gap of \$150 million in the next five years
2. Increase the number of locally owned businesses, especially along 63rd Street
3. Increase the number of public/private partnerships to assist local businesses through TIF, SSA, Cook County property tax relief and other programs

JOBS GOAL:

Connect residents to job opportunities, expand the number of jobs, and overcome barriers to immigrants and those returning from the criminal justice system seeking employment and job development.

Access to jobs with livable wages is critical to all Southwest residents. With high unemployment, particularly for young workers, many families have not recovered from the Great Recession and are still struggling to make ends meet. While there are thousands of manufacturing jobs in Southwest Chicago, many are held by those who live outside our community. Many of our immigrant residents or those returning from the criminal justice system are shut out from obtaining jobs and advancing their careers even if they have the skills that are needed. Having the right education and skills and successfully locating available jobs requires developing unique partnerships with both training organizations and employers, as well as policy changes that will allow our residents to access well-paying jobs.



Young people aged 16 to 19 in Chicago are employed at very low rates. Only **12.4% of African American, 15.0% of Latino, and 24.4% of white youth have jobs**, compared to the national average of 28.8%.



The **13% unemployment rate for Chicago Lawn residents** is more than 50% higher than the city of Chicago's average.

More than 31% of Chicago Lawn residents are below the poverty line, almost twice as high as the city of Chicago average.

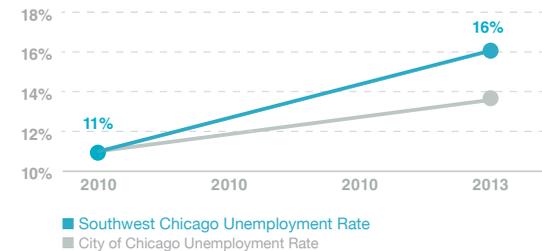




JOBS

Unemployment increased across Chicago and the nation following the recession, but rose faster in our community. While the economy has begun to improve, there is no evidence that the gap with other parts of Chicago has narrowed. In addition, many immigrants and other disconnected residents are not even counted in the labor force and face irregular and unpredictable hours, long commutes and low wages. Teens and young adults are also not tracked well, but through our experience they lack opportunities for work-study, internships and access to summer and part-time jobs.

Change in Unemployment



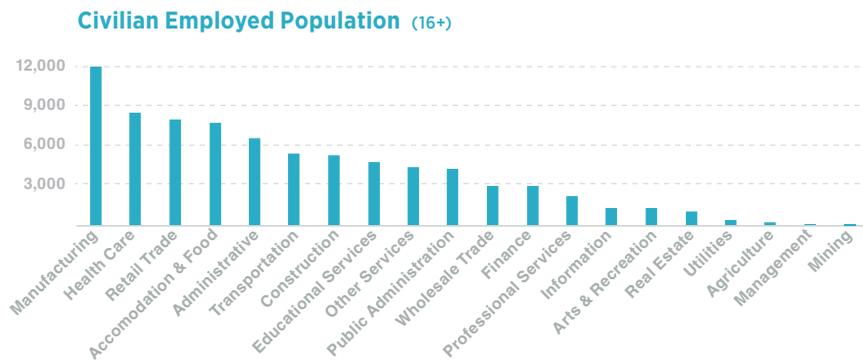
Source: U.S. Census Bureau, American Community Survey 5-year estimates

Manufacturing and health care are the largest employers

More than 11,000 residents are employed in manufacturing, about one-seventh of our working adults. Health care is second, built on the strength of Holy Cross Hospital and other nearby health providers. Retail trade, accommodation and food, often with much lower pay, are the third and fourth highest fields for employment.

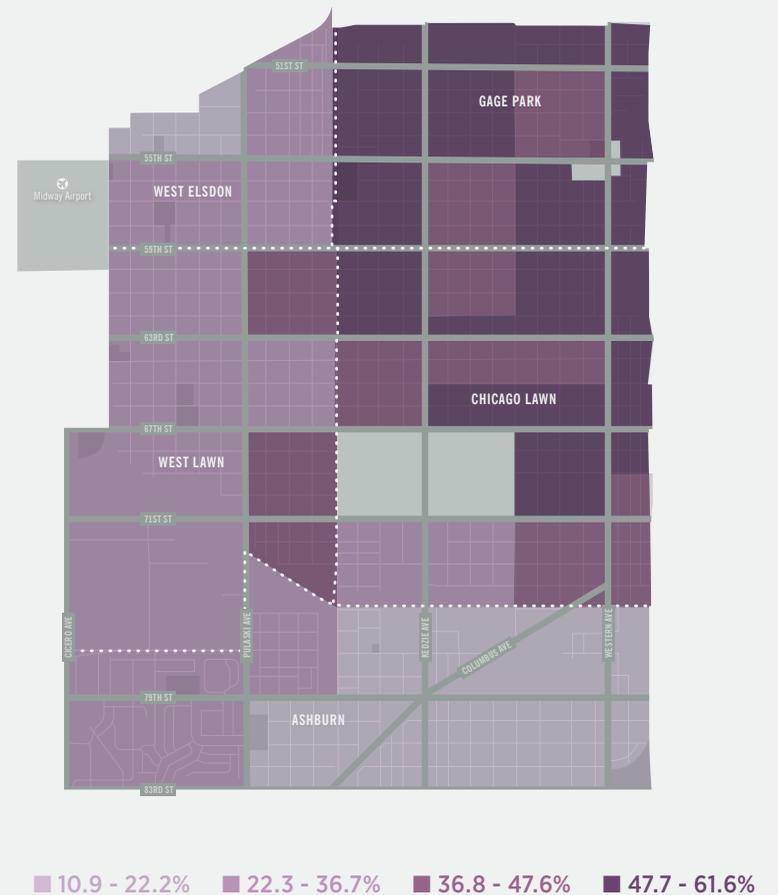
High poverty is concentrated in Gage Park and Chicago Lawn

Southwest Chicago has the same rate of households under the poverty level and receiving public assistance as the City of Chicago's average, at 22% of all households. Yet, there are significant differences among Southwest communities, with poverty rates ranging from a low of 12% in Ashburn up to 23% in Gage Park and 31% in Chicago Lawn.



Source: U.S. Census Bureau, 2009-2013 American Community Survey

Percent of Total Population at or below 150% Poverty Level



Source: US Census Bureau, 2009-2013 American Community Survey



Strategies and Projects

STRATEGY 1

Connect teens and young adults to economic opportunities, creating a pipeline from school to work

We will work with schools, businesses and other institutions to create opportunities for our young adults to gain experience, references and new skills, establishing the track record they need to obtain higher paying jobs over time.

STRATEGY 2

Reconnect adults to the workforce and better job opportunities through creating a ready pool of workers for local employers

We will expand the skills of our residents and build a ready pool of workers for local employers through partnerships with higher education and training programs. We will provide entrepreneurial and jobs skills for those who are returning to our community from the criminal justice system to enable them to become financially self-sufficient. We will create an investment pool for both residents and employers taking the risk to open or expand businesses and create tools to connect residents to employers.

STRATEGY 3

Embrace immigrants in the community as a part of the growing local and regional economy

The talents, energy and entrepreneurialism of immigrants can be tapped as major contributors to our local economy if policy barriers can be overcome. We will continue to advocate for reforms, following on the success of Deferred Action for Childhood Arrivals (DACA) as a job access strategy. We will provide needed education including entrepreneurial skills, GED and ESL classes for immigrants. We will connect the skills of immigrants, many who have advanced degrees from their country of origin, to educational institutions to complete any requirements for US certifications or match to employers looking for specific skills.

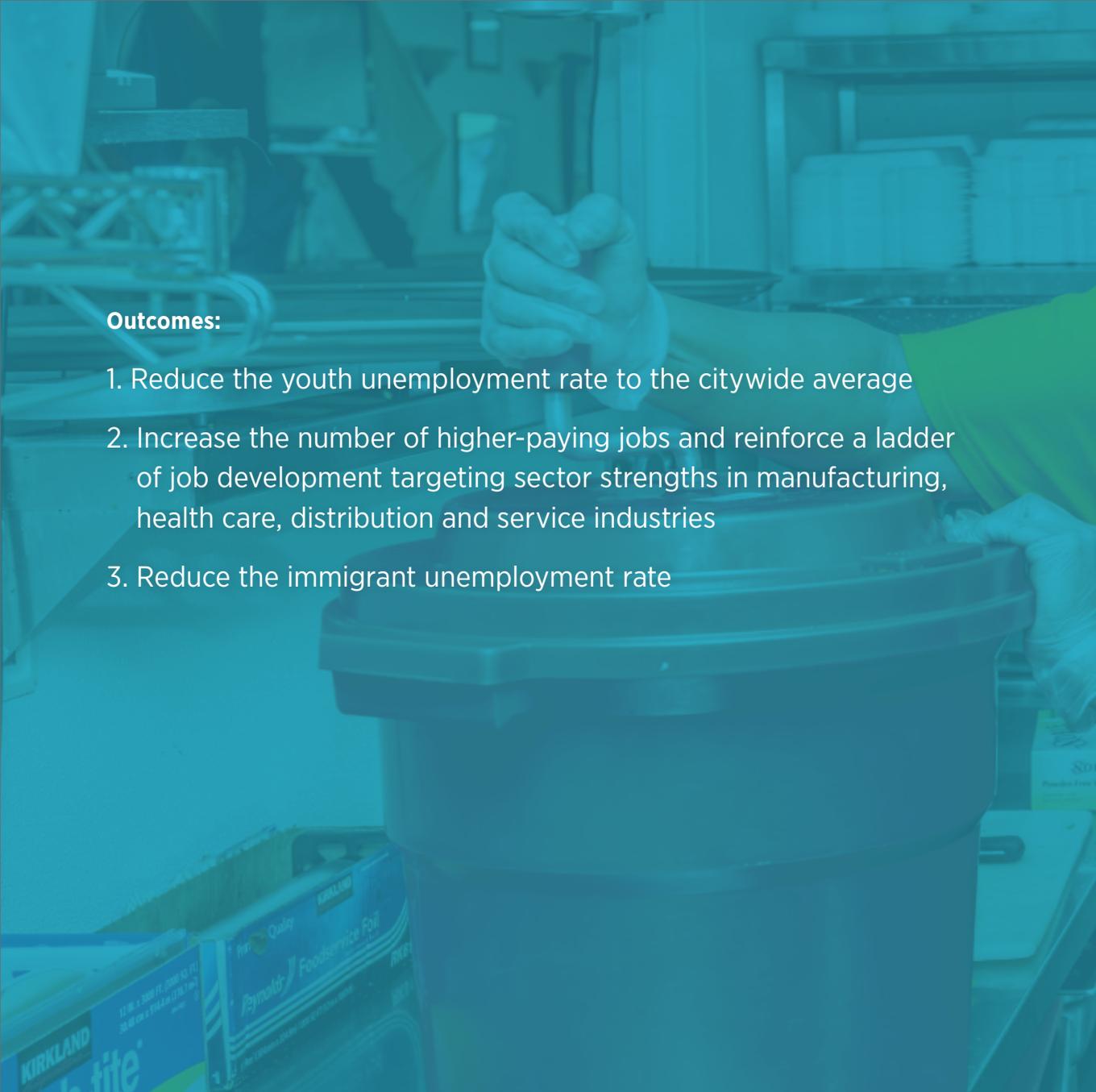
STRATEGY 4

Forge alliances between African American and Latino leaders and employers to foster job development

We will overcome efforts that try to drive a wedge between residents of Black and Brown heritage, knowing that we have far more in common and can learn from our differences. The tapestry of Chicago Southwest is due to the efforts of our residents to connect with each other across differences, proving time and again that there is strength in numbers, diversity and multiple talents to solve the challenges at the household, block, community and city levels. Harnessing this strength will lead to greater power to influence issues from wage levels to work protections to immigrant status, leading to a stronger, more prosperous community.

PROJECT	LEAD PARTNERS AND POTENTIAL RESOURCES	TIMEFRAME
Strategy 1: Connect teens and young adults to economic opportunities, creating a pipeline from school to work		
1.1 Expand work-study, internships, and local job hiring	SWOP CPS, GSDC	Mid-term
1.2 Expand access to job training opportunities	SWOP GSDC, Chicago Cook County Workforce	Mid-term
1.3 Forge stronger relationships with institutions of higher education LINKS TO EDUCATION	SWOP GSDC, Richard J. Daley College, Kennedy King College, Northeastern Illinois University	Mid-term
Strategy 2: Reconnect adults to the workforce and better job opportunities		
2.1 Create a ready pool of residents for local employers	SWOP GSDC, SWCC, Parent mentor graduates, Faith institutions, Schools, IMAN	Long-term
2.2 Provide entrepreneurial and job skills for reentry to create new opportunities	IMAN SWOP, GSDC	Long-term
2.3 Create an investment pool for entrepreneurial residents and employers	GSDC SWOP, SWCC	Long-term
2.4 Use social media help residents connect to job opportunities	SWOP GSDC	Mid-term
Strategy 3: Embrace immigrants in the community as a part of growing the local and regional economy IMMIGRATION		
3.1 Utilize immigration reform policies like Deferred Action for Childhood Arrivals (DACA) as a job access strategy IMMIGRATION	ICIRR SWOP, IDPL	Mid-term
3.2 Provide entrepreneurial, GED and ESL classes for immigrants EDUCATION	SWOP City Colleges	Short-term
3.3 Connect to skills of immigrants with degrees from countries of origin IMMIGRATION	SWOP IDPL, ICRR, City Colleges	Mid-term
Strategy 4: Forge alliances between African American and Latino residents and businesses		
4.1 Strengthen the network of organizations and leaders to expand financial and housing-related services including creating a new Financial Opportunity Center and tie it to a new Housing Center HOUSING	SWOP NHS, GSDC	Mid-term

NOTE: Short-term: one year **Mid-term:** two to three years **Long-term:** three to five years



Outcomes:

1. Reduce the youth unemployment rate to the citywide average
2. Increase the number of higher-paying jobs and reinforce a ladder of job development targeting sector strengths in manufacturing, health care, distribution and service industries
3. Reduce the immigrant unemployment rate



People in our community have built a culture of work, even if it is in the informal economy. Many have strong entrepreneurial skills, which may provide opportunities in the new economy.

ISSUE AREA I **ANTI-VIOLENCE**

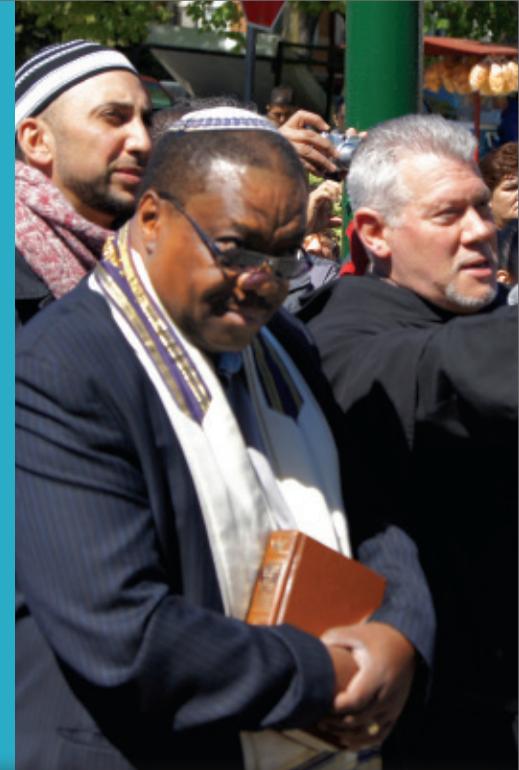
ANTI-VIOLENCE GOAL:

Foster trust, relationships and safe spaces for all residents to improve safety, personal attainment and neighborhood well-being.

Violence and its aftermath takes a toll on our families, neighborhoods and institutions in Chicago Southwest. Much of the violence directly involves our younger residents, but families lose children, siblings and parents, schools lose students, and young people lose peers and friends to violence and resulting incarceration. For more than a decade, our efforts in schools and through CeaseFire show that young people and ex-offenders need more opportunity and less isolation from the larger community to build the trust needed for real reduction of violence.



In Illinois, there are **more than 100 professions and business licenses that either can or must be denied to anyone with a criminal record.** This includes barbers and nail technicians – occupations that tend to offer a path to the middle class for many low-income workers.



For more than a decade, **our efforts in schools and through CeaseFire show that young people and ex-offenders need more opportunity** and less isolation from the larger community to build the trust needed for real reduction of violence.

Violence is primarily concentrated in specific parts of our community with other areas experiencing lower crime than city averages.



Violence rates

In the early 2000s SWOP began implementing the Chicago Project for Violence Prevention's CeaseFire model to great success. Shootings in the two most violent local police beats went from 64 in 2002 to 34 in 2003 to 24 in 2004 and have remained similar since then. SWOP leaders and CeaseFire outreach staff quickly realized that further, sustained success would require a comprehensive approach built on trust and accountable relationships. Efforts to reduce violence that simply isolate the perpetrators do not find broad support from members of our community whose families may be involved.

Opportunity, Inclusion and Trust

Our experience has shown that increasing opportunities for young adults and ex-offenders to earn a living is the single most effective tool in reducing involvement in activities that lead to violence. But we also recognize young people and ex-offenders who would most benefit from

these strategies are some of the most isolated members of our community. Developing real relationships with youth and young adults in and out of school and with ex-offenders will help build the trust that will reduce exclusion and reconnect them and the larger community in meaningful ways.

Community approaches must come first

Law enforcement and the criminal justice system have a role in combating street violence in our neighborhoods, but we see it as a last resort. Involvement in the traditional criminal justice system means dramatically reduced opportunity for those involved, often for the rest of their lives, and long periods of isolation from relationships in family and community that are needed for support and healing. Segments of our community have also long experienced a breakdown in trust with law enforcement, as highlighted by recent citywide events, federal investigation of the Chicago Police Department and the creation of the Police Accountability Task Force. The criminal justice system will function much more effectively with genuine trust and buy-in from residents.

Strategies and Projects

STRATEGY 1

Expand opportunities for young people and for ex-offenders returning to our community

We will work to expand strong after school programs like SWOP's Teen Reach model that helps students connect and succeed in school, develop life and job skills programs to help in-and out-of-school youth strengthen their capacity to cope with life beyond school. We will also work to expand programs like IMAN's Green Reentry Program and create new programs that work to reduce barriers to employment for ex-offenders. We will coordinate these efforts with behavioral health and trauma-informed approaches in education to ensure that our young adults and ex-offenders have the support they need.

STRATEGY 2

Strengthen the capacity of schools, faith institutions and businesses to be involved in community anti-violence efforts

No single program, organization or institution can have the impact necessary to address the issue of violence in our community. Strong and thoughtful programming is a good first step, but we will continue to link all the key institutions in our community in a coordinated manner. We will strengthen the capacity of schools to reach out to families beyond the classroom. We will work with our faith institutions to better address the impact of violence on their constituencies and connect to those who might not be regular attendees. We will help businesses to use their unique positions as employers and creators of community space and connection to join with community anti-violence efforts.

STRATEGY 3

Create opportunities for building trust between individuals, local institutions and with agencies focusing on youth, young adults and ex-offenders

Mistrust and fear often isolate those in our community who are most likely to be involved in violence and prevent those most in need of programming from either being invited or being willing to participate. Working with faith institutions, service organizations, schools and businesses, we will intentionally create relational spaces, both physical in nature and at various meetings, events and discussions that foster communication and connection across our community around violence and the criminal justice system. We will engage in a long relational campaign with our institutional and resident leaders and ex-offenders and youth to build connections, reduce isolation and identify each person's particular needs to be addressed and skills to be leveraged.

STRATEGY 4

Promote structural reform of police and judicial systems

We will work to ensure that City of Chicago police reform efforts include significant and genuine community input. We also recognize that policy efforts alone will not rebuild trust between law enforcement and the community and we will work to ensure that genuine reform occurs at our local police district level as well. We will also organize campaigns for large systemic restorative justice change in schools and in the broader criminal justice system to reduce unnecessary incarceration, building on successful moves in our schools away from zero tolerance policies towards restorative justice policies.

ANTI-VIOLENCE

PROJECT	LEAD PARTNERS AND POTENTIAL RESOURCES	TIMEFRAME
Strategy 1: Expand opportunities for young people and ex-offenders		
1.1 Reduce barriers to employment for ex-offenders through job and life skills training, increasing access to state licensing and certification, and developing entrepreneurial opportunities	GSDC SWOP, IMAN	Mid-term
1.2 Increase access to mental health services and social and life skills LINKS TO HEALTH	Sinai Health Systems HCH	Long-term
1.3 Form or expand a community garden to engage youth in improving the community EDUCATION	SWOP Schools	Mid-term
1.4 Provide paths for out-of-school youth and young adults through education and other programs EDUCATION, JOBS	SWOP IMAN, City colleges	Mid-term
Strategy 2: Strengthen and expand schools, faith institutions and business involvement in community anti-violence efforts		
2.1 Increase resources for after school programs like SWOP's Teen Reach model and share programs and activities across schools (<i>combined with 1a</i>) EDUCATION	SWOP Schools	Mid-term
2.2 Work with faith institutions to organize youth to connect them to opportunities and increase involvement in anti-violence efforts	SWOP Faith Institutions	Short-term
2.3 Reach out to local businesses such as barbershops that are centers of community and connect them to anti-violence efforts ECONOMIC DEVELOPMENT	SWOP GSDC, IMAN	Short-term
Strategy 3: Create opportunities for building trust and strengthening relationships across our community		
3.1 Create relational spaces that foster communication and relationships across differences including race, class, gender, age, language, and culture around violence and criminal justice system	SWOP Faith institutions, Schools	Mid-term
3.2 Welcome and support reentry and affirming redemption through job strategies, policy changes, forgiveness and healing	SWOP IMAN, GSDC, Faith institutions	Long-term
3.3 Leverage investment along corridors such as 63rd Street to create safe spaces ECONOMIC DEVELOPMENT	GSDC SWOP	Long-term
Strategy 4: Promote structural reform of police and judicial systems		
4.1 Expand Restorative Justice at all levels	SWOP IMAN, Faith institutions, Schools,	Long-term
4.2 Launch campaign to ensure community engagement around Chicago police reforms including 2016 Police Accountability Task Force Report	SWOP IMAN, Grassroots Alliance for Police Accountability	Mid-term

NOTE: Short-term: one year Mid-term: two to three years Long-term: three to five years



Outcomes:

1. Reduce recidivism and school suspensions
2. Increase structured activities for young people in school and faith institutions
3. Increase number of employment, educational, and housing opportunities for reentry from criminal justice
4. Improve police accountability and community relationship
5. Reduce crime, especially in areas of high concentration

Working with faith institutions, service organizations, schools and businesses, we will intentionally create relational spaces, events and discussions that foster communication and connection across our community around violence and the criminal justice system.



EDUCATION GOAL:

Create a strong pipeline from Pre-K through higher education and job attainment, create an environment that addresses the holistic development of a person, and integrate schools as connected community institutions.

Schools are important anchor institutions in Chicago Southwest, serving as places where students and families feel welcome and safe. We need strong local schools to attract families into our neighborhoods to help lift our housing market and create opportunities for our children to develop the academic, social and emotional skills to be productive throughout their lives. Chicago Lawn schools have seen tremendous improvements in recent years but continue to face the challenge of responding to increasing needs with decreasing resources. Our students and their families face mounting pressures of violence, housing instability, and threats of family separation due to immigration enforcement and involvement with the criminal justice system. The more connected schools are to the communities they serve, the better off both are. Our schools need to strengthen their capacity to act as key anchor institutions in our community by providing a broad range of learning opportunities for students and parents, including after school activities, social and emotional support, leadership development and life skills.



All public schools in our Reclaiming Southwest Chicago Housing campaign target area are now

Level 1 or 2



There are **130 parent mentors trained each year in 11 local schools**, and SWOP is working with the Logan Square Neighborhood Association to bring the program to 60 schools around the state.

Student performance is increasing, even in high mobility schools



Housing instability and immigration status, among other issues, cause one of every four students to switch schools each year. Although a mobility rate this high typically reduces academic achievement, schools such as Marquette, McKay and Morrill Elementary Schools are performing well. Additional supports in housing, immigration, health care and reentry support for parents could reduce the mobility rate and improve education outcomes even more.

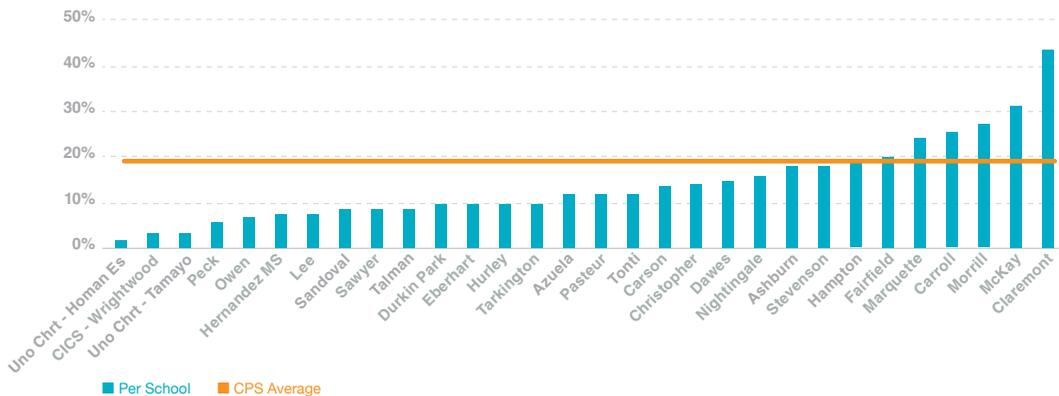
Parents and students become leaders in the community

SWOP has been one of the leaders in the parent mentor program, now coordinating parent mentor organizations statewide. Parent mentors have an immediate positive effect on the stability of their family, the performance of the classroom and school, and as role models for the community by providing a foundation for progress on other social justice issues. Similarly, our student leaders have won legislation in Springfield and policy changes in schools that have had significant impact in reducing the school-to-prison pipeline.

Neighborhood violence and trauma requires more support for our students

Students in our communities face many challenges before they walk into the classroom, including family members facing deportation and holding multiple part-time jobs with erratic hours, homes in foreclosure, street violence around the home or school and significant physical or mental health issues. The lack of stability and security that young people face over the long term can create trauma that can have a significant impact on their ability to learn in school. Because of these issues, comprehensive services are needed in our schools and through partner organizations to provide support to students and their families so that they feel safe in their homes and community and are ready to learn.

Elementary School Mobility Rates 2014



Source: Chicago Public Schools, 2014-2015 and Illinois State Board of Education



Learning should happen everywhere and all the time. Students must have exposure to the arts, music, athletics, and leadership development opportunities that go beyond the regular school experience.

Strategies and Projects

STRATEGY 1

Support the educational opportunities and social well-being of students

We will help our resilient students strengthen their social and emotional skills, address trauma in their lives and have spaces where they can enhance their academic work and develop their leadership and public life skills. We will do this through providing services to all students, including undocumented children, extending Restorative Justice practices system-wide rather than confined to some specific schools, and use a trauma-informed approach to assist students and their families. A range of partnerships will be reinforced to provide students what they need to be ready and engaged at school and in the community.



STRATEGY 2

Engage parents and guardians in the schools for child and parent growth

We will extend the success of Parent Mentors to additional schools and early childhood centers, where the foundation for educational skills is laid, while additional skills will be provided to Parent Mentors so that they can succeed in building their careers. We will form deeper partnerships with institutions of higher learning including Daley College, Kennedy-King College, Northeastern Illinois University and Notre Dame University to provide learning opportunities for all residents.

STRATEGY 3

Engage schools as local partners in key community initiatives

We will work to expand the role of all schools - public, charter, parochial and alternative - in addressing issues that impact students and their families inside and outside of school by engaging and connecting student and parent leaders and staff at local schools in a comprehensive approach to neighborhood revitalization efforts and to housing, anti-violence, health care and education campaigns.

STRATEGY 4

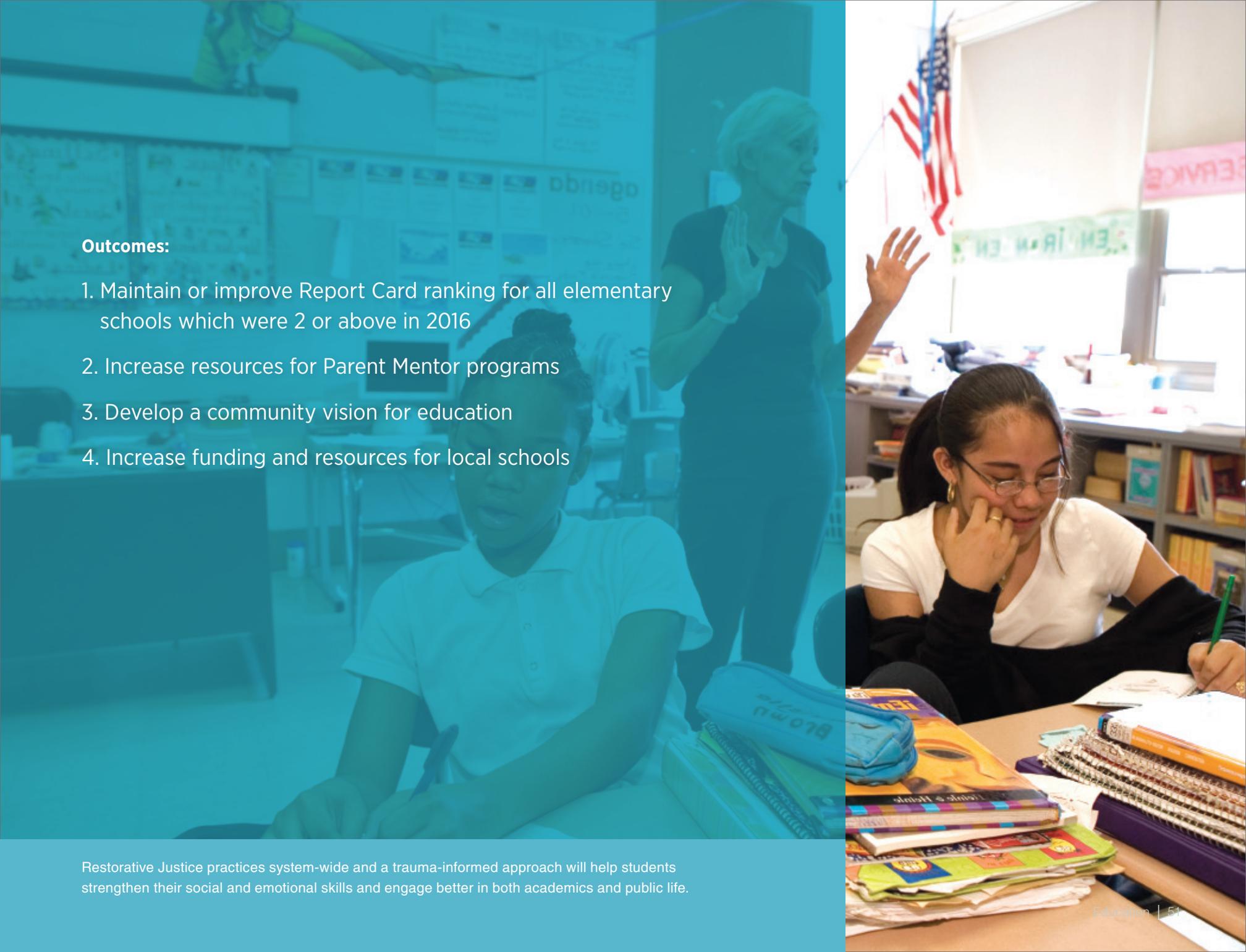
Advocate for local, state and federal practices and policies that will improve local schools

The community's schools exist in a context of local, state and federal policy that impact both the resources invested in the schools and potential outcomes. Through strengthening student, parent and community-based leaders, we will have greater collective voice and power to develop a local vision for the future of education in our community and advocate for better policies and practices that increase funding for schools; Increase to or maintain level 1 standards in neighborhood schools; create more spaces for student-teacher partnerships; bring more parents and other residents into the life of the schools; and give the community a stronger voice in determining the future of all schools.

EDUCATION

PROJECT	LEAD PARTNERS AND POTENTIAL RESOURCES	TIMEFRAME
Strategy 1: Support the educational opportunities and social well-being of students		
1.1 Support undocumented students and integrate them into the school environment LINKS TO IMMIGRATION	SWOP IDPL, ICIRR, Schools	Mid-term
1.2 Expand social-emotional learning throughout the school day for all students, including the undocumented IMMIGRATION	SWOP MFS, Schools	Long-term
1.3 Extend Restorative Justice system-wide as more than a school-based program ANTI-VIOLENCE	SWOP IMAN, CeaseFire	Long-term
1.4 Work to increase trauma-informed approach and availability of social services to help students develop resiliency ANTI-VIOLENCE	SWOP MFS, Schools	Long-term
Strategy 2: Engage parents and guardians in the schools		
2.1 Expand Parent Mentor Program including pre-K and high schools	SWOP Parent Engagement Institute, Schools	Mid-term
2.2 Increase adult education, ESL, GED, higher education opportunities to improve the readiness of local residents to secure paying jobs JOBS	SWOP City colleges, GSDC	Long-term
2.3 Integrate parenting fundamentals program into education	SWOP MFS, Schools	Long-term
Strategy 3: Engage schools as local partners in key community initiatives		
3.1 Connect schools as community anchor institutions around housing/education/health/ jobs strategies and neighborhood revitalization efforts HOUSING, HEALTH	SWOP Schools, NHS, GSDC, HCH	Long-term
3.2 Expand Grow Your Own Teacher program as a path towards increasing teacher effectiveness	SWOP Grow Your Own Illinois	Mid-term
3.3 Work with public, charter, parochial and alternative schools, youth and adult leaders, and other stakeholders to develop a vision for the future of education in our community	SWOP Faith Institutions, Schools	Mid-term
Strategy 4: Advocate for policies that will improve local schools		
4.1 Create safe spaces and classrooms that foster relationship-building to speak and act freely	SWOP Schools	Mid-term
4.2 Develop a community vision around education including alternative schools, data and testing	SWOP Schools,	Mid-term
4.3 Fight for more equitable school resources, testing and disciplinary actions for our local schools and students	SWOP Voices of Chicago Youth in Education (VOYCE), Schools	Mid-Long-term

NOTE: Short-term: one year **Mid-term:** two to three years **Long-term:** three to five years



Outcomes:

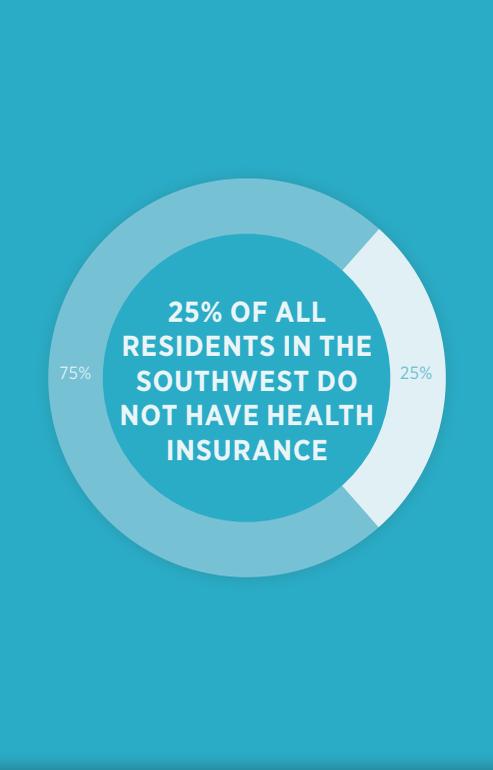
1. Maintain or improve Report Card ranking for all elementary schools which were 2 or above in 2016
2. Increase resources for Parent Mentor programs
3. Develop a community vision for education
4. Increase funding and resources for local schools

Restorative Justice practices system-wide and a trauma-informed approach will help students strengthen their social and emotional skills and engage better in both academics and public life.

HEALTH GOAL:

Expand access to health care and healthy lifestyles for all residents.

Our health institutions are growing in capacity to serve the community, and our dedicated work to enroll residents in the Affordable Care Act and All Kids have helped extend insurance coverage to many more. Still, Chicago Southwest communities face higher rates of diabetes, cancer, heart disease and lower rates of health insurance than Chicago as a whole. We will work to continue increasing available and accessible health care services in our communities, lower these health disparities – particularly in minority populations – and increase access to safe recreational spaces and fresh foods for all, especially those without a car.



“We are working to address high rates of preventable diseases in our community through expanding our scope of clinical services and investing in our facilities and partnerships.”

— Dennis Ryan, Vice President of Mission and External Affairs, Holy Cross Hospital

Chicago Lawn and West Lawn have much **higher rates of heart disease mortality** than the City of Chicago.

While Gage Park, West Elsdon and West Lawn’s mortality rate is under the City average, **Chicago Lawn’s is higher.**



HEALTH

Access to health care and insurance is needed, particularly for undocumented and low-income residents.

In spite of a drop in the number of uninsured in Illinois because of the Affordable Care Act and Illinois All Kids insurance, more than 47,000 individuals, or 25% of all Chicago Southwest residents, remain without health insurance. This lack of insurance impacts the health of families and their economic well-being, and threatens the stability of our local healthcare providers as they deal with large numbers of patients who are uninsured or underinsured. The barriers our residents face include undocumented family members, income levels that are high enough to disqualify families from subsidies but not enough to afford adequate insurance, and challenges in negotiating the complex health insurance bureaucracy. In addition, the prevalence of multi-generational and non-traditional families has made securing health insurance more challenging.

We continue to have a critical need to add and expand health services through new community health care clinics and greater access to mental health services. These and existing institutions need more capacity to serve our undocumented community including addressing language and cultural barriers, such as the trained medical interpreter program Holy Cross Hospital implemented in 2015.

Our health institutions are our growing strength.

We have made significant progress in expanding health care over the last decade, with the opening of three new Federally Qualified Health Centers (FQHCs), the expansion of the Inner-city Muslim Action Network's (IMAN) health clinic, the creation of a school-based health clinic at Marquette School run by Esperanza Health Center, and a new domestic violence shelter built by Metropolitan Family Services. Holy Cross Hospital remains a key health care provider for the greater Southwest Side with its Emergency Department receiving more ambulance runs than any other hospital in the State of Illinois.

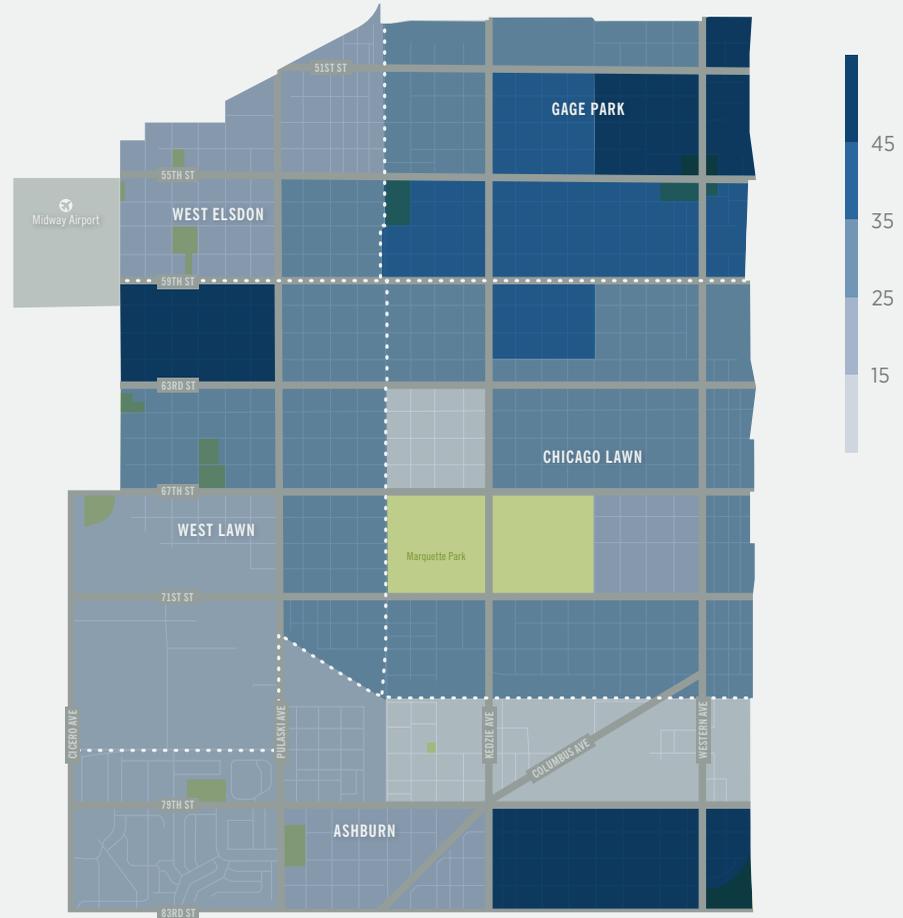
Many of our health care providers are community anchors beyond the services they provide. Located just east of Marquette Park, Holy Cross Hospital's 850 full-time and over 300 part-time employees makes it one of the largest employers in Southwest. Holy Cross Hospital joined Sinai Health Systems in 2012, stabilizing it and providing patients more access to specialists and enhanced MRI and CT scan capacity. It also opened Chicago's first Crisis Stabilization Unit and expanded and upgraded its Emergency Department, and opened a community mental health center at the Catholic Charities St. Casimir Center. The Hospital is stronger today than it has been in recent years,

but like many other local health care providers, it continues to struggle with complex patient health needs while only 4% of its patients pay through private insurance. Strengthening Holy Cross can help anchor a revitalization effort in the area linking housing, education, and economic development efforts.

Healthy lifestyles

With few grocery stores, a concern over safety that prevents families from exercising outside, and disparities between minority and Caucasian health statistics, more effort is needed to provide greater access to healthy foods, exercise and safe spaces. Improving health care statistics is more than providing treatment to an individual or family. SWOP is setting out a series of strategies and projects that link health care providers such as Sinai Health Systems, Holy Cross, IMAN and Esperanza to schools, churches and organizing campaigns to reduce barriers such as documentation, public safety and housing.

Percentage of Residents without Health Care Insurance by Community Area and Census Tract



Ashburn	Gage Park	Chicago Lawn	West Elsdon	West Lawn	Total Southwest
17%	34%	25%	24%	22%	25%

Source: U.S. Census Bureau, 2009-2014 American Community Survey

Strategies and Projects

STRATEGY 1

Expand access to health care insurance and medical care including outreach to residents, increasing bilingual assistance and overcoming barriers such as documentation

We will ensure all residents have increased access to health care through outreach, providing bilingual assistance, and overcoming barriers such as documentation, and transportation for seniors who live far from health care facilities and pharmacies. For our younger residents, we will better connect students facing issues like autism, attention deficit disorder, slow learning, and dyslexia to appropriate resources so that they do well in school.

STRATEGY 2

Build out a continuum of care network across health care and related institutions

We will leverage the strengths of providers like Holy Cross, IMAN, Esperanza and Metropolitan Family Services to continue their increasing coordination of services and expand the network of providers throughout Southwest to join them. We will work to bring a new, seven-day a week urgent care facility to provide affordable health care and reduce unnecessary trips to the emergency room.

STRATEGY 3

Improve healthy lifestyles and create safe spaces to reduce preventable diseases and improve safety in public spaces

Our local institutions will promote healthy foods, nutrition, exercise and other healthy lifestyles to reduce preventable diseases. We will create more safe spaces in the community that encourage healthy living, including parks and public spaces to foster relationship building and civic participation. Efforts to bring fresh foods by attracting more grocery stores, community gardens and urban farming operations will be pursued to provide affordable food as well as cultural connections back to the community.

STRATEGY 4

Address medical disparities that target Latinos and African Americans at a higher rate

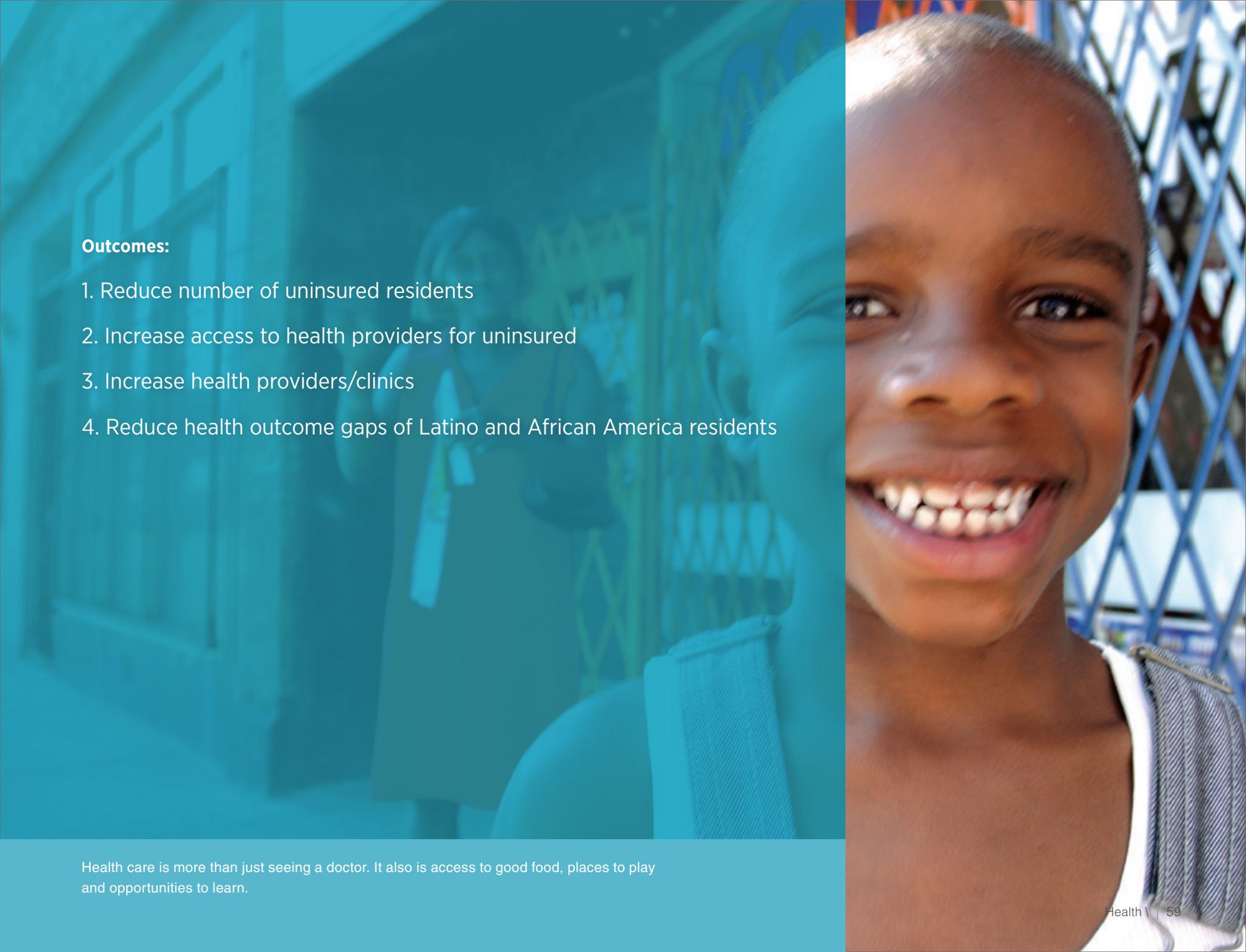
To improve health disparities across race and ethnicity, we will provide information and resources in English and Spanish and recruit more Latino and African American doctors to serve the community. We will expand access to mental health care, including advocating for increased insurance benefits, bringing more providers to the community and working with residents to overcome the stigma of asking for help.



HEALTH

PROJECT	LEAD PARTNERS AND POTENTIAL RESOURCES	TIMEFRAME
Strategy 1: Expand access to health care insurance and medical care		
1.1 Continue to provide outreach to enroll in health insurance	Sinai Health Systems	Long-term
1.2 Work to expand access to health care for the undocumented LINKS TO IMMIGRATION	SWOP ICIRR, Healthy Illinois Campaign	Long-term
1.3 Expand access to information about issues like autism, attention deficit disorder, slow learning, and dyslexia	Sinai Catholic Charities, Schools, Metropolitan Family Services	Long-term
Strategy 2: Build out a continuum of care network across health care and related institutions		
2.1 Leverage strengths of Holy Cross, FHQCs, Catholic Charities and IMAN as key institutions	SWOP HCH, IMAN, Catholic Charities	Long-term
2.2 Replicate school based health clinics like Esperanza Community Clinic at more local schools EDUCATION	SWOP Schools	Long-term
2.3 Open a 7-day a week Urgent Care Center	SWOP Sinai	Mid-term
Strategy 3: Improve healthy lifestyles and create safe spaces		
3.1 Attract another full-service grocery store ECONOMIC DEVELOPMENT	GDSC IMAN, SWOP	Mid-term
3.2 Improve healthy lifestyles including access to healthy foods and exercise	IMAN SWOP, Sinai, Faith Institutions, Schools	Long-term
3.3 Work with institutions to provide more information about nutrition	Sinai SWOP, IMAN	Mid-term
3.4 Create safe spaces, including local parks and spaces that foster relationship building and civic participation	SWOP Faith Institutions, Schools	Long-term
3.5 Work to develop community gardens	IMAN – checking, otherwise may drop this project	Mid-term
Strategy 4: Address medical disparities that target Latinos and African Americans at a higher rate		
4.1 Recruit more Latino and African American doctors and health care providers	Sinai SWOP,	Long-term
4.2 Screen for mental health and PTSD at local schools EDUCATION	Sinai SWOP, MFS, Schools	Long-term

NOTE: Short-term: one year **Mid-term:** two to three years **Long-term:** three to five years



Outcomes:

1. Reduce number of uninsured residents
2. Increase access to health providers for uninsured
3. Increase health providers/clinics
4. Reduce health outcome gaps of Latino and African America residents

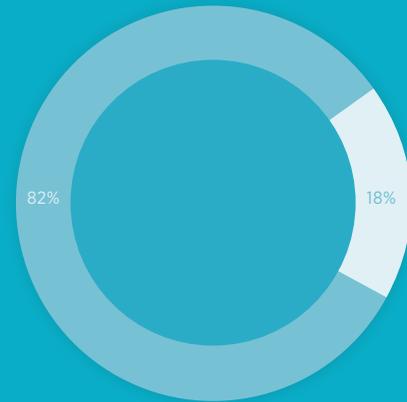
Health care is more than just seeing a doctor. It also is access to good food, places to play and opportunities to learn.

IMMIGRATION GOAL:

Inform, mobilize and organize residents to lead advocacy campaigns that provide rights to all residents while uniting the community to take action together.

SWOP estimates that more than 30,000 of our neighbors - parents and students in our schools, customers of our commercial corridors, homeowners on our blocks and entrepreneurs who provide us needed services - are currently undocumented. They face challenges around what many others take for granted including accessing basic health care, jobs, college financial aid and home and business loans. They and their family members also live under the constant threat of arrest, deportation and the resulting heartbreaking family separations.

We continue our commitment to fighting for immigrant integration and civil rights, and a path to legalization and citizenship for all our families. Allowing full participation in public life for each of our community members will provide millions of dollars in economic benefit, allow for safer and healthier families, and offer greater overall opportunity for many of the young people who are our community's future.



18% of all small business owners in the United States are immigrants



According to the Small Business Administration, immigrants are 30% more likely to start a business than non-immigrants



“We are not different from any other human beings. We contribute to our community with our values, our faith, and our hard work. We want, like anyone else, to be treated with dignity and respect.” — SWOP immigrant leader



30,000

is the estimated number of undocumented residents in Chicago Southwest

Our entire community benefits from full participation in public life by immigrants

Winning a path to legalization and citizenship for all our undocumented community members would be a huge economic win, allowing for access to jobs, home mortgage loans and post-high school educational options. We have seen opportunity open up for our community members eligible for the limited protections of Deferred Action for Childhood Arrivals (DACA), which allows access to a renewable two-year work permit, driver's licenses and exemption from deportation. This not only helps these residents and families, but allows them to spend more in local businesses, support the wider economy of our city and state and contribute even more to the strength of our local schools, faith institutions and community organizations.

SWOP immigrant leaders and allies have made significant strides in increasing safe places and developing opportunities for immigrant families to thrive in our community. Immigrant-led campaigns, such as winning Temporary Visitors Drivers Licenses in Illinois and increasing access for undocumented students

to attend and gain financial assistance in state universities, have increased their visibility and strengthened relationships between immigrant and non-immigrant residents and helped develop new immigrant leaders for our faith institutions and schools.

Serving immigrant families takes additional resources for our institutions

Immigrant families are better able to protect themselves and be productive members of our community when they have full knowledge of the legal process and how to access benefits for which they are eligible. But serving the undocumented community is often more complex than other populations, requiring navigation of cultural, social and legal issues with limited funding. Despite strong support across institutions in Chicago Southwest, many immigrant families are challenged with health care providers, schools, service and faith institutions who do not have adequate training or capacity to deal with their unique challenges. Many families are also at risk of predatory businesses that capitalize on the fears and misunderstandings of our immigrant community.

Strategies and Projects

STRATEGY 1

Build capacity and self-sufficiency of residents through leadership development education and “Know Your Rights” trainings

We will build capacity and self-sufficiency across our immigrant community through citizenship classes, “know your rights” and emergency preparedness trainings, along with assistance in applying for Temporary Visitors Drivers Licenses, All Kids insurance and other programs. We will work to increase availability and access to legal services to help with the complicated legal questions that immigrants often face.

STRATEGY 2

Strengthen the capacity of local institutions to serve undocumented residents

We will work to expand access to health care for all, including mental health services, across our community, and strengthen Holy Cross Hospital as a key medical provider for the immigrant community. We will work to increase support for new and existing immigrant-run businesses and work to ensure that our schools, faith institutions and service organizations have the capacity to open all programming to immigrant families.

STRATEGY 3

Create safe spaces, forums and programs that foster relationship-building and increase the opportunity for immigrants to safely engage in public life

We will continue to expand opportunities for immigrants to safely engage in the public life of their community and their institutions, and build relationships with the non-immigrant community. We will work to create an immigrant center where everyone is safe and welcome to learn, and to connect, engage and create formal and informal spaces for continued relationship building between the African American and Latino communities.

STRATEGY 4

Lead advocacy campaigns to win a path to legalization and citizenship for all immigrants in our community

We will continue to build our immigrant community's capacity to engage in the legislative process to help our residents move from isolation and fear to a life of dignity and full participation in the community. Our ultimate goal is to expand access and increase safety for immigrant families at the local and state level, and win a path to legalization at the federal level. We recognize that even after that win, our immigrant communities need to develop the power to ensure proper implementation of any reforms. We will continue to build a broad community effort to mobilize support within the immigrant community and their allies, implement non-partisan voter registration and Get Out The Vote campaigns targeting new citizens and others and build immigrant teams in our faith institutions and schools across our neighborhood.

PROJECT	LEAD PARTNERS AND POTENTIAL RESOURCES	TIMEFRAME
Strategy 1: Build capacity and self-sufficiency of residents through leadership development		
1.1 Organize workshops to increase ability of immigrant families to protect themselves through citizenship application, driver’s license (TVDL), Know Your Rights and Family Emergency Plan workshops	SWOP ICIRR, IDPL, National Immigrant Justice Center (NIJC), City of Chicago, Faith Institutions, Schools	Mid-term
1.2 Identify, engage and involve more non-immigrant allies in understanding the struggles and challenges of the undocumented	SWOP ICIRR, Faith Institutions, Schools	Long-term
1.3 Increase access to affordable legal assistance	SWOP ICIRR, IDPL, INJC, City of Chicago	Mid-term
Strategy 2: Strengthen local institutions to serve undocumented residents		
2.1 Expand access to health care services for immigrants	Healthy Illinois Campaign SWOP, Sinai, ICIRR, IDPL, City of Chicago, Cook County Health and Hospital Systems, Esperanza, IMAN	Mid-term
2.2 Work with schools, faith institutions, and healthcare providers to increase their capacity to address the unique needs of immigrant families	SWOP ICIRR, IDPL, INJC, City of Chicago, Faith Institutions, Schools	Mid-term
2.3 Build the capacity of immigrant-owned businesses to be successful LINKS TO ECONOMIC DEVELOPMENT	GSDC SWOP	Mid-term
Strategy 3: Create safe spaces, forums and programs that foster relationship-building		
3.1 Work to strengthen relationships between the African American and Latino community	SWOP Faith Institutions, Schools	Mid-term
3.2 Create an immigrant center that is both a refuge and a place for free expression for everyone	SWOP Catholic Charities, Faith Institutions, Schools	Long-term
Strategy 4: Lead advocacy campaigns to win a path to legalization and citizenship		
4.1 Build broad community effort to mobilize support and build base of power for to fight for a path to citizenship for immigrants	SWOP ICIRR, Illinois Business Immigrant Coalition (IBIC)	Mid-term
4.2 Implement Get Out the Vote campaigns	SWOP ICIRR	Short-term
4.3 Build immigration committees in Catholic Parishes	SWOP ICIRR, Faith Institutions	Mid-term

NOTE: Short-term: one year **Mid-term:** two to three years **Long-term:** three to five years

Note: SWOP is a membership-based institution and has 37 Christian, Muslim and Jewish faith institutions, local schools, and other service organizations which are formal members. For the purposes of these strategies and projects “Faith Institutions” and or “Schools” refer to those institutions that are formal members of SWOP.



Outcomes:

1. Increase the number of immigrants involved in public life and in leadership positions in local institutions
2. Increase immigrant-owned businesses
3. Win a path to citizenship for all immigrants (estimated 30,000 without documents in Chicago Southwest)

We will continue to build our immigrant community's capacity to engage in the legislative process to help our residents move from isolation and fear to a life of dignity and full participation in the community.





The Planning Process

The process for developing Chicago Southwest's second Quality-of-Life Plan was very intentional, building on over 10 years of implementation since "Chicago Southwest: Making Connections" was first prepared in 2005.

The process was rooted in experience, reflections on what implementation efforts have been most successful, and current challenges facing the community that have evolved over the past 10 years. A Planning Team was assembled of leaders from the community that have been deeply involved in our work and acted as a coordinating body among each of the seven issue areas they identified: housing, economic and retail development, anti-violence, health care, education, jobs and immigration.

Several large community meetings were organized to involve and engage residents, community leaders and institutions, including two Action Councils (quarterly community meetings convened by SWOP on specific issues) and a Planning Workshop. All meetings were bilingual, including all materials and break-out discussions. The first Action Council, held on January 28, 2016, focused on developing a vision for each issue area – what's working and what needs to be done. Over the spring of 2016, each Issue Area met to develop an initial set of strategies to guide the plan.

Arising from these discussions was a framework that cut across all issue areas. This framework was then presented at the second Action Council held

on May 17, 2016 which consisted of strategies at four key levels:

- Individuals and Families – outreach and services directly to individuals, families and households such as Parent Mentors;
- Institutions – involving key institutions to formulate, anchor, and catalyze change throughout the community;
- Healthy Places – corridors and districts in which the work is focused to have transformative impact; and
- Public Policy Advocacy – changing policies through organizing individuals and institutions to create permanent changes.

The May 17th Action Council also featured inspiring testimony on the impact of being personally involved in implementing the programs and activities which arose through the 2005 Quality-of-Life Plan. At this meeting, residents identified strategies and projects and offered ideas that may not have already arisen through the planning process.

A half-day planning workshop held on July 16, 2016, brought all ideas that had risen through the process for residents and stakeholders to vote on

the top ideas, detail how they would implement the projects and identify leaders and partners for each project.

August and September of 2016 were then focused on taking the ideas that had been collected and drafting a plan with specific implementation steps, leaders, partners and timelines all identified. On September 29, the community convened at Marquette School of Excellence to hear testimonies from residents and other stakeholders who helped put the plan together and to see a summary of the plan in its entirety. The community then ratified the plan and committed to continuing the work to move it forward.

Throughout this process, the value of planning was emphasized through testimony of local leaders who have achieved both large and small victories through the relationships, connections, and power which has been brought together across the community. It is envisioned that this plan, similar to the last one, will serve both as a guidepost and a living document to focus our efforts, communicate our strengths and challenges and offer an honest assessment of the work that needs to be done to live up to the promise of the hundreds of involved residents of Chicago Southwest.

Lead Agency: the Southwest Organizing Project

The Southwest Organizing Project (SWOP) serves as the lead agency for the Chicago Southwest Quality-of-Life Plan as part of the New Communities Network. In this role, SWOP convened residents and stakeholders to create the plan, and facilitates implementation by the issue area committees.

Formed in 1996, The Southwest Organizing Project is a broad-based organization of 37 Christian, Muslim and Jewish faith institutions, public and private schools, and other institutions in Southwest Chicago. SWOP is known for its efforts to end predatory lending and foreclosures, reduce violence, win rights and protect the civil liberties of immigrants, and improve achievement in public schools through parent, student and school staff engagement.

LISC Chicago

Local Initiatives Support Corporation (LISC) Chicago connects neighborhoods to the resources they need to become stronger and healthier. Community planning is among the most critical of those resources, and over the last two decades LISC has pioneered a system to help neighborhoods develop those plans. In 2003, LISC's New Communities Program embarked on a decade-long process to not only develop comprehensive plans in 16 Chicago neighborhoods, but to follow through with the implementation of those plans.

NCP has since been expanded to the New Communities Network, allowing additional communities to create their own plans, which are designed to strengthen neighborhoods from within through planning, organizing and human development. The comprehensive approach helps broaden opportunities for local residents through better education, broader job choices, safer streets, new economic opportunities and stronger personal finances. This strengthened community is better equipped to take advantage of larger market forces, including attracting retail and housing development, achieving economic balance in neighborhoods where working-class residents fear displacement by higher-income newcomers, and creating stronger connections to metropolitan-wide business, employment and educational opportunities.

Today, the NCP methodology of Engage, Plan, Act, Communicate, Evaluate, and Repeat is embedded in every aspect of LISC Chicago's work. And it's paying off. LISC has supported quality-of-life plans in 16 Chicago neighborhoods, leveraging more than \$600 million in new community investment.

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Teska Associates, Inc. is a full-service planning, development economics, and landscape architecture firm with a specialty in facilitating community-driven planning processes.

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Data Sources & References

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SWOP vacancy survey

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Crime concentrations: City of Chicago Data Portal

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Population lacking health insurance: US Census Bureau, 2009-2013 American Community Survey

For more information:

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