

# ENGLEWOOD: Making a Difference



## PLANNING TASK FORCE

The organizers of the Englewood planning process gratefully acknowledge the participation of more than 650 individuals in planning meetings during 2004 and 2005. Names followed by an asterisk are of Englewood-area residents. The list was compiled from sign in sheets and may not include all participants. Our apologies for any misspellings or omissions.

### Participants at Englewood planning meetings

\* Resident of Englewood or West Englewood communities

Cheryl Aaron *	Sherman Blair	Ruth Burns *	Charlotte Coles *	Brenda Dockery	William Floyd
Linda Abdulla	Liola Blue *	Lee Burstein	George Coles *	Kahn Dockery	Eugene Folk *
Ramon Aiderog	Lemuel Boatman *	Dora Burwell *	Tamara Collins	Wardell Dodd	Qinton Foreman
Elise Akelo	Verna Boatman *	Lisa Butler	Lavelle Conner *	Edward Doherty	Gwen Fowler
Lawanda Aldridge	Michael Bohlen	Dorothy Byner *	J.W. Cosby *	Pamela Dominguez *	Angela Frank *
Larry Alexander	Codella Book	Michael Byrd	Gay Cottledge *	Anita Dominique *	Glenda Franklin
Patricia Alexander	Joseph Boone	Willie Byrd *	Alethea Cotton	Ivy Douglas	Agnes Freeman *
Levi Alipora *	Karen Bowman	Tony Cabrera	Tyrone Cotton	James Dove	Tim Frie
Sharrieff Allah *	A. Boyd *	Mattie Cage *	Marzete Cox-Spencer *	Karen Drayton *	Ann Frye
Arlene Allen *	Zaundra Boyd	Edward Calahan *	Edith Crigler	Charles Drew *	Darryl Fuery *
M. Amurez	C. Bradshaw	Monica Campbell *	C. Cross	Emily Dunn *	Monica Gaddis
Charles Anderson	Alma Brealand	Ronald Campbell	Carl Crozier	Chyrisse Dunnorm	Nelly Gamboa
Shavonne Anderson	Charles Breckenridge	Gloria Capler-Abernathy *	Carolyn Crump *	Annie Earls *	David Garded
P. Archambeault	William Brewer	Barbara Capleton *	Bennie Currie	Lisa Eason-Spears	Clark Garrett *
Thomas Argelanght	Lois Brewster *	Arnita Carter	Sharon Dale	Mary Ector	Anthony Garth
Rayfus Arlin	Thomas Britt	Morgan Carter *	Efret Dalla	Ardin Eirdes *	Kimberly Gatewood
Wanda Armstrong *	Michelle Brookings	Pamela Carter	Arness Dancy *	Aesha El-Amin	C. Gearon *
Bernard Baltimore	Denise Brown *	Parlene Carter	Dematruis Daniels *	Clyde El-Amin	Edina Giles
Thomas Bamford	Devin Brown *	Roland Carter *	Elaine Daniels	Steve Eliig *	Cheryl Gill
Johnny Banks	Ida Brown	Todd Carter	Greg Daniels	Sheryl Elliott *	Eddie Gills
LaVonne Banks	Jackie Brown	Jean Carter-Hill *	Michael Daniels *	John Ellis *	Ida Gilmore *
Vera Banks	Joe Brown	Rusty Castello	Alonzo Davis *	Angela Ellison	James R. Goodwin *
Patricia Barnes	Joyce Brown *	Carol Chambers	Doris Davis	Patrick English	Liodie Goodwin *
Debra Barnun	Judy Brown	Tina Chambers *	Harold Davis	Jim Enright	Lisa Grandberry *
Issa Barr	Kathy Brown	Linda Channell	Joseph Davis *	April Ervin	Cortery Grant *
Kenyatta Barry *	LaDell Brown	Glendolyn Cherry *	Patricia Davis	George Eskridge *	Erie Grant
Hal Baskin *	Lydia Brown	Gay Chisum *	Patricia Davis *	Verna Espey *	Sebron Grant
Gwen Beatty	Marjorie Brown	Saint John Chisum *	Tiarra Davis *	Isela Estrada	Marilyn Gray
Lula Beck *	Mary Brown *	Richard Chitton	Yolanda Davis	Louise Evans *	Barbara Green
Jermaine Bell	Sandi Brown	Pierre Clark	George Dean	Valerie Ewing *	Donna Green
McKinley Bell	Seezeko Brown *	Joseph Clarke	Linda Denson	Sean Faggins	Doris Green
Ruby Bell *	Torris Brown	Cristola Claybon	Leonard Deville *	Revin Fellows	Hurley Green
Deborah Benford *	J. Brown-El *	Alex Clayborn	Pat Devine-Reed	Laura Fiedrich	Lorraine Green
Bob Bennett *	Gloria Buckley	Monti Clayton	Max DeZutter	Elizabeth Field	Thomas Green *
Michael Bennett	Margaret Buford *	Scott Clayton	Deborah Dillon	Dan Fielder	William Green
Thelma Bergman	Randy Bullock	Durrell Clinkscales *	Judy Dixon *	Nyela Fisher	Debrah Greene *
Augrey Bezsley	William Burch *	Lorris Clinton	Vesta Dixon *	Lewis Flowers *	Toylee Green-Harris
Marvin Blackwell	Romona Burnel *	Alderman Shirley Coleman *	Richard Dobbins	Orrin Flowers *	Annie Greenlee

## Englewood



Emma Greer *	Vera Hill	Doris Jeebon *	Melvin King	Gina Mack	Otis Monroe
Eric Griggs	Watkins Hiller	Leonard Jefferson	Othello King	Ulysee Maner	Tenna Monroe
David Grissom *	Tamika Hinton	Leon Jenkins *	Sharon King *	Junais Maniya	Bruce Montgomery
Glenn Guttie	Anita Hocker *	David Johnson	Terry King *	George Marsh	Patricia Mood *
Carol Hall	Charles Holland	Ed Johnson	Clara Kirk *	Ken Marshall	Beverly Moore *
Dianne Hall *	Loys Holland	Janai Johnson *	Kente Kizer	Allen Martin	Chris Moore
Gloria Hall	Estella Holloway *	LaRhonda Johnson	Saul Klibanow	Carter Martin	Christopher Moore *
Milton Hall	Larry Holt	Lesley Johnson	Nancy Knox	Ron Martin	Curtis Moore
Carrie Hamilton *	Jessica Hooberman	Linda Johnson *	C Korda	Ivy Martinez	Deborah Moore
Philip Hampton	Elsie Houston *	Margie Johnson	Elaine Kosiek	Lesley Martinez	Robert Moore
Whoo Han	Rochelle Howard *	Robert Johnson	James Kucia	Audrey Mathis	Enchelle Morris
Lakita Harold *	Shelley Hughley	Stephanie Johnson	Jason Lambert	Carl Matthews	Kim Morris
Lorraine Harrell	Fred Humphrey	Clinton Jones	Belinda Lane *	Felicia Matthews	Lorez Morris-El *
Ansi Harris	Dorothy Hunley-Adams	D. Jones	Ruby Larkin	Kendall Mays *	Artra Mosley *
Charles Harris *	Kim Hunt	Donald Jones	Chernta Lawson	Quintin Mays *	James Mosley
Clotul Harris	Kim Hunter	Ida Jones	Anthony Lee *	Sheila Maywentters	Anita Moss
David Harris *	Sharon Hunter	Jay Jones *	Milton Lee	Ruby Mcalde	Jahsyl Mpingo
Gary Harris	J.D. Huntley	John Jones *	Dave Leeney	Jasmine McCaplin	Hasan Muhumed
Keith Harris *	Humulhire Ibrahim	John Paul Jones	Trieigus Lemons *	Derrick McClain *	Rodney Mumphery
Mazie Harris	Les Inch	Larry Jones	Jeffrey Leslie	Nate McCory	C. Murdock *
Sabrina Harris	George Isom *	Lonnetta Jones *	Brenda Lett *	Tya McDaniel	Hassan Muukyana
Samuel Harris	A.J. Jackson	Lynda Jones	George Lewis	Ruby McDaniels	Kenneth Nash
Samuel Harris	Carolyn Jackson	Patrick Jones	Jacqueline Lewis	Dan McDuffie	Mary Nelson *
Marc Hart	CoCo Jackson	Tony Jones	Patricia Lilly	Mildred McElroy *	Jamyne Newman
Harold Harvey	David Jackson	William Jones *	Darronte Loftn *	Donald McIntosh	Virginia Newman
Yusuf Hasan	Diane Jackson	Frederick Jordan	Roy Logan *	Edward Mckinnie	Jill Newsome
Robert Hasting *	Gregory Jackson *	Georgia Jordan	Sylvia Lopez	Joe McLaurin *	LaTina Nickelson *
Ethal Hawkins *	Jamal Jackson *	M Jordan *	Cedric Lott	Shirley McLaurine *	LaAsha Nickerson *
William Hayes	Leon Jackson	Laura Kelley	David Lott	Laura McSweet	Widfred Nixon
Jillian Haynes	Mary Jackson	Annette Kelly	Diana Lou	Darrell McWoodson *	Michelle Nolan
Alice Heavens	Nagale Jackson	Ellen Kennedy	Jamie Lowe	Zackery Melson	Chris Norris
George Heavens	Timothy Jackson	Jamye Kewman	Corie Luckett *	Melba Miles *	Grady Norwood, Jr
Jack Hedrick	Tommy Jackson	Hamin Khatiss	John Luckett	Tony Mitchell	Brian O'Donnell
Jack Henderson *	S. Jaco	Duane Kidd *	Bernard Lyles	Evangel Mnodre *	Joycella Omerey
Angela Hicks	Nina Jalil *	Tangina Kimbrough	Leon Lyles	Leslie Mobley *	Argenty O'Neal *
Douglas Hid	Anna James *	Ketty Kimmons	Alma Lyons	Walter Mobley *	Tunde Onomotuye
Josie Hill *	Autry James *	Ronald Kindred	Lawrence Lyons	Yaser Mohammad	Charlotte Osei-Bonsu
Marcie Hill	Gertrude James	Karen King	Yolanda Mabry	Hussen Mohmad	Leverta Pack *

Elizabeth Pagliai	Gladys Reed	Tony Sherman *	Horace Taylor	Michelle Walker	Romana Wilson
Jared Palmer	Louis Reeves	Lois Shomo-Normand *	Peggy Taylor *	Robin Walker	Sarah Wilson
Rasheda Pankey *	Walter Repuszka	Carol Simmons	Thelma Taylor	Rodney Walker *	Lee Winter
Sheila Pankey *	Robert Reyes	Zina Simmons	Thomas Thapman	Wesley Walker	Hallie Woodar *
Merita Parker	Dora Rhodes	Delectra Simpson	Flabia Themloeka *	Judy Walker-Dixon *	Arilla Woods *
State Rep. Milt Patterson	Valenica Rias	L. Simpson	Janie Thomas *	Griselda Walls	Eylomisa Woten
Gail Paty	Della Richards	L. Edward Simpson, Jr	Alderman LaTasha Thomas *	Denis Ward *	Audrey Wright
Willard Payton	Cynthia Richardson *	Carolyn Sims	Michael Thomas	Reynaldo Ward	Shymaine Wright *
Ken Pearson	Nathan Richardson	Vandna Sinha	Alderman Theodore Thomas *	Elaine Warfield	Saleh Yafa
Unafay Pearson	Danny Roberts	Queen Sister	Theresa Thomas	Eric Washington	Mable Yancy *
Vertell Pendleton	Ann Robinson *	Commander Tina Skahill	April Thompson	Gloria Washington-Penson	Vivian Yancy *
Levita Perkins	Carlos Robinson *	Jacqueline Slater *	Ethel Thompson *	William Waters	Danielle Yelverton
Ruth Perkins	Josephine Robinson	Darlene Sledge	Evelyn Thompson	April Watkins	Adia Young
Venetta Perkins *	Mattie Robinson *	Annie Smith	Otis Thompson	Ruby Watts *	Lelici Young
Clyde Perry	Samantha Robinson	Darryl Smith *	Renee Thompson *	Jerry Weaver *	Tom Young
David Philpot *	Stanley Robinson	Kenny Smith *	Robert Thompson *	Willis Webb	Troy Young *
Gloria Pierce	Chris Roch	Obain Smith	Walter Thompson *	Rev. Webber	Jessica Youngblood
Roderick Pierce Jr.	Derrick Saalik	S. Smith	Meghan Thorus	Sidhar Webber	Karen Zboril
Roderick Pierce Sr.	Ali Salem	Sylvester Smith	Michael Tidmore	A.L. Webster *	John Zeigler
Patricia Piger *	Deshre Sampson *	Syron Smith *	Robert Tito	Donna Werner	Khodi Zoyd
Ken Pittman *	Samuel Sams	Wade Smith	Sal Todros	Brenda Wheeler	David Zverow
Rudy Polk	Aqeel Sanders	Joanne Smyth	Isaiah Torres	Henry White	
John Porter	Ethal Sanders	Marzette Spencer *	Alderman Arenda Troutman *	Jack White *	
Kwame Porter	Helene Sanders	Gina Spivey *	Beverly Turner	Marlita White	
Shelia Powell *	Jenice Sanders	Phyllis Stanz *	Brian Turner	Rita White	
Charles Power	Paula Sanford	Richard Steele	Debra Turner	Timothy White	
Alexander Pratt *	James Sangster	April Steels *	Katherine Turner *	Anthony Williams	
Pauline Pratt	Falessa Sayre	Linda Stewart *	Sandra Turner	Charles Williams	
Rahim Aton Preacher *	Gerald Sconier	Mae Stewart	Valon Tyson *	Douglas Williams	
Harold Puckett	Lynette Sconiers	Paul Stewart	Sundea Uwumarogie	Essie Williams	
Cornell Quarles	Clarence Scott *	Mark Stovall	Julian Valentine	Leannette Williams	
Delores Quinn *	Katherine Scott	Casandra Sudduth	Lester Vaughn *	Les Williams	
Baser Rahman	Donald Seals	Boguslfw Szafarsk	Leonard Vessels *	Dwayne Williams II	
Delphine Rankin	Bernita Sear	Amen Talla	Brian Wade	Leon Willis	
Ashley Ray *	Barbara Searles	Glenda Tardy *	Tikrah Wadley	Bernice Wilson *	
Johnny Ray	Nolan Shaw	Cara Taylor *	Jamil Walker	C. Wilson	
Michelle Redd	Maria Shelter	Gloria Taylor *	John Walker *	Committeeman Charles Wilson *	
Clevon Reed *	Ellen Shepard	Greg Taylor	Levell Walker *	Henry Wilson *	

**CONTENTS**

**SUMMARY**

Coming Together to “Make a Difference”

**2**

**OUR COMMUNITY**

It’s Time to Start Dreaming Again

Lead Agency: Teamwork Englewood

Planning Process: For 18 Months, an Outpouring of Ideas

**7**

**VISION**

A Welcoming Place Where People Work Together

**17**

**STRATEGIES**

Ten Approaches to Achieving the Vision

**19**

**WORK PROGRAM**

Schedule and Participating Organizations

**44**

## SUMMARY

# Coming Together to “Make a Difference”



Among the community's many assets are these historic greystone homes.

Our neighborhood is ready for a new period of prosperity and hope. We've lived through many years as a poor and downtrodden South Side neighborhood, where community improvement efforts haven't always produced results. We believe that era is over and that we, the residents and leaders of Englewood, are prepared to make a difference in the quality of life in our neighborhood.

For the past 18 months a remarkable journey of renewal has begun in Englewood through the planning process that resulted in this document. More than 650 of us have gathered together at dozens of different meetings and events to learn about each other, discuss improvement strategies and frame out a plan for implementation.

Our community is wealthy in many ways, from its long history of leadership and activism to its abundance of small-business owners, churches, social service agencies, energetic youth and wise elders.

We are at an important point in history as well, with hundreds of millions of dollars worth of new projects coming out of the ground, from new retail stores and housing to the Kennedy King College campus, which can help us establish a new and different “Englewood Center” at the historic intersection of 63rd and Halsted.

We envision a long road ahead—a period of growth that will require much more than the five-year outlook of this plan—because the challenges we face are as big as our opportunities.

We recognize that everything is interlinked. The performance of our schools must be improved, and to do that we must provide support to families, teachers and particularly our youth, who may live in homeless shelters or are being raised by their grandparents. We can accomplish that goal if we are healthy, and for that we plan a walking club, safer streets and wider availability of fresh produce. We envision new retail outlets, from a farmers’ market and grocery store to an African-American marketplace, stores that provide not only needed goods but local jobs. We will pursue economic development on multiple fronts, from business development to attraction of fast-growing industries, from job training for formerly incarcerated individuals to food processing facilities tied to our urban agriculture project.

Our plan is ambitious, yes, but we have been working for 18 months to put in place the networks and relationships necessary for implementation. Today, in Englewood, we are ready.



After many years of delay, the new Kennedy King College campus is rising at 63rd and Halsted.

## STRATEGIES AND PROJECTS

### **STRATEGY 1 Attract new industries and service firms that create living-wage jobs while preparing residents for regional employment opportunities.**

**1.1** Prepare and place residents in health care and medical services jobs and assess the feasibility of developing a medical laboratory testing facility in Englewood.

**1.2** Optimize local construction employment on public and private development projects.

**1.3** Expand automotive services training for Englewood residents and establish an automotive services franchise to provide jobs for program graduates.

**1.4** Develop an urban agriculture district to provide business, job training and employment opportunities while improving the availability of fresh produce.

### **STRATEGY 2 Renew Englewood's identity by reclaiming empty spaces and enlivening the community through cultural activities, gardens, new parks and public gathering spaces.**

**2.1** Promote coordinated development of “Englewood Center” as our neighborhood’s downtown, including a new Harold Washington Plaza that includes housing, retail businesses and community gathering spaces.

**2.2** Reclaim vacant lots for special events and other community uses including green spaces, exhibits and performances.

**2.3** Create and implement guidelines for redevelopment of vacant land for housing, commercial uses and other purposes.

**2.4** Utilize public art and signage to promote Englewood’s renewed identity.

### **STRATEGY 3 Rebuild a vibrant and diverse retail and business community at key locations throughout the neighborhood.**

**3.1** Create a business council that organizes and advocates for local businesses, helps strengthen personal-service and business-to-business companies and promotes partnerships.

**3.2** Expand the small base of African-American-owned businesses and foster growth by providing technical assistance and linkages to business development incentives.

**3.3** Within targeted neighborhood shopping districts, attract quality retail businesses and help existing business owners acquire space necessary to meet local needs.

**3.4** Promote transit-oriented development near the Green Line terminal at Ashland.

### **STRATEGY 4 Jump-start the housing market to create a balanced, mixed-income community while providing support services to local families and individuals.**

**4.1** Create a rental property “owners network” and a “family services network” that link quality, affordable rental housing and family support services.

**4.2** Help working renters to become homeowners through services that help establish a path to ownership.

**4.3** Develop or expand housing and support-service programs tailored to the needs of specific populations.

**4.4** Establish a housing resource center to provide technical and financial assistance to homeowners, home buyers and renters.

**STRATEGY 5 Promote healthy lifestyles that include physical fitness, good nutrition and better use of health-care resources.**

- 5.1** Establish Englewood walking clubs to promote good health while increasing a sense of community and improved safety.
- 5.2** Attract a full-service produce store, produce market or grocer with a large produce selection.
- 5.3** Expand availability of healthy food options at small grocery stores.
- 5.4** Establish a farmers' market and local produce stands that offer fresh fruits and vegetables.
- 5.5** Use signage, community events and health fairs to promote health resources and programs, with a particular focus on immunization and infant mortality.

**STRATEGY 6 Improve safety and security throughout the community.**

- 6.1** Provide opportunities to steer youth away from gangs and into long-term employment.
- 6.2** Improve community/police relations in ways that help to eliminate police corruption.
- 6.3** Re-establish an Englewood gang-intervention task force that is guided by proven "best practices."
- 6.4** Increase the capacity of block organizations to organize clean-up and beautification projects and increase public involvement on safety issues.

**STRATEGY 7 Bring new resources to schools to expand health and social services that help improve academic performance.**

- 7.1** Strengthen a network of community-service providers to ensure positive changes at local schools that will benefit students.
- 7.2** Develop mental health clinics and family counseling services at elementary and middle schools and make more use of student teachers and mental-health and social-work graduate students.
- 7.3** Create partnerships between struggling schools and high-achievement schools and strengthen faith-based partnerships to establish teen mentoring programs.

**STRATEGY 8 Create diverse opportunities for recreation, lifelong learning and civic engagement.**

- 8.1** Establish an Englewood Facilities Capital Campaign to improve existing facilities serving youth and young adults.
- 8.2** Establish a Community Development Sustainability Fund to develop long-term resources for youth, green space and community performance initiatives.
- 8.3** Increase usage of park facilities by elders and youth through expanded programming and a community-and faith-based transportation network.
- 8.4** Establish a Council of Elders to provide an oral history of significant community events and to foster inter-generational communication with youth.
- 8.5** Create education and information trails near schools and "living museums" in public lobbies.
- 8.6** Increase access to community technology centers and other educational media, such as radio and cable TV, to provide opportunities for home study and financial education.

**STRATEGY 9 Initiate services to special-needs populations to address critical issues.**

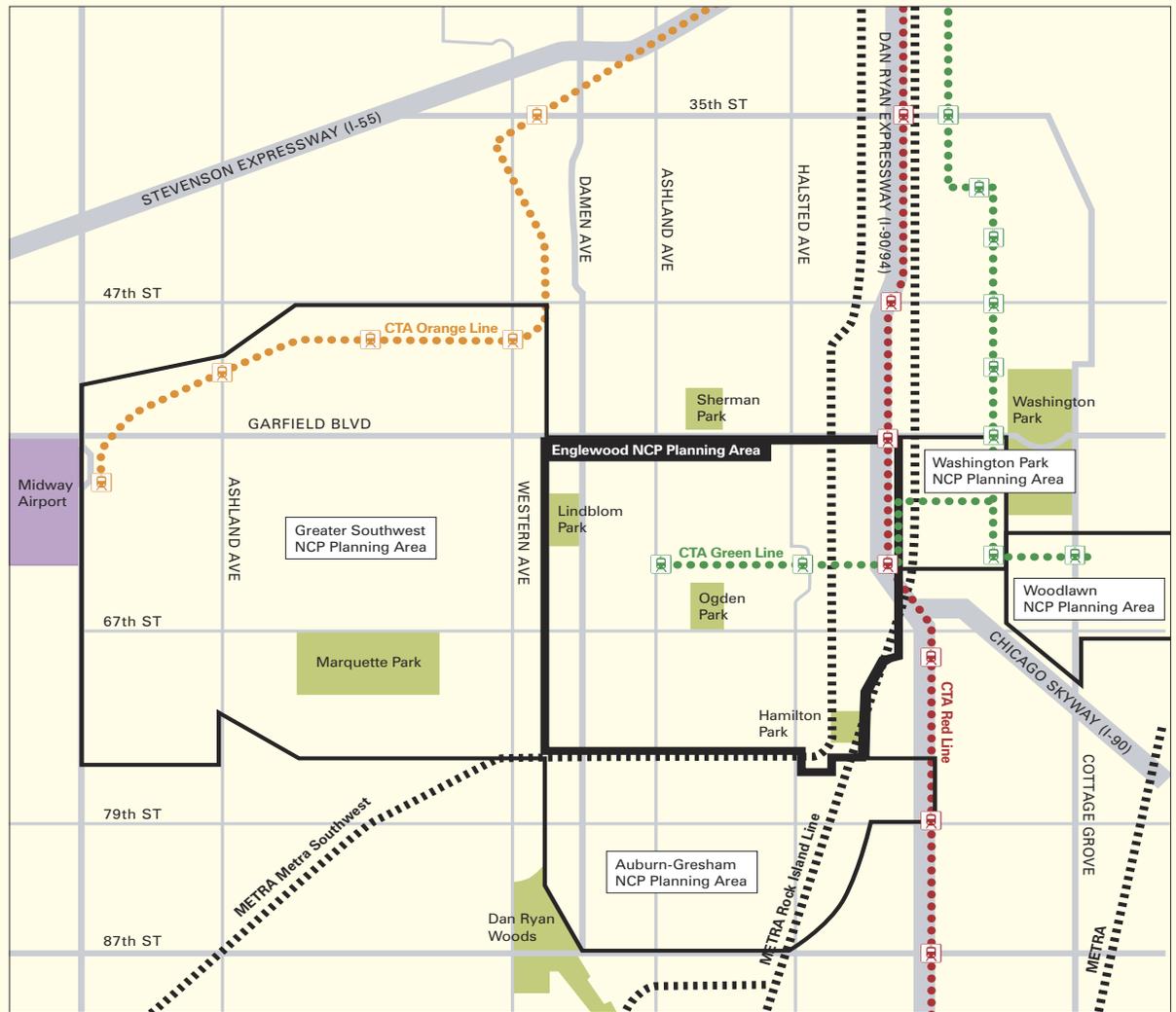
- 9.1** Establish a re-entry services network for formerly incarcerated individuals and their families.
- 9.2** Assist wards of the state who are "aging out" to prepare for independent living.
- 9.3** Provide a continuum of support for male and female single heads of households
- 9.4** Help "grand families" address challenges of raising new families.

**STRATEGY 10 Create a community network to spread information, resources and expertise within Englewood and beyond.**

- 10.1** Establish an Englewood information network to gather and disseminate information about local resources.
- 10.2** Convene a Community Services Network to share information, promote local resources and coordinate service delivery.
- 10.3** Establish a "Neighbor to Neighbor" program that provides information to new residents on services, area resources and local businesses.

**Figure 1 South Side community near transportation**

Englewood is eight miles south of Chicago's Loop, just off the Dan Ryan expressway. It is well served by the CTA Green and Red Line trains.



## It's Time to Start Dreaming Again

**“We want people to see that something is happening in Englewood.”**

*Resident Henry Wilson, at December 2004 planning meeting*

After decades of population decline and more than a few false starts, our Englewood community is coming together in one of the most promising periods of change that residents can remember. For the people of Englewood, it's time to start dreaming again.

For many years, our neighborhood and its reputation have suffered from crime, poverty, housing abandonment and failed redevelopment efforts. Many individuals and organizations have worked to improve the neighborhood, but larger forces have held us back.

Today is a new day. Throughout the community, major investments and construction projects are providing anchor points for renewal. Even more promising is that our residents, more than 600 of them, have been meeting for 18 months to lay out a plan for a new Englewood, a place where everyone from youth to elders can make a difference. We feel a renewed sense of hope: Englewood is on the move.

### **Anchor points**

The physical signs of change are all around us. The \$200 million Kennedy King College is finally rising from the vacant lots at 63rd and Halsted Streets. Walgreen's is reinvesting in the community, relocating its store further east on 63rd. To the west there's a new branch library already open and a new police station and child care center on the way. And throughout the community new housing developments are under construction or planned.

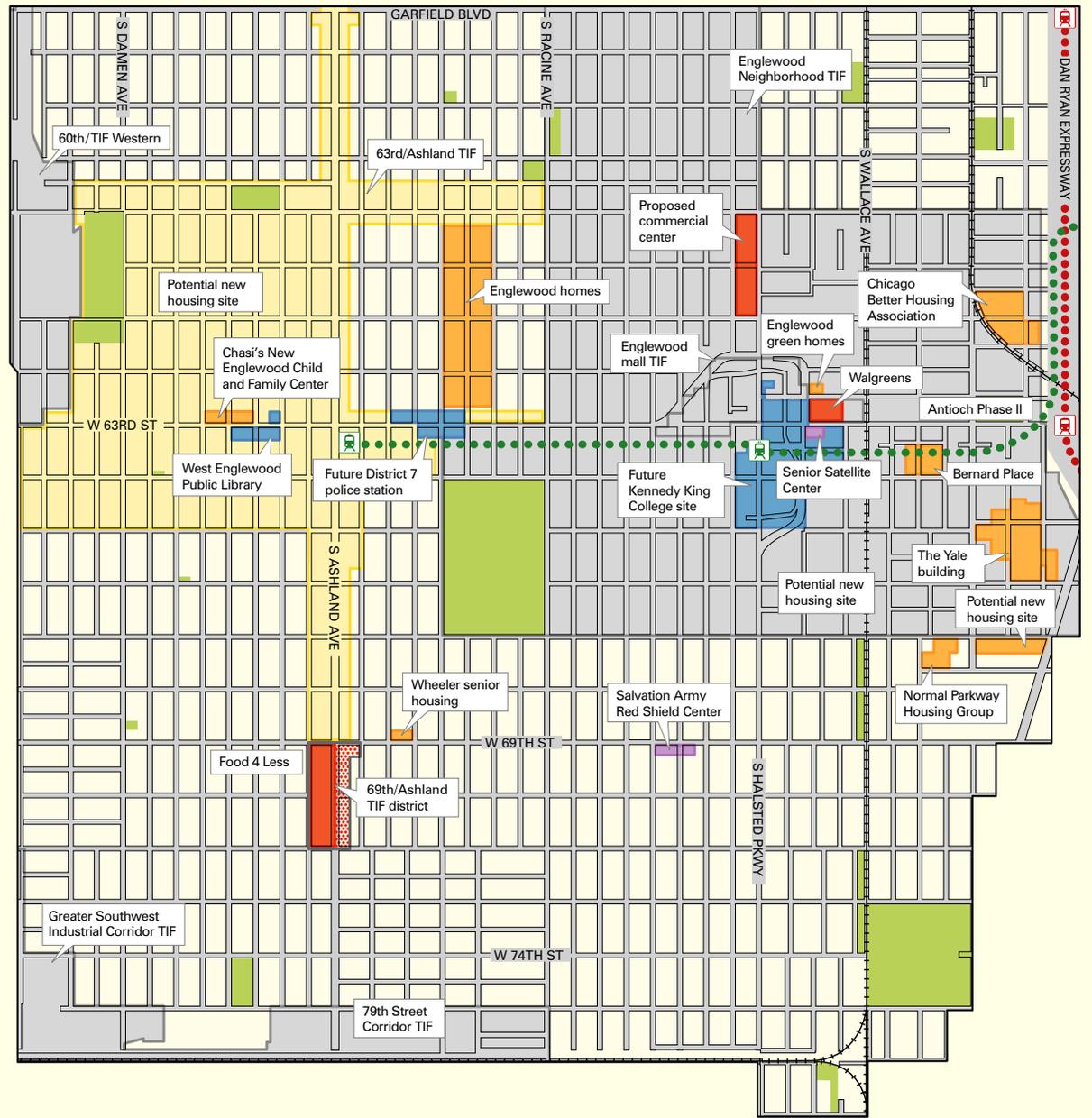
Our shopping opportunities are also expanding, with a Food4Less grocery coming to 69th and Ashland and a \$24 million shopping center planned for both sides of Halsted south of 59th Street. Our existing small-business owners and entrepreneurs are keenly aware of the change that is coming and we see them investing and planning for the future. Other assets that we are building on include our churches, which serve as a cornerstone of the community, a large network of social service agencies and a strong tradition of activism.

Still, ours is a large community, stretching from 55th Street south to 74th Street and from the Dan Ryan Expressway west to the railroad tracks beyond Hamilton. The two community areas of Englewood and West Englewood—called Greater Englewood in this plan—are home to about 85,000 people, according to the 2000 Census. In this six-square-mile area, there are many serious challenges alongside the opportunities for renewal.

## Figure 2 Catalyst projects

Recent construction and new projects planned or underway will help anchor and spur development within the community.

-  Proposed commercial TIF
-  Commercial project
-  Institutional project
-  Public facility project
-  Residential project
-  TIF district
-  Proposed 63rd/Ashland TIF
-  Parks



### What came before

Our neighborhood was founded because of railroads, whose viaducts still criss-cross the community. The first residents were Germans, Irish and Swedish immigrants settling in the 1850s at a place called Junction Grove, and another wave followed the 1868 construction of the Cook County Normal School, which would later become Chicago State University. The first African-Americans arrived prior to the Civil War. An enclave near 67th and Racine was a destination on the Underground Railroad, and other African-American clusters were on Stewart Avenue and near 63rd and Loomis.

It was the 1893 Columbian Exposition that put Englewood on the map, drawing millions of visitors to Chicago. It created a building boom of hotels, apartment buildings and wood-frame houses that stretched west from the lake along the 63rd Street tram lines. Greater Englewood's population grew to 139,000 by 1920, and the population peaked in 1960 at 160,000. Centered around 63rd and Halsted was the second busiest shopping district in Chicago, a dense concentration of department stores, restaurants, shops and theaters that drew visitors from throughout the South and Southwest Sides. Older residents fondly remember the 3,200-seat Southtown Theatre with its elaborate Moorish architecture and live swans in the lobby. Six other movie houses were nearby, along with a bowling alley and other amusements.

### Putting down roots

Beginning in the 1950s, massive racial turnover transformed our neighborhood from mostly white to almost all African American. It was a period of hope for the tens of thousands of incoming families who saw Englewood as a step up from job-short Southern towns or the crowded "Black Belt" where most of Chicago's African-Americans had lived. Families put down roots and began making Englewood their own. Locally owned businesses opened on 69th Street and 63rd, and Lindblom Technical High School became a stepping stone to college for proud neighborhood residents.

This period of prosperity would prove to be short-lived. Factories began shedding thousands of jobs and new suburbs lured residents from the city. The Englewood communities were hard hit as middle-class families moved south and west. Englewood lost 57,000 people and more than 12,000 housing units; West Englewood did slightly better, losing 15,000 residents, one-fourth of its population.

The City of Chicago tried to reverse the decline in 1964 by turning the 63rd and Halsted commercial district into a pedestrian mall. Deteriorated houses and stores were demolished to build bypass roads and parking lots, and sidewalk canopies were erected to create a mall-like atmosphere. It didn't work. One by one, Wieboldt's, Sears and other retailers abandoned the area. By the 1980s, 30 years of decline left little more than Korean-owned shops which later became a source of friction with the mostly African-American shoppers. The mall was reopened to traffic in 1985 but was finally demolished in the early 2000s to make way for the relocated Kennedy King campus.



Population decline and disinvestment have left Englewood with thousands of vacant lots. This plan calls for reclaiming the land for public uses (above), new housing and commercial uses.



The Antioch Homes development along 63rd Street, sponsored by Antioch Missionary Baptist Church, was an early sign that Englewood residents would push for revitalization.

### **Building toward revival**

Throughout this difficult period, our residents built a tradition of activism and leadership. Soon after arriving from Tennessee in the late 1950s, the Rev. Wilbur Daniel began purchasing land around his Antioch Missionary Baptist Church on 63rd Street. Antioch's housing developments—849 units including the townhouses along 63rd Street—were an early sign of Englewood's fighting spirit.

Another was the 1971 creation of the United Block Clubs of Englewood, a coalition that included among its leaders James O. Stampley, who would spend many years writing letters, organizing meetings and drawing attention to local issues. When Clara Kirk and her husband moved to Englewood in the mid-1970s, she noticed the needs of poor and homeless families in the area, and later founded Clara's House, an organization that to this day provides a temporary home and supportive environment for homeless mothers and children.

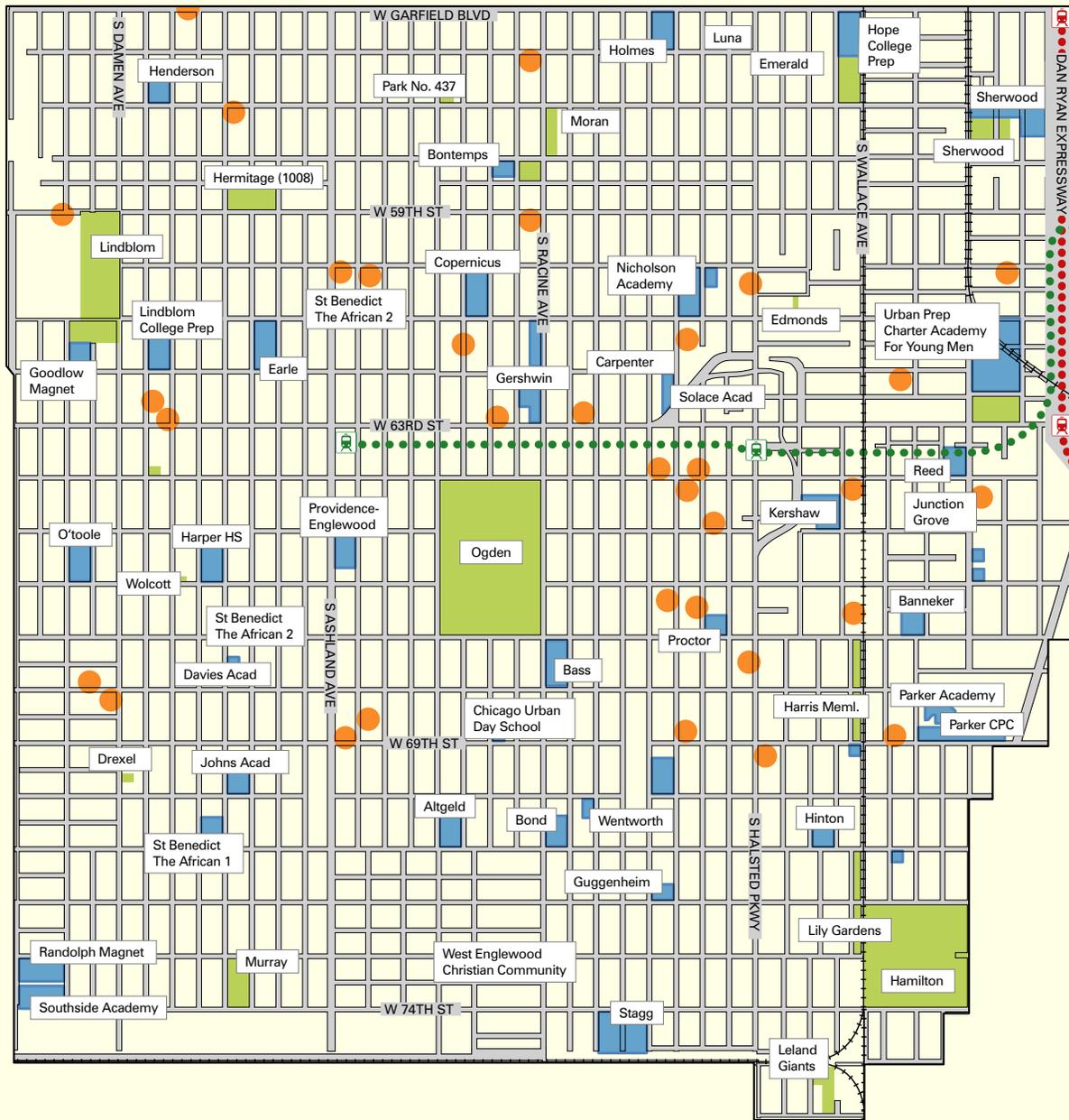
These efforts were a response to a dismal cycle of decline in our neighborhood, where vacant buildings and sparse population allowed drug trafficking and other criminal activity to grow. As gangs protected their territories, violence increased and youth became at risk of either gang assaults or gang recruitment. Domestic violence, substance abuse and high unemployment levels all contributed to a crime rate near the top among Chicago police districts.

Things got worse in 1998 when the murdered body of 11-year-old Ryan Harris was found near Parnell Ave. Two local boys, ages 7 and 8, were charged with the crime, though DNA evidence would later show they were not involved. It was a horror-filled time for our neighborhood, not only because of the loss of Ryan Harris—who is remembered through the Ryan Harris Memorial Park at 68th and Lowe—but because police saw our children as murderers and newspapers and TV headlined with bad news about Englewood.

### **Today's teamwork**

Our community has not always responded in a coordinated way to these challenges, in part because we have lacked unity. Englewood has six aldermen and several hundred churches and organizations, all serving different parts of the community. But since the summer of 2004, we have witnessed a remarkable coming together through the loose structure of a new organization called Teamwork Englewood, whose motto is "Together Everyone Achieves More."

At more than 30 meetings since the first roundtable dialogues in August 2004, our residents have given voice to their vision of the future. Through informal discussion, working groups, task force meetings and special meetings around education, social services and policing, we have hammered out this plan for moving forward.



**Figure 3 Key organizations**

A strong tradition of activism and leadership exists in Englewood. This plan was developed by many organizations located throughout the area.

- Key organizations
- Public school
- Park



Englewood representatives met with Mayor Richard M. Daley in November 2005 to discuss the quality-of-life plan. From left, Emily Dunn, NCP director Wanda White-Gills, Mayor Daley and Corey Luckett.

Our meetings have been methodical in many ways, but the most important accomplishments are not the details of this plan. No, the power of this process was in the people who participated.

Imagine this: On Wednesday evenings and Saturday mornings for eight months straight, residents converge on Teamwork Englewood's office at Pullman (now Park) Bank for light snacks, a half-hour of networking and then 90 minutes of work. There are 30 or 40 people at the lightly attended meetings, 80 or 90 at the larger ones. They stand up and introduce themselves, pride ringing in their voices: "I'm a construction contractor, born and raised in Englewood," say more than a few; others describe bootstrap social service organizations, real estate businesses, youth programs and churches.

Who are some of these committed stakeholders? There's Tony Sherman, a small-scale contractor and developer with a preacher's persuasive voice. Hal Baskin, self-reformed gang leader and a recognized advocate for construction jobs for local residents. Clara Kirk of Clara's House, affectionately known as "Mama" Kirk to numerous in-need mothers and their children. Otis Monroe, a tireless advocate of resources to help small organizations grow. George Moore of Exodus Renewal, who provides updates on activities impacting formerly incarcerated individuals ("new citizens").

At many meetings you can chat with Mr. Henry Wilson, chairman of the Southeast Chicago Development Council and ceaseless promoter of Englewood. William Jones, owner of Franz Printing, and Roderick Pierce, owner of Englewood Hardware, are initiating members of the just-established New Englewood Business Council. Pastor Nolan Shaw of West Englewood United Methodist Church is often in attendance, as are Emily Dunn, an elder and avid housing activist, and Corey Luckett, an inspiring young man working with Children's Home and Aide Society (CHASI). Dunn and Luckett recently sat down with Mayor Richard M. Daley to represent us and discuss our quality-of-life plan. And don't forget Jean Carter Hill, whose organization, "Imagine Englewood If," has just the right name to describe this extraordinary gathering of Englewood residents.

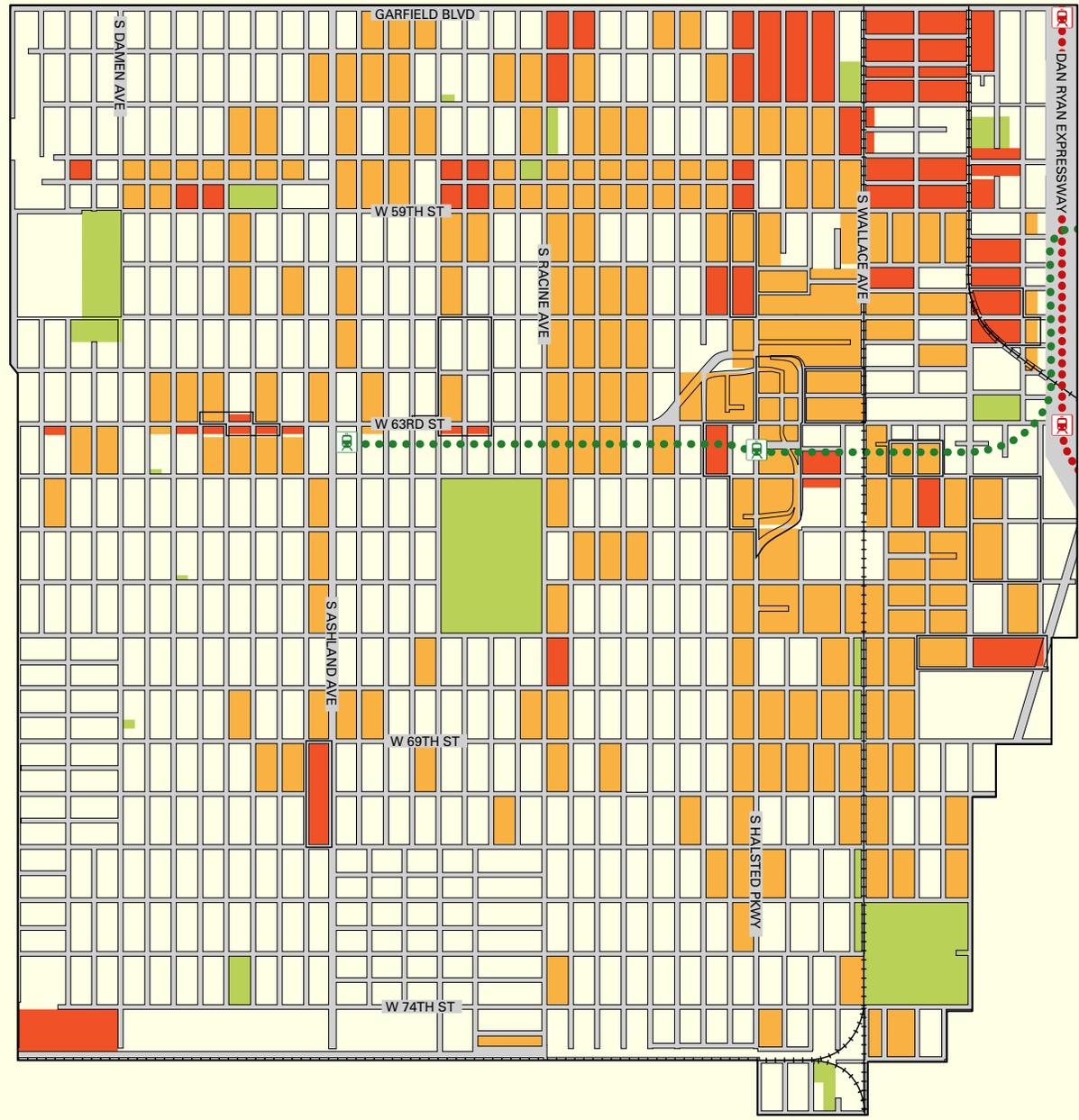
### **Catalysts and challenges**

What does this mean for Englewood? A great deal, if we can implement this plan over the next five years. We envision a stronger community where everyone can "make a difference" and where new residents will come to live. But this won't happen without many years of hard work. If this plan is to work, our challenges must be acknowledged and addressed. Vacant land, for instance, represents a huge challenge. With more than 700 acres to fill, it could take 50 years to reclaim it all.

**Figure 4 Distribution of vacant land**

There are more than 700 acres of vacant land in Greater Englewood, presenting a major challenge to the community as well as broad opportunities for redevelopment.

- Block more than 2/3 vacant
- Block 1/3-2/3 vacant
- Block more than 2/3 developed
- Blocks under development
- Park





Building up the local base of small businesses, such as Roderick Pierce's Englewood Hardware, is a priority of this plan.

Some of the land will be filled by housing developments that together will yield over 1,000 units of new and rehabbed housing, including Junction Grove, Englewood Crossing, Parish Corners, Bernard Place II, Englewood Homes, SWWT Homes and Clara's Village. But we must be creative and methodical to find permanent uses for our land and interim uses as well, such as our urban agriculture district.

Our base of small-business owners is a great resource, but many have limited capital and some are new entrepreneurs with limited business experience. We must provide support in the form of business development programs, a strong group-purchasing program and technical services coordinated by an effective business council.

It will take time to build up our schools from their current low-performing status. Renewed effort is underway at all area high schools and we will initiate increased activities to ensure that students are prepared for careers as well as college. We plan to bring new resources such as student teachers and social services into Greater Englewood's 24 elementary schools, so that they can send well-equipped students to our high schools and beyond.

While the renewed Englewood will be a place for all families, we recognize the special needs of target populations for improved social services and better coordination around domestic and substance abuse, youth programming and health issues. This plan lays out programs to help "new citizens" (formerly incarcerated individuals) before they return, as well as when they return to Englewood. It is a plan that recognizes we must help "grand families" who are caring for their grandchildren, wards of the state before they are no longer eligible for support ("age out") and single heads-of-household who are struggling with low-wage jobs as they raise their children.

Our approach in many cases is preventive: helping kids stay out of trouble through positive programming, promoting health through walking clubs and better nutrition. We see many projects intertwined with each other: vegetable gardens and a farmers' market providing good food as well as job development; new industries occupying available land while providing well-paid jobs; stable rental housing and new homeownership bringing in residents to shop at local stores owned by local people.

Most of all we see this plan as a framework for individual and group action. We must continue what we have started in the past 18 months, and as a team implement the projects and monitor the progress that will allow all Englewood residents to make a difference.

## LEAD AGENCY

# Teamwork Englewood

Teamwork Englewood was formed as a vehicle for comprehensive community development in 2003 through the joint efforts of St. Bernard Hospital, Greater Englewood Parish United Methodist Church and Pullman Bank (now Park Bank). Its first task was to organize the community planning process that is a requirement of LISC/Chicago's New Communities Program.

The organization got off to a slow start because it lacked a broad base of support and many community stakeholders did not clearly understand its purpose. In 2004, after expanding its board of directors and hiring two new staff members, Teamwork Englewood re-started the planning process and has since established itself as a leadership organization. It has:

- Organized dozens of meetings to support the community quality-of-life planning process, attracting participation of more than 600 individuals.
- Convened Englewood social service providers to determine what services are available and find ways to improve service delivery.
- Responded to requests by the Pastors of Englewood, 7th District Police and the Chicago CAPS office to convene residents to discuss allegations of police corruption related to drug trafficking. The February 2005 meeting resulted in a list of issues that will be addressed jointly by residents and Chicago Police.
- Facilitated public meetings after the announcement by Chicago Public Schools (CPS) that Englewood High School would stop accepting freshmen in 2005, then reopen as a new school. Teamwork Englewood disseminated recommendations from that meeting and later facilitated a meeting with CPS Superintendent Arne Duncan.

Teamwork Englewood's goal is to continue its role as convener and facilitator, bringing together existing and new organizations to implement this quality-of-life plan. Rather than implementing projects on its own, Teamwork Englewood expects the bulk of its effort to be focused on helping other groups work together, catalyze change, find resources and attract new energy to the community.

## PLANNING PROCESS

# For 18 Months, an Outpouring of Ideas



More than 120 young people came together at a Youth Summit to offer ideas for the plan.

Organizing a quality-of-life planning process and developing a detailed written plan for the community is the first step for organizations in LISC/Chicago's New Communities Program (NCP). Teamwork Englewood was a brand-new organization in 2003 and its first efforts were not successful.

While other NCP lead agencies hired staff and began planning, Teamwork Englewood encountered resistance from local organizations, leaders and residents because it had not established a track record and its board of directors was not as broad-based as many thought it should be. It responded by restructuring its board and adding new members to better represent the community. In mid-2004, that board hired Wanda White-Gills as NCP director. Her charge was to reach out across Englewood to develop this plan.

The process that started in the summer of 2004 developed rapidly into what participants said was one of the most promising and broad-based collective efforts undertaken in Englewood in recent history. The process included:

- Six Dialog Roundtables with 168 participants who developed ideas on how the planning process should be conducted and what issues should be addressed.
- Twice-monthly Working Group meetings that included large-group sessions as well as smaller discussions on 1)

community life, arts and culture, 2) recreation, health and safety, 3) retail/service businesses and financial services, 4) economic development and jobs and 5) housing and family support.

- Monthly meetings of a planning Task Force.
- Special meetings including a Youth Summit at which 120 young people created recommendations on safety, police-community relations and education.
- Broad dissemination of the proposed vision, strategies and projects through postcards, announcements, phone calls and the NCP web site.

More than 100 people attended the meetings each month. The Working Groups developed ideas for "early-stage projects" designed to create momentum, and used a structured system to rank all projects and identify groups that had the interest and capabilities to implement projects. The Englewood process was unique, departing dramatically from LISC's quality-of-life guidelines. It was much more extensive than in other communities, reflecting the commitment of the organization and the local need to bring people together as a team.

This list of strategies and projects was drafted in early 2005 and presented to the Working Groups and Task Forces for comment and improvement. It was formally approved by the Task Force on May 10, 2005, and further developed at a series of meetings in the fall of 2005.

## A Welcoming Place Where People Work Together



We envision a community that nurtures its young people and seeks wisdom from its elders.

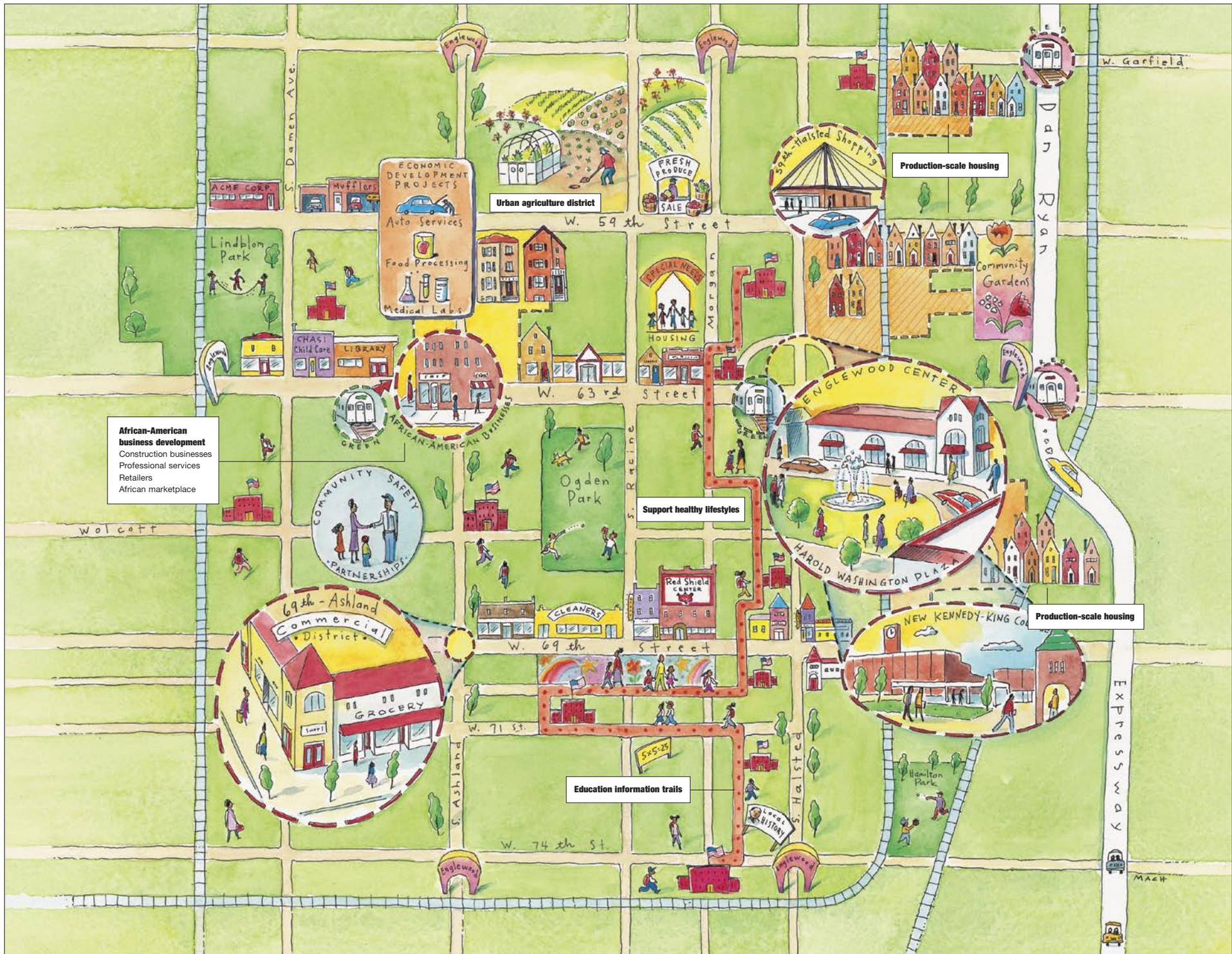
We envision an Englewood where every resident, business owner, community and institutional leader is “making a difference.” The Englewood of 2010 will be a welcoming place where people from diverse economic backgrounds live, play and work together. It will be a community that nurtures its young people, seeks wisdom from its elders and provides an opportunity for lifelong learning and positive civic engagement.

We will create this community of opportunity by building on the past and taking advantage of today’s resources and innovations.

**Housing** New housing for a range of income levels will begin to fill the empty spots of our neighborhood, blending with upgraded and revitalized housing.

**Economic Development** Retail stores will provide more choices for our residents, and new industries and service firms will create jobs and living-wage paychecks.

**Community Life** A web of networks, cultural activities, health and social services and recreation programs will make Englewood a place where people get to know one another and, together, build a stronger neighborhood.



**African-American business development**  
 Construction businesses  
 Professional services  
 Retailers  
 African marketplace

**ECONOMIC DEVELOPMENT PROJECTS**  
 Auto Services  
 Food Processing  
 Medical Labs

**Urban agriculture district**

**Production-scale housing**

**Support healthy lifestyles**

**69th - Ashland Commercial District**  
 GROCERY

**Education information trails**

**NEW KENNEDY-KING CO**  
**Production-scale housing**

## Ten Approaches to Achieving the Vision

### Figure 5 Key projects of the plan

This plan includes a wide range of projects including physical, social and economic approaches to community improvement.

Input from more than 600 participants at dozens of community meetings and workshops resulted in 10 strategies to achieve the community's vision.

#### Our strategies:

1. **Attract** new industries and service firms that create living-wage jobs while preparing residents for regional employment opportunities.
2. **Renew** Englewood's identity by reclaiming empty spaces and enlivening the community through cultural activities, gardens, new parks and public gathering spaces.
3. **Rebuild** a vibrant and diverse retail and business community at key locations throughout the neighborhood.
4. **Jump-start** the housing market to create a balanced, mixed-income community while providing support services to local families and individuals.
5. **Promote** healthy lifestyles that include physical fitness, good nutrition and better use of health-care resources.
6. **Improve** safety and security throughout the community.
7. **Bring** new resources to schools to expand health and social services that help improve academic performance.
8. **Create** diverse opportunities for recreation, lifelong learning and civic engagement.
9. **Initiate** targeted services to special-needs populations to address critical service needs.
10. **Create** a community network to spread information, resources and expertise within Englewood and beyond.

## STRATEGY 1

### **Attract new industries and service firms that create living-wage jobs while preparing residents for regional employment opportunities.**

Most Chicago residents work outside their immediate neighborhoods, commuting to downtown or other job centers. In Englewood, this is particularly true. The Illinois Department of Labor reported in 2003 that there were 7,400 jobs available in Greater Englewood—the Englewood and West Englewood community areas—one job for every three working residents. Because more than one third of Englewood residents rely on public transportation to get to work, it is imperative that we create better linkages to jobs with transportation access and bring more jobs to Englewood and Chicago's South Side, particularly jobs in growing industries.

Landing good jobs is difficult because only 52 percent of Englewood residents over age 25 have earned high school diplomas and only 9 percent have an associate or higher degree from a college or university. In 2000, median household income in Englewood was \$18,955, less than half the citywide median. The unemployment rate of 25 percent was more than double the citywide average of 10 percent.

Household income will rise when residents obtain living-wage jobs, and the key to getting and keeping good jobs is ensuring that residents have the education and skills needed. To achieve this, we will prepare residents for job opportunities and improve access to jobs in industries that offer long-term careers.

Efforts will focus on sectors that offer good wages, benefits and opportunities for advancement. Teamwork Englewood will work with the Chicago Department of Planning and Development to assess market demand and develop a marketing strategy tailored to the target

industries. It will develop an informational package that identifies development sites, available incentives and market data. We will also work with the Mayor's Office of Workforce Development (MOWD), Kennedy King College and local high schools to educate students and residents about employment opportunities and provide them with the education, skills and training needed.

#### **1.1 Prepare and place residents in health care and medical services jobs and assess the feasibility of developing a medical laboratory testing facility in Englewood.**

The healthcare industry already accounts for 15 percent of total employment in Englewood and is one of the fastest growing industries in our nation. There is a growing need for a wide range of technologists with skills in sonography, lab work, radiology, dialysis and other areas.

Residents can be trained for many allied health positions in 18 to 24 months, and the field offers both entry-level positions and opportunities for advancement. We will work with MOWD, St. Bernard Hospital, Chicago Department of Public Health, Chicago Workforce Board, Kennedy King College and local high schools to provide appropriate training, to expose adults and high school students to allied healthcare opportunities, and to encourage them to enter job-training programs at Kennedy King College, Malcolm X College and other institutions.

We will also seek to bring new jobs to Englewood. This same partnership will work with representatives of Ross Laboratories (and other labs that provide testing services for city and state agencies and local hospitals) to assess demand for a new testing facility and the feasibility of establishing it in Greater Englewood.

### **1.2 Optimize local construction employment on public and private development projects.**

The construction sector not only offers jobs with above-average wages and benefits, but is expected to grow by about 15 percent nationwide between 2002 and 2012, according to the U.S. Department of Labor. We believe this national trend, coupled with major construction projects planned for Greater Englewood, provides a window of opportunity to employ residents. This is also an opportunity to establish and foster minority- and women-owned construction businesses in Englewood.

More than \$220 million will be invested in construction and public infrastructure improvements including Kennedy King College, the 7th District Police station and planned residential and retail developments. In addition, property owners and investors are rehabilitating homes, apartment buildings and community facilities. In our initial efforts, we will:

- Work with construction trade unions, Kennedy King College and Dawson Technical Institute to help high school students and others apply for apprenticeship programs and overcome potential obstacles such as the need for child care at early hours and reliable transportation.
- Partner with successful construction firms to mentor emerging companies and provide technical assistance on developing competitive bids, creating business plans and obtaining certification as a minority business enterprise or woman-owned enterprise.
- Support participation of smaller firms that may not have the capacity to bid on large contracts, by working with developers and public agencies to break projects into smaller components to enable the use of more subcontractors.

- Improve access to jobs by creating a community database (or adapting an existing database) for registration of job seekers and providers. The database will include a profile of job-seekers that highlights work experience, certifications, skills and participation with job-counseling or training programs.

### **1.3 Expand automotive services training for Englewood residents and establish an automotive services franchise to provide jobs for program graduates.**

Growth within the automotive services industry can provide Englewood residents – particularly those re-entering the community after incarceration – with skills and work experience that lead to living-wage jobs. The automotive-technician job sector is in the top 25 percent of fastest-growing occupations, and over the next seven years there is a projected annual shortage of 1,000 automotive technicians in Illinois.

This high demand provides a significant expansion opportunity for the Englewood-based Chicagoland Youth and Adult Training Center (CYATC). The organization already provides automotive-services training and work experience to residents, including formerly incarcerated individuals, prior to placing graduates in permanent jobs. CYATC recently added an auto services component and entered into a contract with the City of Chicago to service up to 1,200 fleet vehicles.



Construction projects underway or planned offer opportunities for skilled and entry-level employment.



There is ample room to start an urban agriculture project on vacant parcels between 59th Street and the railroad viaduct to the north.

We will work with CYATC to expand training and post-training support and to create an auto-services franchise that can provide job opportunities to graduates. We will also meet with the owners of trucking companies that utilize the CSX intermodal (truck-rail) facility at 59th and Oakley to assess the need for truck services and repair.

#### **1.4 Develop an urban agriculture district to provide business, job training and employment opportunities while improving availability of fresh produce.**

Urban agriculture offers an opportunity to meet several objectives of this plan. Farm fields and food processing facilities can return vacant land and buildings to productive use. Urban agriculture also can provide job training for teenagers and young adults, as well as entrepreneurship opportunities for residents, using proven models developed by Growing Home, the Resource Center, and others. Finally, making locally grown produce available to community residents will increase their access to healthy food, as outlined in Strategy 5.

Demand for organic food and specialty produce has risen rapidly, but most of the region's supply comes from California and other areas outside our region. Some even comes through the Englewood warehouse of a major organic-food distributor, but we see a larger role for our community. We will:

- Establish an urban agriculture district. We will seek to establish an urban agriculture district of 20 acres or more near 59th Street at Racine. The district will accommodate three to eight growers and will generate 15 to 50 jobs. Ideally, three to five businesses should be established to create synergy and lower overhead costs through shared spaces for meetings, training and sales. The location provides excellent highway access for transport to restaurants and grocers. The district might also include businesses that grow landscape plants and train workers in landscape maintenance. We will work with the city to develop a strategy to gain control of the land and create a community land trust.
- Establish a food processing center with training and incubator space for start-up companies. We will assess the feasibility of establishing one or more food processing facilities at appropriate sites along 59th Street to prepare produce for market, and will explore development of an industrial kitchen to help residents establish food-related companies.
- Establish a farmers' market and produce stands where fruit and vegetables from Englewood and other areas will be available. Several independent entrepreneurs currently bring their produce to Englewood for sale from their truck or informal farm stands; this project will bring vendors together at accessible locations to expand their sales and attract more customers.

**STRATEGY 2****Renew Englewood's identity by reclaiming empty spaces and enlivening the community through cultural activities, gardens, new parks and public gathering spaces.**

For many visitors, the first and lasting impression of Englewood is the blight and disinvestment conveyed by hundreds of vacant lots along main streets and throughout the community. Englewood can change this image by reclaiming the empty land and renewing the community's identity through the arts, culture and history of the community.

Vacant land today comprises one-fifth of the total area of Greater Englewood – more than 700 acres. Even under optimistic market conditions, it would take more than 50 years for the housing market to absorb all of the lots. It is imperative, therefore, to pursue creative reuse strategies to return the land to productive use.

Vacant land provides opportunities for new plazas, gardens and parks. Where lots are concentrated in contiguous parcels of several acres or more, it offers opportunities for new businesses, community facilities and housing. The land can also provide locations for artistic, cultural and community programming. This strategy focuses on creating a framework and guidelines for land use throughout the community.

**2.1 Promote coordinated development of “Englewood Center” as our neighborhood's downtown, including a new Harold Washington Plaza that includes housing, retail businesses and community gathering spaces.**

The future “Englewood Center” will be a fully built up area stretching west from the U.S. Post Office and Aldi grocery store, past a new Walgreen's and Wendy's, and north and south on Halsted to accommodate the college's six new buildings. It will include new retail and housing on 63rd Street from Halsted to Morgan.

For the last five years, the intersection of 63rd and Halsted has been a less-than-inviting place because of the vacant lots, demolition barriers and empty sidewalks caused by delays in construction of Kennedy King College and City of Chicago redevelopment plans. Now that construction is underway, we will work as a community to restore this intersection's historic role as the neighborhood's centerpiece.

We will encourage neighborhood residents to make use of the college's library, bookstore, restaurant, athletic facilities and day-care center, which will be open to the public, and will work to attract compatible developments including a new mixed-use space called the Harold Washington Plaza.

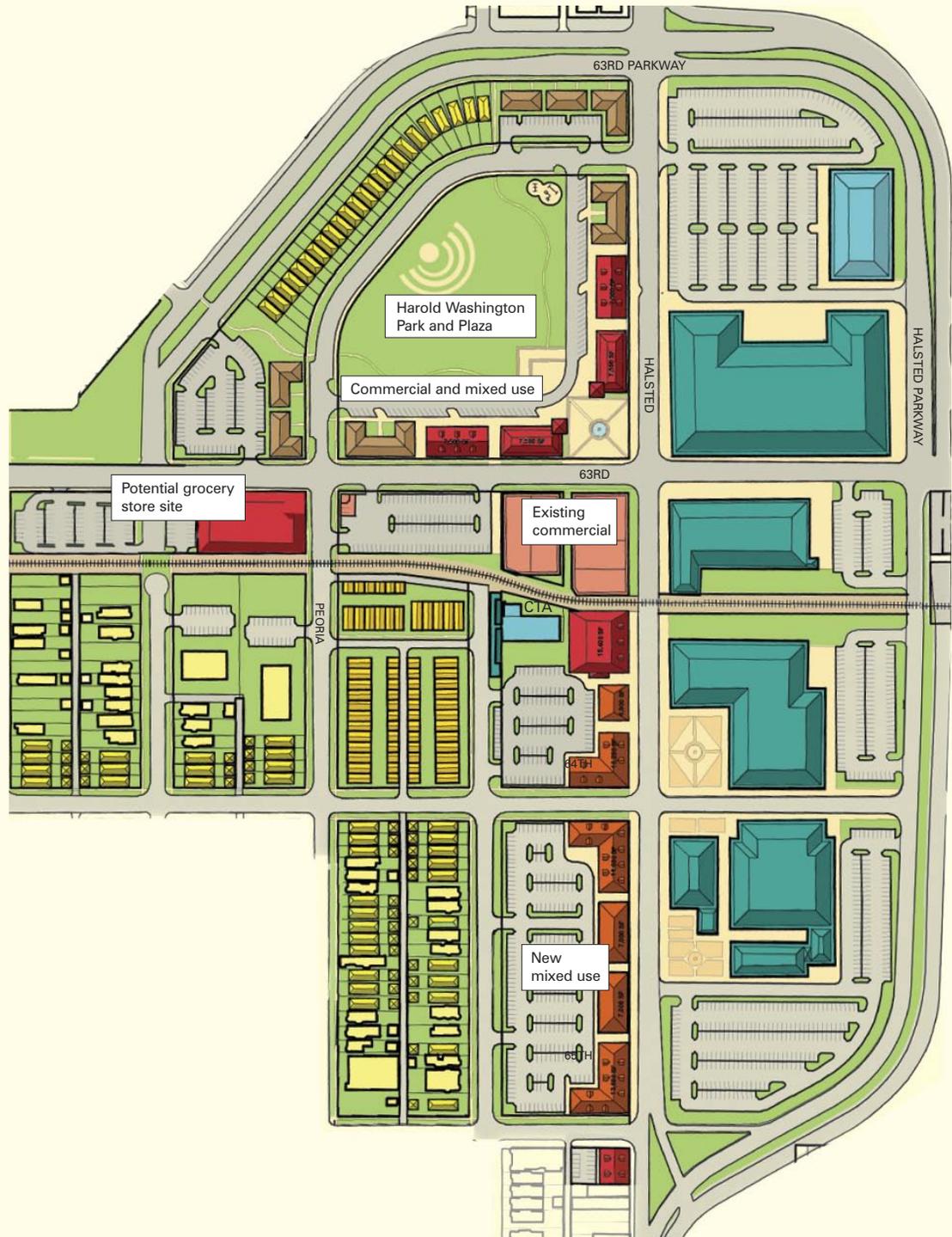
With thousands of students, faculty and staff coming to Kennedy King every day, we can create a lively space on the northwest corner of 63rd from Halsted to Morgan. This large now-vacant parcel can be redeveloped as a mixed-use gathering point for students, employees, residents and others. This area will be home to a quality grocery store and new African-American businesses that expand local retail options. Affordable condominiums and new townhouses will provide wider housing choices for new and existing families. The area should include green space, improved landscaping, seating areas and a performance space.

We envision a pleasant environment for walking, shopping and cultural and entertainment activities, and we see the Halsted and Ashland Green Line stations and CTA bus routes as key transportation resources to support this activity.

**Figure 6 Englewood Center**

Redevelopment of the 63rd and Halsted area into “Englewood Center” is a central element of the plan. This mixed-use proposal shows one way to accommodate new housing, open space and commercial activities, including a grocery store, in the area west of the new Kennedy King Collge.

-  Existing residential
-  Existing commercial
-  Existing public/institutional
-  New single-family residential
-  New townhomes
-  New multi-family residential
-  New mixed-use
-  New commercial
-  New Kennedy-King College



**2.2 Reclaim vacant lots for special events and other community uses including green spaces, exhibits and performances.**

To put a new face on our community, we will develop several public spaces along main streets to become locations for events, public markets and performances. Activities will celebrate the rich African-American culture of Englewood and expand entrepreneurial opportunities for local artisans, performing artists and vendors. To support such programming, we will invest in landscaping, security, signage and equipment, such as a portable stage and a place to store it when not in use.

We will also establish community gardens on vacant lots and encourage neighbors to grow their own vegetables and flowers. We will support block clubs, individuals and churches in creation of new community gardens and provide training in use of raised beds to guard against soil contamination from previous uses of the land. Community signs will identify the gardens, while “take home” days will encourage transfer of plantings, flowers and vegetables to private and public gardens throughout the community. One or more gardens could integrate a curriculum to educate residents about how fresh produce contributes to better health.

**2.3 Create and implement guidelines for redevelopment of vacant land for housing, commercial uses and other purposes.**

Englewood has an opportunity to become a leader in creative and thoughtful reuse of vacant land. The best use for vacant lots depends on where they are located, how many are on a particular block and what types of uses are nearby. We recommend that the neighborhood and the city adopt a set of guidelines, such as those in Figure 7, to provide a framework for development decisions and to encourage beneficial uses. For instance:

**Figure 7 Guidelines for redeveloping vacant lots**

PROPOSED USE OF VACANT LAND	SIZE REQUIREMENT			RECOMMENDED USE													
	MINIMUM # OF LOTS	APPROX. SQ. FT.	APPROX. ACREAGE	(based on # of contiguous vacant lots on one residential block)													
				1	2	3	4	5	6	7	8	9	10+				
Adjacent Neighbor Acquisition	1	3,125	0.07	■													
Community Garden	2	6,250	0.14		■	■	■										
Single Family Infill	5	15,625	0.36		■	■	■	■	■	■	■	■	■	■			
Large Lot Single Family Infill	6	18,750	0.43					■	■	■	■	■	■	■			
Public/Institutional Accessory Use	6	18,750	0.43	■	■	■	■	■	■	■	■	■	■	■	■		
Production Housing	10	31,250	0.72														■
Urban Agriculture Use	14	43,750	1.00														■
Neighborhood Park	42	131,240	3.01														■



### **Figure 8 Harold Washington Plaza**

Development of the northwest corner of 63rd and Halsted as Harold Washington Plaza will help make Englewood Center once again the “downtown” of the community.

- Vacant lots sandwiched between adjacent homes should generally be conveyed to one of the adjacent homeowners for additional yard space. We will work with the city to ensure that land can be conveyed at prices affordable to homeowners.
- Two to four contiguous vacant lots could be used for business purposes, community gardens or residential “infill” development.
- Five to nine contiguous vacant lots could be developed with new single-family residences. In these cases, combining narrow lots into larger ones should be considered to provide larger homes and/or yards.
- When vacant lots are adjacent to or near a school or other public or institutional use, the lots can be conveyed to that user for a play lot, open space, parking or other accessory uses. Schools should be given priority. Special attention should be given to providing appropriate screening and buffering between new uses and any adjacent residential area.
- Ten or more contiguous vacant lots provide opportunities for production-scale housing development by developers who want to generate a critical mass of new development and realize economies of scale.
- Ten or more contiguous vacant lots could also be developed for community uses such as an urban agriculture district or public plaza.

### **2.4 Utilize public art and signage to promote Englewood’s renewed identity.**

As land is reclaimed and put to beneficial uses, we will promote Englewood through a variety of media to change perceptions about the neighborhood and educate residents and visitors about the resources and values of the community. We will:

- Install “Welcome to Englewood” signs at community gateways or along traffic arteries. Some signs will promote new development, the Living Museums (Project 8.5) or availability of land for development. Possible locations include 63rd Street at the Dan Ryan Expressway, Garfield Boulevard at Morgan, Halsted, Ashland and 71st Street.
- Install sculptures designed and created by local artists at neighborhood gateways.
- Redevelop vacant lots and underused properties along Morgan Street, with a special emphasis on bringing productive activities to lots near schools and churches. We will support a confederation of Morgan block clubs to link up with a similar organization in Auburn Gresham, the Morganway Owners and Residents Association.

## STRATEGY 3

### **Rebuild a vibrant and diverse retail and business community at key locations throughout the neighborhood.**

The change in use of the intersection of 63rd and Halsted streets, from a retail center to a mixed-use and educational center, represents just one aspect of renewal that is necessary for our neighborhood. Englewood has always had a number of smaller commercial areas along streets including Halsted, 69th, Racine, Ashland and Garfield Boulevard. All of these areas have seen a decline in stores and shoppers, and may be suited to redevelopment.

Today's shopping patterns no longer support the long strips of retail that once grew along streetcar and bus lines. A new approach is needed to consolidate shops and services at key locations, while transitioning other parcels to non-retail use. Halsted Street south of 65th Street, for instance, has too much empty space to fill solely with retail stores. But busy intersections, such as 63rd and Ashland and 69th and Ashland, can attract a dense concentration of retail uses.

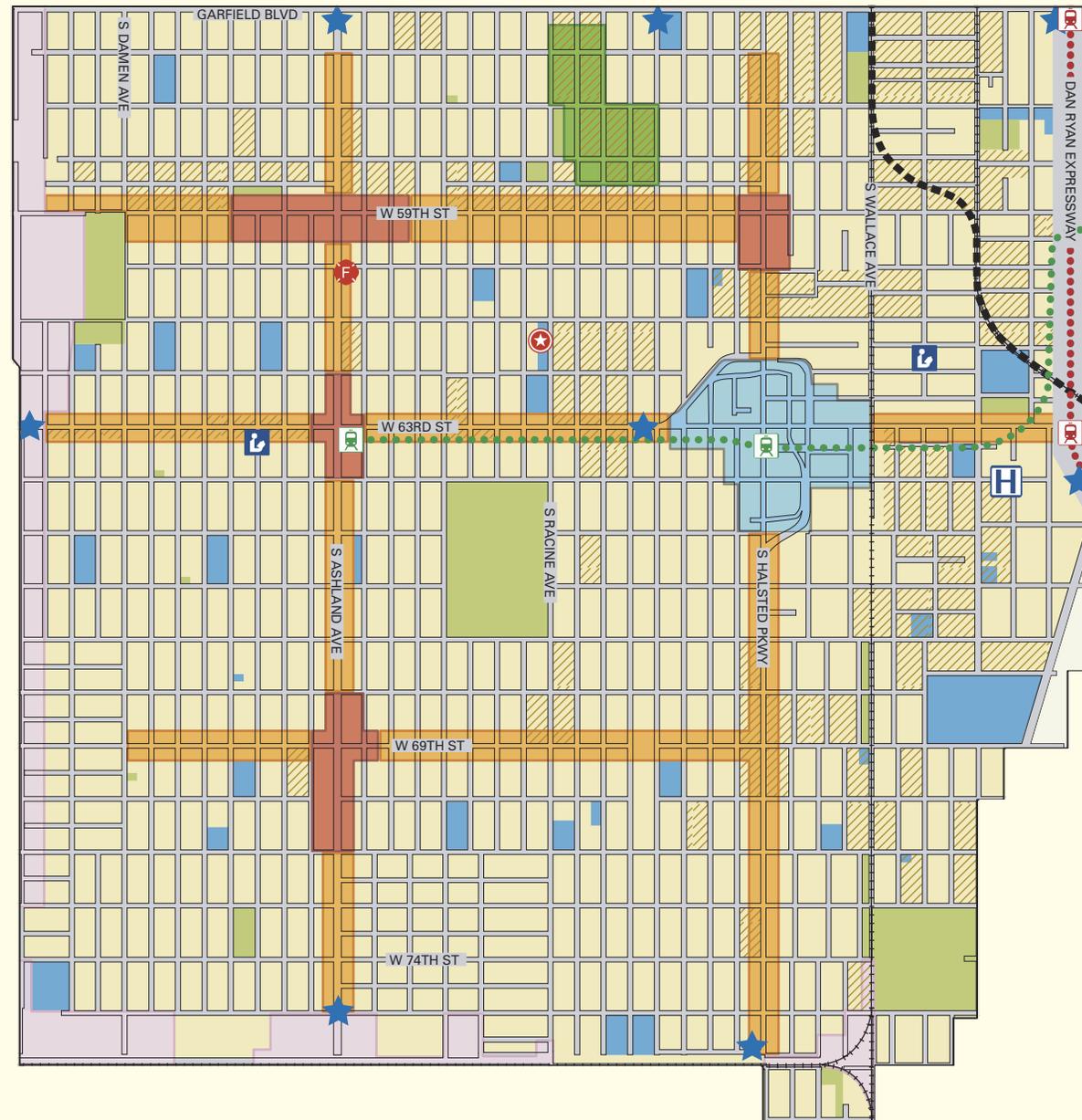
The land use framework shown in Figure 9 shows "mixed-use" areas (shown in orange) where neighborhood shopping districts should be retained while also encouraging new residential or institutional development. More intensive development areas (shown in red) should maintain their focus on retail uses and new business development should be directed to these areas. Over time, portions of the former shopping streets should be transitioned to residential uses, which will help rebuild the population base and provide more shoppers for the retail districts.

City resources should be strategically invested to support improvements to the shopping districts. These might include use of city-owned land, designation of Special Service Areas (SSAs) and use of capital improvement bonds and Tax Increment Financing (TIF) revenues. Other funding for improvement projects can be provided by the State of Illinois and City of Chicago Linked Deposit programs. Also important are resources that support growth of existing businesses and use of new tools such as the New Markets Tax Credit, Renewal Communities Incentives and Illinois Treasurer's Business Improvement Program, so that local businesses can fully participate in the redevelopment and growth of the neighborhood..

#### **3.1 Create a business council that organizes and advocates for local businesses, helps strengthen personal-service and business-to-business companies and promotes partnerships.**

We will establish a business council to support and grow neighborhood business districts. Through the council, merchants and business assistance agencies will coordinate special events and reduce costs by utilizing shared services. The council will:

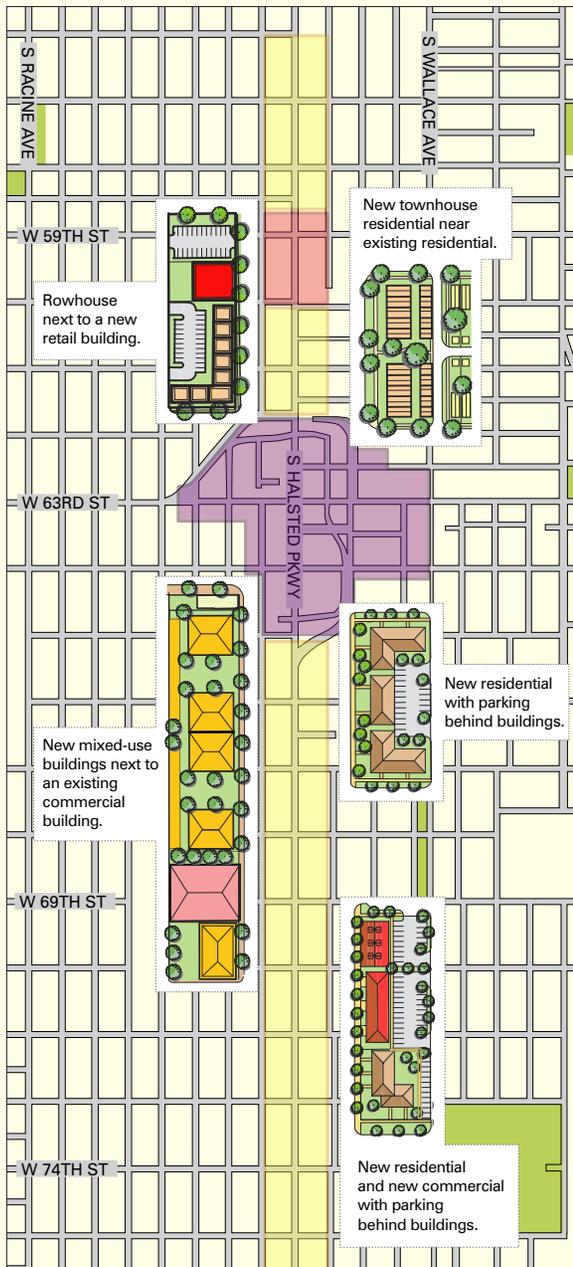
- Provide networking opportunities, host seminars and conduct a survey to learn about local business capacity, growth potential and needed workforce skills.
- Monitor public improvements that affect the business districts and advocate for local business interests.
- Conduct a purchasing survey among not-for-profits, churches, community organizations and other institutions to identify services and goods needed.
- Identify and promote local sources for the needed goods and services and incorporate this information into community-wide and targeted marketing campaigns.



**Figure 9 Land-use framework**

Redevelopment within Englewood should reflect this broad pattern of land use. The dotted line at the upper right shows the approximate alignment of the planned railroad improvement under the Chicago Region Environmental and Transportation Project (CREATE).

- Police department
- Fire Department
- Neighborhood gateway sites
- Library
- CTA station
- Hospital
- CREATE railway alignment
- Schools
- Parks
- Rehab and infill residential
- Industrial
- Urban agricultural district
- Englewood center
- Residential/mixed-use arterial streets
- Production-scale residential development
- Commercial node



**Figure 10 Redevelopment options for arterial streets**

Opportunities exist along Halsted and other commercial streets to redevelop underutilized and vacant sites. A variety of approaches can be used depending on the location and interests of local landowners and developers.

- Existing residential
- Existing commercial
- New mixed-use building with storefront and dwelling units
- New commercial
- New residential

**3.2 Expand the small base of African-American-owned businesses and foster growth by providing technical assistance and linkages to business development incentives.**

We will organize a network of successful entrepreneurs to mentor emerging business owners and provide technical assistance and guidance on subjects such as development of business plans, loan programs, entrepreneurship training, promotion of home-based businesses and help with city regulations and licenses. We will create a list of technical and financial resources for emerging businesses and develop regular networking opportunities to encourage peer-to-peer learning. We will also seek to expand international market linkages to improve the competitiveness of local businesses.

**3.3 Within targeted neighborhood shopping districts, attract quality retail businesses and help existing business owners acquire space necessary to meet local needs.**

We will work to retain and expand existing businesses within the commercial districts targeted for growth (Figure 8) through use of adjacent vacant lots for expansion or off-street parking, as discussed in Project 2.3. We will identify business operators who own their facilities and have expansion potential and will work with the city to make available to these businesses adjacent vacant land. A combination of infill development and new residential construction can help fill in the gaps on our commercial streets (Figure 10).

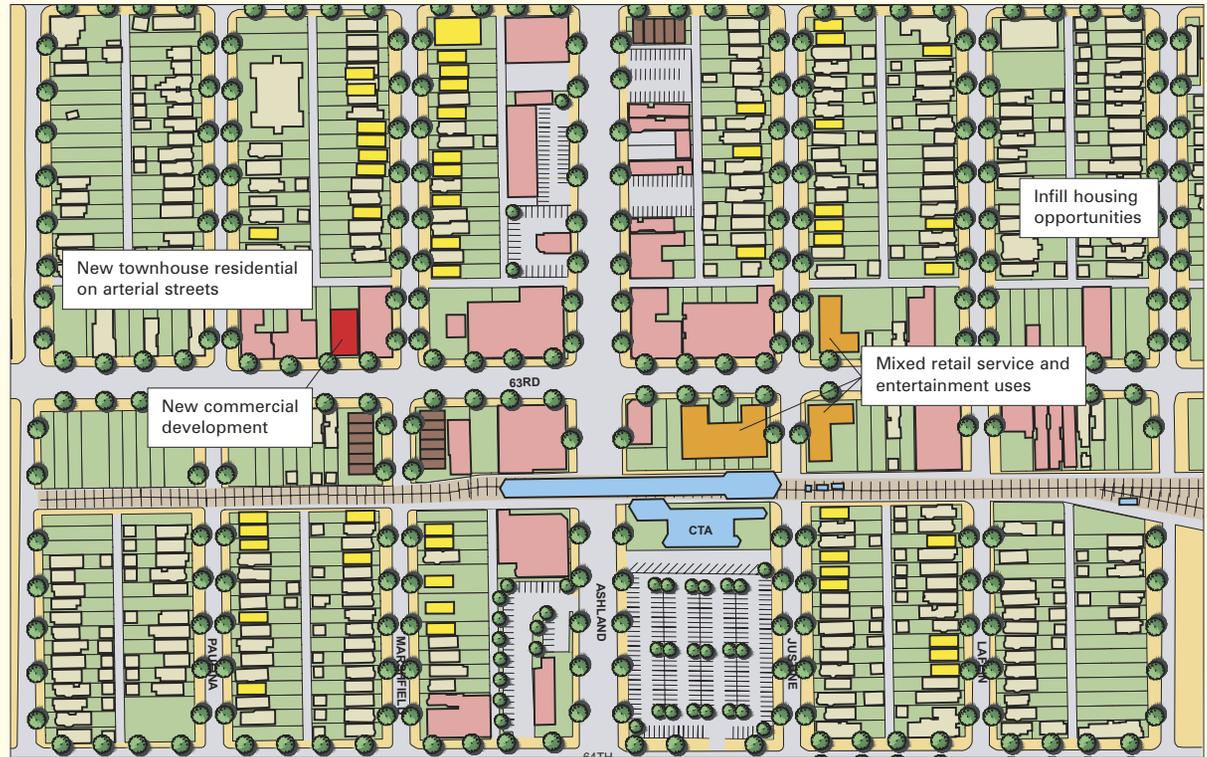
We will also work to attract businesses requested by residents and business owners during the planning process. In addition to produce and grocery stores, the community called for a bookstore and office-products store, clothing stores that cater to adults and senior citizens, coin laundries and dry cleaners, family restaurants, copy center, video rental, electronics, child care, music store and professional services businesses that meet the needs of our predominantly African-American population.

To attract these businesses, we will identify appropriate sites within the targeted business districts, including city-owned sites that might be offered at a discounted price. We will work with Retail Chicago and financial institutions such as Marquette Bank and Park Bank (formerly Pullman Bank) to prepare and distribute a marketing brochure outlining available incentives and highlighting public and private investments planned for Englewood.

**3.4 Promote transit-oriented development near the Green Line terminal at Ashland.**

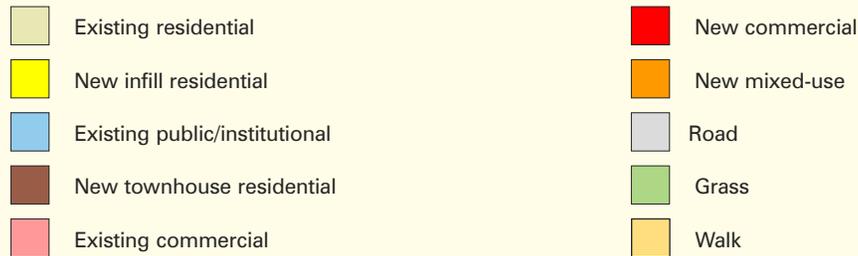
With 1,900 riders entering the station every day and a 235-space Park-and-Ride lot, the CTA Green Line terminal at 63rd and Ashland represents a strong opportunity for both retail and housing development. We will establish a mixed-use zone within a quarter-mile radius of the station and promote development of multi-family housing and retail and service businesses where residents can shop on their way to and from the neighborhood.

A special focus will be the possibility of creating an African Market Place in one or more storefronts at this high-visibility intersection. The Market Place could include any number of small businesses selling African-American-oriented products. Joint marketing and the proximity of other businesses could help all participants gain customers, and costs could be reduced by pooling services like charge-card processing and advertising.



**Figure 11 Transit-oriented development at 63rd and Ashland**

With 1,900 riders a day entering the train station and additional traffic from buses and pedestrians, the corner of 63rd and Ashland offers opportunities for both retail and residential development.



## STRATEGY 4

**Jump-start the housing market to create a balanced, mixed-income community while providing support services to local families and individuals.**



**Figure 12 Filling gaps along Garfield Boulevard**

Special consideration should be given to the contextual design of new and infill development along historic Garfield Boulevard.

Thousands of families left Greater Englewood in recent decades. In 2000, the population dipped to 85,504, nearly a 30 percent decline from 1980. This population loss caused disinvestment across the community and left hundreds of vacant homes, many of which were demolished.

Housing values and rents have not kept pace with gains in other neighborhoods; the median value of \$66,724 in 2000 was about half the city median. This means that our local housing remains affordable for those with enough income to purchase a home. Rents in Greater Englewood, however, are much closer to citywide averages, \$538 per month compared to \$616 citywide.

In the last few years, housing and land values have begun to increase as local developers and investors from outside the community purchase residential buildings or vacant land. As investment grows, we must maintain quality, affordable housing options and provide opportunities for working renters to become homeowners.

New development should be compatible with local architectural styles and should include appropriate buffering or transition space when housing is adjacent to other uses such as commercial facilities or schools. Special consideration should be given to design along historic Garfield Boulevard to maintain the architectural integrity of that street, which serves as an entry point to the neighborhood. An example of sensitive infill development is shown in Figure 12.

**4.1 Create a rental property “owners network” and a “family services network” that link quality, affordable rental housing and family support services.**

We will establish a network of African-American and community-sensitive rental property owners to provide responsible maintenance and management of rental housing. Members of the network will benefit from reduced costs by participating in shared contracts for janitorial services, pest control, landscaping, snow removal and tenant-application review and screening. The program can also increase the market for local businesses that offer the needed services.

A network of family-services providers will also be established to provide wrap-around support to families in buildings that are part of the network. Families and community service agencies will work together to maintain high-quality housing while increasing the opportunity for renters to achieve housing stability and move towards homeownership.

**4.2 Help working renters to become homeowners through services that help establish a path to ownership.**

Families in buildings within the owners network will be invited to participate in an asset-building program to help transition them to homeownership. For each family, a three-year escrow savings account will be established with savings from the families supplemented by contributions from the owners network. Participating families will be required to complete courses in home maintenance and financial planning and to participate in area block club activities. During the third year, families will be able to participate in a first-time-homebuyer program.

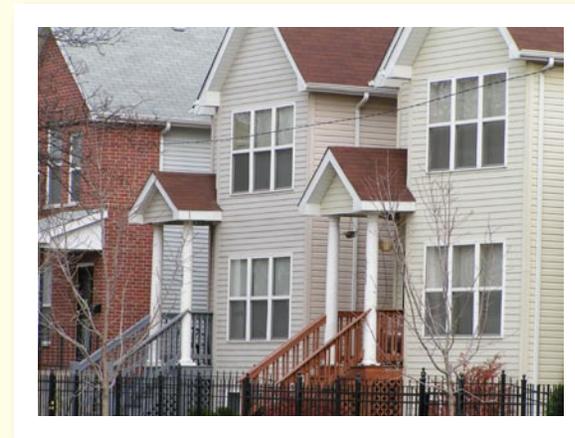
**4.3 Develop or expand housing and support-service programs tailored to the needs of specific populations.**

Residents and service providers have identified a number of special-needs populations that may need housing or support services. We will develop programs and partnerships to:

- Provide housing for special-needs populations including mentally ill and physically disabled residents, residents recovering from substance abuse, and those affected by domestic violence.
- Provide transitional and second-stage housing to enable families and individuals to move toward stable and permanent housing.
- Provide assistance for seniors who want to stay in their homes or move to a nearby facility that offers support services or assisted living programs.

**4.4 Establish a housing resource center to provide technical and financial assistance to homeowners, home buyers and renters.**

This resource center will help homeowners preserve and maintain existing housing by providing financial education; counseling on mortgages, foreclosure-prevention and reverse mortgages; and access to grant and low-interest loan programs for repairs and home-improvement. It will make referrals to programs that assist those seeking subsidized or market-rate housing, including residents considering their first home purchase. A special effort will be made to attract young people and families to the neighborhood.



The community will develop more new housing for both homeowners and renters.

## STRATEGY 5

### **Promote healthy lifestyles that include physical fitness, good nutrition and better use of health-care resources.**

A 2003 study by the Chicago Department of Public Health indicates that Englewood residents are dying of cancer and other diseases at a much higher rate than most Chicago residents. Englewood ranks in the top one-fifth of all Chicago community areas in a range of negative health findings, from low birth weight and high infant mortality to chronic lower respiratory disease, liver disease and prevalence of HIV and other sexually transmitted diseases. More than half of the children in local elementary schools have not received all required immunizations for their age group.

The City of Chicago, Cook County and the State of Illinois have established programs to address these issues, and initiatives such as “Closing the Gap” and “Greater Englewood Healthy Start” are beginning to improve many aspects of public health. St. Bernard Hospital provides a Pediatric Mobile Health Unit that offers immunizations, exams, health education and referrals.

This strategy is designed to make better use of these and other health resources so that Englewood becomes a great place to walk, work out and enjoy good nutrition. The healthy lifestyle and preventive health approaches in this strategy build on efforts to enliven public spaces (Strategy 2), make Englewood safer for walking (Strategy 6), improve access to fresh produce (Strategy 1), and locate goods and services within walking distance of our homes (Strategy 3). Taken together, these strategies support healthy lifestyles for residents of all ages.

#### **5.1 Establish Englewood walking clubs to promote good health while increasing a sense of community and improved safety.**

We will establish informal walking clubs to encourage residents to meet for daily walks. Walking-club T-shirts will allow club members to recognize each other and will promote a feeling of security and community as walkers pass and greet each other. Regular physical activity and a healthy diet can reduce the risk of diabetes as well as heart disease, stroke and other chronic diseases.

#### **5.2 Attract a full-service produce store, produce market or grocer with a large produce selection.**

We will work with the Chicago Department of Planning and Development to attract one or more businesses that provide a wide range of fresh fruits and vegetables. Appropriate sites within the designated neighborhood business districts will be identified.

#### **5.3 Expand availability of healthy food options at small grocery stores.**

We will educate local youth about improved nutrition and engage owners of local stores by initiating a survey of local grocers, conducted by youth, designed to improve food choices and increase healthy eating habits. Youth will learn that it is their responsibility to help their families improve their eating habits. They will receive a small stipend to provide the community with information on local options for healthy food.

**5.4 Establish a farmers' market and local produce stands that offer fresh fruits and vegetables.**

We will establish a farmers' market where African-American farmers and others can offer produce direct from the farm. To expose local youth to the business of farming, we will recruit and train youth assistants for the farm stands. We will also bring together existing vendors who already sell produce in the community to create the nucleus of a market, and will incorporate fresh produce from the planned agriculture district. The market could be incorporated into the Englewood Agriculture District (Project 1.4), African Market Place (Project 3.5) or Englewood Center (Project 2.1).

**5.4 Use signage, community events and health fairs to promote health resources and programs, with a particular focus on immunization and infant mortality.**

We will develop a broad campaign of public health messages to improve usage of existing health-care resources and educate residents about health risks. To implement the campaign we will:

- Work with local artists to design effective, attractive signs and posters to promote existing health programs and convey public health messages. Special attention will be given to reaching the parents of school-aged children to promote immunization services.
- Work to make immunization services more accessible at places where parents and children frequent, including churches and parks, and increase participation through incentive campaigns.

- Integrate health education and services into community events. We will promote health programs and resources at block parties, annual church resource fairs, the Back-to-School Parade and Kwanza Celebration. On-site health screenings, eye exams and other services will be offered in coordination with park programs and special events that attract families. "Community peer educators" will be trained to conduct public health education at events and in conjunction with Park District Family Nights and In-Service Days at schools.



St. Bernard Hospital is one of many local resources that can help improve the health of Englewood residents.

## STRATEGY 6

### Improve safety and security throughout the community.

The number of serious crimes has fallen more than 20 percent in the 7th (Englewood) Police District since 1999, with decreases in all categories of “index” crimes including homicide, sexual assaults, batteries and theft. However, the district continues to have among the highest crime rates in the city, and many residents remain fearful of walking to the store or sending their children to the park because of the possibility of crime.

To improve safety and security, we must steer youth away from gangs, improve community/police relations and create a climate where neighbors watch out for each other and call the police. “We need to get the community to empower itself to not be fearful,” said resident Levell Walker at one of the planning meetings. “If the criminals feel that everyone is watching them, then a lot of the bad activities won’t happen.”

Special emphasis should be put on improving relations between youth and police, and developing programming for youth to reduce the influence of gangs. At a Youth Forum in March 2005, teenagers said they often fear local police, rather than feel protected by them, because there are few opportunities for positive interaction among youth and police.

Many projects in this plan are designed to bring more people onto local streets and provide opportunities for pleasant interaction, commerce and recreation. As these projects and programs are designed, safety considerations should be taken into account and partnerships created with police, block clubs, churches and residents.

#### **6.1 Provide opportunities to steer youth away from gangs and into long-term employment.**

We will work with businesses and institutions to develop paid, year-round internship opportunities that expose youth to professional services, skilled trades and successful entrepreneurs in and outside the neighborhood. We will involve youth in retail initiatives and revamp community service projects to distinguish between civic responsibility activities and other services for which they should be paid.

### 6.2 Improve community/police relations in ways that help to eliminate police corruption.

Working with Chicago Alternative Policing Strategy (CAPS) and a strong network of community service agencies, we will create new block clubs and provide training and support on safety and crime issues, including reporting of possible police corruption. The 7th District Commander will work with community representatives to increase participation by police officers in community service activities that strengthen relationships between police and residents, particularly youth.

### 6.3 Re-establish an Englewood gang-intervention task force that is guided by proven “best practices.”

We will work to reestablish an Englewood gang-intervention task force to bring together youth workers and to build communication and outreach that reduces gang activities and gang violence.

### 6.4 Increase the capacity of block organizations to organize clean-up and beautification projects and increase public involvement on safety issues.

Planning participants have voiced a consistent appeal for clean-up and beautification activities to make the community more attractive and to support development of new housing. They have also expressed concern about crime in Englewood, both real and perceived. Our block club organizations have a key role to play in making sure that the community is clean as well as safe. We will build on existing greening activities and use the increased engagement of youth and elders to initiate a monthly clean-and-green program throughout the community. The City of Chicago Department of Streets and Sanitation has agreed to serve as a monthly partner, providing materials, tools, support personnel and equipment. We will also help block organizations to effectively communicate with residents and the 7th District Police regarding community safety concerns.



Providing positive activities for local youth and improving police-youth relations were identified as priorities at the Englewood Youth Summit.

## STRATEGY 7

### **Bring new resources to schools to expand on-site health and social services and improve academic performance.**

In 2004 the majority of Englewood schools were on academic probation and the percentages of special education and foster care students were among the highest in the city. We must create an improved environment for learning that promotes academic excellence and ensures that all students are provided with the resources necessary to improve performance.

In 2004, the Chicago Public Schools announced the closing of one area elementary school (Bunche), suspended the acceptance of freshmen students at Englewood High School in preparation for restructuring the school into small schools, and re-opened Lindblom High School as a selective-enrollment college preparatory school. Bunche is scheduled to reopen in 2006 as a new school managed by Providence St. Mel, and Englewood will be restructured as a campus of small schools, where we seek to create neighborhood schools focused on careers.

Much more change is needed, including capital investments to improve school facilities and expanded on-site access to health care and social services.

#### **7.1 Strengthen a network of community-service providers to ensure positive changes at local schools that will benefit students.**

A team of community partners will work with CPS, Kennedy King College and the University of Illinois to develop a new model for improving student performance for the remaining students at Englewood High School Campus, freshman students at Robeson High School and a pilot group of middle-school students preparing to enter high school. We will pursue a range of projects including:

- Preparation of end-of-year assessments for all enrolling freshmen.
- “Performance Camps” for all freshman with reading and comprehension below grade level and increased mentors and tutors for 8th to 10th grade students.
- Reading and math literacy software on all 200 computers at Englewood High School.
- Provision of 30 student teachers to be assigned to freshmen classes.
- Professional development training and support for freshmen class teachers.
- Basic-skills improvement programs for sophomore and junior students.
- A “community adoption” network in which all freshman students and their families will be supported by members of local faith institutions.
- Recruitment of resident, business and community agency representatives for a Transition Advisory Council (TAC) to guide restructuring of Englewood High School Campus.

We will also seek to establish a “public agencies cooperative support office” at Englewood High School Campus where public agencies such as the Illinois Department of Children and Family Services, Illinois Department of Health and Human Services and the Juvenile Probation Office can provide on-site services.

**7.2 Develop mental health clinics and family counseling services at elementary and middle schools and make more use of student teachers and mental-health and social-work graduate students.**

In partnership with universities that are committed to increasing their level of community service, we will establish in-school mental health clinics and family counseling services. We will work to expand the number of student teachers in our classrooms and bring in more graduate students to provide on-site mental health and social work services. This will increase the capacity of our schools to address discipline issues impacting classrooms.

**7.3 Create partnerships between struggling schools and high-achievement schools and strengthen faith-based partnerships to establish teen mentoring programs.**

To increase the number of freshmen eligible for enrollment at Lindblom Math and Science Academy, we will develop new partnerships and academic support programs between Lindblom and its feeder schools. We also will establish a mentoring program for high school students to help them move toward successful post-secondary careers, including alternative education programs and vocational training. We will expand existing tutoring and mentoring services throughout the community, seeking out new mentors who have the time necessary to build and maintain relationships with young people, and will create incentives to maintain involvement of mentors, such as educational credits.



Bringing new resources into schools, from tutoring to social and health services, is a necessary step in school improvement.

## STRATEGY 8

### Create diverse opportunities for recreation, lifelong learning and civic engagement.

Greater Englewood benefits from the presence of strong community institutions including Kennedy King College, St. Bernard Hospital, the Children’s Home and Aid Society (CHASI), Salvation Army and others. It also has more than 300 churches and social-service organizations that are active participants in community development efforts, including Imagine Englewood If, Ada S. McKinley Community Services, Chicago Commons and many others (see Figure 3, page XX).

We will call upon these and other community institutions to expand the range of recreational opportunities for residents of all ages, to support and assist schools and our students and to promote lifelong learning that is accessible to all residents.

Working together, we will provide support for learning in our families, workplaces and schools. We will foster a sense of community and strengthen positive civic engagement by rebuilding connectedness between neighbors – particularly between our youth and elders – and between residents and community institutions.

#### **8.1 Establish an Englewood Facilities Capital Campaign to improve existing facilities serving youth and young adults.**

Rather than funneling all available resources to new facilities, we will make efficient use of available resources by improving existing facilities that currently serve (or can serve) youth and young adults. We will assess the potential of existing parks and schools, the new Kennedy King campus, the PEACE/Will Feed facility at 64th and Peoria (which has a gym and bowling alley), Englewood Church and other local buildings to provide recreational and other activities and to house new community facilities (such as a Gospel Heritage Museum and cultural center.)

We will use planning workshops to examine the reuse potential and economic feasibility of facilities that are empty or being replaced, including the 7th District police station at 6120 S. Racine, the current CHASI facility at 59th and Marshall, the old Kennedy King College at 68th and Wentworth, and the Masonic Temple at 6400 S. Green, which has been abandoned since the 1980s.

#### **8.2 Establish a Community Development Sustainability Fund to develop long-term resources for youth, green space and community performance initiatives.**

Given the high unemployment rate of local teens, programs that provide community service opportunities need resources to compensate youth for a portion of the services they perform. Block clubs and neighbors groups require resources to sustain green-space activities and to support artists’ performances. We will:

- Establish a local match fund through contributions from market-rate housing and economic development projects.
- Initiate an “Each One Give One” individual-giving campaign to encourage congregation members of faith institutions to give one dollar monthly to the match fund.
- Assist youth to develop cooperative micro-enterprises.

#### **8.3 Increase usage of park facilities by elders and youth through expanded programming and a community-and-faith-based transportation network.**

We will expand the capacity of recreation programs by establishing a network of local professionals who can provide services and activities in a cost-effective and sustainable way, and will identify potential corporate sponsors for such activities. We also will improve access to recreation programming through a transportation network supported by community- and faith-based institutions.

**8.4 Establish a Council of Elders to provide an oral history of significant community events and to foster inter-generational communication with youth.**

To strengthen relationships among youth and seniors and to preserve Englewood's history, the recently established Council of Elders will share with local youth their knowledge of historically significant sites and events in Englewood. The youth will gain computer, photography, oral and written skills by documenting these memories in a "video catalog." This video catalog and other documentation will become part of the living museums described in Project 8.5.

**8.5 Create education and information trails near schools and "living museums" in public lobbies.**

We will create a network of "education trails" that will enliven empty spaces, improve safety and encourage future development. The trails will be designed by educators and local artists and might include elements of math, poetry, local history, African-American history and even personal health issues like infant mortality. The first trails will connect Nicholson and Stagg schools (passing several other schools in between) and link middle schools to Lindblom College Prep. Block clubs will play a lead role in maintaining trails and designating additional trails. All trails will build upon the Safe Passage program and provide "safe haven" locations to improve safety for children and adults. We will seek corporate and museum sponsors to "adopt" trails and fund design, artist fees, construction and maintenance.

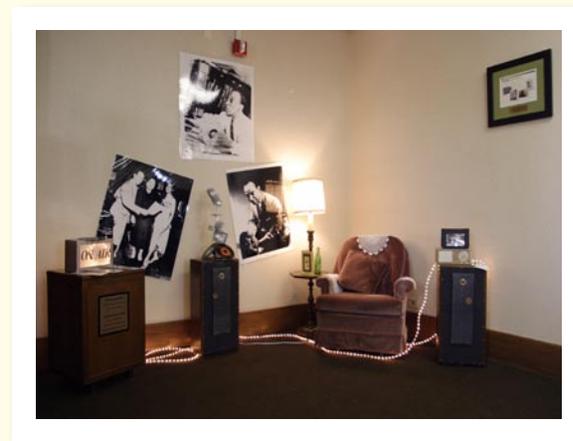
We will also create 25 exhibits to honor the achievements of Englewood residents and prominent African Americans. Featuring research and interviews conducted by local youth and others, the exhibits will be displayed in lobbies, parks, Englewood libraries, St. Bernard Hospital

and other public places. The first exhibit has already been created in the offices of Teamwork Englewood at Pullman Bank, honoring Richard Stamz, a longtime Englewood resident, radio personality and community advocate.

**8.6 Increase access to community technology centers and other educational media, such as radio and cable TV, to provide opportunities for home study and financial education.**

Several community facilities and churches already work together to spread technical expertise and offer access to computers, including Hamilton Park, Mt. Olive Church and local libraries. We will expand the reach of this network and further reduce the "digital divide" that hampers low-income communities by:

- Recruiting professionals to donate one day a month to provide computer training from basic to advanced skills.
- Creating theme nights at computer centers and exploring the feasibility of bringing wireless internet access to Englewood.
- Educate residents on financial issues such as the often-disguised interest rates and fees associated with currency exchanges, payday loans and credit cards, and link residents to financial education programs on-line or through radio or cable TV.
- Assess financial-education needs of residents and identify and promote existing programs to meet these needs. Where there is an unmet need, we will work with Kennedy King College and organizations such as the Monroe Foundation and the South Side Federal Credit Union to design appropriate programs, and will work with local banks to ensure that banking is made more accessible.



One way to promote lifelong learning is to create "Living Museums" in public lobbies and other Englewood locations. Above, a tribute to local radio personality Richard Stamz in the offices of Teamwork Englewood.

## STRATEGY 9

### Initiate services to special-needs populations to address critical issues.

A major topic throughout the planning process was the need to develop support programs specific to the needs of important population groups in Englewood. These programs may overlap with other strategies in this plan, but are highlighted because of their importance to the community's future. Of particular interest are programs focused on formerly incarcerated individuals, wards of the state, single heads of households and "grand families."

#### **9.1 Establish a re-entry services network for formerly incarcerated individuals and their families.**

When men and women are released from the Illinois prison system, one of the areas they are most likely to return to is Englewood, according to two separate studies conducted by the Chicago Department of Planning and Development and the Urban Institute. These "new citizens" face a lack of available housing, poor employment prospects and incomplete knowledge of local programs that can provide support. A September 2005 Urban Institute study noted that the community can be "an important social resource for former prisoners by providing local services that facilitate their transition back into society."

We will provide a model support program that links incarcerated individuals returning to Englewood (those not already served through the Sheridan Safer Initiative-Englewood) with a support network that fosters community re-integration and a reduction in recidivism:

- The local faith community will provide "support coaches" as a component of their prison ministry programs.
- Exodus Renewal Janitorial Company and Chicago Youth and Adult Training's automotive services component will provide training, work experience and job placement.
- A health and housing collaboration network will provide assistance based on personal development assessments and will initiate restorative justice components to re-integrate the new citizens into the neighborhood through community service.

### **9.2 Assist wards of the state who are “aging out” to prepare for independent living.**

Social service providers participating on the Housing and Family Support work group identified the need for expanded support for foster children and other wards of the state who are reaching the age of maturity (18 years) and who will need guidance or resources to become independent. We will work with qualified local agencies to build up that support and connect youth to available resources before they become independent, so that they can remain in Englewood and become productive members of our community.

### **9.3 Provide a continuum of support for male and female single heads of households**

More than 6,300 of Greater Englewood’s 8,700 family households with children under the age of 18 are run by single mothers or fathers. Their children represent the majority of students at local schools and are an important part of our future. Residents and social service professionals have stated the need for a wide range of services and support for these families, especially those that are hungry, homeless or without their own support networks. We will develop a continuum of support through local agencies, churches and support groups to make sure that these families have access to the resources they need to raise healthy children.

### **9.4 Help “grand families” address challenges of raising new families.**

Census data from 2000 show that more than 2,650 grandparents in Greater Englewood are responsible for raising one or more grandchildren, and many more live with their children and help with the upbringing of grandchildren. These “grand families” have different needs than other families and can benefit from targeted forms of support. For instance, a grandparent living in an older house may have enough bedrooms to raise grandchildren, but may need assistance with home repairs and maintenance. Or a grandparent in a small rental apartment may need to find a larger apartment to provide adequate space for sleeping, homework and privacy. We will organize a collaboration of nonprofit and public agencies to plan for and provide this type of support.



Clara’s House and the Interfaith Housing Development Corp. are working together to develop Clara’s Village in West Englewood.

## STRATEGY 10

### **Create a community network to spread information, resources and expertise within Englewood and beyond.**

Englewood has many resources and much expertise that can be used more effectively to promote community improvement. The talents and experience of residents, institutions and employees of area companies and agencies can be better utilized simply by making sure people have information about the resources they need.

Many church leaders, small-business owners and individuals came together during the planning process and can contribute to the spread of information and implementation of this plan.

#### **10.1 Establish an Englewood information network to gather and disseminate information about local resources.**

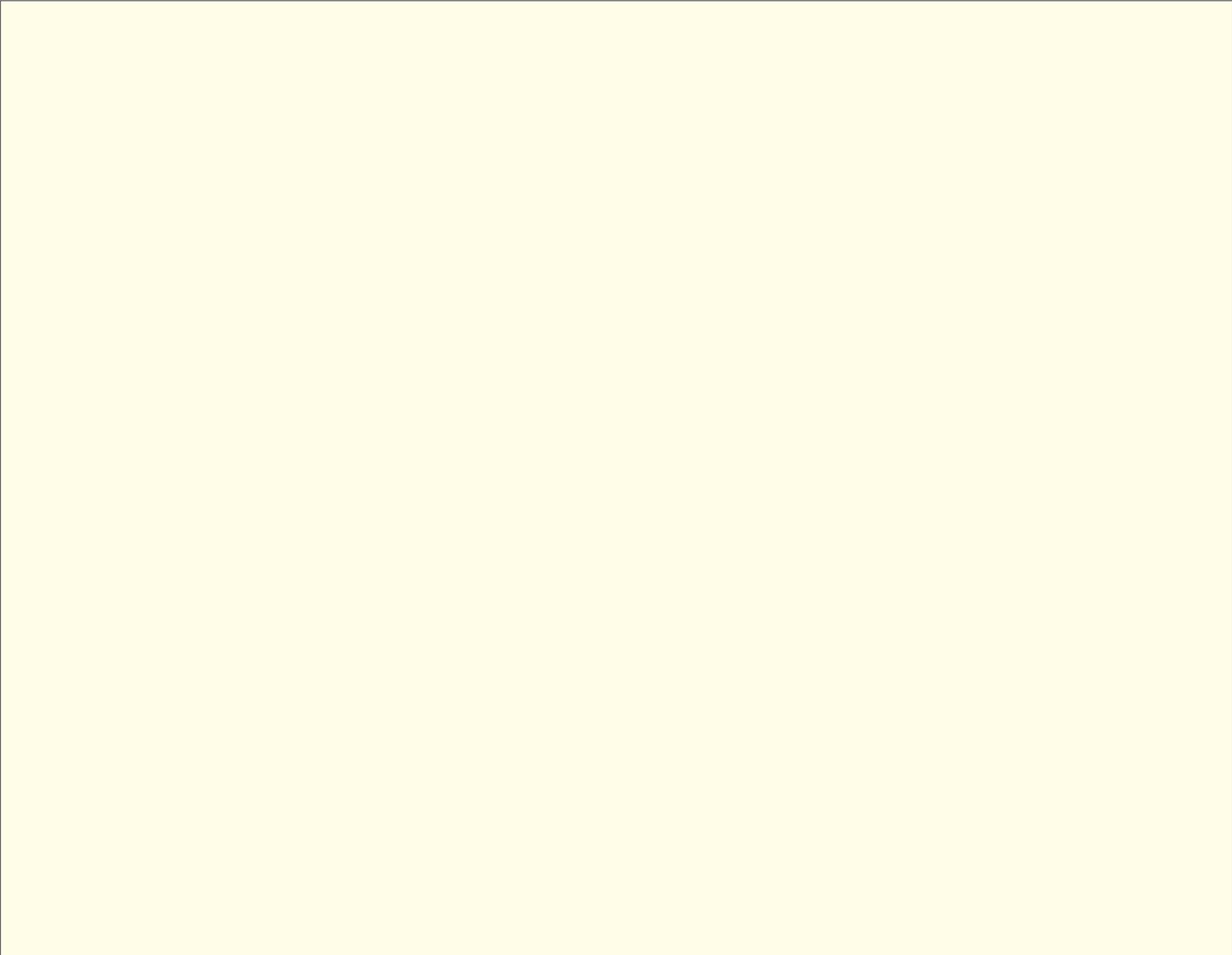
Local youth will be trained and employed in summer and year-round jobs as community organizers and information “account managers.” A coordinated information delivery system will be established to provide information at places people frequent, such as coin laundries, hair salons, park facilities and churches. Also, the youth will help develop an Englewood web site to market the community to developers, potential homebuyers and others. We will also work with the Kennedy King radio and television program to establish a “community life and culture” show that celebrates and promotes Englewood and its residents.

#### **10.2 Convene a Community Services Network to share information, promote local resources and coordinate service delivery.**

Teamwork Englewood will continue to convene community social-service providers on a regular basis to improve coordination and delivery of services. The meetings help these busy and often-stretched organizations to discuss best practices, introduce new staff, share lessons learned and examine emerging challenges.

#### **10.3 Establish a “Neighbor to Neighbor” program that provides information to new residents on services, area resources and local businesses.**

A consortium of Englewood agencies, businesses and service providers will collect and update information from existing community directories and compile a comprehensive community services directory that is updated, posted on the internet and published every other year. New residents will be encouraged to join block clubs, shop locally and get involved with community organizations. We will also create a CD/DVD with information about working, living and playing in Englewood. Responding to resident requests, Teamwork Englewood will produce a pocket-size brochure that will serve as a quick reference guide to assistance services.



# Englewood Quality-of-Life Plan

Many organizations have agreed to serve as lead organization or participating organization for implementation of the projects in this plan. These organizations include (but are not limited to):

<b>AEP</b> Adam & Eve Project	<b>EHSEC</b> Englewood Historical Society Elders Council	<b>MISA</b> Mental Illness & Substance Assistance Consortium
<b>AMASA</b> American Martial Arts Association	<b>EFISN</b> Englewood Formerly Incarcerated Services Network	<b>MF</b> Monroe Foundation
<b>BDPA</b> Black Data Professionals Association	<b>EHC</b> Englewood Health Consortium	<b>MSBO</b> Morgan Street Block Organizations
<b>BYA</b> Black Youth In Action	<b>EHN</b> Englewood Hunger Network	<b>MOBC</b> Mt. Olive Baptist Church
<b>BC</b> Block clubs	<b>EMHN</b> Englewood Maternal Health Network	<b>M</b> Museums
<b>Bond</b> Bond School	<b>ESAN</b> Englewood Service Agency Network	<b>NHS</b> Neighborhood Housing Services
<b>BA</b> Boulevard Arts	<b>EYC</b> Englewood Youth Council	<b>OECD</b> One Englewood CDC
<b>DB 23rd</b> Illinois Rep. Dan Burke	<b>ER</b> Exodus Renewal Society	<b>OL</b> Operation Link-up
<b>CNT</b> Center for Neighborhood Technology	<b>FT</b> Faith Tech	<b>POE</b> Pastors of Englewood
<b>CUT</b> Center for Urban Transformation	<b>FI</b> Financial institutions	PEACE
<b>CAPS</b> Chicago Alternative Policing Strategy	<b>GC</b> Genesis Construction	<b>PACT</b> Positive Anti-Crime Thrust
<b>CAP</b> Chicago Area Project	<b>GEFTF</b> Greater Englewood Family Task Force	<b>PH</b> Providence House
<b>CBHA</b> Chicago Better Housing Association	<b>GH</b> Growing Home	<b>PHF</b> Provident Hospital Foundation
<b>CDA</b> Chicago Department of Aging	<b>HS</b> Healthy Start	<b>PBI</b> Pullman Bank Initiatives
<b>CDHSIC</b> Chicago Department of Human Services Interagency Council	<b>HD</b> Housing developers	<b>REICRG</b> Real Estate Investment Capital & Resource Group
<b>CFF</b> Chicago Family Foundation	ICAN Vision Productions	<b>ROE</b> Rebirth of Englewood
<b>CFYAC</b> Chicago Family Youth and Advisory Council	<b>IEI</b> Imagine Englewood	<b>RHS</b> Robeson High School
<b>CMHA</b> Chicago Mutual Housing Association	<b>ICRD</b> Institute for Community Resource Development	<b>SF</b> Safer Foundation
<b>CPDPJ</b> Chicago Police Department Peer Jury	<b>IC</b> Interfaith Consortium	<b>SBH</b> St. Bernard Hospital
<b>CYATC</b> Chicago Youth & Adult Training Center	<b>JS</b> Jugganott Studios	<b>SA</b> Salvation Army
<b>CHASI</b> Children's Home and Aid Society – Englewood	<b>KKC</b> Kennedy King College	<b>7DPSC</b> 7th District Police Steering Committee
<b>CHI</b> City of Chicago	<b>LA</b> Local aldermen	<b>SC</b> South Commons
<b>CCPSP</b> City, Community, Private Sector Partnership	<b>LBCN</b> Local Block Club Network	<b>SSFCU</b> Southside Community Federal Credit Union
<b>CH</b> Clara's House	<b>LB</b> Local businesses	<b>SWOP</b> Southwest Organizing Project
<b>CAA</b> Community Artists Association	<b>LC</b> Local churches	<b>SWWT</b> Southwest Women Working Together
<b>DTI</b> Dawson Technical Institute	<b>LHC</b> Local health clinics	<b>TE</b> Teamwork Englewood
<b>DL</b> Double L Community Center	<b>LS</b> Local schools	<b>T</b> Thresholds Rowen Trees
<b>EBCC</b> Englewood Black Chamber of Commerce	<b>LCP</b> Lindblom College Prep	<b>TPP</b> Totally Positive Productions
<b>EBPTF</b> Englewood Black Political Task Force	<b>MS</b> Maria's Shelter	<b>UAP</b> Urban Agriculture Partnership
<b>EBC</b> Englewood Business Council	<b>MB</b> Marquette Bank	<b>WEUMC</b> West Englewood United Methodist Church
<b>ECPC</b> Englewood Cultural Planning Council	<b>MHN</b> Maternal Health Network	<b>WF</b> Will Feed
<b>EEC</b> Englewood Elders Council	<b>MOSE</b> Mayor's Office of Special Events	

# Schedule and Priorities

STRATEGY	TIMEFRAME (YEARS)			ORGANIZATIONS	POTENTIAL PARTNER ORGANIZATIONS
	1	2-3	4-5	LEAD ORGANIZATION	
<b>1. ATTRACT NEW INDUSTRIES AND SERVICE FIRMS THAT CREATE LIVING-WAGE JOBS WHILE PREPARING RESIDENTS FOR REGIONAL EMPLOYMENT OPPORTUNITIES.</b>					
1.1 Prepare and place residents in health care and medical services jobs and assess the feasibility of developing a medical laboratory testing facility in Englewood.	■				SBH, PHF, KKC
1.2 Optimize local construction employment on public and private development projects.	■				KKC, DTI, EBCC, ROE, SWWT, EBPTC
1.3 Expand automotive services training for Englewood residents and establish an automotive services franchise to provide jobs for program graduates.	■			CYATC, KKC	
1.4 Develop an urban agriculture district to provide business, job training and employment opportunities while improving the availability of fresh produce.			■	GH, UAP	
<b>2. RENEW ENGLEWOOD'S IDENTITY BY RECLAIMING EMPTY SPACES AND ENLIVENING THE COMMUNITY THROUGH CULTURAL ACTIVITIES, GARDENS, NEW PARKS AND PUBLIC GATHERING SPACES.</b>					
2.1 Promote coordinated development of "Englewood Center" as our neighborhood's downtown, including a new Harold Washington Plaza that includes housing, retail businesses and community gathering spaces.	■			CCPSP	
2.2 Reclaim vacant lots for special events and other community uses including green spaces, exhibits and performances.	■			IEI, PEACE, CUT, MSBO, ICRD	BC, PH, WEGC
2.3 Create and implement guidelines for redevelopment of vacant land for housing, commercial uses and other purposes.				GEFTH, SEDC, TE	
2.4 Utilize public art and signage to promote Englewood's renewed identity.		■		PBI, TE	CAA, BA, NHS, RHS, CBHA, WF
<b>3. REBUILD A VIBRANT AND DIVERSE RETAIL AND BUSINESS COMMUNITY AT KEY LOCATIONS THROUGHOUT THE NEIGHBORHOOD.</b>					
3.1 Create a business council that organizes and advocates for local businesses, helps strengthen personal-service and business-to-business companies and promotes partnerships.	■			EBC, EBCC	
3.2 Expand the small base of African-American-owned businesses and foster growth by providing technical assistance and linkages to business development incentives.		■		EBC, EBCC	CDHSIC, TE
3.3 Within targeted neighborhood shopping districts, attract quality retail businesses and help existing business owners acquire space necessary to meet local needs.		■		EBC, LA, CHI, TE	EBCC
3.4 Promote transit-oriented development near the Green Line terminal at Ashland.	■				GEFTF, CNT

STRATEGY	TIMEFRAME (YEARS)			ORGANIZATIONS	POTENTIALPARTNER ORGANIZATIONS
	1	2-3	4-5	LEAD ORGANIZATION	
<b>4. JUMP-START THE HOUSING MARKET TO CREATE A BALANCED, MIXED-INCOME COMMUNITY WHILE PROVIDING SUPPORT SERVICES TO LOCAL FAMILIES AND INDIVIDUALS.</b>					
4.1 Create a rental property “owners network” and a “family services network” that link quality, affordable rental housing and family support services.	■			REICRG, GC	
4.2 Help working renters to become homeowners through services that help establish a path to ownership.	■				ROE, OECDC, PBI, LC, MB, NHS, MF
4.3 Develop or expand housing and support-service programs tailored to the needs of specific populations.		■			MISA, EIAC, TE, NHS, IH, CH, SWWT, LC, PBI, CMHA, IH, MS
4.4 Establish a housing resource center to provide technical and financial assistance to homeowners, home buyers and renters.	■			PBI, TE	
<b>5. PROMOTE HEALTHY LIFESTYLES THAT INCLUDE PHYSICAL FITNESS, GOOD NUTRITION AND BETTER USE OF HEALTH-CARE RESOURCES.</b>					
5.1 Establish Englewood walking clubs to promote good health while increasing a sense of community and improved safety.	■			LBCN	
5.2 Attract a full-service produce store, produce market or grocer with a large produce selection.			■	TE, CHI	TE, CHI, LA, CUT, ICRD
5.3 Expand availability of healthy food options at small grocery stores.	■			EBC, CUT	
5.4 Establish a farmers’ market and local produce stands that offer fresh fruits and vegetables.	■			BC, ICRD, MOSE	
5.5 Use signage, community events and health fairs to promote health resources and programs, with a particular focus on immunization and infant mortality.	■			LS, EHC, SBH, MISA, HS, EMHN	
<b>6. IMPROVE SAFETY AND SECURITY THROUGHOUT THE COMMUNITY.</b>					
6.1 Provide opportunities to steer youth away from gangs and into long-term employment.	■				CF, CAP, CPDPJ, IEI, PEACE, BYIA
6.2 Improve community/police relations in ways that help to eliminate police corruption.	■				CF, CAP, CPDPJ, IEI, PEACE, BYIA
6.3 Re-establish an Englewood gang-intervention task force that is guided by proven “best practices.”	■				CF, CAP, CPDPJ, IEI, PEACE, BYIA
6.4 Increase the capacity of block organizations to organize clean-up and beautification projects and increase public involvement on safety issues.	■			MSBO, TE, CAPS	
<b>7. BRING NEW RESOURCES TO SCHOOLS TO EXPAND HEALTH AND SOCIAL SERVICES THAT HELP IMPROVE ACADEMIC PERFORMANCE.</b>					
7.1 Strengthen a network of community-service providers to ensure positive changes at local schools that will benefit students.	■			ESAN	
7.2 Develop mental health clinics and family counseling services at elementary and middle schools and make more use of student teachers and mental-health and social-work graduate students.		■		BS, EHC	
7.3 Create partnerships between struggling schools and high-achievement schools and strengthen faith-based partnerships to establish teen	■			IC, LS	

STRATEGY	TIMEFRAME (YEARS)			ORGANIZATIONS	POTENTIALPARTNER ORGANIZATIONS
	1	2-3	4-5	LEAD ORGANIZATION	
<b>8. CREATE DIVERSE OPPORTUNITIES FOR RECREATION, LIFELONG LEARNING AND CIVIC ENGAGEMENT.</b>					
8.1 Establish an Englewood Facilities Capital Campaign to improve existing facilities serving youth and young adults.	■			TE	
8.2 Establish a Community Development Sustainability Fund to develop long-term resources for youth, green space and community performance initiatives.	■			TE	
8.3 Increase usage of park facilities by elders and youth through expanded programming and a community-and faith-based transportation network.	■			POE	ECPC, AMASA, ICV, TPP, J
8.4 Establish a Council of Elders to provide an oral history of significant community events and to foster inter-generational communication with youth.	■			EHSEC, EYC	
8.5 Create education and information trails near schools and “living museums” in public lobbies.	■			LCP, EHSEC, EYC, TE	AMASA, CF, CAP, ECPC, JAC, M, OL
8.6 Increase access to community technology centers and other educational media, such as radio and cable TV, to provide opportunities for home study and financial education.	■			FT, EBCFIP, MF	ACORN, FI, MB, ROE, SSCFCU, DB, SWOP
<b>9. INITIATE SERVICES TO SPECIAL-NEEDS POPULATIONS TO ADDRESS CRITICAL ISSUES.</b>					
9.1 Establish a re-entry services network for formerly incarcerated individuals and their families.	■	■		EFISN, POE	PACT, MOBC, WEUMC, SF, ER, AEP
9.2 Assist wards of the state who are “aging out” to prepare for independent living.		■			BYIA, T, DL, MISA, SA, HS, KKC, IC
9.3 Provide a continuum of support for male and female single heads of households	■	■			SWWT, POE, CH, WF, EHN
9.4 Help “grand families” address challenges of raising new families.		■		PBI	SC, WF, EEC, CDOA, NHS, DL
<b>10. CREATE A COMMUNITY NETWORK TO SPREAD INFORMATION, RESOURCES AND EXPERTISE WITHIN ENGLEWOOD AND BEYOND.</b>					
10.1 Establish an Englewood information network to gather and disseminate information about local resources.	■			GEFTF, EHC, IEI	
10.2 Convene a Community Services Network to share information, promote local resources and coordinate service delivery.	■			TE	CDHSIC
10.3 Establish a “Neighbor to Neighbor” program that provides information to new residents on services, area resources and local businesses.	■			GEFTF, EHC, IEI	BC, CAPS, 7DPSC, EHC, HD, LB

**TEAMWORK ENGLEWOOD****Shirley A. Coleman**

*Alderman  
16th Ward*

**Charles A. Holland**

*St. Bernard Hospital*

**Leon Jackson-Board Chair\***

*Bills Shade & Blind Service, Inc.*

**Saul H. Klibanow**

*President  
Park Bank Initiatives, Inc.*

**Elder Willard L. Payton\***

*New Birth Church of God in Christ*

**Reverend Albert Shears**

*Greater Englewood Parish Development Corp.*

**Diahann Sinclair\***

*Park Bank Initiatives, Inc.*

**Joseph Patterson**

*Commander  
7th District, Chicago Police Department*

**Latasha Thomas**

*Alderman  
17th Ward*

**Arenda Troutman**

*Alderman  
20th Ward*

**Daniel G. Watts**

*President and CEO  
Park National Bank*

**Gregory Whitehead**

*Chairman  
Albert Whitehead PC*

**Henry P. Wilson**

*Chairman  
Southeast Community Development Council (SCDC)*

**Shelley Hughley**

*Executive Director  
Southwest Women Working Together*

**Clyde El-Amin**

*President  
Kennedy King Community College*

**Justine Mosley-Stephens**

*Englewood Back To School Parade*

**Rev. Leon Jenkins**

*Pastors of Englewood Greater Salem MB Church  
Former Board Members*

**Reverend Jacques A. Conway**

*Greater Englewood Parish*

**Tina M. Skahill**

*7th District Chicago Police Department*

**Michael Stinson**

*Pastors of Englewood*

**Dr. Henry Wiggins**

*St. Bernard Hospital*

**Dee McGill**

*Pullman Bank (Park National Bank)*

**\* Officers****2005 Planning Taskforce****April Watkins****Denise Brown****Emily Dunn****Gail Paty****Henry Wilson****Jean Carter-Hill****Jenice Sanders****Jerry Weaver****Josephine Robinson****Keith Harris****Lakita Harold****Levell Walker****Nolan Shaw****Otis Monroe****Shelly Hughley****William Jones****William Hayes****Jay Jones****Sandy Brown****John Ellis**

## **New Communities Program**

NCP is a long-term initiative of Local Initiatives Support Corporation/Chicago to support comprehensive community development in Chicago neighborhoods. It seeks to rejuvenate challenged communities, bolster those in danger of losing ground and preserve the diversity of areas in the path of gentrification. Each effort is led by a neighborhood-based lead agency that coordinates programs among other local organizations and citywide support groups.

The program gives each of the lead agencies several resources: two full-time staff positions (an NCP director and organizer), technical support for planning and documenting the planning process, a pool of loan and grant funds distributed on a competitive basis for project seed money, and opportunities for learning from both peers and subject-area experts.

All NCP neighborhoods spend their first year undertaking a structured community planning process that leads to the quality-of-life plan, then move on to implementation. They are encouraged to be “doing while planning,” undertaking short-term “Early Action Projects” such as launching a youth program, opening an employment center, creating public art or sponsoring local health fairs.

NCP is designed to strengthen communities from within – through planning, organizing and human development. The comprehensive approach is designed to help broaden opportunities for local residents through better education, broader housing choices, safer streets, stronger personal finances and new economic opportunities. The strengthened community is better equipped to take advantage of larger market forces, attract new investment and enhance the overall quality of life.

## **For more information**

**Wanda White-Gills**

*New Communities Program Director*

**Johnnie Muhammad**

*New Communities Program Organizer*

**Myrtis Haywood**

*Administrative Services*

**Teamwork Englewood**

**815 W. 63rd St.**

**Chicago, IL 60621**

**(773) 602-4507**

**(773) 874-7653 fax**

**wgills@teamworkenglewood.org**

**www.teamworkenglewood.org**

**Sean Harden** *Program Officer*

*New Communities Program*

**LISC/Chicago**

**1 N. LaSalle St., 12th Floor**

**(312) 697-6442**

**www.newcommunities.org**

**www.lisc-chicago.org**

## **Staff and Consultants**

**LISC/Chicago**

**Andrew Mooney** *Senior Program Director*

**Joel Bookman** *Director New Communities Program*

**Susana Vasquez** *Deputy Director*

*New Communities Program*

**Sean Harden** *Program Officer*

**Patrick Barry** *Scribe*

**Camiros Ltd.**

**Leslie S. Pollock** *Principal Planner*

**Pete Saunders** *Project Planner*

**Eileen Figel** *Project Planner*

**Denise Lea** *Planner*

**Dena Hicks** *Landscape Architect*

**Jing Cui** *Urban Designer*

**Brad Lents** *Landscape Architect*

**Kym Abrams Design, Inc.**

**Kym Abrams** *Creative Director*

**Kelly Komp** *Design Manager*

## **Illustration and Photo Credits**

**Steven Mach illustration**, page 18

**Patrick Barry**, cover (far left, middle left, middle right), pages 10, 16, 31, 35

**Martha Brock**, cover (far right), pages 2, 17, 33,

**Eric Young Smith**, pages 3, 14, 21, 22, 39

**Teamwork Englewood**, pages 9, 12, 37

The New Communities Program (NCP) is supported by a major grant from the John D. and Catherine T. MacArthur Foundation. Additional funding has been provided by the Annie E. Casey Foundation, Joyce Foundation, Lloyd A. Fry Foundation, Living Cities, Mayor's Office of Workforce Development, Nationwide Insurance, Partnership for New Communities, Polk Bros. Foundation and Surdna Foundation.

**[www.lisc-chicago.org](http://www.lisc-chicago.org)**

**[www.newcommunities.org](http://www.newcommunities.org)**