

# Revere School Community

June 21-26, 2009  
Chicago, Illinois

# Special Thanks...

## Our Sponsors:

- Comer Science and Education Foundation
  - Guy Comer
  - Bill Schleicher
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  - Lindsay Greiger
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  - Christine Raguso
  - Wendy Williams
  - Lisa Washington
- Alderman Leslie Hairston
- Neighborhood Capital Institute
  - Ruth Wuorenma
  - Lisa Thomas
  - Judy Aiello

## Also thanks to:

- Revere Properties, LLC
  - Lee Reid
  - Maurice Williams

## And special thanks to:

- Revere Community!

# What is the Urban Land Institute?

The Urban Land Institute (ULI) is a nonprofit research and education organization that focuses on issues of land use and real estate development.

ULI's Mission:

*To promote leadership in the responsible use of land to create and sustain thriving communities worldwide*



Urban Land  
Institute

connecting the global  
real estate community



# What is the Urban Land Institute?

With 37,000 members worldwide, the heart of the ULI experience is an open exchange of ideas, networking opportunities, and the ability to work with the leaders of the land use industry.

- Developers
- Builders
- Attorneys
- Planners
- Market Analysts
- Bankers and Financiers
- Academics
- Architects
- Public officials



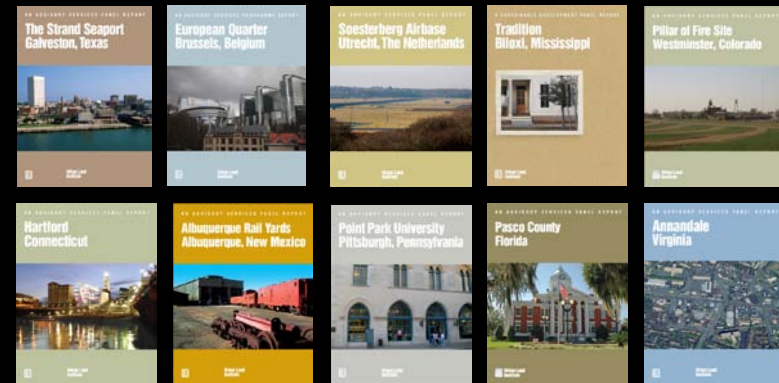
# What We Do

- Conduct research on critical land use issues
- Provide a forum for sharing of best practices
- Publishes books & magazines
- Operate a comprehensive professional development and real estate education program.
- Direct outreach programs on local and international levels
- Conduct workshops, forums
- Conduct Advisory Service Panels



# Advisory Services

- Panels since 1947
- 15-20 panels a year
- Independent, objective & candid advice to governments, private firms and non-profits.
- Panelists are volunteers; not paid
- Process
  - Review background materials
  - Receive a sponsor presentation & tour
  - Conduct stakeholder interviews
  - Consider data, frame issues and write recommendations
  - Make presentation
  - Produce a final report



# Panelists

Toni Griffin, Chair  
Director of Community  
Development  
City of Newark  
Newark, NJ

Stephen Antupit  
Urban Strategies Designer  
CityLab7 & Mithun, Inc.  
Seattle, WA

Michael Beyard  
Senior Fellow Emeritus  
Urban Land Institute  
Washington, DC

Rose Gray  
Vice President of Community  
& Economic Development  
Asociacion Puertorriqueno En  
Marcha  
Philadelphia, PA

Maxine Griffith  
Executive Vice President  
Columbia University  
New York, NY

Scott Johnston  
Partner  
Talisman Partners, LLC  
Atlanta, GA

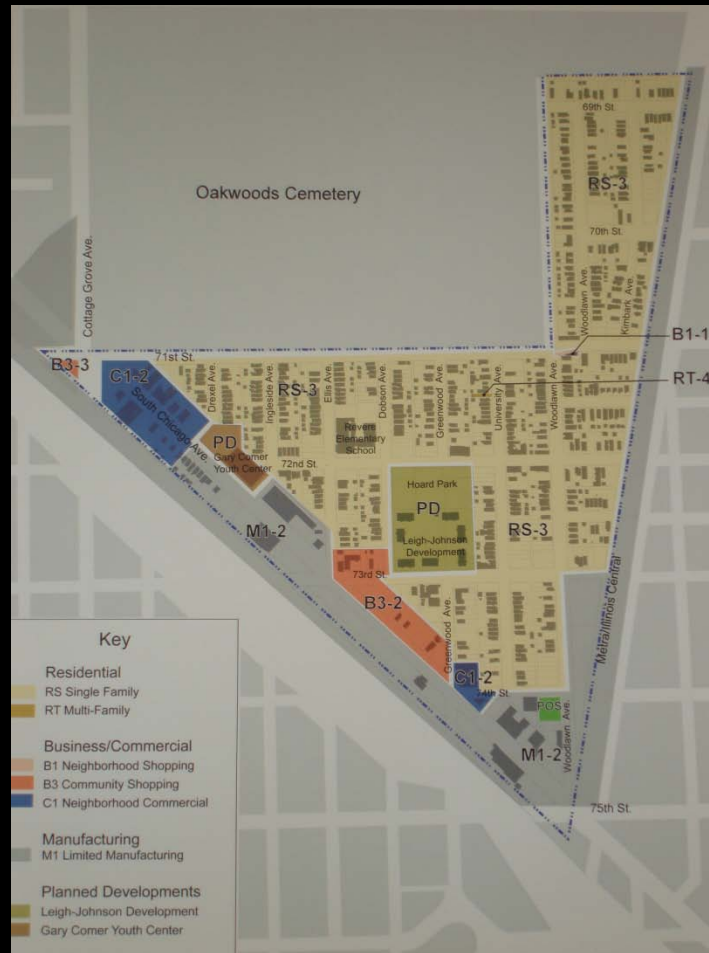
Teresa Lynch  
Senior VP, Director of Research  
ICIC  
Boston, MA

Eric Rothman  
President  
HR & A Advisors, Inc.  
New York, NY

Robert Spanier  
Vice President  
Live Work Learn Play, LLP  
Montreal, QC Canada

Thomas H. Walsh  
Founding Principal  
Tunnel-Spangler-Walsh & Associates  
Atlanta, GA

# The Study Area





# The Panel Assignment

Examine the Revere School Neighborhood potential by exploring the following opportunities:

- Enhancing neighborhood sustainability
- Enhancing the ability to provide healthy lifestyles
- Providing lifelong educational opportunities
- Establishing local urban agriculture
- Achieving housing stabilization
- Enhancing public-private collaborations

# Neighborhood Planning Activities to-date

In 2007, Neighborhood Capital Institute (NCI), funded by CSEF, facilitated a redevelopment planning residents, elected officials and other area stakeholders.

## Moving Forward Together Resident Priorities:

- Friendliness
- Familiarity
- Revitalization
- Safety
- Growth

# Neighborhood investments to-date

**The Comer Science and Education Foundation has invested nearly \$100 million in the neighborhood**

• Gary Comer Youth Center	\$35 million
• Revere Elementary School	\$10 million
• 90 New Single Family Homes	\$27 million
• New Noble Network Charter High School	\$7.0 million
• Land Assemblage	\$7.0 million
• Land Acquisition for Library	\$2.5 million
• Local Employment & Training Program	\$2.0 million
• Neighborhood Improvements	\$1.5 million
• Home Improvement Grants to Existing Residents	\$750,000
• Pre-development expenses	\$850,000
• Artist Housing Renovations	\$500,000
• New Business Start-up	\$100,000

## Neighborhood investments to-date

The City of Chicago adopted the 73<sup>rd</sup> & University Avenue Redevelopment Plan, creating a Tax Increment Financing District (TIF) for the area to attract investment to the area. The TIF has generated approximately \$1 million over the last three years.

# Existing Conditions



# Neighborhood Challenges

- Hard urban edges define the neighborhood
- Excessive ROWs and lack of streetscape
  
- Lack of housing diversity
- Limited access of convenience retail
- Continuation of K-8 educational advancement
  
- Over-reliance on TIF
- Sustainability of Comer investments
  
- Varying and sometimes conflicting impressions of the neighborhood
  - Crime
  - Neighborhood name
- No reliable mechanism for communication among stakeholders
- Lack of a shared vision

# Neighborhood Opportunities

- Many neighborhood assets and investments to be leveraged
- Already assembled land by CSEF and City for development
- Strong education agenda make neighborhood a desirable place to live
- Partners remain committed to neighborhood improvement
- The process can bring residents, CSEF, government and private partners together



# Moving Forward: Getting to a Shared Vision

The Panel recommendations emphasize a shared vision and strategic plan for implementation that addresses four key issues:

1. How to better leverage and sustain the Comer Foundation investments to date
2. How to ensure the K-12 education agenda and related programming continue to seamlessly uplift the neighborhood's young people
3. How do benefits of investment accrue to current residents as well as attract new residents
4. How can better collaboration and communications between all vested stakeholders be improved to facilitate a shared vision for community development



# Guiding Principles for Sustainable Community Development

1. Expand and cultivate the culture of civic engagement
2. Promote resident advancement and wealth creation
3. Leverage and sustain the investments of the Comer Foundation
4. Make education the neighborhood anchor: “Learn Where You Live!”
5. Reclaim the heart of the neighborhood!
6. Transform the “edges” of the neighborhood into the “front door” of the neighborhood
7. Making Walking and Playing Safe Again!
8. Integrate sustainable neighborhood principles

# 1. Expand and cultivate the culture of civic engagement

All stakeholders must come together and actively engage in creating a shared vision in order to achieve the desired neighborhood improvement outcomes.



## 2. Promote resident advancement and wealth creation

Improving resident quality of life issues should be the back bone of future investments made in the community.



### 3. Leverage and sustain Comer Foundation investments

A clear plan for future education-related investments and a asset portfolio strategy is required



## 4. Make education anchor: “Learn Where You Live!”

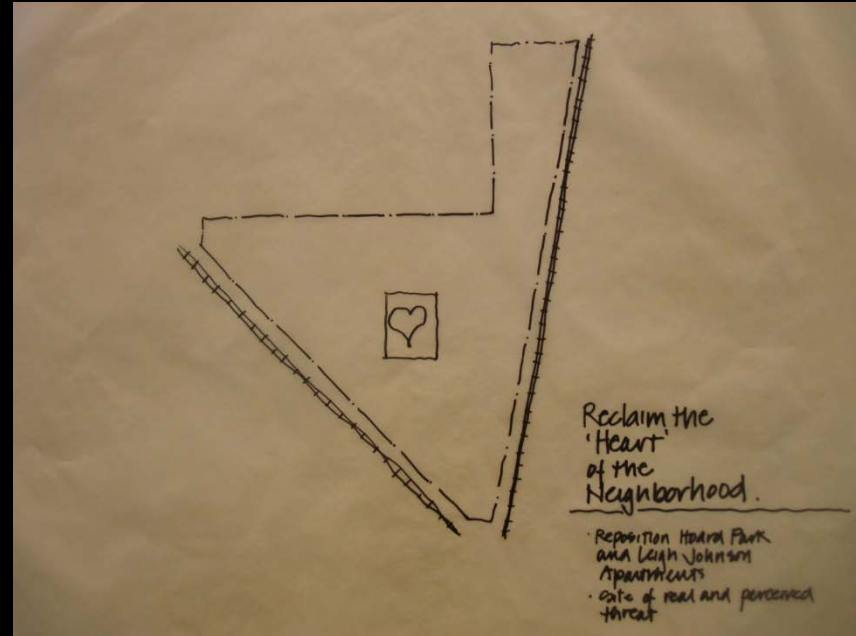
Promote the neighborhood as a life-long learning environment



Investments, including a financial and management strategy for the remaining real estate portfolio is required

## 5. Reclaim the heart of the neighborhood!

Re-establish a civic “heart” of the neighborhood, creating a safe place for children and adults to play and gather



## 6. Transform the neighborhood “edges” into “front doors”

The neighborhood’s arrival points and corridors can promote a positive image of the neighborhood



## 7. Make Walking and Playing Safe Again!

Spatial strategies can be employed to help promote an environment of safety and defensible spaces





## 8. Integrate sustainable neighborhood principles

The Revere School neighborhood should be a model for neighborhood sustainability initiatives.

- Sustainable health
- Sustainable development
- Sustainable infrastructure
- Sustainable economic development
- Sustainable wealth



# Market Potential

Michael Beyard

Teresa Lynch

# Market Advantages

- Strong sense of community
- Few landowners and development players
- Major neighborhood benefactor
- Shared commitment to economic development
- Comer Center and future charter school
- Good accessibility
- Strong political support

# Market Challenges

- Social problems
- Limited buying power
- Small, cut-off neighborhood
- Physical barriers
- Small developable parcels
- Limited services
- Strong local competition

# Housing

- The country's major wealth creation and economic development concern
- Housing issues are central to stability and aspirations of the neighborhood
- Revere is a neighborhood of home owners, in numbers (40%) and culture
- Currently, there are some housing issues in the neighborhood
  - High parcel vacancy: 25%
  - Building vacancy: 6-15%
  - 70 foreclosures

# Housing (cont'd)

- Current Conditions: High supply and low demand for housing
- Foreclosures plus sales by seniors = 100-150 units over next decade or two
- Other supply: vacant lots and replacement of outdated houses: 200-300 new units
- Demand: unlikely to match supply until well after housing market rebounds
- Don't add new housing construction until demand returns

# Civic and Institutional

- Gary Comer Youth Center, Comer College Prep High School, and Paul Revere Elementary set a high standard
- Major anchors for neighborhood revitalization
- Create the “brand” and image for the neighborhood
- Support for Wellness and Community Services Center and gymnasium
- Co-location and linkages where possible

# Retail Potential

- Retailing is the most difficult use to attract
- South Chicago Avenue: not a retail street
- Established auto-oriented retail corridors nearby
- Major retail concentrations planned for Stony Island and Cottage Grove
- Customers are residents, civic institutions, and passers-by
- <10,000 square feet: 5 or 6 small stores
- “Neighborly” retail
- Multi-purpose convenience store, take out, food service/bakery/coffee, services
- TIF cannot rely on new retail development



# Manufacturing

- Not in a designated industrial zone
- Flexible industrial/commercial zoning
- Small-scale, start-up, non-traditional, independent space users
- Wholesale/retail, assembly, light manufacturing
- 20,000 square foot entrepreneurial center
- A community of entrepreneurs: consumer goods, building trades, arts and culture
- Organizational, training, services, and procurement links

# Urban Agriculture

- Fresh, healthy food is a strong national trend
- Urban neighborhoods are often underserved
- Two opportunities: community gardens and commercial green houses
- 3-4 community gardens with city help and block-association maintenance
- Limited job generation but fresh, affordable produce
- Commercial greenhouses/hoop houses: minimum ½ acre site
- Privately developed; some job generation
- Opportunity for greening inappropriate uses along South Chicago

# A Wealth Creation Framework

- Opportunity for limited job generation, but strong potential for wealth creation
- There are many opportunities for wealth creation
- The value of housing assets will increase with neighborhood improvements
- Job skills and experience will increase lifetime earnings
- Entrepreneurship training will promote business development and success

# Planning & Design

Stephen Antupit

Thomas Walsh

# Planning and Design



## Four Big Ideas

Reclaim South Chicago Avenue

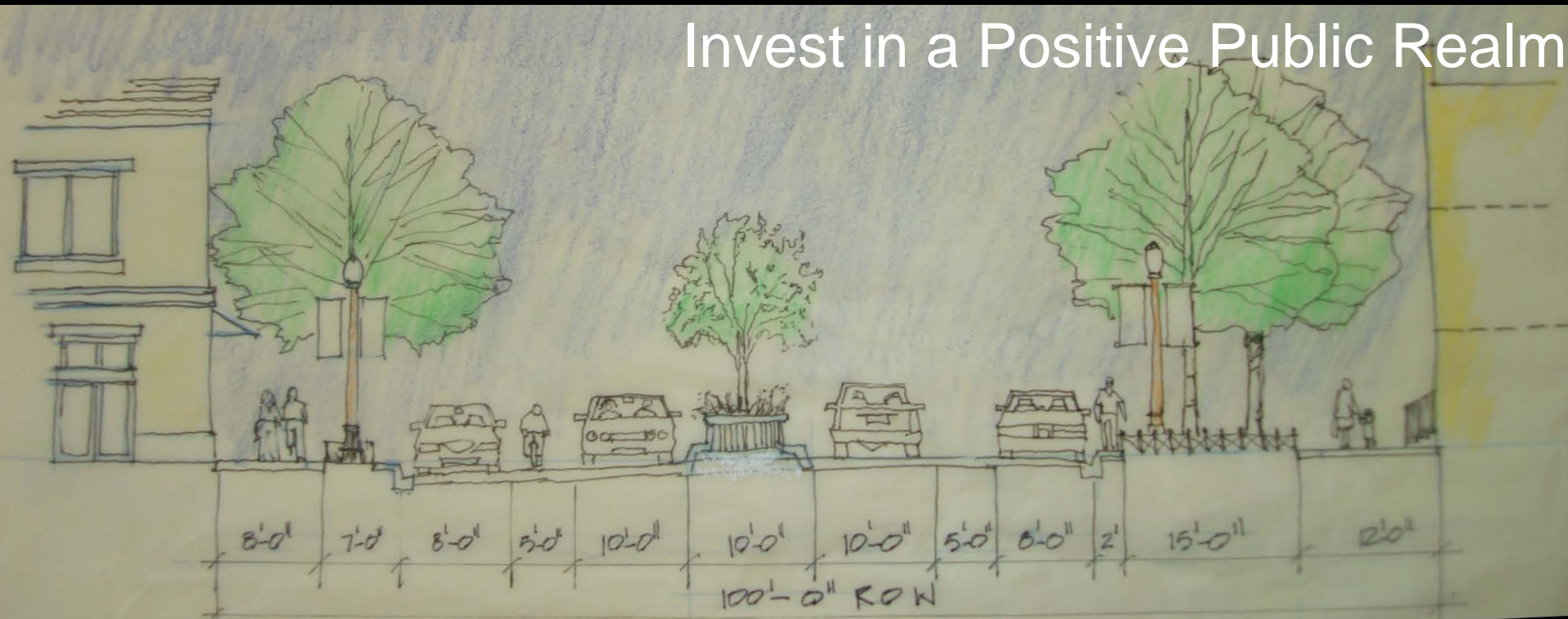
Establish a Community Corridor on 72<sup>nd</sup> St.

Open Space & Green Infrastructure

Sensitive Infill to Repair Neighborhood Fabric

# Reclaim South Chicago Avenue

Invest in a Positive Public Realm



# Reclaim South Chicago Avenue

Set a new  
Development  
Pattern



# Establish A Community Corridor on 72<sup>nd</sup> Street

## Education and Community Destination



**LIVE AS IF  
YOU WERE TO  
DIE TOMORROW.  
LEARN AS IF  
YOU WERE TO  
LIVE FOREVER.**

*Mahatma  
Gandhi*



# Establish A Community Corridor on 72<sup>nd</sup> Street

Ingredients for a healthy community



# Open Space as a Green Infrastructure Strategy

Education and job training for green economy



# Sensitive Infill Repairs Neighborhood Fabric

Opportunities on vacant land



# Development Strategies

Rose Gray

Scott Johnston

Rob Spanier

# South Chicago Avenue

Retail – < 10,000 sq. ft.

- Intersection of Cottage Grove & South Chicago Avenue
- East side of South Chicago Ave on the 7000 Block

\*Local and mom & Pop operators – Uses could include Butcher Shop, Bakery/Coffee Shop/Donut Shop, Lunch Counter, Hair Salon, Barber Shop, Professional Services, Convenience Store

\* Comprehensive Leasing Strategy to attract the right uses and operators

Manufacturing – 20,000 sq. ft.

- West Side of South Chicago Ave – rehabilitate older building
- New construction along the South Chicago Avenue Corridor

\*Small users (1000-2000 sq. ft.)

\*Linked to 'Green Initiative' or proximate educational uses

\*Identify/Recruit Developer with experience & knowledge

\*Public Incentives (TIF, New Market Tax Credits, Property Tax Abatements)

# South Chicago Avenue

## Civic & Educational – Lifelong Learning

- High School Gym – between high school and Comer Youth Center
- Trade, Vocational & Technical Schools – Across from Comer Youth Center
  - Carpenters, Plumbers, Automotive Technology, Electrician, Aviation, Pharmacy Technician, Real Estate Appraisal
  - SAIC, Coyne, CHIC

# Housing

- A Neighborhood Housing Strategy
- Foreclosed/Delinquent Properties
  - Neighborhood Stabilization Program Funds
  - Comer Foundation Funds
- Acquisition/Rehabilitation of Foreclosed Properties
  - Sale
  - Rent/Lease Purchase
- Leigh Johnson Court Apartments
  - Project Based Section 8
  - Quality Management and Tenant Selection
  - Design Elements
- Housing for Senior
  - Undetermined market demand for low income independent senior housing
  - Location options for Senior Housing or Universal Design Housing / Aging in place
    - South Chicago Avenue Block 120 parcel (if street right of way is altered)
    - Woodlawn Avenue Corridor
    - In proximity to Hoard Park

# Housing Phasing Approach

- Phase I – Foreclosed / Delinquent Properties
- Phase II – Large Scale Development and Small Flexible Universal Design for Senior Housing
- Phase III – New Home Construction





# Wellness and Community Services Center

- Develop and construct a 28,000 square foot state of the art Wellness and Community Civic Center in Hoard Park the “heart “of Revere community.
- Refurbish the existing out door facility through greening, pedestrian lighting, new recreation furniture and the establishment of a tot lot.
- The facility will house a wellness center, senior center, day care facility and a housing counseling office. There will also be a multi-purpose room for various programs, including art, music, mentoring programs etc.
- Foster stewardship within the community



# Arts and Culture Destination

- Establish partnership with ETA to provide cultural and artistic programs and trainings to community residents
- Promote Leo's Den, a local jazz venue
- Develop a promotional strategy including, signage and banners to announce community identity



# Commercial Organic Greenhouses

- Elimination of blight- cost effective reclamation activity
- Installation of “Hoop Houses” greenhouses for growing of fruit and vegetables for sale within and without community
- Development of Tree Farm- expand Tree Trimming Program
- Green job training –coordinate training with the Comer Science and education department at the Youth Center.



# Equitable Development and Wealth Building

- Community investments to further “equitable development strategies”
- Service and service-delivery interventions that can help increase and sustain residents’ access to resources
- Advocacy and research tools that can inform and enlighten public policy and resource allocation decisions
- Community Outreach, identify at risk /at risk blocks
- Facilitate targeting/delivery of services, financial literacy, housing counseling and home repair programs
- Create job access

# Connecting Entrepreneurial Assets to Local Opportunities

- Introduce youth entrepreneurship curriculum into high school and the youth center
- Incubator space in which budding entrepreneurs can develop their first businesses
- Apply entrepreneurial assets to local economic assets
  - Local Food (demand for fresh food, proposed gardens and greenhouse, resident interest in local café, area strengths in food processing and distribution)
  - Health Services (planned Access Health Clinic, proposed Fitness and Wellness, local hospitals)
  - Small Scale Manufacturing (manufacturing legacy, proposed manufacturing center, vocational education)
  - Olympics 2016!

# Implementation

Maxine Griffith

Eric Rothman

# Community Redevelopment is a Long-term Effort

- Projects must be phased in line with market demand, availability of funding and public approvals
- Evaluate impact on TIF Redevelopment Plan, and explore amendment if necessary



# Potential Phasing Strategy

## Under Construction

- Grand Crossing Branch Library
- Gary Comer Prep School



## Phase 1

- Acquire/Rehab 68 REO Properties
- Gymnasium
- Wellness and Community Services Center
- Hoard Park & Recreation Fields
- Community Gardens
- Cemetery Wall
- Priority street resurfacing & lighting
- Bus Shelters



## Phase 2

- 30 infill SF housing sites
- 10,000 SF Retail
- Commercial green house
- Woodlawn Triangle Park
- South Chicago streetscape
- 71<sup>st</sup> Street streetscape
- Priority residential street traffic calming
- Viaduct enhancements



## Phase 3

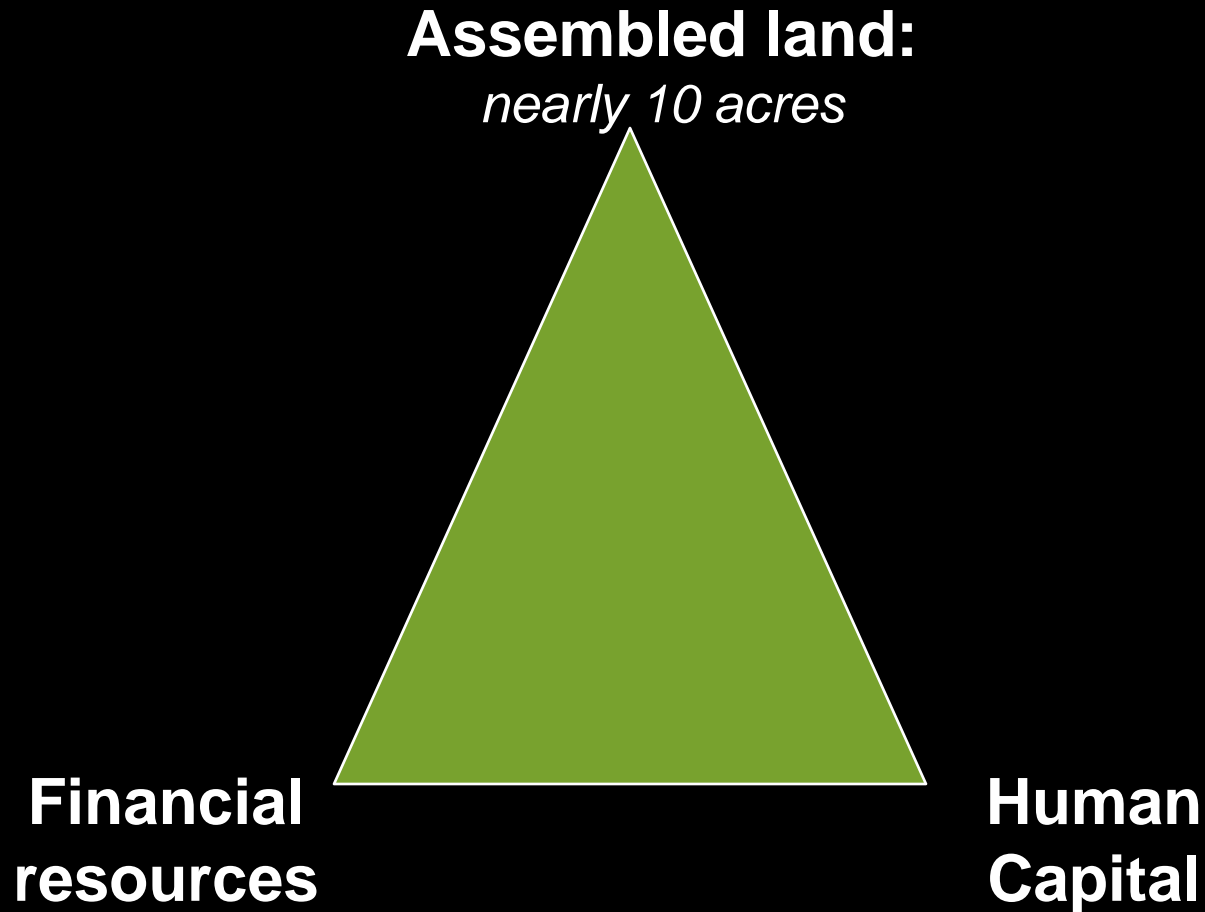
- Leigh Johnson Apartments
- Vocational/technical school
- Manufacturing/Industrial Building
- Cottage Grove/South Chicago intersection improvements



# Most Projects Require Combined Funding Sources

- **City:** TIF, Neighborhood Stabilization, Tax Credits
- **Federal:** new Transportation Bill “T4”
- **Stimulus:** more than “hype” – education, workforce development, foreclosure prevention
- **Foundations:** Comer and Others
- Model of philanthropy-led public-private partnerships could provide a model for other neighborhoods and other cities

# Match Implementation Capacity with Resources



# Building Community Implementation Capacity

- Strong unified voice for one community
- Non-Profit Community-Based Organization
- Full-time professional staff
- Volunteer Board
- Leadership Development
- Work with government agencies to advance community needs
- Coordinate with existing civic and community organizations

# Create Working Group with City and State Government

- Integrate and streamline processes and decision-making
- Target governmental resources to support redevelopment to leverage multiple agencies' resources
- Potential Membership:
  - Alderman for Ward 5
  - Department of Community Development
  - Department of Zoning and Land-Use Planning
  - Chicago Public Schools
  - Chicago Park District
  - Chicago Department of Transportation
  - Illinois State Historic Preservation Agency
  - Illinois State Department of Aging

# A Lasting Legacy for the Comer Foundation

- Create greater leverage for past and planned community investments
- Continue to build trust with the community
  - Partner with Community Based Organization
  - Clarify long-term plans for support for Youth Center, College Prep and other Foundation initiatives
  - Improve communication
- Establish a comprehensive strategic plan for remaining CSEF land holdings
- Focus near-term housing efforts and stabilization and rehab, not new construction



# Comer Legacy Continued...

- Education – Core Comer legacy
- Stabilizing and enhancing community
- Strategic investments have been made and should be maintained in the:
  - Grammar school
  - Youth Center
  - High School
- Potential future investments
  - Vocation & technical education
  - Early Childhood education
  - Transition to College

# A Legacy for the Revere School Neighborhood

The benefits of achieving a sustainable community development vision include:

1. Increased investment and partners who believe in the vision
2. Higher levels of educational advancement of the neighborhood's children
3. Increased wealth of local residents
4. Improved community capacity to actively participate in neighborhood improvement

# Thank You... Questions?

