

Revere School Community Chicago, Illinois



**Urban Land
Institute**

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Foundation

Revere School Community Chicago, Illinois

Strategies for the Next Phase of Redevelopment

June 21–26, 2009
An Advisory Services Panel Report

Urban Land Institute
1025 Thomas Jefferson Street, N.W.
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Washington, D.C. 20007-5201

About the Urban Land Institute

The mission of the Urban Land Institute is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. ULI is committed to

- Bringing together leaders from across the fields of real estate and land use policy to exchange best practices and serve community needs;
- Fostering collaboration within and beyond ULI's membership through mentoring, dialogue, and problem solving;
- Exploring issues of urbanization, conservation, regeneration, land use, capital formation, and sustainable development;
- Advancing land use policies and design practices that respect the uniqueness of both built and natural environments;
- Sharing knowledge through education, applied research, publishing, and electronic media; and
- Sustaining a diverse global network of local practice and advisory efforts that address current and future challenges.

Established in 1936, the Institute today has more than 32,000 members worldwide, representing the entire spectrum of the land use and development disciplines. Professionals represented include developers, builders, property owners, investors, architects, public officials, planners, real estate brokers, appraisers, attorneys, engineers, financiers, academics, students, and librarians.

ULI relies heavily on the experience of its members. It is through member involvement and information resources that ULI has been able to set standards of excellence in development practice. The Institute has long been recognized as one of the world's most respected and widely quoted sources of objective information on urban planning, growth, and development.

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About ULI Advisory Services

The goal of ULI's Advisory Services Program is to bring the finest expertise in the real estate field to bear on complex land use planning and development projects, programs, and policies. Since 1947, this program has assembled well over 400 ULI-member teams to help sponsors find creative, practical solutions for issues such as downtown redevelopment, land management strategies, evaluation of development potential, growth management, community revitalization, brownfields redevelopment, military base reuse, provision of low-cost and affordable housing, and asset management strategies, among other matters. A wide variety of public, private, and nonprofit organizations have contracted for ULI's Advisory Services.

Each panel team is composed of highly qualified professionals who volunteer their time to ULI. They are chosen for their knowledge of the panel topic and screened to ensure their objectivity. ULI's interdisciplinary panel teams provide a holistic look at development problems. A respected ULI member who has previous panel experience chairs each panel.

The agenda for a five-day panel assignment is intensive. It includes an in-depth briefing day composed of a tour of the site and meetings with sponsor representatives; a day of hour-long interviews of typically 50 to 75 key community representatives; and two days of formulating recommendations. Long nights of discussion precede the panel's conclusions. On the final day on site, the panel makes an oral presentation of its findings and conclusions to the sponsor. A written report is prepared and published.

Because the sponsoring entities are responsible for significant preparation before the panel's visit, including sending extensive briefing materials to each member and arranging for the panel to meet with key local community members and

stakeholders in the project under consideration, participants in ULI's five-day panel assignments are able to make accurate assessments of a sponsor's issues and to provide recommendations in a compressed amount of time.

A major strength of the program is ULI's unique ability to draw on the knowledge and expertise of its members, including land developers and owners, public officials, academics, representatives of financial institutions, and others. In fulfillment of the mission of the Urban Land Institute, this Advisory Services panel report is intended to provide objective advice that will promote the responsible use of land to enhance the environment.

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Foreword: The Panel's Assignment

Chicago's history of growth and redevelopment has shaped the city into a political, economic, and cultural mecca within the United States. Whether you know it by the Sears Tower (now the Willis Tower) or Millennium Park, call it the "White City" or the "Windy City," Chicago is a great metropolis. As in all cities, however, some areas within Chicago struggle with crime, poverty, disinvestment, and deterioration. The Urban Land Institute was asked to examine such a neighborhood in Chicago's South Side and to offer recommendations on how the community and its supporters can redevelop and revitalize the neighborhood.

The Site and the Neighborhood

Within the Greater Grand Crossing community of Chicago resides the Revere School Community. Bounded by the Oak Woods Cemetery on the north, East 75th Street on the south, the Illinois Central Railroad on the east, and the Chicago Skyway (I-90) to the west, this 15-block area includes Paul Revere Elementary School and its surrounding neighborhoods. Located just ten miles south of the city's central business district (known as the "Loop"), the neighborhood's defined edges create barriers that both protect and isolate it from surrounding activity.

Since the 1960s, the Greater Grand Crossing community has undergone significant depopulation, transition, and disinvestment. According to recent U.S. Census data, the population of Greater Grand Crossing is 38,619 (compared with 63,169 in 1960) with a racial composition that is 98 percent African American. Over one-third of the population lives at or below poverty level; 91.3 percent of the elementary school students participate in the city's free and reduced-price lunch program, live in foster homes within the community, or both; the high school graduation rate is less than 50 percent.



Location map.

The median household income within the Revere community is \$27,916. The community also manifests significantly higher rates of crime, delinquency, residential instability, and unemployment than the city as a whole.

The Comer Science and Education Foundation

In direct response to the needs of the Revere School Community, Gary Comer—founder of catalog retail giant Lands' End—established the Comer Science and Education Foundation (CSEF). Comer grew up on the north end of the Revere community and graduated from Paul Revere Elementary in 1942. Since 2001, the foundation has been providing support to the community by fostering, supporting, developing, and maintaining charitable activities and vital human and educational services and by promoting economic development. The Gary Comer Youth Center, a state-of-the-art,

Regional map.



31,000-square-foot facility located on South Chicago Avenue, was built in 2006 at the request of the community. The center provides academic programs to Revere community youth in arts, culture, athletics, civic engagement, college and career counseling, and health and wellness. In addition to the Youth Center, CSEF has focused its efforts on the Paul Revere Elementary School and on Revere community development. The Revere Community Fund was established in 2003 to bring together partners within the community in block clubs, which have joined in a community-wide organization, Revere Cares, to provide a voice for neighborhood residents. A Leadership Team, composed of Alderman Leslie A. Hairston, the city of Chicago, and CSEF, has been working closely with the residents, in cooperation with the Neighborhood Capital Institute, an Illinois nonprofit research and policy corporation, on redevelopment of the neighborhood.

The Panel's Assignment

In 2007, the Neighborhood Capital Institute facilitated a redevelopment planning process for the residents of the Revere School neighborhood. The residents identified priorities for the redevelopment of their neighborhood. CSEF wants to support future redevelopment activity but does not want to be in the position of “master developer” for the neighborhood. Nevertheless, it has made serious investments of time, money, and staffing to create a strong youth and educa-

tion agenda, as well as community development initiatives around housing, beautification, and job training. CSEF now wants a strategic plan to ensure the sustainability of its current investments and to make sure that future development projects continue to stabilize and improve the area.

The Leadership Team asked the ULI panel to make recommendations that will lay the groundwork for the next phase of redevelopment, including a clear idea of future land uses, targeted redevelopment projects, and defined roles for each player in the neighborhood's redevelopment. In particular, the panel was asked to address the questions in the following sections.

Market Potential

- Is there demand for a community redevelopment strategy based on an education and healthy life environment? Will related businesses locate in the areas?
- Should the redevelopment plan incorporate more diverse housing types to better serve existing and potential new residents? What mix of housing types will provide the needed diversity while maintaining the neighborhood's single-family-home character?
- What are the opportunities for urban agriculture in the neighborhood?

Development Strategies

- How can South Chicago Avenue be enhanced to better serve the community? What types of new uses are appropriate?
- What is the potential for transit-oriented development around an improved Grand Crossing Metra commuter rail station?
- Should the redevelopment process call for additional land acquisition and remediation? If so, where should these activities be focused?
- What effect, if any, does the designation of the area as a national “Housing Stabilization Plan Area” have on development strategies for new housing or new housing programs?



The ULI advisory panel begins its tour of the Revere neighborhood inside the Gary Comer Youth Center.

Planning and Design

- How can existing structures and proposed projects be better connected?
- What is the best location for the desired for-profit vocational school and health center? Is there an opportunity to integrate these uses with the existing schools to create a campus?
- How can the neighborhood better connect to surrounding recreational and retail areas?
- What features should the redevelopment plan include to support environmental sustainability and local food production?
- How should the proposed South Chicago Avenue streetscape project be enhanced to support the panel's vision?
- How should Hoard Park and the Leigh Johnson Apartments be redesigned to better relate to each other and the community?

Implementation

- What financing options does the panel recommend for redevelopment and remediation?
- How can the Comer Science and Education Foundation best support implementation of

the redevelopment plan in a way that optimizes its investments while limiting its direct involvement in implementing redevelopment?

- What elements of the plan could be used for smaller donors who wish to affect the community?
- Where do the interests of the community and the 2016 Olympics plan coincide?

In summary, the sponsors asked that the panel's recommendations reflect current stakeholder and resident priorities, including the following:

- Enhancing neighborhood sustainability and its ability to provide healthy, active lifestyles for all ages;
- Providing lifelong educational opportunities;
- Establishing urban agriculture and related businesses;
- Achieving redevelopment through enhanced public/private collaborations; and
- Achieving housing stabilization of existing stock while also attracting new housing options for all ages.



Summary of Recommendations

The panel observed that this compact 15-block neighborhood goes by many names—Brookhaven, New Brookhaven, South Oakwood/Brookhaven, and Pocket Town, to name just a few. These variations seem to suggest nostalgia, identity crisis, and a need to redefine the neighborhood’s image. For the purpose of the panel’s assignment, the panel chose to use the name Revere School Community. However, the panel strongly recommends that the community should determine collectively the most appropriate name for the neighborhood that best reflects its assets and its potential.

Neighborhood Impressions: Assets, Challenges, and Opportunities

The study area is neatly embedded between harsh urban edges—two active rail lines and a historic cemetery enclosed by a concrete wall topped with barbed wire. Some view this geography as contributing to the community’s quiet enclave feel, whereas others perceive it as inviting illegal activity. Conversations with more than 40 current residents and stakeholders suggest both impressions are accurate. Nonetheless, a real sense of community pride and desire to make the neighborhood a better place is evident and strong. Moreover, the neighborhood has much to be proud of and much to leverage. It has good access to public transportation, including a commuter rail line that connects to the downtown employment center, a world-class youth facility, nearly 40 percent homeownership, and a portfolio of land parcels suitable for new infill development and committed partners with investment resources and tools.

However, not unlike many urban inner-city communities, the Revere School Community has been challenged with crime, both real and perceived; below-average income levels and educational attainment; an aging population;

CSEF Investments in the Revere School Neighborhood

Gary Comer Youth Center	\$35 million
Revere Elementary School capital and academic investments	\$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 and training program	\$2.0 million
Neighborhood improvements	\$1.5 million
Home improvement grants to current residents	\$750,000
Predevelopment expenses	\$850,000
Artist housing renovations	\$500,000
New business startup	\$100,000

and lack of economic investment. The Comer Science and Education Foundation, and specifically its founder, Gary Comer, saw a need to address the severe educational attainment challenges of his childhood neighborhood. Beginning in 2001, Comer had a vision that improving access to quality of education could lead to more sustainable community and economic development.

To date, an extraordinary amount of resources has been invested in the study area. CSEF has invested nearly \$100 million in the neighborhood, as shown in the table. In addition, the city of Chicago adopted the 73rd & University Avenue



This map of the Revere School Community depicts city-owned, CSEF-owned, and privately owned vacant land.

Redevelopment Plan, creating a tax increment financing (TIF) district to attract investment to the area. The TIF has generated approximately \$1 million over the last three years.

Because of these investments, the neighborhood is poised to become a premier community for learning and youth activity. In addition, CSEF has completed 60 new homes. New residents relocating from other parts of the city have purchased the vast majority. This activity confirms the notion that people choose a “neighborhood,” not just a house, and that high-quality education is a primary factor in a family’s decision making about housing, thus validating Comer’s vision.

Despite these investments, the panel found that area stakeholders are still puzzled by the lack of community engagement and a sense that efforts

are working at cross-purposes. For example, despite reports that extensive outreach has been done to provide subsidies to current residents for homebuying opportunities, very few local residents have taken advantage of this resource. Similarly, even though the neighborhood is rich with local civic organizations, including block clubs created with the assistance of the foundation, many residents reported feeling disconnected from the planning process. Several of the panel’s conversations with residents left the impression that strong feelings of distrust and threat of harm still prevail, with an absence of communication, civic engagement, and buy-in to a shared vision.

The panel believes this challenge is one of the most pressing facing the community. Without a

clear vision and a neighborhood-based organizational capacity to implement the vision and represent the interests of resident stakeholders as the beneficiaries of the foundation's and the city's investments, the success of the generous philanthropic and other investments already made cannot be sustained or leveraged.

CSEF has made a continuum of learning its number-one priority for the Revere School Community. Through the foundation's historic and planned investments, each component (Gary Comer Youth Center, Paul Revere Elementary, Gary Comer College Prep) plays a critical role in the continuum. Investments in high-quality elementary education will create students who are well prepared for the college preparatory high school. The vocational school, which the panel proposes, will contribute to and strengthen the culture of learning in the neighborhood. The links among these components should continue to be part of the Leadership Team's investment strategy and ultimately integrate with a long-term vision for addressing early education, postsecondary education, and vocational training.

Spatially, several factors contribute to the neighborhood's lack of safety and economic vibrancy. Obsolete and vacant industrial sites, wide and unlandscaped streets, a cemetery barricaded by a concrete wall topped with barbed wire, and dark, crumbling viaducts dominate the edges of the neighborhood. These "public faces" to surrounding neighborhoods and passersby fail to represent the charming residential character of most of the interior streets. Hoard Park, the neighborhood's centrally located public open space, is reported to be significantly underused because of real and perceived threats of crime and lack of organized programming. The presence of almost 70 foreclosed properties in the neighborhood also threatens to erode the feeling of neighborhood safety and stability.

Guiding Principles for a Sustainable Revere School Community

The panel is encouraged by the resources and assets in the neighborhood and impressed that

such committed partners are in place to continue moving the community forward. However, to move forward successfully, community residents and other stakeholders must create a shared vision and a strategic plan that address four key questions:

1. How can the community and other stakeholders better leverage and sustain the Comer Science and Education Foundation investments to date?
2. How can the K-12 education agenda and related programming continue seamlessly to uplift the neighborhood's young people?
3. How can the stakeholders ensure that the benefits of the investments by the city and the Comer Science and Education Foundation accrue to current residents as well as attract new residents?
4. How can communication and collaboration among all stakeholders be improved as a means of facilitating the development and implementation of a shared vision for community development?

The panel proposes a set of guiding principles that can serve as a foundation for the process that will lead to the creation and implementation of this vision and strategic plan. These principles are outlined in the following sections.

Expand and Cultivate the Culture of Civic Engagement

All stakeholders must come together and actively engage in creating a shared vision to achieve the desired neighborhood improvement outcomes. This activity includes involving homeowners and renters, long-term and new residents, and residents of Leigh Johnson Court Apartments; community members of all ages; CSEF representatives; business and property owners; elected officials; and staff from the city agencies, the park district, and the public school district. A well-organized and reliable community-based entity must emerge as an active partner to work with the public, private, and philanthropic partners already in place to implement the vision.

Proposed initiatives include the following:

- Strengthen the role of the block clubs by improving their organizational capacity and ability to undertake visible projects.
- Provide leadership training to local residents.
- Create a formal, neighborhoodwide community-based organization.
- Create a new community-gathering and service center as a part of the redesign for Hoard Park.

Promote Resident Advancement and Wealth Creation

The current residents of the Revere School Community have the most to gain from the planned improvements. Efforts should be targeted to ensure their access to current and newly created opportunities. Improving the residents' quality-of-life issues should be the backbone of future investments made in the community.

Proposed initiatives include the following:

- Develop a Wellness and Community Services Center that will bring together health, cultural, educational, and recreational services for residents of all ages.
- Create space for light industrial/manufacturing uses along South Chicago Avenue, including commercial organic greenhouses and a tree farm that would provide job creation opportunities.
- Make neighborhood improvements, such as streetscape improvements and Hoard Park upgrades, that will positively affect housing values.
- Invest in vocational and entrepreneurship training and employment skills training to promote business development and success.

Leverage and Sustain the Investments of the Comer Science and Education Foundation

As with any philanthropic organization today, CSEF must be strategic in its decision making about future investments. Although the foundation is firm in its commitment to remain an

active partner in the Revere community, foundation leaders are clear in their need to focus their priorities around education. To this end, CSEF needs a strategic plan for future investments that includes provisions for financial and management sustainability and a real estate strategy for the remaining land portfolio.

Proposed initiatives include the following:

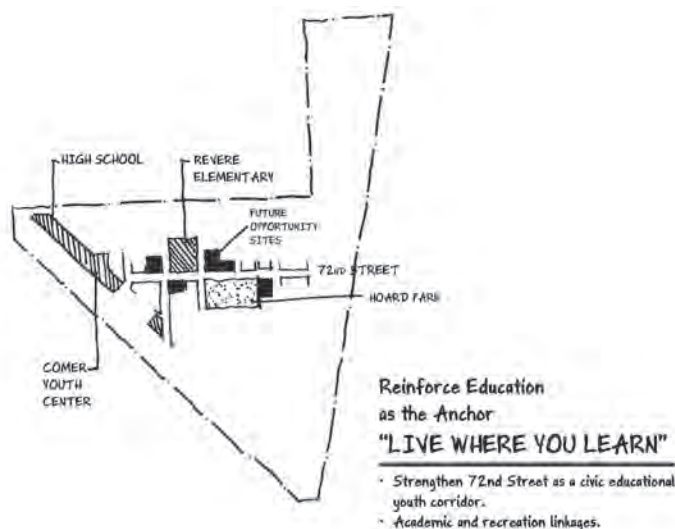
- Focus near-term residential investments on foreclosed properties (banks' real estate owned [REO] properties) and residential rehabilitation.
- Phase development of the remaining 30 new homesites to respond to current and near-term market conditions.
- Work with the city of Chicago to complete assemblage of Block 120 and the southeastern end of Block 119.
- Identify new federal government programs and private investment partners to complete the housing strategy.
- Strategically focus education-related investments to strengthen and complete the continuum of educational assets.

Make Education the Neighborhood Anchor: "Live Where You Learn"

CSEF's most significant contribution and commitment have been in education, specifically targeted to the neighborhood's school-age children. The foundation appears committed to expanding this involvement to include early education, post-high school, and adult-learning opportunities. This commitment offers an extraordinary opportunity for the neighborhood to become a lifelong learning environment for residents and others from outside the community.

Proposed initiatives include the following:

- Complete Gary Comer College Prep, a campus of Noble Street Charter School.
- Build a new school gymnasium.



- Create and implement a plan for K-8 education in partnership with the Chicago Public Schools that includes Paul Revere Elementary School.
- Expand educational offerings to include early education and a post-high school program, embracing college-bound and vocational education and training programs.
- Incorporate adult-learning and training programs.

Reclaim the “Heart” of the Neighborhood

The central location of Hoard Park and its adjacency to the education core of the neighborhood along 72nd Street make it ideal for reestablishing a civic “heart” of the neighborhood, creating a safe place for children and adults to play and gather.

Proposed initiatives include the following:

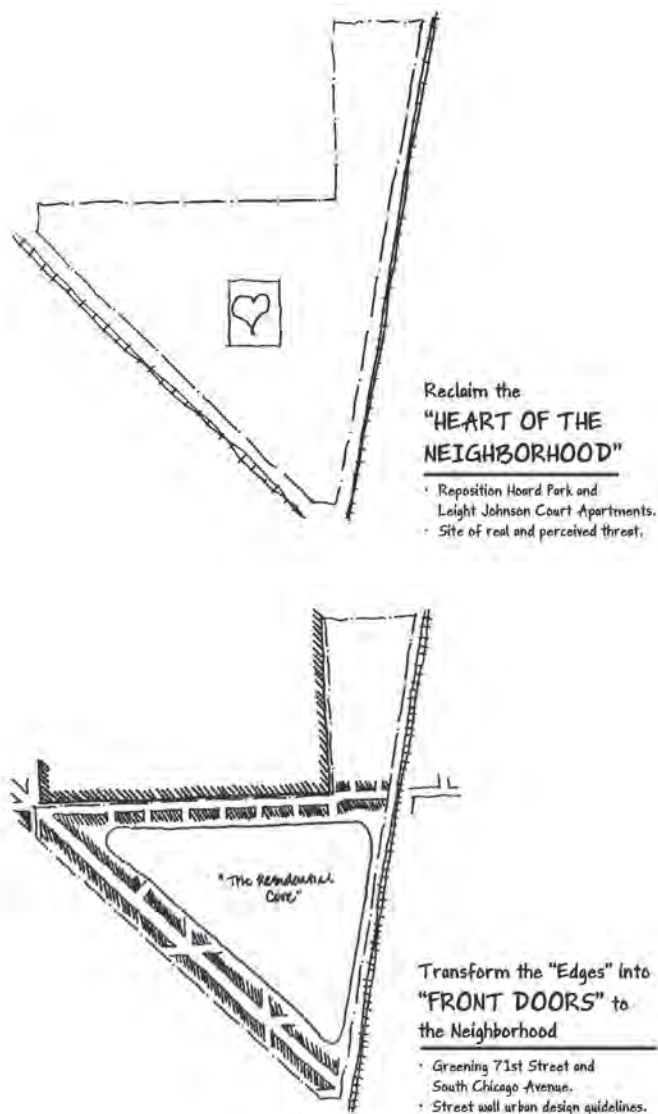
- Redesign and reprogram Hoard Park for organized recreational activities for the school and community.
- Program the new Wellness and Community Services Center with recreation rooms, a seniors’ center, a wellness center, daycare, and job access and readiness programs.

Transform the “Edges” of the Neighborhood into “Front Doors”

The neighborhood has three primary points of entry: the intersection of 71st Street, South Chicago Avenue, and Cottage Grove Avenue; the intersection of South Chicago Avenue and 75th Street; and 71st Street and the Metra line. These arrival points and the corridors they punctuate could be redesigned to promote a distinctive and high-quality image of the neighborhood through improved lighting, landscaping, and other traditional streetscape enhancements, as well as the development of appropriate uses and quality of architecture.

Proposed initiatives include the following:

- Transform the South Chicago Avenue and 71st Street entrance with improved traffic



These maps depict three of the eight guiding principles that serve as the foundation for the panel’s vision and strategic plan for the Revere neighborhood.

flow, streetscape enhancements, and urban design guidelines.

- Reposition the new charter high school closer to the intersection to create a stronger gateway identity along 71st Street and South Chicago Avenue.
- Redesign the Oak Woods Cemetery wall using more pedestrian-friendly materials.
- Improve lighting and upgrade finishes to the rail viaducts to make them safe and inviting.
- Provide transit enhancements, including bus shelters, along 71st Street and South Chicago Avenue bus routes.

Make Walking and Playing Safe Again

Creating a safer neighborhood requires a multi-faceted, multipartner approach. Key strategies should be used to promote a safe environment and defensible spaces throughout the neighborhood.

Proposed initiatives include the following:

- Implement traffic-calming measures on priority residential streets to reduce speed of through traffic.
- Redesign Hoard Park and adjacent vacant property to provide more “eyes on the park.”
- Reduce and redesign excessive street widths to reduce traffic speeds and create safer pedestrian crossings.

- Incorporate new public open spaces such as Woodlawn Triangle Park and community flower and produce gardens.

Integrate Sustainable Neighborhood Principles

Chicago is one of the leading cities in the nation for progressive policies on climate change. From green infrastructure projects to regulatory frameworks, Chicago has executed sustainable development at every level. The Revere School Community should be a showcase for neighborhood sustainability initiatives.

Proposed initiatives include the following:

- Promote more sustainable health through developing community gardens, active recreation at Hoard Park, and a new Community Wellness and Services Center.
- Promote more sustainable infrastructure by reducing excessive rights-of-way, planting more street trees, and installing pervious surfaces.
- Promote sustainable economic development by incorporating energy-efficiency strategies into existing businesses and developing commercial organic greenhouses.
- Promote sustainable wealth by preserving homeownership; reducing food costs with community gardens; reducing transportation costs by improving public transit options and walkability; and reducing energy costs with weatherization, more efficient systems, LEED (Leadership in Energy and Environmental Design) and other certification, and green roofs.

Market Potential

The emergence of a sustainable Revere School Community will not happen based on a wish list of desired land uses and activities without one or both of (a) a market basis for those uses and (b) public/private partnerships that subsidize uses the market alone cannot support. In lower-income neighborhoods, market forces alone are usually not sufficient because these neighborhoods face serious development challenges compared to areas with more disposable income and fewer development constraints. The Revere neighborhood faces this situation.

In addition to the traditional challenges, especially education and social problems (both of which CSEF is addressing) and safety, the Revere neighborhood faces specific development challenges. The neighborhood is small, cut off perceptually by physical barriers including the Skyway, the Metra line, and Oak Woods Cemetery; it has small developable parcels, limited buying power, limited services and job-generating activities, and strong competition from better-located communities.

However, a number of advantages positively affect the market potential of the Revere neighborhood. Its small scale and clearly defined borders help create a strong sense of community. CSEF is in place as a major neighborhood benefactor providing capital for needed facilities and amenities, and the Gary Comer Youth Center and future charter high school provide a strong anchor for future development. Moreover, the neighborhood has only a small number of landowners and development players, all of whom share a commitment to the neighborhood's economic development, and it has good accessibility to downtown and the rest of the South Side. Furthermore, the neighborhood has strong block associations and a base of residents who truly care about improving the neighborhood

and enjoys strong political support from the mayor and Ward 5 alderman.

Housing

Housing lies at the intersection of many issues that are important to the Revere School Community: quality of life, community and family stability, ability to meet basic needs, wealth creation, and economic development. The availability, quality, and security of housing choices for families and individuals are perhaps the biggest determinants of a solid-quality daily life. The cost at which they can secure good housing is a critical factor in determining whether families, especially the urban poor, can also meet their food, energy, and transportation needs. Chicago is not immune to—but rather is emblematic of—these realities: three of every ten Chicago households are “housing-cost burdened,” in that they pay more than 30 percent of their income for housing. Almost three-quarters of the lowest-income Chicago households are housing-cost burdened.

Traditionally, housing investments have been important wealth-building assets for individuals and families. Over the past decade, rising housing prices, rampant speculation, and now widespread foreclosures have broadened and deepened the role of housing in family and community wealth. Today, the health of local housing markets is probably the single-biggest factor in creating or destroying wealth for residents and in providing or undermining the neighborhood stability needed to sustain and grow local economic activity. This factor is felt acutely across Chicago, where more than 20,000 homes became the property of lenders in 2008. Unfortunately, foreclosure data for the first three months of this year suggest that 2009 foreclosures will exceed those in 2008. Nationally, concern exists that foreclosures could continue



to rise and housing prices continue to fall beyond 2009.

Conditions in the Revere School Community housing market should be evaluated against this backdrop. At last count in 2006, the neighborhood was home to 865 housing units, of which 51 units (5.9 percent) were vacant, a proportion that was significantly lower than in many Chicago neighborhoods. (These counts seem very low relative to the 15.6 percent vacancy rate reported for the neighborhood's three census tracts of 6906, 6907, and 6908 in the 2000 Census.) However, vacancies have probably grown with the housing market problems of the past few years, as they have across the city and the country.

Often referred to as an enclave of homeowners, the neighborhood has approximately 40 percent owner-occupied units, according to owner occupancy data from the 2000 U.S. Census for its three tracts. This proportion is lower than in the rest of the city but higher than in many lower-income communities. The reputation likely derives as much from the social role of homeownership in the neighborhood as it does from the actual numbers; many of the neighborhood homeowners are older residents who reflect and preserve the neighborhood's rich history and stand guard over its institutions and traditions. The emphasis on homeownership has been strengthened by recent investments by CSEF,

which built 60 single-family for-sale units, creating a new group of homeowners. As of this writing, only one of the CSEF-sponsored houses has fallen into foreclosure.

Lenient lending practices and exotic mortgages have created a meltdown in the residential mortgage market. As a result, foreclosures and mortgage delinquencies are on the rise in stable neighborhoods across the country. Currently, an estimated 70 homes are in foreclosure in the Revere area—about 8 percent of the housing stock—a proportion that is far higher than the average across the city. None of these are homes funded by CSEF. Unfortunately, Revere is not an anomaly; foreclosure rates are high across many of Chicago's lower-income and minority neighborhoods. However, recent trends seem to suggest that the rate of growth in foreclosures might be slowing in the neighborhood relative to other areas in the city. The rate of growth in foreclosures between first quarter 2008 and first quarter 2009 was slower in Revere's Ward 5 than in 35 of the city's other 49 wards. In fact, nationally, evidence indicates that the center of the foreclosure crisis has shifted from low-income urban neighborhoods to higher-income urban and suburban areas. Thus, efforts aimed at stabilizing the neighborhood's housing stock should focus as much on dealing with existing REOs (which will help stabilize prices) as with prevention of new foreclosures.

CSEF funded homes built and integrated into the existing Revere School Community.

Future growth in the housing stock will be limited by the physical constraints of the neighborhood, which currently is developed to its borders. Still, potential exists for new housing to fill vacant lots and replace outdated structures, with a maximum new supply of 200 to 300 units. Two other factors will shape the supply of available housing: (a) the treatment of the existing REOs, which will need to be rehabilitated and sold or demolished, and (b) the generational transfer of houses in a neighborhood where many homeowners are older. These one-time transitions could add 100 to 150 units to the supply of houses for sale over the next decade.

These demographic shifts have raised the question of whether the neighborhood could support a living center for seniors with 75–80 beds. Although the neighborhood is home to a large number of older homeowners with strong roots in the community, some of whom would welcome the chance to sell their house and stay in the neighborhood, the demand for such a facility is difficult to ascertain. However, the panel had the impression that a neighborhood with an estimated 320 owner-occupied units would not generate demand for 80 units for seniors, nor would the overall neighborhood benefit in the short term from a large number of houses coming on the market at the same time in the current economic climate. With that said, an independent market study could determine whether demand from the Revere neighborhood, combined with citywide demand from seniors who would welcome the chance to live in the neighborhood, could fill 80 units. The panel feels strongly that such a study should be conducted to demonstrate the level of demand before proceeding with plans for a facility housing seniors.

More generally, the demand for housing in this neighborhood is a critical question that will shape the stability of the housing market, housing prices, and the size of the neighborhood population. The neighborhood's housing market is very difficult to assess or forecast. Still, the data suggest relatively weak demand for housing in the area. In zip code 60619, 65 housing units were sold in the first quarter of 2009 at an average price of \$84,250, an almost 50 percent one-year decline in median price (www.dqnews.com/

[Charts/Quarterly-Charts/Chicago-Charts/ZIPIL.aspx](#)). Although this trend is troubling, it is not specific to the Revere School Community. Median prices declined steeply in most Chicago zip codes during the same period. However, other factors indicate that demand for housing in the Revere neighborhood might not be strong. Phase I of the CFES project sold out in three months, with a subsidy of \$80,000 on a \$210,000 product, for a net cost to buyers of \$130,000. (This level of subsidy was chosen to make houses affordable to buyers in the 60 to 80 percent of area median income [AMI] category.) Of the 30 homes built in Phase II, only 20 have been sold in the two years they have been marketed. Ten of the homes, which have been priced at \$230,000 with a \$50,000 subsidy and net cost of \$180,000, remain unsold, which likely reflects not only low demand in this particular housing market but also broader problems in the mortgage credit markets, many of which have disproportionately affected low- and lower-middle-income populations.

Almost all of the sales of the CFES homes were to buyers from outside the Revere neighborhood, despite early recruitment efforts that targeted neighborhood residents. This fact suggests two things. First, the future of the local housing market will be strongly affected by whether the neighborhood can position itself as desirable vis-à-vis the broad range of options in the Chicago-area housing market, which is experiencing record drops in housing prices and unprecedented levels of inventory. Second, newcomers can be attracted to the neighborhood and can readily come to identify with and appreciate the neighborhood's offerings. The latter will certainly contribute to the long-term health of the neighborhood.

Overall, current data and recent trends suggest that in the Revere School Community, the supply of available housing could outstrip demand for the foreseeable future. Given the current state of the housing market in Chicago, and the likelihood that the city's and the region's market might stall for years, any new construction in the neighborhood will be competing against huge numbers of REOs and low-priced offerings across the South Side, the city, and the suburbs.

As a result, selling new homes in the absence of significant subsidies is difficult to envision. This is a matter of concern not only for developers but also for the neighborhood as a whole. New housing that is built but not sold is likely to drag down the value of existing properties in the area.

Civic and Institutional

Much of the development potential and demand in the Revere neighborhood is for noncommercial uses, a situation that is not atypical for a lower-income, urban location. However, the presence of the Comer Youth Center and future Gary Comer College Prep—a campus of Noble Street Charter School—and the financial and civic commitment that these institutions represent are atypical. The panel believes these facilities represent powerful anchors in the neighborhood for the creation of an education-oriented, lifelong learning environment. The planned development of a branch library nearby will certainly deepen this environment and greatly enhance the Revere School Community as a sustainable community and cultural destination within the broader Grand Crossing area.

The panel also believes that every opportunity should be pursued to enhance the growing concentration of civic and institutional uses in the Revere School Community. These uses include the proposed Wellness and Community Services Center and gymnasium, as well as any trade, vocational, and technical schools that may be looking for a home in south Chicago. The colocation of as many of these facilities as possible could provide amazing synergies that would enhance the convenience and operational efficiencies of each while deepening the educational and civic brand that is being established in the Revere neighborhood. The panel believes that integration and linkages among proposed civic, institutional, and educational facilities should be sought where feasible.

Retail

The long-term sustainability of any neighborhood depends in part on the availability of retail services. However, in lower-income neighborhoods



New CSEF-funded home for sale in the Revere neighborhood.



The Gary Comer Youth Center supports the activities of the South Shore Drill Team and programs for Paul Revere Elementary School students.

throughout the country, retail has been difficult to achieve. In the Greater Grand Crossing community, which is the neighborhood's larger trade area, a retail analysis has shown that more retail exists than the population actually needs. Additional major concentrations of retail are planned outside the trade area at the Southworks (United States Steel) site, at 87th Street and the Dan Ryan Expressway, and at 111th Street and the Bishop Ward Freeway.

Established retail corridors in the vicinity are centered along Stony Island and to a lesser extent along Cottage Grove avenues, with other retail concentrations found in more distant locations. These retail areas are supported by people who live in and beyond Greater Grand Crossing, including those driving along these major avenues. An adequate supply of grocery stores, which typically serve as anchors for community shopping, is scattered throughout the community, although none is in the Revere neighborhood.

The major commercial street in the Revere neighborhood, South Chicago Avenue, does not serve as a retail corridor, with the exception of a small wholesale/retail food and paper store next to the Comer Youth Center. The street is off-center with regard to existing community shopping patterns in this part of Chicago and seems cut off from established retail areas by the neighborhood's natural boundaries. A small corner store and a jazz and blues nightclub, which are located in other parts of the neighborhood, are the only other retail establishments. An additional concern regarding retail potential in the neighborhood is that national economic conditions are not conducive to retail development for at least the next few years and perhaps beyond, with many retail chains closing stores rather than opening new ones.

Within this general context, the panel believes that the Revere neighborhood generally and South Chicago Avenue specifically could support a small amount of neighborhood-serving retail if the other initiatives outlined in this report are carried out. This retail potential would probably not exceed 10,000 square feet of additional space

and would likely consist of small, independent entrepreneurial stores and not chain stores. These stores would complement rather than compete with destination-shopping concentrations that customers visit less frequently and that have a much larger selection of goods and services. Although the neighborhood's redevelopment plan currently relies on a significant amount of retail development, the panel does not believe this plan is viable because of the small amount of new retailing that can be supported in the Revere neighborhood.

In the context of other neighborhood improvements and additions, stores such as a food service/bakery/coffee shop linked to some other entrepreneurial activity; a multipurpose convenience store; food take-out shops; and services like legal aid, dry cleaning, hair salons, and barber-shops are the types of retail this neighborhood could support. Residents, civic facility users, and drivers passing by need and will use such types of stores on a daily basis. To be successful, this type of retail must be part of a pleasant environment that is perceived as safe and integrated with other neighborhood residential and institutional activities. In addition, residents and people using the neighborhood's civic uses must find these shops easy, convenient, and enjoyable to walk to. Consequently, parking requirements will not be significant because the supportable retail will not be primarily automobile oriented.

Manufacturing

Chicago is one of the two largest manufacturing centers in the United States and has an unparalleled transportation network that links it to the rest of the world. The city has formally designated industrial zones throughout the city that are organized primarily for large-scale manufacturing, assembly, and distribution uses. The Revere neighborhood is not in one of the designated industrial zones; however, it does have flexible industrial/commercial zoning along South Chicago Avenue that permits a range of manufacturing operations as well as other nonresidential uses. Moreover, growing and unmet demand appears to exist for small, flexible, nontraditional indus-

trial spaces even though industrial activity is slowly declining in south Chicago.

Along South Chicago Avenue in the Revere School Community, a small amount of land is suitable for industrial development. Product procurement and similar support services that want to be near the University of Chicago should be explored as potential tenants, but the panel believes that the primary demand will be more general, small-scale, entrepreneurial manufacturing, assembly, and wholesale/retail uses. Achieving this potential, however, will not be easy in the panel's view. It will require identifying and recruiting a developer experienced in the creation of an industrial center, adapting existing space, and finding and recruiting small entrepreneurs who are looking for this type of nontraditional space. The panel believes the best opportunity for manufacturing could be the creation of a manufacturing center of approximately 20,000 square feet along South Chicago Avenue, offering units of about 1,000 square feet to light-industrial tenants that may be looking for startup or expansion space.

Urban Agriculture

A growing trend throughout North America is the interest in and commitment to healthy living, fresh food, and organic agriculture. The sponsor has asked the panel if this trend should be incorporated into the neighborhood's redevelopment plans. In urban areas, especially lower-income neighborhoods, the availability of fresh produce at reasonable prices has historically been a challenge. The panel believes the Revere neighborhood has the opportunity to begin changing this situation in two ways. First is the opportunity to create community gardens on three or four unused lots within the community. These lots are typically 25 by 100 feet or 50 by 100 feet in size. The city of Chicago helps neighborhood residents set up these gardens by donating the land, providing training, providing seeds, and installing water lines on the properties. Typically, local block associations provide ongoing upkeep.

These community gardens do not usually generate jobs or direct wealth. They do, however, help create a stronger sense of community and a sustainable neighborhood amenity as well as



Community gardens provide fresh produce to the neighborhood and create a stronger sense of community for residents.



produce that is fresher, higher quality, and more affordable than what is generally available at the supermarket.

The second opportunity involves urban, commercial organic agriculture that is housed in greenhouses or hoop houses. This type of farming is a year-round, profit-making, and modest job-generating business that can be operated on a site as small as half an acre. At this scale, as many as 12 full-time-equivalent jobs can be created. These are entry-level jobs that can offer part-time as well as full-time employment for students as well as at-risk individuals in the neighborhood. Several organizations such as Growing Home and the Resource Center operate these types of urban farms in Chicago, and the demand is growing for their products as the fresh food movement

spreads. These types of operations are looking for affordable land in accessible locations to provide the highest-quality produce to restaurants, hotels, markets, and grocery stores in the region.

The panel believes that a site along South Chicago Avenue would be an ideal location for an urban commercial garden. The junkyard site, an eyesore and environmental contaminant in the Revere neighborhood that is incompatible with the neighborhood's emerging image as the educational and cultural center of the Greater Grand Crossing community, should be looked at. A greenhouse or hoop house could be built on a raised platform above the contaminated junkyard site if money is not available to clean the site first.

Development Strategies

The Revere School Community's unique physical and social environment creates obstacles as well as opportunities for further development. The panel believes that the community's residents are a great strength and driver of the community. Therefore, the panel focuses its strategies around improving quality of life through human capital investment and creative developmental alternatives in light of the current economic climate.

Residential Development

Single-family homes dominate the Revere School Community, with a limited number of multi-family buildings. The largest of these is the Leigh Johnson Court Apartments, a 79-unit apartment complex, 31 of which have Section 8 project-based assistance. Over the last three years, residential development in the neighborhood has been driven primarily by the Comer Science and Education Foundation, which acquired 90 lots for demolition and new single-family construction at a cost of \$27 million. The foundation has invested an additional \$750,000 in home improvement grants for existing residents. Of the 90 lots that CSEF acquired, 60 have been developed with new, high-quality single-family homes. These homes were sold with substantial subsidies primarily to new residents in the community. At the time of the panel's visit, ten of these homes remained unsold, despite the deep subsidies provided by the foundation. In addition, the panel learned that approximately 70 properties are in foreclosure, which represents approximately 8 percent of the current housing inventory.

In response to this scenario and current housing market conditions as described in the "Market Potential" section of this report, the panel recommends that near-term residential development strategy focus on stabilizing and rehabilitating existing housing stock, in particular those units

in foreclosure. The panel recommends that the city target this neighborhood to participate in the federally funded Neighborhood Stabilization Program (NSP), which is described in detail in the "Implementation" section of this report.

In the longer term, when the market begins to recover, CSEF should assess the market for additional new units, including the effect of that development on existing housing, as part of an overall strategy for redeveloping the remaining infill lots. Until the residential market demonstrates greater demand to meet the pricing levels required for new housing construction, no additional new homes should be developed in the area. This strategy should include a rethinking of the role that CSEF resources play in residential development, because the foundation's current development model is not sustainable in the long term because of the significant and unleveraged subsidy required to make each unit affordable. This approach limits the volume of units that can be delivered and, therefore, the positive effect the foundation can have on the community as a whole. If these units cannot be sold in a reasonable period, they should be made available to the rental market, possibly under a lease/purchase option. This strategy would allow residents who want to purchase a home, but who may not have the resources or currently be able to qualify for a loan, to move in, maintain the home, and participate as a member of the community while working toward homeownership.

Leigh Johnson Court Apartments

Located on the south side of Hoard Park, the Leigh Johnson Court Apartments is a privately owned, 79-unit complex in seven low-rise buildings, encompassing 6.2 acres. The owners have recently upgraded the porches and roofs of the buildings. Of the 79 units, 31 have project-based Section 8 vouchers, which the U.S. Depart-



The Leigh Johnson Court Apartments, located on the south side of Hoard Park, can serve as “eyes on the park” for security.

A father and son walk their groceries home down the path behind Leigh Johnson Court Apartments.



ment of Housing and Urban Development (HUD) has recently renewed until 2014. Eastlake Management Company manages the complex. In the panel’s interviews, some residents of the community, including this complex, expressed the sentiment that a noticeable decline has occurred recently in the quality of resident intake and management.

The panel considered the complex in light of overall community development and recommends that community leadership reach out to the owner and management company to establish a more productive relationship. Community leaders should work with the management company to ensure that residents in the complex add to the stability of the neighborhood, that security and safety are a high priority, and that the buildings and surrounding grounds are well maintained. This last element is especially important because the complex is adjacent to Hoard Park, which—as the heart of the community—is a vital asset that must be preserved and protected. In later years, as the useful life of the existing buildings reaches its end, the panel recommends that the complex be reconfigured to better integrate the open space with Hoard Park while making the recreational areas more defensible and visible to the community. This reconfiguration can be done either through acquisition or in partnership with the owner.

Housing for Seniors

The panel was asked to consider how housing for seniors might be accommodated in the neighborhood. In particular, a proposal exists to build a seniors’ living facility of approximately 80 units on a parcel of land on South Chicago Avenue at 74th Street and Greenwood Avenue, across from the new library. Although many seniors in the neighborhood seem to be interested in remaining in the community, the small scale of the neighborhood and the currently weak housing market, along with what the panel heard from residents, led the panel to conclude that demand within the neighborhood may be insufficient at this time for such a facility. Instead, the panel recommends that CSEF and the city consider partnering with a private developer to provide “universal design”

housing in smaller, multiunit increments in response to actual demand. Universal design housing by definition is accessible to seniors and appeals to other market segments. The panel identified three potential locations within the neighborhood's residential fabric that could accommodate up to six units of this building type. These sites include South Chicago Avenue between the Gary Comer Youth Center and the library (if the right-of-way is altered as the panel suggests in the "Planning and Design" section of this report), along the Woodland Avenue Corridor, or 72nd Street across from Hoard Park.

Phasing

The panel recommends a three-phased approach to residential development. In Phase I, the city should move forward expeditiously to purchase, rehabilitate, and resell abandoned and foreclosed properties using federal NSP funds, establishing a public/private partnership with a local builder. Revere Properties has made such an application to the city. The panel also recommends that CSEF redirect a portion of the funding now allocated for new construction to fund these activities, if NSP funds turn out to be unavailable or insufficient.

In Phase II, the panel suggests that CSEF, together with Revere School Community leadership, explore the development of small-scale, low-rise, universal design multiple-unit dwellings that could be rented by seniors or (new or existing) residents interested in rentals. The ULI/MacArthur Foundation Preservation Compact program that promotes the preservation of affordable rental housing in Chicago should be explored as a potential resource for maintaining rentable units in the Revere neighborhood.

As Phase III, after the existing housing stock has been rehabilitated as necessary and absorbed through sale or rental, the panel recommends that CSEF and others move forward with new residential construction. In doing so, developers should contemplate a greater mix of housing types to serve a broader range of needs and incomes.



Commercial Development

The Revere School Community has light demand for commercial development because of its small population and the easy-access chain-type retail located just minutes away.

South Chicago Avenue

South Chicago Avenue serves as both a border and the primary commercially zoned street for the Revere School Community. It intersects with Cottage Grove Avenue to the north, connecting to the Woodlawn neighborhood, Washington Park, Midway Plaisance, and the Hyde Park neighborhood. To the south, South Chicago Avenue continues toward Avalon Park, South Shore, and South Chicago communities. The segment of South Chicago Avenue bordering the Revere neighborhood represents a modest opportunity for enhanced commercial development. Although the panel does not see a market for major retail or employment development along this section of South Chicago Avenue, opportunities exist for commercial development that would significantly contribute to the continued revitalization of the neighborhood.

In recent years, CSEF has invested in several major projects on the avenue. These include the Gary Comer Youth Center, which opened in 2008;

A view down South Chicago Avenue's wide boulevard.

the Grand Crossing Branch Library, currently under construction and expected to open in 2010; and Gary Comer College Prep, a campus of the Noble Street Charter School, scheduled for delivery in 2010. This high concentration of civic uses can anchor additional future development to create a strong mix of uses and a critical mass of activity attracting other potential users from the surrounding neighborhoods. As the major vehicular corridor for the Revere neighborhood, South Chicago Avenue has the potential to support a modest amount of additional commercial uses and offers the best opportunity in the neighborhood for locating business-related activities.

Retail

The panel concluded that, given the current population and estimated growth of the Revere neighborhood as well as competing retail in the immediate surrounding areas, this stretch of South Chicago Avenue can support only a limited amount of retail development—no more than an additional 10,000 square feet. The panel recommends that any new retail uses would best be located in one of two areas: at the intersection with Cottage Grove Avenue or 71st Street on the east side of South Chicago Avenue in the 200 block.

The most successful tenants are likely to be community retail with a strong orientation to the daily needs of residents. Examples could include a bakery, coffee shop, or donut shop; a small local restaurant, such as a diner or lunch counter; a hair salon or barbershop; a convenience store; or professional services such as legal aid or accounting. A comprehensive leasing strategy should be outlined and implemented for any retail to be developed so that the optimum mix of appropriate-scale uses is attracted.

Because retail uses will have trouble thriving in this location, the city and other stakeholders should seek public funding, such as TIF, to support the development of these uses. Given the limited and community-oriented nature of the proposed retail offering, it will likely generate limited vehicular traffic. Therefore, parking needs can be accommodated along South Chicago Avenue.

Manufacturing

The panel felt strongly that the Revere community is primarily residential and that traditional industrial uses should be eliminated. However, some opportunity for entrepreneurial manufacturing exists along the South Chicago Avenue corridor. The most likely format would be a small manufacturing center oriented to a mixture of small independent entrepreneurs. These types of manufacturing centers average about 20,000 square feet but can vary widely in size. Individual units within the center also vary in size, averaging about 1,000 square feet per leasable unit. Rents are typically low (estimated at \$8 per square foot) and often untraditional, with such features as barter arrangements. Potential tenants are difficult to categorize and may include startups as well as growing businesses that are related to arts and culture, consumer products and services, wholesale services, and product and building trades. Related industries may choose to cluster in one of these small centers where they may share employees as business waxes and wanes. These centers typically create a community of tenants and users that get together in common meeting areas; share services, experiences, and expertise; engage with nearby neighborhood activities; and interact with nearby educational and civic organizations.

A potential neighborhood site for a manufacturing center is the vacant commercial building on the southwest side of South Chicago Avenue between 72nd and 73rd streets, and the panel believes this opportunity should be explored. Training, service, business, and organizational links with the Comer Youth Center would increase the market viability of this type of industrial space. Job generation in a small-scale manufacturing center is limited; however, the manufacturing center's tenants typically offer entry-level jobs as well as entrepreneurial and vocational training for students and other residents who may be available for full- and part-time work. Such a center may also provide an opportunity to create a small café/bakery/coffeehouse related to one or more of the tenants, occupying donated space as a business amenity. Other potential uses include a bike shop, a



printer, wholesale or retail distribution, or small product assembly. Finally, tenants in the proposed manufacturing center could fulfill some of the procurement and supply needs of the Comer Youth Center as well as the nearby education and health care campus. Public incentives are available through the city's 6B real estate tax reduction program (50 percent reduction over 12 years) and vacancy affidavits program that reduces taxes if the building is not fully occupied.

Commercial Organic Greenhouses

Blight elimination and the reuse of environmentally challenged land is a key component in revitalization strategies for neighborhoods. Sites on South Chicago Avenue seen as an eyesore by community residents and other community stakeholders need amelioration.

Sites along South Chicago Avenue, such as one located at South Chicago and Greenwood Avenue, could effectively be repositioned for the development of a series of hoop houses. These greenhouses, which are elevated above ground level, eliminate the need for total reclamation of the site. As either an interim or a permanent use, these hoop houses would address the community's expressed desire for fresh produce, currently unavailable in the neighborhood.

Adjacent to the hoop houses, the panel proposes the establishment of an urban tree farm. Since 2005, the Comer Science and Education Center

has provided training to local residents on the care of community trees through its Tree Trimming Program. The establishment of a tree farm could be an extension of this program and a natural continuation of the Youth Center's focus on horticultural and environmental programs for the community. Both the hoop houses and the tree farm could provide entry-level training for small-scale commercial growers and business management, in conjunction with the manufacturing center.

A view down Greenwood Street at a site along South Chicago Avenue that could be repurposed for the development of commercial organic greenhouses.

Civic and Institutional Development

The combination of the Gary Comer Youth Center, Grand Crossing Branch Library, and Gary Comer College Prep, along with investments in the Revere Elementary School, has created the potential for education and civic amenities to serve as the engine for economic development and continued revitalization of the Revere community. The panel sees a unique opportunity to continue building on these uses with further civic investments. These opportunities include a gymnasium; a Wellness and Community Services Center; and a trade, vocational, and technical education and training facility.

The panel heard from many residents, including youth, of a pressing need for additional recreational facilities in the neighborhood. As suggested earlier, the panel recommends that a newly constructed gymnasium adjacent to the new high school campus be considered. At this

location, it could not only serve the high school but also support activities associated with the Youth Center and the community at large.

Wellness and Community Services Center

The panel determined that the Revere School Community has a strong need for a place that would increase civic engagement, provide health and social services, enhance the physical and mental well-being of the community, promote wealth building through financial literacy and housing counseling programs, and promote intergenerational activities through seniors' mentoring programs, art, theater, gardening, music, and sports-related activities. To address all of these desires, the panel recommends developing the Revere Wellness and Community Services Center.

Fronting on Hoard Park, this center would contain approximately 28,000 square feet on two floors, built to platinum LEED and architectural "2030" standards. In conjunction with construction of the center, the infrastructure of the existing outdoor play areas would be upgraded to include a splash park, a basketball court, a seating area, and a tot lot. Pedestrian-scaled pathways and sidewalk lighting would also be installed to enhance the safety of park users and the surrounding area.

The Wellness and Community Services Center would house a broad range of activities and services, which could include a wellness clinic, a center for seniors, a daycare facility, and homeowner counseling and job access programs. It would provide security for Hoard Park by providing "eyes on the park" and more pedestrian traffic throughout the day and into the evening.

A strong partnership should be established between the residents of Leigh Johnson Court Apartments, the homeowners surrounding the park, and the broader community to develop policies for operating the park and Wellness and Community Services Center. Stewardship programs for maintenance of the center and other green initiatives within the community are key to the long-term success of these assets.

Trade, Vocational, and Technical Training Facility

Trade, vocational, and technical schools have been on the rise throughout North America over the past decade. The Revere School Community is evolving to become an epicenter for lifelong learning. The addition of such a facility could provide a missing link in the continuum of education and training for residents who want to continue to higher education by acquiring the technical skills required for a career. Carpentry, plumbing, automotive technology, culinary, office administration, and hospitality programs are among those generally offered in these schools.

Although the panel did not identify a specific location for this facility, it suggests that locations close to the Gary Comer Youth Center and the new high school, along South Chicago Avenue, be evaluated. Such a location would provide opportunities for synergies with programs in these institutions, as well as the entrepreneurial manufacturing center proposed for the northwest side of South Chicago Avenue. One option might be to rehabilitate an existing building in this area on land owned by either CSEF or the city.

Arts and Culture

Arts and culture are an essential element for sustaining a community's self-image and substantially enhancing civic engagement. ETA Creative Arts Foundation, established in 1971, is a major cultural resource in the Chicago region recognized as one of Chicago's leading African American cultural performing arts institutions. Creating a stronger connection between ETA and the Revere neighborhood would benefit the community and the organization. The panel suggests that an outdoor gallery in Woodlawn Park, sponsored in partnership with ETA, could serve as a venue for local artists to display their art to the broader community and could provide an exciting outdoor venue for community activities. In addition, ETA training and performance development programs should be expanded in the Revere neighborhood, perhaps with offerings in the Wellness and

Community Services Center, to foster intergenerational activities.

Tourism venues identified by local residents include the Oak Woods Cemetery and Lee's Unleaded Blues, a local blues club. The panel was advised that Lee's Unleaded Blues is a historic and well-known venue for jazz performers. Each year during the Chicago Jazz Festival, hundreds of visitors travel to Lee's Unleaded Blues to hear blues and jazz performed by local and regional artists. The panel recommends that the community work with representatives from these institutions to leverage such attractions in ways that will enhance the community's image and bring dollars to the commercial establishments in the neighborhood.

The panel also found that the Revere School Community does not have a strong identity, which was evident from the fact that the panel heard a wide variety of names mentioned for the 15-block study area. Creating this shared identity, including settling on a name that residents and other stakeholders take ownership in, is an essential element of a revitalization strategy. This name and identity must emerge from a communal conversation in which a broad range of stakeholders participates. These conversations should take into consideration the history, traditions, and aspirations of the community, as well as its unique assets, including its strong educational focus and cultural amenities.

Pursuing Equitable Development: Translating Neighborhood Strengths into Jobs and Wealth Creation

Wealth creation—actions that build and protect the assets and net worth of low-income, low-wealth residents and institutions so they in turn may fully contribute to, participate in, and enjoy the benefits of a healthy revitalizing neighborhood—should be at the forefront of any investment strategy for the Revere neighborhood.

The small scale of the neighborhood and the limited amount of land available for commercial and industrial development, along with market conditions, provide natural limits on the amount



of job creation that can take place within the neighborhood. However, opportunities for wealth creation abound. These wealth-creating opportunities are the product of the neighborhood's strong educational assets; the South Side's historic and emerging economic strengths in food processing and distribution, health services, and manufacturing; and the commitment of local business and civic leaders to improve the lives of neighborhood residents. These assets can be configured in multiple ways. The specific configuration of assets is less important than a defined and coherent strategy around which planning and action can proceed.

Each of the strategies discussed below shares two key characteristics: (a) development of a network of entrepreneurial assets aimed at providing local residents with the skills and tools to identify and act on business opportunities, and (b) successful implementation that will enhance labor-market skills and experience of residents, both of which are portable assets that residents can use in any place at any time.

The network of entrepreneurial assets can be developed around assets that are already in place or that could be easily created. Across the country, urban high schools, both vocational and college preparatory, have introduced

A historic blues venue open Friday through Sunday, Lee's Unleaded Blues is well known among music-loving Chicagoans and attracts hundreds of visitors every year during the Chicago Jazz Festival.

curricula on youth entrepreneurship, often with great success. Gary Comer College Prep could fold entrepreneurship training into its curriculum while enhancing rather than compromising its larger mission. A second key part of the entrepreneurship cluster will be incubator space where budding entrepreneurs can develop their first, likely small-scale, businesses. The panel proposes one or two of the spaces in the proposed small-scale manufacturing space be set aside for local entrepreneurs. This arrangement could be made formal and permanent if foundation money were used to develop the center.

When successful, the network of entrepreneurial assets will address a key issue in Chicago and across the country—the need to foster the growth of minority-owned businesses. Across the United States, small businesses have been a critical source of wealth creation. A strong fabric of minority-owned businesses will support wealth creation in minority communities as well as enhanced job opportunities in the communities where these businesses operate and where their owners live.

The network of entrepreneurial assets can be applied around clusters of related neighborhood opportunities. Focused application will allow identification of the full range of potential skills

development, and job and wealth creation strategies. Some potential cluster strategies include the following:

- Food cluster will leverage the area's legacy of food processing and distribution, neighborhood interest in a small café/bakery in the neighborhood, and the proposed community greenhouses and gardens, which could sell directly to the café.
- Health services cluster will leverage the planned Access Community Health Center and the proposed Wellness and Community Services Center; the cluster could develop a niche around senior health and wellness.
- Small-scale industrial activity will leverage the South Side's historic strengths in manufacturing; strong models in Chicago of small-scale, sustainable manufacturing; and the supply of trained students eager for work experience who will come out of the proposed vocational school.

Planning and Design

The Revere School Community is strongly defined by rail corridors on elevated embankments and the south edge of Oak Woods Cemetery's uninterrupted concrete wall. It is organized by a fine-grained grid of public local streets and blocks with alleys. The majority of the 42-acre study area is occupied by residential uses, with a strong complement of educational and community or public facilities. A significant open space, Hoard Park, occupies a central location within the residential area. Limited commercial activity centers on South Chicago Avenue, the main southeast-northwest corridor for private vehicles, trucks, transit buses, and bicycles travelling through the study area. Within the neighborhood, traditional residential structures in average to good condition dominate visually. Contemporary architectural expression and one garden apartment complex are the notable exceptions. Vacant commercial buildings and vacant lots are scattered throughout the study area, and although they are somewhat prevalent, they tend to be secure, well maintained, and free of trash.

Framework for Recommendations

Planning and design recommendations follow the market assessment and development strategy recommendations of the panel and respond specifically to several of the framework principles developed through the panel's investigation:

- Reclaim the heart of the neighborhood.
- Transform the "edges" of the neighborhood into the "front doors" of the neighborhood.
- Make walking and playing safe again.
- Integrate sustainable neighborhood principles.

South Chicago Avenue, Gary Comer College Prep, and Cottage Grove Avenue

Wide streets, a six-corner intersection, and a high volume of vehicle traffic describe the location of Gary Comer College Prep. Many of the panel's suggestions are based on creating people-friendly landscapes and encouraging pedestrian traffic.

South Chicago Avenue

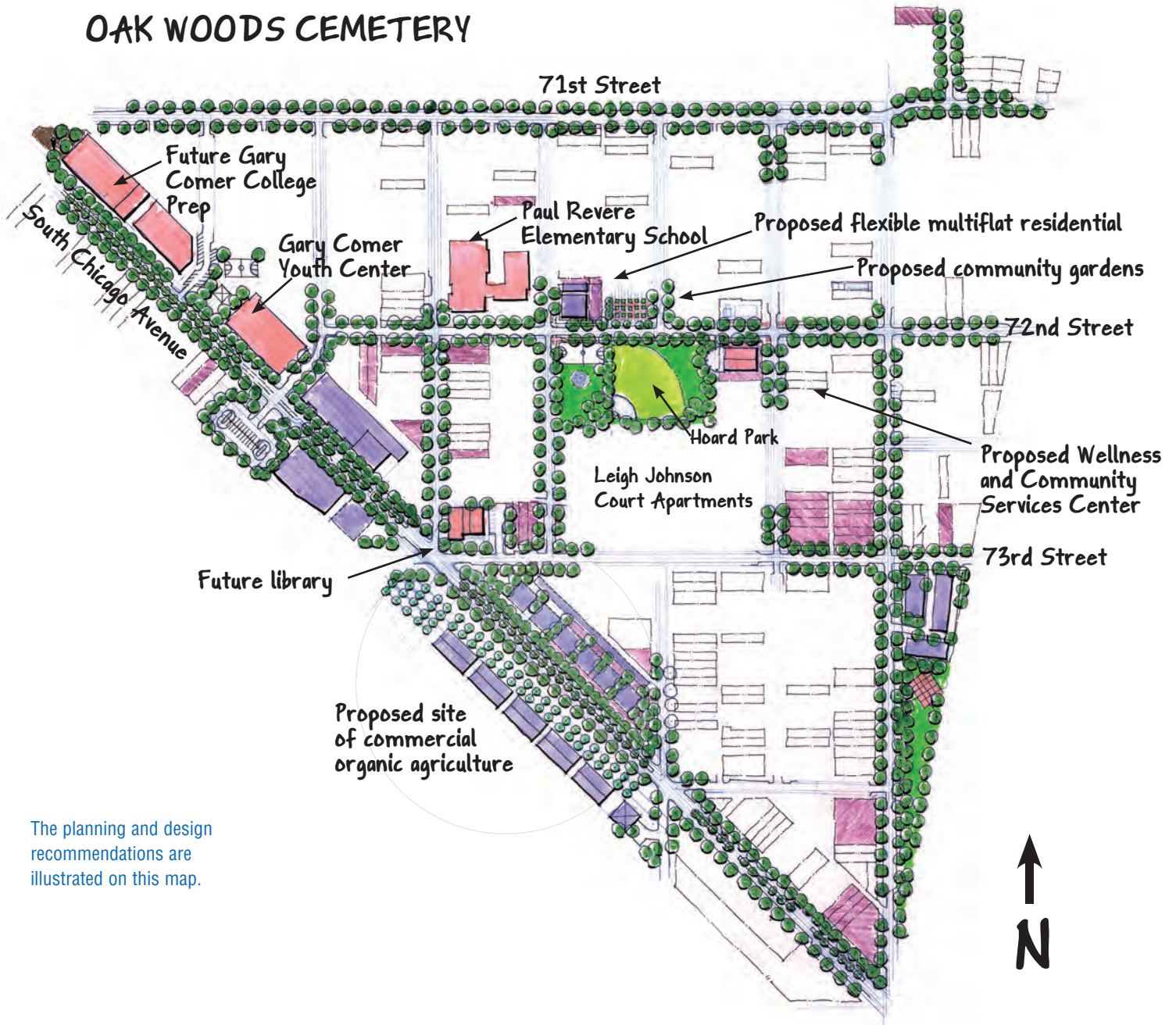
Consistent with the market potential and recommended development strategy the panel identified for the South Chicago Avenue corridor, the panel recommends that South Chicago be reconfigured with a "road diet," or a decrease in impermeable pavement, as illustrated in the cross section on page 33.

Within the current right-of-way, this reconfigured corridor would provide multiple benefits:

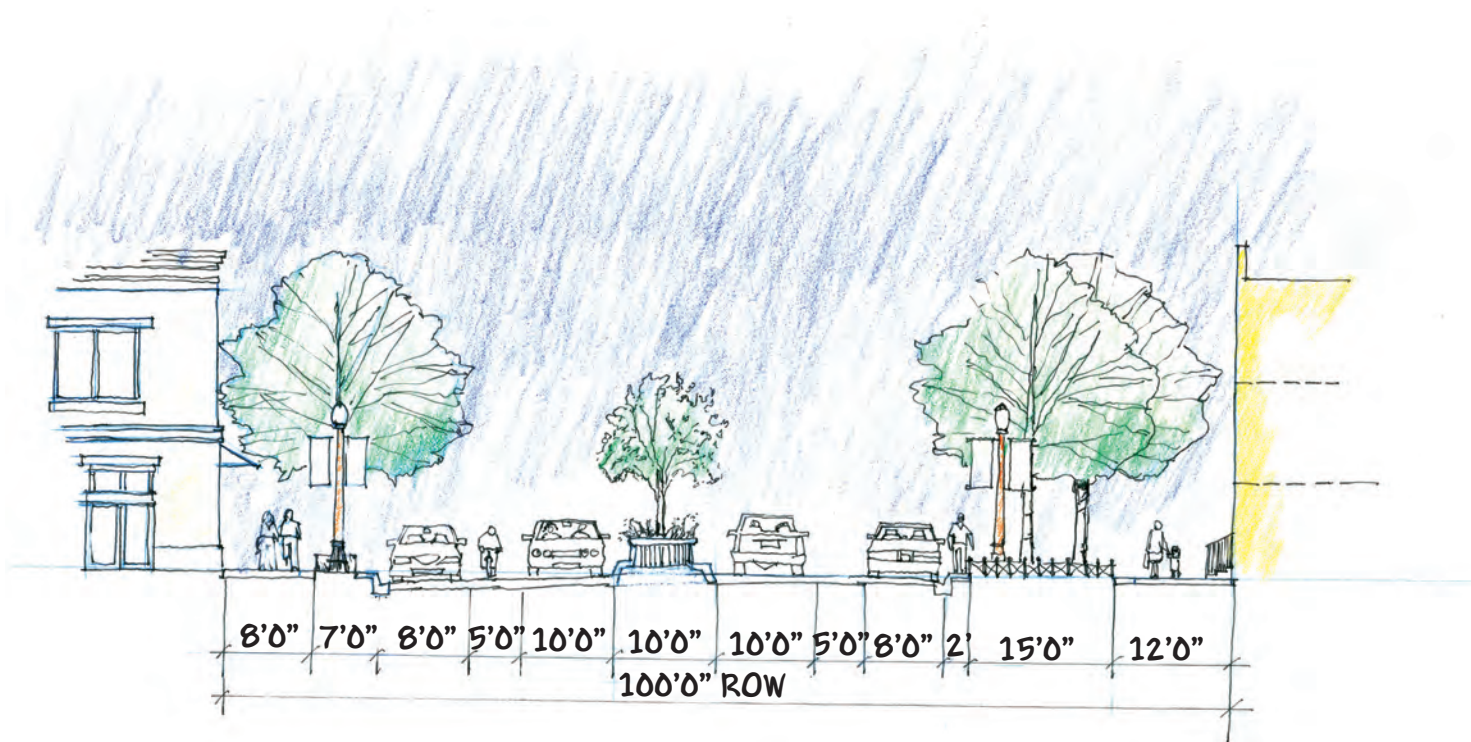
- Continue the thoroughfare of South Chicago Avenue that serves as a regional connector north and south of the study area, including bicycle lanes.
- Provide a calmer, slower-speed streetscape with wide planting areas on the sides of the avenue, especially to support pedestrian-oriented civic, educational, and other uses.
- Reduce the area of impermeable pavement and add up to four rows of street trees, providing a sense of enclosure for pedestrians and a shade canopy as mitigation against urban heat island effects.
- Create opportunities for natural stormwater management facilities, such as rain gardens.

The panel recommends the following design guidance for new development on vacant

OAK WOODS CEMETERY



The planning and design recommendations are illustrated on this map.



parcels and redevelopment along South Chicago Avenue:

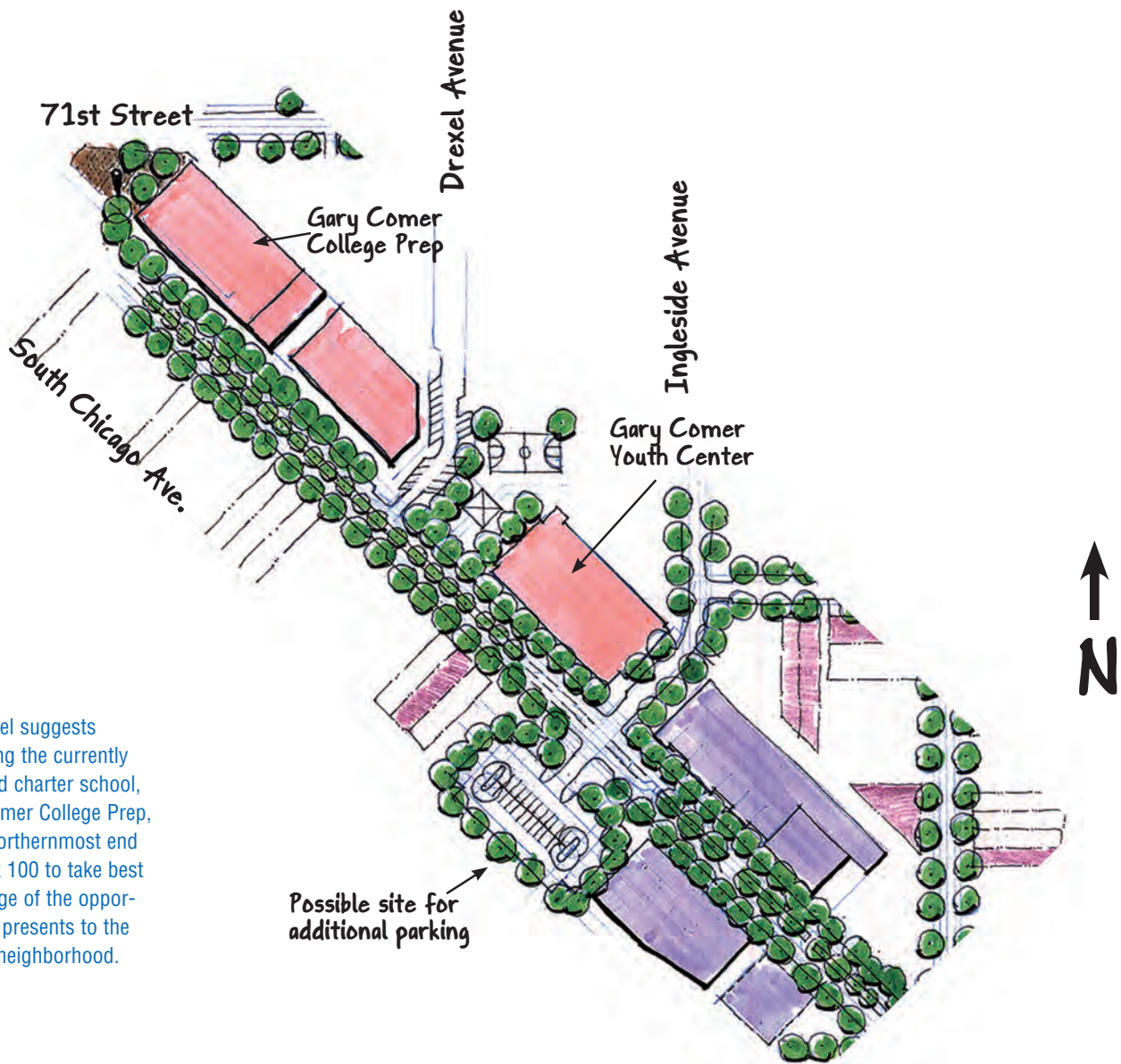
- Prohibit new driveways or curb cuts; instead provide on-site parking and parking access via alleys and intersecting streets.
- Build adjacent to the property line; avoid setbacks from the street.
- Locate primary entrances on South Chicago Avenue, not facing parking areas.
- Design active and transparent ground floors with windows, glazed entries, and displays at street level.
- Use a variety of durable materials that reflect the existing material palette; provide interest and pedestrian-scale features to the streetscape environment.
- Eliminate and avoid drive-through or drive-up retail or commercial.
- Provide a consolidated parking area for the Gary Comer Youth Center and Gary Comer College Prep on the west side of South Chicago Avenue, which would be served by a signal-controlled, all-way “scramble” crossing at Ingleside.

Gary Comer College Preparatory—a Campus of Noble Street Charter School

Gary Comer College Preparatory will add approximately 40,000 square feet of new secondary educational space. The panel recommends that, to maximize the possibilities for success and the opportunity it presents to the neighborhood, a variation from the current site plan be explored in detail. The rationale for considering a site plan modification arises from reviewing the (undated) site plan, which presents an interrupted street-wall on South Chicago Avenue with a large surface parking lot. This configuration erodes the gateway intersection at 71st Street and Cottage Grove Avenue by placing the building mass halfway between the existing Youth Center and 71st Street. Therefore, the panel recommends a thorough testing of an alternate configuration.

Specifically, the panel recommends studying the feasibility and effects of locating the high school structure (as currently designed) at the northernmost end of Block 100 along South Chicago Avenue, with an active urban hardscape plaza entry at the 71st and Cottage Grove intersection. In this option, a newly constructed gymnasium associated with the charter school, up to 40,000 square feet, would be located on

A cross-section example of South Chicago Avenue, reconfigured with reduced impermeable pavement and modifications to promote bicycle and pedestrian traffic.



The panel suggests relocating the currently designed charter school, Gary Comer College Prep, at the northernmost end of Block 100 to take best advantage of the opportunity it presents to the Revere neighborhood.

the south side of the new building, and 70-plus parking spaces would be provided across South Chicago Avenue at Ingleside Avenue on a vacant lot controlled by CSEF.

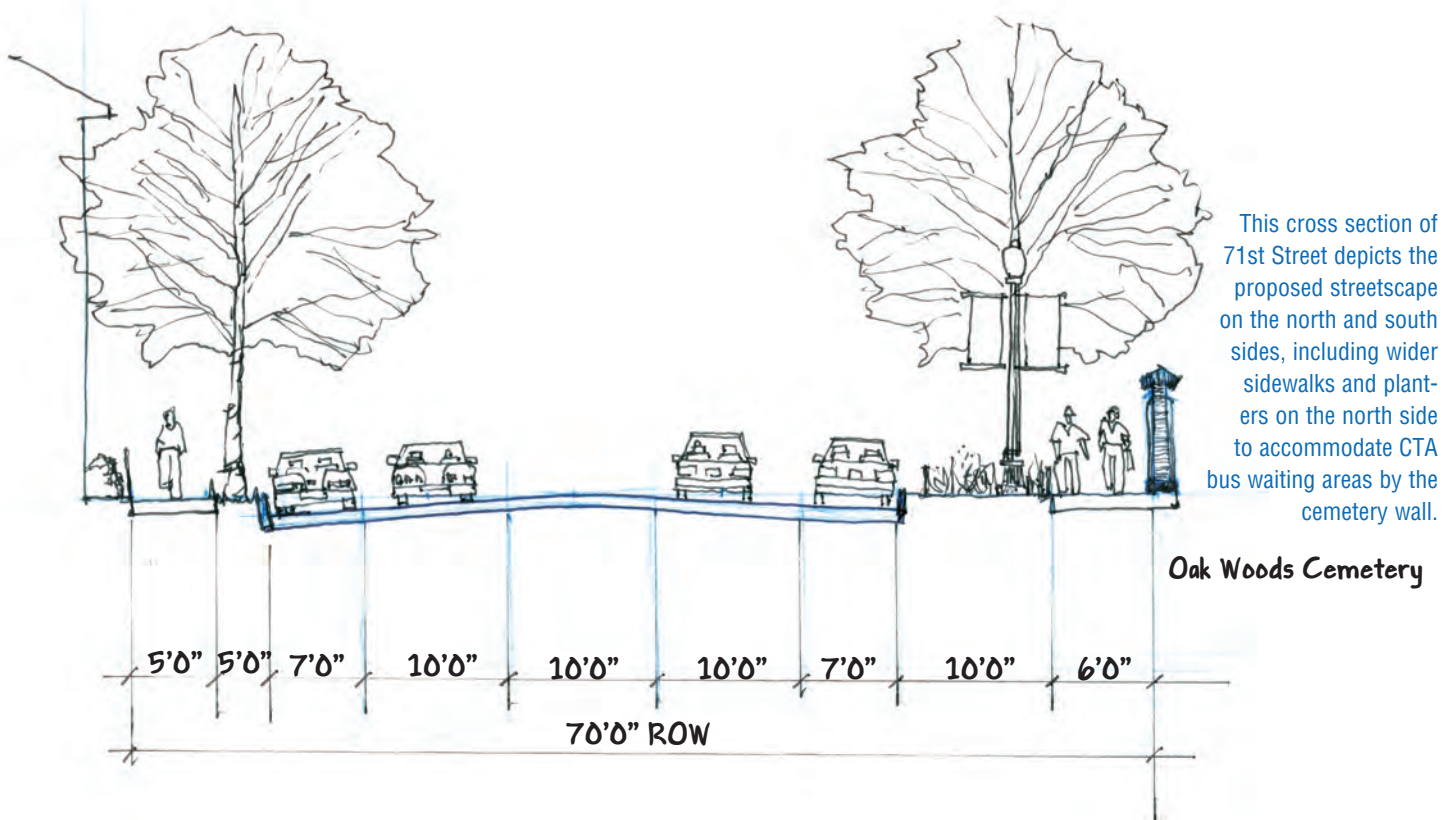
Cottage Grove and South Chicago Avenues Intersection

Identified by stakeholders as a major entry point to the neighborhood, the five-point intersection of 71st Street, South Chicago Avenue, and Cottage Grove Avenue currently does not provide a coherent image or suitable entry. The panel recognizes that the design of new development at this location will be a key ingredient in creating a stronger and more coherent identity and entry into the neighborhood.

In addition, the panel recommends that the Chicago Department of Transportation (CDOT) commission a detailed conceptual engineering study for this location, including evaluation of a roundabout. A roundabout is a circular intersec-

tion where traffic approaching a major intersection flows around a center island. Roundabouts can be safe and efficient. Because vehicles entering the roundabout are required to yield to traffic in the circle, more vehicles can move through the intersection with less delay. The design of roundabouts also accommodates the turning radius of large vehicles, such as semi-trucks and buses.

Currently, an evaluation study of corridor alternatives is underway for a potential streetcar along Cottage Grove Avenue, to serve major South Side employment destinations and to connect neighborhoods to regional Chicago Transit Authority (CTA) lines. Notably, a streetcar served this corridor in the past. The panel recommends that the current study area boundary be extended south to 71st Street for two reasons. First, a streetcar extended to 71st Street could enable Revere neighborhood residents to reliably access the CTA Green Line terminus at 63rd Street. Second, a streetcar line



terminus at 71st Street would add an entryway element to the neighborhood and provide a contemporary reconnection to the greater South Side with a historic, neighborhood, “form-giving” element.

71st Street

While 71st Street provides primary east-west access through and defines the northern edge of the study area, its current configuration does not provide a positive set of “front doors” into the neighborhood. The panel recommends three complementary strategies to improve the experience of 71st Street for pedestrians and to improve the presentation of the neighborhood along this significant edge.

- Remove the barbed wire-topped solid concrete Oak Woods Cemetery wall. Reconstruct it with reclaimed brick from building deconstruction projects, providing improved visual connectivity while maintaining security for cemetery operations. The new wall should be designed with variation in height over a solid masonry base. It should be topped with ornamental ironwork and include modulation that creates pedestrian scale and interest.

- Modify the street section of 71st Street to provide tree lawns on both the north and south sides, with wider sidewalks and planter areas on the north side to accommodate CTA bus waiting areas against the cemetery wall.
- Develop design guidance for private development along the street. Any redevelopment or significant modification of residential properties on 71st Street should include primary facades and entries facing 71st Street, where appropriate.

The Oak Woods Cemetery concrete and barbed-wired wall along 71st Street creates a harsh visual disconnect from the adjacent area to the north.



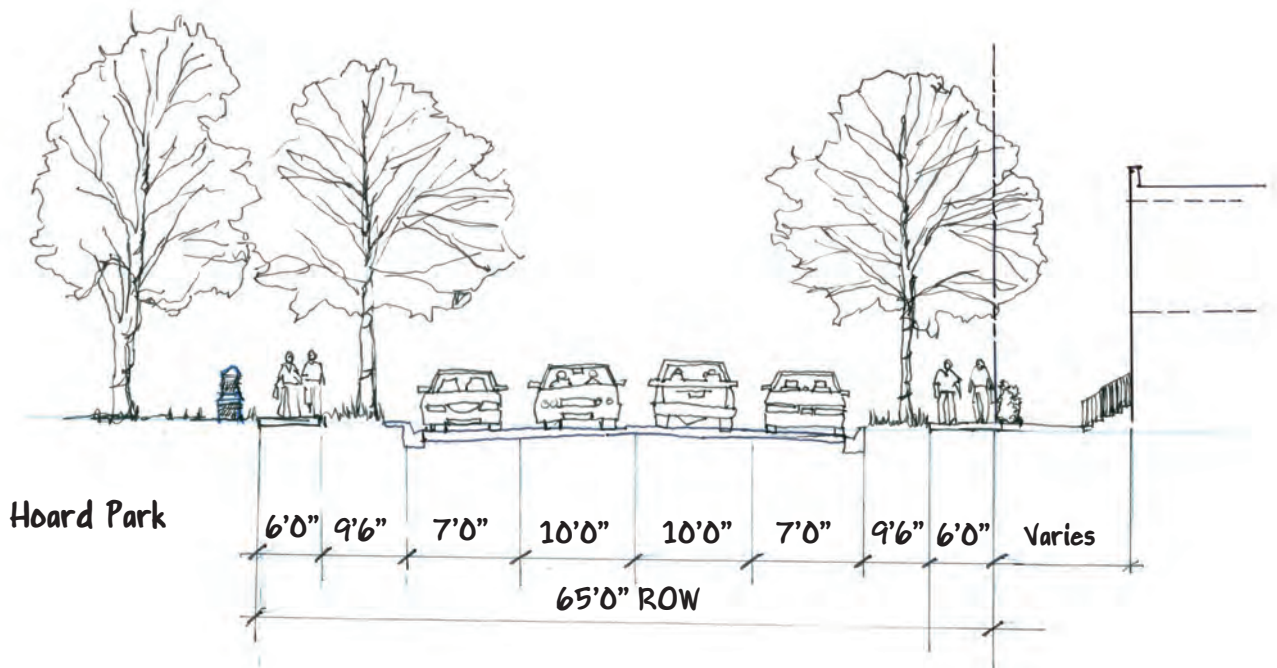
72nd Street Corridor

The 72nd Street corridor is anchored at the west by the Youth Center and extends east to the Metra rail line. Along with the addition of the proposed Wellness and Community Services Center just east of Hoard Park, the panel proposes other design improvements, including curb extensions at intersections to reduce street crossing distances and the addition of pedestrian-scaled streetlighting and street trees. By narrowing the crossing distance at intersections with curb extensions, the existing traffic circles become redundant and should be removed.

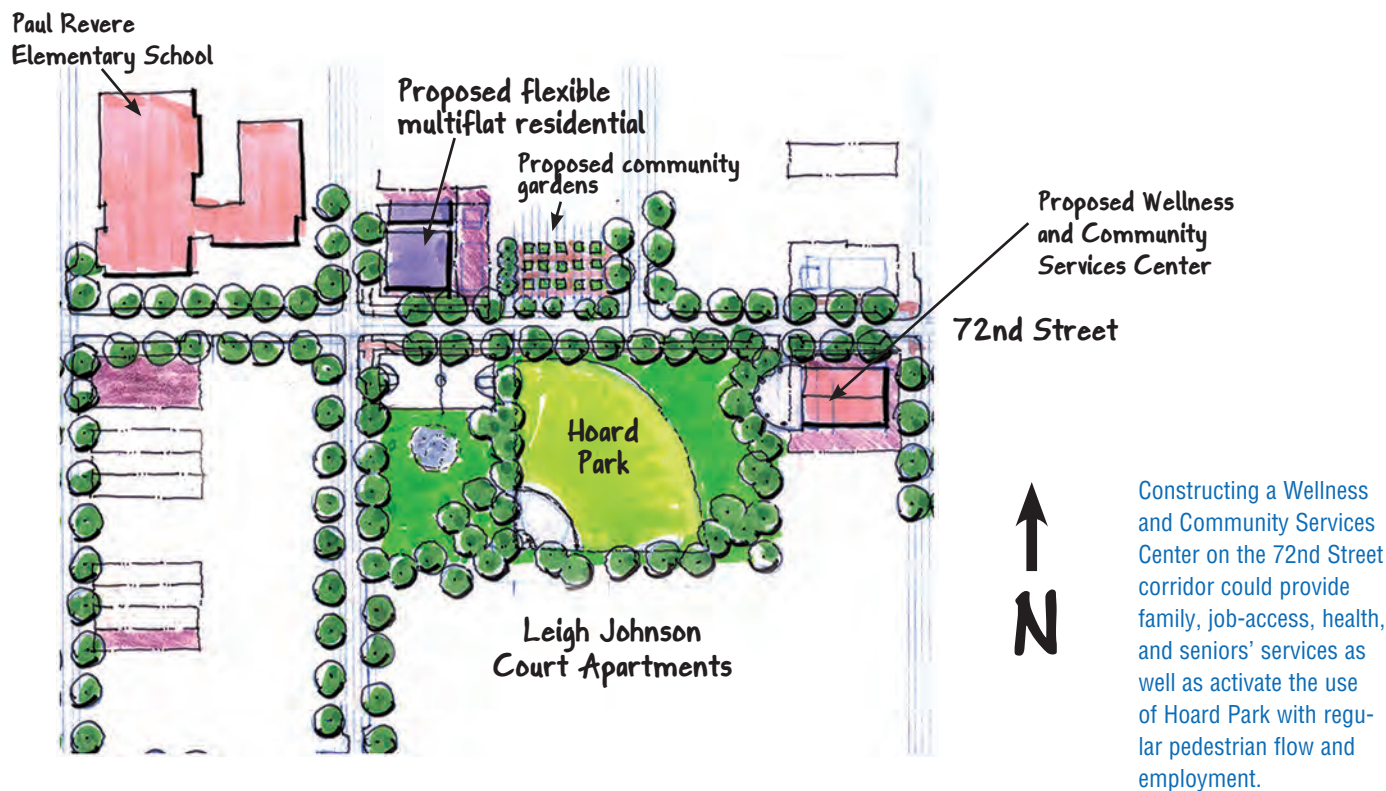
The panel also recommends that, as demand dictates, the assembled vacant parcels fronting 72nd Street be developed with new, three-story, flexible multiflat residential buildings with ground-related units and multiple entries. This type of development will provide “eyes on the street” and enhance the sense of safety provided by passive surveillance and residential

activity along the corridor. One of several community gardens could also be located on vacant land across 72nd facing Hoard Park and adjacent to such new multiflat buildings. Retrofitting the existing Revere School parking lot at 72nd Street and Ellis Avenue with a green roof or solar photovoltaic array would reinforce the community’s educational and environmental aspirations, as well as adding interest to the streetscape.

To support the vision of the 72nd Street Corridor with community-serving destinations, the panel recommends a Wellness and Community Services Center as the location for the desired community services (a need expressed by many residents and other stakeholders) and intergenerational interaction and gathering. The panel recommends placing such a center comprising approximately 28,000 square feet on two levels on vacant CSEF land immediately northeast of Hoard Park. Locating this range of important community-serving uses in the heart of the neighborhood serves two complementary objectives:



A cross section of 72nd Street depicts design improvements that include curb extensions, streetlighting, and street trees.



- Providing a “one-stop shop” portal to health and wellness services, early childhood education and child care, family support, job-readiness and -access services, and services for seniors; and
- Activating Hoard Park with regular pedestrian flow and a diverse assortment of regular users, such as program employees and visitors.

To the extent that events and programs (such as evening nutrition or prenatal classes, job-coaching sessions, seniors’ programs) occur beyond daylight or regular business hours, that activity will further enhance the viability of Hoard Park for desirable activities and invite greater use by the community.

Open-Space Network, Green Infrastructure, and Hoard Park

The panel proposes an integrated green infrastructure strategy, characterized by a neighborhood open-space network, which will complement and connect the neighborhood to the larger South Side Chicago park, recreation, and open-space facilities outside the neighborhood that include golf courses, beaches, trails, sports complexes, and other major regional open-space resources.

Hoard Park

The panel recommends several on-site improvements to Hoard Park, the most significant public open space in the Revere School Community. These improvements include reconstructing the infrastructure of the existing outdoor play area, including the splash park, basketball court, baseball diamond/sports field, seating area, and tot lot. To support increased, appropriate uses of the park by the community and visitors to the Wellness and Community Services Center, the panel recommends installing pedestrian-scaled pathways and sidewalk lighting to enhance the visibility of the park, Leigh Johnson Court Apartments, and adjacent streets.

Open Space and Green Infrastructure Network

Beyond Hoard Park, the panel recommends a set of strategies to enhance and leverage the existing open-space network of parks, gardens, outdoor galleries and plazas, bicycle lanes, and sidewalks on public streets. These strategies should serve complementary objectives, including simple enjoyment and social interaction, public health benefits of active living, education, vocational training and green job readiness, and improved environmental performance.

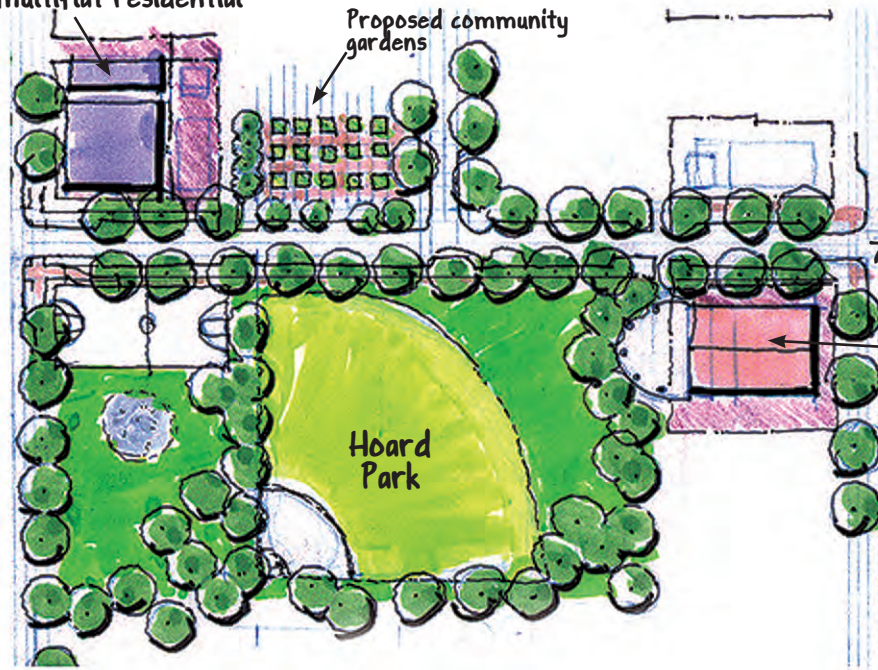
The panel recommends that integrated design objectives to improve the design and livability

Proposed flexible
multi-flat residential

Proposed community
gardens

72nd Street

Proposed Wellness
and Community
Services Center



The panel recommends reconstructing the infrastructure of Hoard Park to support increased use. These recommendations include enhancing the splash park, basketball court, baseball diamond, and seating area as well as installing pathways and sidewalk lighting.

of the neighborhood include comprehensive efforts such as the following:

- Reducing impervious pavement and using natural drainage conveyance and infiltration strategies to improve stormwater quality and reduce runoff volume;
- Adding significant tree canopy to reduce urban heat island effects;
- Developing green roofs and solar electric photovoltaic arrays on opportunity sites such as garages, canopies, and new buildings; and
- Using organic gardening and natural landscape management techniques in conjunction with training and public education programs.

Key elements in creating and maintaining a healthy community include stabilizing existing parks and open space and incorporating a constellation of community gardens connected by pedestrian-prioritized streets and bike lanes.

Vacant Lot Stabilization Program

Vacant lots within the study area should be cleared of litter, seeded with grass, fenced, and maintained over time. These lots can be incorporated into the city's stormwater management strategy, dedicated to permanent open space, used for both active and passive recreation, or secured for future development.

Community Gardens

Creating and maintaining community gardens throughout the Revere School Community is a nonthreatening intergenerational activity that promotes wellness and saves residents money on food purchases. Existing open space or lots slated for demolition should be evaluated to determine the level of interest and capacity of the residents for this use. Gardening workshops could be offered in cooperation with the Chicago Park District to encourage broader engagement in these community gardens, and weekly markets could be organized where residents could sell surplus produce and other handmade products. The panel also recommends that the tree-trimming program established by CSEF in 2005 be continued.

Multipurpose Outdoor Recreation

The panel heard residents, clients of the Youth Center and Noble Street Charter High School, and other stakeholders identify the need for a multipurpose outdoor recreation facility that would include a baseball or softball diamond as well as facilities for track and field programs. This proposed use is a natural extension of the sports and wellness activities at the Youth Center. Currently, the only available outdoor space is at Hoard Park. A general feeling seemed to prevail that although this park is used, it does not have sufficient space or facilities to meet the commu-

nity's needs. Staffing for equipment loans, recreation program instruction, and similar program support—for both Hoard Park and the new outdoor facility—could be housed in the new Wellness and Community Services Center.

Woodlawn Avenue and the Triangle

To take advantage of Woodlawn Avenue's excess right-of-way width, the panel recommends using signage to identify a bicycle route along the avenue. Similarly, the panel recognizes the need to strengthen the pedestrian connections between the Grand Crossing Branch Library, Hoard Park, and Revere Elementary School on Ellis and Dobson streets. Improvements should be undertaken on those streets to promote pedestrian and bike transit to coincide with the branch library's opening. This route should be a part of an established, neighborhoodwide, signed route with distinctive walking stations and clear demarcation to promote exercise and community engagement.

Several existing programs in the area could serve as partners to activate newly acquired open space in the area. One example is the ETA Center, a major cultural resource for the preservation and perpetuation of African American arts, located along South Chicago Avenue, just southeast of the Metra crossing. The "Development Strategies" section of this report contains the panel's suggestions for how ETA could become engaged in this open space.

Transit Access

The Revere community's public transportation services include Metra commuter rail, with the Grand Crossing station at 75th Street and South Chicago Avenue, and CTA bus routes number 30 and 75. Community residents and employees at the Youth Center routinely use the CTA bus routes. Students and employees at the new high school are also expected to use these bus services. Metra ridership is extremely low; however, the panel learned that, in recent months, ridership has increased somewhat.

The Grand Crossing Metra station has experienced years of disinvestment. Recently, transportation

funding was made available to stabilize the rail infrastructure at the viaduct crossing. The repair and replacement of the infrastructure is a first step in a revitalization program intended to attract ridership, enhance the streetscape, link the ETA facility and its expansion to the community, and create a safe, walkable, pedestrian-friendly entrance into the Revere School Community.

Although the panel does not endorse development of a multimodal facility at Grand Crossing, the panel believes this station is a significant entrance into the community and an element integral to its success. The panel recommends a variety of transit access enhancements to improve the Metra station and surrounding area to make it more accessible, attractive, and safer. These enhancements include the following:

- Create a neighborhood identity by using the facade of the viaduct to announce the community or identify the station.
- Make the entryway safer and more inviting by installing environmentally friendly lighting, restoring the sidewalks leading to the station, and considering moving the entrance from under the viaduct to a main transportation corridor.
- Provide off-street parking along Woodland Avenue.
- Make the station more serviceable by providing bicycle racks and installing a kiosk that provides train schedules, newsprint, and sundries.
- Develop a maintenance agreement between the Revere community, Metra, and CTA.
- Market the Grand Crossing station as a resource to provide access to citywide and regional job opportunities.
- Seek a community grant from the Regional Transportation Authority (grants from \$50,000 to \$200,000 are available) to study Metra and bus service in the area.

Implementation

The panel believes that to take the Revere community's revitalization vision and strategy to the next level, additional collaboration and coordination are needed among stakeholders, including residents, governmental agencies, local businesses, and the nonprofit and philanthropic sectors. This partnership would play the central role in refining the vision for the community; articulating implementation strategies; identifying, assembling, and directing resources; and soliciting and integrating feedback on an ongoing basis. If successful, this partnership could provide a replicable model for neighborhoods across the United States.

Organizational Capacity

The panel proposes that community stakeholders form a broad, coordinated partnership that can more effectively leverage resources, including the contributions of the Comer Science and Education Foundation. Given the community's small size relative to other neighborhoods, residents will find speaking with one voice to funders, elected officials, and city agencies especially important. Decision makers will expect a unified vision; they will not want to allocate scarce resources to a fragmented community without the cohesion to follow through or where radically differing views of the community's future hinder project execution. Elected and appointed officials will require some surety that the views put forth represent a broad consensus.

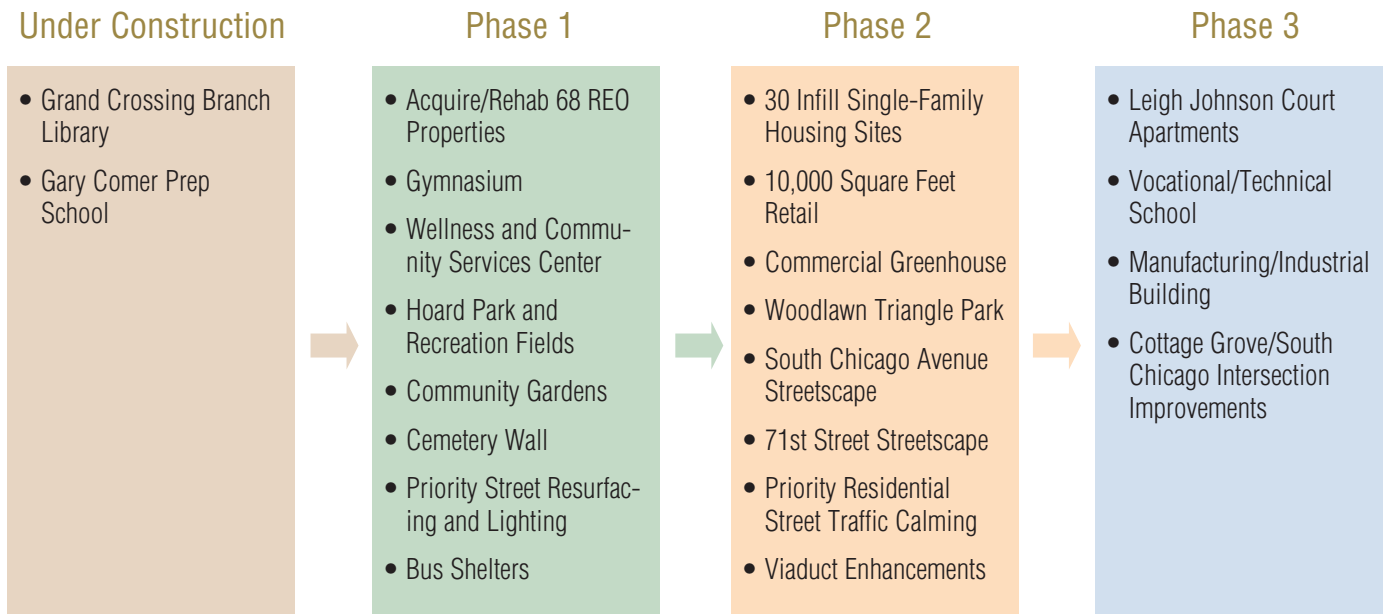
Generating the organizational capacity within the community to take on key roles in the development and implementation of community plans will also be important. As illustrated in the accompanying phasing plan, many of the proposed projects and programs will require active community participation to be fully successful. In addition, a duly constituted nonprofit

community-based organization (CBO) will be able to apply for and receive funds directly from funding entities that do not accept applications from for-profit entities.

A more informal organizational structure may suffice for achieving some of these objectives. However, this forum could be created by area block associations, Revere Cares, the South Oakwood Brookhaven Neighborhood Association, and other civic organizations coming together either under the Revere Cares umbrella or under the auspices of a new, inclusive organization, which would be able to speak with a unified voice in support of a community development agenda and a funding and financing strategy. It may be appropriate for each entity to maintain its autonomy and separate mission outside the consortium but to join for implementing an agreed-upon community-based agenda.

This approach can be carried even further if, on a case-by-case basis, the community acts as a partner in a development project. This local development corporation (LDC) concept has worked well in other neighborhoods across the country. The panel recommends that a knowledgeable, neutral convener, with deep experience in the formation and operation of CBOs be called upon to bring the parties together, to lay out the pros and cons of these options, and to guide the stakeholders through the development of a blueprint for moving forward, perhaps taking a phased approach. One model for this approach would be the formation of New York's West Harlem Development Corporation, an LDC that gained capacity and generated a permanent structure with support and technical assistance provided by the Local Initiative Support Corporation (LISC). The panel suggests that the Chicago LISC might be called upon to play a similar advisory role.

Potential Phasing Strategy



The aim here is to build knowledge and capacity within the community so that community voices are integral to future discussions. After these threshold decisions are made regarding organizational structure, the panel believes that hiring an experienced full-time program manager who will serve as the link between a volunteer board and the array of other stakeholders, funders, and governmental agencies will be critically important to secure funding.

The panel also proposes that relevant city and state agencies and the Office of the Alderman come together as a Revere Community Working Group to plan for and coordinate the public dollars and processes that are brought to bear to support the Revere area development process. This working group would work closely with the Revere community CBO and the Comer Science and Education Foundation to ensure ongoing coordination between public and nonprofit actors. City agencies forming part of the working group would include, but not be limited to, the following:

- Department of Community Development (DCD): DCD already provides project management support for community development activities, manages many of the city's financial incentive programs for redevelopment, and now incorporates the Office of Workforce Development. The panel recommends that DCD work closely with the proposed community-based entity to finalize the recommended development strategy, which may require amendments to the approved TIF Redevelopment Plan for the Revere School Community.
- Department of Zoning and Land Use Planning: This department will be needed to make recommended zoning text or map modifications proposed by the panel and the community over time. The department also includes the Sustainable Development and Park Planning Division, which should provide technical expertise to the community for its redevelopment efforts.
- Chicago Public Schools: Chicago Public Schools should continue and expand its partnership

A phasing strategy for implementation of the panel's recommended improvements. See appendix (page 49) to view these strategies in greater detail, including potential roles and responsibilities of specific entities and possible financing tools.

Paul Revere Elementary School is an anchor for education in the Revere School Community.



with the community and CSEF to ensure that investments in the Revere Elementary School and Gary Comer College Prep are complementary and leveraged effectively.

- Chicago Park District: The park district will be instrumental in implementing the proposed improvements to Hoard Park and creating the Woodlawn Triangle Park, in partnership with the local community.
- Chicago Department of Transportation: CDOT is responsible for maintaining city streets and sidewalks within the neighborhood and for the programming and implementation of recommended enhancements to the public realm as proposed in this report. CDOT also plays a role in prioritizing proposed major transportation enhancements, such as the South Chicago Avenue streetscape plan, for which the city may seek funding from the state or federal governments.

As the elected official closest to the community, the alderman can be an effective champion and educator assisting the community in navigating governmental bureaucracies and monitoring the response of city agencies. She also serves an important role in ensuring that CSEF investments are appropriately leveraged and that the city con-

tinues its stewardship as the foundation inevitably transitions into new philanthropic endeavors.

Resources for Implementation

Successful redevelopment requires both organizational capacity and financial resources. The recessionary economic climate provides significant challenges in private capital markets, as well as targeted opportunities to tap into new funding sources from the federal government. The panel believes that successful implementation of the Revere School Community redevelopment plan will require a coordinated strategy to leverage financial and other resources from private, philanthropic, and government sectors. These resources are described in the following sections.

An Asset Management Strategy for CSEF

Since 1991, the Comer Science and Education Foundation has invested nearly \$100 million in the Revere School Community, including \$5 million to \$7 million in improvements at Paul Revere Elementary School, the \$33 million Youth Center, approximately \$4 million in homebuyer assistance, and funding for numerous education, youth, and community programs.

Currently, CSEF is partnering with Noble Network Charter Schools to create a new charter college preparatory high school (Comer Prep) in the Revere community. Comer Prep, slated for completion in 2010, will cost approximately \$22 million. CSEF will invest approximately \$15 million of these funds as part of a New Market Tax Credit (NMTC) deal with the Chicago Development Fund. The prep school will serve the entire Revere community as well as bring other high school students from the South Side into the neighborhood as stakeholders in its future development.

In addition to the major investment in the prep school, CSEF has acquired and assembled approximately 7.5 acres of vacant land throughout the Revere neighborhood. Currently, the foundation through its Revere Community Housing Development affiliate has plans to redevelop the remaining 30 parcels into for-sale single-family homes. Initially, this third phase was expected to provide market-rate housing targeted to households at 80–100 percent of AMI; however, current market conditions may require subsidy of up to \$50,000 per unit to make these homes affordable to households at 60–80 percent of AMI, consistent with Revere Community Housing Development's second-phase homes.

CSEF's considerable investment in and contribution to the Revere community is recognized as a pivotal element for change in the successful improvement of the neighborhood. To ensure that the legacy that Gary Comer began so many years ago continues, the foundation must develop a long-term investment strategy for assets it currently holds as well as any anticipated future investments.

To support lifelong learning:

- The foundation should create a detailed strategy, which may include an endowment, for the long-term operating needs of the Youth Center.
- When Gary Comer College Prep is operational, an explicit plan for future commitments should be agreed upon with Noble Network Charter Schools and other stakeholders.



Gary Comer College Prep—a campus of Noble Street Charter School—is slated for completion in 2010 and will serve the entire Revere School Community.

- To the extent that opportunities exist to re-establish a relationship with Revere Elementary School, a mutually agreed upon program of capital or operating investments, coupled with a defined working relationship and expected outcomes that will help ensure the long-term success of the school in the neighborhood, should be developed, in keeping with the foundation's overall lifelong learning goals for the Revere School Community.
- The foundation should further explore the demand and opportunities for a trade, vocational, and technical training facility and assess the role, if any, it would like to play within the Revere community.

To leverage real estate holdings:

CSEF currently controls approximately 7.5 acres of vacant land in the Revere School Community. This land includes 30 scattered homesites, as well as land along South Chicago Avenue, on Woodlawn Avenue, and on 72nd Street. In all cases, the foundation is ultimately committed to disposing of or developing this land to benefit the long-term viability and growth of the community. The panel recommends that the foundation create a master plan for its larger landholdings on South Chicago Avenue, Woodlawn Avenue, and 72nd Street that takes account of the panel's recommended land uses throughout the study area. This master plan would evaluate potential programs, partnerships, and phasing for these future developments. The panel recommends the foundation consider the following uses for its real estate assets:

- *Infill housing lots:* The panel believes that additional new construction, particularly in a context where nearly 70 neighborhood homes

are in foreclosure, may result in an unintended consequence of destabilizing existing home values. Therefore, the panel recommends that any near-term investment in residential redevelopment focus on the foreclosed homes in the community that may be acquired, rehabilitated, and marketed for sale or rental at lower price points with assistance from HUD's Neighborhood Stabilization Program. Furthermore, the panel recommends that additional newly constructed homes should not be subsidized until the housing market recovers or potentially only built when they can be sold at market prices. To the extent CSEF has committed funds to subsidize new housing production, the foundation should consider reallocating these resources to rehabilitation of existing housing stock, foreclosed or otherwise. Any decision to build additional new homes should be deferred until demand in the housing market returns, which may take several years. When this occurs, CSEF should continue to work with Revere Properties, LP, on the development of these properties. In the interim, the foundation should retain these properties and use them as community gardens or for other flexible uses.

- *Woodlawn Triangle*: Ultimately, CSEF land in the Woodlawn Triangle should be used for residential development, when the market is ready. In the interim, other uses, compatible with the adjacent new park, should be considered.
- *South Chicago Avenue*: These parcels should be developed with uses that support the other institutional, retail, and commercial uses that the panel has proposed in this corridor. One possibility would be a trade, vocational, and technical school. The foundation should consider further acquisition of lands along the Block 120 parcel to enhance its existing landholdings. The land closest to the Metra corridor along South Chicago Avenue may offer a longer-term acquisition opportunity to complete the vision for the corridor.
- *72nd Street*: New uses along 72nd Street should support the vision of an educational and civic corridor that defines the heart of the commu-

nity. The panel has recommended the development of a Wellness and Community Services Center on the land that fronts on Hoard Park to create synergies with uses in the park. Other CSEF-owned land adjacent to the park should be considered for recreational fields.

Communication and Collaboration

In interviews, the panel heard significant respect and appreciation from community members for the commitment and investments the Comer Science and Education Foundation has made in the neighborhood. However, the panel also heard some concern that, in many cases, residents felt uninformed or disengaged regarding the foundation's current programs and future plans. The panel recommends that the foundation find ways to continue to engage residents and keep them up to date on plans for future activities. CSEF investment in the Revere School Community area has been a catalyst for change. Following through with clear messaging regarding the future of these investments and others that may be planned will pay significant dividends in the form of community support and participation as these good works go forward.

City of Chicago and Other Locally Controlled Funding

The city of Chicago has acquired approximately 2.5 acres of vacant land within the Revere community. As a major landowner, the city has a significant role to play in the redevelopment effort. In addition to its role as a landowner, the city and other local agencies control many of the external funding sources that could facilitate redevelopment throughout the study area, including the following:

Tax Increment Financing. Tax increment financing is the primary tool for community redevelopment and conservation in Chicago. Although TIFs are widespread in most other U.S. states, Chicago's approximately 150 TIF districts make it unique among U.S. cities in terms of TIF usage. In 2006, the city approved the 73rd/University TIF District and Redevelopment Plan, whose boundaries are coterminous with the panel's study area.

When the TIF was originally enacted, the city anticipated that it would generate funding for approximately \$40 million in investments for acquisition, site preparation and remediation, rehabilitation, public realm improvements, and qualifying job training and services. Several other TIF districts have used TIF funds to provide grants to homeowners for exterior and safety-related home improvement under the Neighborhood Improvement Program. This program provides grants of up to \$12,500 for single-family homes up to 120 percent of AMI, and as much as \$100,000 for multifamily buildings serving residents below 80 percent of AMI. The panel recommends that the community and DCD consider funding a Neighborhood Improvement Program in Revere to stabilize the neighborhood further.

The 2006 TIF redevelopment plan anticipated significantly more commercial development in the Revere community than the panel currently anticipates is either appropriate or feasible. The panel recommends that the DCD provide a new estimate of potential TIF funding available for the 73rd/University area based on the panel's recommendations and taking into account delays in projected redevelopment as a result of the current economic climate.

New Market Tax Credits. The NMTC program was created by the federal government in 2000 to encourage investments that create employment and other benefits in lower-income communities. The program provides federal income tax credits to investors over seven years, totaling 39 percent of the amount invested, and is administered at the federal level by the U.S. Treasury Department. NMTCs are allocated to local community development entities, which in turn provide equity or debt capital to real estate projects or ongoing businesses in low-income neighborhoods. The benefits of the NMTC program include lower financing costs (typically 2–2.5 percent below market), higher loan-to-value ratios when NMTC equity is part of the deal, and the potential or likelihood of partial debt forgiveness.

The city of Chicago established the Chicago Development Fund as a local allocatee for NMTCs. The fund has established three project types that

could benefit from NMTCs in Chicago, each of which may support the Revere School Community redevelopment efforts:

- **Cultural and Community Facilities:** financing committed to support Gary Comer College Prep and potential future investments in local civic and cultural facilities, such as the proposed Wellness and Community Services Center and ETA Creative Arts Foundation proposed expansion;
- **Industrial Expansion Loan Program:** below-market loans for industrial projects, which could support a small-scale manufacturing facility in the study area; and
- **Grocery-anchored retail developments** in identified “food desert” areas, for which the Revere community may be eligible.

Capital Budget. Several of the public realm and infrastructure improvements recommended by the panel, including any streetscape enhancements on South Chicago Avenue and general repairs to bring local streets to a state of good repair, could be eligible for funding through the city of Chicago's capital budget.

Neighborhood Stabilization Program. As part of the Federal Housing and Economic Recovery Act of 2008 (HERA), HUD allocated \$55 million of Neighborhood Stabilization Program funds to the city of Chicago to mitigate the impact of vacant and foreclosed homes. The city sub-granted its funds to Mercy Portfolio Services, which is charged with acquiring and rehabilitating bank-owned properties in distressed neighborhoods in partnership with local developers. Homes acquired under the NSP will be rehabilitated to high standards of energy efficiency to provide long-term affordability and sustainability and must be marketed to families making no more than 120 percent of AMI.

As of June 2009, the Revere School Community had an estimated 68 REO homes that could be eligible for NSP assistance. In addition to stabilizing the local residential market, the NSP program could create valuable jobs for the local community, because Chicago's NSP guidelines require that development partners employ

Chicagoans as a high percentage of their labor force and pay wages in accordance with Davis-Bacon standards.

The panel believes that, given the number of foreclosed properties and the successful public/private partnership for education and community services with CSEF, the Revere School Community would be an ideal neighborhood to demonstrate the effectiveness of the NSP program. Chicago was awarded its NSP grants in November 2008 and in accordance with HERA must spend its grants within 18 months of receipt. As of June 2009, Chicago/Mercy Portfolio Services had yet to acquire any properties or formally designate development partners. The panel recommends swift decision making by Chicago and Mercy Portfolio Services regarding the acquisition and development rehabilitation plan so that these federal funds can be used to maximum effect.

In addition to the NSP, the philanthropic community has established efforts and provided funding to assist neighborhoods severely affected by foreclosures. One such effort is the Neighborhood Stabilization Trust Fund, launched in May 2009 by the John D. and Catherine T. MacArthur Foundation in partnership with six major nonprofit housing organizations and major private financial institutions. Given the tight time frames associated with NSP and the difficulty addressing all foreclosed properties with a single program, the panel recommends that DCD and community leaders explore these other programs for neighborhood stabilization through foreclosure mitigation and prevention.

Environmental Remediation Programs. The city of Chicago and state of Illinois provide technical and limited financial assistance for site remediation. The panel's proposed longer-term development plan includes the potential conversion of the junkyard site on South Chicago Avenue to a commercial organic greenhouse. In addition to site acquisition costs, this site will require substantial remediation, which could require creative financing from city, state, and federal governments as well as from the philanthropic community, such as the John D. and Catherine T. MacArthur Foundation, which has shown extensive

support for neighborhood revitalization and brownfield remediation in the city of Chicago.

Chicago 2016 Olympics Bid. Chicago is one of four international cities bidding to be the host of the 2016 Summer Olympics. Chicago's plan for the Olympics centers many of the important facilities, including the temporary Olympic stadium, in Washington and Jackson Parks, approximately 1.5 miles north of the Revere community. Although no direct Olympics-related investment is proposed for the Revere neighborhood, if Chicago's bid is successful on October 2, 2009, the neighborhood could benefit from significant spillover effects, including construction-related jobs and opportunities for workforce development associated with building, operating, and maintaining the venues and servicing Olympic spectators in myriad ways.

RTA Community Planning Grants. Chicago's Regional Transportation Authority provides grants of \$50,000 to \$200,000 on an annual basis to local communities to study potential for transit-oriented development and enhanced transit access. Annual applications are typically due in May/June, and funds are provided in January of the following year. In recent years, most communities that have applied for grants (for example, 16 of 17 applicants in 2008) have been successful.

According to the Regional Transportation Authority and CTA, the 75th Street/Grand Crossing Metra station is an underused community asset, as are the 71st Street and 75th Street cross-town buses that traverse the neighborhood and connect to the Red Line. The panel recommends that stakeholders in the community work with the city of Chicago to apply for a community-planning grant in 2010 that could fund a study of access improvements to the Metra station and to the elevated train.

Federal Funding Sources

As the nation has slipped into a recessionary environment, the federal government has adopted unprecedented policies and provided funding to stabilize the economy and assist with economic recovery. In addition, the Obama administration has signaled its desire to encour-

age sustainable urban development, with new partnerships and policies by the Departments of Transportation, HUD, and Energy and the Environmental Protection Agency. The American Recovery and Reinvestment Act of 2009 provides significant funding for workforce development, education, energy-efficiency block grants, and weatherization that could be leveraged for quick wins in the Revere School Community.

The panel understands that CSEF and Access Community Health Network have been granted federal funding to cover the costs of the first five years of operation for a wellness clinic associated with the new Comer College Prep.

In addition, it is expected that there will be future phases of the Neighborhood Stabilization Program that could assist with existing or potential future foreclosed properties in the Revere community, if it is not successful in attracting NSP Phase 1 investment. Proposed transportation improvements such as rehabilitation of the 75th Street Metra or enhancements to South Chicago Avenue may be eligible for funding anticipated from the forthcoming transportation six-year reauthorization in late 2009 or early 2010 (“T4” funding).

Conclusion

In the South Side of Chicago, the Revere School Community has struggled with the challenges faced by most low-income urban communities. Even before the current economic recession, this neighborhood has been subject to deterioration, low educational attainment, and crime. However, the Revere community is unique in that it has a multitude of parties working to restore, rebuild, and revitalize the neighborhood. Mayor Daley said in his annual City of Chicago address, on July 15, 2009, “The people of Chicago are tough and innovative and can weather any challenge, regardless of how great.” In that spirit, the Revere School Community with the support of its many partners has the potential to become a safe and thriving community to the benefit of its residents, the Chicago South Side, and the city as a whole.

The Revere School Community has a remarkable benefactor—the Gary Comer Foundation—that is committed to creating and sustaining a healthy, thriving neighborhood. In addition to private support, the city of Chicago, along with Alderman Leslie Hairston and the Neighborhood Capital Institute, has worked to provide support within the community. With education as the anchor for development, a strong support team and a community of residents ready and willing to improve their neighborhood, the Revere School Community has a bright future.

Appendix

Successful implementation of the panel's recommended redevelopment plans will require a partnership of the community, philanthropic partners, and the city of Chicago for planning, funding, construction, and ongoing operations

of these efforts. The panel has summarized the potential roles and responsibilities for each element of its proposed development program in the following table.

ULI Panel Proposed Development Program	Potential Implementation Entities	Possible Financing Tools	Phasing*
Housing			
Acquire/rehabilitate 68 REO properties	City/Mercy Portfolio Services with NSP-qualified developers and other private developers	NSP National Community Stabilization Trust CSEF	1
30 infill single-family housing sites	Revere Properties	Traditional homebuyers' assistance programs; Additional subsidy not recommended	2
Leigh Johnson Court Apartments property improvements	Private developer, perhaps in conjunction with LDC and CSEF	HUD? CSEF?	3
Civic			
Gary Comer Prep School	CSEF	CSEF; NMTC	0
Gymnasium	CSEF and/or Noble Charter Schools; CBO advises	CSEF; NMTC; other private donors	1
Wellness and Community Services Center	New entity in partnership with CSEF Revere Properties CBO(s) on Advisory Committee	CSEF; federally qualified health center capital grants; NMTC; TIF; Workforce Development Funds; federal "Choice Communities" funds through HUD and Department of Transportation	1
Vocational/technical school	Private/nonprofit operator	NMTC, CSEF, Workforce Development Funds	3
Retail			
10,000 square feet retail	Private developer	NMTC (if grocery or artisanal manufacturer); TIF	2
Industrial/Agricultural Production			
Manufacturing/industrial building	Private developer/commercial operators	NMTC; TIF	3
Commercial organic greenhouse	Commercial operators	TIF	2
Open Space			
Hoard Park and recreation fields	Park District	City Capital Funds, TIF	1
Woodlawn Triangle Park	Park District	City Capital Funds, TIF	2
Community gardens	CBO/LDC, neighborhood space	Neighborhood space	1
Cemetery wall	CBO/LDC, cemetery owner		1
Public Infrastructure CBO/LDC advisory for all proposed improvements			
South Chicago Avenue streetscape	CDOT	City Capital Funds; federal "T4" funding	2
71st and 72nd streets streetscape	CDOT	City Capital Funds; federal "T4" funding	2
Cottage Grove/South Chicago avenues intersection improvements	CDOT	City Capital Funds; federal "T4" funding	3
Priority residential street traffic calming	CDOT	City Capital Funds; federal "T4" funding	2
Priority street resurfacing	CDOT	City Capital Funds and/or General Fund (if maintenance)	1
Priority streetlighting	CDOT	City Capital Funds; federal "T4" funding	1
Viaduct enhancements	Metra, CDOT, and railroads	City Capital Funds; Regional Transportation Authority Capital Funds; federal "T4" funding	2
Transit Enhancements			
Bus shelters	CTA	CTA budget	1

Note: * Potential Phasing Plan: Phase 0 means project already in development; Phase 1 means development within approximately 1–3 years; Phase 2 means development within approximately 4–6 years; Phase 3 means development within approximately 7–10 years.

About the Panel

Toni L. Griffin

Panel Chair
Newark, New Jersey

Griffin has built a 20-year career in both the public and private sectors, combining the practice of architecture and urban design with the execution of innovative, large-scale, mixed-use urban redevelopment projects and citywide and neighborhood planning strategies. In June 2007, Griffin became the newly appointed director of community development for the city of Newark, New Jersey, responsible for creating a centralized division of planning and urban design.

Prior to Newark, Griffin spent seven years in Washington, D.C., as vice president and director of design for the Anacostia Waterfront Corporation from 2005 to 2006 and deputy planning director for the D.C. Office of Planning from 2000 to 2005. In these public sector roles, she oversaw large-scale redevelopment planning for the downtown, waterfront, and commercial corridors, as well as the management of a comprehensive citywide neighborhood planning initiative. She also managed the master planning and development transaction for a mixed-use district around the new Washington Nationals' ballpark and influenced the design of major development and public realm projects along the Anacostia waterfront.

Griffin began her career as an architect with Skidmore, Owings & Merrill LLP in Chicago, where she became an associate partner involved in architecture and urban design projects including commercial developments in London, Barcelona, Sydney, and Beijing; and urban redevelopment strategies for downtown Detroit and Chicago.

She received a bachelor's of architecture from the University of Notre Dame and a yearlong appointment as a Loeb Fellow at the Harvard

University Graduate School of Design. Her professional interests and experience have allowed her to serve on the board of directors of several nonprofit civic and cultural organizations and to lecture at various universities and conferences in the United States and Canada. She is also currently an adjunct associate professor at the Harvard University Graduate School of Design, teaching urban planning option studios and seminars on neighborhood planning and development.

Stephen M. Antupit

Seattle, Washington

Drawing on 20 years' experience in urban design and neighborhood redevelopment, Antupit supports and creates vibrant, walkable communities that are resource smart, climate intelligent, and transit focused. As a public servant and professional consultant, he frames policy, program, and physical design responses that promote ecological, social, and economic resilience. As a citizen and collaborator, he carries these aspirations beyond traditional boundaries to stimulate invention and to leverage durable relationships among the resources and motivations of stakeholder groups, community organizations, and residents in diverse communities.

Since 2006, Antupit has served as an urban strategies designer at Mithun. Previously, his portfolio of public agency work included the role of master developer for Seattle Housing Authority's 1,500-unit market-rate homes for-sale program, as well as providing urban design leadership to the city of Seattle's Station Area Planning team under contract with Sound Transit.

In 2009, Antupit joined six collaborators to launch the Citylab7 consultancy. Their team

explores and addresses the confluent challenges of creative urban livability, drawing together expertise in public health, natural systems, renewable energy flows, regional food, and other green infrastructure networks. He is an active member of the Urban Land Institute's Private/Public Partnership Council and co-chair of ULI Seattle's Workforce Housing Taskforce.

Michael D. Beyard

Washington, D.C.

Beyard is an urban planner and economist with more than 30 years' experience in the related fields of real estate development, land use planning, and economic development. His experience is focused in both the United States and Europe on commercial and retail development, shopping centers, e-commerce, location-based entertainment, and downtown revitalization.

Until January 2009, Beyard was Senior Resident Fellow and Martin Bucksbaum Chair for Retail and Entertainment Development at ULI, and he is now Senior Fellow Emeritus at ULI. In his role as Senior Fellow, Beyard continues to be a featured speaker and adviser in the United States, Europe, and Latin America on retail, entertainment, and downtown development issues, as well as a widely quoted expert in national and international media. Prior to his current position, Beyard was vice president of strategic development at ULI and responsible for the Institute's research, data collection, books, and conferences in the commercial development field as well as its new strategic initiatives. He created ULI's program in the retail entertainment field, including international conferences, books, *Urban Land* magazine supplements, and strategic partnerships with other organizations.

He is the author/project director of numerous books, including *Developing Urban Entertainment Centers*, *Shopping Center Development Handbook*, *Dollars & Cents of Shopping Centers* series, *Value by Design*, *Developing Power Centers*, *Downtown Development Handbook*, *The Retailing Revolution*, *Ten Principles for Reinventing Suburban Strips*, *Ten Principles*

for Rebuilding Neighborhood Shopping Streets, *Ten Principles for Rethinking the Shopping Center*, *Ten Principles for Creating Sustainable Town Centers*, and the *Business and Industrial Park Development Handbook*. He created and for 15 years directed ULI's International Conference on Reinventing Retail Development as well as ULI's technology, Internet, and retail real estate forums. He also created *ULI on the Future*, ULI's annual publication devoted to emerging land use and development trends and issues, and the *Entertainment Zone* monthly newsletter.

Before coming to ULI, Beyard was a senior consultant in the fields of urban planning and real estate development. He spent ten years at Booz Allen & Hamilton, Planning Research Corporation, and Gladstone Associates, advising both public and private clients on market analysis, feasibility, and development planning. Beyard has been honored with membership in Lambda Alpha, the International Land Economics Honorary Society, and was an appointed member of the Mayor's Interactive Downtown Task Force in Washington,

He holds a BA in international economics with honors from Rutgers College and a master's in urban planning and development from Cornell University, where he was elected to Phi Kappa Phi.

Rose V. Gray

Philadelphia, Pennsylvania

Gray is vice president of community and economic development at Asociación Puerto-rriqueños en Marcha (APM), a nonprofit community development corporation in North Philadelphia. Since joining the organization in 1990, Gray has been engaged in the revitalization of eastern North Philadelphia, a diverse community consisting mainly of Latinos and African Americans. At APM, she oversees all aspects of the community-based revitalization plan, from community organizing to planning and development. In addition to the physical redevelopment, Gray oversees the management of APM's rental and commercial portfolio and a housing counseling program that provides

budgeting, pre- and postmortgage counseling, credit repair, weatherization, and basic system repair programs to persons of low and moderate income.

During her tenure at APM, Gray has successfully leveraged over \$70 million in investments to implement a comprehensive neighborhood revitalization strategy. She has developed more than 350 units of affordable housing, including low income housing tax credit projects and the successful Pradera homes, a 153-unit homeownership zone within walking distance of Borinquen Plaza, a 44,000-square-foot retail center (also developed by APM) that includes a supermarket, Laundromat, and credit union. Currently, she is working on the relocation of APM's headquarters, the greening and beautification of the community, the construction of an award-winning, LEED Gold affordable housing development, and a transit-oriented development on the edge of Temple University's main campus.

Gray believes in strong public/private partnerships and over the years has established successful relationships with banks and foundations; the federal, state, and local government; and other nonprofits, among them HUD, the Local Initiative Support Corporation, the Pennsylvania Housing Finance Agency, the Office of Housing and Community Development, the William Penn Foundation, and the Pennsylvania Horticultural Society.

She was one of seven delegates appointed by Governor Ridge to the Summit for America's Future. She is a member of the Governor's Advisory Board on Community and Economic Development and serves on the Local Initiative Support Corporation's advisory board, the Reinvestment Community Lending Institute, and the board of the Philadelphia Association of Community Development Corporations. In 2002, she became an Inner City Adviser to the Urban Land Institute.

Maxine Griffith

New York, New York

Griffith is the executive vice president for government and community affairs at Columbia University and special adviser for Campus Planning. Reporting to Columbia's president, Lee C. Bollinger, Griffith is responsible for the oversight and coordination of Columbia's collaborations with government at the local, state, and federal levels, as well as the strengthening of Columbia's many partnerships with local organizations. In addition, she is a senior member of the team planning for the university's proposed campus expansion.

Griffith brings more than 20 years of experience and a strong background in both urban planning and government affairs. From 2000 to 2005, she served as executive director of the Philadelphia City Planning Commission and as the secretary (deputy mayor) for strategic planning. Previously, Griffith served in the Clinton administration at the U.S. Department of Housing and Urban Development, first as the regional representative for New York and New Jersey and then in Washington as HUD's assistant deputy secretary. From 1988 to 1996, she was principal of Griffith Planning and Design, a firm providing planning, urban design, and development services to a diverse list of clients.

Griffith has also served on the New York City Planning Commission, on the New York State Commission on the Restoration of the Capitol, the national Planning Accreditation Board, and the board of directors of the American Planning Association. She now serves on the boards of directors of the Architectural League of New York, the Regional Plan Association, and Seeds, an organization building schools and libraries in West Africa.

Griffith was born in Harlem, graduated cum laude from Hunter College in New York, and holds a master's degree in architecture from the University of California, Berkeley. She has taught city planning and urban design at Columbia University, New York University, and the University of Pennsylvania and is

an accredited member of the American Institute of Certified Planners.

Scott Johnston

Atlanta, Georgia

Johnston is a partner with Talisman Partners LLC, a firm he founded primarily to pursue mixed-income multifamily development and consulting projects. Prior to that, he worked with several Atlanta-based developers, including Miller Gallman and H.J. Russell & Company. He has focused on the financial structure and execution of new and existing projects and worked for the Atlanta Board of Education in a real estate and facilities management department.

Johnston moved to Atlanta in 1999 after spending four years in Cleveland, Ohio, developing and consulting with for-profit, not-for-profit, and faith-based organizations on developing affordable housing. Prior to founding Talisman Partners in 1994, he was the assistant to the president for AEW Capital Partners, a prominent Boston-based real estate pension fund adviser.

Before attending business school, Johnston worked in sales and marketing with both IBM and Unisys Corporation in Detroit. He earned an MBA from the Amos Tuck School of Business at Dartmouth College and a BS from Bowling Green State University in Bowling Green, Ohio.

He is also active in the Atlanta civic and business community, serving as a member of the Urban Land Institute Atlanta Executive Committee and as chairman of the Program Committee. He is a board member of the Atlanta Business School Alliance as well as a member of the Downtown Kiwanis Club.

Teresa Lynch

Boston, Massachusetts

Lynch is a social scientist with over 20 years of experience in urban and regional economic analysis. She is currently senior vice president and director of research at the Initiative for a Competitive Inner City (ICIC) in Boston. She

is responsible for designing and managing a research agenda to promote inner-city investment, including a project with the Brookings Institution to develop federal policy for inner-city business development; projects with national retailers to assess demand and profitability in inner-city neighborhoods; and consulting work with U.S. cities to design development strategies for economically distressed urban neighborhoods.

Before joining ICIC, Lynch was a graduate student and research assistant at MIT's Industrial Performance Center, where she worked on the globalization of American and European manufacturing industries study, and the International Motor Vehicle Program, where she studied globalization and jobs in the automotive industry. She was a visiting scholar at Wissenschaftszentrum Berlin, one of the largest social science research institutions in Europe.

She has published on globalization and corporate strategy, foreign direct investment in the automotive industry, infrastructure investment and economic development, and the use of economic models and methods in policy making. She holds undergraduate degrees in economics and public policy from UNC-Chapel Hill and a master's degree in regional science from the University of Pennsylvania.

Eric Rothman

New York, New York

Rothman has expertise in strategic planning, economic development, capital program management, change management, financial management, and program implementation. He has more than 15 years' experience in conducting market and economic analyses that facilitate sustainable urban development. His track record traverses a broad spectrum of projects and assignments with transit agencies, economic development agencies, investment banks, and nonprofits in the United States and Europe. Rothman provides real estate advice and guidance to the Port Authority of New York and New Jersey for the acquisition of required

property for the Access to the Region's Core project and ensures the project contributes to future economic growth in the area surrounding Penn Station and the Far West Side.

On behalf of the New York City Economic Development Corporation and the Office of the Deputy Mayor, Rothman led a team of city agencies in the development of a long-range transportation investment plan to support projected population and employment growth in the New York region through 2030. The resulting plan was included in PlaNYC, Mayor Bloomberg's bold plan for sustainable growth in New York City in the coming decades. Rothman has a long record of accomplishment providing strategic economic development advice to the city of Newark, the state of Connecticut, and the District of Columbia to guide the implementation of long-term revitalization plans.

Previously, he served as director of business planning at Transport for London (TfL), where he created and directed the business planning process to invest \$7.5 billion in annual funding in London's transportation network. This work included developing the business performance management system and investment criteria for transportation projects (including London Underground, London Buses, and the Congestion Charging Zone) and successfully preparing and presenting TfL's case for funding to TfL's board of directors, the London mayor, the London Assembly, and senior civil servants in the Department for Transport. Rothman has worked in management and analytic capacities for the New York Metropolitan Transportation Authority and NJ Transit.

Rothman holds a master's degree in public policy from Harvard University's Kennedy School of Government and a BA in public and international affairs from Princeton University.

Robert Spanier

Montreal, Quebec

Spanier is a senior executive with Live Work Learn Play LLP with over a decade of hands-on development experience in large-scale, mixed-

use analysis, project management, planning, targeted leasing and casting (TLC) methodology, and hospitality deal making in projects throughout North America, Europe, Mexico, and the Caribbean. He currently heads up Live Work Learn Play's Strategic Development initiatives, performs continued senior management of Live Work Learn Play's TLC division, and works on many of Live Work Learn Play's key projects as a senior project resource.

During his tenure as a senior management member with Intrawest Corporation, Spanier worked on over 25 large-scale projects and managed international teams that helped create world-renowned mixed-use destinations.

He is an active member of the Urban Land Institute where he sits on the Toronto, Canada, Chapter Program Committee; is a member of the International Council of Shopping Centers; and is actively involved with the Seaside Institute and the Congress for the New Urbanism. Spanier also participates in guest speaking engagements throughout North America through his various affiliations and other organizations.

Thomas H. Walsh

Atlanta, Georgia

A founding principal of Tunnell-Spangler-Walsh & Associates, Walsh has over 30 years of experience as a planner and designer throughout the United States. His background includes an extensive variety of award-winning projects ranging from new urbanist traditional neighborhoods, to neighborhood and regional parks, and university and college campus master planning and design projects. Beginning with the University of Texas at San Antonio in 1974, Walsh has completed over 50 university and college master plans and is currently working with Georgia Institute of Technology and Kennesaw State University on various implementation projects.

Since moving to Atlanta in 1993, Walsh has influenced the planning environment in the city and region with developments such as Glenwood Park, Vickery, Edgewood Retail District, and Woodstock Downtown and has been involved with numerous park projects, including on-going work for Piedmont Park and the 1996 Olympics Whitewater Canoe and Kayak venue.

Walsh is currently teaching a graduate program seminar on new urbanism at Georgia Institute of Technology.



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