QUAD COMMUNITIES: Connecting Past, Present and Future
Hundreds of neighborhood residents, business owners, institutional leaders and youth came together over the past 18 months to discuss and contribute to this quality-of-life plan. Quad Communities Development Corporation thanks all participants, and, in particular, acknowledges the many hours of work by members of the Planning Task Force and its committees.

Planning Task Force

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Norman Bolden Resident
Fred Bonner Bonheur Development Corporation
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Figure 1 The Quad Communities area

The Quad Communities Development Corporation (QCDC) takes its name from four of Chicago’s officially designated community areas: Kenwood, Oakland, Douglas and Grand Boulevard. This plan focuses on the QCDC service area, outlined in black. Unless otherwise noted, statistics used in this plan reflect combined Census 2000 data for all four community areas.
Rudy Nimocks  University of Chicago Police Department
Chinwe Onyeagoro  ObI Realty Group, Inc.
Mary Pattillo  North Kenwood-Oakland Conservation Community Council
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Ald. Toni Preckwinkle (4th)  City of Chicago
Dave Prestipino  Hales Franciscan High School
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Everett Rand  Business owner
Evelyn Reid  KOMED Clinic
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Paula Robinson  Bronzeville Community Development Partnership
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Kerry Ann Rockquemore  University of Illinois
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Tim Schau  Istria Café
Pamela Schneider  Resident
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Zirl Smith  Abraham Lincoln Centre
Fran Spencer  Chicago Department of Planning and Development
Leroy Square  UJIMA
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Belinda Starks  North Kenwood Homeowners Association
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Mary Steward  Mid-South Planning and Development Commission
Gladys Taylor  North Kenwood-Oakland Conservation Community Council
Jhatayn Travis  Kenwood Oakland Community Organization
Greg Washington  Grand Boulevard Federation
Sandra Wilks  Michael Reese Hospital
Tanisha Williams  Kenwood Oakland Community Organization
Ina Wilson  40th and 41st Bowen Community Association
James Wilson  Chicago Department of Planning and Development
Mae Wilson  4th Ward Aldermanic Office
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Sandra Young  Ida B. Wells Local Advisory Council
Terry Young  Fannie Mae
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Commercial Development Committee
Bobbi Ball  Resident
John Blair  Bronzeville Chamber of Commerce
Fred Bonner  Bonheur Development Corporation
Leroy Bowers  Sutherland Community Arts Initiative
Donnie Brown  Genesis Housing Development Corporation
Kristin Buck  North Kenwood-Oakland Conservation Community Council
Richard Carter  Resident
Sharon Eubanks-Pope  Property owner and developer
Angela Ford  Resident
Nathaniel Gage  Resident
William Goldsmith  The Community Builders, Inc.
Ken Grant  Grant Construction, Inc.
Paula Grant  ShoreBank
Pamela Johnson  Bronzeville Bed and Breakfast
William Little  Chicago Housing Authority
Bernard Lloyd  Urban Juncture
Harold Lucas  Black Metropolis Convention and Tourism Council
Sheila Maronneaux-Williams  Resident
Rhonda McFarland  The RM Group, LLC
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Terry Nichols-Clark  Urban Innovation Analysis

Community Enrichment-Employment Committee
Helen Brown  Lake Grove Village—Silver Foxes Senior Organization
Ivy Dilworth  Woodlawn Preservation Investment Corporation
Sharon Goodloe  Chicago Municipal Employees Credit Union
Emelda Granger  Resident
Rev Alice Harper-Jones  Kenwood United Church of Christ
Al Kindle  4th Ward Aldermanic Office
Jeff Lewelling  Mayor’s Office of Workforce Development
Dave Prestipino  Hales Franciscan High School
Leroy Square  UJIMA
Gladys Taylor  North Kenwood Oakland Conservation Community Council
Xellethlyn Williams  Resident
Ina Wilson  40th and 41st Bowen Community Association
Sandra Young  Ida B. Wells Local Advisory Council
Youth visioning session participants

Kyle Banks-Martin Lakesha Parker
Alexis Brown Lynette Patterson
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Cory Cheeks Celeste Reed
Sade Cooley Jeremiah Riddle
Melissa Daniels Orlando Sims
Kristopher Edwards Alesia Smith
Melvin Gordon Alicia Smith
Alex Gueno Jillian Stewart
Tamike Hill Louis Taylor
Brianna Hubbard Rayshawna Thomas
Alexandra Hunter Helen Townsend
Marcus Ivory Rommel Walker
Asia Johnson Anthony Walls
Alexander Jones Roy Walls
Elizabeth Jordan Conard Williams
Adriana Larry Joseph Williams
Gloria Marshall Ricky Williams
Alphonso Parker Tonisha Williams

Other participants
More than 215 people participated in three visioning sessions that preceded the planning process in 2003. Another 250, at a minimum, attended public meetings during the planning process to offer their views on the community and this plan. This list was compiled from sign-in sheets and may not include all participants. Our apologies for any misspellings or omissions.
Figure 2  South lakefront location, close to major resources

Quad Communities is close to Chicago’s Loop and other major regional resources including McCormick Place, University of Chicago, Illinois Institute of Technology and U.S. Cellular Field, home of the Chicago White Sox.
Building on History—and Pursuing the Vision

Chicago’s historic Mid-South Side, once a capital of culture and commerce that inspired America with the jazz of Louis Armstrong and the moral clarity of activist Ida B. Wells, is again on the threshold of greatness.

Getting there is squarely up to us.

It is we, the people, families and stakeholders who stayed and struggled through the hard times, alongside many new residents, who will determine what this community will become. Will it be a collection of strangers, of look-alike condo developments and chain retail strips? Or a community of neighbors, a vibrant and interesting place, where families of diverse backgrounds and incomes can grow and prosper in an atmosphere of mutual support and respect?

That is the challenge facing Quad Communities as change sweeps across the four south-lakefront neighborhoods officially known as Kenwood, Oakland, Douglas and Grand Boulevard. Here, the Chicago Housing Authority, in partnership with private and non-profit developers and community leaders, is transforming public housing, replacing poor enclaves with mixed-income developments intended to foster a feeling of community. Here Chicago has launched a major effort to improve its schools. Here city planners and community leaders are drafting ideas for revitalizing commercial streets, including Cottage Grove Avenue and 39th, 43rd, 47th, and 51st streets. And here the Chicago Park District and the Chicago Department of Environment are changing the face of Burnham Park on Lake Michigan.

Most of all, here is Chicago’s next up-and-coming neighborhood. With an excellent location close to downtown and renowned institutions and organizations, the Quad Communities area has been rediscovered by older families and young professionals alike. Alongside 110-year-old row houses and greystone mansions, more than 5,000 new units of housing are built, under construction or planned. A dedicated core of longtime residents—people who kept faith even as Quad Communities’ population fell by 120,000 over 40 years—is determined to participate in the revival that their hard work and endurance helped ignite.

The goal of Quad Communities’ quality-of-life plan is to build upon this momentum and shape a new community that is a great place to live and work for longtime residents and newcomers alike. More than 200 community representatives, working with and through a Planning Task Force, helped craft a unified vision of that future community. The Quad Communities Development Corporation seeks to serve as custodian of the vision by implementing the following strategies:
STRATEGIES AND PROJECTS

STRATEGY 1 Improve the quality of all local schools, and ensure they are open to all residents.

Improving education is a top priority. While Quad Communities schools perform better than those in many other Chicago neighborhoods, the majority of our public-school students test below state standards. Several better-performing charter and magnet schools are located within the community but draw students from throughout the city. Our plan is to develop a network of high-performing schools, with local attendance areas, to serve children of all races and incomes. An example is the charter school to be opened in fall 2005 by the University of Chicago in the former Donoghue School, at 37th Street and Cottage Grove Avenue. Also in 2005, Pershing Elementary School, just north of the service area, will “de-magnetize” and become a neighborhood school, offering residents an additional option for quality education.

STRATEGY 2 Provide employment and financial education services through new programs and better coordination of established ones.

The local unemployment rate is more than twice that for the entire city. Barriers to overcome include insufficient local job training and employment opportunities and limited transportation options to suburban jobs. A Center for Working Families will be created to broker job training and placement and improve financial literacy. Additional programs will improve employment readiness training, vocational and adult education, as well as school-to-work linkages. An employment resource directory, job forums and a Job Access Reverse Commute (JARC) program will also combat local unemployment.

STRATEGY 3 Create recreational, social and employment opportunities for youth.

Limited recreational and vocational resources have created an environment where youth have little choice but to congregate on street corners. Local organizations, including the Kenwood Oakland Community Organization, Sutherland Community Arts Initiative and Little Black Pearl Art and Design Center, show how youth can be directed in positive ways. The Community Builders, developer for Oakwood Shores mixed-income housing, is exploring the creation of a civic center to provide a new neighborhood space for young people. These efforts will be supported and expanded, and new programs will provide internships and mentoring, athletics and recreation, leadership development and community service opportunities.

STRATEGY 4 Support a mix of low-income, affordable and market-rate housing, and foster interaction among diverse residents.

Every effort must be made to stay true to the goal of achieving a mixed-income community. With new and renovated housing units coming to market at a rate twice the city average, property taxes are increasing, and some housing is becoming unaffordable for longtime residents. Demolition of Chicago Housing Authority (CHA) buildings has reduced the supply of housing for low-income families. To help maintain a balance of housing choices, several projects are planned, including: an Affordable Housing Resource Center for counseling and organizing; close monitoring of CHA replacement housing; and partnerships to preserve existing affordable units.
**STRATEGY 5 Improve safety through partnerships with residents, the Chicago Police Department and the University of Chicago Police Department.**

The crime rate has shown an overall downward trend in the Quad Communities, but more can be done. To further reduce crime and make the streets safer for all residents, the plan calls for continued resident involvement with the Chicago Alternative Policing Strategy (CAPS); creation of a Quad Communities Safety Cooperative to maintain a database of crime statistics and help identify problem areas and buildings; and a Safety and Strategic Work Group to further engage local leadership with city and University of Chicago police.

**STRATEGY 6 Promote and coordinate health care and social services, and help residents develop healthy lifestyles.**

Quad Communities has many health and social service agencies, but their activities have sometimes been uncoordinated or poorly publicized to residents. Initiatives targeting these problems include a directory of services; new partnerships to address domestic violence, mental health and addiction; a senior center to provide meals and activities; a heart-healthy walking club; and seminars on health subjects from safe sex to diabetes.

**STRATEGY 7 Develop unique retail and commercial districts, and foster locally owned businesses.**

Once the vital center of Chicago’s Black Metropolis, the Mid-South area was home to the nation’s most successful black-owned newspaper, insurance company, bank and other enterprises. Many commercial structures from that era are gone, but remaining landmarks—such as the Supreme Life Insurance building at 35th Street and King Drive—can help anchor new retail areas that include locally owned small businesses. To support the surge in residential growth, this plan calls for revival of the 39th, 43rd, 47th and 51st street retail areas, development of larger stores along the Cottage Grove corridor and enhanced capacity of local chambers of commerce.

**STRATEGY 8 Improve community infrastructure, including transportation and information systems.**

Population growth in the Quad Communities area is outpacing local infrastructure, including transportation services, retail areas and public facilities. To support established resources and attract new ones, this plan calls for a Community Information Hub and website that will spread the word about transit, shopping and recreational amenities. Beautification of retail areas and other streets is a priority, along with restoration of the historic Drexel Boulevard streetscape and median. A parking and transit project will assess infrastructure needs, and a job-access program will help residents connect to transit for suburban commutes.

**STRATEGY 9 Integrate arts, culture and history into the everyday life of the community.**

Chicago’s Black Metropolis once was a Mecca of African-American arts and culture, with storied venues such as the Sutherland Jazz Club at 47th and Drexel Boulevard. To keep that legacy alive, an arts council will be formed to assist in the promotion and scheduling of festivals, parades and tours celebrating Bronzeville’s culture. New partnerships will promote the fine arts, develop the area’s tourism potential and establish a neighborhood historical society.
Quad Communities, home to nearly 80,000 people, is at a critical point in its 140-year history. The four community areas on Chicago’s Mid-South lakefront—Kenwood, Oakland, Douglas and Grand Boulevard—are undergoing rapid change. The Chicago Housing Authority (CHA) is transforming its deteriorated housing developments and relocating some tenants into new mixed-income complexes, called Lake Park Crescent, Jazz on the Boulevard and Oakwood Shores. Other CHA residents are being given vouchers with which to lease market-rate apartments. Private developers and rehabbers, convinced that the neighborhood is turning around, are snapping up the area’s many vacant lots and its shrinking supply of greystones and brick walk-ups. The rush is on. The question is not whether the south lakefront will be redeveloped, but how.

The Quad Communities area has a history as glorious as any African-American neighborhood in the country—and as difficult. No other city was more affected than Chicago by the Great Black Migration from the rural South to the industrial North. When African-American Southerners began streaming into the city shortly after the Civil War, hoping to leave poverty and oppression behind, they settled on the Mid-South Side, confined to the area called the Black Belt. This stream of migration became a flood during World War I, when a labor shortage and demand for war materials meant plenty of factory jobs. Chicago’s black population grew from 4,000 in 1870 to 233,903 in 1930. The vast majority of black Chicagoleans were concentrated in the city’s Mid-South Side.

Constrained geographically by racism and restrictive housing practices, African Americans created a city within a city that scholars St. Clair Drake and Horace R. Cayton described in their 1945 classic, Black Metropolis. Also called Bronzeville, this neighborhood stretched from 31st to 63rd streets and from the lakefront, around Washington Park, to the Rock Island Railroad tracks west of State Street.

The neighborhood was crowded with households of all incomes. Serving this population were black insurance companies, banks, Overton Hygienics, a cosmetics company, and the Chicago Defender, a newspaper whose national reach brought many African Americans to Chicago. In Bronzeville, many residents owned and operated their own businesses. Doctors and dentists had offices at 43rd and Vincennes, and, if you needed a lawyer, one could be hired in offices above the Sutherland Ballroom at 47th and Drexel. Music shops could be found on East 43rd Street. Some 500 churches served Black Metropolis—Olivet Baptist, one of the biggest, counted more than 8,400 members.
Art, music and entertainment also thrived. Local clubs and theaters hosted the likes of Louis Armstrong, Lena Horne and Dinah Washington. King Oliver and Jelly Roll Morton created a Chicago style of jazz that became popular worldwide. Thomas A. Dorsey pioneered new forms of Gospel music. A second wave of migration during and after World War II added such legendary blues-men as Muddy Waters and Howlin’ Wolf, who helped create a new musical form called rock and roll. So many talented musicians lived and worked here that some said if a horn were held up on certain corners, it would play itself.

**A change in fortune**

For all its vitality, Chicago’s Black Metropolis wasn’t without problems. Many residents were unskilled and unable to afford quality housing. Large single-family homes were carved into efficiency apartments and in some tenements it was not unusual to find four to six people living in two rooms, or five families sharing a bathroom and kitchen. Still, the area was home to blacks of all economic classes, and to a strong ethic of work and culture of middle-class respectability. For many, it was a good neighborhood filled with opportunities.

Two factors undermined the Black Metropolis in the post-World War II era. One was a massive federal-city program of slum clearance, followed by construction of dense clusters of public housing. The other was desegregation of many all-white neighborhoods and suburbs, which enabled middle- and upper-income black families to escape slum conditions—and leave the poor behind.

When the brick apartment blocks of the Ida B. Wells public housing development were built in 1941, just north of Pershing Road, they represented a big step up for poor families who had lived in the crowded slums nearby. Named for the African-American journalist who crusaded against lynching and for human rights, the 1,000-unit development in its early years was a well-maintained and safe neighborhood, with its own park and playground.

But in the 1950s and ’60s, more than 7,000 additional units of public housing were built nearby in five more developments, including the Madden, Clarence Darrow and Lakefront homes on the east side of the community.

Poor maintenance, concentrated poverty and a neglectful bureaucracy combined over a period of decades to turn these public-housing communities into places of last resort. Crime, retail flight and poor schools caused many residents, from both public housing and the streets around it, to move away. Between 1960 and 2000, the combined population of the four neighborhoods fell by 119,323. The loss of housing stock was almost as dramatic, with 5,664 units disappearing during the 1990s alone. As recently as Census 2000, the vacancy rate was nearly 25 percent, due
Lake Park Crescent includes a mix of mid-rise apartments and townhouse units.

Lake Park Crescent includes a mix of mid-rise apartments and townhouse units. Four of the high-rise buildings along Lake Park Avenue, part of the Chicago Housing Authority's lakefront properties, are being replaced by an attractive campus of row houses, town homes and mid-rise buildings called Lake Park Crescent. Another development on Drexel Boulevard, called Jazz on the Boulevard, will replace the former Washington Park Extensions. Both will include a three-way mix of market-rate owners, moderate-income buyers and renters, and returning public housing residents.

The Wells, Madden Park and Darrow homes are to be similarly transformed at Oakwood Shores, another mixed-income development that will include traditional streets, alleys and parks, rather than the “superblocks” that once separated public housing residents from the rest of the neighborhood.

These developments will create 3,629 new housing units, transforming whole blocks up and down the lakefront.

Coming back . . . fast
The revival of Quad Communities is being driven by the same two factors that sped its decline, only in reverse. Middle-income families are returning and public housing is being rebuilt, this time in the form of mixed-income developments.

Launched in 2000, the Chicago Housing Authority’s $1.6 billion Plan for Transformation drew early headlines for dramatic makeovers of the North Side’s Cabrini-Green and West Side’s Henry Horner high-rise complexes. No neighborhood will be more affected by this historic undertaking than the Quad Communities.

For most of their history, the Quad Communities have had a substantial low-income population. In 2000, about 38 percent of Quad Communities families were living below the poverty level, and fewer than one-quarter owned their homes. One of the four neighborhoods, Oakland, remained the city’s poorest community area in 2000, with a median household income of $10,739, compared to $38,625 citywide. With little money available for investment in housing stock, many homes fell into poor condition, including some of the greystone mansions on the historic boulevards, once home to Chicago’s wealthiest families.

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Laying the groundwork

The turnaround would not have happened without decades of hard work and investment by residents, organizations, universities, city government and private investors. The groundwork was laid by a diverse set of organizations, including the North Kenwood-Oakland Conservation Community Council, public housing Local Advisory Councils, the Kenwood Oakland Community Organization, Genesis Housing Development Corporation, Mid-South Planning and Development Commission, Abraham Lincoln Centre and many churches, schools, block clubs and other organizations.

Two major development plans provided a framework for redevelopment: the North Kenwood-Oakland Conservation Plan, created by a neighborhood planning committee and adopted in 1992 by Chicago’s City Council; and the Mid-South Development Plan, published in 1993 by the Mid-South Planning and Development Commission. Mid-South Planning and Development Commission was one of the first organizations to develop a holistic method of planning, focusing on areas such as education, housing and economic and commercial development.

These and several smaller plans for other areas in the Quad Communities helped drive revitalization, but it wouldn’t have happened without strong partners. Kenwood Oakland Community Organization (KOCO) has nearly a 40-year history of engaging neighborhood families in organizing and provides social services including after-school programs, emergency food assistance and employment training and placement. The University of Chicago has been an active partner on security, housing, education and employment programs. Private developers have played an important role since the 1960s when, on the north end of the community, the Lake Meadows and Prairie Shores developments added 3,700 units of middle-income housing and a full-service shopping center. In the 1980s and ’90s, pioneering builders and rehabbers began investing on the side streets, attracting black urban professionals to the neighborhood. In 1999, the Lake Park Pointe shopping center opened at 47th and Lake Park, adding more retail options (see Figure 3, Area highlights).

Today, as the physical landscape is being transformed, community activism has also increased, and local arts and culture organizations are looking to the future. Little Black Pearl Art and Design Center has opened its new facility at 47th and Greenwood, and across the street construction is underway on a new home for Muntu Dance Theatre. Groups including the Black Metropolis Convention and Tourism Council envision Bronzeville as a destination for entertainment and tourism—complete with historic sites, bed-and-breakfast lodging and renewed nightlife.
Figure 3 Area highlights

Current projects include numerous public and private residential developments including the Oakwood Shores, Lake Park Crescent and Jazz on the Boulevard developments, all part of the Chicago Housing Authority’s Plan for Transformation. Partner organizations and private developers are involved in many other initiatives to improve our neighborhoods.
History is a powerful asset that residents hope to build on—restoring the historic Drexel Boulevard median pathways and renovating the area’s unique brick houses and turreted mansions. Key landmarks are being saved, from the Sutherland Hotel and its ballroom to the Supreme Life Insurance building at 35th and King Drive, which was restored in 2005 and is now home to Bronzeville Online, com, Black Metropolis Convention and Tourism Council, and Washington Mutual Bank.

There are pitfalls on the path of transformation, to be sure. The Chicago Housing Authority plan, designed to reduce the concentration of low-income households, does not guarantee that every former public housing resident will be able to move back into one of the new developments. Each CHA redevelopment includes a non-profit partner to help residents apply, meet eligibility criteria and make a successful transition. Some residents will get rent vouchers for private housing, but they may not be able to find an affordable place in Quad Communities.

The massive overhaul of local schools that is now underway has raised questions about who will benefit, and whether all residents will have access. The strategies in this plan seek to provide direct access to quality neighborhood schools for all Quad Communities families.

### Pieces still missing

Several elements key to the neighborhood’s revival—including improved retail, educational, economic and youth-development opportunities and enhanced community safety—deserve special attention.

- Retail options are limited, both in variety and quality, forcing residents to leave the area to take care of basic needs. Yet the area’s housing boom makes it ideal for a thriving commercial district. The Chicago Department of Planning and Development has identified retail opportunities along the Cottage Grove Corridor from 39th to 51st streets. Vacant or underused plots of three to five acres could be assembled for development, and major cross streets, such as 43rd and 47th, could attract smaller clusters of retailers. A 2004 study by MetroEdge, a market-research firm, estimated that the surrounding area has $191 million worth of purchasing power per square mile, 23 percent above the city average.

- Public education has been under-funded and under-emphasized and, as a result, has under-performed. At Doolittle West, an elementary school in the Douglas neighborhood, only 17.8 percent of students tested in 2003 met or exceeded state reading standards. Only 10 percent met the writing standard, and for these reasons the school has been closed. All Quad Communities schools should be improved, but any plans must include community input at every step—and provide real benefits to residents and stakeholders. An example is
Donoghue Elementary, which has been shut down and will re-open in fall 2005 as a neighborhood charter school operated by the University of Chicago’s Center for Urban School Improvement. The QCDC Education Committee has worked extensively with Donoghue’s Transition Advisory Council and the university during this process.

Job opportunities remain limited, especially for the under-educated and unskilled. Census 2000 put the Quad Communities’ unemployment rate at nearly 24 percent, an improvement from 1990, but still more than double the citywide rate. Because there are few jobs available in the neighborhood, the vast majority of residents will need to go elsewhere for employment. More than one-half million jobs are nearby in downtown Chicago, but for residents with fewer skills, many available positions are in the suburbs. There is a pressing need for improved personal mobility and access to transit.

Safety also remains an issue. Crime rates have trended downward in recent years, but not in all parts of the Quad Communities. While in 2004 the Chicago Police Department’s 2nd District experienced a 5.5 percent decrease in index crimes (serious crimes such as assault, robbery and burglary), the 21st District saw a slight increase. Much remains to be done to reduce crime and improve safety for seniors, youth and all residents.

Young people need more opportunities to engage in positive activities and to prepare for higher education. They are the future of Quad Communities and must be supported by strong families, good schools, strong after-school activities and opportunities for mentoring and employment.

These are issues that must be addressed if we are to realize the vision articulated in this plan—that Quad Communities can become a socially cohesive neighborhood that welcomes families of every ethnicity and income level. We must succeed, because the larger dynamic now at work is likely to continue. Everywhere one looks, private developers are either measuring our blocks for new construction or laying rehab plans. From Douglas, where rehabs are selling for $300,000, to North Kenwood, where townhouses sell for even more, to Oakland and Grand Boulevard, where private developers are building condos and single-family homes, our community is undergoing as profound a transformation as at any time in its history.

Probably the biggest challenges are the need to foster economic integration and to create a supportive environment for low-income residents, so they can find affordable housing and improve their economic status. In the mid-twentieth century, Chicago’s Black Metropolis was a community where people of all incomes lived and worked together. In the first decades of the twenty-first century, that same potential is within our reach.
Quad Communities
Development Corporation

The Quad Communities Development Corporation (QCDC) was formed in 2003 through a partnership of Ald. Toni Preckwinkle (4th) and a diverse cross-section of neighborhood leaders. It seeks to build upon the powerful forces now reshaping North Kenwood, Oakland, Douglas and Grand Boulevard.

The mission of QCDC is to convene residents, organizations, businesses and institutions to plan, guide, support and monitor human infrastructure and community development activities that will create a sustainable, healthy, mixed-income neighborhood. The QCDC board includes representatives and leaders from block clubs, public housing developments, the University of Chicago, developers and non-profit organizations.

The QCDC service boundary includes all of Oakland, Kenwood north of 47th Street, and parts of Douglas and Grand Boulevard (see Figure 1, inside front cover). According to 2004 Claritas data, the QCDC service area is home to 8,700 households with a total population of 22,400. The median income is a little more than $30,000, and median home value is a healthy $245,000. However, only 15 percent of the 11,300 housing units in the service area are owner-occupied.

In its first year and a half, the organization has built a strong track record. In addition to organizing more than 500 participants in the 16-month quality-of-life planning process that created this plan, QCDC sponsored a number of Early Action Projects to develop momentum for community improvement. QCDC has:

- Implemented initiatives to improve public education, including the appointment of a three-year Cluster Coordinator for local elementary schools; formation of a Principals Group; and creation of a Summer Institute, facilitated by the University of Chicago’s Center for Urban School Improvement.
- Advocated successfully for early childhood education programming at Robinson Elementary, achieving full enrollment of 40 children at two full-day pre-kindergarten programs.
- Created and launched a $20,000 Neighborhood Beautification Grant Program, awarding five organizations up to $5,000 each.
- Organized significant work around commercial and retail development, including a market study of the trade area, a survey of more than 360 residents, and eight focus group sessions with more than 75 residents and stakeholders.
- Worked with the Mayor’s Office of Workforce Development to secure federal and regional funding to implement a community-driven employment transportation project for low-income families.

By bringing together residents and institutions around community-building activities, QCDC seeks to become the custodian of the community’s vision.
The Quad Communities planning effort began on August 2, 2003, when more than 75 residents and community leaders convened to discuss the state of the community and how it might be improved. A follow-up visioning session with institutional and religious leaders was held on October 23, 2003, and another for business owners and leaders on November 20, 2003. In total, more than 215 people participated in early stages of the process, not including a special visioning session that was held for teenagers between the ages of 12 and 17.

On March 27, 2004, the Planning Task Force was assembled, consisting of 88 residents, institutional leaders, business owners, public safety officers and other representatives. The task force divided into five committees—Commercial Development, Community Enrichment, Education, Employment and Housing—charged with researching and developing strategies and programs to achieve a shared vision.

The task force met at least once a month during 2004, and the committees more frequently. They drafted a vision statement, along with a list of strategies and programs.

A community-wide meeting was held at King College Preparatory High School on June 19, 2004, to update residents and collect input. More than 200 adults and 40 teenagers attended. Adults evaluated a draft vision statement by completing a written survey. They were also asked to identify neighborhood assets and challenges and to establish priorities, such as improved school performance, workforce development and affordable housing.

The task force and its committees, working closely with professional planners from Camiros, Ltd., finalized the plan at a series of meetings during the summer and fall. This document is the culmination of more than a year's hard work by hundreds of Quad Communities residents and stakeholders. Implementing its recommendations will be harder still, yet our community can draw from a deep well of strength that is our shared vision.
A Vibrant, Safe and Diverse Community

Quad Communities will become a place where a top-notch education is available to all, where residents walk streets that are attractive and safe, where the arts, culture and history are part of everyday life.

Families of all incomes and cultures will be welcome in our communities, and they will have ample support for raising healthy children and for earning a good living at both local and regional jobs. Our residents and families will benefit from a cohesive social environment and a healthy lifestyle that includes:

- Life-long learning opportunities for all, from preschoolers to senior citizens
- Investment in our youth through educational, recreational, cultural and intergenerational programs
- Prosperous commercial districts, with locally owned businesses providing business good jobs and needed goods and services
- A wide range of transportation options, from walking and biking facilities to improved public transportation and road systems
- Empowered residents who are vested in the community and connected with its many resources
- Respect for the community’s rich history, cultural traditions and arts contributions

“The goal here is to build a cohesive, mixed-income community with a shared vision.”

Bernita Johnson-Gabriel, QCDC New Communities Program Director
Preserve Section 8 housing

Create network of “community schools”

Foster interaction among diverse residents

Improve community safety

Support retail growth on Cottage Grove

Help residents develop healthy lifestyles

Preserve Section 8 housing

Develop an arts council
Nine Steps toward Achieving Our Vision

The task force developed nine primary strategies to achieve our vision for the Quad Communities area. An initial list of more than 75 projects and programs was fine-tuned by five committees to arrive at the 46 projects below.

Our Strategies:

1. **Improve** the quality of all local schools, and ensure they are open to all residents.
2. **Provide** employment and financial education services through new programs and better coordination of established ones.
3. **Create** recreational, social and employment opportunities for youth.
4. **Support** a mix of low-income, affordable and market-rate housing, and foster interaction among diverse residents.
5. **Improve** safety through partnerships with residents, the Chicago Police Department and the University of Chicago Police Department.
6. **Promote** and coordinate health care and social services, and help residents develop healthy lifestyles.
7. **Develop** unique retail and commercial districts, and foster locally owned businesses.
8. **Improve** community infrastructure, including transportation and information systems.
9. **Integrate** arts, culture and history into the everyday life of the community.
IMPROVE THE QUALITY OF ALL LOCAL SCHOOLS, AND ENSURE THEY ARE OPEN TO ALL RESIDENTS.

Improving the quality of education for local children is a major priority. Under-performing schools, poorly maintained buildings and equipment, and charter and magnet schools that have limited availability to neighborhood children severely restrict educational opportunities for Quad Communities families.

According to an October 2004 report by the Illinois Facilities Fund, of the seven elementary schools in the service area, only two are performing at acceptable levels, and neither of these is open to all children in the attendance area. Five elementary schools serving neighborhood children are not meeting state standards on achievement tests, according to the state’s school report cards.

At the one local-attendance high school, only 6 percent of juniors met or exceeded state standards for math—and only 30 percent for reading. The other high school, King College Preparatory, draws students citywide on the basis of lotteries and tests and is unavailable to most Quad Communities teens.

1.1 Ensure children living in a school attendance area can attend that school.
Create attendance areas for schools that encompass a mix of incomes, including both low- and middle-income families. Advocate for local attendance areas for charter schools, magnet schools and other new schools.

1.2 Create a network of “community schools” that partner with local institutions and have extended hours, 7 A.M. to 7 P.M.

These schools will offer:
- Expanded after-school programs that include tutoring and test preparation
- Basic skills and continuing education classes for parents and service-area residents
- Digital and computer education

More pre-school and full-day kindergarten programs may be needed at local schools.
1.3 **Assess child-care needs and affordability and add pre-school and full-day kindergartens at local schools, where needed.**

1.4 **Support charter and parochial schools,** including North Kenwood/Oakland Charter and the new charter school started at the former Donoghue School by the University of Chicago Center for Urban School Improvement. At the Donoghue charter school, encourage community participation in program development, and support the school’s Transition Advisory Council. Support continued excellence at Hales Franciscan and Holy Angels Catholic schools.

1.5 **Improve high school education.**
- Assure that neighborhood children who meet academic requirements for King College Preparatory High School can bypass the lottery system and attend the school.
- Offer a wider range of academic experiences at Dyett High School, and explore new programs, including college prep.
- Work with Hales Franciscan High School to enable Dyett High School to participate in the Cisco Networking Academy, which Hales uses to teach computer networking, web design and other technical skills.
- Commission a study to assess the need for a new neighborhood or alternative high school.
- For students who have dropped out, advocate for specialized programming to promote their successful return to the school system.

1.6 **Create business and education partnerships,** in which corporations and community-based businesses adopt neighborhood schools.

1.7 **Enable teachers and parents to better help students.**
Provide professional development courses for teachers, and create programs that empower school administrators to engage parents as full partners in educational programming.
- Continue to provide leadership and literacy training for principals.
- Provide training for teachers who work with children facing challenges.
- Develop guidelines to identify and acknowledge extraordinary teachers.
- Improve parent involvement in schools. Hold informational sessions during open houses, report-card pickup days, and at other times, on such topics as tutoring, college testing and financing a higher education.

1.8 **Ensure that arts, physical education, and health and sex education are core disciplines of the curriculum.**
Form partnerships between schools, and link schools with arts providers, health clinics and nutritional programs.

1.9 **Track student progress and attendance.**
Assign two truant officers to track students starting in sixth grade, and create a position that tracks eighth-grade graduates through high school.
Despite rapid growth in housing starts and the anticipated development of retail, the unemployment rate for Quad Communities remains high. Census 2000 put the unemployment rate for the four community areas at 23.9 percent, more than twice the citywide rate of 10.1 percent.

Many community job seekers are held back by a lack of training, education or information about employment resources. Many residents—especially returning public housing residents—need intensive training in new skills to compete in the new, post-industrial job market, while others need to enhance skills they already possess. The following projects will help residents prepare for and connect to employment opportunities:

2.1 **Develop a Center for Working Families** to provide job placement, financial education, homebuyer counseling and other services aimed at helping families become self-sufficient and financially secure. The center will provide personalized case management for individuals and families and offer a menu of services to meet local needs, including:

- Comprehensive financial education and planning support to both low- and middle-income residents
- Access to financial products, such as checking accounts and loan products, through partnerships with financial institutions
- Strong connections to major employers throughout the region
- Skills assessment and training for specific industrial sectors
- Training for adults in interpersonal and professional skills
- Computer training, including word processing, e-mail and Internet search skills
Figure 5 Tax increment financing (TIF) districts

Tax increment financing (TIF) districts cover the eastern portion of the Quad Communities. The 43rd/Cottage Grove TIF was recently expanded to include the east side of Cottage Grove and portions of the south side of 47th Street. TIF funds can be used for a variety of projects that will benefit the community.

2.2 **Develop an employment-services task force**

to set priorities for the Quad Communities. The task force should be made up of resident leaders, employers, employment service providers, community organizations and other institutions. Identify employment needs of residents and stakeholders, and create a long-term strategy to strengthen collaboration and coordination among service providers. Work with the 43rd and Cottage Grove Tax Increment Financing (TIF) Advisory Council (see Project 7.2) to identify businesses in need of training funds, and advocate use of TIF funds for training-related activities.

2.3 **Develop a Quad Communities employment report and employment resource directory.**

Summarize data, analysis and key findings from primary and secondary sources in a white paper on Quad Communities employment. Develop a resource directory that lists all employment-related service providers in the Mid-South area. Use the directory to foster coordination and collaboration among providers.

2.4 **Initiate a Job Access Reverse Commute (JARC) pilot program** to address employment-related transportation and access issues for residents who are struggling to obtain or retain jobs, especially jobs in the suburbs, which are difficult to reach with current transit options.

2.5 **Improve job-training programs** to close gaps between employer needs and resident skills. Support new employment readiness programs for returning public housing residents. Promote local adult education options, and create new programs in high-demand occupations, such as culinary arts, construction and retail services.

2.6 **Organize and host quarterly job developers’ forums.**

Organize seminars, workshops and focus groups for job-development professionals. Work with local employment services and training programs that do not have a job-development resource to create and implement placement strategies—especially strategies targeting returning Chicago Housing Authority residents, youth and ex-offenders.
Residents firmly believe that youth who are involved in school, jobs and social programs are youth who will become productive adults. A lack of opportunities for young people was cited repeatedly as a community problem during the planning process. Of primary concern is the need for accessible employment and social activities.

The first step is to provide alternatives for at-risk youth. Organizations such as the Abraham Lincoln Centre, Kenwood Oakland Community Organization, Muntu Dance Theatre and Little Black Pearl Art and Design Center show youth how to work in positive ways. The Community Builders is exploring the creation of a civic center that would provide a new neighborhood space for young people. The following projects and programs are meant to build upon such efforts:

3.1 Develop youth enterprise opportunities including internships and partnerships with local businesses.

3.2 Expand year-round recreation programs and facilities to provide safe and healthy activities for youth of all ages. Work with the Chicago Park District, churches and other local institutions.

3.3 Develop youth leadership. Create internship and mentoring programs that provide placement and support to students at all area high schools. Engage youth in the civic process by adding a voter registration component at high schools, sponsoring trips to state and local governments and partnering with organizations that have legislative programs for youth.

3.4 Develop an inventory of community service projects, such as Clean and Green and senior citizen assistance, which satisfy service requirements for high school students.

3.5 Create a Digital Youth Initiative to enhance young people’s skills in technologies such as networking, Internet, video, music production and graphic design.

3.6 Create intergenerational workshops that foster dialog between youth and older residents, and engage the two groups in community planning. Allow seniors to pass on the history of the neighborhood before it is lost.

Strong programming for youth, from civic involvement to recreational activities, is a priority.
STRATEGY 4

Support a mix of low-income, affordable and market-rate housing, and foster interaction among diverse residents.

Many positive things have happened in the area of housing over the past few years. New housing construction and renovation have grown at double the city average. Home purchases have increased, and the area has seen an influx of mixed-income housing developments. We have also lost affordable housing as the Chicago Housing Authority has demolished older buildings, and both rental and purchase prices have increased along with demand.

As part of the Chicago Housing Authority’s Plan for Transformation, more than 1,500 new units for very low- or moderate-income households will come on line in the area served by Quad Communities Development Corporation (QCDC). As private development increases, the challenge will be to maintain sufficient affordable units for working families who want to stay in the area or move here.

Data from the Chicago Rehab Network shows that federal housing contracts are scheduled to expire on 718 units within the QCDC service area in the next five years. This potential loss of affordable units comes as market rents are expected to rise. The 2004 MetroEdge study estimated that two-thirds of new residents are likely to be middle- and upper-income households.

4.1 Create an Affordable Housing Resource Center to serve as an umbrella organization under which community groups can organize, educate and mobilize around affordable housing concerns, such as the pending expiration of federal contracts.

4.2 Ensure that long-term economic and social supports are in place at new mixed-income developments—such as Jazz on the Boulevard, Oakwood Shores, Lake Park Crescent and Hearts United—so they remain attractive and safe places to live for people of all incomes. Work with Genesis Housing Development Corporation and other organizations to enhance their programs, and support the work of the three organizations partnering with private developers on Chicago Housing Authority redevelopment: The Community Builders, Heartland Alliance and Abraham Lincoln Centre. These organizations help residents through services such as case management, life skills counseling, substance abuse counseling, training in financial management and skills assessment and training.

4.3 Create live-work spaces for artists and musicians to continue the community’s historic legacy as a cultural center.

4.4 Develop a Smart Planning Initiative that continues the current policy of approving proposed market-rate housing developments only if they include some proportion of affordable units. Bind affordability to units rather than owners to lock in affordability even if the original buyer relocates.

4.5 Create community connections through a Building Blocks Initiative. Use QCDC as an umbrella organization to create, support and link block clubs and homeowners’ associations and organize community events.
Crime, violence and the perception of unsafe streets are major concerns of local residents and pose barriers to attracting new residents and businesses. Despite a downward trend for several years, the crime rate in the 21st District, covering most of the QCDC service area, showed a modest increase in 2004. Even if this proves to be a temporary aberration, the local crime rate has remained consistently higher than the city average. While the 2nd District covers a much smaller portion of the QCDC service area, 2004 showed a decrease in crime. There is considerable work to be done through partnerships with both districts to ensure continued reductions in crime.

The Quad Communities are taking an aggressive approach to reducing crime. Organizations and residents have a long and mostly positive history of working with the Chicago Police Department, especially with its community policing initiative, the Chicago Alternative Policing Strategy (CAPS). The Quad Communities have expanded relations with the University of Chicago Police Department, which recently extended its patrol area north to 39th Street and west to Cottage Grove. The projects below seek to improve coordination, information sharing and identification of neighborhood priorities.

**5.1 Develop a Quad Communities Safety Cooperative** that will collect and disseminate crime statistics, identify criminal issues and monitor problem properties or negligent landlords and business owners. The cooperative could work with the Affordable Housing Resource Center (see Project 4.1) to develop quarterly landlord training classes.

**5.2 Organize a Safety and Strategic Work Group** that will address security concerns raised by the Safety Cooperative, to be composed of representatives from the 21st and 2nd districts of the Chicago Police Department, the University of Chicago Police Department and others.

**5.3 Further expand University of Chicago Police Department patrols** and leverage funding for additional emergency telephones.
Promote and coordinate health care and social services, and help residents develop healthy lifestyles.

The area has many social service and health agencies but lacks a coordinated approach to service delivery and promotion. This strategy seeks to inform residents of their choices, make programs more accessible and promote healthy lifestyles.

6.1 Develop directories of health and social services. Compile a directory of all medical facilities, including hospitals serving the QCDC area, and compile a social services directory of educational, religious, arts and culture facilities.

6.2 Create partnerships among social service organizations and support new programs to address domestic violence, mental health issues, drug treatment, life-skills training and the needs of ex-offenders.

6.3 Create a Senior Heritage Initiative to plan and develop a neighborhood senior center that will provide meals, recreation, computer classes and other activities for seniors.

6.4 Support healthy lifestyles through seminars focusing on preventive health care for heart disease, diabetes, obesity, sexually transmitted diseases and HIV. Promote a walking club along Drexel Boulevard and other blocks.
Organize, staff and manage a Tax Increment Financing (TIF) Advisory Council for the 43rd and Cottage Grove TIF to review proposed projects and influence how TIF funds are used. Recruit residents, stakeholders and specialists to serve on the council and host community forums on TIF-funded commercial development.

Develop public- and private-sector resources to attract specific business types desired by the community, such as a full-service grocery, apparel stores and sit-down restaurants, all of which ranked near the top in resident surveys.

Quad Communities was once the commercial center for Chicago’s African-American community. Cottage Grove Avenue was the major commercial route through the South Side to the Loop. Now the avenue has many vacant lots and empty buildings. According to a 2003 physical assessment performed for the city by Skidmore, Owings and Merrill, the Cottage Grove corridor, from 39th to 51st streets, contains 20 linear acres of vacant or underutilized lots, the equivalent of six city blocks.

The city’s Cottage Grove Plan seeks to redevelop the corridor with a mix of uses, including a retail focus at 47th Street. The demand exists. According to a study by MetroEdge, an urban market research firm, each year more than $450 million in total spending escapes the neighborhood—about two-thirds of residents’ total buying power—due to a lack of retailers. The Cottage Grove Trade Area (within a 10-minute drive of the street) should be able to support 700,000 square feet of new retail businesses, with the greatest potential at or near the 43rd and 47th Street intersections. A Tax Increment Financing (TIF) District is already in place and can provide resources to move development forward.

Institute a commercial design standard that unifies the six major commercial corridors: along 35th, 39th, 43rd, 47th, Drexel and, especially, Cottage Grove. Prepare a master plan with design guidelines for Cottage Grove, and apply these guidelines to subsequent plans. Develop banners or other identifying markers to designate specific districts, such as the cultural corner envisioned at 47th and Greenwood.
7.4 Establish a retail development planning team to promote the area and support new commercial development. The team would:

- Assemble experts and city officials to create a consistent vision and commercial development message.
- Create advertisements, mailers and promotional packets for the trade area and distribute them to retailers, brokers and developers.
- Develop and maintain a database of all vacant commercially zoned land and buildings available for sale or lease, and conduct a retail market study.
- Study the feasibility of attracting or developing hospitality businesses, such as bed-and-breakfast, banquet hall, conference and hotel facilities.
- Support carefully planned development of “big box” stores along Cottage Grove, addressing traffic concerns and ensuring that large retailers make significant contributions to neighborhood employment and beautification initiatives.
- Attract retail and entertainment businesses that offer a wide range of products and services for households of different incomes, and support retail development at new Chicago Housing Authority transformation sites.

7.5 Enhance the capacity of chambers of commerce and other support organizations to promote business growth and support locally owned businesses. These organizations would:

- Conduct focus groups and surveys with community businesses to assess business priorities.
- Publish a directory of businesses in the Quad Communities Development Corporation service area.
- Explore designation as a Special Service Area or Business Improvement District to raise funds for sidewalk cleaning, special events and other shared benefits.
- Provide business improvement services for owners and operators and an incubator program for aspiring entrepreneurs.
- Develop resources and opportunities to ensure that a percentage of new commercial facilities is leased or owned by small, minority-owned businesses.
- Partner with area high schools to develop internship opportunities.

Figure 6 Cottage Grove development framework

A 2003 physical assessment of the Cottage Grove Corridor, by Skidmore, Owings & Merrill LLP (SOM), recommended creation of a mixed-use corridor with major activity nodes at 43rd Street and 47th Street.
STRATEGY 8

Improve community infrastructure, including transportation and information systems.

Though the Quad Communities have experienced a boom in housing, other systems that support a growing community have not kept pace. Public transportation, for instance, is limited on the east end of the community, where Metra trains and express buses bypass the neighborhood, and the 43rd Street bus offers no service after 7 p.m. For many years there has been a sense that “you can’t get there from here.” Access to Burnham Park and Lake Michigan is hampered by deteriorated pedestrian bridges across railroad tracks and Lake Shore Drive.

In January 2005, the city of Chicago announced the winners of an architectural competition for new pedestrian and bicycle bridges to serve the lakefront, including three new structures in the Quad Communities. Two S-shaped bridges were chosen for the 41st and 43rd Street overpasses near the new Lake Park Crescent development, and a single-tower suspension bridge won the competition for 35th Street. Scheduled for construction in 2006 or 2007, these bridges are just two of many long-needed infrastructure investments.

The community is especially interested in creating or restoring attractive streetscapes to support additional housing development—on Drexel Boulevard, for instance—and renewed retail clusters. Leaders recognize that good design, quality materials, landscaping and upgraded street lighting all help foster social interaction and a stronger community. Systems that spread information about the neighborhood are another priority.

Many parts of the Quad Communities have strong transit options, but some areas on the east are underserved.

8.1 **Promote neighborhood resources through a Community Information Hub** that uses the Internet, kiosks and other tools to spread the word about schools, shopping, housing and recreation. Create a Quad Communities web site, and develop electronic and other methods of communication among neighborhood residents, institutions and businesses.

8.2 **Beautify the neighborhood** through enhancement grants, additional city investments, cleanups, artistic treatments of shopping streets and buildings and preservation of historic architecture.
8.3 Enhance Drexel Boulevard. Use the city’s catalog of approved designs for historic areas to beautify Drexel Boulevard, so that it will regain its former prominence. Highlight the landscape architecture of Frederick Law Olmstead, and encourage usage by all residents (see Figure 7, Drexel Boulevard Restoration Concept).

8.4 Implement a parking, transportation and infrastructure strategy that will attract and support commercial and retail activity. Explore development of a parking garage close to major attractions; a trolley-rickshaw transport system along Cottage Grove; bike lanes on local streets and a bike valet on the Lake Shore bike path. Support timely construction of the planned pedestrian bridges to link the neighborhood to the lakefront park system.

8.5 Create new transit connections and services.
Expand transportation options by re-opening the Oakwood Boulevard Metra station. Explore creation of a Chicago Transit Authority (CTA) Gray Line along the Metra right-of-way, which would provide frequent service to downtown and the Far South Side. Also increase CTA bus service from major new housing developments to downtown or the CTA rail system (see Figure 8, Local Transportation).

Figure 7 Drexel Boulevard redevelopment concept

Drexel Boulevard was once the landscaped centerpiece of our communities. A major emphasis of this plan is restoration of the Drexel Boulevard parkway to its former glory as a distinctive visual feature of a high-quality residential neighborhood.
Figure 8  Local transportation

Transportation is a major issue in the eastern portion of Quad Communities where evening bus service is limited and long walks are required to get to bus and rail lines. Existing and planned bicycle lanes and new pedestrian bridges promise to greatly improve access to the lakefront’s recreational amenities.

- CTA Bus Route
- Existing Bicycle Lanes
- Recommended Bicycle Routes
- QCDC Service Area
- Planned Pedestrian Bridge
STRATEGY 9

Integrate arts, culture and history into the everyday life of the community.

The Quad Communities have a rich legacy of African-American arts and culture, which can serve as the foundation for developing the area as a twenty-first century cultural and historic destination. Construction of new facilities for the Little Black Pearl Art and Design Center and Muntu Dance Theater should mark the beginning of the community’s cultural renewal. An arts infrastructure is needed to support and coordinate continued revitalization.

9.1 Develop an arts council to connect groups involved in arts, culture, heritage tourism and recreation.
Organize a master calendar of festivals, parades, tours and cultural events, and develop a guide or marker program for Bronzeville’s historic landmarks.

9.2 Implement fine arts programming.
Promote partnerships between community organizations to provide local fine arts opportunities.

9.3 Create a neighborhood historical society.
Advocate for a neighborhood historical society to capture the area’s rich history of African-American life and culture in the early part of the twentieth century. Develop programming to explain and dramatize the area’s history for newer and younger residents through various resources, including the recollections of area seniors.
Key to Participating Organizations

Many organizations have pledged to implement the projects in our quality-of-life plan. They include (but are not limited to):

- 4th Ward Aldermanic Office 4th Ward
- Abraham Lincoln Centre ALC
- Black Metropolis Convention and Tourism Council BMCTC
- Black Star
- Booker Clinic BC
- Bronzeville Historical Preservation Society BHPS
- Bronzeville Community Development Partnership
- Chicago Community Ventures CCV
- Chicago Department of Planning and Development DPD
- Chicago Department on Aging
- Chicago Jobs Council
- Chicago Police Department CPD
- Chicago Public Schools CPS
- Chicago Public Schools Cluster Coordinator CPS/CLUSTER
- Chicago Rehab Network CRN
- Citibank
- The Community Builders, Inc. TCB
- Community Investment Corporation CIC
- Diamonds in the Rough Children's Society DRCS
- Draper and Kramer DK
- The Field Museum, Center for Cultural Understanding and Change CCUC
- The Fund
- Genesis Housing Development Corporation
- Hales Franciscan High School
- Harper Court Foundation HCF
- Heartland Alliance
- Hyde Park Art Center HPAC
- Jobs For Youth JFY
- Kenwood Oakland Community Organization KOCO
- KOMED
- Little Black Pearl Art and Design Center LBP
- Martin Luther King Center MLKC
- Mayor’s Office of Workforce Development MOWD
- Mercy Hospital MH
- Michael Reese Hospital
- Mid-South Planning and Development Commission MSPDC
- Muntu Dance Theatre MDT
- Planned Parenthood PP
- One Economy
- Quad Communities Development Corporation QCDC
- South East Chicago Commission SECC
- ShoreBank SB
- Thrush Development Corporation
- Transitional Advisory Council—Donoghue Charter School TAC
- University of Chicago U. of C.
- University of Chicago Hospitals U. of C. Hospitals
- University of Chicago Police Department UCPD
- University of Chicago Center for Urban School Improvement CUSI
- University of Chicago School of Social Services Administration SSA
- UJIMA
- Urban Innovation Analysis UIA
## Schedule and Priorities

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<tr>
<td>1.9 Track student progress and attendance.</td>
<td></td>
<td>CPS</td>
</tr>
<tr>
<td><strong>2. PROVIDE EMPLOYMENT AND FINANCIAL EDUCATION SERVICES THROUGH NEW PROGRAMS AND BETTER COORDINATION OF ESTABLISHED ONES.</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.1 Develop a Center for Working Families.</td>
<td></td>
<td>ALC, MSPDC, JFY, CJC, Citibank, SB</td>
</tr>
<tr>
<td>2.2 Develop an employment-services task force.</td>
<td></td>
<td>QCDC, ALC, U. of C. Hospitals</td>
</tr>
<tr>
<td>2.3 Develop a Quad Communities employment report and employment resource directory.</td>
<td></td>
<td>SSA, QCDC</td>
</tr>
<tr>
<td>2.4 Initiate a Job Access Reverse Commute (JARC) pilot program.</td>
<td></td>
<td>MOWD, ALC, QCDC</td>
</tr>
<tr>
<td>2.5 Improve job-training programs to close gaps between employer needs and resident skills.</td>
<td></td>
<td>ALC, The Fund</td>
</tr>
<tr>
<td>2.6 Organize and host quarterly job developers’ forums.</td>
<td></td>
<td>QCDC</td>
</tr>
<tr>
<td><strong>3. CREATE RECREATIONAL, SOCIAL AND EMPLOYMENT OPPORTUNITIES FOR YOUTH.</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.1 Develop youth enterprise opportunities.</td>
<td></td>
<td>MOWD</td>
</tr>
<tr>
<td>3.2 Expand year-round recreation programs and facilities.</td>
<td></td>
<td>KOCCO, TCB, UJIMA</td>
</tr>
<tr>
<td>3.3 Develop youth leadership through internship, mentoring and other programs.</td>
<td></td>
<td>Black Star</td>
</tr>
<tr>
<td>3.4 Develop an inventory of community service projects.</td>
<td></td>
<td>To be determined</td>
</tr>
<tr>
<td>3.5 Create a Digital Youth Initiative.</td>
<td></td>
<td>One Economy</td>
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<tr>
<td>3.6 Create intergenerational workshops.</td>
<td></td>
<td>LBP</td>
</tr>
<tr>
<td>STRATEGY</td>
<td>TIMEFRAME (YEARS)</td>
<td>ORGANIZATIONS</td>
</tr>
<tr>
<td>------------------------------------------------------------------------</td>
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</tr>
<tr>
<td><strong>4. SUPPORT A MIX OF LOW-INCOME, AFFORDABLE AND MARKET RATE HOUSING, AND FOSTER INTERACTION AMONG DIVERSE RESIDENTS.</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.1 Create an Affordable Housing Resource Center.</td>
<td></td>
<td>Genesis, CRN, CIC</td>
</tr>
<tr>
<td>4.2 Ensure that long-term economic and social supports are in place at new mixed-income developments.</td>
<td></td>
<td>TCB, DK, Thrush</td>
</tr>
<tr>
<td>4.3 Create live-work spaces for artists and musicians.</td>
<td></td>
<td>Heartland</td>
</tr>
<tr>
<td>4.4 Develop a Smart Planning Initiative.</td>
<td></td>
<td>Genesis, CRN</td>
</tr>
<tr>
<td>4.5 Create community connections through a Building Blocks Initiative.</td>
<td></td>
<td>QCDC</td>
</tr>
<tr>
<td><strong>5. IMPROVE SAFETY THROUGH PARTNERSHIPS WITH RESIDENTS, THE CHICAGO POLICE DEPARTMENT AND THE UNIVERSITY OF CHICAGO POLICE DEPARTMENT.</strong></td>
<td></td>
<td></td>
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<tr>
<td>5.1 Develop a Quad Communities Safety Cooperative.</td>
<td></td>
<td>QCDC, CIC, SECC, CPD</td>
</tr>
<tr>
<td>5.2 Organize a Safety and Strategic Work Group.</td>
<td></td>
<td>QCDC, CPD, UCPD</td>
</tr>
<tr>
<td>5.3 Further expand University of Chicago Police Department patrols.</td>
<td></td>
<td>UCPD</td>
</tr>
<tr>
<td><strong>6. PROMOTE AND COORDINATE HEALTH CARE AND SOCIAL SERVICES, AND HELP RESIDENTS DEVELOP HEALTHY LIFESTYLES.</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6.1 Develop directories of health and social services.</td>
<td></td>
<td>U. of C., SSA, U. of C. Hospitals</td>
</tr>
<tr>
<td>6.2 Create partnerships among social services organizations.</td>
<td></td>
<td>QCDC, MLKC, DRCS</td>
</tr>
<tr>
<td>6.3 Create a Senior Heritage Initiative.</td>
<td></td>
<td>QCDC/4TH Ward</td>
</tr>
<tr>
<td>6.4 Support healthy lifestyles.</td>
<td></td>
<td>KOMED, BC, MH, U. of C. Hospital</td>
</tr>
<tr>
<td><strong>7. DEVELOP UNIQUE RETAIL AND COMMERCIAL DISTRICTS, AND FOSTER LOCALLY OWNED BUSINESSES.</strong></td>
<td></td>
<td></td>
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<tr>
<td>7.1 Institute a commercial design standard.</td>
<td></td>
<td>QCDC</td>
</tr>
<tr>
<td>7.2 Organize, staff and manage a Tax Increment Financing (TIF) Advisory Council.</td>
<td></td>
<td>QCDC</td>
</tr>
<tr>
<td>7.3 Develop public- and private-sector resources to attract specific business types desired by the community.</td>
<td></td>
<td>4th Ward</td>
</tr>
<tr>
<td>7.4 Establish a retail development planning team.</td>
<td></td>
<td>QCDC, DPD</td>
</tr>
<tr>
<td>7.5 Enhance the capacity of chambers of commerce and other support organizations.</td>
<td></td>
<td>QCDC, CCV</td>
</tr>
<tr>
<td>STRATEGY</td>
<td>TIMEFRAME (YEARS)</td>
<td>ORGANIZATIONS</td>
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<tr>
<td>-------------------------------------------------------------------------</td>
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<tr>
<td>8. IMPROVE COMMUNITY INFRASTRUCTURE, INCLUDING TRANSPORTATION AND INFORMATION SYSTEMS.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8.1 Promote neighborhood resources through a Community Information Hub.</td>
<td>1 2-3 4-5</td>
<td>QCDC, BMCTC</td>
</tr>
<tr>
<td>8.2 Beautify the neighborhood.</td>
<td></td>
<td>QCDC</td>
</tr>
<tr>
<td>8.3 Enhance Drexel Boulevard.</td>
<td></td>
<td>4TH Ward</td>
</tr>
<tr>
<td>8.4 Implement a parking, transportation and infrastructure strategy.</td>
<td></td>
<td>4TH Ward</td>
</tr>
<tr>
<td>8.5 Create new transit connections and services.</td>
<td></td>
<td>4TH Ward</td>
</tr>
<tr>
<td>9. INTEGRATE ARTS, CULTURE AND HISTORY INTO THE EVERYDAY LIFE OF THE COMMUNITY.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9.1 Develop an arts council to create linkages among groups involved in arts, culture, heritage tourism and recreation.</td>
<td>1 2-3 4-5</td>
<td>QCDC, LBP, MDT, HPAC, UA, BMCTC</td>
</tr>
<tr>
<td>9.2 Implement fine arts programming.</td>
<td></td>
<td>QCDC, LBP, MDT, HPAC, HCF</td>
</tr>
<tr>
<td>9.3 Create a neighborhood historical society.</td>
<td></td>
<td>QCDC, BHPS</td>
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</tbody>
</table>
New Communities Program

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

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

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

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

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www.lisc-chicago.org
www.newcommunities.org