DEDICATION

This plan is dedicated to the senior citizens of West Haven who held the community together during a period of change and who taught other residents how to plan for a healthy future.

They were leaders in what Chicago Tribune columnist Mary Schmich called an “odd little army.” They helped defeat the Chicago Bears’ plan to build a stadium in the neighborhood, and their solidarity and guidance led to a successful negotiation with the owners of the United Center for replacement housing and new community resources.

Today’s renewal in West Haven is a testament to their work.

Esther Archie
Boyce Baker
Flossie Barney
Juanita Barney
Charles Bevly
Corean Bevly
Annice Bronner
Joe Brown
Rose Calloway
Edna Carter
Tersia Cornell

Rev. Arthur Griffin
Everett Howard
Thelma Hunter
Douglas Johnson
Irene Johnson
Johnnie Johnson
Essie Kelly
Mabel Manning
Wilhemina Mathis
Ernest McShan
Maxine McShan
Rachel Moore

Rose Phillips
Josephine Sankey
Deather Simmons
Ann Smith
Marie Smith
Rebecca Summers
Robert Taylor
Maud Troupe
Emma Walton
Charlean Williams
Morsa Wright
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Our community has a history of bottom-up planning. In early 1987, the Chicago Bears football team released a proposal to build a new stadium on the Near West Side, in the neighborhood that would become known as West Haven. The plan would require demolition of homes and put an entire community at risk, which is why residents of the area organized to resist the plan.

The meetings started on April 15, 1987 and they attracted a steady stream of participants. Every Thursday evening, residents walked or drove over to the Mile Square Health Center or St. Andrew’s Church and discussed how to stop the stadium and rebuild the neighborhood on their own terms. At the first meetings people munched on candy and drank coffee to tide them over to a late dinner, but then Flossie Barney and Mabel Manning started making food and encouraging others to bring something. Soon, the meetings featured big bowls of greens, corn on the cob, chicken, corn bread and peach cobbler. Leaders emerged: energetic Mabel Manning, whose devotion to the neighborhood inspired others to join in, Wilma Ward, who knew how to talk strategy, and Earnest Gates, a lifelong resident whose own home was “turned into a park” on a map of the Bears’ stadium proposal.

This group of residents, representing the Central West Community Organization, worked with the Interfaith Organizing Project to beat back the Bears proposal. They also drafted a plan of their own for the community called “A Better Alternative.” Later, when the Chicago Bulls and owners of the Chicago Stadium announced their own plan to build a stadium, the community plan was a key tool in negotiations. The plan called for creation of a new library, a park, affordable housing and a center for youth, all of which were built in the 1990s. The library was named after Mabel Manning.
EXECUTIVE SUMMARY

This Quality of Life Plan is part of LISC/Chicago’s New Communities Initiative (NCI). The New Communities Initiative is a large-scale, comprehensive community-building program that is assisting community development corporations in developing and implementing projects and programs aimed at strengthening their neighborhoods and the lives of those who live and work in them.

The three organizations are: the Near West Side Community Development Corporation (Near West Side CDC), The Resurrection Project and the Southeast Chicago Development Commission. Components of the NCI program include: 1) comprehensive quality of life physical planning in each community; 2) flexible new program/project development support; 3) core support for NCI staff at the community development corporations; and 4) program-wide and project-specific technical assistance.

This plan, prepared by the Near West Side CDC, seeks to improve the quality of life in West Haven, a community just west of Chicago’s downtown experiencing rapid physical and social change. The Henry Horner Homes public housing development, on the north end of our neighborhood, is being redeveloped into a mixed-income community. New retail stores are opening on Madison Street. New housing is being built on many of our side streets. Parallel with this bricks-and-mortar activity is a great deal of change among individuals, families and community institutions. There are more activities in our parks, new block clubs and homeowner associations, new jobs and new homes for public housing residents, and more gatherings to discuss community safety, recreation and business opportunities.

West Haven is unique among Chicago communities because it is successfully building on the Chicago Housing Authority’s public housing transformation process to create a balanced, healthy community. Our vision is that West Haven will become a vibrant mixed-income community that offers opportunities for public housing residents and other long-time community members as well as newcomers. This plan gives direction to that vision by outlining goals and strategies in ten areas of community life.
1. **Create a Balanced, Mixed-Income Community**

We want to become a balanced mixed-income community that welcomes new residents without displacing those already in the neighborhood. The strategies we propose are:

- Work with developers to create new market-rate and affordable housing.
- Continue to build mid-range housing.
- Communicate housing preferences developed by residents.
- Use the zoning code to preserve the current housing mix.
- Provide support to low-income families.
- Address management issues in subsidized developments.
- Encourage tough but fair management of public housing units.
- Create safeguards to control housing costs.
- Support and expand block clubs and homeowner associations.

2. **Develop a Thriving Commercial Center**

In recent years, West Haven has been a retail desert with only a handful of businesses in the entire community. We developed a vision of West Haven as a community with a wide range of retail services and a climate that attracts entrepreneurs. We propose to:

- Attract a full-service grocery store.
- Create a pedestrian-oriented business strip.
- Provide opportunities for entrepreneurship.
- Attract new Chicago Transit Authority rail stations.
- Expand use of the United Center Economic Development Fund.
- Upgrade existing businesses.

3. **Expand Employment Linkage and Training Opportunities**

West Haven is geographically close to employment opportunities, but many of our residents have been isolated from the employment market and others have few of the skills necessary for today’s higher paying jobs. We will:

- Build on recent successes of job-linkage programs.
- Create stronger ties to nearby employment centers.
- Connect to new retail stores.

4. **Improve Parks Programming and Extend Open Space**

West Haven residents and institutions have begun making better use of neighborhood parks and open space, but as the community continues to change, we will have opportunities to enhance park resources and increase their use. We intend to:

- Improve and extend the landscape at Touhy Herbert Park.
- Coordinate and extend programming at Touhy Herbert Park.
- Coordinate programming between Union Park, Touhy Herbert Park and local schools.
- Enhance and name the small park near Dett School.
- Support creation and programming of a new park at
5. IMPROVE LOCAL SCHOOLS AND BUILD CONNECTIONS TO THEM
Performance at most of our schools remains in the lowest tier of Chicago schools. At the college level, Malcolm X College and the University of Illinois at Chicago are immediately accessible to our residents but remain lightly utilized resources. We will:

- Create a resident-led committee to address local school issues and formulate improvements.
- Form a network among local schools and interested parties.
- Develop a support network for college-bound students.

6. ENHANCE COMMUNITY LIFE FOR YOUTH AND ADULTS
Older community residents remember when our streets and yards were filled with people, the parks were heavily used, and a healthy community network included churches, schools, block clubs and extended families. We want to rebuild that community life and devote new resources to engaging the neighborhood’s pre-teen and teen populations in meaningful, healthy programs. We propose to:

- Organize activities for parents, children and families.
- Expand block clubs and neighborhood groups.
- Create a senior database.
- Develop a senior “oasis.”
- Create a preventive health campaign.
- Use small grants to build bridges within the community.
- Create opportunities for leadership development.
- Strengthen capacity of area adults and agencies to support youth.
- Create internships and jobs for teenagers.
- Increase school-based extracurricular activities.

7. IMPROVE SAFETY AND SECURITY
Thanks to a series of efforts in the past few years, West Haven has come a long way in a short time in terms of resident safety and security. Crime rates for homicide, burglary and assault are down dramatically, but we have more work ahead of us to maintain a sense of safety. We will:

- Continue enforcement activities.
- Expand block club and neighborhood participation in community policing.
- Coordinate block-by-block organizing.
- Increase activity in public places to deter criminal activity.

8. ENHANCE THE COMMUNITY’S CENTER AT MADISON AND HOYNE
We consider the center of our community to be along Hoyne Avenue because it includes West Haven’s major attractions - the Mabel Manning Library, the James Jordan Boys and Girls Club and Family Life Center, Touhy Herbert Park and Mile Square Health Center. This perception should be strengthened. We propose to:

- Develop Hoyne Commons as a bridge between the north and south ends of West Haven.
9. INCREASE NEIGHBORHOOD COMMUNICATION
With the neighborhood changing rapidly, there is more need than ever for strong avenues of communication. We believe that a special need is to foster information exchange between the “old-guard” - long-time neighborhood residents - and new residents and businesses that are joining the neighborhood. To accomplish this, we intend to:

- Continue regular community meetings.
- Develop a West Haven newsletter or newspaper.
- Create a website to share information and resources.
- Promote communication among schools and youth organizations.

10. IMPROVE THE COMMUNITY’S IMAGE
The West Haven community between Ashland and Western has begun to define itself as a distinct community. We suggest the following strategies for enhancing our identity:

- Create West Haven “pyramid” markers at key locations.
- Pursue official city designation of the West Haven name for the community.
- Celebrate existing neighborhood events and traditions, and establish new ones.
- Market West Haven to neighboring communities.

March 2001
WHY BOTHER PLANNING?
BECAUSE IF WE DON’T, SOMEONE ELSE WILL.

Karen Williams put into words what some were thinking. It was one of the first meetings of the West Haven Community Planning Process, and everybody knew that something very big was going on in their neighborhood. High-priced housing was selling fast in nearby areas and developers were actively acquiring properties on Madison, Harrison and other local streets. The question on the floor was why the community should bother with planning. “It is too late to be starting a planning process,” said Williams, a longtime property owner, “when vacant lots are going for $125,000.”

But the meeting room at the Mabel Manning Library included some of the people who had been through this before, in the late 1980s when the Bears, and then the Bulls, sought to build stadiums in the area. Wilma Ward remembered how residents took maps home during that process and drew in their own ideas of what the community should look like. “Because of that work, we got 32 units of replacement housing (during United Center construction),” Ward said. “This planning process gives us the chance to make decisions about our community. If we don’t, someone else will.”

Resident Lola Griffin put it this way: “It is never too late to plan.”

That was the start of a seven-month process that brought more than 100 residents together to figure out what was going on and to decide what would be best for the future. It was not always a smooth process - or an easy one. The community, after all, faced a level of change even more dramatic than that of the 1980s: gentrification, redevelopment of the Henry Horner Homes public housing projects and the first new retail development in 30 years. “We have to think about the balance,” said Michael Cunningham, a new homeowner in the community. “What do we want the neighborhood to look like and feel like?” That was a key word: balance. It would drive the conversation for months to come.
I. THE NEW COMMUNITIES INITIATIVE

This Quality of Life Plan is part of LISC/Chicago’s New Communities Initiative (NCI), a $9 million comprehensive community-building program that helps community development corporations strengthen their neighborhoods and the lives of the people who live and work in them.

NCI reflects an evolution of community development strategies; it is testing the premise that community development corporations can expand from a singular focus on housing or economic development to a more comprehensive agenda.

Components of the NCI program include: 1) comprehensive quality of life physical planning in each community; 2) flexible new program/project development support; 3) core support for NCI staff at the community development corporations; and 4) program-wide and project-specific technical assistance. Two program-wide efforts are the Open Space Initiative, a partnership with the Chicago Park District and the John D. and Catherine T. MacArthur Foundation, and the Project Match Employment Initiative, which creates neighborhood-based employment centers.

These efforts are producing new social services, child care resources, parks and playgrounds, access to job-training and placement resources, and commercial and retail development. NCI’s goal is to gather a body of experience that will inform future community development efforts in Chicago and other urban areas where neighborhoods face a multiplicity of issues and are not well served by partial, or staggered, approaches to revitalization. It is our hope that the NCI work in Chicago can become a model for community development in other neighborhoods and other cities.

The three NCI organizations are the Near West Side Community Development Corporation, the Southeast Chicago Development Commission and The Resurrection Project. These organizations have strong track records, and their communities include residents and businesses committed to renewal. Each community is also experiencing a revival of market forces that could bring rapid change, including gentrification.

NCI is funded by Avondale Bank, Bank One, Bank of America, the Lloyd A. Fry Foundation, the John D. and Catherine T. MacArthur Foundation, the National Community Development Initiative, Nationwide Insurance, the Polk Bros. Foundation and the Surdna Foundation.
Activity Around West Haven

West Haven is located in an area of dynamic change. Our vision seeks to capture the positive elements of that change while maintaining the integrity of today’s community.
II. Our Vision for West Haven

More than 100 residents participated in the series of discussions that became this Quality of Life Plan. This is our vision.

Our vision resulted from a number of community workshops.

In 2010, the Near West Side will be fully built up. Public housing as it is currently known in Chicago will be gone. Families, seniors and single people of all incomes will live where the Chicago Housing Authority’s Henry Horner Homes and Rockwell Gardens once stood. Old dividing lines will blur as long-time residents and newcomers rebuild connections. The population, after decades of decline, will be growing again.

Community Life
Streets will be safer. There will be more parks, better schools and healthy social outlets for people of all ages. One center of community life will be around Madison and Hoyne, where a new cultural center and “senior oasis” will join the Mabel Manning Library and the James Jordan Boys and Girls Club and Family Life Center. The landscaped “Hoyne Commons” will be a busy gathering place for community residents.

Housing
Vacant land will be scarce thanks to a surge in construction of housing for many different income levels. Gaps on blocks of historic row-houses will be filled in with new homes of similar architectural style. Large vacant parcels will be transformed with townhouse complexes or mid-rise buildings. Effective use of subsidy programs will ensure that low-income residents can find homes in the area and transitional housing will be available to non-leaseholders from the Horner and Rockwell developments. Strong management and community oversight will ensure a safe, healthy living environment for all.

Retail
Shopping locally will be possible again. A retail cluster around Damen and Madison will mark the “gateway” to the African-American West Side. More retail, with residential apartments above, will spread west along pedestrian-oriented Madison, and Western becomes a shopping corridor anchored by a grocery store. Large parcels to the west will be home to “big-box” retailers, attracting customers from miles around.

Jobs
Most residents will be working thanks to better linkages to training programs such as Project Match and to jobs in the Loop, Illinois Medical District and Kinzie Industrial Corridor. Malcolm X College and the University of Illinois are resources for career advancement, and a source of new residents as faculty and students make the Near West Side their home. Locally-owned businesses will also provide new job opportunities.
West Haven. The words reflect the area’s location - just west of downtown - and the character that residents want: a safe and tranquil place to live. The neighborhood is a crossroads of major transportation arteries including Western Avenue, Madison Street, the Eisenhower Expressway and the CTA’s Green and Blue Lines. There are three parks and eight local schools, plus Malcolm X College. In the middle of it all is United Center, home of the Chicago Bulls and Blackhawks.

What our planning groups did, over many meetings, was rethink the neighborhood and sketch in what we wanted on a series of new maps. At one of the first meetings, Earnest Gates urged us to be creative and specific. “If we have a meeting with elected officials, they are going to ask us what we want, and we can’t just say ‘we want a store,’” Gates said. “If we want something in this neighborhood, let’s put it on the map.” That is how the maps in this report were created.
III. West Haven Then and Now

Our neighborhood is growing again. This one-square-mile community just west of Chicago’s downtown is emerging from a 30-year period of physical and social decline. Our community’s future is one of prosperity, hope and a better life for residents.

The area known today as West Haven became a neighborhood more than 150 years ago and, for many years, it teemed with life thanks to a dense mix of residential, industrial and commercial uses. Though never a community for the gentry, our neighborhood boasted a thriving commercial strip along Madison, plentiful jobs nearby and an attractive mix of greystone and brick homes, apartments and Chicago strip.

Much of that neighborhood disappeared after World War II. Beginning in 1957, 12 blocks between Washington and Lake were cleared for construction of the Henry Horner Homes public housing development. Though conceived as high-quality housing for the poor, Horner became a poorly managed and socially troubled community. Like other Chicago Housing Authority developments, including Rockwell Gardens nearby, it was host to gang and drug activity and a population that was mostly unemployed and with very low incomes.

A further blow to the community came in 1968, when riots and fires following the assassination of Martin Luther King Jr. destroyed many storefronts on Madison between Ashland and California.
Madison declined steadily until the four-block stretch between Damen and Western had just four remaining businesses. With only a few other stores on side streets and Western, our residents had no choice but to shop in other neighborhoods, and there were no retail jobs for our young people. The housing stock also slipped as a result of neglect by absentee landlords, arson and scavengers. Many long-time owners improved their properties, and some blocks were revived with senior housing and other subsidized developments, but the housing market remained stagnant well into the 1990s.

Roots of a Turnaround

Our neighborhood’s revival was sparked by a crisis. In 1987, the Chicago Bears football team proposed building a stadium in the area without regard to the desires of local residents. We organized to protest the Bears plan and drafted a development plan of our own, “The Better Alternative,” stressing the need to create affordable housing and new resources such as a library and community center.

Not only did we win that battle, but we continued to meet with each other and with city officials to begin implementing the plan. We found a powerful ally when the owners of the Chicago Stadium wanted to replace the old stadium with a modern facility. Using “The Better Alternative” as a guide, the community, city and stadium owners developed new housing for those displaced, a branch library and the James Jordan Boys and Girls Club and Family Life Center.

The Central West Community Organization was a central force in this first stage of redevelopment. Meeting weekly or biweekly to keep residents informed and to provide a forum for discussion, Central West worked with churches, other neighborhood groups and government officials to shape the new community that was rising from the former one. It continues to play this role today and hosted many of the meetings for our planning process.

The Near West Side Community Development Corporation

The Near West Side CDC has spearheaded development in West Haven since it was founded in 1988. As a non-profit developer, it created and implemented a community redevelopment strategy that focused on providing opportunities for existing residents. Recognizing that some level of gentrification was inevitable because of the neighborhood’s prime location west of the Loop, we sought to manage that process so that current residents would be part of the revival rather than be displaced by it.

Some of the Near West Side CDC’s early accomplishments were:

• **Spearheading the Strategic Neighborhood Action Program** (SNAP), which focused $2.5 million in city resources on a small geographic area to bring visible results and attract private development. The West Haven SNAP initiative in the early 1990s was the first conducted by the city and triggered a

Affordable units are scattered throughout the community to create mixed-income blocks.
wave of small-scale reinvestment by homeowners and others, followed by large-scale investment over the next decade. It became a citywide program as a result of its success in West Haven.

- Creating new affordable housing, including development of 15 rental units at the Baker Simmons Apartments and co-development of 115 units of replacement housing for the Henry Horner Homes. Affordable units were scattered throughout the community to create mixed-income blocks rather than clusters of residents segregated by income level.

- Helping homeowners and renters with needed repairs on 86 units, thus discouraging displacement of indigenous residents, through use of programs such as Home Repairs for Accessible and Independent Living, one of the city’s largest home repair and accessible ramp programs, the Affordable Housing Fund and the Chicago Bulls Rodman Fund.

- Jump-starting the housing market by constructing two two-flats and one single-family home for the 1995 Showcase of Homes and later developing three phases of New Homes for Chicago, bringing more than 70 units of affordable for-sale housing to the neighborhood.

- Initiating community-building programs such as the Moms Helping Other Moms Network, a training initiative to help mothers start home-based childcare businesses; Home Visitors Program, the city’s first “service connector” model to support residents at Henry Horner Homes; creation of the Touhy Herbert Park school campus and, later, a new Touhy Herbert Park Advisory Council; and Project Match, which helps connect local residents to local and citywide job opportunities.

A major sign of positive change in the neighborhood is the cluster of new facilities near Madison and Damen: the United Center, home to the Chicago Bulls and Blackhawks, the Mabel Manning Library, a busy center of community life, and the James Jordan Boys and Girls Club and Family Life Center.

Another large-scale change was the 1997 construction of a 200-unit mixed-income community to replace part of the Henry Horner Homes public housing development. Called Villages of West Haven, this community was the first “transformation” effort of the Chicago Housing Authority and will be followed by a larger Phase II project consisting of 760 units.

Increased Momentum Through the New Communities Initiative

The Near West Side CDC was selected by LISC/Chicago’s New Communities Initiative in 2000, which brought new resources in the form of two NCI staff members, technical assistance and support for the community quality of life planning process. The NCI approach
encourages “planning while doing” to accelerate positive improvements. We used that approach throughout the planning process in 2001.

Among the recent accomplishments of the Near West Side CDC and the community are:

- **Walgreens drug store opens.** The Near West Side CDC teamed with Taxman Corp. to bring a Walgreens store to the corner of Madison and Western. This $3.1 million development includes additional storefronts just east of Walgreens and created 25 new jobs, which currently employ 13 West Haven residents.

- **Shopping center planned.** The City of Chicago has chosen the Near West Side CDC to develop a 66,000 sq. ft. shopping center across from Walgreens, to be anchored by a grocery store with additional retail space for local businesses. This $10.4 million development will create between 55 and 67 new jobs.

- **Small Grants Initiative supports residents.** The Near West Side CDC has awarded three rounds of small grants (up to $500) to residents and organizations for improvement projects. The efforts bring residents together around fitness, beautification, youth, health and other issues.

- **Organizers Alliance underway.** This effort was spearheaded by the Near West Side CDC to bring together the area’s organizers around leadership development and to define key issues (housing and employment) that impact area residents’ quality of life.

**Today: Opportunity and Threat**

In 2002, our community is changing fast. Strong market forces in surrounding communities and several new construction projects in West Haven have triggered another wave of development. Three factors will have a strong effect on the neighborhood’s future:

1. **Market-Rate Housing.** One developer is building a 34-unit market-rate condominium project on Adams east of Western. Another plans a building at Madison and Leavitt with storefronts at street level and 34 units of housing above, including four affordable units that were negotiated through the Near West Side CDC. Smaller projects include rehabilitation of Jackson Boulevard rowhouses and new condominiums on both Bell Avenue and Leavitt Street.

2. **Horner Phase II.** The Chicago Housing Authority has approved Brinshore Development’s plan for Phase II of the Horner redevelopment. Construction will begin in September 2002 on the first 339 units of a 760-unit development. Thirty-five percent of the units will be for public housing residents, 15% for families earning less than 80% of median income.
($60,000 for a family of four) and 50% will be sold as market-rate condominiums and townhouses.

3. **Section 8 Renewals.** Four subsidized rental developments are scheduled for renewal of their Section 8 certification, which provides a subsidy for households with lower incomes. Our community is working to ensure that the subsidy programs remain in place to avoid displacement of long-time residents.

Our residents are excited about these changes, but are also cautious. While newcomers can bring economic development to West Haven, they can also drive up the price of housing and change the nature of our community.

Some of our residents fear higher property taxes and escalating rents. Others see a future with thriving retail businesses, a mixed-income population and healthier prospects for the area’s lowest-income residents. Most everyone seeks balance: a community that supports newcomers, but not at the expense of existing residents.

This plan is our response to the needs and potential of our neighborhood. It is intended as a guide for developers, newcomers and potential residents to help them understand the vision of the community. It is a framework for further discussion, planning, organizing and development.
Key Projects of the Plan
IV. Strategies to Implement the Vision

This Quality of Life Plan is built around ten major strategies that will strengthen our community as well as the people who live and work here. These strategies include bricks-and-mortar improvements that will physically change our neighborhood, but also address the community’s social and economic needs. The ten strategies are:

1. Create a Balanced, Mixed-Income Community
2. Develop a Thriving Commercial Center
3. Expand Employment Linkage and Training Opportunities
4. Improve Parks Programming and Extend Open Space
5. Improve Local Schools and Build Connections to Them
6. Enhance Community Life for Youth and Adults
7. Improve Safety and Security
8. Enhance the Community’s Center at Madison and Hoyne
9. Increase Neighborhood Communication
10. Improve the Community’s Image

By pursuing all of these strategies in a comprehensive manner, we can achieve a high quality of life in West Haven, support the neighborhood’s current residents and attract new residents and businesses. The Near West Side CDC will play a leadership role in pursuing these strategies, but the participation of many other organizations, individuals and businesses will be necessary for success. Together, we can achieve our vision for West Haven.

1. Create a Balanced, Mixed-Income Community

Despite a small core of middle class residents and homeowners, our community is largely a poor neighborhood. The median household income in 1990 was $7,029, reflecting the large number of families living in the Henry Horner Homes and other subsidized developments. The median income increased to $10,895 by 2000 as middle-income households moved into the West Haven Phase I development and other housing in the area. This compares to a median income of $20,600 in nearby Pilsen and $24,900 further west in Austin.

Our vision is to become a balanced mixed-income community that welcomes new residents without displacing those already in the neighborhood. We believe that a mixed-income community is healthier because it reduces economic segregation, attracts retail development and motivates lower-income families to improve their living conditions.
Future Land Uses
Our recommendations to achieve balance include:

- **New Housing**
  - **Work with developers to create new market-rate and affordable housing.** We should ask developers to create housing that is compatible with the neighborhood and serves a range of income levels, including higher-income households. When possible, new developments should include a percentage of affordable units.
  - **Continue to build mid-range housing.** Our community should make good use of city and state subsidies and other programs to create affordable rental developments and more for-sale homes such as New Homes for West Haven, which include a purchase-price subsidy for qualified middle-income households.
  - **Communicate housing preferences developed by residents.** These include: 1) discourage development of high-rise, low-income housing; 2) encourage a mix of housing types that are appropriate for the lot size and surrounding architectural styles, including townhouses, two- or three-flats, single-family homes and multi-family buildings; and 3) preserve architecturally or historically significant homes when possible.
  - **Use the zoning code to preserve the current housing mix.** Our community should explore zoning changes, including “down-zoning,” to prevent an excessive amount of high-density residential development.

- **Existing Housing**
  - **Provide support to low-income families.** We should create or continue programs that help residents improve their financial stability and have healthy families. This should include expanding current efforts such as the Home Visitors Program, which provides counseling and referral services, and the Project Match employment service.
  - **Create safeguards to control housing costs.** We should use city or county programs that help owners with fixed or moderate incomes to pay property taxes. We should also work with the city Department of Housing and U.S. Department of Housing and Urban Development to maintain an adequate supply of affordable rental housing so that renters are not forced to leave the community or double up on occupancy.
  - **Support and expand block clubs and homeowner associations.** We can strengthen neighborhood cohesion through groups such as the “Super Block” Club at Villages of West Haven and local homeowner associations.
  - **Address management issues in subsidized developments.** We should meet with officials of the U.S. Department of Housing and Urban Development to create a coordinated management strategy for the neighborhood’s various developments. Discussion points include long-term stability, income-mixing and maintenance needs.
  - **Encourage tough but fair management of public housing units.** We want our management firms to require residents to remain lease-compliant (timely payment of rent and utilities, good housekeeping) and encourage them to maintain employment or enroll in school or training. There should be consistent sanctions against unlawful or anti-social behavior.

**2. Develop a Thriving Commercial Center**

Though once served with a dense mix of retail stores, theaters, banks, kitchen-supply houses and restaurants, West Haven has been a retail desert in recent years, with only a handful of stores in the entire community, among them Edmars Cleaners and Umbrella Bank. In 2001, a Walgreens opened at Madison and Western. We believe that Walgreens will anchor additional development that returns Madison to its previous role as a commercial center.
Lottie Hughley got the wish list started at the first meeting, with a simple sentence: "What we need in this community is a laundromat." Two weeks later, Bessie Ward added to the list: "It would be nice to have a shoe store that isn’t too expensive." That night, Bernice Motton stepped forward to chair the Economic Development Committee so that retail development could be given the attention it deserved.

One thing that everyone agreed on was that the community needed a grocery store. But that was only the beginning. The committee included old-timers who remembered the glory days of Madison Street, when it had department stores and three theaters. Other members were young people who wanted to start local businesses and a family that owned the local dry cleaners. Over a series of meetings, the group created a long list, and Lydia Taylor put it all into words, describing a commercial street where residents could spend an afternoon shopping, getting their hair done and sitting down for a nice meal at a local restaurant.

That vision may become a reality, but the committee’s research showed it won’t be easy. With a local population under 10,000 people, only a certain amount of retail stores can be supported. So some blocks of Madison might need housing to fill in the street. Lot sizes and ownership were another problem. Some lots lacked the necessary depth for modern retail clusters. Others were owned by developers likely to choose housing over retail. And though residents repeatedly said they’d like to see a “big-box” retailer like Target or K-Mart, the truth is that West Haven has no lots big enough for that kind of store.

Still, the committee’s work was well received. Residents endorse bringing retail back to Madison and especially like the idea of supporting locally-owned businesses. Time will tell how this vision plays out.
Madison Street Plan

Madison Street will again emerge as the neighborhood’s shopping street with the center of community activities in the vicinity of Hoyne and Madison.
Our vision is that West Haven will become a community where businesses are developed and thrive, where entrepreneurs establish new businesses and where a wide range of retail services is offered.

Strategies to achieve the vision include:

- **Attract a full-service grocery store.** Long a priority of local residents, the grocery store is targeted for a new shopping center on the southeast corner of Madison and Western. The City of Chicago has assembled a three-acre parcel there and the Near West Side CDC was the successful respondent to the city’s Request for Proposals for a grocery-anchored development. Construction of this $10.4 million, 66,000 sq. ft. project is planned for 2003 and 2004.

- **Create a pedestrian-oriented business strip.** On Madison, between Damen and Western, we want a mix of retail stores and services including a food court or sandwich shop, coffee shop, hair salon, clothing stores, hardware store, business services such as photocopying and P.O. boxes, and a family sit-down restaurant. We will work with the Madison-Western Chamber of Commerce and other resource organizations to implement this vision.

- **Provide opportunities for entrepreneurship.** We want to support businesses owned by local residents and African-American entrepreneurs. We encourage creation of commercial spaces that will be affordable to small-business owners rather than national chains. Shared space, technical assistance and joint marketing efforts could be offered to attract and support these businesses. An example is the agreement negotiated between Pattison Associates and the Near West Side CDC, which will create 1,600 square feet of retail space on Madison Street and attract local businesses by offering free rent for the first 18 months.

- **Attract new Chicago Transit Authority rail stations.** Residents and businesses have expressed strong support for restoration of a CTA Green Line station between the Ashland and California stations, preferably at Damen. If the CTA goes forward with its plan to reactivate the rail link running north-south at Paulina, we support construction of a station at Madison to serve the United Center.

- **Expand use of United Center Economic Development Fund.** This $1 million pool was created by the United Center to provide loans and grants to businesses that create employment opportunities in the area from Ashland to Western between Lake and Van Buren. It should be used to support local entrepreneurial activity.

- **Upgrade existing businesses.** The few retail sections that have survived from the neighborhood’s earlier era are old and would benefit from new investment. We want to work with owners to upgrade store facades, add landscaping or improve the quality of products and services to better serve existing residents and Edmars Cleaners, a business that never left the community, will soon be joined by other community-based businesses.
3. **Expand Employment Linkage and Training Opportunities**

The West Haven area is extraordinarily well located in terms of employment opportunities. A short bus or train ride brings residents to Chicago’s downtown and its more than 500,000 jobs. Immediately north is the Kinzie Industrial Corridor, which supports about 16,000 jobs, and across the Eisenhower Expressway is the Illinois Medical District, which supports 40,000 employees and students.

Despite these resources, many of our residents have been isolated from the employment market and others have few of the skills necessary for today’s higher paying jobs.

Our vision is to provide more local employment, to expand access to employment through local job centers and to create economic growth within the community.

We recommend the following strategies:

- **Build on recent successes of job-linkage programs.** Residents have successfully gained employment through counseling, training and placement programs such as Project Match, which is located in West Haven and has successfully served our residents through placements at Walgreens and other employers. We should improve that program and expand our relationships with the Illinois Employment Training Center, Pyramid Partnership, Employment and Employer Services Inc., the Illinois Medical District Commission, the Industrial Council of Northwest Chicago and the Greater West Town Project. Broader outreach and continued use of programs like these are central employment strategies.

- **Create stronger ties to nearby employment centers.** It was once a neighborhood tradition to find summer jobs and permanent employment in the medical district nearby. In earlier eras, the industrial area was also a common source of employment. Both of these resources are now underutilized. We should rebuild relationships to the Kinzie business network and the hospital complex’s employment offices, with an emphasis on both entry-level and higher-paying jobs.

- **Connect to new retail stores.** As new stores and businesses come to the neighborhood, we should capture as many jobs as possible for local residents. These walk-to-work opportunities will generate local income and create positive work experiences for our youth and adults. The United Center Economic Development Fund can be a resource in developing these job opportunities.

4. **Improve Parks Programming and Extend Open Space**

The Near West Side CDC has been instrumental in getting residents involved in the rejuvenation of the Touhy Herbert Park Advisory Council, bringing in a new park director, expanding programming and requesting capital improvements such as lighting. But as the
Parks and Schools
community continues to change, there will be additional opportuni-
ties to enhance park resources and increase their use.

Our vision is to create park spaces that are attractive, well-equipped
and green, and to attract neighborhood involvement through high-
quality programming and collaboration among parks, schools and
residents.

Our recommendations for achieving the vision include:

- **Improve and extend the landscape at Touhy Herbert Park.** This
  park requires infrastructure work and repairs to improve drainage
  problems, add fencing, provide safe walking surfaces and clean
  the spray pool. It would also benefit from a well-planned land-
  scape and design effort. Improvements should be tied to
  streetscaping along the Hoyne Commons (Strategy 8 below) and
  might include an enlarged green space at the corner of Jackson
  and Hoyne, where the roadway is wider than necessary because

- **Coordinate and extend programming at Touhy Herbert
  Park.** Recent resident involvement at Touhy Herbert Park has
  increased use of park programs and led to new programming
  such as a Gospel Fest and other gatherings. The Park Advisory
  Council should be strengthened with more participation of fami-
  lies that use the park. Support and publicity should be focused
  around recently expanded programming, which includes dance
  classes, concerts, skating trips and other activities. A senior gar-
  den club could be developed using available space and assis-
  tance from Architreasures, a non-profit group dedicated to help-
  ing communities design and build public-space projects with
  help from architects, artists, students and local residents.

- **Coordinate programming between Union Park, Touhy
  Herbert Park and local schools.** Union Park, just east of
  Ashland at Lake, has larger facilities and could become a
  more active factor in recreational choices for youth and fami-
  lies. Currently it is not heavily used by West Haven residents
  and does not market its activities to us. We should increase
  coordination between the parks and local schools, and consider
  the provision of bus or other means of transportation between the
  various facilities to increase the use of these existing facilities,
  including the swimming pools at Crane High School and
  Malcolm X College.

- **Enhance and name the small park near Dett School.** A small
  park, known only as Park #497, is adjacent to Dett School. Block
  clubs, parents from the school and others in the area should
  organize to improve the park and choose an appropriate name.

- **Support creation and programming of a new park at Horner.**
  The development team responsible for Phase II redevelopment
  of the Henry Horner Homes plans a 1.8 acre park and community
  facility. We should work with the developer and the Chicago
  Park District to coordinate that park’s programming with existing
  resources and to link the park to the larger community.

![Image of residents working together]

*Recent resident involvement at Touhy Herbert Park has increased the use and development of new park programs.*
5. **Improve Local Schools and Build Connections to Them**

With six elementary schools, two high schools and a community college within its borders, West Haven appears to be well served by educational institutions. But performance at most of our elementary schools remains in the lowest tier of Chicago schools, and Crane High School, despite recent physical improvements, has a reputation for poor academic performance. A lingering reputation of West Side schools in general has hampered recruitment and retention of high-quality teachers, and recent population declines have contributed to instability as students are bused in to fill classrooms. One of the state’s best high schools, Whitney Young, is just east of Ashland, but few local children attend because local elementary schools have not been feeder schools to Whitney Young and other magnet high schools.

At the college level, Malcolm X College has high-quality programs. However, it remains lightly used by its own neighbors. The University of Illinois at Chicago, which has become one of the state’s top universities, is also underutilized.

**Our vision is to improve the quality of education so that our children emerge well-educated, our parents are active in their schools and our administrators are working with each other and with the community.**

The strategies we recommend are:

- **Create a resident-led committee to address local school issues and formulate improvements.** Community leaders, parents and Local School Council members report that the local schools have strengths that can be built upon. A schools committee formed in 2001 should continue to identify these strengths and also weaknesses, analyze how schools work with each other and the community, and develop linkages between elementary and high schools.

- **Form a network among local schools and interested parties.** This working group, including principals, parents, teachers and community residents, could become a key resource for sharing successes and building joint programs. Possible action areas include getting schools off of the state’s “warning list,” developing better communication among the schools, creating opportunities for teachers from different schools to share strategies and issues, and addressing security and boundary issues within the neighborhood.

- **Develop a support network for college-bound students.** Many neighborhood families lack experience with the higher education system, including the technical details of filing applications, applying for financial aid and using the community college system as a starting point for four-year degrees. We should develop a support network that helps high school students and their fam-

*Crane High School is a key community institution that must overcome its reputation for poor academic performance.*
ilies with the college enrollment process. Another NCI group, The Resurrection Project, runs such a network in nearby Pilsen, including a workshop series and a resource room where students can research colleges and fill out applications. Another program to support and expand is Renacer West Side Community Center, which provides educational programs including ACT test preparation at Crane High School.

6. Enhance Community Life for Youth and Adults
Older members of the community remember a time when streets and yards were filled with people, the parks were heavily used and a healthy community network that included churches, schools, block clubs and extended families. Though some of that still exists, the neighborhood’s dramatic population has diminished some of these healthy connections.

Gang activity also remains a lure to youth. The Jordan Center and the Major Adams Youth Academy have created positive alternatives for youth, but neither has enough resources to fully engage the neighborhood’s pre-teen and teen populations. In 2000, the Near West Side CDC brought together organizers from West Haven organizations in an “Organizers Alliance” to rebuild healthy community links and to extend them to new members of the neighborhood. We can build on these efforts.

Our vision is to connect neighborhood residents with each other and with neighborhood resources to create healthier families and a more supportive community life, while engaging youth in meaningful, healthy and educational programs.

We can achieve our vision through the following strategies:

- **Organize activities for parents, children and families.** Residents have called for more local recreational opportunities for families, such as skating parties, park gatherings and neighborhood events. The Organizers Alliance has begun sponsoring family nights that include activities such as viewing and discussing a film or a discussion of articles relevant to our lives. The park has sponsored a skating party.

- **Expand block club and neighborhood groups.** Active organizing in the community has helped revive or create more block clubs, but more work is needed to create sustainable organizations. Churches, homeowners, schools and local businesses are all potential resources in organizing and supporting such organizations.

- **Create a senior database.** With more than 900 residents over the age of 65 and several senior-only buildings, our neighborhood would benefit from a system that tracks the needs of seniors and advocates for improved services.

- **Develop a senior “oasis.”** A comfortable and safe “oasis” is needed so that our senior population can find opportunities for interchange and activity. Space could be created in the proposed multi-use cultural center (Strategy 8 below) or elsewhere. We should also explore opportunities for inter-generational exchange between seniors and local children.

- **Create a preventive health campaign.** Medical professionals serving West Haven see high levels of diabetes, childhood asthma, high blood pressure and mental health problems, some of which can be prevented through lifestyle changes and early treatment. We should develop a preventive health program that includes exercise opportunities, nutrition education, relaxation training and other activities. For specialized care of children, a partnership with Children’s Memorial Hospital should be explored.

- **Use small grants to build bridges within the community.** A small grants program created by the Near West Side CDC and Business and Professional People for the Public Interest (BPI) has provided three rounds of funding of up to $500 to groups of
neighborhood residents, block clubs and organizations. The grants have supported beautification projects, cultural activities, such as band and music programs, and health-related activities including a walking club. One requirement of the grants is that they bring together residents who might not have worked together in the past. The program should be continued and expanded as a community-building tool.

- Create opportunities for leadership development. We can build capacities and communication among residents by organizing more leadership training days like those sponsored by the Near West Side CDC.

- Strengthen capacity of area adults and agencies to support youth. Our community organizations should work together to identify best practices in youth development and provide training to individuals and agencies to help bring youth into community-building activities.

- Create internships and jobs for teenagers. We should work with businesses in and around West Haven to create internships and paid employment opportunities that will build the work experience and job skills of these community gardens have been aided by the Near West Side CDC small grants pro-

- Increase school-based extracurricular activities. Our community should support and expand existing efforts at Crane and Best Practices High Schools, as well as the elementary schools, to broaden the range of afterschool and weekend activities available to children and teenagers. We should support the oral history project being conducted by students of Victor Herbert School with area senior citizens and Street Level Youth Media, and recruit parents and volunteers to foster positive relationships between youth and adults.

7. Improve Safety and Security

Thanks to a series of efforts in the past few years, West Haven has come a long way in a short time in terms of resident safety and security. The Henry Horner public housing development in the 1980s and 1990s was burdened with gang and drug activity, shootings and recruitment of young people into anti-social or criminal activities. These activities spilled into the larger neighborhood, where loitering
and drug sales created the perception of danger, and prostitution along Madison damaged the area’s image.

Two major efforts have reversed this situation. After the West Haven Phase I townhouses were constructed, a new management company, PM One, Ltd., instituted stricter practices and worked with the Near West Side CDC’s Home Visitors Program to provide counseling, workshops and other resources for residents. The Near West Side CDC co-founded a larger initiative known as the Security Working Group to coordinate law enforcement and neighborhood efforts. The group includes the commanders of the 12th and 13th Police Districts, PM One, the Chicago Housing Authority, the Central West Community Organization, the Horner Homes Local Advisory Council, BPI and the Near West Side CDC. PM One, Ltd. created a 24-hour crime hotline and worked with the Security Working Group on aggressive enforcement that curtailed open narcotics trafficking and prostitution. Crime rates for homicide, burglary and assault are down dramatically, but we must do more to maintain and increase the sense of safety.

Our vision is that residents will feel safe anywhere in our community.

To achieve this vision, we should:

- **Continue enforcement activities.** We should maintain strong relationships among neighborhood groups and police so that the crime rate remains low.
- **Expand block club and neighborhood participation in community policing.** Our residents can inject safety issues into block club and other neighborhood agendas, and encourage regular participation at CAPS community policing meetings.
- **Coordinate block-by-block organizing.** We should improve communication across the neighborhood so that neighborhood pressure does not merely move narcotics or other criminal activity from one area to another, but drives it out of the community.

**Increase activity in public places to deter criminal activity.**

We should develop more regular activities in the parks and on the streets to attract people and deter anti-social or criminal activity. Developing the Hoyne Commons (Strategy 8 below), for instance, could help create a pedestrian-filled “safe zone” that reaches from the West Haven Phase I townhouses past the library, Jordan Center and Touhy Herbert Park. New retail and housing along Madison will also populate that street.

8. **Enhance the Community’s Center at Madison and Hoyne**

During the planning process, we clearly identified the center of the community to be along Hoyne Avenue because it includes West Haven’s major attractions - the Mabel Manning Library, the Jordan Center and Touhy Herbert Park.

Our vision is to create a Hoyne Avenue corridor that links the north and south ends of the community and becomes a space for fellowship and community-building.

The strategies we recommend are:

- **Develop Hoyne Commons as a bridge between the north and south ends of West Haven.** Appropriate streetscaping and coordinated development along Hoyne Avenue could help span the community’s historic Madison Street dividing line and create a distinctive “community-owned” street that links Touhy Herbert Park, the Jordan Center, the library and, to the north, St. Leonard’s House and the West Haven Phase I and II redevelopment areas. Special paving, wide sidewalks, pyramid markers, benches and landscaping can help make Hoyne a busy pedestrian artery and neighborhood meeting space.
Central West meetings and the 300-person mailing list, however, reach only a small percentage of total residents. With our neighborhood changing rapidly, there is more need than ever for additional avenues of communication. A special need is to foster information exchange between the “old-guard” - long-time neighborhood residents - and new residents and businesses that are joining the neighborhood.

Our vision is that people in West Haven will know each other, that information will flow freely and that the “village” atmosphere of our neighborhood can be retained and enhanced.

Strategies for making the vision a reality include:

- **Continue regular community meetings.** The Central West Community Organization meetings (7 p.m. on the second and fourth Thursdays of each month at Mabel Manning Library) should continue to serve as a clearinghouse of community information. They should be broadly publicized to bring new participants into the information loop. Presentation of this community plan and updates on activities related to it could be the subject of periodic “special” meetings.

- **Develop a West Haven newsletter or newspaper.** No newspaper or newsletter specifically covers the West Haven area, and publications with wider geographic scope often do not cover news from our community. Creating a periodic West Haven newsletter, with free distribution at sites around the neighborhood, would be a first step toward spreading information about West Haven.

- **Promote communication among schools and youth organizations.** One of the best ways to reach families and children is

9. **Increase Neighborhood Communication**

West Haven is unique among Chicago neighborhoods because the Central West Community Organization has held twice-monthly meetings for the last 14 years. These meetings are a key source of information about what is happening in the neighborhood and provide an opportunity to exchange ideas and viewpoints about local issues.

Streetscaping and coordinated development along the Hoyne Commons could help link the north and south ends of West Haven.
through schools and youth organizations. A newsletter about activities at youth-oriented facilities could encourage inter-change among our families and school communities.

10. PROMOTE WEST HAVEN’S IDENTITY
After decades of population decline and loss of buildings, the larger Near West Side community remains unrecognized by the bulk of Chicagoans, despite its proximity to the Loop. We have defined the West Haven community as a distinct place bordered by Ashland and Western, and Lake and Van Buren.

Our vision is to build up West Haven’s identity and promote it so that our neighbors in other communities and across the city will know us as the West Haven neighborhood.

Our strategies include:

- **Create West Haven “pyramid” markers at key locations.** A distinctive pyramid marker was designed for the Near West Side CDC by architectural firm DeStefano and Partners. Two large versions of the marker should straddle Madison on the west side of Damen. Smaller versions, mounted on short columns or bollards, should be sited at key intersections including Van Buren and Damen, Lake and Damen, Leavitt and Van Buren, and elsewhere.

- **Pursue official city designation of the West Haven name for the community.** We should use the West Haven name consistently to describe the area from Ashland west to Western and from Lake south to Van Buren, and work with officials of the City of Chicago to create official designation of the West Haven name. We should encourage local businesses and housing developers to use the name in brochures and advertisements.

- **Develop neighborhood events and traditions.** We want to continue existing traditions such as the Gospel Fest, senior banquet and annual Central West picnic at Touhy Herbert Park. We should market the area to a citywide audience to attract participants to activities such as the basketball clinic, tap and salsa dance classes, movies in the park, and classical, jazz and reggae concerts.
• **Market West Haven to neighboring communities.** Because of physical barriers, such as the expressway, and social ones related to race and income levels, our community has remained isolated from neighboring communities such as Tri-Taylor, the Medical District and the West Loop. As West Haven develops new resources, communication and marketing activities should be directed at these communities to bring their residents and large workforces into West Haven to utilize its retail, cultural and open space resources. Touhy Herbert Park, for instance, is now used by outside groups and sports teams as well as local schools.

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**September 2001**

**IF YOU WANT A HEALTHY COMMUNITY, START WITH THE CHILDREN**

In the end, it all came down to the kids. After seven months of meetings and committee work, a Saturday morning session was held at the James Jordan Boys and Girls Club and Family Life Center. Housing, retail and senior issues were all discussed, but the topic that kept popping up was how to better serve the neighborhood’s children. Responding to a Youth Committee suggestion of job opportunities for teens, Jordan Center director Patricia Smoot spoke of the “amazing” results that can be achieved when youth are given respect and opportunity. “They show a real readiness to get and maintain a job,” she said. The group nodded in agreement.

Andrel Nance, with his preschool daughter beside him, commented that he needs the local public schools to improve so that he doesn’t have to begin paying private-school tuition in three years. Again, nods of agreement.

Then Kim Cook noted that the burden for improving education goes beyond the school walls and into the homes, where parents must teach discipline and study habits and provide a comfortable, safe environment for their children. More nods.

It all comes down to the children. A healthy community, the residents agreed, is one that provides children and youth with the resources they need to grow and prosper. That will be the ultimate test in West Haven’s future.
## V. QUALITY OF LIFE WORK PROGRAM

The planning process was facilitated by the Near West Side Community Development Corporation but can only be implemented through a broad-based effort involving many neighborhood resources.

Organizations that might lead or participate in these efforts include:

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<thead>
<tr>
<th>Block Clubs</th>
<th>Local School Councils</th>
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<td>Brinshore Development</td>
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<td>Business and Professional People for the Public Interest (BPI)</td>
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<td>Central West Community Organization</td>
<td>Malcolm X College</td>
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<td>Mile Square Health Center</td>
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<td>Hermitage Manor Cooperative</td>
<td>Street Level Youth Media</td>
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<td>Illinois Medical District Commission</td>
<td>Touhy Herbert Park Advisory Council</td>
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<td>Industrial Council of Northwest Chicago</td>
<td>Union Park</td>
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<td>Inner Voice</td>
<td>United Center Joint Venture</td>
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<td>Interfaith Organizing Project (IOP)</td>
<td>University of Illinois at Chicago (UIC)</td>
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<td>James Jordan Boys and Girls Club and Family Life Center</td>
<td>West Side Youth Service Committee</td>
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<td>Local Initiatives Support Corporation (LISC)</td>
<td>Women’s Treatment Center</td>
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<td>STRATEGY/PROJECT</td>
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### 2. Develop a Thriving Commercial Center

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</thead>
<tbody>
<tr>
<td>A. Attract a full-service grocery store.</td>
<td></td>
<td></td>
<td>X</td>
<td>Near West Side CDC</td>
</tr>
<tr>
<td>B. Create a pedestrian-oriented business strip.</td>
<td></td>
<td></td>
<td>X</td>
<td>Madison-Western Chamber, Near West Side CDC, Central West</td>
</tr>
<tr>
<td>C. Provide opportunities for entrepreneurship.</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>United Center, Near West Side CDC, Malcolm X, Madison-Western Chamber, UIC</td>
</tr>
<tr>
<td>D. Attract new Chicago Transit Authority rail stations.</td>
<td></td>
<td></td>
<td>X</td>
<td>Near West Side CDC, Madison-Western Chamber, Industrial Council of Northwest Chicago, Neighborhood Groups, Central West</td>
</tr>
<tr>
<td>E. Expand use of United Center Economic Development Fund.</td>
<td>X</td>
<td>X</td>
<td></td>
<td>Near West Side CDC, United Center</td>
</tr>
<tr>
<td>F. Upgrade existing businesses.</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>Madison-Western Chamber, UIC, United Center</td>
</tr>
</tbody>
</table>

### 3. Expand Employment Linkage and Training Opportunities

<table>
<thead>
<tr>
<th>STRATEGY/PROJECT</th>
<th>SHORT YEAR 1</th>
<th>MEDIUM YEARS 2-3</th>
<th>ORGANIZATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Build on recent successes of job-linkage programs.</td>
<td>X</td>
<td></td>
<td>Project Match, Near West Side CDC, Madison-Western Chamber</td>
</tr>
<tr>
<td>B. Create stronger ties to nearby employment centers.</td>
<td>X</td>
<td></td>
<td>Industrial Council of Northwest Chicago, Illinois Medical District Commission, Project Match</td>
</tr>
<tr>
<td>C. Connect to new retail stores.</td>
<td></td>
<td></td>
<td>Project Match, Near West Side CDC, Madison-Western Chamber</td>
</tr>
</tbody>
</table>

### 4. Improve Parks Programming and Extend Open Space

<table>
<thead>
<tr>
<th>STRATEGY/PROJECT</th>
<th>SHORT YEAR 1</th>
<th>ORGANIZATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Improve and extend the landscape at Touhy Herbert Park.</td>
<td>X</td>
<td>Chicago Park District, Architreasures, Near West Side CDC, Touhy Herbert Park Advisory Council, LISC, MacArthur</td>
</tr>
<tr>
<td>STRATEGY/PROJECT</td>
<td>PRIORITY/TIMEFRAME</td>
<td>ORGANIZATION</td>
</tr>
<tr>
<td>--------------------------------------------------------------------------------</td>
<td>--------------------</td>
<td>--------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td><strong>B. Expand programming and use of Touhy Herbert Park.</strong></td>
<td>X</td>
<td>Touhy Herbert Park Advisory Council, Chicago Park District</td>
</tr>
<tr>
<td><strong>C. Coordinate programming between Union Park, Touhy Herbert Park and local schools.</strong></td>
<td></td>
<td>Park Advisory Councils, Chicago Park District, Near West Side CDC, LISC</td>
</tr>
<tr>
<td><strong>D. Enhance and name the small park near Dett School.</strong></td>
<td>X</td>
<td>Dett School, Chicago Park District, Near West Side CDC</td>
</tr>
<tr>
<td><strong>E. Support creation and programming of new park at Horner site.</strong></td>
<td></td>
<td>Horner Local Advisory Council, Brinshore Development, LISC, Near West Side CDC, UIC</td>
</tr>
<tr>
<td><strong>5. Improve Local Schools and Build Connections to Them</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>A. Create a resident-led committee to address local school issues and create improvements.</strong></td>
<td>X, X</td>
<td>Local School Councils, Schools, Near West Side CDC</td>
</tr>
<tr>
<td><strong>B. Form a network among local schools and interested parties.</strong></td>
<td>X</td>
<td>Schools, Near West Side CDC, Jordan Center, UIC</td>
</tr>
<tr>
<td><strong>C. Develop a support network for college-bound students.</strong></td>
<td>X</td>
<td>Schools, UIC, Malcolm X, St. Stephens, Renancer</td>
</tr>
<tr>
<td><strong>6. Enhance Community Life for Youth and Adults</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>A. Organize activities for parents, children and families.</strong></td>
<td>X, X</td>
<td>Touhy Herbert Park, Union Park, Library, Major Adams Youth Academy, Jordan Center, Schools, Churches, IOP</td>
</tr>
<tr>
<td><strong>B. Expand block club and neighborhood groups.</strong></td>
<td>X</td>
<td>Organizers Alliance, Horner Local Advisory Council</td>
</tr>
<tr>
<td><strong>C. Create a senior database.</strong></td>
<td>X</td>
<td>Near West Side CDC</td>
</tr>
<tr>
<td>STRATEGY/PROJECT</td>
<td>PRIORITY/TIMEFRAME</td>
<td>ORGANIZATION</td>
</tr>
<tr>
<td>---------------------------------------------------------------------------------</td>
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<td>------------------------------------------------------------------------------</td>
</tr>
<tr>
<td></td>
<td>SHORT YEAR 1</td>
<td>MEDIUM YEARS 2-3</td>
</tr>
<tr>
<td>D. Develop a senior “oasis.”</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>E. Create a preventive health campaign.</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>F. Use small grants to build bridges within the community.</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>G. Create opportunities for leadership development.</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>H. Strengthen capacity of area adults and agencies to support youths.</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>I. Create internships and jobs for teenagers.</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>J. Increase school-based extracurricular activities.</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td><strong>7. Improve Safety and Security</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A. Continue enforcement activities.</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>B. Expand block club and neighborhood participation in community policing.</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>C. Coordinate block-by-block organizing.</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>D. Increase activity in public places to deter criminal activity.</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>STRATEGY/PROJECT</td>
<td>PRIORITY/TIMEFRAME</td>
<td>ORGANIZATION</td>
</tr>
<tr>
<td>------------------</td>
<td>-------------------</td>
<td>--------------</td>
</tr>
<tr>
<td><strong>8. Enhance the Community’s Center at Madison and Hoyne</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A. Develop Hoyne Commons as a bridge between the north and south ends of West Haven.</td>
<td>X</td>
<td>Near West Side CDC, IOP, Library, Jordan Center, St. Leonard’s House, Mile Square</td>
</tr>
<tr>
<td>B. Plan and build a new cultural center.</td>
<td>X</td>
<td>Near West Side CDC</td>
</tr>
<tr>
<td><strong>9. Increase Neighborhood Communication</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A. Continue regular community meetings.</td>
<td>X</td>
<td>Central West</td>
</tr>
<tr>
<td>B. Develop a West Haven newsletter or newspaper.</td>
<td>X</td>
<td>Central West</td>
</tr>
<tr>
<td>C. Create a website to share information and resources.</td>
<td>X</td>
<td>Near West Side CDC</td>
</tr>
<tr>
<td>D. Promote communication among schools and youth organizations.</td>
<td>X</td>
<td>Schools</td>
</tr>
<tr>
<td><strong>10. Promote West Haven’s Identity</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A. Create West Haven “pyramid” markers at key locations.</td>
<td>X</td>
<td>Near West Side CDC</td>
</tr>
<tr>
<td>B. Pursue official city designation of the West Haven name for the community.</td>
<td>X</td>
<td>Block Clubs, United Center, Central West, Near West Side CDC, Horner Local Advisory Council</td>
</tr>
<tr>
<td>C. Celebrate existing neighborhood events and traditions, and establish new ones.</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>D. Market West Haven to neighboring communities.</td>
<td>X</td>
<td>All Organizations</td>
</tr>
</tbody>
</table>
BOARD OF DIRECTORS

Rev. Albert D. Tyson III (President), Pastor,
St. Stephens A.M.E. Church
Wilma Ward (Secretary), Community Resident
Shirley Chappell (Treasurer), Dean, Olive Harvey College,
Community Resident
Dolores Cole, Community Resident
Edwin Dunn, Attorney, Baker and McKenzie
John Gillespie, Owner, Gillespie Contracting Company
Marilyn Katz, Owner, MK Communications
Georgina Pereira, Community Resident
Howard Pizer, Executive Vice President, The United Center
Jeanette Williams, Community Resident

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Wilma Ward, Director of Affordable Housing
Eric Wright, Construction Manager
Voricia Harvey, Home Visitors Program Director
Doretha Conner, Home Visitors Resident Services Advocate
Janice Bryson, Office Manager
Jamillah Scott, Home Visitors Service Coordinator
Shauntenell Morgan, Administrative Assistant
Earnest Gates, NCI Director/Consultant
Mark Payne, NCI Outreach Coordinator
Crystal Palmer, Outreach Worker

For more information about the New Communities Initiative or the West Haven Community Planning Process, contact:

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312-738-2279
fax 312-738-2308