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January 1991

STRUGGLE FOR SURVIVAL

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DEFINITION OF THE PROBLEM

Initially, my project was going to be The Hope II Planning Grant that we were awarded in the year 1993, however; there was a need to focus upon not only creating affordable home ownership models for low income residents in our community, but the need for survival of the Organization and for the existing residents in the community as a whole during the implementing of a fast track gentrification process.

WECAN HISTORY

Woodlawn East Community and Neighbors (WECAN) was founded in 1980 by a group of Woodlawn residents in reaction to an arson fire that took the lives of 13 children. WECAN is governed by a nine person board of directors who represent a wide spectrum of the existing community by their age, gender, and economic station as defined by such standards as renter, owners, seniors, single head of families and race. The board is 100% African American and community residents. The staff is 100% African American and 90% community residents.

Underlining WECAN's work is its strong commitment to the self sufficiency of Woodlawn residents, not only to improve the physical conditions under which they live, but also to alter their economic situations.

Historically, WECAN's focus has been to prevent the abandonment of Woodlawn properties, thereby slowing down the fast deterioration of the neighborhood and preventing further loss of families from the community.

In addition, we have developed three home ownership models for low-income families with the hope that they will be able to survive the gentrification that is imminent.

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PROBLEMS IN WOODLAWN

WECAN is an established 13 year old Community Based Organization within the Woodlawn Community that has the mission of stabilizing the low income resident within an economically devastated area.

The following problems exist:

1. The condition of large tracts of vacant residential and commercial property in the area;
2. The pressures of land use density and land value appreciation in adjacent Hyde Park that is anchored by the University Of Chicago, and its hospital complexes;
3. The imminent possibility of a number of HUD prepay 236 buildings being converted to market rate, causing an estimated loss of over 1,000 units of low income rental units and the imminent separation and dislocation from housing and the opportunity for legitimate employment.
4. The majority of the one to six units single family type structures are owned by Woodlawn residents who are seniors, as well as second and third generation owners.

Increase In Property Values Threaten Residents

In the past ten years, there has been a steady increase in the assessed value of the properties in Woodlawn; while the more affluent Hyde Park has experienced a decrease in property value. However, the University of Chicago has a pressing need for lower-priced housing for their faculty and students. (The definition of "lower-priced" is homes priced at \$120,000 to \$160,000 per unit.)

There are very few, if any, present residents who could afford to purchase such a home. The presence of a 5,000-member church of middle to upper-income African Americans who view the present community populace as undesirable and not worthy is setting up a fixed-class struggle.

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Present community people are seen as lower class, the cause of deterioration of the community and not the saviors of what now stands. As well, the present City of Chicago administration needs a project to gain control over and support of the African American community.

To accomplish this goal, the present administration collected all of the African American ministers who were friends and allies of the present mayor's father when he was mayor. He appointed these ministers to powerful posts with city funds at their disposal to create a voting block that he could count on for the next election: a voting block of African Americans whom he could control beyond the reach of the Alderman or Ward Committeeman of that Ward.

Major Players In Redevelopment Struggle: The Fund's Board Members

There are two of those ministers in the Woodlawn community: one, who is the Bishop of his religious sector; and the other, a minister ordained by that Bishop.

This Bishop is the minister of a 5,000-member church located within the community. However, only about 50 members of that church presently live within the community. Last year they completed a \$12 million dollar new wing of the church.

This African-American bishop was a personal friend to the present mayor's father and helped the present mayor with his growth and development when he was a child.

The mayor appointed this Bishop as a commissioner to develop a not-for-profit mega-organization called The Fund For The Redevelopment And Revitalization Of Woodlawn and Kenwood-Oakland.

The Fund's purpose is to act as the first approval source of any City or State funds which may be requested to do new or existing development of the community. The Fund's mission is to attract more affluent persons to live and set up businesses in both Woodlawn and Kenwood-Oakland.

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The present city elected official of our neighborhood views the present administration as friendly. However, the present administration view our Alderman as under their control and could dismiss her if she became uncooperative. The appoint of the Bishop as commissioner of the Fund was a clear indication of a removal of power from the aldermanic position. Whether she agreed to this arrangement or not was not relevant; the fact that it occurred was. The majority of the present residents view the elected official as having sold out the community. The Board members of the Fund were hand-picked by the minister, which did not allow for a democratic process. Also, the Alderman and other foundations insisted that WECAN be asked to serve on the governing board of the Fund. The bishop, in his infinite wisdom, decided that he would not ask representatives of WECAN to participate as board members.

The individuals that were appointed to the board to represent the community are long-term members of the Bishop's church. He is their spiritual leader.

The lawyer who is a board member of the Fund is a corporation counsel for the City of Chicago, personal legal advisor for the Bishop, and legal advisor for Woodlawn Preservation and Investment Corp. (WPIC is a two-year-old CDC that was created by this Bishop to recapture The Woodlawn Garden Apartment, a 536 unit complex that was built by TWO (The Woodlawn Organization), a thirty-year-old political CBO, in the late '60s.

The Bishop was the President of the Board of TWO and the other minister was the Executive Director of the Organization. (The complex went into foreclosure by HUD in the eighties). (Note: The Woodlawn Gardens complex gained national attention as being one of the HUD scandals under the Reagan administration).

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ANALYSIS OF FUND'S BOARD AND POWER BASE

Person	Organization	Relationship	Resources Controlled
Dr. Arthur Brazier, Chairman	Apostolic Church - 5000 Member Church	Appointed Chairman of Fund and Commission by the mayor	All funds and properties owned by the City of Chicago: CDBG, Homes Funds, Planning Funds, Open Lands Economic Development
Dr. Leon D. Finney, Jr., Secretary	President The Woodlawn Organization Director Woodlawn Community Development Corporation Minister Apostolic Church Of Christ	Appointed by Bishop Brazier Past Executive Director of TWO Personal friend to Vince Lane, CHA	United Way Funding Owns 500 units of 202 housing in Woodlawn: senior and handicapped CHA contract to manage scattered sites
Ms. Sidney R. Brundage, Treasurer	None, but represents North Kenwood-Oakland community	Appointed by Bishop Brazier. Is the wife of the Chairman of Board of Trustees for Apostolic Church	Church Funds
Rev. Joseph R. Atcher	Mt. Carmel Catholic High School	Appointed by Bishop Brazier. Mayor Daley's son graduated from this school in 1993. Owns 3 square blocks in Woodlawn.	Alderman Burke, Senior Alderman, chairs the Finance Committee, City Council. President, Mt.Carmel school board.
Mr. James W. Compton	President and CEO Chicago Urban League	Appointed by Bishop Brazier. Board member WPIC. Joint partner with Rescorp, developer of 100 units in Woodlawn	Federal funding; Black Contractors United, United Way funded. 100 units of moderate income rehabbed properties funded by City of Chicago
Ms. Marion Ingram	The Woodlawn Organization	Appointed by Bishop Brazier; member of Apostolic Church	Controlling a Fund vote for Brazier.
Mr. Howard Newsome	North-Kenwood Organization	Appointed by Bishop Brazier; Member of Apostolic Church of God. Personal friend of Marion Coleman	Controls seat and vote on Fund board.
Mr. George Kyros	Chairman, United Business Association	Appointed by Bishop Brazier. Raised in Woodlawn, owns a restaurant for over 100 years in the community. Past president, Businessman's Association under TWO in the '60's.	Controls a seat and vote of fund
Ms. Patricia Pery	North Kenwood-Oakland	Appointed by Bishop Brazier. Member of Apostolic Church	Controls a seat and vote of the Fund
Mrs. Marion Coleman	Covenant Development Corporation, CDC in Woodlawn	Appointed by Bishop Brazier.	Controls a seat and vote of Fund.
Ms. Toya Horn	Loan Officer, Community Investment Corporation	Appointed by Bishop Brazier. Lifelong member of Apostolic Church. Raised in Woodlawn.	Financing for housing developments.
Mr. Robert Lucas	Executive Director, Kenwood Oakland Community Organization	Appointed by Bishop Brazier. Lifelong friend of Dr. Brazier	Controls a seat and vote of the Fund

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Ms. Sandra Williamson	North Kenwood Oakland	Appointed by Bishop Brazier. Member of Apostolic Church.	Controls a seat and vote of the Fund
Mrs. Seniorities Bracey Mayberry	Representing North Kenwood-Oakland organization. Department of Public Aid	Appointed by Bishop Brazier. Member of Apostolic Church.	Controlling seat and vote on Fund board
Mr. Andrew Ditton	Local Initiatives Support Corporation, New York	Appointed by Bishop Brazier. Personal friend of Victor Knight, Executive Director of WPIC and the Fund	Pre-development, acquisition, tax credits, financing for housing development
Mr. Allison S. Davis, Esq.	Law firm of Davis, Miner, Barnhill and Galland, P.C.	Appointed by Bishop Brazier. City of Chicago corporation counsel. Lawyer for TWO, WPIC and the Fund. Son of U. of C. Professor. Graduate of U. of C. Law School. One of the partners is a board member of JUCA. Silent partner in the ownership of 296-unit prepayment building in Woodlawn with Vince Lane	Legal Resources Financing
Mr. Jonathan Kleinbard	Vice President of University News and Community Affairs, University of Chicago	Appointed by Bishop Brazier. Board member of WPIC. Advisory committee, Department of Planning and Economic Development, City of Chicago. Personal Friend to Planning and Economic Development Commissioner	Access to the Board members of MacArthur Foundation. City of Chicago Department of Planning and Economic Development. Access to funding: private foundations and individuals.
Mrs. Marion Coleman	Neighborhood Organization On Fund Board		

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WECAN'S Circle Of Community
WECAN & Woodlawn's Present Resident/Partner Resource Chart

Center For New Horizons	MacArthur Foundation Board Apostolic Church Board	Access To Foundation and Advocate Through Church-Controlled Board
Jewish Council For Urban Affairs	Investors For Housing Development Project University of Chicago School Of Social Work LISC - City Lands	Financing, Loans and Grants U. of C. Board and Student Body Government Advocate Financing Grants Education - Joint Ventures
Partners In Community Development	Fund's Board Members Who Live In Kenwood-Oakland Area University of Chicago University of Illinois Roosevelt University	Advocate Volunteer Information
Kenwood-Oakland Community Organization	Board Member of Fund	Advocate
Chicago Rehab Network	Affordable Housing and Jobs Bill Ordinance Loan Packaging For Neighborhood Lending Bank, HOPE III Recipient	Lobbying Advocate Empowering The Alderman Of The Ward Loans For Redevelopment Of Low-Income Housing
Amoco Foundation Wieboldt's CRS MacArthur Foundation Staff Chicago Community Loan Fund	Fund's access to other foundations and boards of foundations	Advocates Funding for programs and technical assistance Loans for low-income rehab and community economic development ventures
Community Workshop On Economic Development	Board Of Foundation University of Illinois Information Department of Planning and Economic Development	Advocates Technical Assistance
Cole-Taylor Bank LaSalle National Bank Northern Illinois Trust Continental Bank	Funding	Advocates Loans and Grants
Covenantal Church	Fund's Board U. of C. President Investors	Advocates Advocates Loans
State Treasurer 3 Aldermen, State Representative State Senator, Congressmen County Commissioner	Political Support CDBG - HUD - CHA - IDPA Tax Assessment Information Policies	Advocates Funding Support

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WECAN CHART OF COMMUNITY



**Amoco ·
Wieboldt ·
MacArthur**

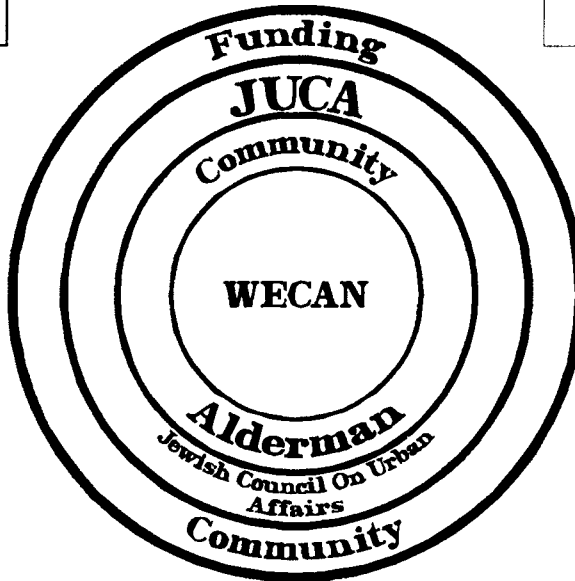
**Cole-Taylor
Bank**

**Affordable
Housing Jobs
Campaign
Rehab
Network**

CWED

**Alderman &
WECAN's Citywide
Affordable
Housing
Campaign**

**N.H.C. · U. of I. ·
Northwestern ·
Roosevelt**



**LaSalle
Bank**

**National &
State & Local
Political
Support**

**Outside
Neighborhood
Community and
Religious
Support**

The Counter Balance Of Resources



**The WECAN Development Ties
To Chicago's
Department of Housing**

**CDBG
Funding For
Housing
Rehab
Center**

**Housing
Abandonment
Prevention**

**15 CAPP
Buildings**

**Total 45 Units Of
Housing
Scheduled for
Home Ownership
Of Low-Income
Persons
Co-op Conversion**

**4 TRP
Properties**

**16 New
Constructed
Townhomes
\$1.5 Million**

**81 Units of
Low-Income
Housing
\$3.5 Million
96 Units**

**6230 South
Dorchester**

**64 Units Of
Housing For
Low-Income Or
Homeless
People
\$2.9 Million
Project**

**Total Of 206 Units of
Affordable Housing
For Low-Income
Community Residents**

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The lawyer is a silent owner of a 236 unit prepayment building in the community, a Graduate of the University of Chicago School of Law, partner with a law firm whose partners are board members of the MacArthur Foundation and the Jewish Council on Urban Affairs.

Covenant Development Corp is a twelve year old CDC established by the Covenant Church of Christ. The Executive Director of Covenant is a member of TWO, WPIC and a board member of the Fund. United Business Association of Woodlawn was reorganized five year ago; the past president of the board of UBA is a member of WPIC, a past member of TWO and board member of the Fund. The Woodlawn Ministerial Alliance was reorganized twelve years ago. The president of the Board of the Alliance, minister at one of the local churches, is on the board of TWO, WPIC and a member of the Fund.

The University of Chicago's Director of Housing Development is a member of WPIC, on the board of TWO, a member of the City of Chicago Department of Planning and Economic Development and a member of the Fund.

Mount Carmel High School is a Catholic high school located in Woodlawn. The son of the present mayor attended and graduated from this school in the summer of 1993. The president of Mt. Carmel's school board is one of the most powerful Alderman in city and a personal friend of the mayor. The principal of this school is a member of the Fund. In 1993, Mount Carmel constructed new townhomes for the Fathers and is building a new computer wing to the school.

TWO (The Woodlawn Organization) is a 30-year-old political CBO. Its president, who was the past Executive Director of TWO, is the minister who was ordained by the bishop.

This minister is a member of WPIC, has opened his church in Woodlawn within the last two years, is a personal friend of the mayor and graduate of the University of Chicago School of Divinity.

He is also a member of the City of Chicago Department of Planning and Economic Development.

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During the time that this minister was Executive Director of TWO, Woodlawn Gardens and Kimbark Apartments were developed and foreclosed on by HUD, causing a loss of over 100 units of subsidized housing for low-income families. The minister is a member of the Fund in his capacity of President of the Board of TWO's CDC. LISC's national branch Executive Director is a member of the Fund.

Funding For The Fund

The Fund was created in October of 1992. In June of 1993 it received 1.5 million dollars from the MacArthur Foundation for a three-year period. The Fund proposal did not reach staff until it was approved by the Board. (Three of the MacArthur Board members are directly connected to the University of Chicago.)

In October of 1993, The Fund was awarded \$750,000 from LISC to purchase open land for development.

Banks Moving In

Two banks, Cole Taylor and First Chicago announced their plans to place branch banking within the Woodlawn community. The request to these banks to place branches in the community came from the WECAN organization, United Businesses Association of Woodlawn and the Alderman.

WECAN Under Attack In Woodlawn

WECAN is the only CBO/CDC in Woodlawn that has not been asked to become a member of the Fund's Board of Directors. However, during the early development of the Fund, the WECAN organization was targeted by the City of Chicago Department of Housing for audit of their CDBG grant (\$32,000) for its Housing Resource Center.

The other group was funded without audit and was awarded substantially more funding.

In addition, WECAN's award of tax credits for a 64-unit SRO was taken back without explanation. LISC refused to look at the organization as being capable of developing housing within their own community. The two coalition groups that WECAN belonged to did not wish to be involved or help WECAN because it was not politically wise.

WECAN as an organization was under attack; the plan was to shut the organization down and deny present long-term low-income residents access to accurate information concerning their position in the planned development process.

Woodlawn Redevelopment: Controlled By Whom?

Given these conditions and developments, the Woodlawn Community is primed for substantial redevelopment/revitalization/gentrification/urban removal of its residential and commercial and institutionally controlled land by private, public-private and non-profit joint private investment participation. In this definition of private development, we include private institutionally led-development initiatives by the University of Chicago and University agents, and Church based development.

This imminent development has been sanctioned by departments of both the city and state government agencies. Redevelopment has been further legitimized by publicity announced investment and support by leading foundations in Chicago that promote community economic development/neighborhood revitalization as well as two quasi-government agencies IDHA and IFDA. These conditions and initiatives, in addition to the level of sanctioned support for substantial redevelopment in Woodlawn create significant threats, challenges and opportunities to present residents.

The extent to which these factors represent threats, challenges and opportunities is relative to the

variable strengths and weaknesses of the WECAN organization and the unorganized sectors, classes and class strata within the community.

WECAN's challenge lies in its ability to restore power and respect to the Aldermanic position, coupled with its ability to create and access political power, redirect City and State Funding strategy, and access additional economic resources, as well as develop and implement an anti-displacement plan.

PROJECT GOALS

The goal of this project was to position the WECAN Organization as the true advocate for and by community residents through developing a community economic and housing development plan that will be used to protect and develop the people in the community. The goals include:

1. Survive the attacks and shutdown tactics by the Fund on the WECAN organization;
2. Secure financing for our 64-unit SRO which was in danger of being sabotaged by the Fund;
3. Organize and educate the community about the formation of the Fund, the threats that its activities represent to present residents, the challenges that are before us because the Fund exists, the opportunities (if any) the Fund will provide and ways to take advantage of those opportunities should they exist;
4. Produce a development plan that will assure or guarantee that maximum protection and benefits of redevelopment accrue to local development agencies and local disadvantaged residents with respect to anti-displacement protection.
5. Develop an indirect anti-displacement mechanism for low-income tenants, seniors and existing owners who occupy their property, or family occupied properties.
6. Develop local investment opportunities for area residents and community based groups.
7. Create a tool that will generate and retain permanent jobs from new construction of

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commercial and residential properties.

8. Create a tool that will generate worker/owner business and tenant/owner conversion of properties.
9. Develop mechanisms to raise standards of living and or life quality for area residents who by virtue of higher income could afford newly constructed houses.
10. Create a tool that can be used to assure affirmative action enforcement for outside developer to insure non-discrimination and equal employment economic development opportunity for minorities, disadvantage groups and women with respect to:
 - employment;
 - enterprise development;
 - minority contractors;
 - access to housing.
11. Establish links to and develop job training/vocational skill and drug rehab opportunities for hard to employ area residents.
12. Provide or develop access to commercial space for local residents and non-traditional entrepreneurs.
13. Finally, provide or develop access to capital pools and loan pools by non-profit development groups based on underwriting criteria that is developed by local participation.
14. Create a power base to our Aldermanic seat that the mayor would have to pay attention to

but could not control.

HOW GOALS RELATE TO PROBLEMS

The relationships between the goals of this project and the root cause of the problem are simply:

- 1.) the ability of a community to galvanize and utilize resources;
- 2.) individual power versus collective power;
- 3.) conventional economic development versus community economic development;
- 4.) class and caste divisions versus economic diversity;
- 5.) political favors versus demarcated process.

This is a classic case study of economic, social, educational and religious oppression in addition to a classic example of African-American middle and upper-class male-dominated group infested with internalized oppression, a thirty-year gentrification process versus a 14-year struggle for survival.

The issue is clearly development and lust for power of a few individuals at the expense of 27,000 present residents, top-down development versus bottom-up empowerment.

METHODS

The methods and strategies utilized during the course of this on-going project were:

- 1.) organizing;
- 2.) educating;
- 3.) negotiating;
- 4.) lobbying; and
- 5.) compromise.

ORGANIZING

Organizing took place on several levels: the community level of community residents tenants and homeowners; the political level, at the city, county, state and national levels; the local level of the philanthropic community, educational institutions, religious community and lending institutions.

The ability to successfully organize around community issues was the strength of the community and the WECAN organization.

The organizing strategy was to develop a counter powerbase that contained all the elements of the Fund's power base, to provide a balance. There was a need to gain the attention, respect and support of the local, state and national politicians.

The bishop was appointed by the mayor to create the Fund. The mayor saw 5,000 possible votes from just one church as well as a possible additional 2,000 votes from The Woodlawn Organization that he could count on for the 1995 election. WECAN had to, at the very least, match those numbers in terms of votes the mayor could not count on at the community level as well as citywide.

ORGANIZING CAMPAIGNS

Several organizing campaigns were launched and tracked simultaneously.

COMMUNITY ORGANIZING

The organizing campaign at the community level developed a letter of concern and support for the WECAN organization to become a member of the Fund so that community residents would, at the very least, have a voice in the planned redevelopment of their community. The letter had at least 5,000 signature on the letter of community residents who were registered voters.

The letter was sent to the MacArthur Foundation and the alderman. Additionally, individual community residents launched a telephone campaign to the MacArthur Foundation and the Mayor's office questioning their involvement and intentions. The MacArthur Foundation's lines were tied up for a week as well as the phones at City Hall.

There were also written and phone requests for a copy of the proposal from the Fund to the MacArthur Foundation which was funded for \$1.3 million dollar over a three-year period, as well as written requests for the by-laws and the name of the Fund's Board of Directors and their affiliations.

Three major community meetings were planned and held to educate the community residents about the formation of the Fund and what possible impact the planned development that the Fund approved would have on them now and ten years from now. Finally, the community demanded a town hall meeting with the Fund where they would explain and present their plans.

Clusters of smaller steering meetings were held at the north, south, east and west borders of Woodlawn developing strategies and educating residents about the Fund and its possible impact on the community.

ORGANIZING AT THE POLITICAL LEVEL

Organizing on the political level was launched to educate the political representatives of the Woodlawn community at the city, county, state and federal levels.

100 phone calls were made to each representative's office expressing concern and support for WECAN. In addition, three Aldermen were targeted for extensive educating about community fears and the reason for the fears. The alderman of the Woodlawn community and the aldermen of the community on our borders whose communities would be affected by the redevelopment in our community.

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During the same time period, there was a city-wide organizing campaign led by the Chicago Rehab Network (WECAN is a member of the CRN) trying to get off the ground. There was a search for an Alderman to champion and introduce the Affordable Housing and Jobs Ordinance into the City Council. We encouraged the CRN to allow our Alderman to champion this city-wide campaign and carry the Affordable Housing and Jobs Ordinance.

This strategy had two missions:

1. the education of the Aldermen by their peers about the need of the city to produce affordable housing and jobs for their neighborhoods; and
2. allow our Alderman a chance to feel the power and support of a city-wide movement and challenge to the mayor.

ORGANIZING ON THE PHILANTHROPIC LEVEL

The philanthropic community was invited to attend our community meetings so that they could hear, first hand, questions and concerns being articulated by the community, before they considered funding the Fund.

ORGANIZING AT THE RELIGIOUS LEVEL

The religious community was approached with information; concerns about Fund activities and support of the WECAN organization were aired. However, only two of the religious groups would take a position on the community and WECAN's call for inclusion and access: the Jewish Religious Leaders and the Covenantal Church Leader.

ORGANIZING AT THE INSTITUTIONAL LEVEL

EDUCATING CAMPAIGN

Educating the Community

WECAN's method of educating the community is tied to the organizing strategies, the

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community raising questions and concerns once they have been properly informed as to the process, and options. The community residents are then responsible along with a staff member of the WECAN organization to do research and follow-up.

Educating the political leaders

WECAN staff, board and other community residents called upon each one of their elected officials, presented them with the research we collected, shared our concerns, explain our issues request their involvement with the planning process. In addition, we presented them with all documents that included a list of 5,000 registered voters signatures who had agreed to the request. Finally, 50 to 100 phone calls were made to each elected official by registered voter from the community talking with who answer the phones and tell them the same thing. This was done for a five day period.

Educating the Philanthropic community

The community residents call the MacArthur foundation and invited staff and board member to our coalition strategy meeting and to the community meeting as they were scheduled. In addition, there were written requests to the MacArthur foundation for the following;

- a copy of the proposal submitted by the Fund to the MacArthur Foundation for funding.
- a list of the Board of Director of the Fund with addresses and affiliations.
- a list of the MacArthur Board of Directors
- a copy of the bylaws of the Fund.

Additionally, a phone calling campaign was launched that same week with verbal requests for that information by community residents who left their name and address. The MacArthur Foundation set up a special person to handle the calls from the Woodlawn community and sent out a prepared synopsis of the proposal along with a list of the board members of the Fund that

included addresses. However, they didn't send the by-laws of the Fund, or the list of MacArthur's Board members.

Educating The Religious Community

The Woodlawn Ministerial Alliance was represented on the board by Dr. Brazier and Rev. Atcher who are both members of that group. It was necessary for us to meet with other ministers one-on-one and share the information, concerns and issues with them from the community perspective. In addition, we did outreach to other ministers from the surrounding communities to the north, south, east and west of Woodlawn. Community persons who were members of their churches raised the same concerns and issues.

Educating The Institutions

We began to educate people at the University of Chicago by organizing within their student body. We invited students to attend the working sessions of the community as well as the planned community meetings. We shared with them our fears, concerns and dreams and invited their support and participation. When the students began to ask questions about the University of Chicago's historical role in the plans for the Woodlawn community we suggested that they ask the University for those answers. We suggested that they may wish to do a historical analysis of the University's role in the community, and that this would answer a great many of the unanswered questions. Additionally, we shared our perception of the University's historical and present involvement with the development of Woodlawn. The students scheduled meetings on the campus with the student body and invited persons from the community to share the community's perception of the University.

In addition, we asked the University of Illinois Community Economic Development Department for technical assistance as well as Roosevelt University and the University of Illinois

Law School professor was invited to one of the community meetings to explain eminent domain to community residents and their options.

LOBBYING

Lobbying Other Alderman

WECAN used an indirect approach of lobbying the other Alderman. We simply made sure that all 60 of the Rehab Network's other member groups were made aware of what was happening in our community, and requested that they get their Alderman to support the Affordable Housing and Job Ordinance by using the Woodlawn community as an example of how development should not happen.

Negotiation

WECAN entered into negotiation with the Fund, the City of Chicago Department of Housing, The Mayor's Administrative Aides and with First National Bank.

Negotiation with the Fund

Early negotiations with the Fund turned into sessions of debate about why WECAN could not be asked to become a member of the Fund. After the fifth meeting with Dr. Brazier and the Fund Executive Director Victor Knight, WECAN made a decision to break off the dialogue.

However, after the passage of the Affordable Housing and Jobs Ordinance, the Fund requested a meeting with us.

Negotiation with the Mayor's Office

The Alderman and WECAN met with the mayor's administrative aide and worked out a plan of action and agreement, that included a scheduled meeting with the department heads of the Department of Housing to find out why the 6230 S. Dorchester project was being held up.

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During the meeting that included the mayor's aide, the Deputy Commissioner, the Multifamily and Home Loan director, the department heads were directed to finalize the lending process for the project. However, those department heads resigned before that process could begin. However, the final meeting came after the Affordable Housing and Jobs Ordinance passed with a 49 to 1 vote. A meeting was scheduled by the mayor's aide, Alderman Madrono's aide and the Commissioner of Housing.

The Commissioner was directed to go to closing on the 6230 S. Dorchester building.

RESULTS

WECAN was forced to make concessions on the 6230 S. Dorchester project that will set precedents for other non-profit CDCs and CBOs, making it very difficult to produce affordable housing in their communities. The concessions were:

- the appraised value of the property before rehab was not allowed to be used as equity.
- the organization had to come up with \$200,000 cash equity.
- the Department of Housing forced an addition to the organization's board who would come from LaSalle Bank for the duration of the loan.
- the WECAN by-laws were amended to include this person under duress.
- WECAN was forced to sign over one city block of open land awarded to us.

The last two concessions were viewed by community residents as selling out the organization and the community.

ACCOMPLISHMENTS

However, the 6230 S. Dorchester project closed: a 64-unit SRO development rehab building

- WECAN was awarded three CDBG contracts for 1994.

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- We received deeds to two of the additional CAPP properties we requested from the city.
- Reaffirmation from the Jewish Council on Urban Affairs of two more years of investment in housing development projects.
- the aldermanic power was restored;
- additional open land is promised for development;
- the Fund wants to begin honest dialogue;
- foundations are requesting proposals from WECAN;
- research is beginning for the anti-displacement strategy;
- WECAN survived the attacks.

ANALYSIS/CONCLUSION/RECOMMENDATION

The results of this project indicate that it is possible for a CBO and a community of low income residents which has been targeted by church-based outside developers for gentrification, through strategically-planned levels of organizing, educating, lobbying and negotiating with on-going research can provide an opportunity for survival. The balance of power is in place; now the real battle begins.

What was learned about the problem

1. Confirmation that in the City of Chicago and in Woodlawn, in order to have a fighting chance you must build a power base to match the one you must combat. In addition, negotiation should not begin until that power base is in place.

Next Steps

We will organize block by block and develop working sessions where residents can look at what is needed and wanted on their block and come up with a plan to make it happen.

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Additionally, we will begin to develop community economic development opportunities for local residents.

We will begin to look at the Federal economic empowerment zones as a possible tool to assist the present residents.

Finally, we will continue to search for information that will help us develop a strategy to prevent the rising taxes on property as the redevelopment occurs from forcing out present low-income home owners and renters.

Community Attitudes and Politics

There was confirmation that took place rather than learning. There was confirmation that there are two schools of organizing: the old school and the new school. The definition of the old school is organizing around an issue, with the organizer dictating the process without allowing for community input for modification and changes, regimented controlled action with the result being a temporary win for the community and long-term wins for the organizer.

The new school of organizing centers around issues, with the community dictating the process, allowing for modification as the need arises, long-term wins for the community and the organizers.