



DELTA INSTITUTE

2000

Promoting environmental quality and community and economic development

The Delta Institute, formed in 1998, is a non-profit organization that works on the policy and practice of improving environmental quality and promoting community and economic development. It bridges public, private and community institutions and leverages their influence and resources to implement new practical strategies.

Table of Contents

I	Letter from Co-Directors
2	The Regional Dialogue on Clean Air and Redevelopment
7	Progressing Toward Our Goals:
8	<i>Building Partnerships for Healthy Communities</i>
9	<i>Promoting Environmentally Responsible Business and Development</i>
10	<i>Strengthening Regional Environmental Policy</i>
II	<i>Creating and Implementing Redevelopment Strategies</i>



- | | | | |
|---|---|---|--|
| <p>Delta Institute's Accomplishments, July 1, 1998 — December 31, 1999:</p> <ul style="list-style-type: none"> • Incorporated as a 501(c)(3) corporation • Formed two non-profit brownfield affiliates: <ul style="list-style-type: none"> <i>Chicago Land Redevelopment Institute</i> <i>Northern Indiana Center for Land Reuse</i> • Negotiated mercury pollution prevention agreement with three Indiana steel mills • Launched Regional Dialogue on Clean Air and Redevelopment • Formalized North Lawndale Employment Network as independent community institution • Held workshops on integrating science and policy for atmospheric deposition of toxics to the Great Lakes • Developed strategic plan with The Enterprising Kitchen to integrate job training with business development goals | <ul style="list-style-type: none"> • Assessed coastal coordination opportunities in Northwest Indiana with Indiana Department of Natural Resources • Launched roundtable discussions with six watershed groups in southeast Michigan • Promoted collaboration among eight environmental justice groups in the Detroit area • Facilitated multi-neighborhood process for improving environmental quality in Wayne County, Michigan • Managed stakeholder input process for the Lake Michigan and Lake Erie Lakewide Management Plans • Developed multi-jurisdictional watershed agreement with units of government in Kalamazoo County, Michigan • Helped create partnership for remediation and restoration of West Branch of the Grand Calumet River • Evaluated effectiveness of Bethlehem Steel Community Advisory Committee | <ul style="list-style-type: none"> • Launched initiative to identify environmental justice priorities in northwest Indiana with local schools • Initiated development of loan package with South Shore Bank for pollution prevention in the metal finishing industry • Entered into an agreement to create Ohio affiliate to manage a small business hazardous waste recycling demonstration pilot program in the Akron, Ohio area • Completed First Phase Redevelopment Strategy for portion of Gary, Indiana Airport Development Zone • Received \$1 million of Program Related Investment from MacArthur Foundation for brownfield pre-development work • Completed Feasibility Study and Implementation Plan for multiple, adjacent brownfields properties in downtown LaPorte, Indiana • Negotiated Memorandum of Agreement for public-private partnership to redevelop brownfield property in Michigan City, Indiana | <ul style="list-style-type: none"> • Identified and evaluated more than ten potential brownfield projects in the Chicago metropolitan region • Provided interim funding and helped to secure grant funds for brownfield redevelopment project in Schiller Park, Illinois |
|---|---|---|--|

DELTA INSTITUTE
53 West Jackson Boulevard
Suite 1604
Chicago, Illinois 60604
Tel 312 554 0900
Fax 312 554 0193
www.delta-institute.org



*Cartoon:
©The New Yorker Collection
1988 Dana Fradon
from cartoon bank.com
All Rights Reserved.*

This report is printed on recycled, chlorine free paper with soy-based inks.

Letter from the Co-Directors

Welcome to the Delta Institute. We formed this organization in July 1998 to be a laboratory for new ideas to improve environmental quality and promote community and economic development. We work on projects in the Great Lakes region covering the spectrum of these two disciplines, working through the tensions sometimes created at their nexus.

Our Environmental Quality Program focuses on environmental policy and stewardship, pollution prevention and clean-up, and community-based environmental programs. Our Community and Economic Development Program focuses on creating and preparing people for living wage jobs, expanding economic opportunity, and establishing land use and redevelopment strategies to promote healthy, economically sound communities.

We established two independent, non-profit affiliates—the ChicagoLand Redevelopment Institute (ChicagoLand REDI) and the Northern Indiana Center for Land Reuse (NICLR)—to redevelop sites where environmental contamination, real or perceived, and other challenges are barriers to redevelopment.

What draws all these efforts together, whether they are entirely economic development, environmental quality, or a mix of both, is a unifying theme. The Delta Institute is a place where new alliances are formed; where new policies are turned into practice; and where new solutions for communities, their residents, businesses, and other stakeholders, come

to life for economic and environmental improvement.

“Delta,” means change. We chose the name to signal our readiness to bring about needed changes for improved environmental quality and community and economic development. Community, Economy, Environment: these are the three sides of the Delta Institute.

Please read on as we sketch our accomplishments and our work in progress. To the future.

Sincerely,

Timothy H. Brown

Co-Director

Donna Ducharme

Co-Director

Dr. John Kretzman

Chairman, Delta Institute Board of Directors



Cleaning Growing the



the Air and the Region

The Regional Dialogue on Clean Air and Redevelopment exemplifies the Delta Institute's policy approach for integrating environmental quality and economic development.

The Regional Dialogue on Clean Air and Redevelopment is a project of the Delta Institute and a partnership between the Metropolitan Mayors Caucus, the Illinois Environmental Protection Agency, and the United States Environmental Protection Agency (U.S. EPA). It has involved about 200 individuals in the Chicago region representing industry, environmental and civic organizations, labor, local government, developers, and academia that have worked together to develop practical strategies for improving air quality throughout the Chicago region.



Automobile use is a major cause of the region's air quality problems.

The Chicago region is designated a nonattainment area for failure to meet the federal air quality standard for ozone pollution, or smog. Along with this designation come a number of concerns about public health, environmental quality, economic vitality, and development opportunities for the region and its residents. The issue became of greater concern to the region in 1997 when U.S. EPA proposed a more stringent standard. It was speculated that



Lake and Pulaski Transit Market, conceptual rendering. Mixed-use development seeks to integrate commercial, residential and entertainment structures so as to minimize the need for automobile use.

new regulatory requirements would have significant economic consequences for the entire region.

Together with its partners, the Delta Institute organized the Regional Dialogue to identify clean air-related strategies for the Chicago metropolitan region that incorporate economic development benefits. In this way, the region does not have to choose: environmental quality and economic development are pursued in tandem.

The Regional Dialogue was launched in March 1999 with a one-day conference that set the stage for numerous small



Conventional paint accounts for a substantial percentage of smog-forming emissions. Clean air friendly paint alternatives offer a valuable opportunity to improve the region's air quality.

workgroups that met from April to December 1999. The workgroups considered opportunities for improving air quality through making changes in development practices, energy usage, new technologies, and by aggregating air quality improvements among several small sources. In addition, the workgroups focused on identifying incentives for achieving air emission reductions and how credits for those actions could be accrued and valued.

After considering the sources of ozone-causing emissions, the Regional

Dialogue workgroups focused their efforts on mobile sources and businesses and institutions that are not required to obtain air pollution permits. These non-regulated sources comprise a larger percentage of the emissions pie than regulated industry and require innovative emissions reduction efforts. The workgroups identified a series of emissions reduction strategies that address transportation, maintenance of corporate and institutional campuses, energy efficiency, development practices, and pollution prevention.



Bicycle use can be encouraged through measures ranging from creation of bike paths to installation of storage and changing facilities in office buildings.

“The Regional Dialogue is a model for regional cooperation and, I believe, on the leading edge of a national groundswell of new approaches to economic development, environmental quality, and community livability.” *Carol M. Browner, Administrator, U.S. Environmental Protection Agency*

Now the challenge is to integrate the strategies and promote them to target audiences, and to put in place the incentives necessary to encourage implementation of the strategies. The Regional Dialogue has developed five campaigns:

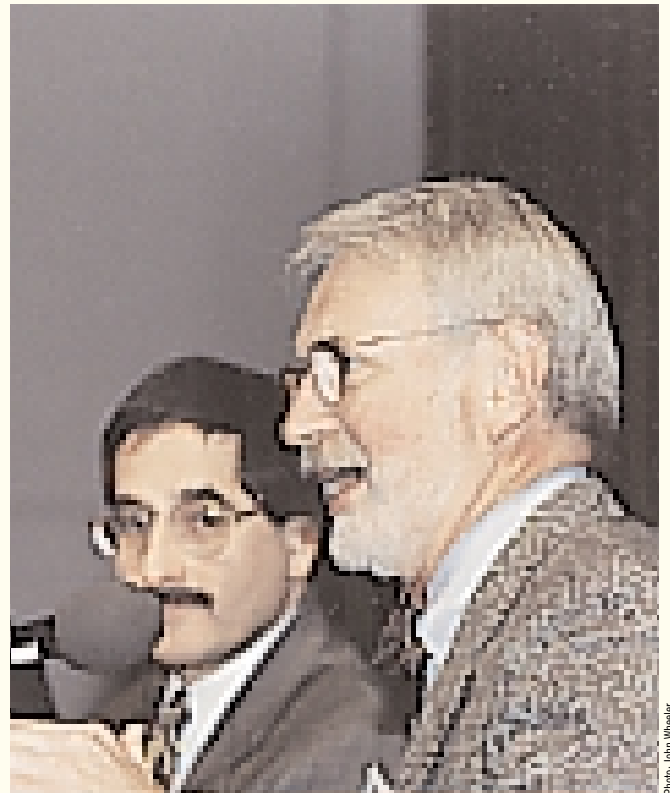
- Clean Air Communities;
- Clean Air Businesses, Industries, Institutions;
- Clean Air Development;
- Clean Air Households; and
- Clean Air Illinois.

These campaigns are intended to achieve emission reduction from sources that have been difficult to reach through the traditional regulatory process.

The Regional Dialogue has proven to be an effective civic process for bringing together the necessary interests and leaders to solve a problem shared throughout the region. While the central issue is improving air quality and meeting regulatory standards, there are multiple collateral benefits that



William Abolt (left), Commissioner, Chicago Department of the Environment; and David Ullrich, Deputy Regional Administrator, U.S. EPA Region V at the kick-off workshop. Partnership with the City of Chicago and the U.S. EPA is critical to the success of the Regional Dialogue campaigns.



Steve Rothblatt (left), Chief of Air Programs Branch, U.S. EPA Region V; and Wisconsin Governor Tony Early (right), Chair, Center for Clean Air Policy, endorse the need for the Regional Dialogue at the kick-off workshop on March 9, 1999.

will result from the campaigns, including economic benefits in the areas of energy savings, increased efficiency in the delivery of goods and services, cost savings from pollution prevention, and new markets for environmentally friendly products. There are public health benefits as well, such as the reduction of asthma and other respiratory illnesses and the associated cost savings, and reduced emissions of other hazardous air pollutants. Other public benefits from the campaigns include increased capacity of public transit systems, increased open space and habitat resulting from natural plantings, and the preservation of farmland and reduced urban sprawl.

In early 2000, the Delta Institute along with its partners will launch the implementation phase of the Regional Dialogue.

Progressing Toward Our Goals

The Delta Institute is involved in four broad program areas:

- *Building Partnerships for Healthy Communities*
- *Promoting Environmentally Responsible Business and Development*
- *Strengthening Regional Environmental Policy*
- *Creating and Implementing Redevelopment Strategies*

Building Partnerships for Healthy Communities

Creating opportunities for increased employment

CHICAGO, IL— In the inner city neighborhood of North Lawndale on the west side of Chicago, the Delta Institute, through its work for the Steans Family Foundation, has spearheaded the creation of the North Lawndale Employment Network. The Network and its member organizations work together to prepare community residents for jobs and to create bridges that assist residents in securing better employment opportunities.

In a neighborhood characterized by a high poverty rate, declining population, high unemployment, and racial discrimination, the Network has addressed key needs for both residents and businesses. Among the partners in this effort are community-based organizations, economic development agencies, businesses, and other interested parties. As a broad-based partnership, the Network seeks to work on employment creation and networking solutions from a variety of angles, including promoting the stability of families; enhancing public safety; supporting business retention; promoting investment in the community; improving the image of North Lawndale workers among employers throughout the region; and creating policies and strategies designed to generate new economic opportunities.

Specifically, the Network has successfully obtained funding and implemented a welfare-to-work program to place residents in jobs in four target industries: health care, child care, manufacturing, and construction; developed a model program for ex-offenders; and provided training to local organizations to help them assess and improve the work readiness of residents in areas such as addressing problem-solving and anger management.

With the Network, the Delta Institute has worked collaboratively to design solutions that go beyond routine job training and placement, using a holistic approach to job creation that equips residents with the skills and confidence to help themselves. The Delta Institute views the Network as a model that can be customized for use in other disadvantaged communities.

The North Lawndale Employment Network provides valuable training to prepare the community's residents for living wage jobs in various industries, including construction.



Delta Institute opens door to better citizen participation

WAYNE COUNTY, MI— In Detroit neighborhoods and in the Southeast Michigan region, the Delta Institute is working with a variety of stakeholder groups to increase communication and participation on environmental issues.

- The Delta Institute brought together a broad range of health, labor, religious, and community organizations to affirm their shared commitment to environmental quality for the City of Detroit. The organizations formed a loose affiliation through the Metro Detroit Environmental Network, in order to share knowledge, experience and resources from their work to clean the air and water, and to improve the health and quality of life for the citizens of Detroit.

- The Delta Institute is bringing together citizens involved in the planning process for each of the five rivers identified under the Great Lakes Water Quality Agreement as Areas of Concern in the region. Through a series of roundtables and working teams, the participants are sharing information and working together on projects to educate the public, protect natural habitat and monitor the river system.

- Working with the Wayne County Department of the Environment, the Delta Institute is helping to implement the Good Neighbors United Initiative. It is intended to increase quality of life through nurturing broad community participation to help solve widespread environmental issues in a cluster of communities with a strong industrial presence. As part of the project, the Institute is working to support a partnership of industry, community and regulatory groups to undertake an air toxic study for the Detroit area.



Photo: Ford Motor Company

Industry along the River Rouge in Detroit contributes to the river's problems and must become part of the solution.

Restoring a waterway damaged by industrial waste

NORTHWEST INDIANA— Stretching along the southern shore of Lake Michigan in one of the world's most concentrated industrial centers, the West Branch of the Grand Calumet River has been subjected to severe sediment contamination over the years. A century of steel, petroleum, chemical, and other manufacturing operations have left 5- to 10-million tons of toxic sediments blanketing the bottom of the river and canal, of which approximately 150,000 cubic yards a year enter Lake Michigan.

To involve northwest Indiana residents and other stakeholders in planning and implementing the clean-up and restoration of this River, the Delta Institute is

working with the Grand Calumet Task Force to coordinate the Grand Calumet River West Branch Partnership.

The Partnership brings together representatives from state and federal agencies, industry, municipal governments, and impacted neighborhoods, to create a consensus-based remediation and restoration plan for the West Branch of the Grand Calumet River.

Because there are few examples of successful community participation in contaminated sediment remediation and river ecosystem restoration planning, it is hoped that the West Branch Partnership will serve as a model for other Great Lakes communities.

Promoting Environmentally Responsible Business and Development

Steel mills sign mercury reduction agreement

GARY, IN— As one of the most toxic heavy metals, mercury, even in tiny amounts, is a neurotoxin that can adversely affect public health and wildlife. Mercury is a major contaminant of concern in the Great Lakes. Responding to this growing concern, the Delta Institute negotiated an agreement among three integrated steel mills in northwest Indiana to reduce their use of mercury along the Lake Michigan shore. The U.S. Environmental Protection Agency, the Indiana Department of Environmental Management and the Lake Michigan Forum are also signatories to the agreement.

The work is part of the Lake Michigan Primary Metals Project, an effort initiated by the Lake Michigan Forum to identify pollution prevention opportunities for Lake Michigan contaminants of concern. Working with state and federal agencies, the Delta Institute coordinated the effort.

This project is one example of an ecosystem-based and industrial-sector-based approach to pollution prevention. The steel mills participating in the agreement have completed their inventory of mercury use and are developing reduction plans. These inventory and reduction plans should benefit other initiatives aimed at mercury reductions among industrial sectors. (A copy of the agreement and related implementation documents can be obtained at <http://www/lkmichiganforum.org>.)



John Hamilton (left), Commissioner, Indiana Department of Environmental Management (former); John M. Hanak (center), Vice President and General Counsel, Ispat Inland Inc., Indiana Harbor Works; and Thomas W. Easterly (right), Superintendent of Environmental Services Department, Bethlehem Steel Corporation Burns Harbor Division sign Mercury Pollution Prevention Agreement on September 25, 1998.

Delta works to rein in small sources of pollution

CHICAGO, IL— In an effort to identify various methods of reducing toxic pollution, the Delta Institute is exploring the linkage of energy efficiency and toxics. The target of this effort is industrial boilers, which are prevalent throughout the Great Lakes region. These boilers, which make up a large percentage of the industrial energy capacity, could adopt energy conservation techniques and new technologies that would result in substantial cost

savings and have the added benefit of reducing toxic emissions.

The Delta Institute is working with the Council of Industrial Boiler Owners to engage the owners and operators of these smaller energy sources in exploring how to ensure wider implementation of proven, cost-effective and energy efficient strategies; to quantify toxics reductions; and to consider the barriers and incentives to moving forward.

Promoting hazardous waste recycling



Small businesses use products containing small quantities of hazardous materials that can be recycled, thereby avoiding improper disposal.

AKRON, OH— The Delta Institute has been asked by the Summit/Akron Solid Waste Management Authority to manage and implement a small business hazardous waste recycling demonstration pilot program. The program would be a vehicle for pollution reduction and could be an example for small business and governmental cooperation throughout the region. A companion piece of the program would be the generation of funds by the recycling program for brownfield redevelopment in the Akron area. Negotiations are underway.

Akron already has developed a successful household hazardous waste disposal program, providing consumers the opportunity to dispose of pesticides, lubricants, fuels and other materials that they might otherwise toss into the trash—or leave on garage or basement shelves for years and years—a potentially dangerous and unacceptable alternative. But similar disposal and recycling opportunities for businesses have been limited, especially if the business is a small quantity generator and unable to muster the expertise and resources on its own.

Loans for pollution prevention

CHICAGO, IL— Recognizing that it takes seed capital for even the most conscientious companies to test new, more environmentally protective technologies, the Delta Institute is working with South Shore Bank to develop a pollution prevention loan package. The project will also develop a marketing approach to reach small and medium-sized companies.

The effort will initially target the metal finishing industrial sector in Chicago, where there are already efforts underway to promote and field test promising pollution prevention technologies.

Strengthening Regional Environmental Policy

Science and policy combine to protect the Great Lakes



Cascade impactors are used to determine the amount and size of particles in the air and what pollutants are associated with these particles. Particle size, in part, determines how far pollutants can travel from their source.

CHICAGO, IL— On-going efforts to protect the Great Lakes from toxic contaminants have enhanced knowledge about pollution that comes from air sources, known as atmospheric deposition of toxics. For several years, some of the top scientists have been using extensive monitoring networks, conducting process research, and developing computer modeling to determine how toxics enter the Great Lakes from the atmosphere. This research has shown that air pollution travels great distances and once some contaminants, such as polychlorinated biphenols (PCBs) and pesticides, such as atrazine, are deposited from the air, they can revolatilize back into the atmosphere and travel farther distances. The long range transport of toxics is presenting policy challenges: how do we control or reduce atmospheric deposition when the sources are within multiple governmental jurisdictions, in and outside of the country?

In 1999, the Delta Institute

held two workshops to review the results of recent research and the policy options available to respond to the scientific findings. The workshops brought together leading scientists, government policy-makers, industry representatives, and environmental organizations to learn about the science and the relevant policy tools that can be used to address the problem.

Workshop participants identified a range of issues and actions for further consideration, such as the need for on-going monitoring, research, and modeling; establishing a mechanism for coordinating research and making results available to policy-makers in a timely fashion; the opportunity to use Lake Michigan as a test case for developing an atmospheric deposition reduction strategy based on science; developing a national, interagency strategy for atmospheric deposition that is also linked to international goals; and working internationally to increase awareness of the issue.

Making big plans for Lake Michigan and Lake Erie

TRAVERSE CITY, MI—Cleaning up a resource as large as a Great Lake can only be successful if everyone's voice is heard.

So to help ensure that all interests are recognized, the Delta Institute, under a grant from the United States Environmental Protection Agency (U.S.EPA), is facilitating regular meetings of different interest groups, in both the Lake Michigan and Lake Erie basins, including industry, sportsfishing, academia, environmentalists, agriculture, and Native Americans.

These groups, called the Lake Michigan Forum and the Lake Erie Forum, provide a mechanism for public input into the design of the Lakewide Management Plans which, when completed, will provide a comprehensive clean-up and long-term stewardship blueprint for Lake Michigan and Lake Erie.

The Lake Michigan Forum is also working on various pollution prevention initiatives and will soon launch the Lake Michigan Agriculture Pollution Prevention Task Force to assess opportunities for engaging the agricultural sector in reducing the use of Lake Michigan contaminants of concern.

The Lake Erie Forum's Environmental Justice Task Force, under grants from the George Gund Foundation and the U.S. EPA, has developed and is disseminating fish advisory materials for at-risk populations living along the Lake Erie shore. The Task Force is also distributing educational materials to subsistence fishing communities.



The Lake Michigan and Lake Erie Forums provide an opportunity for stakeholder input into the Lakewide Management Plan process throughout the two basins.

Getting governments to cooperate to protect watersheds

KALAMAZOO, MI— Protecting watersheds, whose rivers, tributaries and lakes do not respect governmental or bureaucratic boundaries requires the cooperation of a multitude of local governments whose jurisdictions overlap. The local governments of Kalamazoo County have agreed, with the assistance of the Delta Institute, to start negotiating a multi-jurisdictional watershed agreement. Motivated by the local governments' shared need to comply with stormwater regulations, the agreement, if implemented, will establish an efficient way to comply with new stormwater regulations and will set the stage for on-going local government cooperation around watershed protection.

Creating and Implementing Redevelopment Strategies

A catalyst for Chicago and older suburban redevelopment

CHICAGO, IL— Throughout the Chicago region, the Delta Institute's affiliate, ChicagoLand Redevelopment Institute (REDI) is seeking to redevelop underused property by bringing together development, finance, community, and planning partners.

Working with these major players, ChicagoLand REDI is:

- Providing interim funding and helping to secure grant funds for a brownfield redevelopment project in Schiller Park;
- Working with the Robbins Community Help Agency, Inc, a community development program established by the Village of Robbins, a south Chicago suburb, to jumpstart economic development in its community. ChicagoLand REDI will help create an economic development strategy and assist with fundraising, staff hiring, board training, technical services, project evaluation, and other areas necessary to implement the strategies;
- Developing a strategic redevelopment plan with the Greater Southwest Development Corporation for redeveloping a portion of its industrial corridor that contains multiple brownfield sites;
- Working with the Southeast Chicago Development Commission, the City of Chicago, the federal government, and the private sector interests to create a plan that includes assembly of contiguous brownfield sites for industrial redevelopment. ChicagoLand REDI purchased property at the tax scavenger sale as part of the assembly process; and
- Discussing acquisition of a brownfield site with a North Lawndale manufacturing company in order to lease the property with improvements to the manufacturer to accommodate its expansion needs.

ChicagoLand REDI and NICTLR work to create bank funding consortia

CHICAGO AND NORTHWEST INDIANA— Assembling needed capital to redevelop communities is a task that crosses city and even state lines. Because of the nature of redevelopment and brownfield financing, there is often the real or perceived need to spread the risk across more than one financial institution.

That's why ChicagoLand REDI and NICTLR are working in their respective regions with a consortium of banks in each service area to create multi-bank funds for redevelopment of brownfields. The proposed

Brownfield Capital Funds will consist of two complementary funds:

- A pre-development, revolving fund garnered from grants to be used to identify projects and overcome the barriers to private sector interest in brownfield redevelopment; and
- A market-rate equity fund constituting a cornerstone to create bankable financial packages and encouraging investments in each project from other sources.

A 10,000 square foot building in Schiller Park, Illinois, previously occupied by a lacquer company.



Photo: Kevin Lawler

Site redevelopment for Northern Indiana communities



Photo: Jeff Davis

A dilapidated building on the formerly used Josam Foundry property in Michigan City, Indiana.

NORTHWEST INDIANA— Scattered throughout the urbanized region of this state are many communities beset by decline and pollution. As one of the nation's centers of steel and petrochemical production, northern Indiana has a number of communities whose economic health has been and still is tied to the ebbs and flows of the manufacturing sector. With changing technologies and changing ways of doing business, the region now faces its share of underutilized or abandoned resources.

The Delta Institute's affiliate—the Northern Indiana Center for Land Reuse (NICTLR)—is acting in a variety of capacities (consultant, project manager, development team building, and assembler-owner) to return some of these idled resources to productivity:

- In Michigan City, among other activities, NICTLR is working with the City's Economic Development Corporation and a private developer to redevelop a former foundry site, by obtaining a state grant on

the City's behalf to assess environmental conditions and evaluate the property's suitability for conversion to a business park; removing substantial back taxes and liens encumbering the property; doing demolition and other site preparation work; identifying other funding opportunities; and taking title to the property through a Limited Liability Corporation.

- In LaPorte, NICTLR is working with business leaders and the City to assemble and redevelop approximately 160 acres of land adjacent to the city's downtown. NICTLR has a Memorandum of Agreement with the City to proceed with redevelopment planning, and the local Redevelopment Commission has identified NICTLR as its partner and voted to work cooperatively to obtain funding for the project.

- In Gary, NICTLR serves as a consultant to the Gary Urban Enterprise Association, where it is creating a comprehensive strategy to redevelop and market an area of the city's Airport Development Zone.

The Delta Institute and its affiliates would like to thank those who have invested in our vision and helped to make it a reality:

A. Finkl & Sons
Bank of America
Bank One Corporation
BP Amoco
Chicago's Environment Fund
The Enterprising Kitchen
Ford Motor Company
Gary Urban Enterprise Association
Grand Calumet Task Force
Grand Victoria Foundation
George Gund Foundation
Indiana Department of Environmental Management
Indiana Department of Natural Resources
International City/County Management Association
Joyce Foundation
John D. and Catherine T. MacArthur Foundation
Mobil Oil Corporation
NISource
Ohio Lake Erie Commission
Philips Pipeline
Save the Dunes Foundation
Steans Family Foundation
Summit/Akron Solid Waste Management Authority
U.S. Environmental Protection Agency

Board of Directors

Dr. John Kretzman, Chair

Co-Director
Asset-Based Community
Development Institute
for Policy Studies
Northwestern University

Michael Bennett

Executive Director
Egan Urban Center,
DePaul University

Lee Botts

Independent
Environmental Consultant

Timothy H. Brown

Co-Director
Delta Institute

Margaret Cheap

CEO/President
South Shore Bank

Donna Ducharme

Co-Director
Delta Institute

Jeffrey Fort

Partner
Sonnenschein Nath
& Rosenthal

Milan Kluko

President
Urban Research and
Development Corp.

Peter Wise

Principal
Kestrel Management Services

Delta Institute Staff

Timothy H. Brown

Co-Director

Donna Ducharme

Co-Director

Lavea Brachman

Associate Director

Alex Johnson

Associate Director

Maurice T. Williams

Senior Project Manager

Kate Blumberg

Associate

T. J. Holsen

Associate

Kevin Lawler

Associate

Carl Lewis

Associate

Elizabeth Penesis

Associate

Madeline Stone

Associate

Mitchell Saulisbury-Robertson

Administrative Assistant

Lillian Saez

Office Manager

DELTA INSTITUTE

53 West Jackson Boulevard
Suite 1604
Chicago, Illinois 60604
Tel 312 554 0900
Fax 312 554 0193
www.delta-institute.org



DELTA INSTITUTE

53 West Jackson Boulevard
Suite 1604
Chicago, Illinois 60604
Tel 312 554 0900
Fax 312 554 0193
www.delta-institute.org

