

# THE ELEVATED CHICAGO WORKPLAN

2018  
Executive Summary





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**[ElevatedChicago.org](http://ElevatedChicago.org) | [SparccHub.org](http://SparccHub.org)**

### **Elevated Chicago's Steering Committee\***

Center for Neighborhood Technology  
Chicago Department of Public Health  
Enterprise Community Partners  
Esperanza Health Centers  
Foundation for Homan Square  
Garfield Park Community Council  
IFF  
KLEO Community Family Life Center  
Latinos Progresando  
LUCHA  
Logan Square Neighborhood Association  
Metropolitan Planning Council  
Sunshine Enterprises  
The Chicago Community Trust  
ThoughtWorks  
UChicago Arts, Arts + Public Life  
Washington Park Development Group

A list of individuals serving on our Steering Committee and Working Groups is available at [ElevatedChicago.org](http://ElevatedChicago.org).  
*\* As of October 2018*

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This Workplan has been prepared by Foresight Design Initiative and Borderless Studio. Photographs were provided by Steering Committee partners Sara Pooley, Raquel Venado Bolanos, and Kimberley Rudd. Graphic image support was provided by Cathy Lange.

# How Our Workplan Was Created

The Elevated Chicago Workplan is not the product of a planning process. It is the result of a collaborative, implementation-focused effort that brought together the 17 members of Elevated Chicago’s Steering Committee and dozens of national, regional, and community partners to identify actionable priorities — many of them already in motion — advanced by four Community Tables (CT) and supported by three cross-site Working Groups (WG).

Our efforts are supported by a network of national partners and funders convened as the Strong Prosperous And Resilient Communities Challenge (SPARCC) and active in another five cities across the country: Atlanta, Denver, the San Francisco Bay Area, Los Angeles, and Memphis. Locally, a Leadership Council — comprised of key decision makers and investors in Chicago’s built environment — is helping advance our systems change agenda.

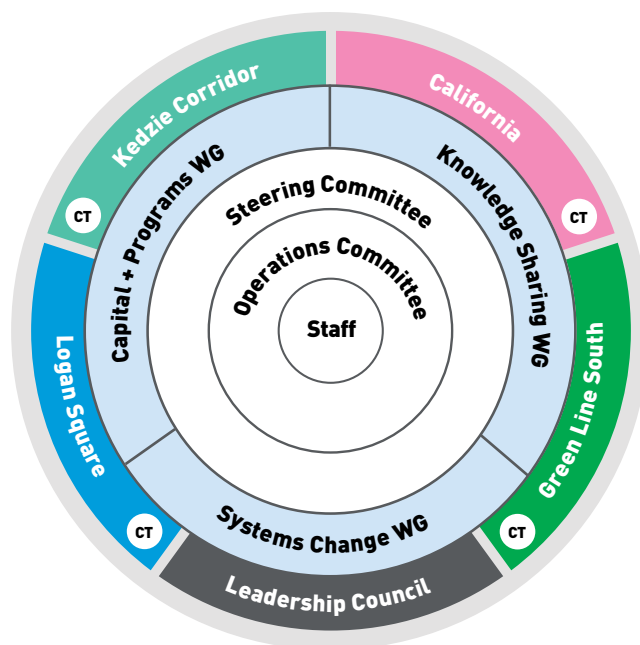
Elevated Chicago set out with the goal of using equitable transit-oriented development (eTOD) to drive greater racial equity in the way decisions affecting Chicago’s built environment are made, and to support tangible, positive changes led by community-based organizations. **Through our work, we aim to improve health, climate, and cultural indicators, with a focus on people of color.** In doing so, we want train stations to be catalysts of development that drives resident and business retention and counteracts the current, and damaging, displacement trends affecting many neighborhoods.

Elevated Chicago partners have recognized a long-standing pattern in Chicago’s neighborhood development undertakings: If residents (particularly low-income individuals and people of color) are engaged in the process, it is usually not in a way that builds their power, ownership, or capacity for future participation. Rather, resident involvement is often reactive, and solicited without providing inclusive methods and rules of engagement, clear and realistic expectations, or resources for long-term community ownership. As a result, not only is new development not often reflective of community perspectives and needs, but residents’ trust in decision makers, developers, and investors (including government agencies, private developers,

corporations, and anchor institutions like hospitals and universities) is eroded, and community cohesion suffers.

To counteract these patterns, our Workplan’s development process sought to leverage existing community-led neighborhood plans, capital projects, and programs; prioritize implementation over planning and visioning exercises; avoid overpromising to community members; and, whenever possible, build on existing partnerships and collaborations. Additionally, we actively sought recommendations to make future engagement in our work more authentic, inclusive, and efficient.

The result is called the Elevated Chicago Workplan, but when reviewing its contents, ***the emphasis should be on the work, and not the plan.***



Elevated Chicago organizational structure.

# The Challenge: Displacement

The Chicago region has been recognized as one of the nation's most segregated and inequitable metropolitan areas, the result of a century of racially motivated investment, disinvestment and wealth extraction, and intentional separation of communities. For decades, our built environment (housing, transit, highways, university and healthcare campuses, etc.) was used to disconnect, exploit and segregate communities, rather than to unite us as one city. Residents still endure the legacy of these decisions — perhaps most urgently, in the form of displacement.

Between 2000 and 2015, more than 20,000 Latinos left the Logan Square community. Washington Park lost more than 2,000 Black residents — or 14% of the community's total population — during those years. They were part of the more than 200,000 African Americans who left the Chicago area during that period of time.

Displacement of people of color has emerged as one of the most pressing racial equity problems affecting the places where we live, work, and play. It has at least two dimensions:

1. ***Displacement triggered by Gentrification.***

In neighborhoods with accelerated real estate markets, people of color — especially those with lower incomes — are displaced by development that causes rents and property taxes to rise, making neighborhoods unaffordable for local residents and businesses.

2. ***Displacement triggered by Disinvestment.***

In other neighborhoods, historic patterns of racialized disinvestment are causing depopulation and displacement, particularly of African American residents, who leave their neighborhoods and relocate, sometimes outside of the city or state, in search of greater safety and access to opportunities and services.

According to data from the Institute for Housing Studies at DePaul University — an Elevated Chicago partner — all of the communities where Elevated Chicago is currently working have experienced these trends, and are vulnerable to further displacement. Displacement produces, and is exacerbated by, low indicators in health, climate resilience, and cultural vitality. Perhaps the starkest of them is average life expectancy, which in some majority-African American communities can be more than 15 years lower than in majority-white communities.

Displacement of people of color is not only affecting Chicago. Nationwide, a coalition of national funders and partners, as well as regional and community leaders have joined forces to address urban displacement caused by major new infrastructure investments and disinvestment. The Strong Prosperous And Resilient Communities Challenge is a three-year, \$90 million initiative that is empowering communities to ensure that major new investments being made in infrastructure, transit, housing, and health make cities and communities places where everyone thrives. SPARCC is supporting Elevated Chicago, and the efforts of other multi-sector collaboratives in Atlanta, Denver, Los Angeles, Memphis, and the San Francisco Bay Area.

# The Driver of Change: eTOD

## Equitable Transit-Oriented Development

Major institutions and decision makers have begun to recognize and address the inequities caused and reinforced by Chicago's built environment. New catalytic efforts like the City of Chicago's [Neighborhood Opportunity Fund](#), [Catalyst Fund](#), and [Healthy Chicago 2.0 Plan](#) — as well as the [Health in All Policies resolution](#) — represent the City's growing prioritization of racial equity concerns, including addressing inequitable neighborhood development and social determinants of health. Additionally, the Chicago Metropolitan Agency for Planning has made inclusive growth a focus in [ON TO 2050](#), its next regional plan; the 83-year old planning and policy organization Metropolitan Planning Council has sponsored a [groundbreaking study](#) on the economic impact of segregation in Chicago, and a [roadmap](#) for equity and inclusion; and The Chicago Community Trust is placing race and equity at the center of its work.

Transit-oriented development (TOD) represents an opportunity for these policies and investments to coalesce at the neighborhood level. Passed in [2013](#), and updated in [2015](#) and [2018](#), the City's TOD ordinance enables and incentivizes higher density of walkable housing, businesses, and other amenities in the ½ mile radius around transit assets. While TOD is a healthier and more sustainable way of building cities than auto-oriented development, in traditional, market-driven development, TOD can be a driver of displacement, reducing a neighborhood's affordability and resulting in advantages that cannot be enjoyed by existing and long-time residents. TOD can also bypass entire communities that have quality transit infrastructure in place, but receive little or no attention from anchor institutions, developers, and traditional public and private investors.

***If planned and implemented inclusively and intentionally, equitable transit-oriented development (eTOD) is a driver of positive transformation***, ensuring that a more vibrant, prosperous, healthy, and resilient community, connected to opportunities throughout the city and region, may be enjoyed by all residents, and in particular, by low-income

communities and residents of color — who stand to gain the most from greater prosperity and connectivity.

Elevated Chicago is leveraging eTOD to transform not only what we build in communities, but also how we build it, in order to promote more equitable decisions about the built environment in the Chicago region. Its aims include more inclusive, transparent decision making; greater community power and participation; healthier, more equitable, and climate resilient neighborhoods; and a regional development agenda that prioritizes multiple bottom lines.

# Elevated Chicago eHubs

Elevated Chicago strives to concentrate investments within its eHubs, the ½ mile radius circles around seven Chicago Transit Authority stations, located in four geographies. These eHubs represent Chicago's diversity of market conditions, demographics, and catalytic assets. Each of these geographies is connected to Elevated Chicago by a Community Table comprised of Steering Committee members, community-based partners with projects and programs in the eHubs, and other neighborhood stakeholders.

## Green Line South

The Green Line South Community Table is represented in the Steering Committee by KLEO Community Family Life Center, Sunshine Enterprises, UChicago Arts, Arts + Public Life, and Washington Park Development Group. Additional partners have included Blacks In Green, Neighborhood Housing Services, Preservation of Affordable Housing, UChicago Office of Civic Engagement, and XS Tennis. They have come together to articulate a vision for development without displacement using an EcoDistrict model. The Table includes the eHubs at 51ST St, Garfield Boulevard, and Cottage Grove. These locations include portions of the Bronzeville, Washington Park, and Woodlawn neighborhoods — predominately African American communities that have witnessed chronic disinvestment, but also contain rich histories and assets, including artistic and cultural institutions, resident organizers, business incubators, and anchor institutions like the University of Chicago and the forthcoming Obama Presidential Center.

## Pink Line – California

The Pink Line California eHub is located in the Marshall Square area of the broader Little Village neighborhood, a predominately Latina/o and immigrant community facing potential development pressure and future displacement from the accelerated market of Pilsen to the east and the “rails to trails” El Paseo project to the south. The Community Table is organized through the Marshall Square Resource Network, and represented in Elevated Chicago's Steering Committee by Esperanza Health

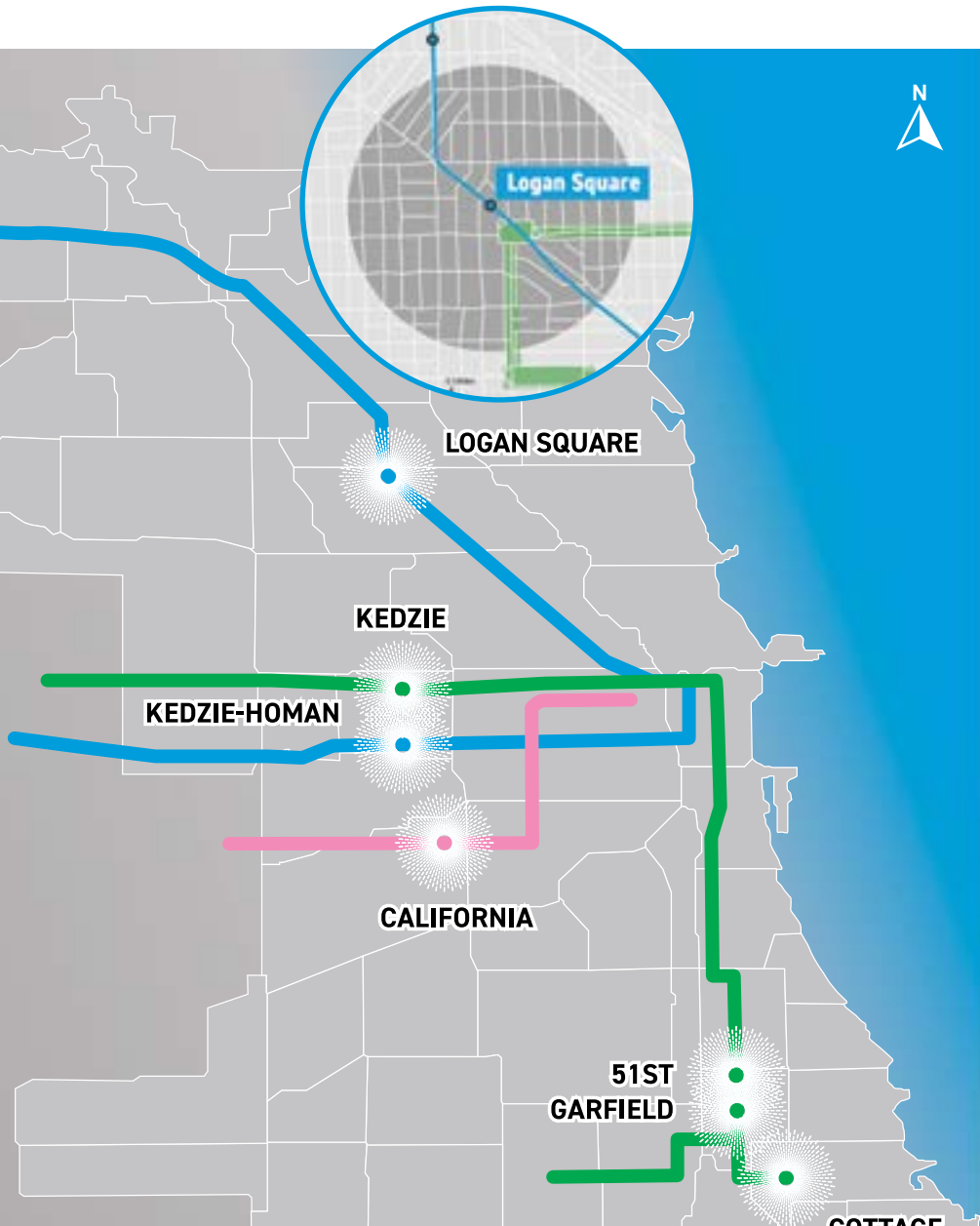
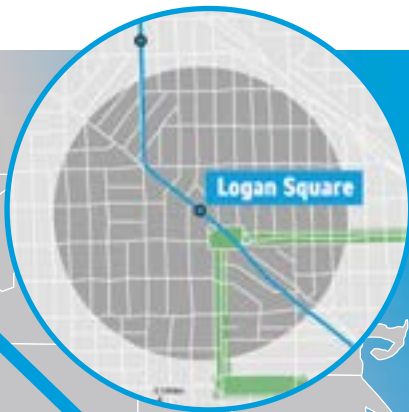
Centers and Latinos Progresando. They are partnering with Enlace, Open Center for the Arts, Taller de José, and others to build upon the neighborhood's strong culture of entrepreneurship and established social service and healthcare agencies, in order to present a vision for local ownership of assets and community wellbeing.

## Kedzie Corridor

The Kedzie Corridor Community Table brings together two eHubs and two communities — the Green Line's Kedzie eHub in Garfield Park, and the Blue Line's eHub at Kedzie-Homan in the Homan Square area of broader North Lawndale. Both are predominately African American communities that have witnessed population loss from disinvestment. Represented in Elevated Chicago's Steering Committee by Garfield Park Community Council and the Foundation for Homan Square, they share a commitment to resident retention, ownership, and healthy, green community development. They are partnering with IFF, North Lawndale Community Coordinating Council, School of the Art Institute of Chicago, and others, to leverage their considerable existing assets, which include dynamic platforms for resident engagement, a community-led climate change and sustainability agenda supported by the City, an emerging arts and culture scene, and a strong network of education and social service organizations.

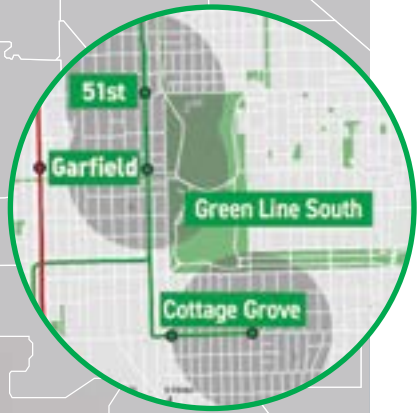
## Blue Line – Logan Square

The Blue Line's Logan Square stop is located in one of the city's fastest growing real estate markets, whose established residents, predominately Latina/o families, are experiencing rapid displacement. Current, market-driven TOD projects have contributed to these challenges, creating housing that is inaccessible to longtime community members. Represented in the Steering Committee by Logan Square Neighborhood Association, LUCHA, and ThoughtWorks, they have partnered with the Center for Changing Lives and other community members to build a collective campaign to address displacement, employing their skills for resident organizing, affordable housing advocacy, and meaningful community engagement.



**Elevated Chicago's Steering Committee Members**

- |  |   |
|--|---|
| <b>Center for Neighborhood Technology</b>                          | <b>Logan Square Neighborhood Association</b><br><i>(Logan Square Blue Line)</i> |
| <b>Chicago Department of Public Health</b>                         | <b>LUCHA</b> <i>(Logan Square Blue Line)</i>                                    |
| <b>Enterprise Community Partners</b>                               | <b>Metropolitan Planning Council</b>  |
| <b>Esperanza Health Centers</b><br><i>(California Pink Line)</i>   | <b>Sunshine Enterprises</b><br><i>(Green Line South)</i>                        |
| <b>Foundation for Homan Square</b><br><i>(Kedzie Corridor)</i>     | <b>The Chicago Community Trust</b>  |
| <b>Garfield Park Community Council</b> <i>(Kedzie Corridor)</i>    | <b>ThoughtWorks</b>   |
| <b>IFF</b>   | <b>UChicago Arts, Arts + Public Life</b> <i>(Green Line South)</i>              |
| <b>KLEO Community Family Life Center</b> <i>(Green Line South)</i> | <b>Washington Park Development Group</b><br><i>(Green Line South)</i>           |
| <b>Latinos Progresando</b><br><i>(California Pink Line)</i>        |   |

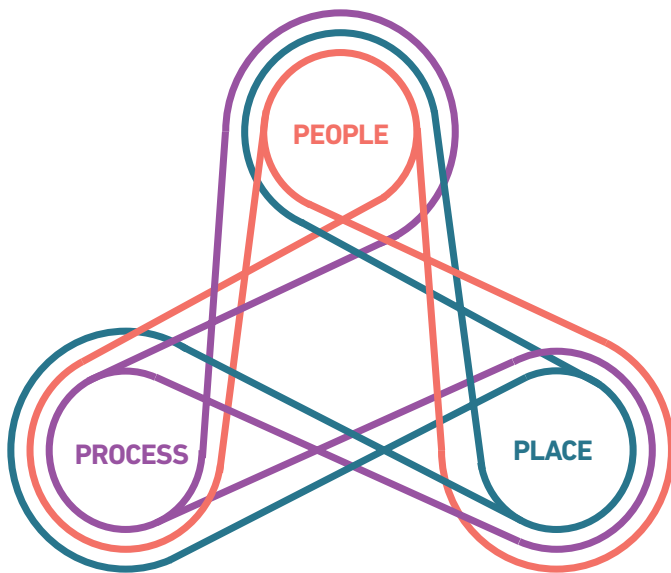


CONNECTING PEOPLE,  
BUILDING EQUITY

# Workplan Themes

Ultimately, Elevated Chicago seeks to use a collaborative, multi-sectoral approach to eTOD to drive fundamental systems change toward greater racial equity in the built environment in neighborhoods, citywide, and regionally. Elevated’s partners are pursuing visionary change across three interrelated themes: **People, Place, and Process**.

The Elevated Chicago Workplan presents a detailed platform within each of these themes, including an assessment of current challenges, opportunities, and assets to build from, supported by stories from community partners; a vision for the change that will occur as the result of Elevated’s work; and priorities: the projects, actions, and investments that will help bring this vision to fruition. The full Workplan can be found at [ElevatedChicago.org](http://ElevatedChicago.org).



## People

Efforts within this theme focus on neighborhood residents and business owners, particularly those within the ½ mile radius of each station, and/or others with a close relationship to this area, for example, as participants in community programs, regular visitors, or daily commuters.

Elevated Chicago envisions authentic, inclusive, and effective community engagement, power, and ownership, and increased resident capacity to participate in built environment decision making, advocacy, and mutual education with decision makers and investors. **Strategies include capacity building; fostering local ownership, including of land, homes, and businesses, as well as a broader sense of community ownership of public spaces and neighborhood assets; and amplifying resident power.**

For example, a cross-site “Hearts & Minds” campaign, initially envisioned at the Logan Square Blue Line eHub, will promote awareness about displacement and foster more positive relationships between longtime and current residents, while supporting resident and business retention across all Elevated Chicago’s eHubs. Ongoing services provided by Elevated Chicago’s partners (e.g. homeowner assistance and foreclosure mitigation, immigration law, etc.) are helping meet residents’ immediate needs and enable civic participation. At multiple sites, organizations are building the capacity of residents to provide informed feedback on zoning, anchor institution hiring policies, and other community development decisions, with partners like LUCHA and Logan Square Neighborhood Association paying special attention to youth engagement. Two business incubators proposed for the Green Line South eHubs, and entrepreneurial counseling led by [Accion Chicago](http://AccionChicago.org) in collaboration with Garfield Park Community Council at the Kedzie Green Line eHub, are promoting ownership of businesses by current and longtime residents. And the Logan Square Blue Line eHub is pursuing an innovative collective land ownership model that has the potential to be expanded across sites.

**“Ownership is where you begin to feel like you are now a part of something. You are now shaping your own destiny and helping to rebuild your community.”**

—Kevin Sutton,  
Foundation for Homan Square



# Workplan Themes

## Place

This theme addresses the built environment in the ½ mile radius of each station.

Elevated Chicago envisions vibrant neighborhoods, where the built environment and infrastructure drive equitable outcomes for health, climate, and cultural resilience.

**Strategies include the creation of accessible green space and infrastructure for health and climate resilience; transit-oriented community spaces that enable resident engagement and cultural vibrancy; and healthy, green affordable housing.**

For example, Cultural and Climate Resiliency projects have been implemented in the Kedzie/ Homan, Logan Square, California, and 51<sup>ST</sup> St eHubs bringing together artists, environmental experts, and community to install art and green infrastructure, such as bioswales, community gardens, and trees. These projects will be expanded and integrated in an EcoDistrict model. Elevated Chicago's pipeline of inspiring capital projects includes efforts as diverse as the Latinos Progresando Community Center — a dynamic space that will provide legal, health, cultural, and other services to residents at the Pink Line California eHub; the redevelopment of the Overton School into an incubator for small businesses and neighborhood entrepreneurs in the 51<sup>ST</sup> eHub; the C40 development, which will provide affordable, environmentally sustainable housing in the Kedzie Corridor; and a number of interrelated affordable housing solutions in the Logan Square eHub.

**“Instead of saying opportunity is coming, we need to say opportunity is already here.”**

—Shandra Richardson,  
Sunshine Enterprises

## Process

This theme targets built environment decision makers and investors in the public, private, and civic sectors.

Elevated Chicago envisions equitable, responsive, transparent decision making and investment, as part of a regional agenda for just, healthy, and climate resilient communities. **Its priorities for decision makers' processes include providing meaningful community engagement and ownership models; the systematic adoption of a shared Diversity, Equity, and Inclusion (DEI) framework; a retention-focused policy agenda that embraces eTOD, climate resilience, and social determinants of health as core elements; and the systematic increase in capital availability and responsiveness to communities, including a streamlined coordination of existing capital sources.**

For example, the Corridor Development Initiative (CDI) model of community engagement has been successfully tested in the 63<sup>RD</sup>/Cottage eHub, to involve residents in transforming the vacant Washington Park National Bank Building. Elevated Chicago partners are working with SPARCC partners to develop a set of DEI trainings and tools, including a capital screen and survey to be used with all Elevated Chicago-sponsored projects in order to assess their impact on health, climate resilience, racial equity, and displacement. Through its Leadership Council — composed of city and regional leaders from government agencies, anchor institutions, and the private sector — Elevated Chicago will advocate for the holistic adoption of these and other recommendations by decision makers and investors in the community development sector.

**“Everything we do looks at who is most impacted by the problems we see. We make sure they are at the table when we make decisions.”**

—Christian Diaz, Logan Square  
Neighborhood Association

# Indicators

Elevated Chicago's goals are ambitious and its methods innovative. Measurement and evaluation are essential to track effectiveness, and to extract and share successful approaches with the broader community development sector and beyond.

The following high-level indicators will serve as aspirational goals to guide project implementation, and inform future evaluations of implementation quality and impact. Racial equity is embedded in the measurement of all indicators, by looking specifically at their values for people of color, as compared with white residents and/or population averages.

The full Workplan contains a list of metrics for assessing these indicators. Some may see progress within Elevated Chicago's three-year timeline that is directly attributable to its partners' work. Others will serve as "guiding stars" to ensure faithfulness to the undertaking's vision. These indicators will also be used to shape innovative

data collection and research projects that aim to better understand citywide and regional trends. They will inform not just Elevated Chicago's work, but also that of the region's decision makers and investors.

The indicators and metrics have been developed by Elevated Chicago's Knowledge Sharing Working Group, which is co-chaired by the [Chicago Department of Public Health](#) and UChicago Arts, Arts + Public Life, and includes data experts like the [Center for Neighborhood Technology](#), the [Institute for Housing Studies at DePaul University](#), the [Chicago Metropolitan Agency for Planning](#), and the [Federal Reserve Bank of Chicago](#), among others, as well as communications and storytelling experts like [Rudd Resources](#). Going forward, their expertise will be embedded across every aspect of Elevated Chicago's work, to build the research, evaluation, and data capacity of all partners, including support for the Community Tables in identifying and pursuing their own metrics for success.

## People

- Increased collaboration/cohesion
- Increased participation in built environment decision making
- Increased participation in cultural programming
- Increased capacity for advocacy/to influence decision makers
- Increased ownership of homes, businesses, land, and other assets

## Place

- Improved health/economic equity outcomes for residents of color
- Decreased displacement of people of color
- Decreased climate vulnerability in communities of color
- Increased access to and appreciation for transit assets
- Increased cultural resiliency

## Process

- More meaningful community engagement/ownership in built environment decisions
- More transparent decision making and implementation processes
- Adoption of racial equity principles and priorities across the full built environment decision-making system
- Greater availability of capital for low income communities/communities of color
- Greater prioritization of affordability and retention in policies and practices



Pictured immediately above: Steering Committee members and proxies meeting at 345 Art Gallery. Clockwise from left: LaShone Kelly, Garfield Park Community Council; Megan Cunningham, Chicago Department of Public Health; Elize Zelechowski, ThoughtWorks; Christian Diaz, Logan Square Neighborhood Association; Andy Geer, Enterprise Community Partners; Sawyer Middleleer, Metropolitan Planning Council (Research Assistant); Kendra Freeman, Metropolitan Planning Council; Joanna Trotter, The Chicago Community Trust; Rosa Ortiz, Enterprise Community Partners; Kevin Sutton, Foundation for Homan Square; Corry Williams (345 Art Gallery owner); Mike Tomas, Garfield Park Community Council; Ethan Daley, Sunshine Enterprises; Marly Schott (Program Associate); Roberto Requejo (Program Director); Alex Perez (Intern); Juan Carlos Linares, LUCHA; and Lori Berko, UChicago Arts, Arts + Public Life

Steering Committee members not pictured in bottom image: Vickie Lakes-Battle, IFF; Ghian Foreman, Washington Park Development Group; Luis Gutierrez, Latinos Progresando; Dan Fulwiler, Esperanza Health Centers



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