

THE ELEVATED CHICAGO WORKPLAN

2018





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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.

** As of August 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](#), [Kimberley Rudd](#), and [RJ Eldridge](#). Graphic image support was provided by Cathy Lange.

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A Message from Elevated Chicago's Partners

Chicago is a city of 77 community areas — with places called Bronzeville and La Villita (Little Village), Chinatown and Uptown, and Washington Park and Jefferson Park. Indeed, Chicago is one of the most racially and ethnically diverse cities in the United States — but it also is one of the most inequitable. The average life expectancy of people of color who live on Chicago's South and West Sides is more than 15 years lower than that of residents of Chicago's majority-white North Side communities. Indicators of health, home ownership, and culture and climate resiliency are consistently lower for people of color.

These differences, and others, are the result of racially biased legislation, policies, and practices that have long affected how our city was planned and built. The very foundation of our city in the 1830s followed the removal of the native peoples — including the Potawatomi — who lived in our region. Ever since, Chicago's communities of color have been systematically displaced, segregated, and disconnected from opportunity through decisions and investments regarding the built environment. Housing developments, highways, train lines, university campuses, healthcare complexes, industrial corridors... each was planned and built to keep people apart from one another. In the process, thousands of people of color were displaced — especially Black and Latina/o residents — from their communities.

Today, our government, corporate, and civic leaders are acknowledging that these inequities are morally wrong, and socially and economically unsustainable. Collectively, Chicagoans are still paying a high price for those decisions.

Elevated Chicago launched in 2017 to present collaborative, community-led solutions to neighborhood displacement and inequities using an underutilized asset: our public transit system. Historically, trains have connected people to places; we believe transit can also connect people to ideas, innovations, and capital, both within and outside of their communities.

Equitable Transit-Oriented Development, or eTOD, is the tool that we propose to build a global, inclusive city where all residents thrive in neighborhoods whose health and resiliency indicators no longer depend on race. Our effort builds on a growing national movement for racial equity in city development, supported by the Strong Prosperous And Resilient Communities Challenge (SPARCC) and its city network, which includes collaborative efforts in Atlanta, the Bay Area, Denver, Los Angeles, and Memphis.

With 145 train stations and 129 bus routes serving nearly every neighborhood, the Chicago Transit Authority (CTA) provides an unmatched opportunity to build a different city by leveraging its stops and hubs as assets that can connect communities. Our work has started around seven CTA train stations, in partnership with community-based, city-, and region-wide organizations.

Our current segregation and inequities did not occur naturally — they were intentional, and so must be our solutions. With this in mind, we have identified priorities to invest in People, Place, and Process over the next three years. **We call them our Workplan.**

On behalf of the Steering Committee of Elevated Chicago, we invite you to read the Workplan. Then, join our journey to connect people, build equity and enhance our city's commitment to diversity as a valuable asset in our region.



Rosa Y. Ortiz
Enterprise Community Partners
Steering Committee Co-Chair



Shandra Richardson
Sunshine Enterprises
Steering Committee Co-Chair



Roberto Requejo
Program Director



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: Vicki Lakes-Battle, IFF; Ghian Foreman, Washington Park Development Group; Luis Gutierrez, Latinos Progresando; Dan Fulwiler, Esperanza Health Centers

Christian Diaz, LSNA, at the Faces of Logan Square festival, Logan Square eHub



THE ELEVATED CHICAGO STORY

We are nonprofit, business, and governmental organizations collaborating to promote racial equity, prosperity, and resiliency in Chicago communities through Equitable Transit-Oriented Development (eTOD).

Putting the Workplan to Work

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, and supported by three cross-site Working Groups, and a Leadership Council comprised of key decision makers and investors in Chicago's built environment. 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.

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 set out with the goal of using equitable transit-oriented development to drive greater racial equity.

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. During the same period of time, Washington Park lost more than 2,000 Black residents — 14% of the community's total population — part of the more than 200,000 African Americans who left the Chicago area over the course of those years.

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, often in search of greater safety and access to opportunities and services.

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

Solutions have not matched the complexity and gravity of the interrelated root causes of disinvestment and displacement. Disconnections across and within neighborhoods, private interests, and government reinforce patterns of segregation and inequitable concentrations of wealth and decision-making power. Residents lack the necessary financial and political capital to implement their transformative visions, while government agencies and developers fail to be responsive to communities and coordinate the tools at their disposal to integrate equity, health, and climate resilience, and work for everyone.

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.

The Challenge: Displacement

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 (SPARCC) 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 — via the Transformation Alliance; Denver — through Mile High Connects; Los Angeles — through a collaboration of the California Community Foundation with LA THRIVES and ACT-LA; Memphis — led by the Neighborhood Collaborative for Resilience; and the San Francisco Bay Area — via the Bay Area for All collaborative, which includes the Bay Area Regional Health Inequities Initiative, 6 Wins for Social Equity Network, and the Great Communities Collaborative.

The Driver of Change: from TOD to eTOD

What are TOD & Equitable TOD?

Transit-oriented development (TOD) is an approach to urban development that maximizes the density of uses, such as housing, businesses, and amenities, within the ½ mile radius of a transit stop, to create walkable communities and reduce reliance on automobiles. Generally, the design of TOD forges a relationship between the built environment and transit — for instance, through the orientation of buildings, walkways, and greenways — to encourage ridership and an active relationship between residents and their transit asset.

While TOD is a healthier and more sustainable way of building cities than auto-oriented 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, low-income communities and residents of color, who stand to gain the most from greater prosperity and connectivity.

Elevated Chicago invests in the ½ mile radius around transit to create centers of commerce, culture, and social interaction. Focused initially on seven strategically selected stations, or **eHubs**, Elevated Chicago's multi-pronged, cross-sectoral, collaborative approach leverages eTOD as a driver of transformation toward more equitable decisions about the Chicago region built environment.

Why eTOD?

Elevated Chicago has recognized eTOD as an impactful and timely driver of change toward greater racial equity in the Chicago region for the following reasons.

1. **Politically Timely.** The City of Chicago's first TOD ordinance was passed in 2013, and updated and expanded in 2015 and 2018, enabling TOD to become a priority for the region's decision makers and funders. The Chicago Metropolitan Agency for Planning, a partner of Elevated Chicago, has recognized transit-rich areas as priorities for investment, and has endorsed TOD and inclusive growth as key strategies that will shape its ON TO 2050 plan.
2. **Platform for Collaboration.** The ½ mile radius around each of Elevated Chicago's eHubs provides a focal point where the interests of multiple community members, entities, organizations, and City and regional decision makers intersect.
3. **Holistic Values and Lenses.** Equitable TOD provides a "triple bottom line" approach to development where the built environment's impact on people and the environment is valued as greatly as its economic potential, enabling Elevated Chicago to pursue integrated outcomes of greater racial equity, health, climate resilience, and artistic and cultural vitality.
4. **Greater Potential for Connectivity.** The Metropolitan Planning Council's Cost of Segregation study highlights the negative impact on residents of racialized concentrations of wealth and poverty. Development around transit has the potential to reduce entrenched residential segregation, with multiple benefits for low-income communities and residents of color. Residents have greater access to opportunities within and beyond their neighborhoods, while potentially drawing individuals from outside Elevated Chicago's eHubs to visit and patronize locally-owned businesses and other establishments, contributing to community wealth.

Elevated Chicago eHubs

Elevated Chicago has begun its work through four Community Tables, comprising seven Chicago Transit Authority (CTA) train stations and the ½ mile radius circle around them — our **eHubs** — along the Green, Blue, and Pink lines. Steering Committee members based in these communities serve as our bridges and connectors to the eHub and lead the Community Tables in collaboration with other community-based partners and residents.

These seven eHubs include a spectrum of market conditions and equitable development opportunities, from rapid gentrification, to communities on the cusp of speculative discovery, and those experiencing stark disinvestment. Despite these challenges, dynamic community leaders, organizations, businesses, and other assets represent opportunities to create change.

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 included [Blacks In Green](#), Neighborhood Housing Services (NHS), Preservation of Affordable Housing (POAH), 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 and Cottage Grove & 63RD CTA stations. These locations include portions of the Bronzeville, Washington Park, and Woodlawn neighborhoods, predominately African American communities that have witnessed chronic disinvestment and vacancy, but also contain rich histories and numerous assets, including a dynamic group of artistic and cultural institutions, resident organizers, business incubators, and current and incoming anchor institutions like the University of Chicago and the 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. Two organizations are represented in Elevated Chicago’s Steering Committee: 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 its established social service and healthcare agencies, in order to present a vision for local ownership of assets and community wellbeing.

Kedzie Corridor

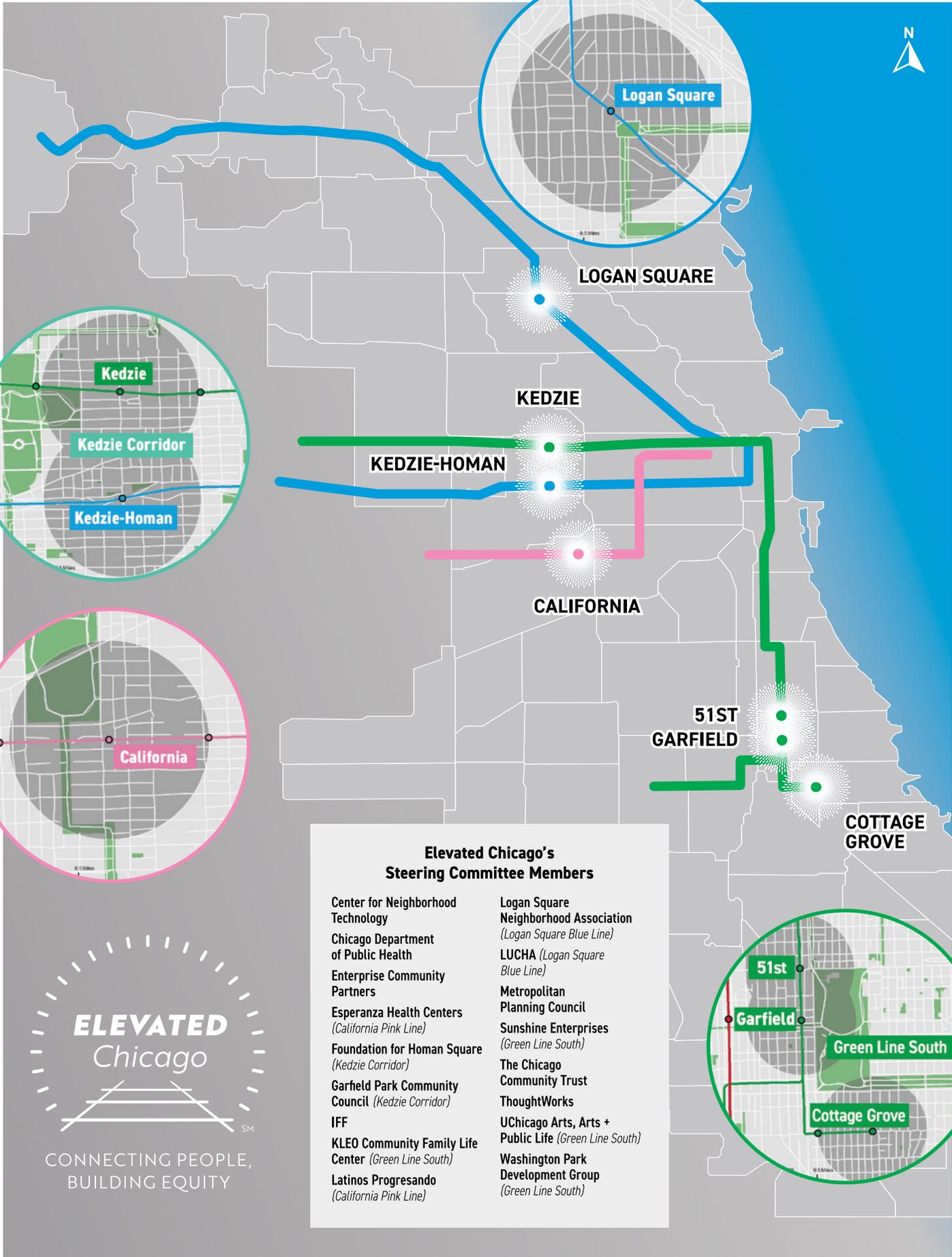
The Kedzie Corridor Community Table brings together two eHubs, and two communities — the Green Line’s Kedzie-Lake eHub, in Garfield Park, and the Blue Line’s eHub at Kedzie-Homan, in the Homan Square area of broader North Lawndale. Both are predominately African American communities that have witnessed population loss from disinvestment, similar to portions of Green Line South. The Table’s partners represented in Elevated Chicago’s Steering Committee — Garfield Park Community Council and the Foundation for Homan Square — share a commitment to resident retention, ownership, and healthy, green community development. They are partnering with IFF, the North Lawndale Community Coordinating Council, and the School of the Art Institute of Chicago, among 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 only contributed to these challenges, creating housing that is inaccessible to longtime community members. The Community Table’s partners represented in the Steering Committee include Logan Square Neighborhood Association (LSNA), 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.

**“I think we need
to talk about
what makes people
stay here.”**

*— LaShone Kelly,
Garfield Park Community Council*



Free Range

My Chicago be grid-mapped
Superman up high spot train car lines
Like speeding bullet through cityscape
What a sweet escape
Fall asleep on one side blue/red
Wake up black/white
Always knew red split city black/white
Never took issue with this until nightfall
Better be on your side by nightfall
But nevermind that

CTA, the great equalizer
Rich Dad, Poor Dad collide here
Rush Hour, jam packed
Personal space now mythic past
All aboard the mystery machine
Used to ride for hours just to Christopher Columbus neighbor-nooks unseen
My scope widened every time I'd board a new line

Why we be sectioned off, bracketed,
Rather than just one Line
Thoughts swirl as I read billboard signs
Talkin bout, "Building a New Chicago"
But I ain't seen nothin new on my side

CTA reek of hope and despair
Cloaked in stale loose cigarette smoke and school children's candy wrappers
This be Chicago feature, Chicago future
Joy ride on buses
Joy still be here
Love still be here

Bucket Boys wrists' ricochet heartbeats off the air
Their wooden staffs split traffic like red sea
Come see my cityscape dream
Youth Ready, witness their glistening eyes gleam
Access, if they get it
Believe me, they got it
Open these unmarked borders
Listen to these kids kidding around
Can you hear them skipping the dozens over turnstiles?

We fashion them complacent
But they be curious
Wanna see what's on the other side
Was far into my highschool years before I frequented the northern sector of Lake Shore Drive
But why is that?
When the city has always been mine
Or is it?
Why those from suburbs arrive downtown faster than us from the southside?

This be my city plain, my city plan
Before I take flight, I sit perched on this land
Chicago, there's still time to do right by me
Since before the Great Migration,
Legends of the fall have been yearning to be free
Don't trap us, don't clip our wings
Just to stealthily set up shop where we be quarantined
Gentrification is real. We're losing ground.
Redline from 95TH be expanding but you displace us now
Then place your station inside our station
We be over-policed like long lines marching towards the county

We're counting on this system collapsing and beginning anew
Empathize with us. On your feet place our shoes
What if your children were kept out of the Loop
We deserve more than just a day at the Taste or Lollapalooza
We are not this city's disposable income
This city's scapegoat
We only wish to roam.



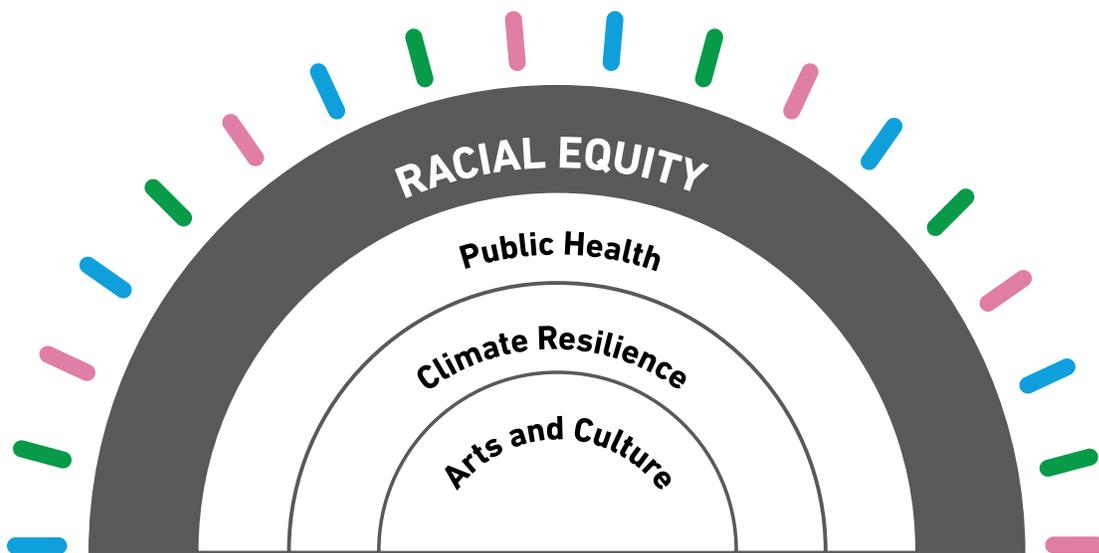
Tarnynon (Ty-yuh-nuh) Onumonu

Lenses & Values

To ensure that eTOD truly benefits the residents who are most impacted by displacement and disinvestment, Elevated Chicago incorporates into all its undertakings an integrated set of lenses that includes: the pursuit of racial equity, a primary lens to be applied to both outcomes and processes; health; climate resilience; and artistic and cultural vitality. These lenses were selected to point out the complexity of our challenge and the need for multi-disciplinary approaches to community development; to break down silos among leaders and practitioners in different fields; and to promote systemic change in the way that neighborhood challenges are diagnosed and tackled.

We are committed to five values:

- 1. Adaptability:** We work on complex issues in a changing environment that requires us to exercise agility and constant adjustment.
- 2. Impact:** Our approach is data-driven, results-oriented, and asset-based in order to make visible and meaningful change on the ground.
- 3. Inclusion:** Our collaborative approach acknowledges, embraces, and leverages the diversity of our communities in order to achieve better, more efficient, and equitable results.
- 4. Innovation:** Building on community traditions and established best practices, we nurture creative experimentation, take risks, and see failures as opportunities to learn.
- 5. Transparency:** We make our decisions openly and responsibly, communicate clearly, and keep each other mutually accountable.



How Our Workplan Was Created

The Elevated Chicago Workplan represents the integration of priorities identified by our four Community Tables, along with Elevated Chicago's three cross-site Working Groups. These include Systems Change, focused on policy and other interventions in decision-making processes; Capital and Programs, focused on helping fund and build capacity for programs and capital projects across eHubs; and Knowledge Sharing, focused on developing tools to collect and disseminate data and narratives.

Community Tables and Working Groups embarked upon their work with a shared commitment to the following:

- 1. Build upon existing plans.** Recognizing that many of Chicago's neighborhoods have been subjected to multiple community planning processes, each Community Table conducted a comprehensive scan of existing plans, rather than undertaking new planning and visioning processes.
- 2. Focus on Implementation.** Since plans targeting the eHubs' communities often contain multiple priorities but not enough resources for implementation, Community Tables sought to identify existing priorities and concentrate on aligning resources for implementation.
- 3. Realism.** Priorities were grounded in an awareness of the available tools to support implementation, to disrupt a historical dynamic in community development efforts where overpromising has decreased communities' trust.
- 4. Build on existing partnerships.** Where possible, Elevated Chicago's efforts were incorporated into existing collaborations, such as the [Marshall Square Resource Network](#), or the long-standing community partnerships established in Garfield Park and North Lawndale.

This prioritization process was supplemented by an analysis of the city and region's current built environment decision-making system, which sought to better understand the relationship between place-based investments and systems change, and to identify the tangible forces maintaining the status quo. The result surfaced the cross-site themes that organize this Workplan.

Program Director Roberto Requejo and Research Assistant Amorita Falcon at an Elevated Chicago team retreat



A festival at Douglas Park, California Pink Line eHub, closed year one of the Culture and Climate Resiliency project, funded jointly by Elevated Chicago and Enterprise Community Partners



WORKPLAN THEMES

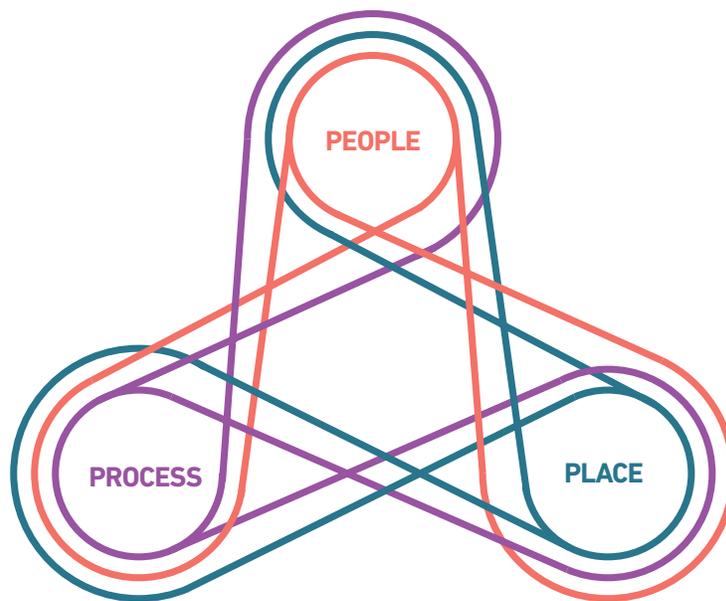
Ultimately, Elevated Chicago seeks to use a collaborative, multi-sectoral approach to eTOD to drive fundamental systems change toward greater racial equity in the built environment in neighborhoods, citywide, and regionally.

Introduction to Themes

Taken together, Elevated Chicago’s tools will work toward visionary change across three interrelated themes:

People, Place, and Process. The toolbox includes capital cultivation and deployment; programmatic support and development; advocacy for changes in culture, policies, and practices; storytelling through community-driven data and narrative change; and technical assistance and capacity building to organizations working in the built environment; amongst others.

What follows is a detailed platform within each of these themes, including a detailed assessment of 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 Chicago’s work; and **priorities**: the projects, actions, and investments that will help bring this vision to fruition.



Overview of Priorities

People

- Build Capacity
- Promote Local Ownership
- Amplify Power & Narratives

Place

- Invest in Health & Climate Resilience
- Support Transit-Oriented Community Spaces
- Create & Preserve Healthy, Green, Affordable Housing

Process

- Promote Meaningful Community Engagement
- Adopt a Common Diversity, Equity, & Inclusion (DEI) Framework
- Elevate eTOD & Resident & Business Retention in Policy Agendas
- Increase Community Access to Adequate, Responsive Capital Sources

People

Target: 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 recipients of services, visitors, or daily commuters.

Challenges & Opportunities

Capacity

As Executive Director of the Foundation for Homan Square and a longtime community leader in North Lawndale, Kevin Sutton has witnessed firsthand the challenge of fostering an engaged, powerful community of residents, with the capacity to influence decisions about the built environment within their neighborhood. Often, racial and economic inequity are direct barriers to participation. He says, “If you are concerned about your next job, or paycheck, or where your next meal is going to come from, it might pass you by that this building or that business is getting opened or closed in your community.”

Engagement requires capacity. Capacity challenges exist citywide, regardless of a community’s wealth or other assets. In Elevated Chicago’s eHubs, community partners need resources for effective leadership, back-office support, advocacy, resource cultivation, understanding of the development process, and collaboration, among others.

Ownership

The challenges facing residents at Elevated Chicago’s eHubs are exacerbated by lack of ownership. This includes literal, material ownership of homes, businesses, and other assets, and the broader, more metaphoric sense of ownership that accompanies pride and engagement in community and public spaces.

In some neighborhoods, outside entities’ ownership of the land directly contributes to longstanding patterns of vacancy and dereliction that affect residents’ quality of life. “Developers are just sitting on lots,” says Mike Tomas, Executive Director of the Garfield Park Community Council, “So they can flip them one day as development moves west.”

Witnessing disinvestment weakens residents’ sense of ownership, their connection to one another and their community. Says Sutton, “Over time, things have been allowed to erode to a place where no one would want to live or associate themselves with being a part of a community that is just going down, down, down, and that’s from years and years of neglect.” Critical to Elevated Chicago’s mission, disinvestment affects residents’ relationship to transit stations. “Transit is not necessarily seen as an amenity by the residents,” says Nootan Bharani, Associate Director of Design and University Partnerships for UChicago Arts, Arts + Public Life. Residents do not “own” transit as an asset, whether because of deferred maintenance, violence and safety concerns, or insufficient service.

Increased ownership is essential for preventing displacement. “If we don’t provide them with supports to retain them in the community, people who have been renting or leasing are going to be out of luck, and that’s the end of the story,” says Adrian Soto, Chief Strategy Officer for Esperanza Health Centers, addressing the potential pressures facing residents at Elevated Chicago’s Pink Line California eHub in Marshall Square.

“How does the longstanding local community have a stake in new development that is coming into the neighborhood?” adds Tomas. “Owning some of it, being able to see some return on owning it, some of the wealth creation — those are topics that resonate really well with residents.”

Ultimately, ownership enables not just wealth building for current residents, but also their sense of agency. Says Kevin Sutton, “Ownership is where you begin to feel like you are now a part of something. Whether that’s a small landscaping company, or your own dry cleaner or coffee shop, you are now shaping your own destiny and helping to rebuild your community.” When it comes to building community wealth and power, he notes the critical distinction between ownership — particularly business ownership — and job creation. “With a job, someone else has control over you, you can be laid off or terminated, and

many of the jobs now don't have the same protections they once did." Tomas agrees: "You hear people talking about jobs, but residents have moved beyond jobs."

Resident-owned lands and businesses can have benefits beyond those enjoyed by their owners, fostering a broader sense of shared ownership amongst residents. Says Sutton, "It provides an example for young men and women who are coming behind, and saying, 'Hey, if he owned his own computer store or coffee shop or restaurant, I can, too.'"

Power

"People have gotten disenfranchised and disconnected from government," says Kevin Sutton, addressing residents' limited influence in built environment decision making. "They feel hopeless, like there is not true investment in their lives or their communities."

For decades, government, corporations, and major anchor institutions intentionally disconnected communities from power, but also from each other, creating racially-segregated neighborhoods and often acting with a "divide and conquer" approach to politics. Today, residents are still far removed from power centers and hidden power dynamics and decision-making processes.

Prior experiences have also sewn distrust. This has included community engagement processes that engaged residents reactively rather than proactively. Says Mike Tomas, "People feel they've been left out, and they're only brought in at the end of the development process to rubber stamp whatever the developer wants to do."

Managed by the Metropolitan Planning Council, the Corridor Development Initiative engaged Woodlawn residents, business owners and other stakeholders to decide collaboratively the future of the vacant Washington Park Bank Building at the Green Line South, 63RD/Cottage eHub



People

Residents' trust has been further eroded by planning exercises that failed to manage their expectations, and ultimately overpromised but underdelivered. Elevated Chicago's eHubs are located in neighborhoods that have seen multiple planning efforts, but minimal implementation. For example, the area that includes the Kedzie Corridor Community Table has been included in eight prior planning processes, and at Green Line South, 11 distinct plans have addressed Woodlawn alone. "When it comes to implementation, not all of these plans are public, and it's not always transparent who is responsible," says Deborah Moore, Director of Neighborhood Strategy and Planning for [NHS of Chicago](#).

When residents do attempt to influence decision makers, they do not always have the capacity to successfully navigate politics or development processes, or to effectively communicate with and influence those in power. Sometimes, residents' feedback may lack coordination, or represent individual grievances and agendas. "We need to transform the complaint dynamic in community engagement," says Ghian Foreman of [Washington Park Development Group](#). "How community members interact with power."

Ultimately, many residents don't just want their voices to be heard by decision makers, but rather to play a more meaningful role in the decision-making process itself. "When developments are being proposed, we are trying to prioritize that residents be involved with the governance," says Mike Tomas. "We can always play the role of voicing frustrations that the neighborhood has. But in our neighborhood, we want there to be community representation on development teams."

"We are offering people from all racial backgrounds opportunities to connect by making their neighborhood beautiful. Nothing brings people together like that."

*— Omar Magana,
Open Center for the Arts*

Assets

Elevated Chicago's participating organizations and community representatives include numerous strong leaders, and ongoing efforts to build capacity, ownership, and power. These assets will help drive impactful, resident-focused change.

Elevated Chicago's partners provide ongoing services and programs for residents, such as education and family support in Homan Square, healthcare and immigration law at Esperanza Health Centers and Latinos Progresando in Marshall Square, or artistic and cultural efforts at multiple sites, including the work of UChicago Arts, Arts + Public Life in the Garfield eHub of the Green Line South. Artists play a fundamental role in community cohesion. "We are offering people from all racial backgrounds opportunities to connect by making their neighborhood beautiful. Nothing brings people together like that," says Omar Magana, executive director of the Open Center for the Arts, located in the California Pink Line eHub.

In Woodlawn and Washington Park, efforts are underway to support local business ownership by building incubation spaces for entrepreneurs, while community-owned gardens in Garfield Park, and an emerging proposal for community-owned land and housing in Logan Square and Woodlawn, will foster local ownership and counteract displacement trends. Programs provided by LUCHA in Logan Square, and NHS in Green Line South, support home ownership by low-income residents.

Across the sites, local leaders are fostering collaboration and amplifying resident power. "Residents are savvy," says Mike Tomas, describing the resident leaders who have benefited from Garfield Park Community Council's training in organizing and advocacy. "They've done their research." Christian Diaz's enthusiasm for the young people he organizes through Logan Square Neighborhood Association is infectious. "When teens meet with developers and elected officials, it's truly inspiring to see them in action," he says, describing youth participation in community-driven zoning. Also in Logan

Square, LUCHA has trained local facilitators in conflict resolution and mediation to ensure the effectiveness of community meetings. Around the Cottage Grove and 63RD St eHub, One Woodlawn has provided a platform and comprehensive framework for resident engagement. These and other efforts provide models for centering residents' voices and visions. "Everything we do looks at who is most impacted by the problems we see," says Diaz. "We elevate those voices in our community, and make sure they are at the table when we make decisions."

During its first year of work, Elevated Chicago partnered with Enterprise Community Partners to fund collaborations among eHub-based partners. These collaborations became the foundation of the future Community Tables created to jointly identify priorities, implement them, and ensure community engagement. "It's about building capacity and fostering long-lasting partnerships," says Rosa Ortiz of Enterprise Community Partners. "There is no other way to develop sustainable and inclusive neighborhoods." Her organization aligned part of its annual allocation of federal Section 4 dollars in support of Elevated Chicago's collaboration efforts in the seven eHubs. In 2017, Enterprise Community Partners and Elevated Chicago provided \$120,000 jointly in grants to launch and support the creation and development of local Community Tables led by eHub-based nonprofits.

People

Vision

As a result of its work engaging and collaborating with residents and business owners, Elevated Chicago envisions authentic, inclusive, and effective community engagement, power, and ownership, and increased resident capacity to participate in built environment decision making and advocacy. Elevated Chicago believes in a two-way education process through which investors and decision makers learn from communities and thus become more culturally competent, inclusive and responsive; and community members learn how decisions and investments in the built environment are made.

Priorities

1 Build Capacity

Capacity-building efforts sponsored by Elevated Chicago and its partners include:

Technical Assistance (TA)

Through its cross-site Working Groups and national SPARCC partners, Elevated Chicago is facilitating a regular TA calendar and community tours to promote cross-neighborhood collaboration. TA topics have included data sources; narratives and storytelling; Capital/Real Estate 101; standards for health, climate, and equity; community engagement models; and rapid climate vulnerability assessments. Future topics to be explored include public and community benefits agreement models and racial equity frameworks, among others.

Capital Pipeline

Elevated Chicago's capital screening tool builds on SPARCC's collective capacity for equitable investment, and will identify projects that may not yet be "shovel ready," but can benefit from additional support during the pre-development phase, including supporting a community-based sponsor with capital cultivation and absorption. A capacity-building program for organizational and project readiness is being designed by IFF and Enterprise Community Partners.

Member Programs

Elevated Chicago's partner organizations, both at the neighborhood and city/regional level, lead ongoing programs that contribute to residents' capacity through the provision of critical social services (e.g. immigration legal services at Latinos Progresando, health services at Esperanza Health Centers and through Marshall Square Promotores de Salud Community Health Workers, etc.); the development of economic self-reliance (e.g. Center for Neighborhood Technology's (CNT) "Equity Express"), or by fostering appreciation for climate resilience and environmental justice challenges (e.g. community engagement in walkability studies and green space

design at multiple sites; Air Quality and Asthma Research & Education Initiative in Logan Square; stormwater management through CNT's [RainReady Programs](#)). These efforts may receive additional support through Elevated Chicago, and/or be adjusted to better align with Elevated Chicago's priorities.

2 Promote Local Ownership

Elevated Chicago's projects will foster resident ownership — including material ownership of land, homes, businesses and other assets in the ½ mile radius around each station — as well as a broader, more conceptual sense of shared ownership. This will include:

Land & Home Ownership

A community-driven model for equitable home ownership and rental housing in Logan Square and Hermosa is being designed by Logan Square eHub partners to provide opportunity to households which would otherwise be displaced by market pressures. This innovative tool for addressing gentrification could be implemented at other eHubs. Elevated Chicago partner organizations LUCHA, LSNA, [Center for Changing Lives](#) and NHS provide ongoing services to support low-income homeowners (e.g. foreclosure mitigation, homebuyer education, Aging in Place). Elevated Chicago has also identified a need to prepare and enable local partners to gain control of key land parcels through targeted agreements with the [Cook County Land Bank](#), to assemble and hold these for community-driven development. And partners like Garfield Park Community Council have been facilitating the City's [Large Lots Program](#) — which offers vacant lots at \$1 to eligible community residents — within their neighborhoods. Elevated Chicago's capital projects (see "Place") and policy recommendations (see "Process") will further support ownership of land by residents, and preservation and expansion of affordable housing.

Business Ownership

Two priority capital projects in the Woodlawn and Washington Park neighborhoods (see "Place") —

the Sunshine Enterprises Incubator, and the [Overton School Business and Technology Incubator](#) (developed by Washington Park Development Group) — will provide support for local entrepreneurs and accelerate their business plans. In the Kedzie Corridor, small business support from [Accion](#) and [The Hatchery](#) will be aligned with Elevated Chicago priorities.

Cultural Ownership

Across the sites, programs will leverage and celebrate local artistic and cultural expressions to enhance social cohesion and foster residents' sense of shared ownership, including their reclamation of transit stops as a collectively-owned asset. Projects that cultivate and retain local arts and culture will be prioritized. Examples include youth and family-led murals designed in Marshall Square and Bronzeville in 2017; a cultural business incubator and the robust public programming at UChicago Arts, Arts + Public Life in Washington Park; the [Boombox](#) pop up art project along Kedzie in North Lawndale; and a number of projects supported by Elevated Chicago's Activation and Culture and Climate Resilience grants, such as [Faces of Logan Square](#), and [Spellcasting for Peace](#) in the Kedzie Corridor.

3 Amplifying Power & Narratives

Elevated Chicago will amplify the power of residents to influence decision makers, and more effectively participate in built environment decision-making processes. This will include:

Resident Organizing

In Logan Square, partners are building a "hearts and minds" campaign to strengthen relationships between established residents and newcomers, and build support from diverse residents for opposing further displacement. This model may be applied to other communities. LSNA trains young people to understand the community development and urban planning process, interact effectively with decision makers (including developers and public officials), and participate in community-led

People

zoning and racial equity assessments. In the Kedzie Corridor, leaders are seeking new partnerships to directly address community violence, including strengthening block clubs. In Garfield Park and Woodlawn, amongst other locations, Elevated Chicago partners are supporting resident-led processes to ensure that development sponsored by new and established anchor institutions such as Rush University Medical Center, The Hatchery, or the Obama Presidential Library benefit established residents.

Cross-Site Advocacy

As it pursues its priorities for transforming decision makers' policies and practices (see "Process"), Elevated Chicago will seek opportunities to involve leadership from the neighborhoods where the eHubs are located in identifying common themes that resonate across racial, socioeconomic, and geographical boundaries. The goal is to bring together community leaders from different neighborhoods and leverage their collective power. A retention-focused policy agenda will build on the diverse experiences of eHub residents to elevate their voices and concerns, and amplify their power, with a focus on young leaders. Several initiatives — such as community conversations led by young women of color engaged in Black Girls Break Bread programs, or a community mapping and survey project led by MAPCorps and LSNA — have been supported to facilitate engagement of young people in cross-race conversations. Beyond Chicago, community partners are engaging with neighborhood leaders from other SPARCC geographies through national convenings and videoconferencing, and starting to mobilize together against displacement. A national convening in Los Angeles in 2018 will bring together neighborhood leaders from the six SPARCC cities and others to explore strategies for community resident and small business retention.

Narrative Interventions

Incorporating insights and stories from each community, Elevated Chicago's cross-site Working Groups and communications team are collecting narratives that reframe mainstream media and the dominant culture's

negative depictions of these neighborhoods, and more positively foreground residents' power. Example narratives include "Development without displacement" and "From disposability to ownership," amongst others. Elevated Chicago will help amplify these resident-driven narratives, so that community members may more effectively intervene in how they are represented. In partnership with The Chicago Community Trust, work has begun through a series of On The Table discussions, where local residents and stakeholders share narratives regarding displacement and equity that counteract those presented in mainstream news sources and social media.

A comprehensive list of potential projects and programs can be found in the *Appendix*.

**“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*

Place

Target: The built environment in the ½ mile radius of each station.

Challenges & Opportunities

Disinvestment

When the former Sears, Roebuck, and Company headquarters was redeveloped in Homan Square, Kevin Sutton became one of the campus's first homeowners. Over the course of his more than 20 years as a neighborhood leader, he has witnessed the impact of chronic disinvestment in broader North Lawndale, contrasted with what he calls the "rich tapestry" of community support services in Homan Square, which include a park district, gymnasium, pool, schools, arts programs, a health clinic, dentistry, day care, and others.

"Unfortunately, Homan Square is an exception in North Lawndale," he says. "When you look at the streetscapes, the condition of the streets and the sidewalks, the condition of some of the public buildings, it appears that there has been a very systematic disinvestment of the community for a really long time."

Disinvestment leads to displacement and depopulation, as residents — predominately African American — relocate, due to a lack of opportunities and amenities, concerns regarding safety and violence, few quality schools, and related issues. "Every person, no matter who you are, wants a nice place to live, and a safe place to live," says Sutton. "And when they can't get it, they go elsewhere." Sutton estimates that North Lawndale's population has gone from about 125,000 at its peak to below 35,000 now. These conditions are echoed in disinvested neighborhoods near Elevated Chicago's other eHubs, such as in Washington Park's abandoned properties and tracts of vacant land. Census data shows that the Chicago metropolitan area has witnessed a greater exodus of black residents than any other region in the country: the city's Black population has declined by more than 200,000 people since 2000.

Displacement

While some eHubs face chronic disinvestment, others' housing markets, like Logan Square's, have accelerated to the point of displacing longtime residents, whose departure markedly affects the neighborhood's culture. "The part that is missing," says Christian Diaz, "is what has made this neighborhood so wonderful for a long time, its diversity and immigrant flavor." His organization, Logan Square Neighborhood Association, has worked with Institute for Housing Studies at DePaul to better understand the vulnerability of this eHub to displacement. "Virtually all Elevated Chicago eHubs are at risk of resident displacement, regardless of the type of real estate market (high, moderate, or low cost) and the speed at which values are rising," says Geoff Smith, IHS' Executive Director.

In Marshall Square and broader Little Village, near Elevated Chicago's eHub at the Pink Line's California station, residents fear the threat of future displacement, due to development pressure from the rapidly gentrifying neighborhood of Pilsen to the east, their proximity to downtown, and other local assets including transit access, green space, and strong local businesses. "If people with real wealth keep doing the same thing, what's going to happen is displacement," says Adrian Soto. "All of a sudden, amenities are going to be upgraded, tennis courts put in, parks beautified, and people that have been here for 20-30 years aren't going to enjoy the fruits of their labor even though they've been working hard to improve their community." In Little Village, displacement anxieties are further exacerbated by the fear residents feel due to current immigration policy enforcement, what Latinos Progresando Executive Director Luis Gutierrez describes as a "glitch in the matrix" of community engagement. With the implementation of license plate tracking, and the increased presence of Immigrations and Customs Enforcement (ICE) officers in courtrooms and other public spaces, Latinos Progresando's after school program, and other services, have seen a significant drop in participation.

The impacts of disinvestment and displacement on the built environment can seem especially evident in TOD. When implemented inequitably, TOD either contributes to the acceleration of housing costs — a trend embodied by a series of luxury rental buildings along the northwest branch of the Blue line such as Logan Square’s glossy MiCA, L, and MODE developments — or bypasses some neighborhoods entirely. Inequitable patterns manifest in the buildings and infrastructure, including, at times, the stations themselves. Says Sutton, “We were surprised to find that the station here at Homan and Kedzie was one of the most actively used stations on the West Side. Yet it gets very little attention in terms of renovation, cleanliness, and updates.” The condition of the stations and their immediate vicinity drives residents’ reluctance to claim them as assets.

Health & Climate Vulnerability

Whether displacement occurs in a disinvested or accelerated market, the result is that residents of color do not have access to the healthy, affordable, and verdant communities that are more likely to be the result of TOD in wealthier neighborhoods. The result negatively affects residents’ health, and increases their vulnerability to crime, violence, and climate change as social cohesion dissolves. Substandard and insecure housing is a significant social determinant of health, along with access to green space, air quality, and other environmental factors. Housing inequities also exacerbate Chicago’s greatest climate threats, heat and flooding. Displacement-related anxieties, including those brought on by fear of deportation in the current immigration climate, or by the fear of violence, disrupt mental health and increase trauma in communities already vulnerable.

A Rapid Climate Vulnerability Assessment conducted in Elevated Chicago’s eHubs in early 2018 revealed that Elevated Chicago’s eHubs are particularly vulnerable to Chicago’s specific climate threats, showing high rates of heat island effect; high levels of flooding in both private residences and public ways; and a lack of safe, healthy, affordable housing to protect people from extreme temperatures and low air quality (see related maps in

the *Appendix*). Grounded in data, and with the support of climate experts, partners increased their understanding of these climate vulnerabilities and how they impact their communities and their work, to generate adaptive and proactive solutions to mitigate climate threats. Solutions included: advocacy and organizing to advance climate resiliency in the built environment; education campaigns to engage residents around available tools and programs; investments in green infrastructure; and including appropriate plantings and vegetation that can endure drought, flooding events, and extreme temperature fluctuations while easing air quality issues.

Finally, data provided by the Chicago Department of Public Health, through its Health Atlas, shows that both mental and physical health indicators in the communities where Elevated Chicago eHubs are located are lower than those of the city as a whole, including maternal, adolescent, and infant child health indicators.

Place

Assets

Elevated Chicago's eHubs include considerable assets upon which the success of its place-based projects will depend. This includes those residents who have strong connections to their communities, many of whom have participated in prior planning efforts to identify their priorities for future development. Says LaShone Kelly, Housing Specialist at Garfield Park Community Council, "Take someone who has lived here for 20 years. If it was that horrible, obviously that person would have moved. I think we need to talk about what makes people stay here." In addition to knowledgeable and passionate residents, the local resources available to Elevated Chicago and its partners include strong arts and social service programs and organizations, rich cultural histories, established parks and green spaces, the transit stations themselves, and in most neighborhoods, available land and vacant buildings in close proximity to transit with easy access to and from downtown Chicago.

Some of these assets are shared and connected. For example, all Elevated Chicago eHubs are linked by the Chicago Park District's network of boulevards, several of which include significant portions of park land, such as Washington Park in Green Line South or Douglas Park in the California Pink Line. Additionally, key regional assets are located within or in close proximity to the eHubs, such as the Garfield Park Conservatory and the Homan Square campus in the Kedzie Corridor, and the DuSable Museum of African American History and the University of Chicago Campus in Green Line South. Says Shandra Richardson, of Woodlawn's Sunshine Enterprises, "Instead of saying opportunity is coming, we need to say opportunity is already here."

Vision

As a result of its work targeting the built environment, Elevated Chicago envisions vibrant, equitable, healthy neighborhoods, where built environment and infrastructure drive positive outcomes for health, climate, and cultural resilience.

Kevin Sutton describes his understanding of residents' vision for their communities: "People want bright spaces with natural light. They want green spaces and trees and grass and flowers, and they want buildings that are built with some spirit of excellence, that are attractive and well-designed, and promote peace and harmony."

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

— *Shandra Richardson,*
Sunshine Enterprises

The Spaulding exit of the Logan Square station/eHub has been activated with murals and activities led by Community Table partners LSNA & LUCHA



Place

Priorities

1 Invest in Health & Climate Resilience

In the ½ mile radius of its eHubs, Elevated Chicago partners are leveraging and expanding upon existing projects, and initiating new endeavors, that create safe and inclusive open spaces for residents that are oriented toward transit, promote healthy living, and decrease neighborhoods' vulnerability to climate change.

At the Pink Line California eHub, residents have participated in a walkability study that aims to generate a list of priorities for creating greener, more accessible pathways between the station and other community resources, such as the Latinos Progresando Community Resource Center. The walkability study is aligned with the Marshall Square Resource Network's other green space initiatives, including their collaboration with Openlands to plant trees. At the two eHubs that have been designated as the Kedzie Corridor, an allocation of Open Space Impact Fees by the City of Chicago will be matched with a grant from the Metropolitan Water Reclamation District to build a fruit orchard in Garfield Park which will also contribute to stormwater management, while the Oaks of North Lawndale project aims to plant that many trees over a five year period. These and other initiatives are meant to increase climate resiliency in the neighborhood by preventing flooding, lowering temperatures, and increasing air quality.

In the eHubs that comprise the Green Line South Community Table, Elevated Chicago's partners plan to adopt an "EcoDistrict" framework as a tool for collaboration in the pursuit of robust sustainability goals, and to align their existing green economic development projects that include gardens planted on vacant lands held by the Washington Park Development Group, and UChicago Arts, Arts + Public Life's placemaking initiatives at the Garfield eHub. The Ecodistrict framework may be extended to Logan Square, where a bioswale will soon be installed near the Blue Line station.

2 Support Transit-Oriented Community Spaces

Many of the capital projects pursued by Elevated's community tables seek to create new, transit-oriented buildings and community spaces that will facilitate community power, business ownership, and meaningful community engagement (see "People"). In Green Line South, the Sunshine Enterprises Incubator will support neighborhood entrepreneurs, business growth and job creation in the 63RD/Cottage Grove eHub, while the Overton Business and Technology Incubator, developed by Washington Park Development Group, will be a co-working space and small business incubator housed in a former school located in the 51ST St eHub. The Cook County Land Bank is exploring redevelopment possibilities for the old Washington Park Bank building in partnership with the Metropolitan Planning Council and the Woodlawn community. UChicago Arts, Arts + Public Life is working with CTA to re-develop a former station at Garfield Blvd. into a cultural business incubator. In the two Kedzie Corridor eHubs, several projects are in pre-development stages — including the second phase of The Hatchery that aims to create environmentally friendly live/work spaces for local artists and entrepreneurs. The Pink Line California eHub's flagship project, the Latinos Progresando Community Resource Center, will support mental and physical wellness and economic security of current residents through immigration legal services and health, cultural, and educational services.

Across all of Elevated Chicago's sites, arts and cultural installations — including murals at the Pink Line California eHub, the Faces of Logan Square project, the Safer Foundation's Spellcasting for Peace, and others — will promote the preservation of cultural vitality and reclamation of transit as a community-owned asset. Elevated Chicago partners will seek to align with, and inflect the implementation of, forthcoming public infrastructure projects near its eHubs, including the CTA's rehabilitation of the Garfield and 63rd/Cottage Grove Green Line stations, and the Chicago Department of Transportation's pedestrian-oriented rehabilitation of the Logan Square traffic circle.

3 Create & Preserve Healthy, Green, Affordable Housing

Around each of its eHubs, Elevated Chicago will support projects that preserve and expand affordable housing opportunities that fully incorporate Elevated Chicago's lenses of racial equity, health, and climate resilience in their design and implementation. This will involve both cultivating and providing capital through Elevated Chicago and its local and national partners, as well as shepherding and quarterbacking existing and forthcoming projects within our eHubs. In Logan Square, these include new units of green affordable housing being constructed by LUCHA, Bickerdike, and other community-based developers, such as the Emmett St project — which Elevated Chicago partners have worked to make more inclusive for families of all sizes and undocumented residents. In the Kedzie Corridor, the Chicago Department of Planning and Development's C40 site and a former SRO in Garfield Park to be redeveloped as a Health and Housing Initiative, as well as a prospective infill housing development at the Homan/Polk Lots, are all in predevelopment stages. These efforts will be further enabled by Elevated Chicago's policy platform focused on the retention and expansion of affordable housing (see "Process").

A comprehensive list of potential projects and programs can be found in the *Appendix*.

Process

Target: Key organizations in the public, private, and civic sectors — including anchor institutions — responsible for major decisions and investments affecting the built environment and infrastructure, such as government agencies; planning, development, architecture and engineering firms; real estate companies; and financial institutions.

Challenges & Opportunities

Engagement with & Responsiveness to Community

Last year, Adrian Soto sat down with local entrepreneurs to help them complete applications for the Neighborhood Opportunity Fund (NOF). The Fund, initiated by Mayor Rahm Emanuel, redirects revenue from downtown developments to strengthen commercial corridors on Chicago's South, Southwest and West Sides, in neighborhoods that lack private investment, including several Elevated Chicago's eHubs. The Fund is one of several new tools that Elevated Chicago has described as part of a catalytic shift in the level of urgency that the City's decision makers feel to address entrenched racial inequities.

The current and aspiring business owners with whom Soto worked found the application process challenging. "At a high level, it's an awesome initiative," Soto says, "But when you get down to the nitty gritty with the business owners, you run into a couple of obstacles." Amongst these obstacles, Soto names the matching funds that are required from applicants, which are a barrier for some community members who lack wealth to contribute capital; the decision-making timeline of six months or longer, which can prove unrealistic for small business owners who have a project ready for immediate implementation; and the expectations for applicants' project descriptions, which are not made fully transparent.

Soto doesn't see the Fund's challenges as indicating any ill will toward community entrepreneurs: "You have to give the City credit for being creative in leveraging development in hot areas of the city, and investing in underserved communities. With a few tweaks, this

program can maximize its potential to be a catalyst in the areas of Chicago that need it the most." Amongst his recommended improvements, Soto suggests engaging nonprofits and Community Development Financing Institutions (CDFIs) to help complete applications and deploy matching funds, and using the feedback from past applicants to streamline the application process.

The NOF's limitations would have been more readily recognized had those it was intended to benefit — such as neighborhood business owners — been better engaged in its initial formulation. In decision making affecting the built environment, this is a common pattern. The limited inclusion of community members, especially low-income residents and people of color, in the design and implementation of projects, programs, and tools has led to offerings that do not fully respond to communities' needs. This has direct implications. For example, in Logan Square, affordable housing units provided by developers, usually one- or two-bedroom, are not accessible to the many, and often larger, Latina/o families that live in the community. Elevated Chicago's partners are calling for new approaches to community engagement, where residents are included not only as a formality, or in the late stages of a program or project's development, but wherever there are opportunities for meaningful community engagement and ownership across a project's lifespan, from its design through its ongoing stewardship.

Diversity, Equity & Inclusion Capacity & Leadership

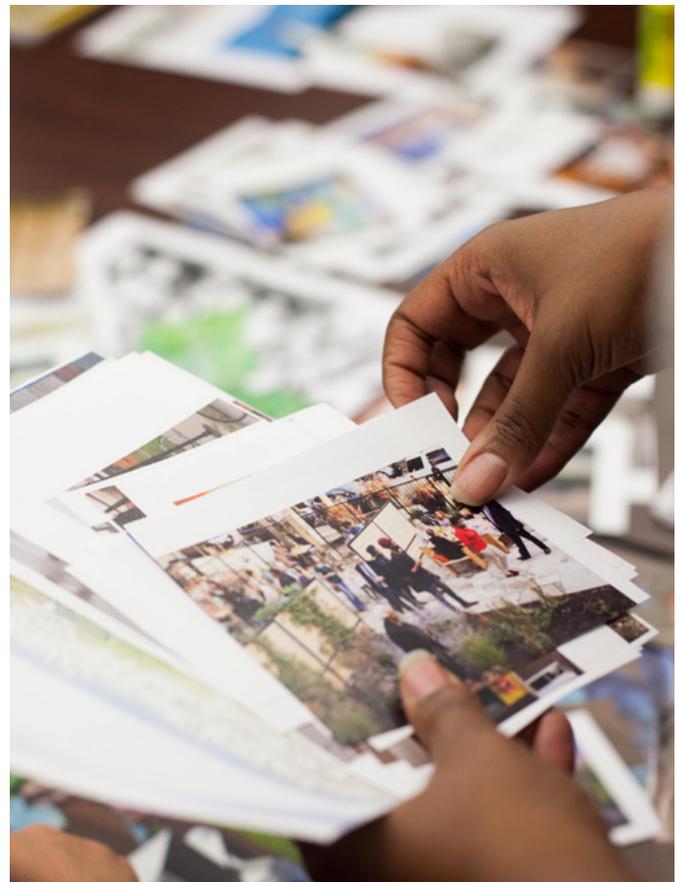
In spite of Chicago's longstanding history of racial inequities and segregation, and the fact that most of its community development field is devoted to deploying resources and addressing challenges in communities of color, the vast majority of public, private, and civic players in the field lack intentional approaches to diversity and inclusion within their organizations, and explicit racial equity goals for their impact. "If your organization lacks racial diversity, and its leaders are not accountable to inclusion goals internally and racial equity goals externally, chances are you'll be reproducing the current inequities, in spite of your best intentions," says Elevated Chicago Program Director Roberto Requejo. "Cultural competency, implicit bias education, racial equity training... have been sorely missing in the field. And as a result, a Chicagoan's racial background can still greatly predict her or his health and economic outcomes. Fortunately, this "colorblindness" in Chicago's community development field is starting to give way to intentional efforts that place racial equity front and center."

"People of color are often the most impacted and should be part of the decision-making process," says Mike Tomas. "A clear pathway should be provided for local residents, local organizations to be part of the design team, the contracted team." Rather than "red tape," developers and other key players should look at community engagement as opportunities to leverage diverse talents and perspectives for better projects, find solutions to existing challenges in design, construction, or management grounded in community, and become more competitive.

Mike Tomas describes an experience where Garfield Park Community Council was included as a community partner to consult with in a contractor RFP for a City project focused on climate resilience in their neighborhood, yet was never contacted by any of the engineering firms applying for the contract. "We never even got a call," he says. "The engineers had never had to write in a community organization when they submitted their proposals, so thought nothing of it when they saw our name on there. Unless Diversity, Equity, and Inclusion

(DEI) requirements are more explicitly written into these contracts, these requests for proposals, it's going to continue to be a challenge."

Elevated Chicago Steering Committee members and grantees developed the initiative's vision through a collective collage led by local artist Krista Franklin at ThoughtWorks



Process

Single Bottom Line Development

The political influence of traditional, market-based development cannot be discounted. Decision makers rightly focus on the importance of private investment for regional prosperity. But if left unregulated, private developers may pursue a single bottom line of economic return on their investment, at the expense of other values, such as racial equity, climate resilience, and the health of individuals and communities. Unfettered private development contributed to the historical extraction of wealth from Chicago's African American communities, and is enabling the current siphoning of value from neighborhoods and the city at large to out-of-town investors, and accelerating displacement in gentrifying markets like Logan Square. Luis Gutierrez of Latinos Progresando describes an interaction with a private developer who openly shared his investment motivation: "He said we just want to be able to charge enough to generate a certain level of profit." Based upon the developer's analysis, this excluded current residents, and he expressed his intention to await the migration of higher-earning professionals before commencing speculative activity in the Marshall Square area.

These trends are only exacerbating the decades-long patterns of segregation identified by the Metropolitan Planning Council (MPC) in its recent Cost of Segregation report and roadmap. MPC's study highlights the need for data that demonstrates the cost of displacement and disinvestment. "Part of the problem is that we lack a real-time retention indicator at the neighborhood level," says Geoff Smith of the Institute for Housing Studies (IHS) at DePaul University. "We can report on past displacement, and predict vulnerable areas based on trends, but we do not have a system responsive enough to tell us where and why displacement is currently happening, and at what rates." IHS is currently collaborating with Elevated Chicago and SPARCC to devise a process for more robust tracking. Whether through data or other mechanisms, the ultimate challenge is to identify pathways through which social and environmental values can accumulate a political power to rival the influence of market-only approaches.

Chronic Unavailability of Adequate Capital

Many of Elevated Chicago's eHub neighborhoods have been overplanned yet under-resourced, with community proposals met by a persistent lack of dollars for implementation. In the current capital landscape, available funding sources are disconnected from each other, and cannot be readily integrated for deployment in communities absent existing balance sheets. Adrian Soto describes the capital gaps that many of Marshall Square and Little Village's visionaries have encountered. "What we see across the community is business owners wanting to grow, people wanting to buy homes, people wanting to start businesses, nonprofits wanting to expand, grow. Over and over again, what's missing is the owners' equity piece, the cash piece."

With the absence of community voices in the decision-making process, the solutions that have been designed, including those offered through nonprofit developers and CDFIs, are not always equipped to address the challenges. He says, "When you rely solely on debt, that leaves a narrow margin of safety. Things always go wrong, unforeseen circumstances always happen. In communities that have more wealth, there is a greater margin of safety." Rather than loans and recoverable grants, Soto calls for decision makers to support investment in the form of partnerships, equity, and shared risk, finding capital sources that are not only sufficient in size but also responsive in type.

Assets

The Chicago region is at a crossroads that Elevated Chicago has described as a “catalytic moment”, with Chicago’s decision makers demonstrating an unprecedented sense of urgency to address racial inequities. A growing movement of racial equity advocates is emerging in the civic sector, exemplified by the [Chicagoland Equity Network](#), Chicago United for Equity, and Truth, Racial Healing, and Transformation (THRT). Foundations like the Woods Fund, Field Foundation, The Chicago Community Trust and MacArthur Foundation have made explicit commitments to racial equity in their funding strategies. And in 2018 Chicago was chosen to host the national [Equity Summit](#) of PolicyLink, the largest gathering of its kind, which brought together more than 4,000 local, national and global leaders. Additionally, the public and private sectors are becoming aware of the high costs of racial inequities and segregation to the public coffers and the financial bottom-lines of corporations. The recent Cost of Segregation study by MPC quantified lost income at \$4.4 billion per years. A companion report also by MPC offered a roadmap to address these inequities, with recommendations that align with Elevated Chicago’s agenda, including building more inclusive housing and neighborhoods and assessing the impact of new development.

Through its Leadership Council and Working Groups, Elevated Chicago stands poised to facilitate historic collaboration between resident-driven organizations, policy partners, CDFIs, and City and regional decision makers and investors. Elevated Chicago’s Leadership Council is managed by its Systems Change Working Group and is comprised of Commissioners, CEOs and other executives representing the Chicago Department of Planning and Development, Chicago Department of Transportation, Chicago Metropolitan Agency for Planning, Chicago Transit Authority, Cook County Land Bank, ComEd, Mayor’s Office, and Rush University Medical Center, among others. The Council is co-chaired by Dr. Julie Morita, Commissioner of the Chicago Department of Public Health, and Dr. Helen Gayle, President and CEO of The Chicago Community Trust.

Elevated Chicago envisions equitable, responsive, transparent decision making and investment, as part of a regional agenda for just, healthy, and climate resilient communities.

Process

Many of these institutional partners are already implementing equitable policies and investment mechanisms, including CDPH's Health In All Policies and Healthy Chicago 2.0. framework, the Neighborhood Opportunity Fund managed by DPD, the Catalyst Fund advanced by the Treasurer's Office, or the commitment to inclusive growth in CMAP's ON TO 2050 regional plan, to name a few. "Expanding partnerships and community engagement is a cornerstone of Healthy Chicago 2.0, the citywide plan to promote health equity," says Megan Cunningham, Managing Deputy Commissioner of the Chicago Department of Public Health. "Through our work with Elevated Chicago we have hosted meaningful local conversations about health priorities, and worked with other City departments so the community perspective is considered in built environment planning and development." CDPH has deepened its commitment by engaging with the [Government Alliance on Race and Equity](#), a national network of government agencies working to achieve racial equity and advance opportunities for all. The agency has also trained its staff on dismantling systemic and structural racism.

Elevated Chicago partners like the Cook County Land Bank (CCLB) are already implementing proactive methods to engage community in our eHubs. The RFP to redevelop the former Washington Park Land Bank at 63RD and Cottage, currently owned by CCLB, was developed with community residents at the table using MPC's [Corridor Development Initiative](#) (CDI) process, in order to ensure early engagement of community. In the Logan Square eHub, the Chicago Department of Transportation is presenting scenarios to redevelop the traffic circle that will be informed by a racial equity analysis undertaken by Logan Square Neighborhood and Chicago United for Equity. And in the Kedzie Corridor, Garfield Park Community Council is meaningfully engaging community residents in several catalytic projects, including The Hatchery (a business incubator that just recruited its Community Advisory Council), an Eco-Orchard, and a green affordable housing development.

And SPARCC and its local CDFI partners in cities across the U.S. are designing financial products jointly, to better respond to community needs. The initiative has made available a \$3M capital grant pool to its local partners to start the creation of such products, with Elevated Chicago efforts being led by Enterprise Community Partners and IFF and informed by community-based partners located in Elevated Chicago's eHubs.

Vision

Elevated Chicago envisions equitable, responsive, transparent decision making, and investment, as part of a regional agenda for just, healthy, and climate resilient communities.

“Everything we do looks at who is most impacted by the problems we see. We elevate those voices in our community, and make sure they are at the table when we make decisions.”

*— Christian Diaz,
Logan Square Neighborhood
Association*

Elevated Chicago Steering Committee meets at Green Line South, 63RD/Cottage eHub hosted by Preservation of Affordable Housing



Process

1 Promote Meaningful Community Engagement

Elevated will advocate for more meaningful, efficient, and authentic community engagement and ownership in built environment decision making. This includes a set of principles/recommendations for City and regional agencies, drawn from a review of “best” and innovative practices locally, including the MPC’s Corridor Development Initiative, CNT’s RainReady program, and LUCHA’s conflict resolution strategies, and nationally, including examples from SPARCC’s partner cities and others, such as the Detroit Collaborative Design Center, [bc] Workshop, San Francisco Municipal Transportation Agency, and Burten, Bell, Carr Development Corporation in Cleveland. Its recommendations for decision makers (beginning with those who serve on its Leadership Council) will also include participatory, inclusive models for planning, information sharing, and community ownership. Elevated Chicago will also support efforts to address “root cause” factors that enable a lack of transparency and responsiveness and the exclusion of communities from the design and implementation of new policies and programs, such as the aldermanic prerogative system in zoning.

Priorities

2 Adopt a Common Diversity, Equity & Inclusion (DEI) Framework

Elevated Chicago is developing a common DEI framework for entities working in the built environment, drawn from existing examples, and will recommend its adoption by all those working within this sector regionally, including government agencies as well as nonprofit developers. Internally, the DEI process will address human capital and organizational culture concerns — including diversity and equity in staff promotion, retention and recruitment, performance management, and leadership development — as well as procurement and supplier diversity. Externally, it will identify goals for applying racial equity to the organizations’ work, including their deployment of resources and capital, the development and delivery of products and services, their partnerships with civic and community partners, and their advocacy efforts.

3 Elevate eTOD & Resident & Business Retention in Policy Agendas

Elevated will pursue policy agendas that promote equitable Transit Oriented Development and address the region’s most urgent racial equity concerns in the built environment — including displacement of people of color — by incorporating holistic, “triple bottom line” values (social, environmental, and economic). This will include advocating for prioritization of eTOD in the State capital bill and the Opportunity Zone funds, and advancing an integrated policy platform focused on maintaining and expanding neighborhood affordability, for example by improving Chicago’s Affordable Requirements Ordinance (for instance, to require more family-sized units), reforming the property tax assessment system, and reexamining the ban on rent control in Illinois, along with other priorities. Other goals include updating the municipal code to further energy efficient construction in affordable, multi-unit dwellings; advocating for decision makers’ adoption of Elevated Chicago’s capital screening tool (see “Place”), which incorporates the lenses of racial equity, health, and climate resilience for built environment investments; and a system for more accurate real-time measurement of retention and displacement indicators at the neighborhood level.

4 Increase Community Access to Adequate, Responsive Capital Sources

Development of New Products & Processes. Through its neighborhood-based capital projects (see “Place”), Elevated is shaping, raising, and deploying capital to address resource gaps in the existing system, and piloting investments in community projects that will provide paths for navigating the cash and equity challenges experienced by community organizations. Successful models from this work will become part of Elevated Chicago’s recommendations to the broader community development and built environment decision-making sectors.

Recommendations to Decision Makers. Elevated’s recommendations to its Leadership Council includes the convening of a capital funders group for better coordination and expansion of existing resources, including relevant government agencies working in the built environment. Other capital coordination and expansion strategies will include: encouraging priority designations at Elevated eHubs (e.g. “EcoDistricts” or “Opportunity Zones”), to attract additional capital for comprehensive development that spurs multiple benefits; the pursuit of a State capital bill that prioritizes eTOD, with Elevated pipeline projects as examples; advocating for the funding of community endowments and predevelopment activities in communities to strengthen the capital project pipeline; and the fostering of linkages between local and larger businesses for joint growth and development.

A comprehensive list of potential projects and programs can be found in the *Appendix*.

An Activate Marshall Square festival supported by Elevated Chicago was held near the future site of Latinos Progresando's Community Resource Center, California Pink Line eHub



INDICATORS

Elevated Chicago has prioritized the following broad indicators of progress toward its goals for transformation of People, Place, and Process.

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 *Appendix* 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 the undertaking's partners, including support for the Community Tables in identifying and pursuing their own metrics for success.

Indicators

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

In partnership with the School of the Art Institute, Elevated Chicago supported "Guns into Shovels," a Climate and Culture Resilience event in the Kedzie Corridor which recycled weapon waste into shovels for tree-planting, as part of the Oaks of North Lawndale project



THANK YOU

Elevated Chicago would like to thank
and recognize its many partners.

Thank You

The Elevated Chicago Steering Committee would like to thank all the local partners and organizations that informed the creation of this Workplan and are supporting the implementation of its Priorities.

Grantees & Members of Working Groups & Community Tables

345 Art Gallery
Accion Chicago
Become
Beyond This Point
Bickerdike Redevelopment Corporation
BKE Designs
Black Girls Break Bread
Blacks in Green
Bobby E. Wright Health Center
Borderless Studio
Breakthrough Urban Ministries
Canopy Architects
Center for Changing Lives
Chicago United for Equity
DRW College Prep
Enlace Chicago
Erie Family Health Services
Federal Reserve Bank of Chicago
Foresight Design Initiative
Free Spirit Media
Garfield Park Conservatory Alliance
Homan Square Community Advisory Council
Industrial Council of Nearwest Chicago
Institute for Housing Studies at DePaul University
Kathleen Gregory Consulting
MapCorps
Marshall Square Resource Network
Neighborhood Housing Services of Chicago
NeighborSpace
Network of Woodlawn
New Covenant Community Development Corporation
North Lawndale Community Coordinating Council
North Lawndale Employment Network
Opera-Matic
Open Center for the Arts
Openlands

Presence Health
Preservation of Affordable Housing
Puerto Rican Agenda
Rudd Resources
Safer Foundation
School of the Art Institute of Chicago
Somos Logan Square
Stone Temple Church
Taller de Jose
The Dill Pickle Food Co-op
Trust for Public Land
UCAN
Urban Juncture Foundation
West Town Bikes
XS Tennis

Members of the Leadership Council

Chicago Department of Transportation
Chicago Department of Planning and Development
Chicago Department of Public Health
Chicago Metropolitan Agency for Planning
Chicago Transit Authority
ComEd
Cook County Land Bank Authority
Office of the Mayor
Office of the City Treasurer
Rush University Medical Center
The Chicago Community Trust

Elevated Chicago would also like to acknowledge the support and collaboration of the national and city partners engaged in the SPARCC initiative.

SPARCC National Partners

Enterprise Community Partners
Federal Reserve Bank of San Francisco
Low Income Investment Fund (LIFF)
National Resources Defense Council (NRDC)

SPARCC Partner Cities

Atlanta: Transformation Alliance
Denver: Mile High Connects
Los Angeles: LA THRIVES & ACT-LA
Memphis: Neighborhood Collaborative for Resilience
San Francisco Bay Area: Bay Area for All

Steering Committee Members

As of August 2018, the Steering Committee of Elevated Chicago is comprised of the following 17 organizations. Each of them has identified a member and, when appropriate, a proxy for full participation in Elevated Chicago's governance, strategy, and activities. Members and proxies have committed to Elevated Chicago values: adaptability, inclusion, impact, innovation, and transparency. They represent a diverse group of leaders in the public, private, and civic sectors, including region and city-wide organizations, and community-based partners serving as bridges and connectors to Elevated Chicago's eHubs. The composition of the Steering Committee reflects the different lenses of Elevated Chicago: racial equity, health, climate change, and arts and culture.

Center for Neighborhood Technology

Jacky Grimshaw & Scott Bernstein

Chicago Department of Public Health

Megan Cunningham & Emily Laflamme

Enterprise Community Partners

Rosa Ortiz & Andrew Geer

Esperanza Health Centers

Dan Fulwiler & Adrian Soto

Foundation for Homan Square

Kevin Sutton

Garfield Park Community Council

Mike Tomas & LaShone Kelly

IFF

Vickie Battle & Kirby Burkholder

KLEO Community Family Life Center

Leslé Honoré

Latinos Progresando

Luis Gutierrez & Adrienne Lange

Logan Square Neighborhood Association

Christian Diaz & Lucy Gomez-Feliciano

LUCHA

Juan Carlos Linares & Jennie Fronczak

Metropolitan Planning Council

Kendra Freeman & Lynette McRae

Sunshine Enterprises

Shandra Richardson

The Chicago Community Trust

Michael Davidson & Joanna Trotter

ThoughtWorks

Elise Zelechowski

UChicago Arts, Arts + Public Life

Lori Berko & Nootan Bharani

Washington Park Development Group

Ghian Foreman

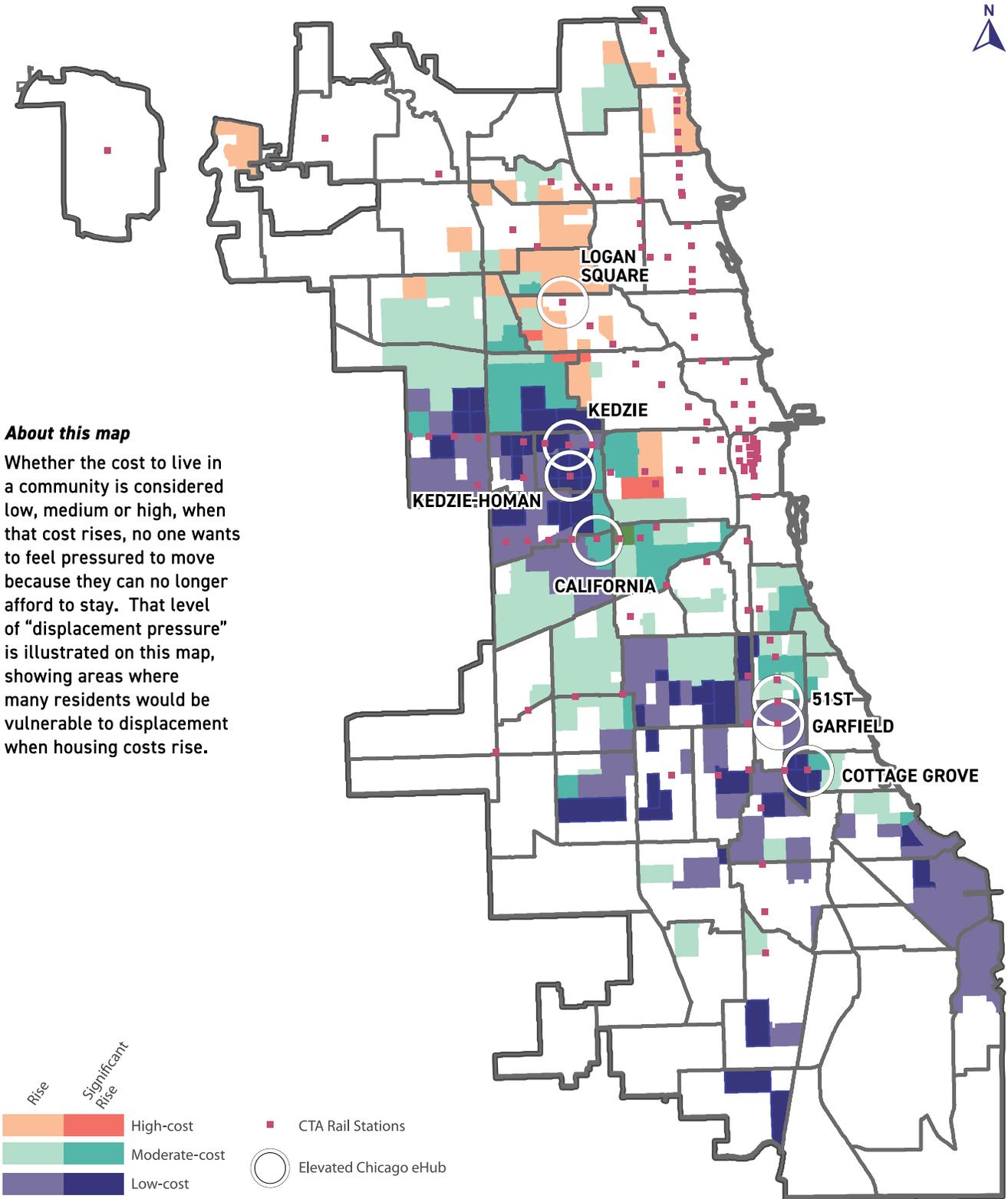
A festival at Douglas Park, California Pink Line eHub, closed year one of the Culture and Climate Resiliency project, funded jointly by Elevated Chicago and Enterprise Community Partners



APPENDIX A

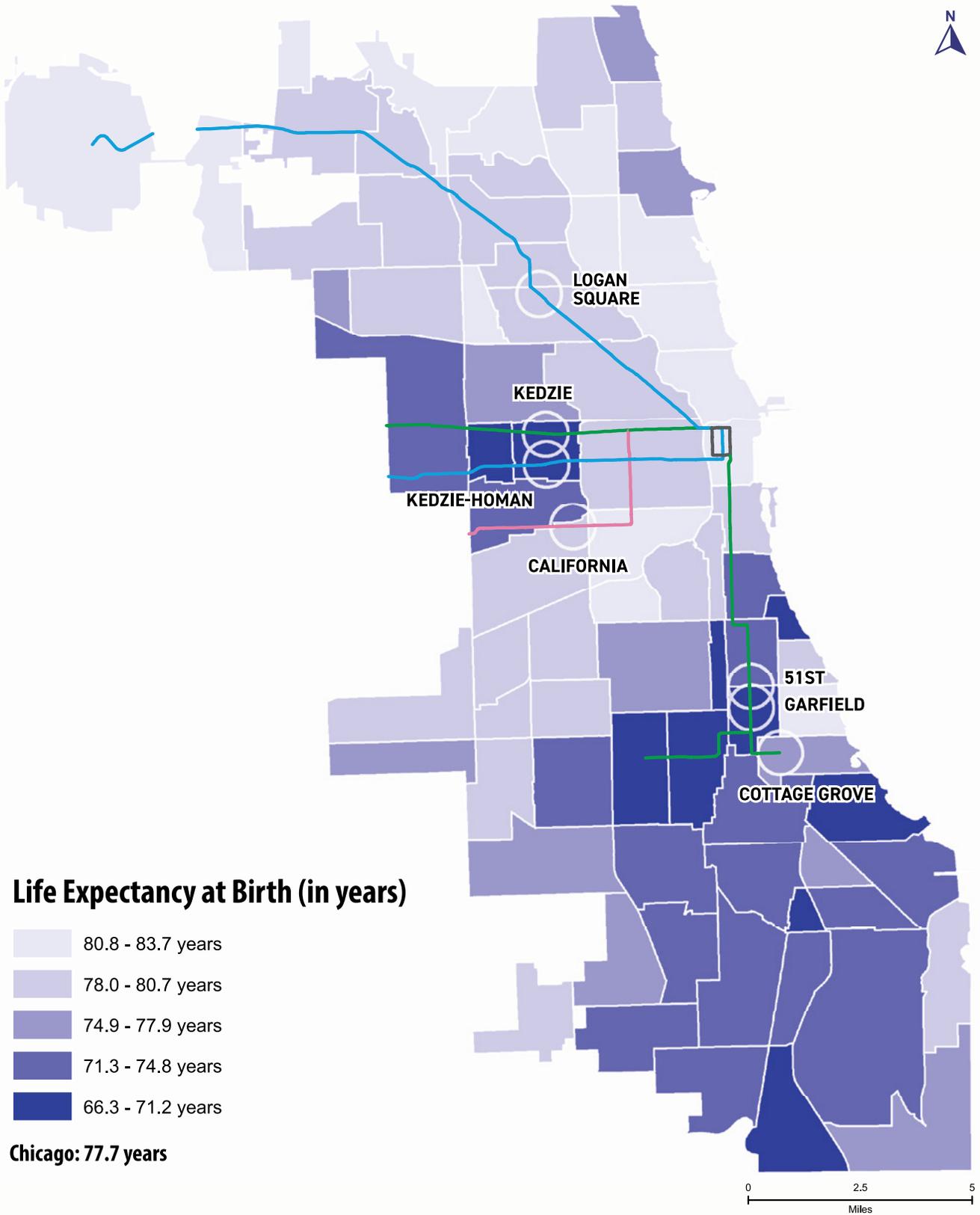
Elevated Chicago's work is informed by data from partners on relevant trends, risks, and opportunities.

City of Chicago Submarkets Vulnerable to Displacement and Elevated Chicago eHubs



SOURCE: IHS CALCULATIONS OF DATA FROM COOK COUNTY RECORDER OF DEEDS VIA PROPERTY INSIGHT, RECORD INFORMATION SERVICES, COOK COUNTY ASSESSOR

**INSTITUTE FOR HOUSING STUDIES
 AT DEPAUL UNIVERSITY**



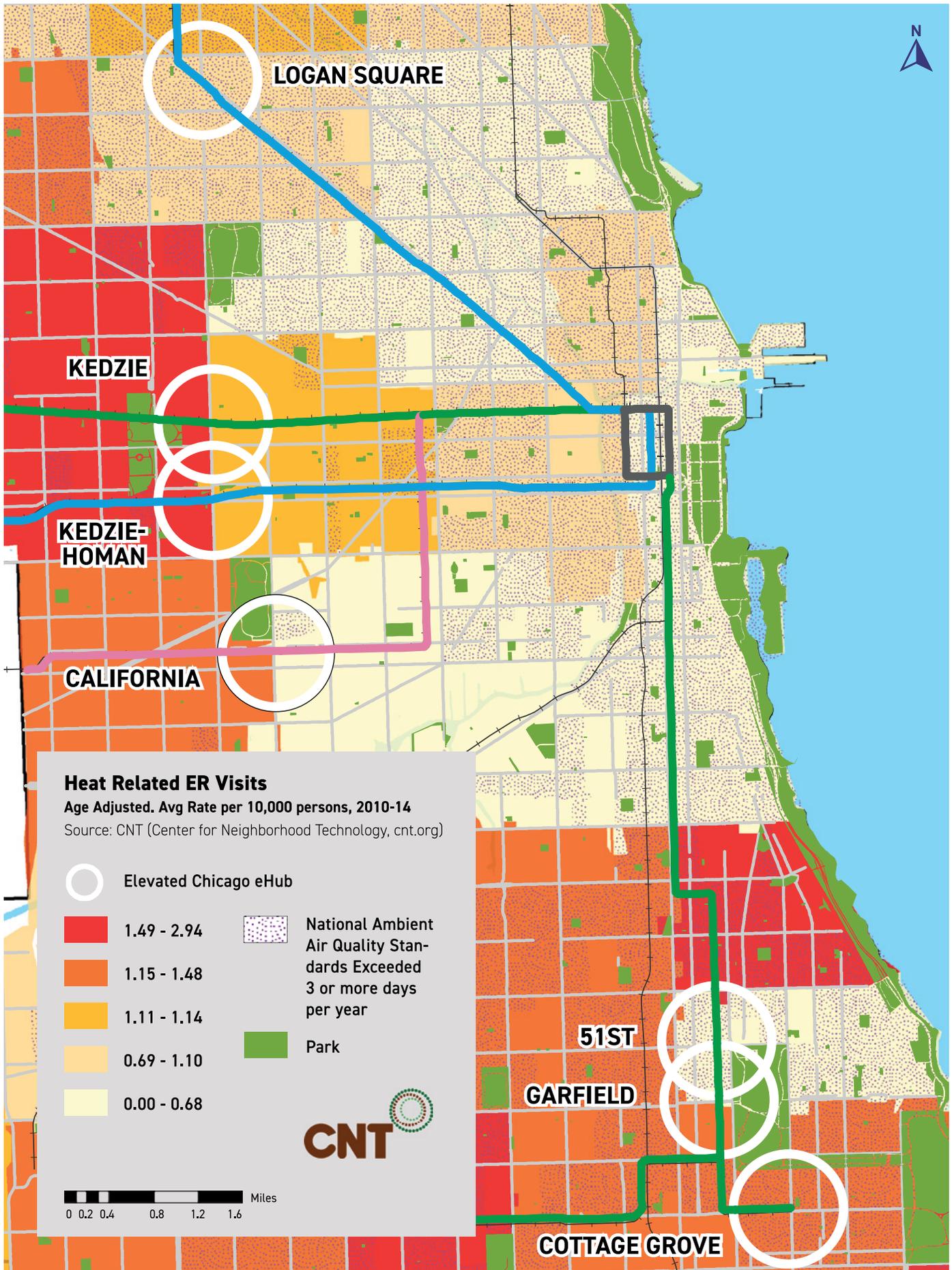
Life Expectancy at Birth (in years)

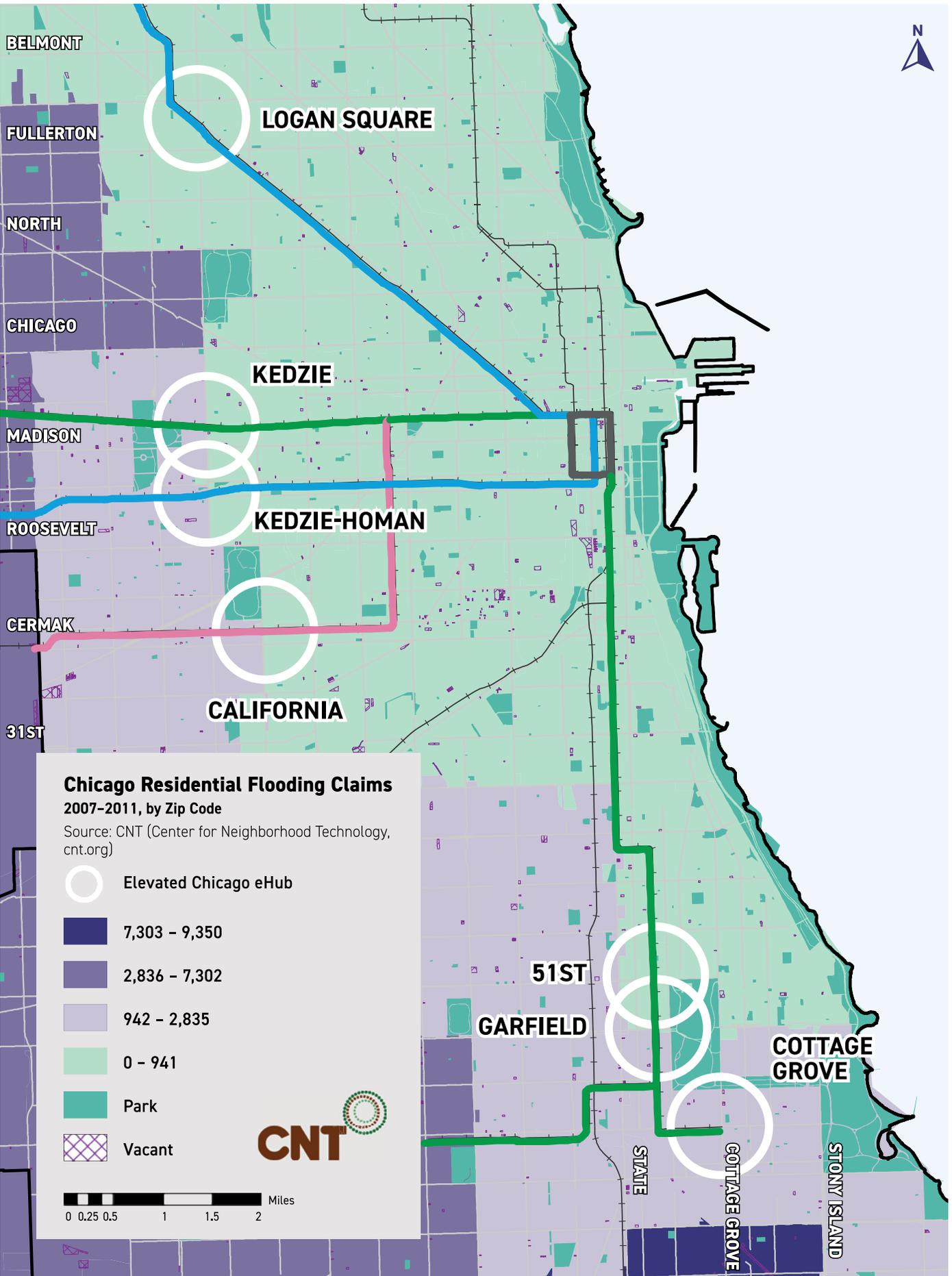
- 80.8 - 83.7 years
- 78.0 - 80.7 years
- 74.9 - 77.9 years
- 71.3 - 74.8 years
- 66.3 - 71.2 years

Chicago: 77.7 years

Source: Chicago Department of Public Health, Chicago Health Atlas (2015), chicagohealthatlas.org







Steering Committee retreat at ThoughtWorks



APPENDIX B

Elevated Chicago is committed to tracking impact on key indicators of progress. Included here is an initial list of metrics to be measured.

Metrics

These metrics represent an initial developmental tool that Elevated Chicago’s data partners — including Chicago Department of Public Health, UChicago Arts, Arts + Public Life, Center for Neighborhood Technology, Chicago Metropolitan Agency for Planning, and the Institute for Housing Studies at DePaul University, among others — are using to help support the cross-site Working Groups and Community Tables in identifying priorities and strategies for data collection and measurement. They may be measured at various scales (eHub, neighborhood, city-wide, etc.) and will be refined, revised, and activated over time, in collaboration with all of the undertaking’s partners.

	Indicator	Metrics
People	Increased collaboration/ cohesion	In development
	Increased participation (in built environment decision making)	In development
	Increased participation in cultural programming	Number of participants* Demographics of participants*
	Increased capacity for advocacy/to influence decision makers	In development
	Increased ownership of homes, businesses, land, and other assets	Percentage home ownership ¹ Proportion of secure affordable housing options (rent control, public housing, affordable housing, etc.)*
	Increased ownership of homes, businesses, land, and other assets	Housing cost burden (rental and property value) ² Proportion of locally-owned businesses ³ Employment ¹ Self-reported levels of community ownership*

Place

Indicator

Metrics

Improved health and 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

Life expectancy⁴
Mental wellbeing⁴
Walkability^{5,6}
Wage gap¹
Community economic hardship⁴

Resident retention²
Business retention*

Heat vulnerability⁴
Flood risk⁷
Proportional area of urban tree canopy to land area*
Air quality⁴

Self-reported perception of CTA as an asset³
Accessibility of CTA station³
Cleanliness and attractiveness of CTA station³
Safety at CTA station³
Transit ridership demographics^{3,8}

Presence of local landmarks, symbols, cultural spaces, and public art in community³

Data Sources

**Data source to be defined*

¹American Community Survey

²DePaul Institute for Housing Studies

³MAPSCorps Survey or Observational Study

⁴Chicago Department of Public Health

⁵WalkScore

⁶eHub Data Collection

⁷Center for Neighborhood Technology

⁸Chicago Transit Authority

Metrics

Process	Indicator	Metrics
	<p>More meaningful community engagement/ownership in built environment decisions</p> <p>More transparent decision-making and implementation processes</p> <p>Greater availability of capital for low income communities/communities of color</p> <p>Greater prioritization of affordability and retention in policies and practices</p>	<p>Allocation of funding available for public engagement per capita*</p> <p>In development*</p> <p>Allocation of capital to low income communities/communities of color*</p> <p>Inclusion of arts and culture processes, alone, or within larger projects and capital prioritization for projects that include arts and culture projects and/or programs*</p> <p>Additional metrics in development*</p>

Data Sources

- *Data source to be defined
- ¹American Community Survey
- ²DePaul Institute for Housing Studies
- ³MAPSCorps Survey or Observational Study
- ⁴Chicago Department of Public Health
- ⁵WalkScore
- ⁶eHub Data Collection
- ⁷Center for Neighborhood Technology
- ⁸Chicago Transit Authority

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 Hatchery, a catalytic capital project for Elevated Chicago, breaks ground at the Kedzie-Lake eHub of the Kedzie Corridor



APPENDIX C

Elevated Chicago's priority projects
across the People, Place, and Process themes.

People

The following list identifies all the priorities that Elevated Chicago's Community Tables and Working Groups considered meaningful to advance their collective mission in connection to People, Place, and Process. Most of these priorities are ready for implementation, already in progress, or are ongoing programs that align with Elevated Chicago's mission. They will receive a variety of forms of support through the Elevated Chicago network, including funding (directly through Elevated Chicago or cultivated from external partners), technical assistance, cross-site coordination, advocacy, or amplification and promotion. The list is not exhaustive and will be refined as Elevated Chicago partners implement these priorities as part of the Workplan. To learn more about these priorities contact us at: info@elevatedchicago.org.

1 Build Capacity

Cross-Site Initiatives

Name: Capital Pipeline Development

Description: Through a capital screening process, Elevated Chicago will identify and provide support to the sponsor organizations of high potential projects that are not currently "shovel ready."

Location: Cross-site

Partners: Led by Elevated Chicago's CDFI partners: IFF, and Enterprise Community Partners, in partnership with SPARCC capital experts

Timeline: 2018-2020

Impact: Greater availability of capital for low income communities/communities of color

Name: Community and Green Infrastructure Asset Mapping

Description: Community Asset Mapping Initiative to ensure collaboration and engagement of all relevant stakeholders and resources.

Location: Cross-site

Lead Partners: Enterprise Community Partners, Center for Neighborhood Technology, SB Friedman and Associates

Timeline: 2018

Impact: Increased collaboration/cohesion; Increased access to and appreciation for transit assets

Priority Projects

Name: Technical Assistance (TA) Programming

Description: Through its cross-site Working Groups and national SPARCC partners, Elevated Chicago is facilitating a regular TA calendar and community tours to promote cross-neighborhood collaboration. TA topics have included data sources; narratives and storytelling; Capital/Real Estate101; standards for health, climate, and equity; community engagement models; and rapid climate vulnerability assessments. Future topics for exploration include public and community benefits agreement models and racial equity frameworks, among others.

Location: Cross-site and cross-SPARCC cities

Lead Partners: Multiple SPARCC and Elevated Chicago partners, based upon focus and expertise

Timeline: 2017-2020 (monthly opportunities, biannual national convenings)

Impact: Increased capacity for advocacy/to influence decision makers; Increased participation in built environment decision making; Increased collaboration/cohesion

Name: Center for Neighborhood Technology Equity Express

Description: Engages residents with concrete money-saving tips that promote a general understanding of financial planning, energy, transportation, food, telecommunications, recycling, and other critical topics. Integrated with ongoing financial coaching programs implemented by Center for Changing Lives.

Location: Cross-site

Lead Partners: Various neighborhood-based partners, Center for Neighborhood Technology

Timeline: 2018-2020

Impact: Increased health/economic equity outcomes for residents of color

New Neighborhood-Based Undertakings

Name: Community-based Initiatives to Address Violence

Description: Elevated partners in the Kedzie Corridor will develop strategies and community partnerships that directly target neighborhood violence, including strengthening of neighborhood block clubs.

Location: Kedzie Corridor: Kedzie Green Line and Kedzie-Homan Blue Line eHubs

Lead Partners: Foundation for Homan Square, Garfield Park Community Council

Timeline: 2018-2020

Impact: Increased collaboration/cohesion, Improved health/economic equity outcomes for residents of color

Name: Green Space Programming: Community Gardens

Description: Engagement of residents in the design and creation of new green spaces, and in ongoing programming and upgrades at the Hammond, Roots of Hope gardens, including a garden event series, and events surrounding the Garden for a Changing Climate summer installations.

Location: Pink Line California eHub

Lead Partners: Marshall Square Resource Network

Timeline: 2018-2020

Impact: Increased collaboration/cohesion, Improved health/economic equity outcomes for residents of color

Name: Hatchery Phase 1

Description: Programming at the Hatchery, including workforce development, community advisory, community shared kitchen and neighborhood market.

Location: Green Line Kedzie eHub

Lead Partners: IFF, Accion Chicago, Industrial Council of Nearwest Chicago, Garfield Park Community Council

Timeline: 2018-2020, ongoing

Impact: Increased ownership of homes, businesses, land and other assets; improved health/economic equity outcomes for residents of color

Name: Random Acts of Kindness Campaign

Description: Youth (and potentially adult residents) will write positive messages with sidewalk chalk, and/or design, create and circulate postcards carrying positive messages, asking residents to "share the love" and "pass it on," paired with social media documentation.

Location: Kedzie Corridor: Kedzie Green Line and Kedzie-Homan Blue Line eHubs

Lead Partners: Foundation for Homan Square, Garfield Park Community Council, local schools and youth-serving organizations TBD.

Timeline: 2018-2020

Impact: Increased cohesion/collaboration

Ongoing, Community-Based Programs

Name: Air Quality and Asthma Research and Education Initiative

Description: Results of an air quality study will be shared with residents of Humboldt Park, and will include home remediation to alleviate and prevent asthma.

Location: Logan Square Blue Line eHub

Lead Partners: LUCHA, University of Illinois, Prentice Health, St. Elizabeth and Mary's Hospital

Timeline: 2018

Impact: Increased health/economic equity outcomes for residents of color.

Name: Employment and Financial Coaching, Foreclosure Mitigation, Homebuyer Education, and Aging in Place

Description: Individual services focused on job placement and retention; targeted support for two-generational family financial coaching; individual coaching, education, and information to prevent foreclosures; and pre- and post-purchase coaching, education, and information for homebuyers; and provision of services and renovations to enable low income seniors to remain in their homes.

Location: Logan Square eHub

Lead Partners: Center for Changing Lives, LUCHA, Various lenders, City of Chicago, Various contractors, Weinberg Foundation

Timeline: 2018-2020

Impact: Increased health/economic equity outcomes for residents of color; Decreased displacement of people of color; Increased ownership of homes, businesses, land and other assets

Name: Promotoras de Salud Initiative

Description: Culturally and linguistically relevant adult peer education about health, nutrition, exercise, and connection to community assets that promote wellness, including transit.

Location: Logan Square Blue Line eHub; Pink Line California eHub

Lead Partners: LUCHA, Hispanic Federation; Marshall Square Resource Network

Timeline: 2018-2020

Impact: Improved health/economic equity outcomes for residents of color

People

Name: Walking Clubs

Description: Resident engagement and health promotion through regular neighborhood walks.

Location: Logan Square Blue Line eHub

Lead Partners: LUCHA

Timeline: 2018-2020

Impact: Improved health/economic equity outcomes for residents of color

Priority Projects

2

Promote Local Ownership

Cross-Site Initiatives

Name: Climate & Cultural Resilience projects

Description: Elevated Chicago and Enterprise Community Partners grants that connected local artists, environmentalists, and community stakeholders in the planning, development and installation of art and climate solutions to improve climate resilience, elevate local culture, enhance social cohesion, and foster residents' sense of shared community ownership.

Location: Cross-site

Partners: Multiple grant recipients, managed by Center for Neighborhood Technology

Timeline: First phase 2017-2018, second phase 2018-2020

Impact: Increased collaboration/cohesion; Increased access to and appreciation for transit assets; Increased cultural resiliency; Increased climate resiliency

Name: Hermosa Here to Stay

Description: Leaders of the Logan Square Blue Line eHub are currently seeking a commitment of \$1.5 million for an innovative collective land ownership model designed to close the racial wealth gap and retain immigrant, Latina/o, and black families through permanently affordable housing in west Logan Square and Hermosa. Their proposal has elicited initial interest from City agencies, and has the potential to be extended to other sites, preventing additional and future displacement of residents.

Location: Logan Square Blue Line eHub, with potential expansion to other sites

Lead Partners: Logan Square Neighborhood Association, LUCHA, Center for Changing Lives, Spanish Coalition for Housing

Timeline: 2018-2020

Impact: Increased ownership of homes, businesses, land and other assets; Improved health/economic equity outcomes for residents of color; Decreased displacement of people of color

Name: eHub Activation Grants

Description: Elevated Chicago grants for arts and cultural programming near Elevated Chicago's eHub stations, to generate activity and interest in the station area, enhance social cohesion and foster residents' sense of shared ownership, including the reclamation of transit as a community asset.

Location: Cross-site

Partners: Multiple grant recipients including Safer Foundation, Black Girls Break Bread, Openlands, beyond this point and

Elevated Chicago Steering Committee members

Timeline: 2017-2018

Impact: Increased collaboration/cohesion; Increased access to and appreciation for transit assets; Increased cultural resiliency

Promoting Local Ownership of Land, Homes, & Businesses

Name: Business Coaching

Description: Three full-time business coaches support existing business owners, home-based businesses and other entrepreneurs in Garfield Park and the west side.

Location: Kedzie Green Line eHub

Lead Partners: Accion Chicago, Garfield Park Community Council

Timeline: 2018-2020

Impact: Increased ownership of homes, businesses, land and other assets; Improved health/economic equity outcomes for residents of color; Decreased displacement of people of color

Name: Business Incubation Programs

Description: Programs at the Sunshine Enterprises and Overton School Incubators in Washington Park and Woodlawn, and at The Hatchery in the Kedzie Corridor, will provide support for local entrepreneurs to accelerate their business plans.

Location: Multiple Sites

Lead Partners: Washington Park Development Group, Sunshine Enterprises, Accion, and The Hatchery

Timeline: 2018-2020

Impact: Increased ownership of homes, businesses, land and other assets; Improved health/economic equity outcomes for residents of color; Decreased displacement of people of color

Name: Food Hub

Description: Research opportunities to create jobs and economic development opportunities for residents through the creation of a local food hub.

Location: Green Line Kedzie eHub

Lead Partners: Garfield Park Community Council, Enterprise Community Partners (funding)

Timeline: 2018-2020

Impact: Improved health/economic equity outcomes for residents of color

Name: XS Tennis's Lighthouse Project

Description: Community entrepreneurship and manufacturing center housed in the former CPS Farren School, with a focus on positive development for local youth.

Location: 51ST Street Green Line eHub

Lead Partners: XS Tennis and Education Foundation

Timeline: Facility opened January 2018

Impact: Improved health/economic equity outcomes for residents of color; Increased ownership of homes, businesses, land and other assets

Arts & Cultural Programs to Promote a Sense of Shared Ownership

Name: Activation of Spaulding Plaza

Description: Turn Spaulding Plaza into a destination for residents to sell food, celebrate culture and gather for community events.

Location: Logan Square eHub

Lead Partners: LUCHA, Logan Square Neighborhood Association

Timeline: 2019-2020

Impact: Increased collaboration/cohesion; Increased access to and appreciation for transit assets; Increased cultural resiliency

Name: Boombox Pop Up

Description: A pop up art and local business market located on various lots along Kedzie Ave.

Location: Kedzie-Homan Blue Line eHub

Lead Partners: Foundation for Homan Square

Timeline: 2018-2020

Impact: Increased collaboration/cohesion; Increased access to and appreciation for transit assets; Increased cultural resiliency

Name: Faces of Logan Square & Spaulding Mural

Description: A campaign that documents faces of Logan Square residents and shares them throughout the neighborhood, so that the community is more reflective of longtime residents' culture. As well as, a mural reflecting local culture and themes, designed by community residents, at the Spaulding CTA exit, to spur local ownership of transit as a community asset.

People

Location: Logan Square Blue Line eHub

Lead Partners: LUCHA, Logan Square Neighborhood Association, Dill Pickle Co-op

Timeline: 2018-2019

Impact: Increased collaboration/cohesion; Increased access to and appreciation for transit assets; Increased cultural resiliency

Name: Los Caminos Verdes/Pathways Project

Description: Using murals and other community arts, Los Caminos Verdes will create pathways that radiate from the California Pink Line station to Douglas Park, two proposed community centers, local businesses, community gardens and other green spaces, to visually link the neighborhood to transit and spur its ownership as a community asset. The project will include arts apprenticeships for youth to create community murals.

Location: Pink Line California eHub

Lead Partners: Marshall Square Resource Network

Timeline: 2018-2020, with several sites installed in Spring/Summer 2018

Impact: Increased collaboration/cohesion; Increased access to and appreciation for transit assets; Increased cultural resiliency

Name: PlayStreets Event Series & Opera-Matic Community Engagement Series

Description: PlayStreets events create safe and accessible residential play areas for children to learn and be active and for neighbors to come together, with a focus on health promotion. Opera-Matic's 6 O'Clock on My Block events are free, multidisciplinary, highly-participatory arts programs for community residents that activate public spaces, integrate health promotion, and promote cultural ownership of community assets. Both engagement series will integrate a U.S. Department of Housing and Urban Development (HUD) toolkit to educate residents on lead-based paint, mold, radon, and other potential hazards in the home.

Location: Logan Square Blue Line eHub

Lead Partners: Logan Square Neighborhood Association, Chicago Department of Public Health, Opera-Matic, LUCHA

Timeline: 2018-2020

Impact: Improved health/economic equity outcomes for residents of color; Increased collaboration/cohesion; Increased cultural resiliency; Increased access to and appreciation for transit assets

Priority Projects

3

Amplifying Power & Narratives

Cross-Site Initiatives

Name: Hearts and Minds Anti-Displacement Campaign

Description: A campaign that aims to demonstrate that affordable housing is necessary and matters in all communities, strengthen relationships between established residents and newcomers, and build diverse resident support for opposing further displacement.

Location: Logan Square eHub, with potential expansion to other sites

Lead Partners: Logan Square Neighborhood Association, LUCHA, Center for Changing Lives

Timeline: 2018-2020

Impact: Increased collaboration/cohesion; Decreased displacement of people of color; Increased capacity for advocacy/to influence decision makers

Name: Resident Leadership in Elevated Chicago Advocacy Agenda

Description: Elevated Chicago will seek opportunities for resident leadership in its policy platform and other advocacy efforts, including its comprehensive retention-focused agenda (see Process priorities).

Location: Cross-Site

Lead Partners: Community Table Lead Organizations

Timeline: 2018-2020

Impact: Decreased displacement of people of color; Increased participation in built environment decision making; Increased capacity for advocacy/to influence decision makers

Neighborhood-Based Organizing

Name: Walkability Assessment & Advocacy

Description: Training for residents to conduct crowdsourced walkability assessments and report community infrastructure and budget priorities to Alderman's office and City departments.

Location: Pink Line California eHub

Lead Partners: Marshall Square Resource Network

Timeline: 2018-2020

Impact: Increased participation in built environment decision making; Increased capacity for advocacy/to influence decision makers

Name: Youth Engagement in Planning and Development

Description: This includes three interrelated efforts: the Youth-driven Zoning Committee, which builds the capacity of youth to participate in local zoning discussions, and influence built environment decision making; the cross-city Youth Exchange, which will provide the opportunity for Chicago and Los Angeles youth leaders to visit each other's cities to learn about contextual community development challenges; and the Youth Placemaking summer program, which is engaging youth in conversations about development, placemaking, and related actions, to place young people on the path to influential civic leadership.

Location: Logan Square eHub

Lead Partners: Logan Square Neighborhood Association, LUCHA, SPARCC partners

Timeline: 2018-2020

Impact: Decreased displacement of people of color; Increased participation in built environment decision making; Increased capacity for advocacy/to influence decision makers; Increased collaboration/cohesion

1 Invest in Health & Climate Resilience

Cross-Site Initiatives

Name: Climate & Cultural Resilience projects

Description: Elevated Chicago and Enterprise Community Partners' Climate and Cultural Resilience grant program (see "People: Promote Local Ownership" for full description) included the installation of climate resilience features to address urban flooding, heat island effect, and other negative climate-related impacts.

Location: Cross-site

Partners: Multiple grant recipients, managed by Center for Neighborhood Technology

Timeline: First phase 2017-2018, second phase 2018-2020.

Impact: Increased collaboration/cohesion, Increased access to and appreciation for transit assets; Increased cultural resiliency; Increased climate resiliency

Name: EcoDistrict Creation

Description: Elevated Chicago partners in Washington Park, Woodlawn, and Logan Square will use the EcoDistrict framework as a tool for collaboration and aligning place-based projects at the intersection of equity, resilience, and climate protection.

Location: Green Line South eHubs; Blue Line Logan Square eHub

Lead Partners: Community Table Lead Organizations, EcoDistricts, City of Chicago

Timeline: 2018-2020

Impact: Improved health/economic equity outcomes for residents of color; Increased climate resilience in communities of color; Increased access to and appreciation for transit assets

Neighborhood-Based Projects

Name: Oaks of North Lawndale

Description: A project that seeks to foster climate resilience and beautification by planting trees within the broader neighborhood served by the Kedzie/Homan Blue Line eHub.

Location: Kedzie/Homan Blue Line eHub

Lead Partners: Art Institute of Chicago, City of Chicago, Foundation for Homan Square

Timeline: 2018-2020

Impact: Improved health/economic equity outcomes for residents of color; Increased climate resilience in communities of color

Name: Eco Orchard

Description: A sustainable fruit orchard in Garfield Park that also contributes to stormwater management.

Location: Kedzie Green Line eHub

Partners: Garfield Park Community Council, City of Chicago, Metropolitan Water Reclamation District

Timeline: 2018-2019

Impact: Improved health/economic equity outcomes for residents of color; Increased climate resilience in communities of color

Name: Green Cathedral

Description: A worker-owned nursery, landscaping service, hiring hall, garden supply and gift café.

Location: Cottage Grove Green Line eHub

Lead Partners: Blacks in Green

Timeline: Currently negotiating for land on 63RD Street

Impact: Improved health/economic equity outcomes for residents of color; Increased ownership of homes, businesses, land and other assets

Name: Walkability & Streetscaping Improvements

Description: Infrastructure investments to improve neighborhood sidewalks, lighting, safety features and green infrastructure, informed by a walkability study conducted in 2018 at the Pink Line California eHub that generated a list of priorities for creating greener, more accessible pathways between the transit station and other community assets. Planned improvements at both Kedzie Corridor eHubs to improve pedestrian safety, including bump outs, timers, painted walk islands, and others.

Location: Kedzie Corridor: Kedzie Green Line and Kedzie-Homan Blue Line eHubs; Pink Line California eHub

Lead Partners: Garfield Park Community Council, Foundation for Homan Square; Latinos Progresando, Esperanza Health Centers; Chicago Department of Transportation

Timeline: 2018-2020

Impact: Improved health/economic equity outcomes for residents of color; Increased climate resilience in communities of color



Support Transit-Oriented Community Spaces

Shovel-Ready Priorities

Name: Arts + Public Life Business Incubator and Green Line Arts Center

Description: A creative business incubator to support and launch artist-led businesses in Chicago's Washington Park community, and a transit-oriented space for performance-based practices.

Location: Garfield Blvd Green Line eHub

Lead Partners: UChicago Arts, Arts + Public Life

Timeline: Arts Center will open in 2018, Business Incubator in 2019

Impact: Improved health/economic equity outcomes for residents of color; Increased ownership of homes, businesses, land and other assets, increased cultural resiliency

Name: Latinos Progresando Community Resource Center

Description: A 9,330 sq foot redevelopment of a derelict former Chicago Public Library, the Center will support economic security of current residents through immigration legal, health, cultural, and educational services. Its building design will include elements that promote health, mitigate climate issues such as surface temperatures, and promote the work of community artists.

Location: Pink Line California eHub

Lead Partners: Latinos Progresando, IFF

Timeline: 2018-2020

Impact: Improved health/economic equity outcomes for residents of color; Increased collaboration/cohesion; Increased cultural resiliency

Name: OPEN Center for the Arts

Description: An unoccupied, city-owned former firehouse located at 2358 S Whipple will be converted into a community arts center run by OPEN Center for the Arts, to include youth and family workshop space and classroom, and studio space for local artists.

Location: Pink Line California eHub

Lead Partners: OPEN Center for the Arts, Marshall Square Resource Network

Timeline: 2018-2019

Impact: Increased collaboration/cohesion; Increased cultural resiliency

Name: Overton School Business and Technology Incubator

Description: A co-working space and small business incubator housed in a former school. The incubator will help build local businesses, leadership and wealth.

Location: 51ST St Green Line eHub

Lead Partners: Washington Park Development Group

Timeline: 2018-2019

Impact: Improved health/economic equity outcomes for residents of color; Increased ownership of homes, businesses, land and other assets

Conceptual & Predevelopment Projects

Name: Sunshine Enterprises Incubator

Description: The Incubator will support neighborhood entrepreneurs, business growth and job creation.

Location: Cottage Grove Green Line eHub

Lead Partners: Sunshine Enterprises

Timeline: 2018-2020

Impact: Improved health/economic equity outcomes for residents of color; Increased ownership of homes, businesses, land and other assets

Name: Boombox Popup (Kedzie & Fillmore)

Description: Outdoor micro-retail popup market with public art programming in greenspace.

Location: Kedzie-Homan Blue Line eHub

Lead Partners: Foundation for Homan Square, School of the Art Institute of Chicago

Timeline: Currently in conceptual stage

Impact: Increased climate resilience in communities of color; Increased cultural resiliency

Name: Food-related Business Concept

Description: Potential food-related business concept TBD.

Location: Green Line Kedzie eHub

Lead Partners: IFF

Timeline: In concept phase

Impact: Increased ownership of businesses, land and other assets; Increased cultural resiliency



Create & Preserve Healthy, Green, Affordable Housing

Shovel-Ready Priorities

Name: Emmett Street Project

Description: Proposed affordable housing development adjacent to the Logan Square Blue Line eHub. Elevated partners have worked to ensure that the project includes family-sized units, and will be accessible to families with mixed documentation status.

Location: Logan Square Blue Line eHub

Lead Partners: Logan Square Neighborhood Association, Bickerdike Redevelopment Corporation, Logan Square Ecumenical Alliance

Timeline: 2018-2019

Impact: Improved health/economic equity outcomes for residents of color; Decreased displacement of people of color

Name: Energy Efficient, Healthy, Affordable Units Near the 606

Description: Affordable, healthy and sustainable rental housing near the 606 Trail, including a Passive House model currently in construction.

Location: Demonstration projects near the Logan Square Blue Line eHub and applicable in all eHubs

Lead Partners: LUCHA

Timeline: 2018-2020

Impact: Improved health/economic equity outcomes for residents of color; Decreased displacement of people of color; Increased climate resilience in communities of color

Name: Expanded Renew Woodlawn

Description: Acquisition and rehabilitation of four vacant properties for sale to owner occupants close to public transportation, for first time homebuyers for the purpose of creating equity/wealth.

Location: Cottage Grove Green Line eHub

Lead Partners: Neighborhood Housing Services

Timeline: Summer 2018

Impact: Improved health/economic equity outcomes for residents of color; Increased ownership of homes, businesses, land and other assets

Name: Home Weatherization

Description: Ongoing weatherization of neighborhood homes to ensure energy efficiency and cost savings for low income residents.

Location: Logan Square Blue Line eHub

Lead Partners: LUCHA, City of Chicago, Weinberg Foundation, Associated Bank

Timeline: 2018-2020

Impact: Improved health/economic equity outcomes for residents of color; Decreased displacement of people of color; Increased climate resilience in communities of color

Conceptual & Predevelopment Projects

Name: C40 housing development/s

Description: Multifamily, green housing in predevelopment, with Elevated Chicago partners attempting to inflect process.

Location: Kedzie Green Line eHub

Lead Partners: City of Chicago Department of Planning and Development; Garfield Park Community Council

Timeline: Currently in conceptual stage

Impact: Improved health/economic equity outcomes for residents of color; Increased climate resilience in communities of color

Name: Health and Housing Project

Description: Rehabilitation of an existing facility to create a 75-unit SRO.

Location: Kedzie Green Line eHub

Lead Partners: Garfield Park Community Council

Timeline: Currently in early predevelopment

Impact: Improved health/economic equity outcomes for residents of color

Name: Homan/Harrison Mixed-use

Description: Mixed-use development.

Location: Kedzie-Homan Blue Line eHub

Lead Partners: Foundation for Homan Square

Timeline: Currently in early predevelopment

Impact: Improved health/economic equity outcomes for residents of color; Increased cultural resiliency

Name: Homan/Polk Lots

Description: This location has been identified for potential future affordable housing development.

Location: Kedzie-Homan Blue Line eHub

Lead Partners: Foundation for Homan Square

Timeline: Currently in the conceptual stage.

Impact: Improved health/economic equity outcomes for residents of color

Process

1 Promote Meaningful Community Engagement

Cross-Site Initiatives

Name: Participatory Planning Models and Information Sharing: Corridor Development Initiative

Description: Advocacy for increased transparency and streamlining of planning and development processes to promote authentic and inclusive community engagement in RFPs, land use plans, capital allocations, community benefit agreements, etc. Example: Corridor Development Initiative (CDI) model used in Logan Square and Cottage Grove eHubs.

Location: Cross-site, city and region-wide

Lead Partners: Cross-site Elevated Chicago partners (for e.g., Metropolitan Planning Council) and Leadership Council Members (for e.g., Cook County Land Bank)

Timeline: 2018-2020

Impact: Increased resident participation in built environment decision making; More meaningful community engagement/ownership in built environment decisions; More transparent decision-making and implementation processes

Name: Principles for Meaningful Community Engagement and Ownership

Description: A set of principles and recommendations for City and regional agencies, as well as private and civic sector developers and investors, drawn from a review of “best” and innovative practices locally and nationally.

Lead Partners: Foresight Design Initiative and Borderless Studio (authors); Metropolitan Planning Council, LUCHA, Center for Neighborhood Technology and others (informants), Elevated Chicago Leadership Council members

Location: Cross-site, city and region-wide

Timeline: Report released in 2018, activities to be supported between 2018-2020

Impact: Increased ownership of homes, businesses, land and other assets; Increased resident participation in built environment decision making; More meaningful community engagement/ownership in built environment decisions; More transparent decision-making and implementation processes

Priority Projects

Neighborhood-Based Opportunities

Name: El Paseo

Description: This City-sponsored rails to trails conversion presents an opportunity for innovation toward meaningful community engagement in City land use planning process and timeline, and to ensure resident retention and prevent displacement.

Lead Partners: Marshall Square Resource Network, City of Chicago

Location: Pink Line California eHub

Timeline: 2018-2020

Impact: Decreased displacement of people of color; Increased resident participation in built environment decision making; 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

Name: Former Washington Park National Bank Building

Description: Using the Corridor Development Initiative (CDI) process, Elevated Chicago partners led a community visioning session for the future development of this property currently being held by the Cook County Land Bank, an opportunity to further hone the CDI as a tool for meaningful community engagement, and inflect decision-making processes at an Elevated Chicago eHub.

Lead Partners: Cook County Land Bank, Metropolitan Planning Council, Chicago Dept for Public Health

Location: Cottage Grove Green Line eHub

Timeline: CDI meeting took place in 2018; Project’s future currently in conceptual stage

Impact: Increased resident participation in built environment decision making; More meaningful community engagement/ownership in built environment decisions; More transparent decision-making and implementation processes

Name: Logan Square Traffic Circle Redesign

Description: Elevated partners are working to ensure that the redesign of the Logan Square traffic circle includes an assessment of racial equity outcomes and considerations.

Location: Logan Square Blue Line eHub

Lead Partners: Logan Square Neighborhood Association, LUCHA, Chicago United for Equity

Timeline: 2018-2019

Impact: Improved health/economic equity outcomes for residents of color; Increased climate resilience in communities of color; Adoption of racial equity principles and priorities across the full built environment decision-making system

Name: Partnerships Between Anchor Institutions and Community in East Garfield Park

Description: Elevated Chicago partners in East Garfield Park are working with Westside United and the Illinois Medical District to ensure greater local investment opportunities, including in procurement and employment.

Lead Partners: Garfield Park Community Council; Westside United

Location: Kedzie Corridor

Timeline: 2018-2020

Impact: Increased participation in built environment decision making; Increased capacity for advocacy/to influence decision makers; Increased ownership of homes, businesses, land and other assets; More transparent decision-making and implementation processes

2 Adopt a Common Diversity, Equity & Inclusion (DEI) Framework

Name: Diversity, Equity & Inclusion (DEI) Framework

Description: A common DEI framework for entities working in the built environment regionally, including government agencies and nonprofit developers. Internally, the DEI process will address human capital and organizational culture concerns — including diversity and equity in staff promotion, retention and recruitment, performance management, and leadership and staff training and development — as well as procurement and supplier diversity processes. Externally, it will assess and identify goals for applying racial equity to the organizations' work, including their deployment of resources and capital, the development and delivery of products and services, their partnerships with civic and community partners, and their advocacy efforts.

Location: Cross-site

Lead Partners: Metropolitan Planning Council, Sunshine Enterprises, Enterprise Community Partners, Elevated Chicago Leadership Council members, SPARCC members

Impact: Adoption of racial equity principles and priorities across the full built environment decision-making system; More meaningful community engagement/ownership in built environment decisions; More transparent decision-making and implementation processes

Process

3 Elevate eTOD & Resident & Business Retention in Policy Agendas

Name: Comprehensive, Retention-Focused Policy Agenda

Description: An integrated policy platform focused on retaining and expanding affordability, to potentially include property tax reform (including a tax delinquent structure strategy, revamping the property tax assessment process to reduce burden on low-income homeowners through the appeals process, and exploration of a property tax freeze for longtime residents on fixed incomes in rapidly gentrifying areas), promotion of community land ownership models, affordability preservation ordinances, rent control, and preservation of affordable units (including section 8 contracts), amongst other priorities.

Location: Cross-site

Lead Partners: Multiple Elevated partners, through Systems Change Working Group participation

Timeline: 2019-2020

Impact: Improved health/economic equity outcomes for residents of color; Increased ownership of homes, businesses, land and other assets; Decreased displacement of people of color; Greater prioritization of eTOD, affordability, and retention in policies and practices

Name: Creation of Neighborhood Retention Indicators & Metrics

Description: Design and development of a shared indicators for City and regional agencies, as well as private and civic sector developers and investors, to better track retention and vulnerability to displacement of neighborhood residents and small businesses.

Location: Cross-site

Lead Partners: Chicago Department of Public Health, Institute for Housing Studies at DePaul University

Timeline: 2018-2020

Impact: Greater prioritization of eTOD, affordability, and retention in policies and practices

Priority Projects

Name: Access to Opportunity & Innovation in Economic Development

Description: Policies that: 1) Support local job seekers by incentivizing local hiring initiatives and “hire local” strategies, including procurement through minority and women-owned enterprises, 2) Ensure an equitable, transparent distribution of workforce development investments that meet the needs of residents, and 3) Support longtime and aspiring small business owners, including support for tailored financial and coaching services with a focus on anti-displacement, adaptability and mitigation of barriers.

Location: Cross-site

Lead Partners: Elevated Chicago Cross-site work groups, Center for Changing Lives, Logan Square Neighborhood Association, Logan Square Chamber of Commerce, Local Initiatives Support Corporation

Timeline: 2018-2020

Impact: Improved health/economic equity outcomes for residents of color; Increased ownership of homes, businesses, land and other assets; Decreased displacement of people of color; Greater prioritization of eTOD, affordability, and retention in policies and practices

Name: Passive House Ordinance & International Building Code

Description: Update municipal code to further energy efficient construction for affordable, multi-unit buildings

Location: Cross-site

Lead Partners: LUCHA, Cross-site Elevated Chicago work groups

Timeline: 2018-2020

Impact: Improved health/economic equity outcomes for residents of color; Increased climate resilience in communities of color; Greater prioritization of eTOD, affordability, and retention in policies and practices

4 Increase Community Access to Adequate, Responsive Capital Sources

Name: Capital Funders Group

Description: Elevated Chicago's recommendations to its Leadership Council include the convening of a capital funders group for better understanding and coordination of existing resources and investment risk tolerances, including relevant government agencies working in the built environment.

Location: Cross-site

Lead Partners: Elevated Chicago Leadership Council, IFF, Enterprise Community Partners

Timeline: 2018-2020

Impact: Greater availability of capital for low income communities/communities of color; More transparent decision-making and implementation processes

Name: Designation of Elevated Chicago eHubs as Priority Areas for Investment

Description: Advocate for the designation of Elevated Chicago eHubs as priority areas (for e.g., as Opportunity Zones, leveraging the Ecodistricts framework, in State capital bill, in On To 2050 Regional Plan, etc) for coordinated support for growth and development.

Location: Cross-site

Lead Partners: Cross-site Elevated Chicago work groups

Timeline: 2018-2020

Impact: Decreased displacement of people of color; Increased climate resilience in communities of color; Greater prioritization of eTOD, affordability, and retention in policies and practices; Greater availability of capital for low income communities/communities of color



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