



Equitable **Transit-Oriented** Development Technical Assistance

IMPACT REPORT



levated Works ETOD Projects

2023 2025 Spring 2025

Bridging Visions, Accelerating Impact.

Over the past two years, by prioritizing collaboration, knowledge sharing and an agreed upon set of values, the Elevated Works Technical Assistance Program has supported 29 Equitable Transit Oriented Development (ETOD) projects, many of which are being led by first-time or emerging developers, and led to:

\$300M

INVESTED IN CHICAGO NEIGHBORHOODS

24

SITE ACQUISITIONS

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GROUND BREAKINGS 5

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AN ELEVATED CHICAGO INITIATIVE.



managed by Center for Neighborhood Technology

Momentum around ETOD or Equitable Transit-Oriented Development took off in Chicago in 2017, when the city was selected as one of six sites in the Strong, Prosperous, And Resilient Communities Challenge (SPARCC). Elevated Chicago was launched, bringing together residents, community organizations, artists, developers, nonprofits, funders, activists and policymakers, focused on shifting power and advancing equitable development near transit.

Elevated Chicago's advocacy and initial investment of grant funds, technical assistance and financing capital grew over the next five years, leading the City of Chicago to recognize the importance of ETOD as a way to rebuild after the COVID-19 pandemic. In 2022, \$10 million in American Rescue Plan funds were dedicated to ETOD pre-development and development grants (\$9M) and what would become the Elevated Works Technical Assistance Program (\$1M).

Elevated Works manages a pipeline of ETOD projects and offers one-on-one coaching, customized technical assistance scopes, system navigation support, peer connections among developers, and communications and storytelling services. We focus our efforts on supporting emerging Black, Latine and women developers working in communities that are experiencing displacement due to disinvestment or gentrification.

Elevated Works is led by the Center for Neighborhood Technology, is funded by the City of Chicago, the Chicago Community Trust and the MacArthur Foundation, and is a partnership with Elevated Chicago.



NINA IDEMUDIA, AICP

Chief Executive Officer Center for Neighborhood Technology

At the Center for Neighborhood Technology, we know that the most enduring change comes not from isolated projects, but from transforming the systems that shape our daily lives. That's why our work is focused on long-term, people-centered solutions that make our cities more just, resilient, and responsive to the communities they serve.

- We democratize the built environment. Our approach brings together rigorous data analysis with deep community partnerships to ensure local knowledge drives decision-making at every level.
- We build better systems. Our interdisciplinary team—spanning urban planning, data science, engineering, policy, and community development—creates the conditions for structural change to design systems that are equitable by design, not by exception.

We could not be prouder of our work with the City of Chicago and the Elevated Chicago network. Together, we launched a powerful model to direct investments toward community-led development—helping to seed and scale emerging developers who reflect and represent the neighborhoods they serve. By removing barriers and building pathways, we're not just creating opportunity—we're making it easier for every developer to participate fully in a more equitable, sustainable future.

This is how change happens: one system, one partner, one breakthrough at a time. We're grateful to all who made this work possible. If you're inspired by what you see in this report and want to bring something like this to your community—we'd love to connect.

With Appreciation, Nina Idemudia



JUAN SEBASTIAN ARIAS

Executive Director Elevated Chicago

We believe that every Chicagoan should be able to live, work, and play in a vibrant, healthy, and walkable community connected to public transit and all its benefits. We focus our work on people, especially Black, Brown and indigenous residents, developers, artists and others, on places affected by displacement, disinvestment, and other forms of inequity, and on processes that can repair harms, shift power, spark development, and engage communities.

The Elevated Works Technical Assistance program is a major step forward in putting this vision of ETOD into practice. Harnessing the expertise and knowledge of our collaborative partners, Elevated Works brings technical support, resources, and connections to first-time, emerging and community-based developers who are working hard to bring their visions to life—and to bring ETOD to Chicago's neighborhoods.

Elevated Works partners have provided over a thousand hours of coaching and technical assistance to the dozens of developers that the program supports. We meet aspiring developers where they are and leverage our network to help them get their project to the next step – whether site control or ribbon cutting.

We are excited to share the impacts of the Elevated Works program as well as our insights from the journey. We hope it can be a model for others doing this important work locally and nationally.

As always, there is more work ahead. We invite you to join us in the movement for vibrant, transit-connected communities in Chicago. Together, we can build the equitable city that we all deserve.

In gratitude and solidarity, Juan Sebastian Arias

our goals.



SUPPORT EMERGING DEVELOPERS **AND MOVE THEIR PROJECTS TOWARDS COMPLETION**



TRANSLATE COMMON BARRIERS INTO SYSTEM-LEVEL CHANGE WITH THE CITY OF CHICAGO

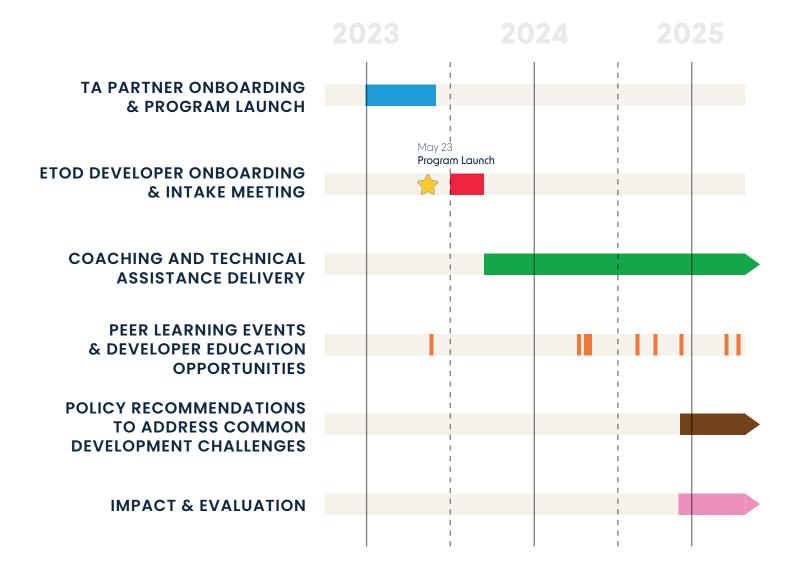


BUILD A LASTING, COLLABORATIVE COMMUNITY OF DEVELOPERS



CELEBRATE SHARED SUCCESSES AND COMMUNICATE THE IMPACT

our timeline.



our partners.

Through our experience and relationships within our communities, we know developers can benefit from additional technical assistance due to the complexities of Chicago's development process and zoning code, the newness of ETOD policies, and the longstanding systemic barriers for newer developers, especially those led by Black, Brown and Indigenous people.

Our TA providers offer expertise in architecture, capital readiness, climate resiliency and decarbonization, communications, community engagement, feasibility assessments, market analysis, public art, real estate readiness, shared ownership models, site acquisition, site activation, transportation planning, urban design and zoning.

The technical assistance Elevated Works provides helps grantees move their projects towards completion and more intentionally incorporate features of ETOD, like community engagement.

PROGRAM LEADERSHIP











TECHNICAL ASSISTANCE TEAM







Duo/·











Lamar Johnson

Collaborative 7







IN PARTNERSHIP WITH...





We are grateful for funding provided by the City of Chicago, the Chicago Community Trust, and the MacArthur Foundation.

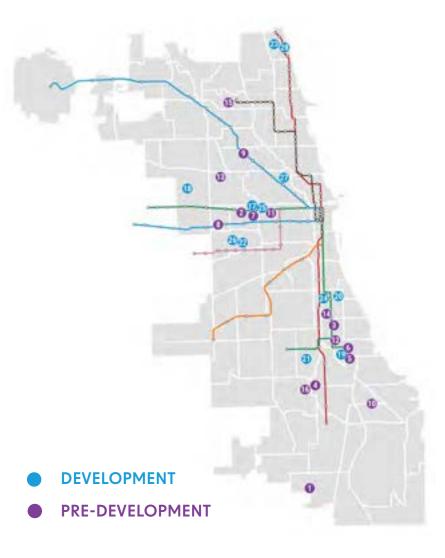


project map.

The Elevated Works TA program has worked directly with a cohort of 16 pre-development projects and 13 development projects that were awarded ETOD grants from the City of Chicago in 2023 and 2024.

To qualify for funding, each grantee had to demonstrate that their development intentionally advances racial, climate and health equity, improves accessibility, and/or addresses community priorities near a public transit stop (bus, CTA train or Metra).

These projects, in different ways, are all tackling systemic inequities by bringing resources to historically disinvested communities and building stronger, more vibrant neighborhoods.



121 W PULLMAN LOFTS

14-acre development that includes affordable and market-rate rental housing, parking, commercial retail, office space and an expansion of White Park.

548 ENERGY INSTITUTE WORKFORCE HUB

Renewable energy and solar workforce training hub with onsite educational facilities, hands-on training and labs, coworking spaces and offices, and the headquarters of 548 Foundation and 548 Energy Institute.

ABRAMS INTERGENERATIONAL VILLAGE

Site Control: June 2024

Intergenerational housing and community space for grandparents and their grandchildren.

AUBURN GRESHAM LOCAL MOBILITY HUB Site Control: November 2023

Mobility hub and community shuttle.

CLICK DEVELOPMENT, MARYLAND

Site Control: Secured Prior to Grant

Two-unit residential rehab project, with a focus on sustainability.

DEFINITION THEATRE

Site Control: February 2025

Theater, community center and entrepreneur incubator.

IGNATIAN MISSION CENTER

Rehabbed parish space to expand food pantry, counselling, legal aid and other social services.

MELODY SENIOR RESIDENCE COMMUNITY CENTER

Site Control: Secured Prior to Grant

Affordable residential units, senior services and community center.

METROPOLITAN L APARTMENTS

Site Control: January 2024

100% affordable residential units, street-front retail and community open space.

SAFE HARBOR - MAYFAIR ARTS CENTER

Site Control: Secured Prior to Grant

Community program spaces, a community kitchen, a lobby/gathering space, music practice rooms, a community greenhouse, accessibility features, bike sharing and distribution, EV charging stations, and solar/green enhancements.

ST. LEONARD'S CAMPUS REIMAGINED

Site Control: Secured Prior to Grant

Reentry programing to returning residents including transitional and permanent supportive housing, workforce training, life skills, integrated health and wellness care.

SUNSHINE COMMUNITY CENTER

Site Control: December 2023

Community center, athletic facilities, retail café, offices and spaces for business / workforce training.

TEAM PIONEROS

Site Control: Secured Prior to Grant

Latino cultural hub and JGMA Architect & Desian headquarters.

THE K

Site Control: November 2023

Mixed use development with office space, retail, café, innovation hub and event space

THE WORKSHOP

Site Control: August 2024

Rehab of a 100-year-old building as an artist workshop, rehearsal and performance space.

VOB FIELDING APARTMENTS

60 residential units.

2811 W. FULTON ST.

Opened: September 2024

Commercial space that's home to Chicago Printworks, a print shop that serves the arts community, Direction Tour Marketing, an arts marketing agency, Studio inHaus, an architectural rendering firm, and FlightFX, and aircraft simulator design firm.

AVENUE APARTMENTS

Opening: Spring 2025

Mixed use development with retail and residential apartments.

CLICK DEVELOPMENT, EVANS

Groundbreaking: Summer 2025

Seven-unit residential development.

20 **FOOD MATTERS**

> Public market, commercial and teaching kitchens, greenhouse and apartments.

LITTLE ANGELS LEARNING CENTER

Opening: Spring 2025

Childcare center serving children and families.

STARLING

Opened: September 2024

Community space, gallery, sound studio and home to Monday Coffee Co.

WILD ONION MARKET

Opened: June 2024

Community-owned grocery store.

P3 MARKETS HEADQUARTERS

Site Control: September 2024

Interior and exterior improvements to a multi-tenant retail space, including P3 headquarters.

RECONSTRUCTION WEST TRADE SCHOOL

Groundbreaking: Fall 2025

Rehabilitation of a two-story commercial structure for trade-related programming and education.

1600 S LAWNDALE BUSINESS HUB AND ART GALLERY

Groundbreaking: Fall 2025

Rehabilitation of a two-story commercial building as an arts incubator.

THE COMEDY CLUBHOUSE

Opening: Spring 2025

Interior improvements at a comedy training school.

CLARK COMMERCIAL CORRIDOR

Opened: January 2025

Interior and exterior improvements at a multi-tenant retail space, including roof repairs, HVAC and flooring.

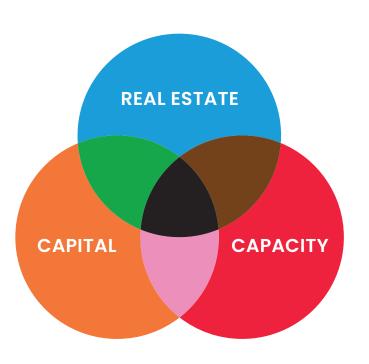
our impact.

Elevated Works unites expert organizations to serve Chicago's emerging ETOD developers, tackling the unique needs of community development projects and supporting \$300M invested in Chicago communities.

THE ROAD TO PROJECT COMPLETION

Technical assistance and coaching allow projects to efficiently overcome barriers and achieve development milestones, avoiding delays and added costs.

Example Project: 2811 W. Fulton St. (see their full case study on p.18)

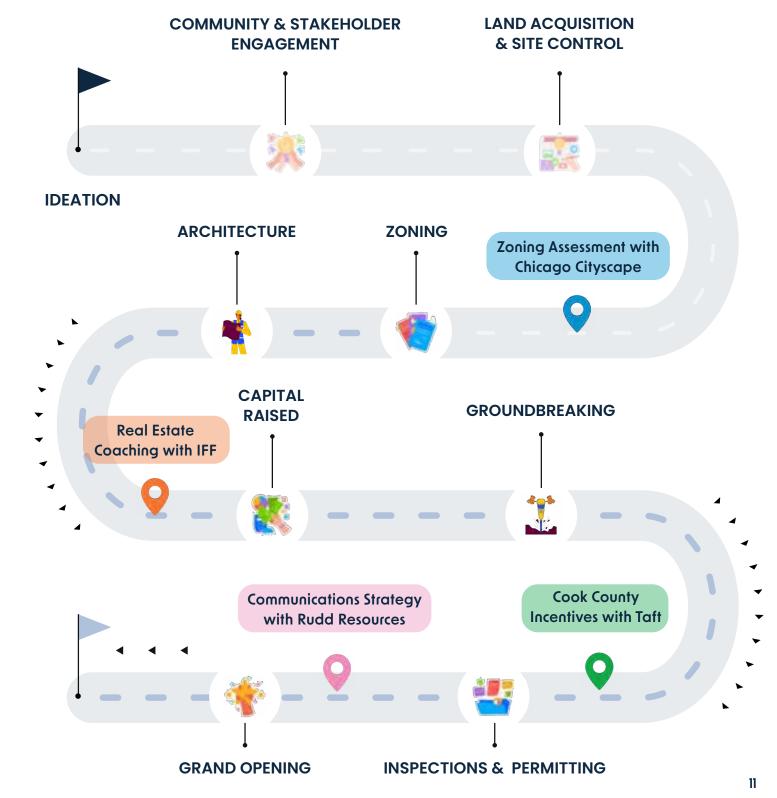


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The city's support of accessible, inclusive development is crucial for our communities to thrive. ETOD is important for people who rely on transit and active transportation, and it promotes green living, sustainability, and new opportunities for residents.

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01. COACHING & SYSTEM NAVIGATION

Of the 26 developers we worked with, nine were first-time developers, and nearly all had worked on five or fewer projects.. All developers received real estate coaching and system navigation support to help them assess and improve real estate readiness, capital readiness and organizational capacity. Through an intake meeting, we collected information on the developer's goals for the project, timeline and priorities. Then, through monthly or bimonthly check-ins, we provided one-on-one guidance and responded to challenges by connecting developers with technical assistance providers. As projects progressed, we gathered and transformed developers' insights into actionable items for City staff, to improve efficiency and smooth the process for future community developers.

02. TECHNICAL ASSISTANCE

Participating developers could access services from a range of experts focused on real estate services, community engagement, transportation planning, urban design and architecture, zoning, shared ownership models, market analysis, art and cultural retention, and communications. Over the course of the program, 28 technical assistance matches were made.

After engaging in technical assistance, developers were better positioned to address hurdles and move to the next stage of their project, equipped with a zoning assessment that clarified a pathway to a reduced number of parking stalls, renderings to include in a grant proposal, or an engagement plan to incorporate neighbors' ideas and build community support.

For complex processes,

Navigating light



Hit a roadblock?

Direct line to the City



• • • • •

OF COACHING DELIVERED

896 HOURS

Everyone's different,

Tailored assistance



940 HOURS

OF TA SERVICES
DELIVERED

WE HOSTED EDUCATIONAL WORKSHOPS FOCUSED ON KEY DEVELOPMENT AREAS:

April 26, 2024

Art is Real Estate | Hosted by Agape Collective

October 15, 2024

Site Conditions & Activation | Hosted by Lamar Johnson Collaborative

March 2025

Community Engagement 101 | Hosted by MUSE Community + Design

"TA Helped navigate complex city processes, such as zoning and accessing grant funds, which is challenging to handle by myself."

"We saved tens of thousands of dollars in consultant and attorney fees by providing free consulting services and studies" "You made it happen for us with the City in ways we couldn't have done on our own, getting over the bureaucratic hurdles."



"TA bridged the gap and helped us find angles we were missing, keeping doors open for up-and-coming developers."

03. PEER LEARNING AND COMMUNITY BUILDING

By investing in relationships between ETOD developers, we are building social capital and creating a community where developers can exchange stories, get advice and find shared power when tackling the development hurdles they face – we heard directly that sometimes the best technical assistance is simply the phone number of someone you can text with a question.

WE HOSTED EVENTS TO FOSTER THIS COMMUNITY:

May 22, 2023

Elevated Works Technical Assistance Provider Launch
Hosted by Elevated Chicago and The Hatchery

April 11, 2024

ETODay Party

Hosted by Elevated Chicago

April 26, 2024

Peer Learning Exchange #1

Hosted by Metropolitan Planning Council and Omni Ecosystems

July 12, 2024

Peer Learning Exchange #2

Hosted by Metropolitan Planning Council and Lamar Johnson Collaborative

December 11, 2024

Elevated Works Milestone Celebration

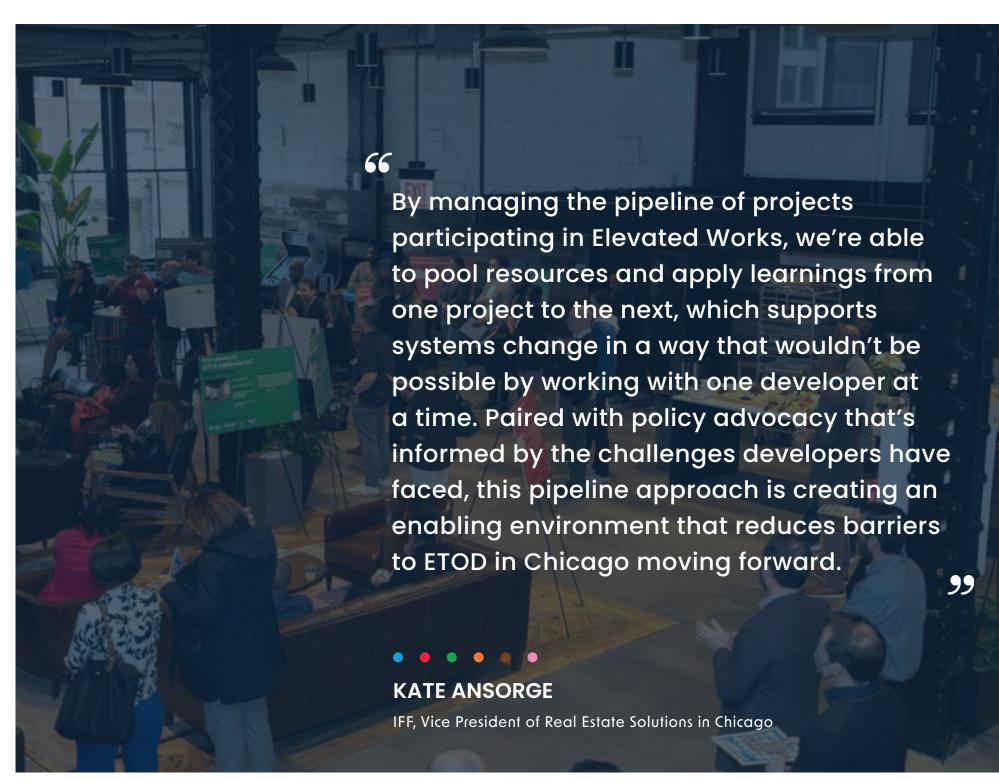
Hosted by Starling

If you need me, call me.

When Wild Onion Market had one of their refrigerators break, they quickly donated the perishables to fellow ETOD grantee, Ignatian Mission Center's Food Pantry, before they spoiled.

04. COMMON CHALLENGES AND POLICY

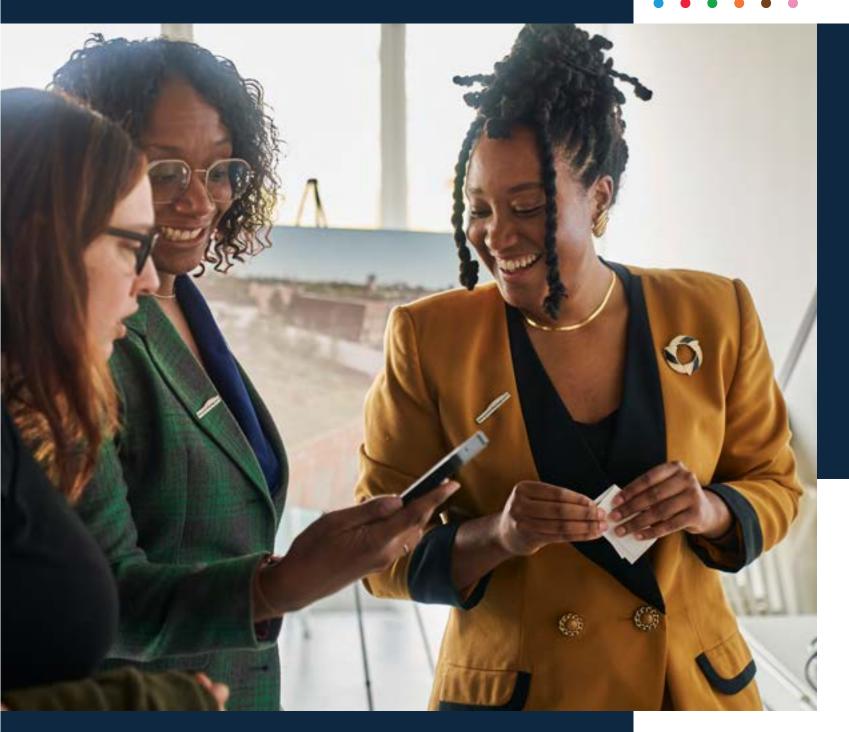
By tracking a cohort of projects advancing a shared priority of equitable and transit-focused development, we can easily understand how projects are progressing, identify common challenges and celebrate shared successes. This has allowed us to identify where the system is stuck and make recommendations for process improvement, increased interdepartmental coordination at public agencies, and system-level capital needs.



14 Our Impact 15

what we heard.

At the end of 2024, we interviewed participating developers to better understand our impact and identify opportunities to improve. Over a one-hour interview, we asked developers about the mission and leadership of their organization, characteristics and key milestones of their development projects, and their experience with Elevated Works.



WE TALKED TO 19 DEVELOPERS, AND:

100% said they would recommend the program to another developer.

... especially first-time developers and smaller community development projects!

Most of our developers are...



Community-focused

Addressing community needs and fostering engagement



Black, Latine and Women

Rooted in diversity and inclusion, empowering marginalized voices



Rising talents

We are supporting and elevating emerging developers to grow



The TA support was wildly helpful. The principle behind it –having an expert to ask questions to, was brilliant.

"

When asked about what features were most helpful, we heard three things.

- 1. During complex development processes, TA experts provided the support needed to navigate complicated City processes (such as zoning) and overcome hurdles.
- 2. The TA program was a direct line between developers and City staff; reducing risk for the City and smoothing communication for developers.
- 3. All development projects face unique challenges; providing tailored assistance results in higher impact.

16 Our Impact

Case Study #1

Chicago PrintWorks & Chicago Cityscape

Developer Coach



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I couldn't have done
it without this support

– TA has to be an
essential part of these
grant programs.

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Developer Chicago PrintWorks wanted to relocate to a historic century-old former gear factory in East Garfield Park. The building had zero off-street parking spaces, though current zoning required four spaces for office-use conversion.

Elevated Works TA provider Chicago Cityscape conducted a zoning assessment and outlined relief options from parking mandates. Per Cityscape's recommendation, Chicago PrintWorks ultimately took advantage of the "administrative adjustment" option in the Connected Communities Ordinance, which reduced required parking spaces from four to zero through a streamlined process that CityScape helped PrintWorks bring to the City's zoning administrator.

Chicago PrintWorks opened its doors to the public in September 2024.

Case Study: 2811 W Fulton & Chicago Cityscape



Case Study #2

Starling & IFF, Rudd Resources

Developer Coach

Starling, located in North Lawndale, is one part coffee shop, one part community space – an idea that emerged after Duo Development participated in the community's Quality of Life Plan process. Hearing from residents that there was a lack of locally owned spots for baby showers and parties, Starling was designed to be a space to replenish, gather, learn and create. Committed to local ownership, Duo Development is also working on plans for revenue-sharing with residents.

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The hardest part for me was whenever I felt like I had to justify to people that this was good idea. Being part of Elevated Works has been invaluable, because talk about not having to convince people! They got it from the start.

CARLOS ROBLES-SHANAHAN

Duo Development

Persuading decision-makers and funders of the need for a building like Starling in North Lawndale was a hard sell. Through Elevated Works, IFF's Real Estate Solutions team supported Duo Development with Owners Representative services and Rudd Resources provided communications strategy support.

Starling, with Monday Coffee as a permanent tenant, opened its doors in September 2024.

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Case Study #3

St. Leonard's Ministries & MUSE Community + Design

Developer Coach



St. Leonard's serves formerly incarcerated community members largely from the South and West Sides of Chicago, providing housing and offering comprehensive services to facilitate successfully returning to our communities. They received a pre-development grant from the City of Chicago to renovate their campus to improve the dignity, safety, accessibility, privacy and energy efficiency of the facilities.

Through Elevated Works, the St. Leonard's team worked with MUSE Community + Design to develop an engagement and communication plan for a community meeting before a Zoning Board of Appeals meeting. They implemented engagement and outreach strategies that were sensitive to St. Leonard's residents and effective for reaching the surrounding neighborhood. This partnership culminated in an Open House that showcased St. Leonard's impact.

what we've learned.

over the past two years,

WE'VE LEARNED A LOT, AND WE'RE CARRYING THESE LESSONS FORWARD:

- There are brilliant ideas out there; with pre-development funding, technical assistance and supportive policies, we even the playing field so emerging developers can bring them to life.
- Establishing trusting relationships shifts TA from transactional to transformative. This leads to longer-lasting benefits as developers build stronger networks and organizational capacity to inform future projects.
- Technical assistance works best as a suite of offerings, combining real estate support with capacity building and system navigation, where developers have the autonomy to choose the components that best serve them.
- Governments and philanthropy have the opportunity to invest early and get projects off the ground. TA programs build and maintain bridges between funders and developers and prevent projects from falling out of the pipeline.
- Local developers add to the fabric of the community, preventing displacement, celebrating community culture, and building the future while remaining rooted in history.

people are talking.



ELEVATED WORKS ETOD TA PROGRAM

PUBLISHED: JUNE 2. 2023

Elevated Works Technical Assistance Launch Read the article: https://elevatedchicago.org/elevatedworks-technical-assistance-launch/

PUBLISHED: MAY 8, 2024

Elevated Chicago's new leader on how to build more support for equitable transit-oriented development Read the article: https://chi.streetsblog.org/2024/05/08/elevated-chicagos-new-leader-on-how-to-build-more-support-for-equitable-transit-oriented-development

PUBLISHED: SEPTEMBER 10, 2024

Chicago seeing results from public support for Equitable Transit-Oriented Development local visions, expert advice Read the article: https://cnt.org/stories/chicago-seeing-results-from-public-support-for-equitable-transit-oriented-development-local

PRESENTED: OCTOBER 22, 2024

Tales from Two Cities: Empowering Communities with Resources to Achieve ETOD (MPact Transit + Community Conference) Read more: https://www.mpactmobility.org/event/tales-from-two-cities-empowering-communities-with-resources-to-achieve-etod/

PUBLISHED: OCTOBER 22, 2024

ETOD Walking Tour of Bronzeville and Washington Park Read more: https://elevatedchicago.org/etod-walkingtour/

PUBLISHED: DECEMBER 11, 2024

With jokes about zoning and parking spots, developers celebrate a year of equitable transit-oriented development success

Read the article: https://cnt.org/stories/with-jokes-about-zoning-and-parking-spots-developers-celebrate-a-year-of-equitable-transit

PUBLISHED: FEBRUARY 26, 2025

"L"-evating Chicago Neighborhoods Through Equitable
Transit-Oriented Development

Read the article: https://iff.org/l-evating-chicagoneighborhoods-through-equitable-transit-orienteddevelopment/

HIGHLIGHTING ELEVATED WORKS ETOD PROJECTS

PUBLISHED: FEBRUARY 22, 2023

Rogers Park Food Pantry Reopens in New Location After Closure of St. Ignatius Parish

Read the article: https://blockclubchicago. org/2023/02/22/rogers-park-food-pantry-reopens-in-new-location-after-closure-of-st-ignatius-parish/

PUBLISHED: MAY 23, 2023

A Community Center Partly Financed by Neighbors Could Open in North Lawndale Next Year

Read the article: https://blockclubchicago. org/2023/05/23/a-community-center-partly-financed-by-neighbors-could-open-in-north-lawndale-next-year/

PUBLISHED: MARCH 27, 2024

Edgewater and Logan Square could see new affordable housing towers as nonprofit developer spreads its wings Read the article: https://www.chicagotribune.com/2024/03/27/edgewater-logan-square-affordable-

PUBLISHED: APRIL 21, 2024

housing/

Celebrating ETOD grantees at ETODay Party

Read the article: https://elevatedchicago.org/celebratingetod-grantees-at-etoday-party/

PUBLISHED: MAY 14, 2024

Wild Onion Market, Rogers Park's Long-Awaited Grocery Co-Op, Opening in June

Read the article: https://blockclubchicago. org/2024/05/14/wild-onion-market-rogers-parks-long-awaited-arocery-co-op-openina-in-june/

PUBLISHED: JUNE 2, 2024

Co-op grocery store Wild Onion Market opens in Rogers Park

Read the article: https://chicago.suntimes.com/small-business/2024/06/12/wild-onion-market-coop-grocery-store-rogers-park

PUBLISHED: JUNE 14, 2024

After years of development, Wild Onion Market co-op opens in Rogers Park

Read the article: https://www.chicagotribune.com/2024/06/14/wild-onion-market-co-op-opensrogers-park/

PUBLISHED: JULY 26, 2024

Workshop Arts Collaborative Aims to Open Studio And

Event Space In Albany Park

Read the article: https://blockclubchicago. org/2024/07/26/workshop-arts-collaborative-aims-to open-studio-and-event-space-in-albany-park/

PUBLISHED: SEPTEMBER 18, 2024

Washington Park Community Center Gets City Council OK Read the article: https://blockclubchicago. org/2024/09/18/washington-park-community-center-project-gets-city-council-ok/

PUBLISHED: OCTOBER 18, 2024

Lawndale Christian Development Corporation celebrates milestones, new projects

Read the article: https://www.austinweeklynews.com/2024/10/18/lawndale-christian-development-corporation-celebrates-milestones-new-projects/

PUBLISHED: OCTOBER 25, 2024

Former Garfield Park Factory Turned into Tech, Design Business Center Thanks to City Grant

Read the article: https://blockclubchicago. org/2024/10/25/former-garfield-park-factory-turned-into-tech-design-business-center-thanks-to-city-grant/

PUBLISHED: NOVEMBER 5, 2024

City Council Approves Abrams Intergenerational Village Read the article: https://chicago.urbanize.city/post/citycouncil-approves-abrams-intergenerational-village

PUBLISHED: NOVEMBER 11, 2024

Starling: North Lawndale's First Transit-Oriented Multipurpose Space and Coffeehouse

Read the article: https://cnt.org/stories/starling-north-lawndales-first-transit-oriented-multipurpose-space-and-coffeehouse

PUBLISHED: NOVEMBER 18, 2024

Restaurant news: Monday Coffee opens an experiential café on the West Side of Chicago

Read the article: https://www.chicagotribune.com/2024/11/18/restaurant-news-monday-coffeechicago-openings-closings/

PUBLISHED: MARCH 3, 2025

How Illinois' first lady and Willette Benford are giving second chances to women leaving prison

See the segment: https://www.cbsnews.com/news/former-incarcerated-person-illinois-first-lady-mk-pritzker-prison-reform/

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24 People Are Talking





Designed by Eclipse Design & Insights info@eclipsechicago.com