

# 2024 ANNUAL REPORT







# LETTER FROM THE BOARD CHAIR

2024 was another exciting year for Chicago Development Fund (CDF), the City of Chicago’s New Markets Tax Credit (NMTC) financing entity. In addition to receiving an award of \$50 million in NMTC allocation from the Community Development Financial Institutions (CDFI) Fund, CDF deployed \$57.5 million in NMTC allocation into six transformative projects, including:

- a full-service grocery store increasing access to affordable, high-quality groceries for food desert residents in Austin;
- a manufacturing facility providing quality, accessible jobs and training opportunities in Humboldt Park;
- a Federally Qualified Health Center in a medically underserved area in North Lawndale;
- a community hub for information technology skills training and job creation in Greater Grand Crossing;
- a vibrant economic hub anchored by a commercial laundry social enterprise in North Lawndale; and
- a multi-tenant community facility co-locating healthcare, youth programming, job training, and financial service providers in West Garfield Park.

Since its founding in 2005, CDF has received a total of \$571 million in federal NMTC allocation. As of the end of 2024, it has deployed \$506 million of those resources to 52 projects, prioritizing investments on the city’s South and West Sides that:

- increase access to healthcare, programs for at-risk youth, job training, and other vital community services,
- eliminate food deserts by bringing new retail grocery projects to underserved areas, and
- create and retain well-paying jobs that are accessible to residents of low-income communities.

CDF’s successes are the result of collaboration with community organizations, board members, and elected officials. We look forward to continuing to nurture these partnerships in support of high impact projects in 2025 and beyond.

With gratitude,

Ciere Boatright  
Chair of the Board of Directors  
Chicago Development Fund



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BUILD (Photo Credit: Tom Harris)

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# 01 OVERVIEW

## CDF History

On July 27, 2005, the Chicago City Council passed a resolution authorizing the creation of CDF, an Illinois not-for-profit corporation. The purpose of CDF is to assist the community and economic development activities of the City of Chicago by using the federal NMTC program to invest in Low-Income Communities (LICs). CDF was certified by the Community Development Financial Institutions Fund (CDFI Fund) of the U.S. Treasury as a Community Development Entity (CDE) in August 2005, making it eligible to compete for and use NMTCs.

## Tax Credit Allocation Authority

CDF applies for and is awarded NMTC allocation in a competitive federal NMTC application process. To generate capital for projects, tax credit investors – typically, large commercial banks that are active in Chicago – make Qualified Equity Investments (QEIs) into CDF. These QEIs are then used to provide subsidized financing to projects that meet NMTC criteria and CDF’s investment priorities.

Through 2024, CDF has received \$571 million in NMTC allocation, 89% of which has been deployed to 52 high impact projects in the City of Chicago (summarized in table to right). This allocation has generated \$157 million in NMTC equity and supported a total of \$1.115 billion in new investment.

ROUND	RECEIVED	CLOSED	REMAINING	CLOSED %
4th (2006)	\$100 M	\$100 M	\$0	100%
7th (2009)	\$55 M	\$55 M	\$0	100%
8th (2011)	\$18 M	\$18 M	\$0	100%
9th (2012)	\$65 M	\$65 M	\$0	100%
11th (2014)	\$43 M	\$43 M	\$0	100%
13th (2016)	\$75 M	\$75 M	\$0	100%
16th (2019)	\$55 M	\$55 M	\$0	100%
17th (2020)	\$55 M	\$55 M	\$0	100%
19th (2022)	\$55 M	\$35 M	\$20 M	64%
20th (2023)	\$50 M	\$5 M	\$45 M	10%
<b>TOTAL</b>	<b>\$571 M</b>	<b>\$506 M</b>	<b>\$65 M</b>	<b>89%</b>

### About New Markets Tax Credits

Congress created the NMTC program in 2000 to incentivize investments that create jobs and provide services in economically disadvantaged areas. The CDFI Fund, a division of the U.S. Department of Treasury, administers the NMTC program. Through 2024, the CDFI Fund has made 1,667 awards totaling \$81 billion in tax credit authority to Community Development Entities.

The NMTC program is used primarily to fund commercial, industrial, community facility, and mixed-use real estate projects, as well as operating businesses located in qualifying LICs. NMTCs can provide “gap financing” covering up to about 20% of a project’s capital costs, usually in the form of low-interest, forgivable debt.



## 02 GOVERNANCE

CDF’s activities are overseen by a Governing Board and an Advisory Board, the compositions of which are described below, and staffed by the City of Chicago’s Department of Planning and Development (DPD).

### Governing Board

The Governing Board, which met on January 19 and December 5, 2024, is composed of the following officials:

- Commissioner of DPD (Chair of the Governing Board)
- Director of the Office of Budget and Management
- Chief Financial Officer (or City Comptroller, in absence of a CFO)
- City Treasurer
- Chair of the Committee on Finance of the City Council
- Chair of the Committee on Economic, Capital and Technology Development of the City Council
- Chair of the Committee on the Budget and Government Operations of the City Council
- DPD Employee appointed by the Board Chair
- Chair of CDF’s Advisory Board

### Advisory Board

CDF’s Advisory Board, which met on January 19 and December 3, 2024, evaluates CDF’s investment activities in furtherance of the organization’s mission, reviewing all major CDF policies and proposed investments of NMTC allocation and making formal recommendations to the Governing Board. At all times, the Advisory Board maintains accountability to Chicago’s LICs through members who are LIC representatives.<sup>1</sup> These members bring valuable perspective to decisions on the investment decisions of Chicago’s underserved neighborhoods through their experience with community development and the local organizations with which they are affiliated. The DPD Commissioner serves in an ex-officio capacity on the Advisory Board. Up to eight additional members are appointed by the Mayor and approved by City Council. The appointed members serving in 2024 included:

Name	Title & Professional Affiliation
Rafael Leon (Chair)	Executive Director, Chicago Metropolitan Housing Development Corporation
Craig Chico	President & CEO, Back of the Yards Neighborhood Council
Edward Coleman	Secretary of the Board of Directors, West Side Forward; and Founder, EAC Consulting
Jaime DiPaulo	President & CEO, Illinois Hispanic Chamber of Commerce
Angela Hurlock	Executive Director, Claretian Associates; and Chairperson, Chicago Housing Authority Board of Commissioners
Maxine Mitchell	Founder and President, Applied Real Estate Analysis, Inc.
Carlos Nelson	Executive Director, Greater Auburn-Gresham Development Corporation
Rev. Richard Tolliver	President & CEO, St. Edmund’s Redevelopment Corporation

<sup>1</sup> As of December 31, 2024, 78% of members were LIC representatives, substantially greater than the 20% minimum required by the CDFI fund

## 03 INVESTMENT PRIORITIES

CDF uses its NMTC allocations to provide critically-needed financial support to projects in Low-Income Communities (LICs) on the South and West sides of the City, focusing on three major project types:



### COMMUNITY FACILITIES

*Providing healthcare, job training, and other vital services in LICs*

CDF supports facilities and organizations that provide low-income residents with key services that improve their quality of life. CDF has closed on financing for 32 such projects through 2024, including job training facilities, health clinics, and social service centers.

#### **RECENT EXAMPLE: ASPIRE CENTER**

Redevelopment of a closed elementary school into a 38,000-square-foot community resource and manufacturing workforce training center with programmatic space. The project will serve more than 6,000 hard-to-employ individuals annually with comprehensive employment preparedness and skills development services.



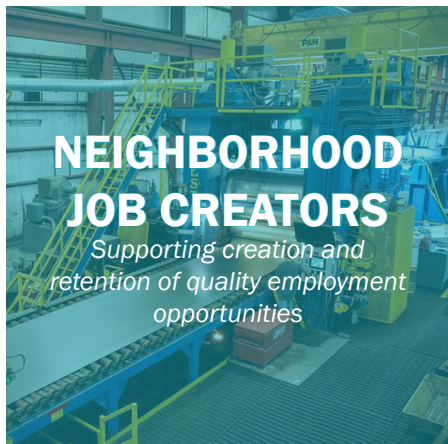
### GROCERY RETAIL

*Expanding access to fresh and healthy foods*

CDF enhances the City's healthy foods access initiatives by providing financing for grocery stores in food deserts and other underserved areas. Through 2024, six such developments have received financing from CDF, providing their communities with 208,000 square feet of full-service grocery and retail space.

#### **RECENT EXAMPLE: JEFFERY PLAZA**

Acquisition of 113,300-square-foot Jeffery Plaza shopping center plus renovation and equipment purchase and installation for a 62,300-square-foot Shop & Save Market grocery store in the center's former Dominick's space. The project expanded healthy foods access for over 69,000 food desert residents.



### NEIGHBORHOOD JOB CREATORS

*Supporting creation and retention of quality employment opportunities*

CDF invests in projects that serve as vital engines for economic opportunity for disadvantaged residents by supporting high-quality, accessible jobs in their neighborhoods. Through 2024, CDF has provided NMTC allocation in support of 14 projects in this category.

#### **RECENT EXAMPLE: SIEGAL STEEL**

NMTC financing supported equipment expenditures at a steel coil processing plant in Brighton Park. The project supports more than 60 FTEs, 100% of which receive a living wage and benefits and 98% of which are accessible without a four-year degree.

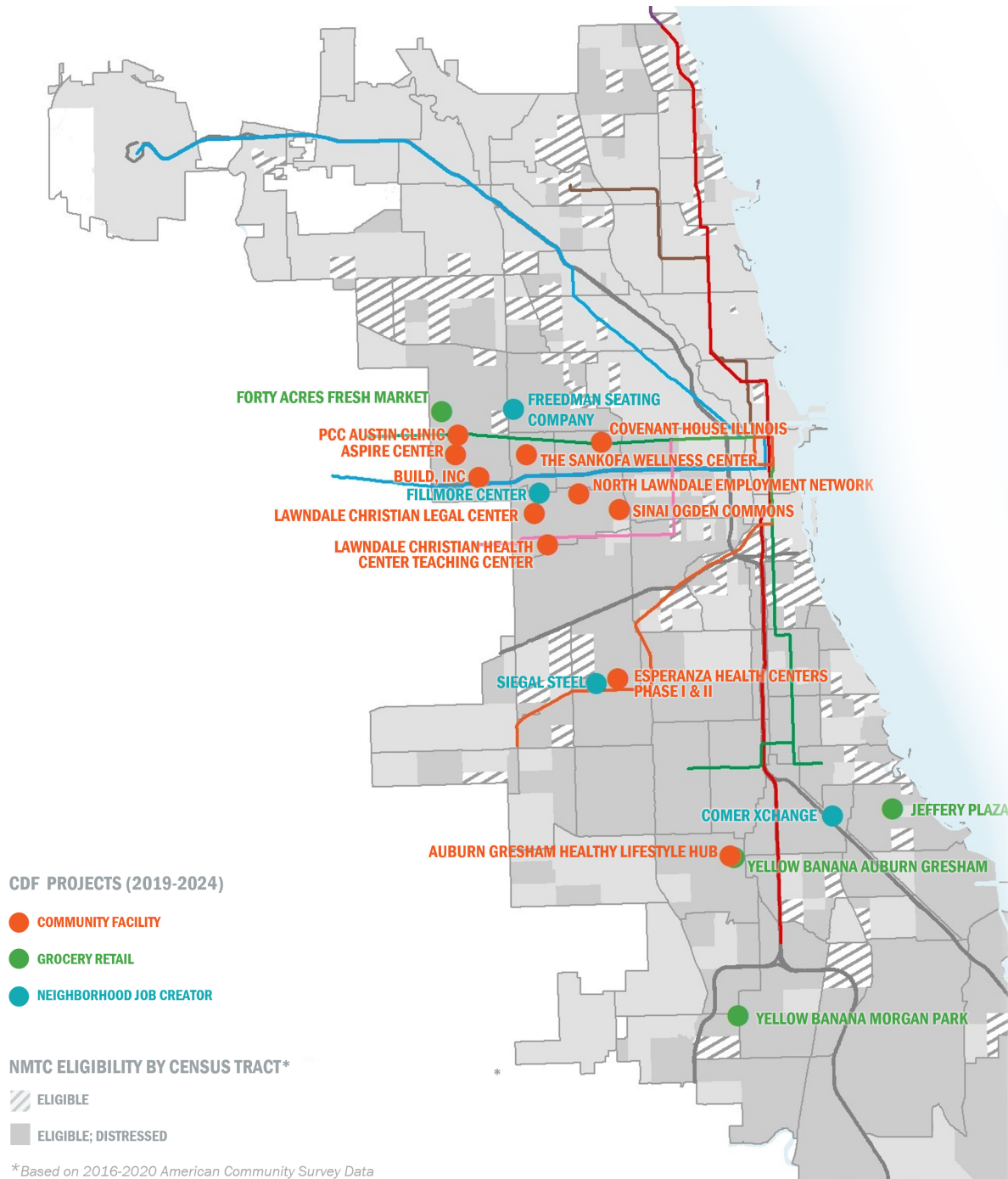




The CDFI Fund designates a subset of NMTC-eligible census tracts as being particularly distressed based on American Community Survey (ACS) data. On average, CDFI's projects lie in tracts that far exceed the distress requirements:

	Median Family Income as % of Area Median Income	Poverty Rate	Unemployment Rate as function of National Average
CDF Track Record*	46%	34%	2.5x
Distressed Requirement	≤60%	>30%	≥1.5x

\* per the relevant ACS at the time of investment



## 04 COMMUNITY & ECONOMIC IMPACTS TO DATE

### SERVICES

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32

projects supported that offer health care, job training and placement, after-school programs, and education

1.41M

total square feet developed for community facilities serving low-income residents with vital community services

82%

of participants are low-income

291,000

clients anticipated to be served annually at full operation

### HEALTHY FOODS

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6

projects provide retail access to healthy foods

208,000

total square feet addressing healthy food access

100%

of projects are SNAP and/or WIC certified

248,000

residents of USDA-designated Low-Income, Low-Access areas living within each stores' primary trade radius



## JOBS

# 6,700

FTEs anticipated to be supported at full operation  
*(1 FTE per \$23,400 in NMTC subsidy)*

# \$51,800

average annual wage for full-time positions

# 98%

of full-time positions offer health benefits

# 73%

of full-time positions are accessible without a college degree

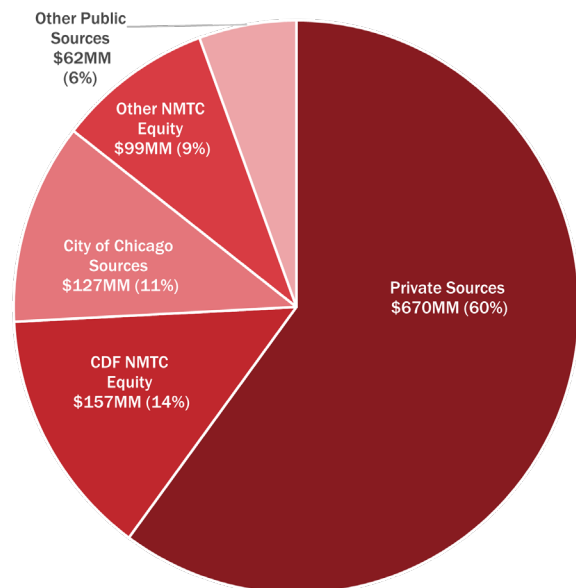
## LEVERAGING PRIVATE INVESTMENT

# \$506M

in NMTC allocation provided to 52 projects

# \$1.115B

supported in total project investment





## 05 COMMUNITY SPOTLIGHT: EAST GARFIELD PARK

CDF is a place-based CDE that invests in alignment with city initiatives and local revitalization strategies, prioritizing projects that build critical momentum to support lasting change. CDF’s three investments in East Garfield Park (see right) exemplify this approach.

Together, the projects received \$8.3MM in NMTC equity from CDF and have generated the following impacts:

**282**  
permanent FTEs supported,  
96% of which earn  
a Living Wage

**4,625**  
community residents  
receiving high-quality,  
affordable healthcare

**1,332**  
youth provided with preschool,  
academic support, mentorship,  
and college readiness initiatives

**488**  
homeless youth receiving shelter  
and supportive services

**3,044**  
individuals provided with  
increased access to healthy food

### ABOUT EAST GARFIELD PARK

In the early 1900s, East Garfield Park was a thriving community centered around West Madison Street, a commercial beltway known as the “Equator of Chicago” until it was devastated in the 1968 Chicago riots when more than 100 commercial buildings were destroyed in fires. This destruction, paired with decades of racially discriminatory policies and disinvestment, led to significant population loss, high unemployment rates, low life expectancy rates, and low household incomes.

Despite these challenges, East Garfield Park residents and stakeholders have been working tirelessly to increase local investment and economic opportunities to revitalize their neighborhood. In 2005, more than 400 East Garfield Park residents and stakeholders came together to develop the East Garfield Park Quality of Life Plan (QLP) to support a renewed vision for the community. The plan’s strategies focused on supporting affordable, quality housing options, revitalized and walkable business districts, opportunities for living-wage jobs, and promoting the holistic health and well-being of the East Garfield Park community and its residents.

The Garfield Park Community Council was created in 2005 to champion resident-led initiatives stemming from the QLP process. Since 2012, GPCC has developed and implemented more than 60 local projects with at least 50 partner organizations and facilitated more than \$50 million in community investment. Accomplishments include launching the Garfield Park Neighborhood Market, housed at The Hatchery, which offers local entrepreneurs a platform to sell their products and increase access to fresh produce in the neighborhood.



## Breakthrough Urban Ministries



In 2013, CDF's \$13 million NMTC QEI supported the development of two buildings for Breakthrough Urban Ministries (Breakthrough), including the 9,500-square-foot Joshua Center that houses a homeless shelter for women and a client-choice food pantry, and the 42,500-square-foot FamilyPlex which features a daycare, library, FQHC health clinic operated by Lawndale Christian Health Center, and classroom space for youth education programs. Together, the sites provide healthcare to more than 4,600 patients, supply healthy food to 3,000 individuals, support 1,300 students with youth programming, and serve 1,400 homeless women annually.

**QLP Alignment:** Improve or expand services and programs that create healthy individuals and families.

## The Hatchery

In 2018, CDF's \$5 million NMTC QEI supported the construction of a new 63,000-square-foot kitchen incubator for emerging food businesses at W. Lake Street and Kedzie Avenue. The project is a joint venture between Allies for Community Business Chicago, a nonprofit microlender, and the Kinzie Industrial Development Corporation to support entrepreneurs in the food industry. The Hatchery has the capacity to host up to 75 small businesses at a time and provide them with industry-specific services, including sales support, marketing, accounting, human resources, licensing, workforce development, and networking, and it offers monthly free entrepreneurship classes for community members and discounted memberships for 20 community residents.



**QLP Alignment:** Revitalize and strengthen small business owners, employers, and entrepreneurs

## Covenant House Illinois



In 2021, CDF's \$8.5 million NMTC QEI supported the acquisition and renovation of a 24,300-square-foot building into a permanent home for Covenant House Illinois (CHIL), a nonprofit that provides shelter and supportive services to homeless youth aged 18-24. The project features 40 shelter beds, a Youth Development Center, a commercial kitchen, recreation space, and administrative headquarters. The Project allowed CHIL to expand to serve more than 400 at-risk and homeless youth annually with comprehensive social services, including clinical case management, employment support, education, and basic resources and improved care coordination by consolidating shelter and services under one roof.

**QLP Alignment:** Address health, safety, and well-being issues of community youth.

## 05 2024 FUNDING ACTIVITY

### Forty Acres Fresh Market



**Project Type**  
Grocery Retail

**CDF NMTC Allocation**  
\$9 million

**Community Area**  
Austin

**Closing Date**  
January 19, 2024

**Scope**  
Rehabilitation of a vacant 11,800-square-foot building into a multi-tenant facility anchored by a neighborhood-serving grocery store

#### Sponsor

Soul City Chicago LLC is a 50/50 joint venture between Westside Health Authority (WHA) and healthy foods entrepreneur Liz Abunaw, who have partnered to bring a full-service grocery store to the Austin community. Serving the Austin neighborhood and Chicago’s West Side since 1988, WHA is a minority-owned 501(c)(3) whose mission is to improve the health and wellbeing of the community through solutions such as community centers focused on health and wellness. Forty Acres Fresh Market is a minority- and woman-owned enterprise that operates a mobile grocery store and hosts weekly pop-up markets in underserved communities, providing underserved residents with quality and affordable foods.

#### Features

Forty Acres Fresh Market (FAFM) will operate a 9,700-square-foot, full-service grocery store, anchoring the building. FAFM’s grocery store includes a fresh produce section, meat counter, prepared food deli, and curated assortment of dry, refrigerated, frozen, and general merchandise grocery. The remaining space in the building will be a PNC Bank Branch.

#### Impact

The project will increase access to affordable fresh food retail for over 40,700 low-income community residents, including approximately 31,800 USDA Food Desert residents, within a one-mile radius. At full operations, FAFM is expected to support 25 permanent FTEs, all of which are accessible without a high school diploma, and it will work with Cara, WHA Reentry Program, and North Lawndale Employment Network to hire community residents.

## Freedman Seating Company



### Project Type

Neighborhood Job Creator

### CDF NMTC Allocation

\$11 million

### Community Area

Humboldt Park

### Closing Date

January 24, 2024

### Scope

Acquisition and rehabilitation of a 263,400-square-foot building to expand a manufacturing facility

### Sponsor

Freedman Seating is a family-owned and operated business that has been engineering and manufacturing seats and seating related products for over 125 years. Freedman Seating's product lines include bus, rail, marine, delivery truck, specialty, and commercial vehicle seating. The NMTC project is the company's second major expansion project in 10 years, the result of growing operations and continuous improvement in industry performance.

### Features

The project allows Freedman Seating to reconfigure production to increase efficiency and expand their operations. Freedman Seating will occupy 165,750 square feet of the acquired facility, the balance of which will remain occupied by several existing tenants.

### Impact

At full operation, the project is expected to support nearly 700 permanent FTEs, 99% of which will receive a living wage and/or benefits, including health insurance, retirement matching, and tuition reimbursement. 93% of roles will be accessible without a four-year degree and provide access to in-house training opportunities that support employee advancement. Freedman Seating will recruit employees in partnerships with more than 20 community organizations, including Jane Addams Resource Corporation, Skills for Chicagoland's Future, Manufacturing Renaissance, Safer Foundation and READI Chicago.

## Lawndale Christian Health Center Teaching Center



### Project Type

Community Facility

### CDF NMTC Allocation

\$11 million

### Community Area

North Lawndale

### Closing Date

March 14, 2024

### Scope

Construction of a 35,000-square-foot health center

### Sponsor

Lawndale Christian Health Center (LCHC) is a minority-controlled Federally Qualified Health Center seeking to address the lack of affordable, quality comprehensive health care services on Chicago's West Side. LCHC operates 10 clinics on the West Side, offering primary care, specialty care, support services, senior day services, and fitness programming.

### Features

The project, which expands LCHC's existing Ogden Medical Corridor, will house three distinct clinics, including an optometry clinic with 12 exam rooms; a senior clinic featuring 14 exam rooms, a phlebotomy suite, a wellness library, and other support areas; and a new residency clinic with 18 exam rooms and ample teaching space to train medical staff.

### Impact

The project greatly expands LCHC's capacity to deliver health care services that are critically needed in the medically underserved communities on Chicago's West Side. At full operation, LCHC will provide primary care, optometry, and senior health services to 11,000 unique patients annually. In addition to increasing access to care, the new residency clinic will support 18 Family Medicine resident physicians, creating a pipeline of diverse medical professionals to serve communities like Lawndale that face physician and medical support staff shortages. The project is expected to employ more than 100 permanent FTEs, 100% of which will receive living wage and/or benefits.



# Comer Xchange



**Project Type**

Neighborhood Job Creator

**CDF NMTC Allocation**

\$9 million

**Community Area**

Greater Grand Crossing

**Closing Date**

July 12, 2024

**Scope**

Rehabilitation of a 26,000-square-foot vacant building into a hub for technology skills training and job creation

**Sponsor**

Xchange Chicago is a revitalization effort that builds on existing talent and leverages local expertise to offer pathways to upward mobility and wealth generation. Co-leaders of Xchange include the Comer Science and Education Foundation, SDI Presence, and P33.

**Features**

The project will be anchored by minority-owned IT services provider SDI Presence, which will operate a service center and innovative paid technology apprenticeship program for disadvantaged residents. The building will also include space leased to United Way of Metropolitan Chicago for a 2-1-1 call center, office space for an additional third-party tenant, and a community cafe and commercial kitchen.

**Impact**

Xchange Chicago's pre-apprentice training program will provide 100 clients annually with technical skills training and wraparound support services. Upon completion of the program, clients will be hired into full-time, nine- to twelve-month paid technology apprenticeships through SDI Presence. Apprenticeships will focus on such skills as help desk support and IT infrastructure and consist of continued training and placement with third-party businesses leading to permanent employment. At full operation, the project will support more than 180 permanent FTEs.

## Fillmore Center



### Project Type

Neighborhood Job Creator

### CDF NMTC Allocation

\$7.5 million

### Community Area

North Lawndale

### Closing Date

October 17, 2024

### Scope

Redevelopment of a vacant 168,000-square-foot building into a vibrant, multi-tenant economic hub

### Sponsor

North Lawndale Catalyst Initiative, Inc. (NLCI) is an entity of the Steans Family Foundation (SFF), created to identify and leverage economic opportunities for minority-owned businesses and residents within North Lawndale. SFF works closely with North Lawndale community leaders and organizations to build and enhance programs that advance workforce development, education, job creation, and increased economic opportunity in the community.

### Features

NMTC financing supports equipment purchase and installation for Fillmore Linen Services, a new 45,000-square-foot commercial laundry social enterprise primarily serving Chicago's healthcare system that will anchor the project. The remaining space in the building will be leased to various small local minority-owned businesses including Southside Blooms, Kribi Coffee Air Roastery, CurlMix, and additional third-party tenants.

### Impact

Designed to support Chicago's healthcare system, Fillmore Linen Services is part of SFF's efforts to advance job creation and increase economic opportunity for North Lawndale residents. At full capacity, Fillmore Linen Services is expected to create more than 180 jobs, 100% of which are accessible without a four-year degree and will receive a living wage and benefits. Fillmore Linen Services will actively recruit low-income and hard-to-employ community residents for jobs at the project through community partners including NLEN, Chicago CRED, CHICAT, Jane Addams Resource Corporation, and more. Third-party tenants will support more than 50 additional permanent FTEs.

# Sankofa Wellness Center



### Project Type

Community Facility

### CDF NMTC Allocation

\$10 million

### Community Area

West Garfield Park

### Closing Date

December 17, 2024

### Scope

Construction of a 56,000-square-foot multi-tenant community facility

### Sponsor

The Community Builders (TCB) is a leading nonprofit housing organization that develops, finances, and operates residential communities, neighborhood amenities, and resident opportunity programs. Since its founding in 1964, TCB has built a management portfolio that exceeds 14,000 apartment homes in fifteen states and the District of Columbia. In Chicago, TCB has developed over 1,700 apartments, as well as a school of performing arts, a health center, a grocery store, community retail and restaurants, and a Chicago Park District field house.

### Features

This project marks the first phase of the Sankofa Wellness Village, a Chicago Prize winning initiative to revitalize West Garfield Park. Project elements include a Federally Qualified Health Center by Erie Family Health, a full-service YMCA, behavioral health services by Rush University, an education hub, Garfield Park Rite to Wellness Collaborative offices, and a community-owned Leaders Network Credit Union and café.

### Impact

The project seeks to improve health outcomes for West Garfield Park residents by serving more than 42,000 individuals annually with healthcare, workforce development, youth programming, and financial literacy services. Erie Family Health Center and Rush University will provide primary care, dental, and behavioral health services. West Side United will operate a clearinghouse to connect residents with job training and placement in careers like health IT, patient care, and phlebotomy at partner hospitals. The YMCA of Metropolitan Chicago will provide drop-in childcare, out-of-school programs, fitness activities, and wellness education.

## 05 2024 PROJECT UPDATES

Based on the federal program regulations, NMTC-financed projects have a 7-year compliance period. The following transactions successfully reached the end of their compliance period in 2024 and unwound in good standing.

### La Casa Norte



Photo Credit: Tom Harris

In June 2017, CDF provided \$9.5 million in NMTC allocation to finance the construction of Pierce House, a 47,000-square-foot community facility that includes a Federally Qualified Health Center, food pantry, youth drop-in center, community computer lab, administrative space, and 25 permanent supportive housing units. The FQHC, operated by Howard Brown Health, provides 1,600 unique patients annually with comprehensive health services. The project serves an additional 1,200 individuals annually with a variety of wraparound services including healthy foods, job training and placement, youth drop-in programming, nutrition guidance, and community computer labs.

### Lawndale Christian Health Center Ogden Medical Corridor



Photo Courtesy of Lawndale Christian Health Center

In October 2017, CDF provided \$6 million in NMTC allocation to finance the acquisition and construction of three sites on Ogden Avenue in North Lawndale, creating a 6,000-square-foot Urgent Care facility, a 17,000-square-foot Adult/Senior Day Care Services facility, and a 17,000-square-foot Urban Greenhouse (an aquaponics facility). The project provides Urgent Care services to more than 5,800 unique individuals annually, produces 30,000 pounds of leafy greens and 14,000 pounds of fish each year, and provides Adult/Senior Day Care services for up to 175 adults and seniors each day including transportation to the facility, medical care, nutrition, and recreational/therapeutic offerings.

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