

# RESILIENT CHICAGO



A Plan for Inclusive Growth and a Connected City



PIONEERED BY THE  
ROCKEFELLER FOUNDATION

100



CITIES



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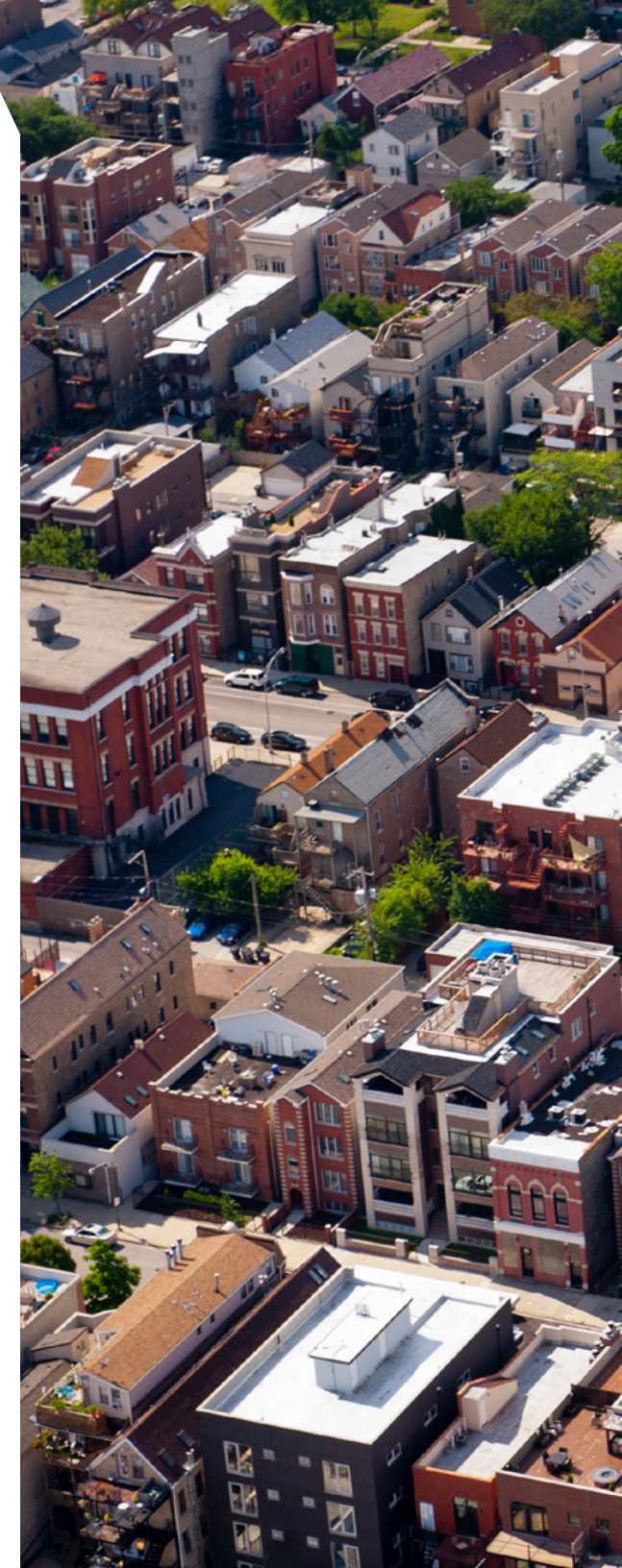
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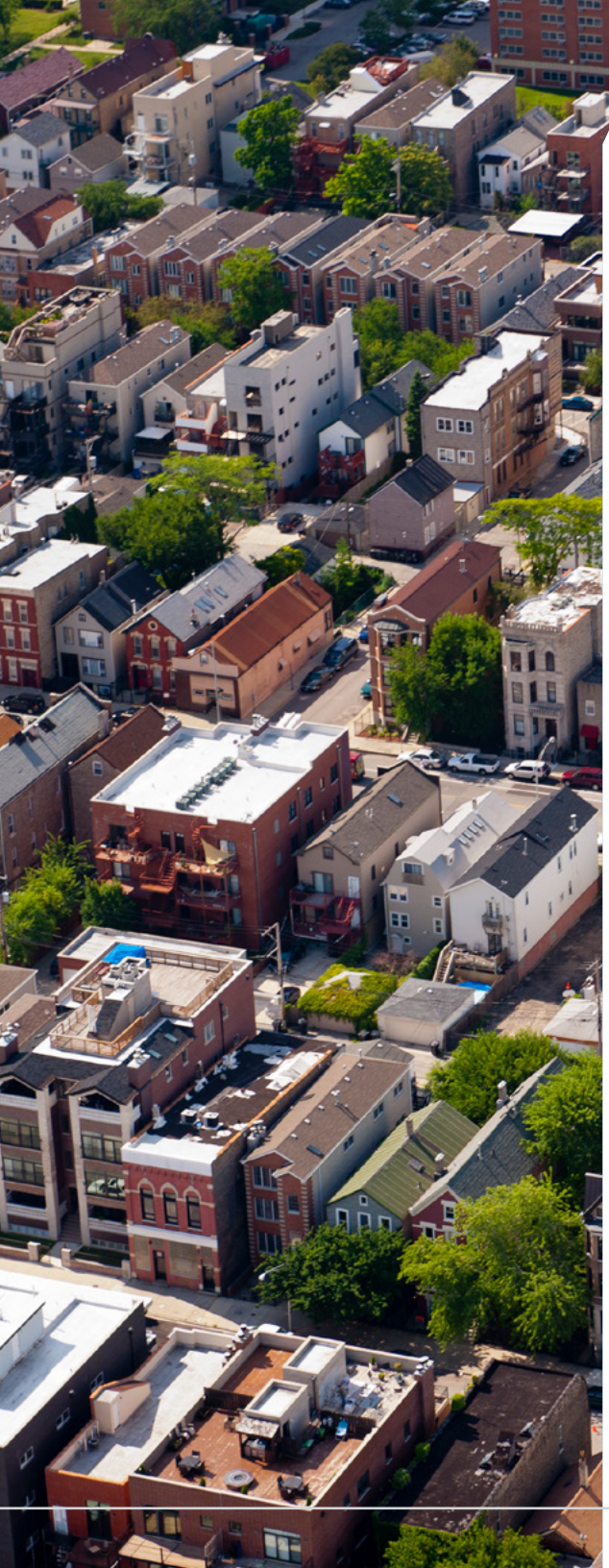
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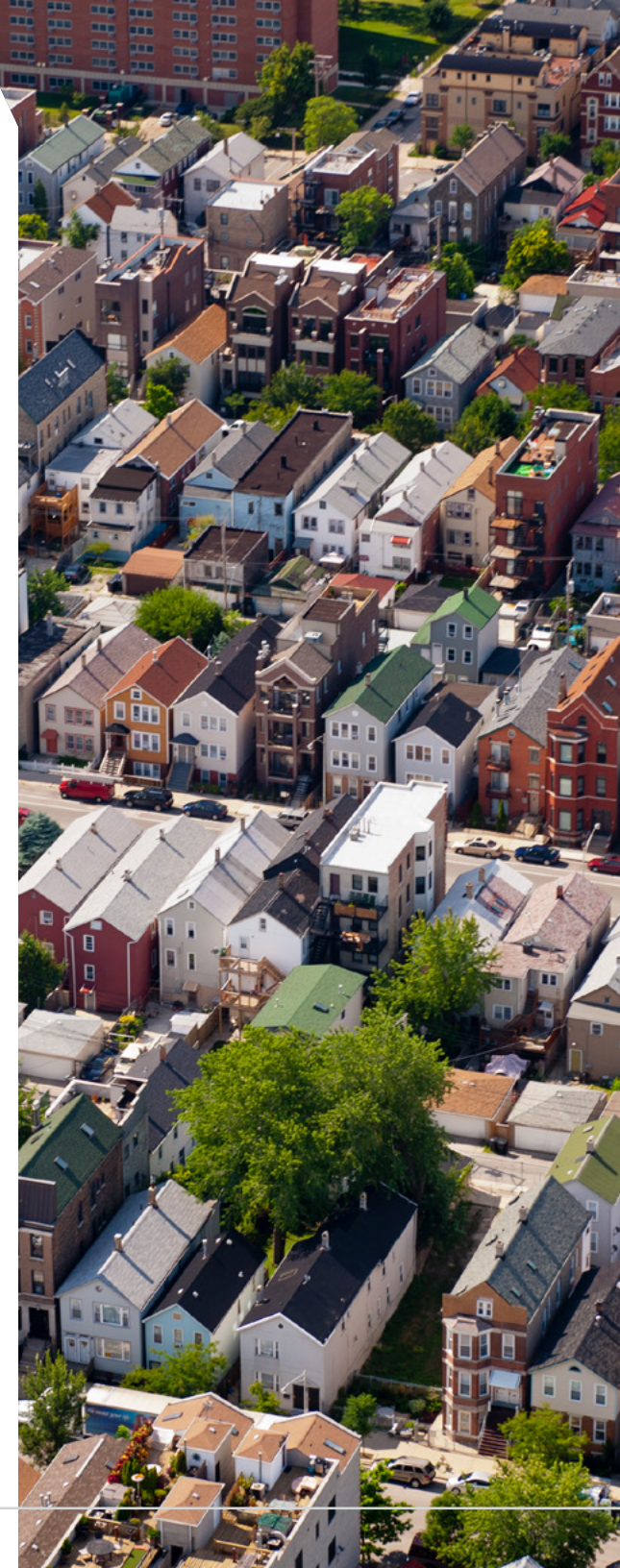
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## SECTION 1: INTRODUCTION

*“Chicago stands ready to lead the way in developing meaningful solutions that empower our residents and strengthen our city today, and well into the future.”*

**- Mayor Rahm Emanuel**



## LETTER FROM **THE MAYOR**

From our early days as a frontier trading outpost to the thriving global city we are today, resilience has long been a hallmark of Chicago and our residents. As the “city of big shoulders,” resilience is woven into the very fabric of our identity. We rebuilt the city after the Great Fire of 1871 and reversed the flow of the Chicago River in 1900 to protect our drinking water supply. We adapted and improved our response strategies after extreme weather events like the 1995 heat wave and 1967 and 2011 blizzards. This pervasive spirit of resilience is a daily reminder of my distinct privilege to serve this city.

Chicago is in a unique position to contribute to the worldwide conversation about resilience. As the third largest city in the United States, Chicago has over 2.7 million residents whose diverse backgrounds and experiences make up the backbone of our great city. We have an abundant fresh water supply, are a crossroads for transportation infrastructure, and have one of the most diverse economies in the world. Economic opportunities are increasing in the central business district and across our 77 community areas. Yet, for Chicago to fully

prosper, every resident – especially those most vulnerable among us – must be included in the city’s long-term growth. We must continue to confront the root causes of crime and gun violence, the destructive legacy of segregation, and the resulting inequities that still exist in too many communities today.

With this strategy, we are taking concrete steps towards ensuring Chicago remains a resilient city that can build on the strengths of our past, while adapting to the challenges of the future. In many ways, this strategy represents the culmination of efforts across City departments, sister agencies, community groups, and other stakeholders to understand the impact that longstanding disconnection has had on our city. But this strategy also marks the beginning of a new agenda to address Chicago’s challenges and empower our residents to collectively develop urban resilience strategies that transform the future of our city.

As Chicagoans, we are committed to reinvention and to making these meaningful improvements. We have the desire and the potential to achieve new

levels of excellence. We seek to uplift our vulnerable residents and strengthen the quality of life for all Chicagoans today, tomorrow, and well into the future. *Resilient Chicago* encompasses these values and represents a blueprint for a stronger, more resilient city. With the release of *Resilient Chicago*, I look to the next Mayor of our great city, as well as the City departments and agencies, partner organizations, community groups, and local leaders already so heavily involved, to advance this ambitious agenda. I am confident in their collective ability to forge ahead.

Sincerely,  
Rahm Emanuel  
Mayor  
City of Chicago

# LETTER FROM **100 RESILIENT CITIES**



The 100 Resilient Cities (100RC) team and I congratulate Mayor Rahm Emanuel and the people of Chicago on the release of *Resilient Chicago*. This city has set a global example of how an urban resilience strategy, anchored in collaboration and transparency, can bring communities together to take on, headfirst, the challenges and opportunities of the future.

Chicago is a major American metropolis, an important cultural and economic center, and a bustling transportation hub. Due to its geographical location and strong response systems, the city has withstood and rebounded from major shocks in its history, such as fires, flooding, and snowstorms. However, the city faces the challenges of an unequal distribution of resources and access to economic and social opportunities. This Resilience Strategy demonstrates, quite exceptionally, the understanding that urban resilience is not only about effectively preparing and responding to acute, sudden shocks such as flooding and fires, but also, maybe even more importantly, acknowledging

and addressing the chronic stresses weakening the fabric and ability of a city to function over time such as racial inequality and lack of social mobility.

The actionable initiatives contained in this document are focused on neighborhoods and their most vulnerable populations, while positioning community partners and other stakeholders to deliver real change with support from the City of Chicago. For example, the City will leverage its longstanding partnership with Chicago's electric utility, ComEd, to deliver energy efficiency improvements to residential housing in the Bronzeville neighborhood as part of a citywide effort to reduce energy costs and ultimate housing cost burden for low-income Chicagoans. Another highlight of Chicago's Resilience Strategy is the collection of initiatives that produce multiple co-benefits—focusing on infrastructure and service needs to address barriers to opportunities for all residents. This is outlined in an initiative that I am personally keen on following and believe will serve as a model for cities around the world thinking through

the connection between mobility and employment opportunities. The *Mobility Connections to Opportunities* initiative will connect the Chicago Department of Transportation with two pilot neighborhoods in a series of community workshops; participants will use transportation planning and economic analysis to identify strategies and solutions that demonstrate how Chicago can better use a variety of mobility assets to connect people to jobs and improve community livability.

The strength of this Resilience Strategy, to honestly and boldly address the stresses and shocks of the City of Chicago, is a testament to the tremendous effort of the Mayor's Office, led by Chief Resilience Officer (CRO) Stefan Schaffer. Critical to Stefan's work was the engagement of residents, community partners, and City departments and sister agencies. In fact, Stefan and his team, with support from 100RC, conducted an audit of the City's public engagement activities to better understand what the City was doing to engage the public and identify potential opportunities for improvement.

One of the findings Stefan and his team uncovered was an opportunity for better collaboration between City departments and sister agencies as well as with the public. This insight is at the core of the initiatives proposed in this document. As the City of Chicago prepares itself to welcome new mayoral leadership, this information and work is more valuable than ever as future leadership prepares to prioritize its initiatives and goals for Chicago's future.

*Resilient Chicago* is about empowering communities to collaborate and partner on solutions; ensuring their future is full of potential and that their local government serves them well. This Resilience Strategy is an extraordinary achievement, but it is only the beginning. 100 Resilient Cities remains a committed partner in bringing these pages to life. In working to implement the actionable initiatives outlined within this document, together we can build a Chicago that is more resilient and connected, in the

pursuit of economic opportunity, safety, equity, and sustainability.



Michael Berkowitz  
President • 100 Resilient Cities

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# LETTER FROM THE **RESILIENT CHICAGO** STEERING COMMITTEE

It has been an honor to witness the evolution and participate in the development of *Resilient Chicago*, and we are excited to play an active role in shaping how this strategy will come to life over the coming years. Together we represent thirty-seven different public, private, non-profit, and philanthropic organizations. We have provided input according to our expertise and passion, shared insight from our experiences, and offered guidance on the direction of the strategy to address the most pressing challenges facing Chicagoans today and into the future.

With Mayor Emanuel's announcement that he will not seek another term, there will be new leadership at City Hall. As members of the Steering Committee, we feel it is important for the City to commit to continued implementation of the strategy through the leadership

transition. From the earliest conversations with Chicagoans expressing their needs to the latter stages of identifying initiatives to meet these needs, we believe the final strategy presents an opportunity to strengthen Chicago on several critical fronts.

The various initiatives outlined in the strategy will continue to be advanced by City departments and agencies such as the Office of Emergency Management and Communication (OEMC), Chicago Department of Transportation (CDOT), and the Department of Water Management (DWM). In addition, our Committee members, including the Metropolitan Planning Council (MPC), the Sierra Club, and Commonwealth Edison (ComEd) will carry on key collaborations with City departments to implement the strategy. In addition to the groups mentioned

above, all entities involved in the Steering Committee are committed to ensuring the strategy's successful implementation by sharing its vision with our platforms, continuing conversations amongst the Committee, and engaging other organizations and community members to support its implementation.

We are proud to be a part of the City's effort to address Chicago's challenges through strengthening existing initiatives and forming new connections. The strategy provides a framework for improving Chicago's resilience for years to come, and we look forward to continuing the work together.

Sincerely,  
The *Resilient Chicago*  
Steering Committee



# RESILIENT CHICAGO **STEERING COMMITTEE**

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Theaster Gates

## **VILLITA COMMUNITY CHURCH**

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## **WORLD BUSINESS CHICAGO**

Andrea Zopp, Tiffany Hamel-Johnson

## **YWCA OF METROPOLITAN CHICAGO**

Dorri McWhorter



# EXECUTIVE SUMMARY

Resilience – the ability to rebound quickly from and strengthen a city’s capacity to respond to shocks or stresses – is not a new concept for Chicagoans. Time and again, the city has proven its ability to take on challenges and achieve unprecedented accomplishments. After the Great Fire of 1871, Chicago residents helped the city rise from the ashes and rebuilt a stronger, smarter, and reimagined urban landscape with innovations such as the modern skyscraper. With the reversal of the Chicago River in 1900, Chicago took a critical step to protect the city’s supply of clean drinking water and Lake Michigan. Chicago has taken bold steps to ensure that the city is well positioned to respond to shocks – such as heat waves and blizzards – and stresses – such as crime, violence, and poverty.

Along with the city’s extraordinary assets, this record has positioned Chicago to support more resilient communities for all its residents. Chicago’s location along Lake Michigan provides both an abundance of fresh water, and a host of economic and recreational opportunities. The city’s central location has long made it the crossroads of America’s transportation system, serving as the intersection of many of the nation’s busiest railroads and

interstates, and home to two world-class airports. Chicago’s central location also reduces its susceptibility to the effects of climate change and natural disasters such as wildfires, hurricanes, and rising sea levels. Home to more than 400 major corporations, recognized as the most promising city for foreign investment in the Americas, and boasting a thriving local business community, Chicago benefits from its many economic assets. Such assets have made Chicago one of the most diversified urban economies in the United States, with no single industry employing more than 14 percent of the city’s workforce.

Despite all of Chicago’s strengths, the city still faces many challenges. Chicago has long been a destination for those seeking a better life and greater opportunity, from the first non-indigenous settler of the city, Jean Baptiste Point du Sable, who settled on the north bank of the Chicago River in the late 18th century, to the millions of individuals from different racial and ethnic backgrounds who have since followed. This rich history of migration and immigration has undoubtedly shaped the character and vibrancy of Chicago’s neighborhoods: yet discriminatory practices and policies have caused

disparities that disproportionately burden Chicago’s most vulnerable residents. These disparities, which often fall along geographic, racial, and socioeconomic lines, notably exist in the areas of public safety, economic opportunity, educational attainment, and transportation access, among numerous others.

As the result of the strategy development process and to focus the efforts of *Resilient Chicago*, four pressing resilience challenges were identified:

- Reducing disparities between Chicago’s neighborhoods;
- Addressing the root causes of crime and violence;
- Ensuring the provision of critical infrastructure; and,
- Promoting engaged, prepared, and cohesive communities.

*Resilient Chicago* seeks to address these challenges by creating a more connected city where residents, neighborhoods, institutions, corporations, and government agencies are successfully connected in pursuit of economic opportunity, safety, security, and sustainability for all.

*Resilient Chicago* is organized into three resilience pillars – Strong Neighborhoods, Robust Infrastructure, and Prepared Communities – and establishes 12 goals and 50 actions the city can take to support these pillars.

*Resilient Chicago* also highlights the important work of several local organizations as part of its *Organization Features* and details specific *Calls to Action* that residents can take to help

build the city's urban resilience.

The resulting strategy is meant to serve as a living document and recognizes urban resilience is an ongoing challenge. Together, the efforts outlined in this strategy serve to equip Chicago to face its challenges head on and prepare it for a future of success and growth.





# URBAN RESILIENCE + 100 RESILIENT CITIES PARTNERSHIP

Cities and urban environments are becoming more diverse, dynamic, connected, and unpredictable. This is especially evident in Chicago, the heart of the Midwest. Chicago is exposed to global, regional, and local challenges and must be positioned to respond to these challenges effectively and efficiently.

100 Resilient Cities - Pioneered by The Rockefeller Foundation (100RC) - provides support and resources for cities to build urban resilience and address social, economic, and physical challenges. 100RC was created on the Rockefeller Foundation's Centennial in 2013 and began working with an initial group of 32 cities. Chicago was selected as a resilient city in the second wave of applications.

## 100RC Cities Across the Globe

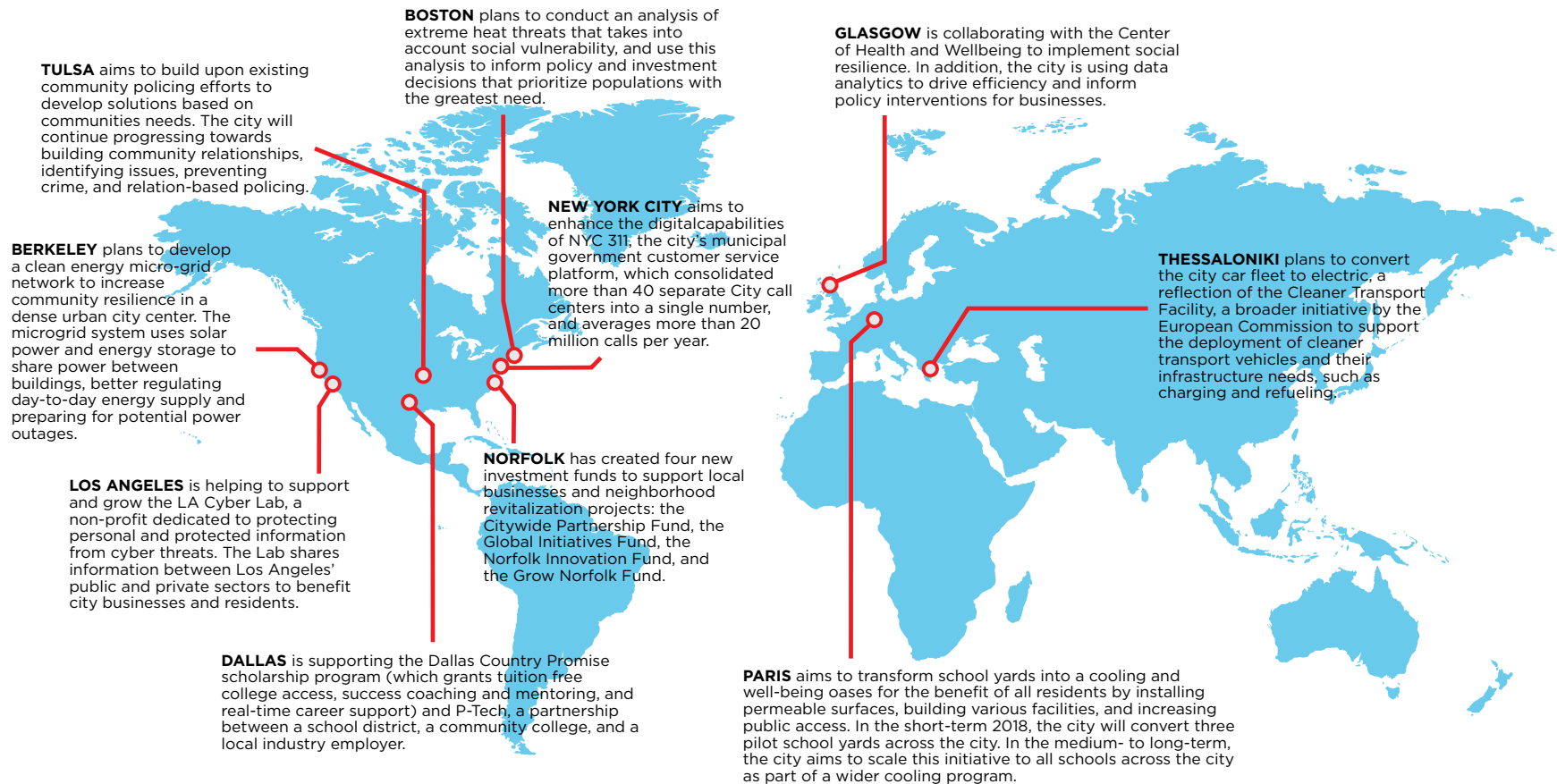
100RC helps cities become more resilient by financing the strategy development process and a Chief Resilience Officer (CRO) position. 100RC also provides cities technical assistance and access to the services of global partners, who share subject matter expertise and aid in resilience strategy development. This global network enables member cities to directly collaborate, exchange best practices, and amplify successful initiatives.

## WHAT IS URBAN RESILIENCE?

A city's resilience is defined by the ability of its individuals, institutions, businesses, and systems within the community to survive, adapt, and grow despite the chronic stresses or acute shocks it experiences. A truly resilient city is not only expected to perform well in good times but also recover expediently after challenges.



# RESILIENCE STRATEGIES + The 100RC GLOBAL NETWORK



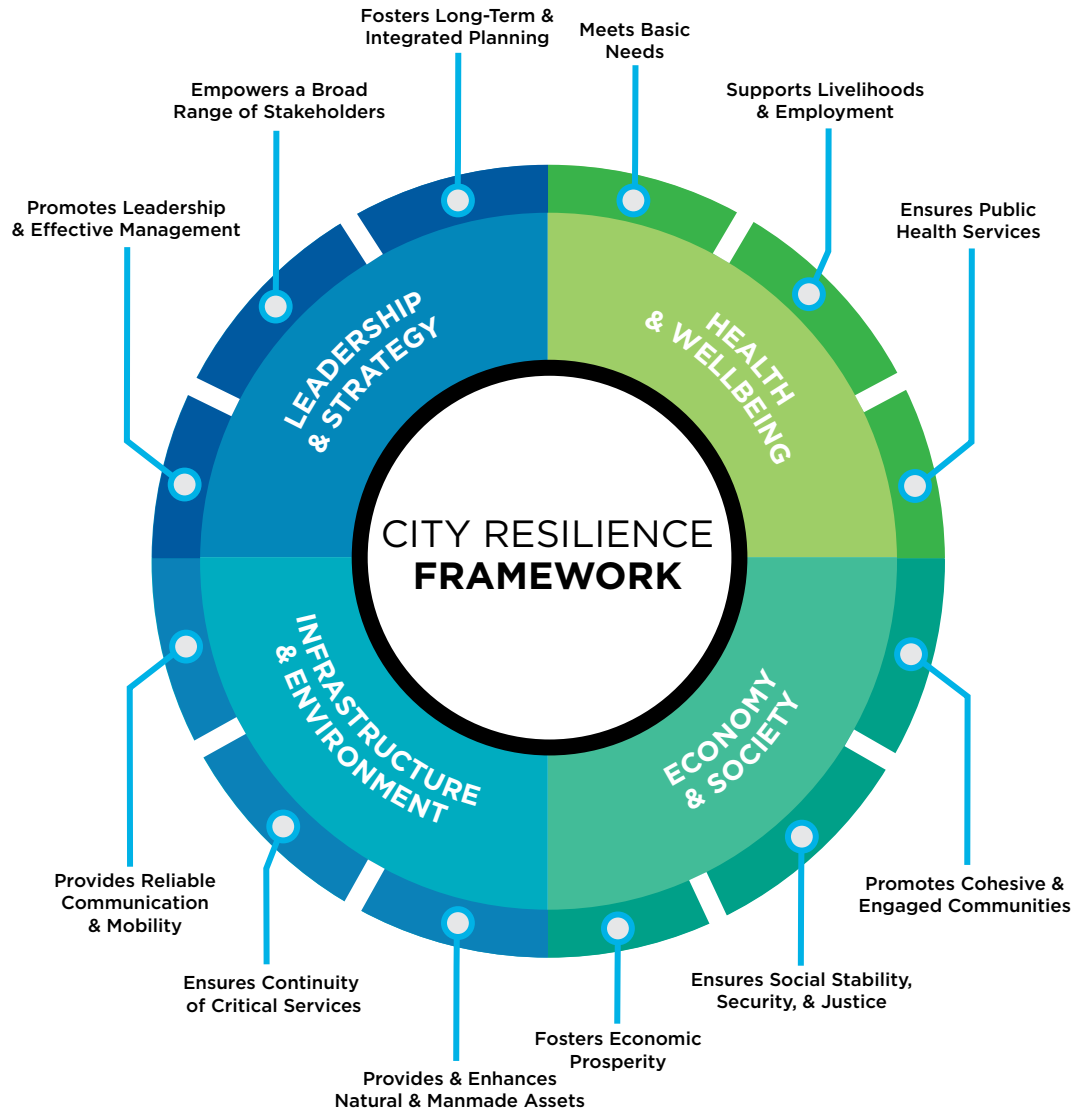
# THE CITY RESILIENCE FRAMEWORK

The City Resilience Framework (CRF) is a unique framework, developed by Arup with support from the Rockefeller Foundation, that provides a lens to understand the complexity of cities and the drivers that contribute to their resilience.

Looking at these drivers can help cities to assess the extent of their resilience, to identify critical areas of weakness, and to identify actions and programs to improve the city's resilience.

The CRF is based on four dimensions essential to the urban resilience of any city: (1) Health and Well-Being, (2) Economy and Society, (3) Infrastructure and Environment, and (4) Leadership and Strategy. Each of the four dimensions is further defined by additional drivers of resilience.

In developing *Resilient Chicago*, the CRF was used to assess Chicago's relative strengths and weaknesses and identify areas of focus to improve the city's overall resilience.



A photograph of the Chicago skyline viewed through the bare, dark branches of trees in the foreground. The sky is a pale, hazy blue, and a layer of mist or fog hangs over the water in the middle ground. The ground in the foreground is covered in a thin layer of snow and some dry leaves. The overall mood is serene and resilient.

## SECTION 2: RESILIENT CHICAGO

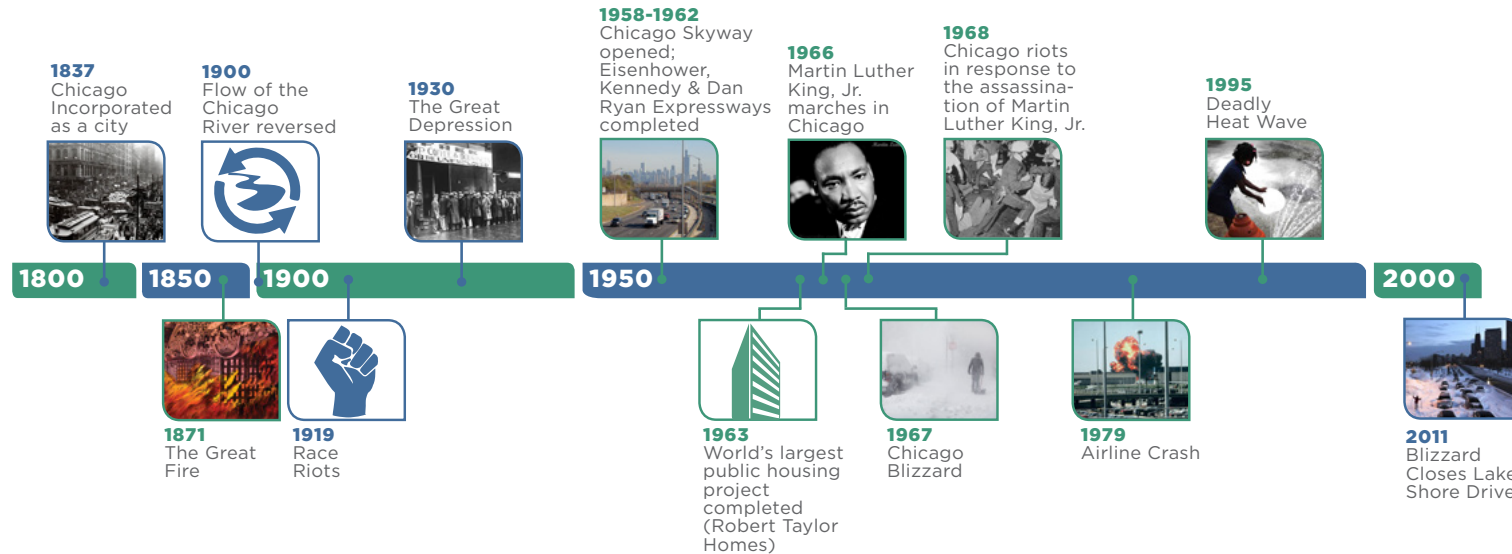
*"I'm from Chicago. I don't break."*  
– Barack Obama

# ROOTS OF CHICAGO'S RESILIENCE

Chicago is one of the most diverse, creative, and innovative cities in the United States. Located in the heart of the Midwest, it has long been a connector between the nation's two coasts. As a

major city in such a critical location, it is also home to one of the most prosperous economic centers in the country. Chicago's resilience is deeply rooted in its history – be it through surviving a combination of

natural and manmade shocks and stresses or proactively implementing initiatives to improve future responses and strengthen neighborhoods and communities.



## CHICAGO IN CONTEXT:

- 2.7 million residents from over 140 countries with more than 100 languages spoken
- 77 community areas and more than 200 neighborhoods
- 130 colleges and universities with 118,000 annual graduates
- 39 percent of residents 25 years or older hold a Bachelor's degree or higher
- Record-high graduation, college acceptance, and college scholarship rates for Chicago Public Schools in 2018
- Nearly 1 billion gallons of clean water from Lake Michigan every day
- More than 600 parks and 8,800 acres of public green space
- Hundreds of cultural institutions and museums
- Six of the nation's seven Class I North American railroads
- Six major U.S. interstates
- Two of the world's busiest airports
- Named Best Bike City in America by Bicycling Magazine in 2016



The Great Fire of 1871 caused tremendous devastation that could have led to Chicago's decline, but instead was taken as an opportunity to reimagine the city skyline and streets. Less than 30 years later, this renaissance continued from land to water with the reversal of the Chicago River to protect Lake Michigan, the city's drinking water supply.

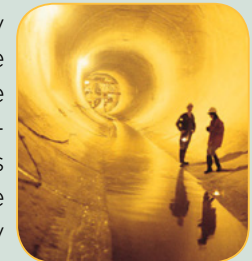


Blizzards such as those in 1967 and 2011 have led to advanced technologies and snow removal strategies that enable the city to anticipate and respond more efficiently to similar events in the future.

The 1995 heat wave resulted in the tragic loss of over 700 lives. The devastating impact underscored the vital need for community resilience and ultimately led residents, community groups, institutions, and government to collectively develop community-based strategies to prepare vulnerable residents for future extreme events.



The era of urban renewal of the mid-20th century that sought to revitalize the city through large scale infrastructure investments - including the expansion of the city's expressway system - precipitated the mass displacement of residents from their communities and exacerbated the disconnect between neighborhoods. The city has sought to reverse the legacy of these policies through strategic neighborhood investments, affordable housing initiatives, and the reconnection of residents and communities.



Though the city has successfully implemented strategies to overcome challenges it has faced, many Chicago neighborhoods still grapple with significant hardship due to a history of neglect, disconnection, and discrimination. The consequences of redlining, the creation

of and subsequent disregard for housing projects, and the unequal distribution of city resources linger to this day. Demographic shifts, declining populations, and lack of investment are only a few examples of the effects of this history, disproportionately experienced by the city's

most vulnerable residents. Moreover, the city faces new challenges such as a changing climate and economy, which must be addressed in ways that build resilience for the future. *Resilient Chicago* was developed to meet these needs.

# CHICAGO'S RESILIENCE STRATEGY DEVELOPMENT PROCESS



## PHASE 1: PRELIMINARY RESILIENCE ASSESSMENT (FALL 2016 - SUMMER 2017)

- *Agenda Setting Workshop* to gather stakeholder engagement and direct focus of Phase 1
- *Actions Inventory & Perceptions Analysis* to assess Chicago's shocks and stresses and existing efforts
- *Community & Stakeholder Engagement* to enhance understanding of Chicago's shocks and stresses
- *Preliminary Resilience Findings Synthesis* to direct detailed research into root causes and solutions

**CRO HIRED**  
(SUMMER 2016)

**STRATEGY  
RELEASE**  
(FEBRUARY 2019)

## PHASE 2: ANALYSIS OF ROOT CAUSES AND SOLUTIONS DEVELOPMENT (FALL 2017 - WINTER 2018)

- *Root Cause Research* to better design actionable solutions
- *Solutions Design & Opportunities Documentation* to determine Resilience Strategy goals and actions
- *Steering Committee Meetings* to inform strategy goals and actions

# PHASE 1: PRELIMINARY RESILIENCE ASSESSMENT

During Phase 1 of the strategy development process, the CRO sought to: (1) understand Chicago's strengths,

biggest threats, and key challenges, (2) understand existing efforts to improve resilience, and (3) synthesize

these findings into pressing resilience challenges as focus areas for the strategy.

## STEP 1: UNDERSTAND CHICAGO

To better understand Chicago's strengths, threats, and challenges, the CRO and his team held an agenda-setting workshop with 100 civic and community leaders, conducted an online survey that garnered over 450 responses, held in-person meetings, workshops, and panels with over 675 participants and 130 organizations represented, and conducted extensive supplemental research.



### SHOCKS / SHĀKS / *n*

1. Sudden, sharp events that instantaneously threaten a city's ability to function, such as significant natural disaster events.

### STRESSES / STRESES / *n*

1. Slow moving situations that consistently weaken the fabric and ability of a city to function over time.



**THROUGH THESE ACTIVITIES, THE TOP FOUR IDENTIFIED SHOCKS WERE:**

- Storms (Extreme Weather Events)
- Economic Crash
- Flooding
- Infrastructure Failure

**THE TOP FOUR IDENTIFIED STRESSES WERE:**

- Violence
- Access to Quality Education
- Racism
- Income and Employment Inequality

**THE TOP THREE AREAS OF PERCEIVED CITY STRENGTHS SELECTED FROM THE CITY RESILIENCE FRAMEWORK WERE:**

- Ensures Continuity of Critical Services
- Provides and Enhances Natural and Manmade Assets
- Provides Reliable Communication and Mobility

**THE TOP THREE AREAS OF PERCEIVED CITY WEAKNESSES SELECTED FROM THE CITY RESILIENCE FRAMEWORK WERE:**

- Ensures Social Stability, Security, and Justice
- Supports Livelihoods and Employment
- Promotes Cohesiveness and Engaged Communities

**THE TOP FOUR RESILIENCE PRIORITIES WERE:**

- Poverty & Socioeconomic Inequality
- Education
- Public Safety
- Racism/Racial Equity

**CHICAGO'S RESILIENCE PRIORITIES**

The infographic displays 10 resilience priorities arranged in a grid. Each priority is represented by a circular icon, a number, and a text label. The priorities are: 1. Poverty/Socioeconomic Inequality (scales icon), 2. Education (graduation cap icon), 3. Public Safety (shield icon), 4. Racism/Racial Equity (hands icon), 5. Climate Change (thermometer icon), 6. Jobs & the Economy (dollar sign and arrow icon), 7. Environmental Sustainability (hand holding leaf icon), 8. Community Participation & Civic Engagement (group of people icon), 9. Employment & Workforce Training (person at computer icon), and 10. Housing Affordability (house icon).

## STEP 2: UNDERSTAND EXISTING EFFORTS

To understand existing efforts to improve Chicago's resilience and identify current gaps in resilience actions citywide, two distinct inventories of ongoing initiatives were conducted.

The first analysis was carried out through a review of five plans previously developed by the City of Chicago<sup>1</sup> to gain a detailed understanding of the progress that has been made in key resilience areas.

The second analysis was conducted through an examination of a broad cross-section of 184 plans, programs, initiatives, policies, and studies from various stakeholders, compiled from workshops, focus groups, meetings, press releases, and other sources.

These analyses revealed that resilience actions relating to critical infrastructure, transportation, environment, and sustainability are strongly represented in ongoing efforts.

Additionally, it was clear that a large number of initiatives exist to improve Chicago's resilience in the areas of education and public safety, which have been consistent areas of focus for the Emanuel administration.

## EXAMPLE EXISTING CITY EFFORTS IDENTIFIED

### INFRASTRUCTURE AND TRANSPORTATION

- "Building a New Chicago" investments in park, water, transportation, and school infrastructure, among others
- CTA enhancements such as the Red & Purple Line Modernization, "Your New Blue," and the new Damen Green Line Station
- Over 570 stations, 6,000 bikes, and 1 million unique riders of the Divvy bikeshare system
- Resilient Corridor Project that creates stormwater management landscapes and reduces basement flooding

### ENVIRONMENT AND SUSTAINABILITY

- As a C40 member city, development and implementation of a climate action plan by 2020
- Smart Lighting Program to replace more than 270,000 public lights that will consume 50-75 percent less electricity by 2021
- Reduction of carbon emissions in accordance with original Paris Climate Agreement by 2025
- All public buildings powered by 100 percent renewable energy sources by 2025

### YOUTH AND EDUCATION

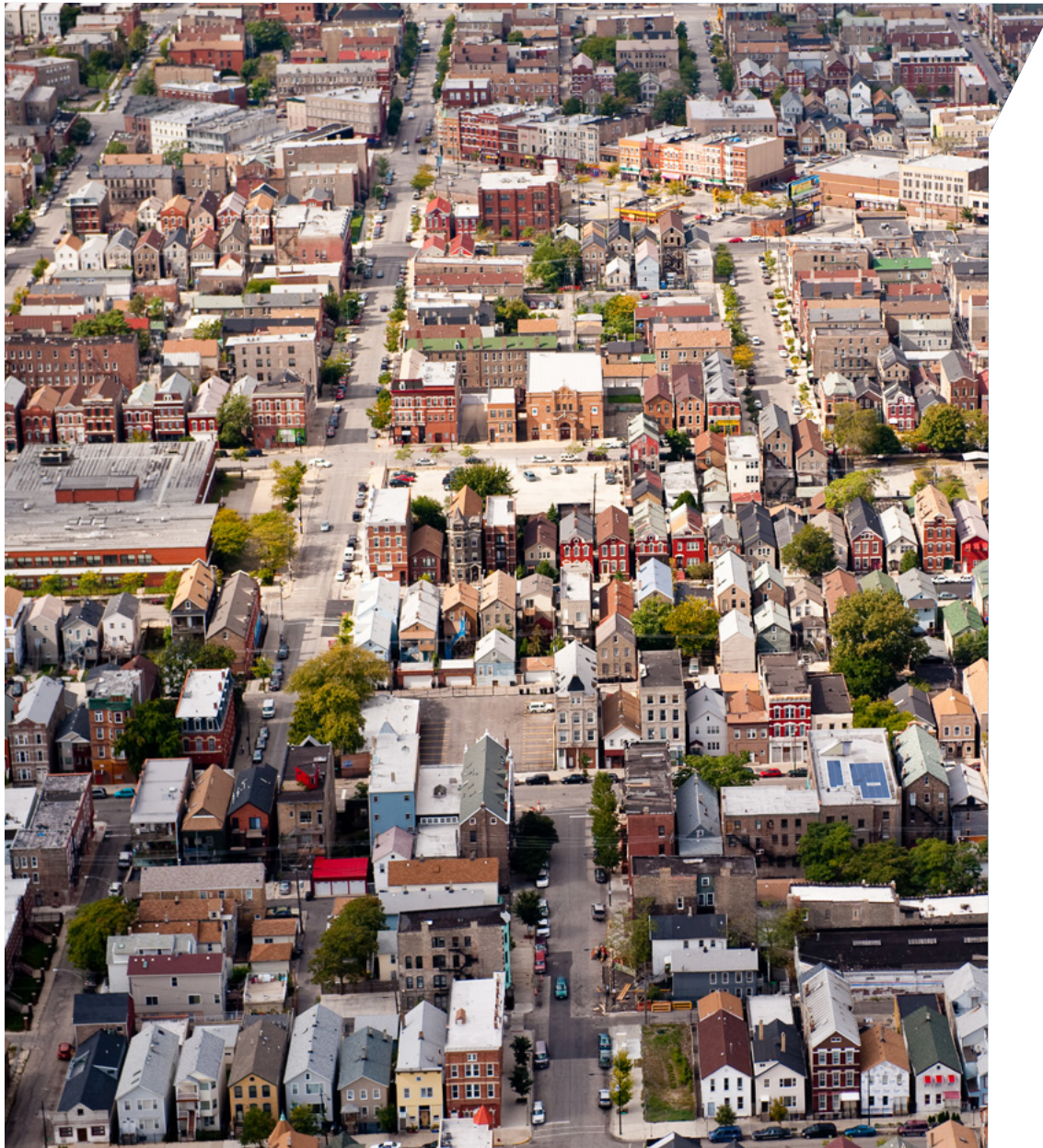
- Universal pre-kindergarten for all 4-year-olds by 2021
- Chicago STAR Scholarship for CPS graduates with a 3.0+ GPA
- One Summer Chicago Program to connect youth to job training and internship opportunities
- \$36 million invested over three years in youth mentorship programs

### PUBLIC SAFETY

- Hire over 1,000 additional sworn officers through 2018
- Increased field and de-escalation training for officers
- Body worn cameras for all officers
- More oversight and transparency, including a consent decree for lasting reforms of CPD

<sup>1</sup> Healthy Chicago 2.0, Sustainable Chicago 2015, Second Term Priorities 2015, the Mayor's Commission for a Safer Chicago, and the 2012 All-Hazard Mitigation Plan





### STEP 3: SYNTHESIZE RESULTS

With a clearer understanding of Chicago's shocks, stresses, strengths, and weaknesses, as well as existing efforts to build resilience, the CRO was better equipped to identify the key resilience challenges that Chicago uniquely faces.

From this process, four key resilience challenges emerged, which drive the focus and prioritization of initiatives within *Resilient Chicago*:

- ① Reducing disparities between Chicago's neighborhoods
- ② Addressing the root causes of crime and violence
- ③ Ensuring the provision of critical infrastructure
- ④ Promoting engaged, prepared, and cohesive communities

## PHASE 2: ANALYSIS OF ROOT CAUSES AND SOLUTIONS DEVELOPMENT

The CRO and his team conducted additional research to explore promising opportunities to address the root causes of Chicago's four key resilience challenges that emerged from Phase 1.

The CRO engaged key stakeholders and regularly convened a Steering Committee of over 40 leaders from public, private, non-profit, and philanthropic sectors to review findings, exchange ideas, and develop a strategy framework that would effectively address the city's specific needs.

Through these efforts, it became clear that many of Chicago's challenges result from a lack of connection. Many residents are disconnected from economic opportunities due to barriers to employment, few transportation options, or limited educational attainment. Some are disconnected from their neighborhoods due to a lack of affordable housing stock; others feel disconnected during times of crisis and extreme weather due to a lack of social cohesion and community preparedness. As a result, residents, neighborhoods,

and entire communities on the social, economic, and geographic margins of the city experience a disproportionate share of hardships rooted in this isolation.

*Resilient Chicago* seeks to promote connection through its various actions, which expand upon existing efforts, introduce short-term initiatives for implementation, and identify roadmaps for long-term priorities. This strategy shines a light on these promising approaches that support Chicago's overall resilience as a city.



# CHICAGO'S KEY **RESILIENCE CHALLENGES**

## **REDUCING DISPARITIES BETWEEN CHICAGO'S NEIGHBORHOODS**

Chicago has always been a city of enormous diversity. In 2016, the city's population was 32.3 percent white, 30.6 percent Black or African American, 29.1 percent Hispanic or Latino, 6.0 percent Asian, 1.6 percent multi-racial, and 0.4 percent American Indian, Alaska Native, Native Hawaiian, other Pacific Islander, or some other race. The city's rich history

of immigration and culture is reflected in its people, with residents from over 140 countries and more than 100 languages spoken.

However, Chicago's communities remain largely divided along racial and socio-economic lines. The city consistently ranks among the top five most segregated cities

in America. Opportunity is not equally accessible, and economic hardship is experienced disproportionately by Chicago's Black and Latino residents, who largely reside in the city's South, Southwest, West, and Northwest Sides. Black and Latino residents are more than twice as likely to be unemployed and face significant barriers accessing services. These socioeconomic

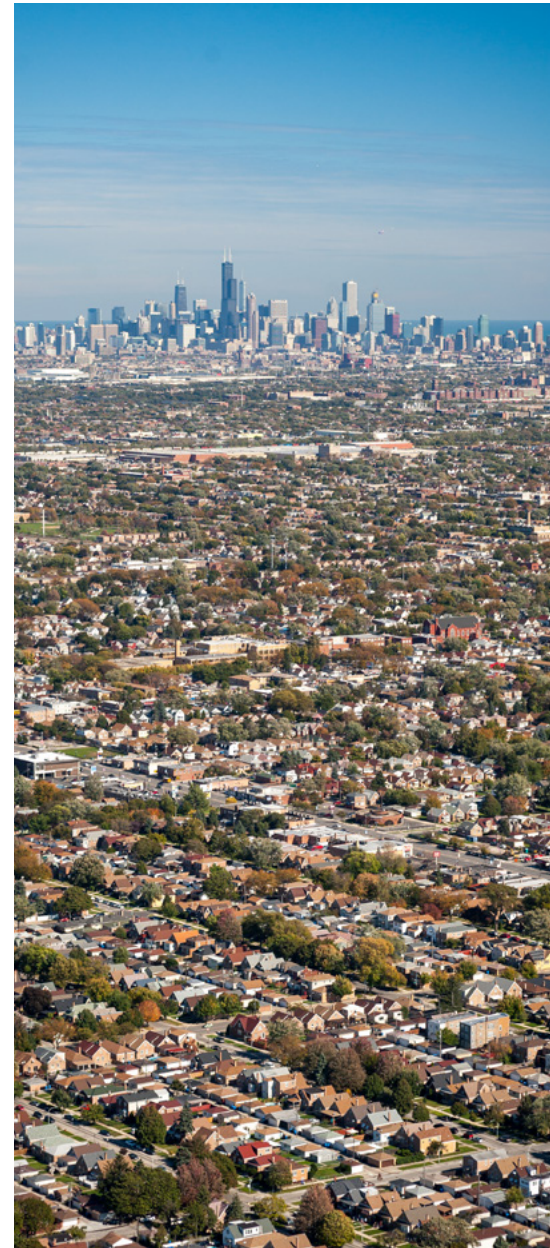


conditions contribute to significant health disparities in communities and prevent many people from living healthy lives. Over the past several decades, key decision makers – including developers and banks – have failed to invest equitably in communities of color. This has created a spiraling effect of depopulation, disinvestment, and disproportionate public health impacts that persist to this day.

In recent years, dramatic steps have been taken to promote greater access to opportunity and higher quality of life for all of Chicago’s residents. Increasingly, businesses are setting up shop on the South and West Sides, including the new Method soap factory in the Pullman neighborhood, Whole Foods in Englewood, and the NorthPoint Development Distribution Center on the Southeast Side. The City of Chicago also announced that its Fleet and Facility Management (FFM) and Chicago Park District (CPK) headquarters will move to Englewood and Brighton Park, respectively, and its upcoming Joint Public Safety Training Academy will be located in West Garfield Park. These types of strategic investments are creating thousands of jobs for residents in neighborhoods that have been historically isolated from the city’s economic fortunes.

The City of Chicago is also working to ensure that every child has access to a quality education. In 2012, Chicago Public Schools (CPS) extended its school day and year, providing CPS students with nearly two and a half years of additional instruction between kindergarten and high school graduation. For residents seeking higher education, a college degree is now more accessible than ever before. With the launch of the STAR Scholarship program in 2015, any CPS student that graduates with a B average (3.0+ GPA) can attend any City College of Chicago for free. Finally, in 2018, Mayor Emanuel announced his commitment to make free, full-day universal pre-kindergarten available to every Chicago family, regardless of income.

Despite the City’s commitment to promote prosperity for all Chicagoans through a variety of ongoing initiatives, analyses conducted during the development of this strategy revealed several areas of opportunity. These included improving coordination between City departments and agencies, further reducing unemployment, improving access to economic opportunity, and ensuring that the basic needs of all residents are met.



# UNDERSTANDING CHICAGO'S DISPARITIES: THE ECONOMIC HARDSHIP INDEX

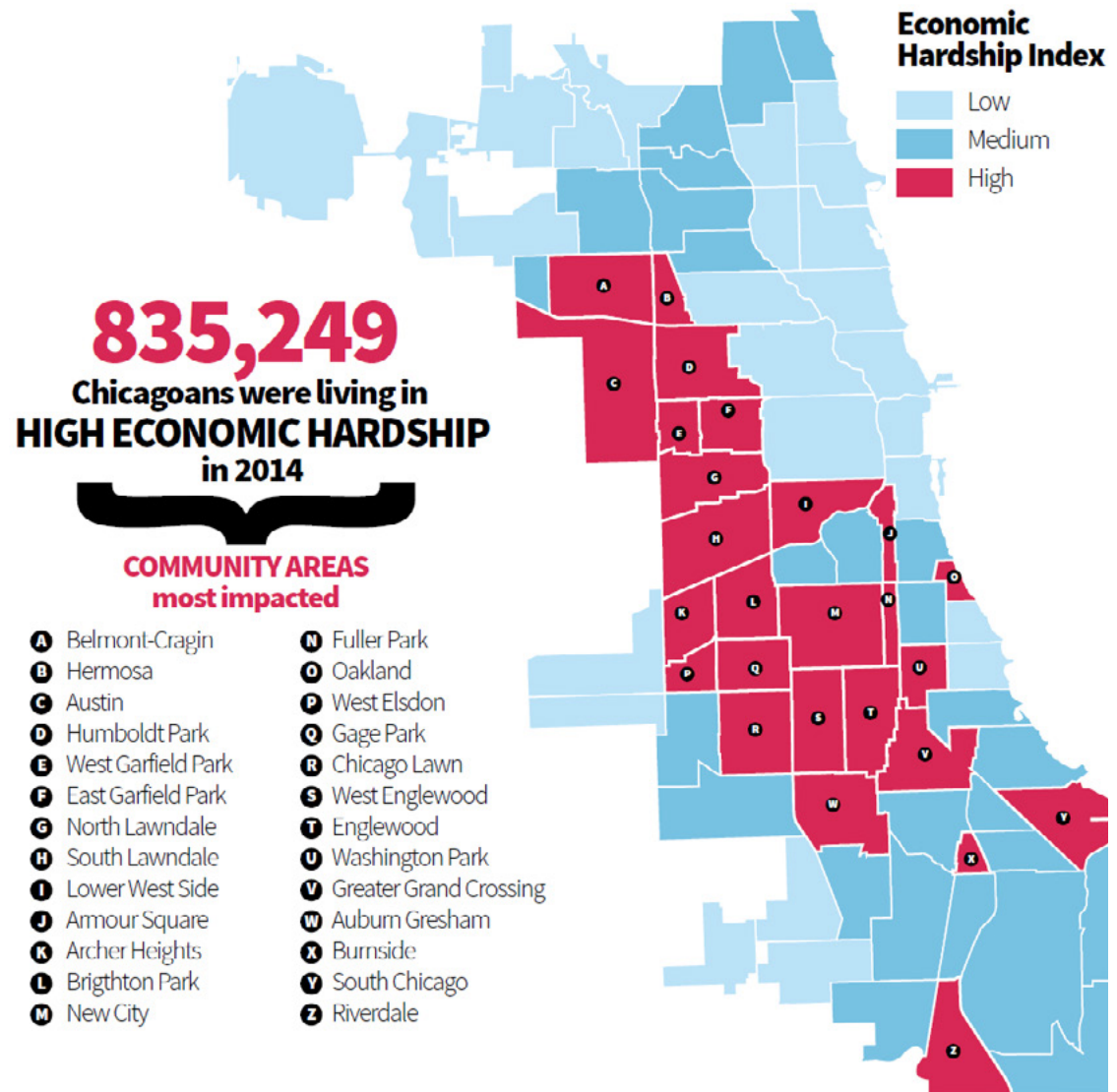
## ECONOMIC HARDSHIP INDEX

The Economic Hardship Index<sup>1</sup> compares social and economic conditions between Chicago communities. The hardship index is a relative composite of six indicators:

- (i) Crowded housing (percentage of occupied housing units with more than one person per room);
- (ii) Poverty (percentage of persons living below the federal poverty level);
- (iii) Unemployment (percentage of persons over the age of 16 years who are unemployed);
- (iv) Education (percentage of persons over the age of 25 years without a high school education);
- (v) Dependency (percentage of the population under 18 or over 64 years of age); and
- (vi) Income (per capita income).

The hardship index provides a more complete, multidimensional measure of community socioeconomic conditions than individual measures such as income or employment alone. A community with a high hardship index score has worse social and/or economic conditions than a community with a low or medium hardship score.

<sup>1</sup> Healthy Chicago 2.0



## ADDRESSING THE ROOT CAUSES OF CRIME AND VIOLENCE

Crime and violence undermine Chicago communities by threatening the health and well-being of the city's residents. Despite a downward trend in murders nationally, Chicago suffered from a sudden 58 percent increase in homicides in 2016, with 762 reported in total. Non-violent crimes, including property crimes such as car theft and vandalism, occurred at even higher numbers. While these trends have improved in recent years, the risk of being crime-involved, by either committing or falling victim to a crime, still affects far too many Chicagoans.

To avert the devastating effects of crime and violence, the City of Chicago has a responsibility to make Chicago safe for all residents. This is especially true for residents of certain South and West Side communities, where historical data show crime and violence are more likely to occur. To this end, the City has sought to improve public safety by investing in new policing initiatives, expanding violence prevention programs, and taking concrete steps to promote community trust.

The City has invested in over 1,000 additional police officers, field training officers, sergeants, and lieutenants, implemented an extra 40 hours of training for every officer annually, and adopted innovative, data-driven







approaches to policing. The creation of hyper-local intelligence centers and the use of advanced mobile phone technology, gunshot detection systems, and crime cameras all inform Chicago's smart policing strategy and cover over half the city today. These solutions enable the Chicago Police Department to utilize real-time data and monitoring to make better, more timely decisions - yet policing alone is not the answer.

Crime and violence are symptoms of deeper, often entrenched challenges that communities face - including limited economic opportunity and lack of social cohesion. Far too often, it is Chicago's youth that experience the impacts of crime, violence, and trauma, the ramifications of which can extend for years to come. In this vein, the City has invested in summer employment opportunities such as *One Summer Chicago*, mentoring programs

such as *Becoming a Man* and *Working on Womanhood*, and reconnection hubs for Chicago's disconnected youth.

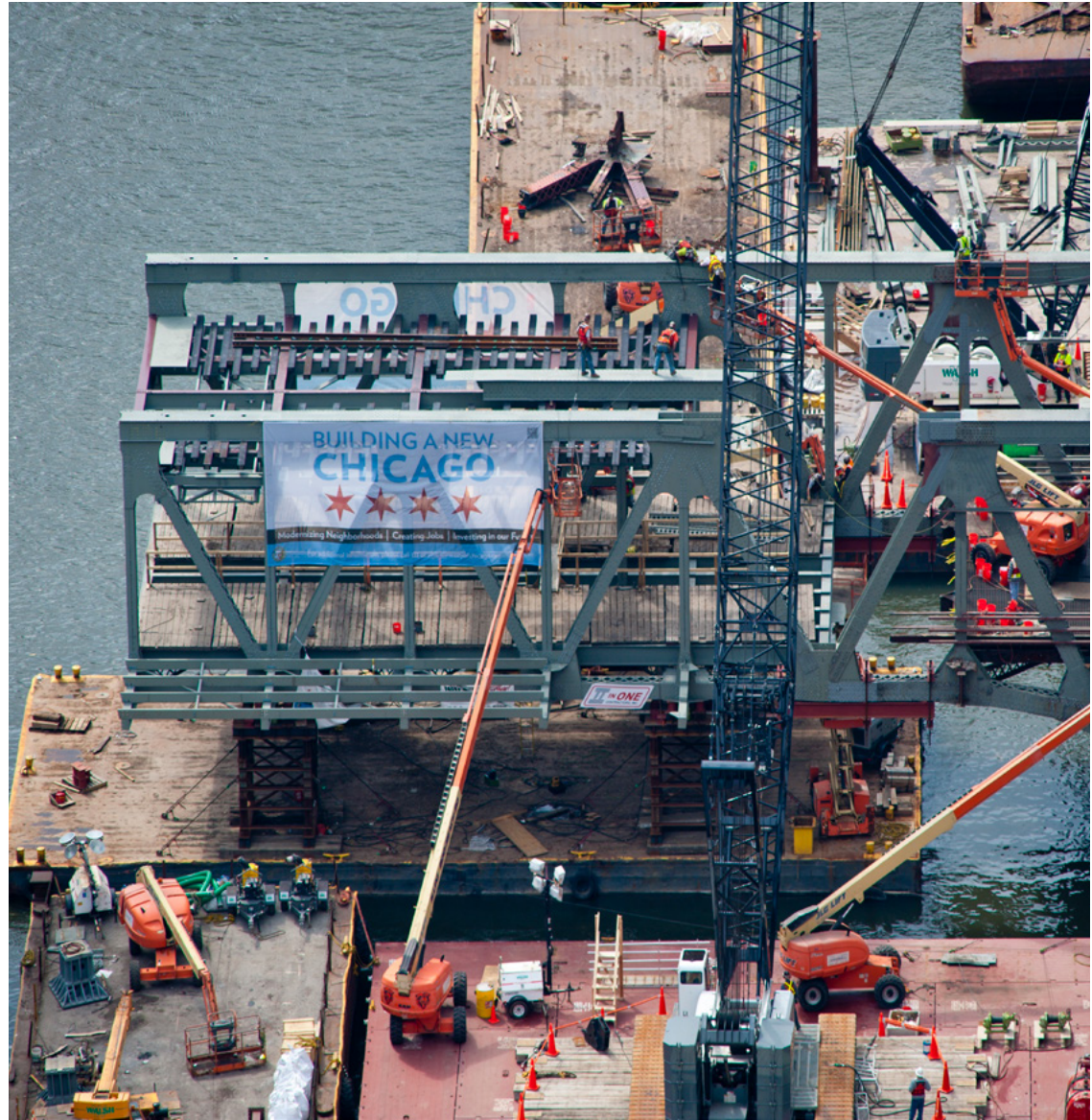
The City has also taken significant steps to restore and build community trust. As of 2017, all Chicago patrol officers have been equipped with a body camera and the City has adopted a new policy where all audio, video, and documents from officer-involved shootings and excessive force cases are released within 60 days of a complaint being filed. More recently, the City has crafted a consent decree alongside the State Attorney General's Office that will add independent oversight and yield lasting reforms of the Chicago Police Department.

Despite these major strides, systemic changes to address the root causes of crime and violence are still needed to create long-lasting change to enhance public safety outcomes. While many actions have been taken to improve law enforcement and police-community relations, additional steps can be taken that drive at the inherent link between economic security, access to opportunity, and community safety. In this vein, *Resilient Chicago* envisions a safer Chicago for its residents by focusing on initiatives that improve communication between government and residents, promote affordability, and increase access to jobs and mobility.

## ENSURING THE PROVISION OF CRITICAL INFRASTRUCTURE

Chicago emerged as a leading transportation hub for people and goods due to its natural assets and central location within the United States. The city's earliest non-indigenous explorers recognized the economic potential intrinsic to its waterways and Lake Michigan and laid roots accordingly. By the mid-19th century, nearly a dozen rail lines crisscrossed the city, carrying goods like grain, timber, and meat, and spurring the rapid growth of new industries. With booming commerce and the promise of economic opportunity, individuals relocated to Chicago en masse, often by rail. By the turn of the 20th century, Chicago's population had grown to nearly 1.7 million residents and, by 1950, had more than doubled to over 3.6 million residents.

The ability for people and goods to move freely throughout Chicago remains core to the city's long-term success. Today, Chicago is home to several regional and national transportation systems including major railroad lines, freeways, a port, and two of the nation's busiest airports. The city has more than 4,000 miles of streets and alleys that serve motorists, buses, trucks, cyclists, and pedestrians alike. The Chicago Transit Authority (CTA) – the second largest public transportation system in the United States – provides 1.6



million rides on a typical weekday. CTA service is complemented by the Divvy bike share program as well as Metra rail and Pace bus lines, which connect the surrounding six-county Chicago metropolitan area.

Even with these tremendous assets, many Chicagoans still remain disconnected from adequate transportation infrastructure and service. This lack of mobility isolates residents and limits access to economic, educational, and recreational opportunities, particularly for residents living on the outer edges of the city where work commutes and other travel times can exceed an hour by transit. While more than \$8 billion of historic public transit investments have been completed or announced and 2,000 miles of alleys and roads have been repaved through Mayor Emanuel's *Building A New Chicago* initiative, the City must remain committed to investing in new and existing transportation infrastructure and services that support emerging mobility options to better connect Chicagoans across the city.

Although a robust transportation network is crucial to Chicago's resilience, the City must also protect something more elemental - its fresh water supply. Lake Michigan contains approximately five percent of Earth's fresh water and is the source of two of the world's



largest water plants: the Jardine Water Purification Plant and the South Water Purification Plant. Over 5.5 million people in Chicago and its adjacent communities rely on these two facilities for clean water, which is distributed through a sprawling network of water mains.

However, like many large cities, Chicago faces the daunting task of replacing its outdated water and sewer mains, of which approximately a quarter are more than a century old. Mayor Emanuel's *Building a New Chicago* initiative has

tripled the number of annual water main replacements to protect the system from contaminants and reduce water loss. The City conducts over 600,000 analyses of tap water every year to ensure the public's health. To build on this progress, the City must continue to upgrade its critical water infrastructure while enhancing its water use and management practices, for example, by pursuing investments in green infrastructure to protect communities from increased flood risk and identifying new operational efficiencies.

## PROMOTING ENGAGED, PREPARED, AND COHESIVE COMMUNITIES

The greatness of any city lies in its people, and in this regard, Chicago is no exception. Chicago has demonstrated over the course of its history that its residents share a collective commitment to reinvent their city for the better. Whether by coming together to build the world's first urban skyscraper in response to the Great Fire of 1871, reverse the flow of the Chicago River in 1900 to protect Lake Michigan, or pioneer modern grassroots organizing techniques to equip activists with the tools necessary to transform their communities, the ability of Chicagoans to bring about positive change is profound.

Chicago must continue to strengthen the connections between residents, communities, and local government. Residents have a finger on the pulse of the city and live out the unique gifts and challenges of their communities every day. Local government supports communities best when it learns from the experiences of its constituents. As such, connected, civically engaged residents have the power to shape the programs and policies that affect their communities by proactively identifying and addressing areas of need. Chicago is more resilient when residents meet with local officials, vote in elections, join neighborhood groups, and perform community service

activities. A culture of engagement and action creates a more equitable and connected city.

The City of Chicago has taken concrete steps to promote an engaged constituency. The Mayor's Office, City of Chicago departments and agencies, and local aldermen host community meetings to hear from residents directly and communicate information through mailers, newsletters, and social media. City Council meetings are open to public comment and platforms such as 311 and *CHIdeas* have been developed to make it easier for the City to garner input and respond to residents. Residents can sign up for the Office of Emergency Management and Communication's *Notify Chicago* service, which provides text messages and e-mail alerts regarding both emergency and non-emergency situations developing in the city, or for Smart911, which enables residents or visitors to have their information immediately available to 911.

The City recognizes that there is ample opportunity to bolster community resilience in Chicago. To support this, the City should refine existing engagement practices, enhance systems that facilitate public discourse, and identify opportunities for improved service

delivery and emergency response. Ultimately, the strength of a community depends on the connectedness of all actors; efforts to bring together residents, faith- and community-based organizations, industry, labor, government, and other groups must be pursued to cultivate civic innovation. With this in mind, this strategy focuses on developing actions that contribute to a culture of engagement, cohesion, and preparedness in the face of unexpected shocks and persistent stresses.



# FOCUS OF THE RESILIENCE STRATEGY

*Resilient Chicago* seeks to address the city's key challenges - experienced disproportionately by vulnerable populations on the social, economic, and geographic margins of the city - by promoting connection among residents, neighborhoods, institutions, and government. This strategy focuses on the advancement of concrete, outcome-oriented initiatives that will help create a more *Connected Chicago*.

The strategy is supported by three resilience pillars: Strong Neighborhoods, Robust Infrastructure, and Prepared Communities. These areas were prioritized as each one is critical to the resilience of the city, requires broad-based support, and demands a comprehensive approach.

Our city is already on the path to progress with respect to creating a more *Connected Chicago*. Yet there is a long

way to go on the road ahead. Chicago's future is connected to the actions its residents, government, and other partners take today. By building urban resilience now, Chicago will draw closer to a future that is less susceptible to the stresses and shocks that it faces.

With this strategy, the City is committed to building a more resilient Chicago, together.

## PILLAR 1:



### **STRONG NEIGHBORHOODS**

Ensure every resident in every neighborhood has the access and opportunity to participate in the economic future of Chicago.

## PILLAR 2:



### **ROBUST INFRASTRUCTURE**

Connect infrastructure investments to strategies that create economic opportunity for all Chicagoans and enhance quality of life for vulnerable communities.

## PILLAR 3:



### **PREPARED COMMUNITIES**

Ensure that Chicagoans are engaged and informed so that they are prepared for all threats they face now and in the future.

# VISION

A RESILIENT CHICAGO IS A CITY WHERE RESIDENTS, NEIGHBORHOODS, INSTITUTIONS, AND GOVERNMENT AGENCIES ARE SUCCESSFULLY CONNECTED TO EACH OTHER IN THE PURSUIT OF ECONOMIC OPPORTUNITY, SAFETY, EQUITY, AND SUSTAINABILITY.

## A MORE **CONNECTED CHICAGO** IS A CITY WITH:



**Residents Connected to Opportunity**



**City Government Connected & Collaborating**



**Neighbors Connected to Each Other**



**Regional Governments Connected & Working Together**



**Communities Connected to Other Communities**



**Healthy Communities Connected to Nature**



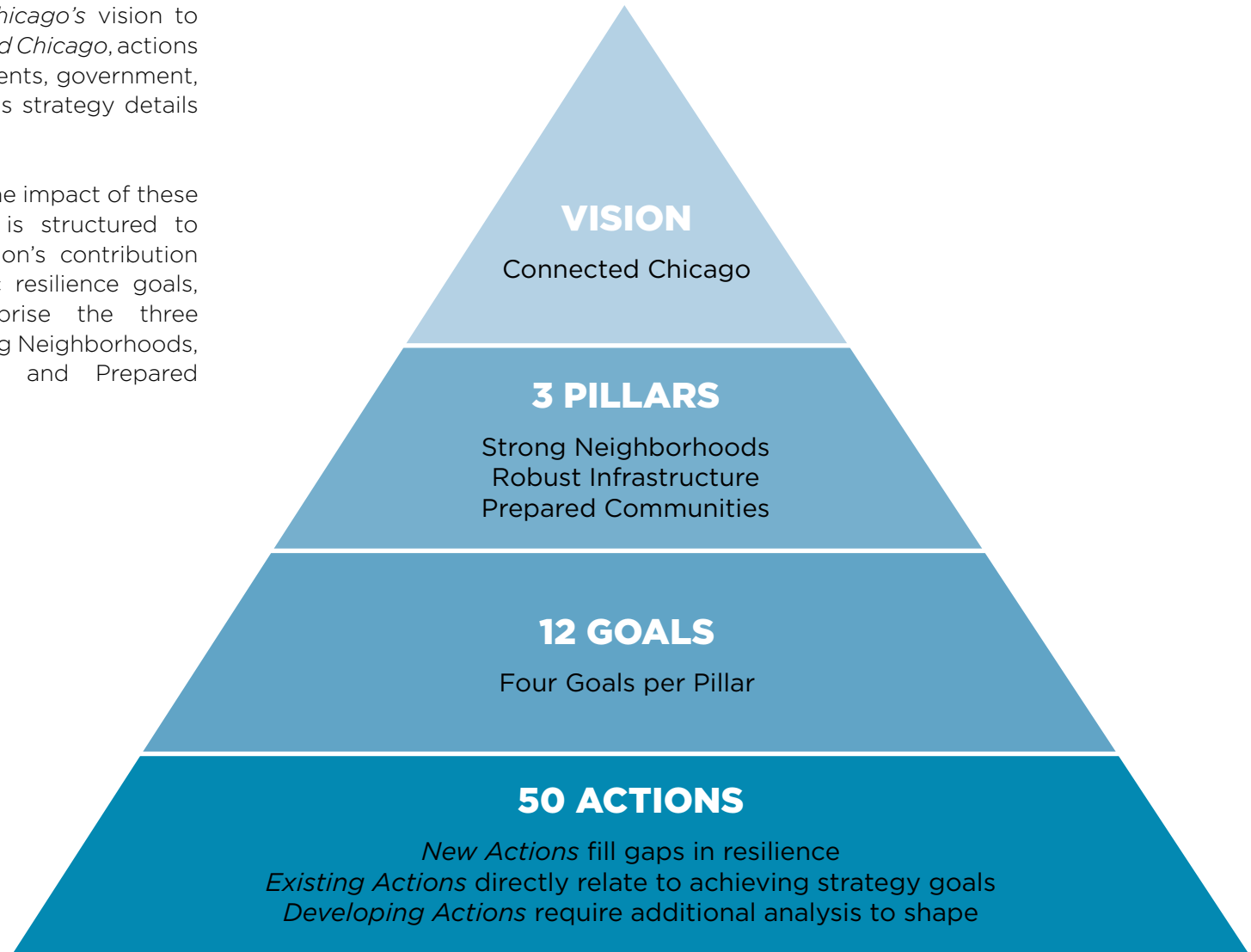
**Government Connected to Residents**



# STRATEGY FRAMEWORK

To achieve *Resilient Chicago's* vision to create a more *Connected Chicago*, actions must be taken by residents, government, and other partners. This strategy details 50 such actions.

To better understand the impact of these actions, this strategy is structured to demonstrate each action's contribution toward twelve specific resilience goals, which in turn comprise the three resilience pillars - Strong Neighborhoods, Robust Infrastructure, and Prepared Communities.



# VISION: **CONNECTED CHICAGO**

## **PILLAR 1: STRONG NEIGHBORHOODS**

- Goal 1. Coordinate city investments and actions to maximize and empower neighborhood development.
- Goal 2. Increase jobs and investment leveraged through community action in communities with historic underinvestment.
- Goal 3. Create a process to renew and build community trust and social cohesion between city government and residents.
- Goal 4. Ensure the protection and enhancement of basic needs for Chicagoans.

## **PILLAR 2: ROBUST INFRASTRUCTURE**

- Goal 1. Improve infrastructure planning to ensure that investments are more strategic, proactive, and coordinated.
- Goal 2. Increase investment in green infrastructure to reduce flood risk and create more sustainable neighborhoods.
- Goal 3. Improve transportation connections between areas with high unemployment and workforce opportunities.
- Goal 4. Reduce citywide greenhouse gas emissions (GHG) through city renewable energy generation, energy efficiency, and mobility options.

## **PILLAR 3: PREPARED COMMUNITIES**

- Goal 1. Improve communication tools to create informed and engaged Chicagoans.
- Goal 2. Reduce vulnerabilities to extreme weather events for disconnected Chicagoans.
- Goal 3. Increase social connectedness and personal resilience of City first responders to better serve residents.
- Goal 4. Leverage technology to increase accessibility and impact of information.







# ACTION TEMPLATE STRUCTURE

EACH OF THE STRATEGY'S 50 ACTIONS IS DESCRIBED IN GREATER DETAIL FOLLOWING A STRUCTURE THAT INCLUDES THE FOLLOWING ELEMENTS:

**A ACTION IDENTIFICATION NUMBER:**

Unique number for the action

**B ACTION NAME:**

Unique name for the action

**C OWNERS:**

List of implementation leads spearheading the action

**D PARTNERS:**

List of key implementation partners

**E TIMELINE:**

Timeframe for implementing the action (*less than one year; one to five years; or greater than five years*)

**F LINK TO VISION:**

Identifies how the action contributes to creating a more *Connected Chicago*

**G ACTION TYPE:**

Identifies whether the action is existing, developing, or new (existing - *directly relates to achieving strategy goals*; developing - *requires additional analysis to shape*; new - *fills a gap in resilience*)

**H DESCRIPTION:**

A description of the action including how the action contributes to creating a more resilient Chicago and details on implementation

**I NEXT STEPS:**

Immediate next steps to be taken by the action owners and partners towards implementation

**J POTENTIAL KEY INDICATORS:**


Quantitative ways to potentially measure and track the success of the action

**K EQUITY IMPACTS:**

Demonstrates how vulnerable Chicagoans will be affected by the proposed actions. Equity was selected as a main impact metric because of its ability to address the interconnected nature of race, economics, and geography.



# ACTION TEMPLATE STRUCTURE



**G**

**A**

## ACTION 1

**B**




### Coordinate City Resources to Support Neighborhoods

**C OWNER**  
Mayor's Office

**D PARTNERS**  
Greater Chicago Food Depository (GCFD), CDPH, DPD, DFSS, CDOT, CPD, CHA, CTA, CPS, CPL, CPK, AECOM

**E TIMELINE**  
1-5 years

**F LINK TO VISION**

- Residents connected to opportunity
- Government connected to residents
- City government connected and collaborating

**H DESCRIPTION**  
As a Chicago resident or community group, it can be a challenge identifying, accessing, and utilizing the various services, programs, and other resources made available by City departments and sister agencies. This poses a significant barrier for residents and community groups to meaningfully leverage City offerings that can benefit their neighborhoods.

The Mayor's Office, in collaboration with CDPH, GCFD, and other key City

departments and sister agencies, will carry out a pilot study that focuses on efforts to address food insecurity in the North and South Lawndale communities. The pilot study will assess existing strategies regarding City resource deployment, community engagement, and partnership building, with an eye towards aligning resources and empowering local decision-making to meet community needs.

This initiative will serve as a model to improve the implementation of neighborhood priorities - due to stronger connections between the City, community groups, and residents - with the longer-term goal of implementing this framework in high-hardship community areas citywide.

**I NEXT STEP**  
Carry out the pilot and analyze its findings to identify potential future high-hardship community areas in which to implement key learnings. ■

**J POTENTIAL KEY INDICATORS**

- ① Increase in number of fresh food outlets in pilot and other underserved areas
- ② Increase in utilization of resources by residents and community groups
- ③ Decrease in number of unutilized, underutilized, or non-valuable resources
- ④ Creation and use of a tool, website, or other platform to highlight available resources

**K EQUITY IMPACTS**

Residents of North and South Lawndale, with the potential to impact Chicago residents in other high-hardship communities as the framework is implemented beyond the pilot area.

In addition, specific actions are identified as being *Key Equity Actions* and *Flagship Resilience Actions*. These special designations signify actions that demonstrate the following:

▪ **Flagship Resilience Actions:**

Demonstrate notable opportunities to build resilience across pillars



▪ **Key Equity Actions:**

Demonstrate intentionality to directly address one or multiple inequities (e.g. racial, economic, geographic) and have the potential to create major impact in the near-term



Interspersed throughout the strategy are *Organization Features* and *Calls to Action*, which showcase existing efforts and ways for Chicago residents to get involved:

▪ **Organization Features:**

Highlight the ongoing work of local organizations that help build the city's urban resilience

▪ **Calls to Action:**

Describe specific actions that residents can take to help build the city's urban resilience

Finally, as part of its efforts to fully develop the requirements and impacts of actions included within *Resilient Chicago*, the City will undertake a financial analysis for actions to determine feasibility, funding sources, and other necessary financial considerations.



# RESILIENT CHICAGO

SUPPORTS NEIGHBORHOODS THROUGH KEY INITIATIVES SUCH AS...

## RED LINE EXTENSION PROJECT

The Red Line Extension (RLE) involves a 5.3-mile extension project from 95th to 130th Street and is part of the larger Red Ahead Program.

## STAR SCHOLARSHIP

City Colleges of Chicago (CCC) provides full tuition and book waivers to all students who graduate from Chicago Public Schools with a B average and test completion-ready in math and English.

## AFFORDABLE HOUSING OPTIONS IN GENTRIFYING NEIGHBORHOODS

The City is piloting new measures under the Affordable Requirements Ordinance (ARO) to mitigate displacement impacts, protect the interests of vulnerable residents, and preserve economic diversity.

## MOBILITY CONNECTIONS TO OPPORTUNITIES

The City will pilot innovative solutions in two Chicago communities: Gage Park and Washington Heights, to improve connections between communities lacking mobility options with employment opportunities.

## CHICAGO CLIMATE CHARTER

The Chicago Climate Charter is an international pledge that establishes a framework of commitments that focus on ideas to maximize impact and provide guidance for Mayors who are looking to peers for climate resilience strategies.

## CHICAGO ENERGY EFFICIENCY IMPROVEMENTS

In 2018, Chicago updated its Chicago Energy Benchmarking Ordinance to provide a new Chicago Energy Rating system that promotes transparency and visibility of reported data surrounding energy performance of new and existing buildings.

## BUILDING STORMWATER RESILIENCE THROUGH GREEN INFRASTRUCTURE

This initiative will improve the coordination of green infrastructure investments and a pilot project across Austin, Auburn Gresham/Englewood, and Calumet Heights to implement on-site green infrastructure solutions to be designed by fall 2019.

## EXPANDING TRANSIT-ORIENTED DEVELOPMENT (TOD) TO BUS ROUTES

While the majority of City TOD policies have focused on rail stations and individual bus projects, in 2019, the City will expand its TOD policy to bus lines to promote equitable development, affordability, and connection between neighborhoods.

## URBAN AGRICULTURE STRATEGY AND THE GROWING FOR CHICAGO INITIATIVE

The City will establish an urban agriculture strategy to expand urban farms in the city and improve food security for residents. The Growing for Chicago initiative is a cohort-based model that supports high-potential small farmers through financial support, technical assistance, and community support.

## YOUTH QUALITY OF LIFE (YQL) INDEX AND SCORECARD

The City is developing the YQL Index and Scorecard to assess the impact of government investments on the lives of youth over time. The Index and Scorecard will assist the City in making more informed investments that focus on providing our youth with support to become successful in today's economy.



# SECTION 3: STRONG NEIGHBORHOODS



# PILLAR 1: STRONG NEIGHBORHOODS

Chicago has always been a city of neighborhoods. The bodegas, panaderias, and colorful murals of Pilsen, rich jazz history of Bronzeville, black-owned *West Suburban Journal* in Austin, Villapalooza music festival in North Lawndale, historic landmarks in Pullman, 606 trail winding through Bucktown, and Logan Square Farmers Market are but a few examples of the distinct contributions of neighborhoods that make Chicago a diverse, vibrant, and world-class city.

As the city changes over time, it is critical that all neighborhoods have the resources, support, and tools to thrive. Strong neighborhoods mean a strong Chicago.

To this end, the City is committed to investing in its neighborhoods. Innovative initiatives like the Neighborhood Opportunity Fund, Retail Thrive Zones, and Chicago's microlending program have injected resources and support into historically underserved neighborhoods on the South, Southwest, and West Sides. Employment opportunities are on the rise, and Chicago's unemployment rate is at its lowest level in recorded history.

Chicago's youth have benefited from these investments as well. The City has more

than tripled its financial support for youth since the start of the decade, and today more young men and women across the city have access to after school activities, summer jobs, and mentors. Chicago has dramatically expanded access to early childhood education and made community college free for high school graduates who have earned at least a B average.

It is imperative that Chicago's ongoing development be inclusive and that all neighborhoods share in the city's prosperity. Today, 18.6 percent of Chicagoans live below the poverty threshold, and a greater share of Chicago households are burdened by housing costs compared to the nation overall. While Chicago ranks as the third largest city in the U.S., its population has stagnated as residents, especially those individuals without a college degree, migrate out of the city and its neighborhoods. The City has prioritized measures to successfully include non-college educated residents in the city's economic growth and preserve Chicago's neighborhoods

by implementing measures to ensure residents can live affordably and stay in their homes.

This strategy section details specific goals and actions to promote stronger neighborhoods by ensuring that all Chicagoans – regardless of the zip code in which they reside – can participate in Chicago's future. Examples include initiatives to develop skill sets for younger generations that will make up the city's future workforce, connect local institutions with resources, and coordinate programs and policies to make them more accessible to residents.



## GOAL 1:

COORDINATE CITY INVESTMENTS AND ACTIONS TO MAXIMIZE AND EMPOWER NEIGHBORHOOD DEVELOPMENT

The City of Chicago implements a diverse array of initiatives to support neighborhood development. Improved collaboration and coordination between City departments and sister agencies will help maximize the benefit of these efforts. This goal promotes stronger relationships and elevates novel approaches to achieve better results for Chicago's neighborhoods.

This Land is Protected  
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# CASE STUDY

## Co-Located Housing and Libraries

### OVERVIEW

The Chicago Housing Authority (CHA) and Chicago Public Library (CPL), with the support of the Department of Planning and Development (DPD), created an interagency partnership that will provide three new mixed-income housing developments with co-located libraries across the city to serve as community anchors that incorporate traditional library services and support life-long learning.

The Roosevelt Branch Library will be co-located with 73 multi-family housing units, expanding upon the redevelopment of the Roosevelt Square neighborhood. The Northtown Branch Library and the Independence Branch Library, situated in the West Ridge and Irving Park communities, respectively, will both be co-located with a total of 44 units of senior housing.

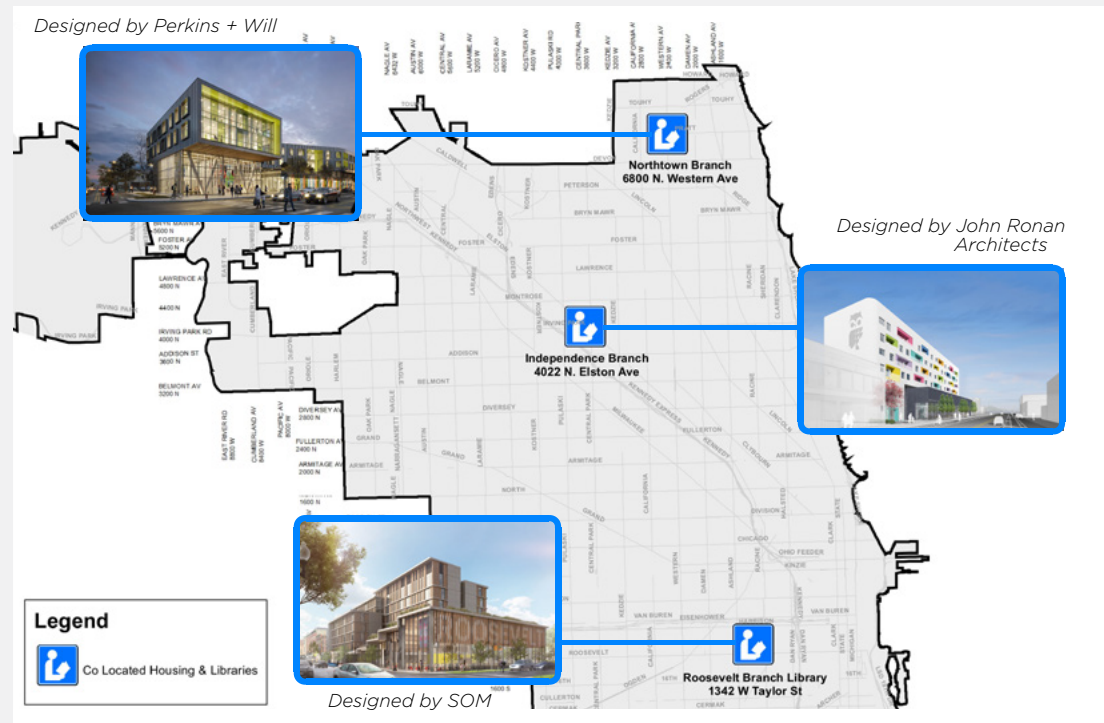
Three of the city's top architecture and design firms were selected to design the housing and library developments. The firms were selected following a design competition sponsored by DPD. The competition was part of Mayor Emanuel's vision to bring world-class design to Chicago neighborhoods rather than the standard architectural designs

that have become commonplace among government buildings and planning projects.

### BENEFITS

These new developments and their co-housed libraries will strengthen communities by creating additional affordable housing options, while simultaneously making library resources

more accessible for low-income residents, in particular for families and seniors that live on-site. The presence of public libraries in communities promotes literacy and provides a space for a variety of social programs for all ages. Public libraries act as neighborhood centers in which residents from all backgrounds can convene and connect.





# ACTION 1

## Coordinate City Resources to Support Neighborhoods

### OWNER

Mayor's Office

### PARTNERS

Greater Chicago Food Depository (GCFD), CDPH, DPD, DFSS, CDOT, CPD, CHA, CTA, CPS, CPL, CPK, AECOM

### TIMELINE

1-5 years

### LINK TO VISION



- Residents connected to opportunity
- Government connected to residents
- City government connected and collaborating

### DESCRIPTION

As a Chicago resident or community group, it can be a challenge identifying, accessing, and utilizing the various services, programs, and other resources made available by City departments and sister agencies. This poses a significant barrier for residents and community groups to meaningfully leverage City offerings that can benefit their neighborhoods.

The Mayor's Office, in collaboration with CDPH, GCFD, and other key City

departments and sister agencies, will carry out a pilot study that focuses on efforts to address food insecurity in the North and South Lawndale communities. The pilot study will assess existing strategies regarding City resource deployment, community engagement, and partnership building, with an eye towards aligning resources and empowering local decision-making to meet community needs.

This initiative will serve as a model to improve the implementation of neighborhood priorities - due to stronger connections between the City, community groups, and residents - with the longer-term goal of implementing this framework in high-hardship community areas citywide.

### NEXT STEP

Carry out the pilot and analyze its findings to identify potential future high hardship community areas in which to implement key learnings. ■

### POTENTIAL KEY INDICATORS

- ① Increase in number of fresh food outlets in pilot and other underserved areas
- ② Increase in utilization of resources by residents and community groups
- ③ Decrease in number of unutilized, underutilized, or non-valuable resources
- ④ Creation and use of a tool, website, or other platform to highlight available resources

### EQUITY IMPACTS

Residents of North and South Lawndale, with the potential to impact Chicago residents in other high hardship communities as the framework is implemented beyond the pilot area.



## CALL TO ACTION

### **FIND WAYS TO CONNECT WITH THOSE AROUND YOU!**

Being an active member of your community – by volunteering at a local soup kitchen, joining a faith-based organization, or simply checking in on your next-door neighbor from time to time – helps build your community’s resilience by strengthening the connections between its residents.

### **INTRODUCE YOURSELF TO YOUR NEIGHBORS**

Everyone loves seeing a friendly face in their neighborhood! Building relationships with your neighbors creates a stronger sense of belonging, builds trust, and results in a positive community living experience.

### **SIGN UP TO BE A MEMBER OF A NEIGHBORHOOD CLUB**

Getting to know your neighbors as part of a local group – such as a neighborhood book club – can open doors to new friendships, hobbies, and interests that make living in your area more enjoyable.



## GOAL 2:

### INCREASE JOBS AND INVESTMENT LEVERAGED THROUGH COMMUNITY ACTION IN COMMUNITIES WITH HISTORIC UNDERINVESTMENT

Residents living in the city's South, Southwest, and West Side communities have long grappled with underinvestment, a lack of access to capital, and fewer economic opportunities. This goal addresses these issues by identifying initiatives focused on activating residents in Chicago's neighborhoods and promoting employment and growth within those areas.



# CASE STUDY

## Neighborhood Opportunity Fund

### OVERVIEW

The Neighborhood Opportunity Fund (NOF), created by the Mayor's Office and DPD and approved by City Council in 2016, links the city's rapid growth in downtown development to capital streams necessary for the success of small businesses in Chicago's South, Southwest, and West Side neighborhoods.

As part of this equitable development initiative, developers of downtown projects pay a Neighborhood Opportunity Bonus into the NOF, which enables them to increase the size of their downtown development. Eighty percent of bonus contributions are used to support development and rehabilitation projects within commercial corridors in Chicago's underinvested neighborhoods. Examples of eligible projects include grocery stores, restaurants, and cultural facilities, among others, with emphasis given to projects that include Minority Business Enterprise (MBE) and Women's Business Enterprise (WBE) owners.

Residents can learn more about NOF and apply online at [neighborhoodopportunityfund.com](http://neighborhoodopportunityfund.com). As of November 2018, the City had received

over 800 applications. DPD reviews and approves applications based on project feasibility and ability to have a measurable, catalytic impact on a community based on the availability of similar goods or services nearby. A total of 90 projects have been selected for support, including grants for emerging start-ups, the creation of new locations, upgrades to local anchor businesses, and business expansions. The program has driven a total of more than \$55 million of new investment to Chicago's neighborhoods, with over 75 percent of awardees from African American or Latino backgrounds.

### BENEFITS

NOF investments will drive positive economic and community change by creating jobs, transforming commercial corridors, and activating spaces in Chicago's South, Southwest, and West Side neighborhoods. The NOF helps overcome disparities in employment opportunities and works toward a more equitable Chicago by providing necessary support for MBE and WBE owners and residents facing barriers in accessing capital, investment, and income. With an influx of large downtown developments expected in the coming

years, the City will focus on expanding access to capital for small businesses and connecting business owners with the necessary supporting resources - including contracting, financial, and legal services - to complete their capital projects and improve operations. The City will continue to provide NOF grant funding to small businesses through this program and track its impact, for example, in filling a specific service gap or in building community-based wealth.



# CASE STUDY

## Retail Thrive Zones

### OVERVIEW

Created in 2017, the Retail Thrive Zones initiative is a pilot program focused on strengthening the economic vitality of eight neighborhood commercial corridors. Each of the Retail Thrive Zone corridors, located on the city's South, Southwest, and West Sides, have historically faced economic challenges, yet demonstrate a strong potential for growth. The program brings an array of City tools and services, including financial and technical assistance, to entrepreneurs and businesses to catalyze these corridors and improve access to amenities, promote entrepreneurship, and build community-based wealth and employment.

By focusing on select areas, the City can roll out programs more quickly, explore creative new ideas, and expand those ideas that are successful to other parts of the city.

Since its inception, the three-year program has focused primarily on three goals:

1) Increase access to capital and incentives through Retail Thrive Zone Small Business Improvement Fund (SBIF) grants, 7(c) tax incentives, outreach to lenders, and the creation of a Thrive SBIF lenders collective;

- 2) Activate real estate and aligned infrastructure through new pre-fabricated, climate-controlled “Boombox” pop-up retail spaces, property violation coordination work with the Department of Buildings, and early action infrastructure such as road, light, and sidewalk repair;
- 3) Support existing small businesses and emerging entrepreneurs. With the remaining year left in this program, the City will focus on supporting the completion of SBIF projects and getting buildings in compliance to be development-ready. Residents can learn more and apply online at [thrivezones.com](http://thrivezones.com).



### BENEFITS

This initiative will improve the quality of life in neighborhoods by combatting the economic conditions that lead to crime and prioritizing historically underinvested communities. The Retail Thrive Zones initiative initially invested \$16 million directly into commercial strips in eight neighborhoods across Chicago's South, Southwest, and West Sides, including Austin, Back of the Yards, Bronzeville, Chatham, Englewood, South Shore, West Humboldt Park, and West Pullman. These investments in neighborhood commercial corridors are expected to create new local amenities and more than 650 new jobs, along with nearly 2,000 construction-related jobs. Grants of up to \$250,000 are awarded to small businesses. To date, 51 businesses have received Retail Thrive Zone business improvement grants. In addition, partnering lenders are offering matching loan programs to help front-fund grant projects and provide short-term operating capital. The City also launched a web portal, [thrivezones.com](http://thrivezones.com), that increases accessibility for businesses to apply for County property tax incentives in the Thrive Zones.





## ACTION 2

# Enhance the Chicago Neighborhood Rebuild Training Program



### OWNERS

DPD, Chicago Community Loan Fund

### PARTNERS

Cook County Land Bank Authority (CCLBA), Community Investment Corporation (CIC), Safer Foundation, Cara Chicago, NeighborScapes

### TIMELINE

1-5 years

### LINK TO VISION



- Residents connected to opportunity

### DESCRIPTION

In many of Chicago’s communities of color, residents, particularly formerly incarcerated individuals, are disconnected from the many opportunities afforded by property acquisition, management, redevelopment, and sales that promote homeownership in their communities.

The Chicago Neighborhood Rebuild Training program was established as a dual workforce and community development initiative for those having trouble accessing

job revitalization efforts in the Englewood, Ogden, and Harrison communities. The program provides support for local, neighborhood-based developers to purchase, rehabilitate, and sell vacant and abandoned homes for homeownership, while offering employment to formerly incarcerated youth and adults. Homes renovated through the program must be sold to buyers at rates affordable to a family earning 120 percent of area median income.

Through these efforts, residents in Chicago’s neighborhoods can experience increased workforce and homeownership opportunities, while benefiting from reduced levels of neighborhood blight in the form of neglected, vacant residential properties.

To date, \$1.9 million in program funds have generated a number of positive outcomes:

- Acquisition of 12 buildings by CIC and CCLBA; four of these properties have already received bids and will be transferred to participating developers.
- Recruitment, assessment, employment training, and job placement for 43 trainees in priority areas by the Cara CleanSlate program and Safer Foundation.

- Community engagement activities carried out by three newly hired staff and 11 Community Building Fellows through the NeighborScapes Innovation Houses program in Englewood.

### NEXT STEP

Identify dedicated funding stream to support program expansion in existing and new target areas. ■

### POTENTIAL KEY INDICATORS

- ① Number of individuals trained and placed into permanent jobs
- ② Number of properties acquired by participating developers
- ③ Increase in property value of rehabilitated homes
- ④ Number of properties sold to homebuyers

### EQUITY IMPACTS

Formerly incarcerated residents, local developers, and aspiring homeowners in Englewood, Ogden, and Harrison, with the potential to expand to other target areas across the city.





# ACTION 3

## Modernize Chicago's Industrial Corridors

**OWNER**  
DPD

**TIMELINE**  
>5 years

**LINK TO VISION**



- Residents connected to opportunity

**DESCRIPTION**

The Department of Planning and Development (DPD) initiated a public process in spring 2016 to refine land use policies for continued growth and private investment in the City's Industrial Corridor system. The multi-year process is incorporating community-based goals, market data, infrastructure assessments, financial planning, and other criteria into framework plans that will guide future public and private investments within each unique corridor.

To support this effort, the City recently created the Industrial Corridor System Fee, which applies to new developments requesting a zoning change for non-industrial use in designated Conversion Areas. Collected fees are used to preserve and enhance the city's industrial base,

support new and expanding industrial uses, and ensure a stable future for manufacturing and industrial employment in Chicago.

Chicagoans have already seen concrete progress. Following a year of public engagement and planning, the North Branch Framework plan was adopted by the Chicago Plan Commission in May 2017. The Framework identifies new land use parameters, transportation improvements and open space amenities for sections of the North Branch Industrial Corridor. In spring 2018, DPD launched three public processes to review and enhance the Ravenswood Industrial Corridor, the Little Village Industrial Corridor and the Kinzie Industrial Corridor, with modernizations of other corridors on the horizon.

**NEXT STEP**

Conduct reviews of other industrial corridors and develop approaches drawing from the framework applied to the North Branch Corridor for all of Chicago's industrial corridors. ■

**POTENTIAL KEY INDICATORS**

- ① Economic growth, as measured by key Census indicators, realtor and business feedback
- ② Number of businesses created or expanded
- ③ Number of jobs created or maintained
- ④ New development is aligned with other environmental justice and strategy goals to reduce diesel emissions, increase green infrastructure, and provide safe, accessible amenities to local residents

**EQUITY IMPACTS**

Unemployed or underemployed residents living near industrial corridors to be modernized, in particular in Chicago's South and West Side communities.







# ACTION 4

## Create a Small Business Portal for Local Entrepreneurs

### OWNER

World Business Chicago (WBC)

### PARTNERS

Mayor’s Office, BACP, Chicago Community Trust, Accion

### TIMELINE

<1 year

### LINK TO VISION



- Residents connected to opportunity

### DESCRIPTION

A major barrier for local entrepreneurs in Chicago is the ability to connect with the right resources and service providers. The Small Business Portal will be a streamlined website for all Chicago small business providers, connecting entrepreneurs to the resources and service providers that best meet their needs, including access to capital, marketing, contracting, and legal services.

A central “Navigator” team can analyze the activity of small businesses on the portal to determine any gaps in service provider offerings and proactively assist

entrepreneurs in identifying resources tailored to their specific needs. This reduces the time entrepreneurs spend searching, and instead allows them to focus their precious time growing their businesses.

WBC is expected to create the portal and hire a fully-staffed “Navigator” team by early 2019. WBC will assess the Navigators’ impact over time, and coordinate closely with the Mayor’s Office, BACP, and other non-profit partners to further refine the portal and its offerings.

### NEXT STEP

Create the Small Business Portal website and hire the full Navigator team by early 2019. ■



### POTENTIAL KEY INDICATORS

- ① Number of unique and repeat visitors to the portal
- ② Number of businesses served / services provided
- ③ Jobs created and small business growth
- ④ Resource provider performance, as measured through direct feedback
- ⑤ Entrepreneur satisfaction, as measured through direct feedback

### EQUITY IMPACTS

MBE/WBE firms, small business owners, and aspiring entrepreneurs facing barriers to entry.





# ACTION 5

## Develop a Citywide Urban Agriculture Strategy and the Growing for Chicago Initiative

### OWNER

DPD

### PARTNERS

Advocates for Urban Agriculture (AUA), NeighborSpace, Grow Greater Englewood (GGE), Chicago Flower and Garden, LLC, Chicago Botanic Gardens-Windy City Harvest, DCASE, CDOT

### TIMELINE

1-5 years

### LINK TO VISION



- Residents connected to opportunity
- Government connected to residents
- Healthy communities connected to nature

### DESCRIPTION

Urban agriculture strengthens Chicago’s local food system, offering residents access to nutritional food options as well as environmental and community benefits. To support urban farming and promote resident access to healthy and locally grown foods, Chicago updated its zoning code in 2011 by expanding the size limit for community gardens, permitting hydroponics and

aquaponics as part of urban farm uses, and updating the health code in 2015 to allow for expanded composting at community gardens and farms. In summer 2018, DPD partnered with DCASE to establish Farm to Festival, an urban agricultural exhibit featuring growing, cooking, and nutritional demonstrations. Moving forward, the City will create an urban agriculture strategy with additional incentives and resources for producers.

To help community farmers scale their businesses, the City will work with non-profit partners to create the Growing for Chicago initiative, a cohort-based model for small, local farmers. The program will provide grants for capital investments, technical assistance and training, among other community and City support. Initially, the effort will be focused in areas where the City and its partners are currently developing land for urban agriculture, including Englewood, South Chicago, Back of the Yards, Woodlawn, East Garfield Park, Greater Grand Crossing, Burnside, and Altgeld Gardens.

### NEXT STEP

Finalize frameworks for the urban agriculture strategy and Growing for Chicago initiative with industry, non-profit partners, and community partners. ■

### POTENTIAL KEY INDICATORS

- ① Number of additional urban agriculture sites created citywide
- ② Amount of food locally grown and supplied to surrounding communities
- ③ Dollar value of incentives provided to urban agriculture producers
- ④ Number of minority and women entrepreneurs supported
- ⑤ Number of unemployed community members employed

### EQUITY IMPACTS

Urban agriculture producers, minority and women entrepreneurs, and residents with limited food access, in particular in Englewood, South Chicago, Back of the Yards, Woodlawn, East Garfield Park, Greater Grand Crossing, Burnside, and Altgeld Gardens.





## GOAL 3:

CREATE A PROCESS TO RENEW AND BUILD COMMUNITY TRUST AND SOCIAL COHESION BETWEEN CITY GOVERNMENT AND RESIDENTS

City-community partnerships benefit both local residents and the City by achieving shared goals, while fostering a greater sense of engagement, trust, and connectedness. This goal strengthens these two-way relationships by identifying ways to enhance the City's public engagement practices and better connect communities with City resources and services.



# ACTION 6

## Establish a Baseline of City Public Engagement Efforts



### OWNER

Mayor's Office

### PARTNERS

Chicago Sustainability Leaders Network (CSLN), Metropolitan Planning Council (MPC), Elevated Chicago, BACP, CDOT, CDPH, CCHR, CFD, CPD, CPL, DPD, DCASE, DFSS, DSS, DWM, MOPD, OBM, OEMC, CTA, CPS, CCC, CHA, CPK, and 22 additional City departments and agencies

### TIMELINE

<1 year

### LINK TO VISION



- Government connected to residents
- City government connected and collaborating

### DESCRIPTION

The CRO met with community members and City of Chicago staff to understand how the City's engagement with the public can more consistently promote a productive, two-way relationship. As part of these conversations, CSLN - a network of community leaders that advocates for more sustainable communities in Chicago - emphasized the importance of improved

coordination between City departments and agencies to more effectively engage the public on key initiatives. Although there are examples of successful collaborations, many efforts are fragmented across City departments and agencies, which can leave residents feeling disconnected from local government.

It also became clear that the lack of a baseline inventory of existing public engagement strategies used by City departments and agencies limits the ability for intragovernmental coordination. A multi-part process was developed to assess existing public engagement strategies and identify ways in which the City can have more effective public engagement. The process included:

- Preliminary research on City websites, social media pages, and organizational charts;
- A questionnaire completed by 121 staff across 42 City departments and agencies;
- Interviews with up to five representatives from 22 City departments and agencies;
- A three-hour workshop with 58 participants representing 31 departments and agencies.

During the workshop, City staff had the chance to connect with one another, share

challenges, and identify opportunities for improvements in engagement strategies.

Challenges shared included:

- Over-reliance on communication channels to inform - rather than engage - the public;
- Failure to engage underserved or vulnerable populations in a consistent manner;
- Inconsistent standards and limited professional development opportunities;
- Lack of coordination in deployment of dedicated public engagement resources.

Areas of opportunity identified included:

- Ability to share effective tactics and best practices already being used by staff;
- Existence of effective partnerships and strong relationships that can serve as models;
- Interest and desire among staff to learn new skills and continuously develop;
- Articulation of public engagement as a priority by the current administration.

These findings were analyzed to create initial recommendations to enhance the City's public engagement efforts.



Initial recommendations included:

- Extend the baseline assessment to more broadly involve community organizations, aldermen, and residents through surveys and focus groups, among other mechanisms;
- Create a culture of public engagement by creating a shared vision at the City level and creating department- or agency-specific goals to execute the vision;
- Professionalize public engagement by providing a broad array of trainings to staff and developing formal mechanisms to share best practices across departments and agencies.

### NEXT STEP

Establish a working group of key Mayor's Office, department, and agency staff to develop a working plan to further prioritize and begin implementing initial recommendations. ■



### POTENTIAL KEY INDICATORS

- ① Number of residents, community organizations, and aldermen engaged
- ② Creation of a shared public engagement vision across City departments and agencies
- ③ Creation of department- or agency-specific goals to execute the vision
- ④ Number of staff trained on public engagement tools, tactics, and best practices

### EQUITY IMPACTS

All residents seeking to build a relationship with the City and access resources, services, and programs.

### CALL TO ACTION

#### BECOME A MORE CIVICALLY ENGAGED RESIDENT

You can be more informed on the new developments and changes in your local community by becoming more civically engaged in your everyday life. This could mean attending a City Council meeting, getting to know your local representatives, or voting, among other activities.

#### ATTEND A CITY COUNCIL MEETING

A schedule of City Council meetings is posted on the Chicago City Clerk's website at [chicityclerk.com](http://chicityclerk.com). This is a great way to have a voice on the issues that affect your community.

#### GET TO KNOW YOUR LOCAL ALDERMAN

Aldermen serve on the City Council and represent Chicago's 2.7 million residents living in the city's fifty wards. Aldermen are also a helpful entry point for residents seeking more information about City services and program offerings. They want to hear from you!

#### VOTE!

Visit the City's Board of Election Commissioners website at [chicagoelections.com](http://chicagoelections.com) to register to vote, access your voter information, and stay informed of important voting dates and deadlines.





## GOAL 4:

### ENSURE THE PROTECTION AND ENHANCEMENT OF BASIC NEEDS FOR CHICAGOANS

Lack of access to basic needs such as housing and education can have long-lasting impacts on residents and undermine the fabric of entire neighborhoods. This goal seeks to protect and enhance Chicagoans' access to housing, education, and transportation, among other necessities. It also underscores the importance of ensuring these needs are met early on, by detailing several initiatives that focus on providing Chicago's youth with protections and opportunities to succeed.

## CALL TO ACTION

### **VOLUNTEER TO MAKE A DIFFERENCE IN YOUR COMMUNITY**

Give back to your community and impact others' lives by donating your time towards a cause that is important to you. Volunteering is a great way to establish a stronger relationship with your local community. Make the choice today to

dedicate your time and effort to help those in need.

### **FIND AN ORGANIZATION THAT MATTERS TO YOU**

Visit One Good Deed Chicago's website at [onegooddeedchicago.org](http://onegooddeedchicago.org) to find a list of organizations that need your help and what you can do to make a difference in your community.

### **VOLUNTEER WITH ORGANIZATIONS REPRESENTED IN RESILIENT CHICAGO**

The organizations featured in Chicago's resilience strategy are all working tirelessly to improve the city. Find ways you can volunteer with them and contribute to their organizational missions.





# ACTION 7

## Implement a Cradle-to-Career Approach to Education

### OWNER

Mayor's Office

### PARTNERS

CPS, CCC, Chicago-Cook Workforce Partnership (CCWP), Thrive Chicago, Chicagoland Workforce Funders Alliance, Higher Education Institutions

### TIMELINE

1-5 years

### LINK TO VISION



- Residents connected to opportunity
- Government connected to residents
- City government connected and collaborating

### DESCRIPTION

Youth unemployment has emerged as a key issue affecting communities across the U.S., exacerbated by a lack of career opportunities, particularly for those without a four-year degree. The City has taken a cradle-to-career approach to education that ensures all students have pathways to develop meaningful career trajectories and secure their economic futures. From expanding early childhood education, to

providing students with enrollment and financial aid support, to aligning community college curricula with employer needs, the City has made continual investments to ease the transition of students from pre-kindergarten to career.

The City is committed to unlocking pathways to careers in fields that traditionally have required a four-year degree for residents in every neighborhood. This includes an emphasis on high-growth industries that have the potential to provide economic opportunities for youth from disadvantaged backgrounds. Within CPS schools, this has included the expansion of Science, Technology, Engineering and Mathematics (STEM) magnet programs, Early College STEM high schools, and Apple's Everyone Can Code initiative. CCC and CCWP have also introduced new coding and cyber security (Cyber) bootcamps at the post-secondary level.

The positive impacts of these efforts are already taking form. The Apple and Cyber initiatives will be expanded to at least five bootcamps in 2019, with an expected 75 percent of participating students set to obtain full-time employment within nine months of course completion. Additionally, CCWP just recently announced the Chicago Codes program, a tuition-free technology development and coding academy. Chicago

Codes will identify and recruit untapped tech talent from underserved communities, create a well-trained, diverse pipeline of programmers for local tech employers, and train between 50 and 100 residents in the first year.

### NEXT STEP

Implement expansion of Everyone Can Code, Cyber, and Chicago Codes initiatives for 2019. ■

### POTENTIAL KEY INDICATORS

- ① Early childhood education enrollment rates
- ② High school graduation rates
- ③ College enrollment, employment, or other post-secondary involvement rates
- ④ Number of youth trained in Everyone Can Code, Cyber, and Chicago Codes programs
- ⑤ Dollar value of annual earnings of affected youth

### EQUITY IMPACTS

Young Chicagoans from disadvantaged backgrounds, including individuals from low-income households or with other barriers to accessing education, employment, or skills development.







# ACTION 8

## Increase STAR Scholarship Recruitment Efforts

### OWNER

CCC

### PARTNERS

CPS, 23 STAR Plus Partner universities, CME Group

### TIMELINE

>5 years

### LINK TO VISION



- Residents connected to opportunity
- Government connected to residents
- City government connected and collaborating

### DESCRIPTION

Launched in 2015, the STAR Scholarship program allows students to earn their associate degree at City Colleges with no out-of-pocket costs. CCC provides scholarships in the form of full tuition and book waivers to Chicago public high school students who graduate with a B average or above and whose test scores demonstrate that they are “completion ready.” A completion ready student is a student that, with additional developmental education coursework, will be adequately prepared to earn an associate

degree within three years of enrollment. The STAR Scholarship is available to all students that meet these criteria, regardless of their immigration status.

CCC will collaborate with CPS to notify students earlier in their high school careers about the STAR Scholarship opportunity. While CPS will continue to alert on-track seniors of the opportunity, it will begin notifying freshmen of the STAR Scholarship through e-mail and counselor outreach. CCC will also work to deepen the benefits of being a STAR Scholar by identifying new STAR Plus Partners, including Historically Black Colleges and Universities (HBCUs). STAR Plus Partners are local four-year universities that offer financial awards to STAR Scholars who transfer to their university after obtaining their associate degree at CCC. Currently, CCC does not have any HBCU STAR Plus Partners. Expanding the CCC apprenticeship program to include HBCUs will provide more opportunities for CCC STAR Scholars, in particular, Black or African American students seeking expanded pathways to a postsecondary education.

### NEXT STEP

Expand outreach to CPS freshmen and potential new STAR Plus Partners, specifically HBCUs. ■

### POTENTIAL KEY INDICATORS

- ① Number of students who apply for, are awarded, and accept the STAR Scholarship
- ② Number of STAR Scholar students who graduate from CCC within three years
- ③ Number of STAR Scholar students who transfer to a STAR Plus Partner institution
- ④ Number of STAR Plus Partner institutions, including new HBCU partners

### EQUITY IMPACTS

Students enrolled in CPS schools that face financial and social barriers to accessing postsecondary education. Of the 4,004 current STAR Scholars, 80 percent are first generation college students, 68 percent are Hispanic or Latino, and 17 percent are Black or African American.





# ACTION 9

## Support Youth through the Mayor's Mentoring Initiative



### OWNERS

CPS, DFSS

### PARTNERS

Youth Guidance and an additional 56 delegate agencies, Exelon, Get In Chicago, People's Gas, Uber, and the University of Chicago Urban Labs

### TIMELINE

1-5 years

### LINK TO VISION



- Residents connected to opportunity
- Communities connected to other communities

### DESCRIPTION

As a key component of the City's public safety strategy, the Mayor's Mentoring Initiative invests in violence prevention through mental health, trauma treatment, and school initiatives for youth at-risk of exposure to crime and violence. Youth receive the mentoring support needed to remain on-track to graduate high school and avoid involvement in the criminal justice system.

The initiative is a three-year commitment that will serve 7,200 youth in the 7th through 10th grades of CPS schools, across 22 community areas. To develop the necessary capacity to administer this large-scale effort, delegate agency partners with a vested interest in community-based mentoring were included in a professional learning cohort. The cohort benefited from workshops on fiscal, philanthropic, operational, and evidence-based practices to help their respective organizations develop the unique expertise to deliver these services for years to come.

The initiative is supported by a total investment of \$36 million over three years, reflecting \$6 million in annual City funding, and an additional \$18 million from private investments.

### NEXT STEP

Identify additional funding streams to support program continuity in existing CPS schools and expansion to students in additional CPS schools and grade levels. ■

### POTENTIAL KEY INDICATORS

- ① School attendance rates
- ② Rate of on-time high school graduation
- ③ School outcome measures
- ④ Number of violent crime arrests

### EQUITY IMPACTS

CPS students in the 7th through 10th grades in 22 community areas at-risk of exposure to crime and violence.

### CALL TO ACTION

#### INVEST IN OUR CITY'S FUTURE BY MENTORING CHICAGO'S YOUTH

Mentorship supports the present and future health of the community by helping youth to realize their full potential and achieve their goals. Visit the City's Department of Family & Support Services website for a list of youth mentorship organizations and opportunities to get involved at: [bit.ly/MayorsMentoringInitiative](http://bit.ly/MayorsMentoringInitiative).





# ACTION 10

## Develop a Youth Quality of Life (YQL) Index and Scorecard

### OWNER

Mayor's Office

### PARTNERS

CPS, CCC, CDPH, CPL, CPK, MOPD, DFSS, CHA, Thrive, Chapin Hall, UIC Great Cities Institute, Early Learning Executive Council, YWCA Metropolitan Chicago, Chicago Urban League, Lurie Children's Hospital

### TIMELINE

1-5 years

### LINK TO VISION



- Residents connected to opportunity
- Government connected to residents
- City government connected and collaborating

### DESCRIPTION

The City will develop the Youth Quality of Life (YQL) index and scorecard with City departments, sister agencies, and external partners to measure the impact of government investments on the lives of Chicago youth over time. Since 2011, the City has more than tripled its spending on youth programs, from \$21 million to \$75 million in the 2019 City budget. The City will analyze

the impact of these past investments, as detailed in the YQL index and scorecard, to shape future budgeting decisions that will benefit Chicago youth.

The YQL framework focuses on “essential outcomes” - experiences, services, opportunities, or support - that Chicago youth require to achieve social and economic mobility in their lives. These four essential outcomes are:

- Chicago youth succeed in school and engage in meaningful postsecondary options;
- Chicago youth are safe in their communities and in their homes;
- Chicago youth have healthy relationships with themselves and others; and
- Chicago youth are physically healthy and have access to resources to maintain their health.

The YQL index and scorecard will enable the City to track these essential outcomes and make strategic investments to improve Chicago youth's ability to participate in the economic future of the city, regardless of socioeconomic background.

### NEXT STEP

The City will work with partners to develop, maintain, and analyze the YQL index and

scorecard to prioritize investments that will have the greatest positive impact on Chicago youth. ■

### POTENTIAL KEY INDICATORS

- ① Dollars invested in effective programs as measured by the YQL index and scorecard
- ② Improvement in long-term outcomes for Chicago youth across the four core domains of education and skills development, safety, health, and basic needs.

### EQUITY IMPACTS

Chicago youth with disproportionately poor outcomes across the four core domains of education and skills development, safety, health, and basic needs. Outcomes in these areas have historically fallen along geographic, racial, and socioeconomic lines.





# ACTION 11

## Connect Parents with Newborns to Community Services

**OWNER**  
CDPH

**PARTNERS**

CPL, DFSS, CPS, DCASE, EverThrive IL, Ounce of Prevention, and a special Task Force of the Mayor’s Early Learning Executive Council with more than 30 leaders from hospitals and healthcare provider systems, managed care, early childhood, state and local government agencies, academia, and philanthropy

**TIMELINE**

1-5 years

**LINK TO VISION**



- Residents connected to opportunity
- Government connected to residents
- City government connected and collaborating

**DESCRIPTION**

Identifying services that can support parents with newborns can be complicated, particularly for the most vulnerable families without secure networks of support. CDPH will target a more universal, better coordinated system of referrals for newborns and their

families that will help prevent negative health outcomes, reduce risk to families and infants, connect families to needed supports, and improve community well-being.

To advance this concept, CDPH conducted a six-month research and community engagement process, interviewing and speaking with over 160 representatives from provider, hospital, managed care, government, and research/policy sectors.

This comprehensive effort surfaced:

- A clear need for a universal system to overcome the stigma of social services, reach isolated, at-risk, and in-risk families, to better understand and address health-related disparities, and to connect families to services to meet needs that are a mismatch with current eligibility constraints;
- A resounding call for a better coordinated system in which gaps can be understood and addressed, and through which families experience a seamless process to connect with needed supports;
- A strong evidence base for the ways to improve maternal and infant health outcomes, as well as seed early learning

and enhanced parenting skills among families;

- Support for moving beyond the current focus on at-risk infants to a more holistic focus on the entire family, including maternal mental and physical health; and
- Strong urging to concurrently address social determinants of health, such as safety, social cohesion, housing and economic status, early care and education, and transportation access.

CDPH has identified a promising model to deliver coordinated, universal referrals for newborns and their families across all 40,000 births annually in Chicago. Duke Family Connects International is a comprehensive referral system that works closely with birthing hospitals to reach all families, including those who are isolated and/or at risk.

As part of this approach, registered nurses visit families within five weeks of birth to conduct follow-up medical screening and related assessments across the domains of health care, child care, financial, social, mental health, home safety, and parenting skill-building. Nurses conduct one to three visits based on family risk or need, and the program includes five

to seven total contacts to ensure a warm hand-off to appropriate supports and interventions. These may include, but are not limited to, home visiting, child care, health care, food access, and social service supports.

The model is grounded in a strong evidence base, including association with greater social capital/community connections, higher quality child care usage, higher quality parenting behaviors, higher quality home environment, better maternal mental health, and reduced emergency medical care for infants. A randomized controlled trial (RCT) showed 85 percent fewer hospital overnights at 12 months postpartum and 37 percent less infant emergency medical care at 24 months postpartum, as well as 39 percent fewer Child Protective Services investigations for suspected child abuse or neglect.

Following an intensive six-month community engagement process to understand how the model might be adapted to the Chicago context and brought to scale, CDPH is now convening a cross-sector task force to guide implementation. The proposed universal model has the potential to:

- Reach isolated, at-risk or in-risk families to match them with right-fit services for which they are eligible;
- Coordinate services for all families expressing need, no matter their eligibility; and

- Surface systemic gaps in needed interventions that can be addressed through city-wide and/or community led strategies.

CDPH nurses will pilot the program in a few select communities to better understand how the model must be adapted for Chicago's context - after which the referral system will be scaled over a period of three years.

### NEXT STEP

Carry out the pilot in targeted hospitals and complete an early implementation evaluation to identify a pathway towards scaling city-wide. ■

### POTENTIAL KEY INDICATORS

- ① Increase in connection to and utilization of resources by residents
- ② Increased identification of targeted populations for specific interventions
- ③ Creation of data platform to highlight available resources and track availability

### EQUITY IMPACTS

Families who give birth in target hospitals will be offered more consistent and comprehensive supports, with targeted follow-up specifically directed to the identified family needs.



# BACKGROUND: FIVE-YEAR HOUSING PLAN

Every five years, a diverse set of housing experts, activists, developers, and community-based organizations partner with City departments to outline a coordinated strategy to develop and preserve affordable housing across the city. The Five-Year Housing Plan establishes the City's guiding vision for housing and outlines the strategies and investments necessary to ensure all Chicagoans can find a place to live, work, and ultimately call home.

In February 2014, the City released its previous Five-Year Housing Plan, *Bouncing*



*Back*, which focused efforts on responses to the housing recession to support the stability of Chicago's housing market. Over the past few years, Chicago's housing recession has ended in most portions of the City, yet other areas remain distressed. Costs to develop affordable housing continue to rise, while resources and leadership at the federal level are diminishing.

Now more than ever, the City's approach cannot be one size fits all, and housing as an issue in Chicago warrants an elevated profile and leadership. To meet this challenge, Mayor Emanuel has called for the Chicago Department of Housing to be exclusively focused on supporting access to housing as a core component of all neighborhoods. The new department will be responsible for implementing the strategy outlined in the next Five-Year Housing Plan. The Mayor has called on the plan's steering and advisory committees to create a new and transformative vision for housing, and the new department will reflect that vision.

The planning process for the City's updated Five-Year Housing Plan began

in June 2018 and focuses on supporting access to housing as a core component of all neighborhood planning. Over 140 leaders in government, academics, community agencies, and housing developers have been engaged through the plan's steering and advisory committees to identify the key issues, establish priorities, and outline the strategies and investments that will guide the City's housing strategy from 2019 to 2023. The priorities include expanding affordable housing options, promoting homeownership, tackling emerging threats of gentrification and displacement, and addressing chronic homelessness.

Through the plan, the City will further its commitment to investing actively in affordable housing and integrating housing within a coordinated strategy to build strong neighborhoods. A preview of select actions included in the Five-Year Housing Plan follows.



# ACTION 12

## Expand Affordable Housing Options in Gentrifying Neighborhoods



### OWNER

Department of Housing

### PARTNERS

MPC, CNT, and Elevated Chicago, Local elected officials, market rate and affordable housing developers

### TIMELINE

1-5 years

### LINK TO VISION



- Residents connected to opportunity
- Neighbors connected to each other

### DESCRIPTION

Growing demand for housing in many Chicago neighborhoods has spurred the pace of development and raised the value of homes in these areas. While the transformation of communities such as Logan Square, West Town, and Pilsen has brought about new neighborhood amenities and increased local economic activity, subsequent rises in property values have burdened existing low- and moderate-income residents and put them at heightened risk of displacement from their communities. This risk exacerbates historic

patterns of economic, geographic, and racial segregation and widens disparities in access to high performing schools, employment opportunities, health care providers, and other critical amenities.

In response, the City has begun to pilot measures under the Affordable Requirements Ordinance (ARO) to expand affordable housing options in targeted communities. Two pilot areas, along the Milwaukee corridor adjacent to the CTA's Blue Line and in the Near North and Near West neighborhoods, were approved by City Council in 2017. The ordinance eliminates the option for developers to pay a fee to the City in lieu of building affordable units and requires a higher proportion of units developed - between 15 to 20 percent - be retained at affordable rates, depending on the project's location. A third pilot launched in December 2018 in the Pilsen and Little Village neighborhoods raises the required proportion of affordable units to be provided and directs developer in lieu fees toward affordable housing preservation programs for multi-family buildings and income-qualified homeowners.

This initiative will help protect economically vulnerable residents from the risk of displacement that can accompany shifts in community demographics and local housing markets. Under the pilot program,

the City expects 1,800 affordable units to be constructed as part of the 20 development projects that have been proposed to date, with more units on the horizon as future projects emerge.

### NEXT STEP

Implement pilot program, track successes, and develop approaches for expansion to other Chicago neighborhoods at risk of, or currently experiencing, long-term resident displacement. ■

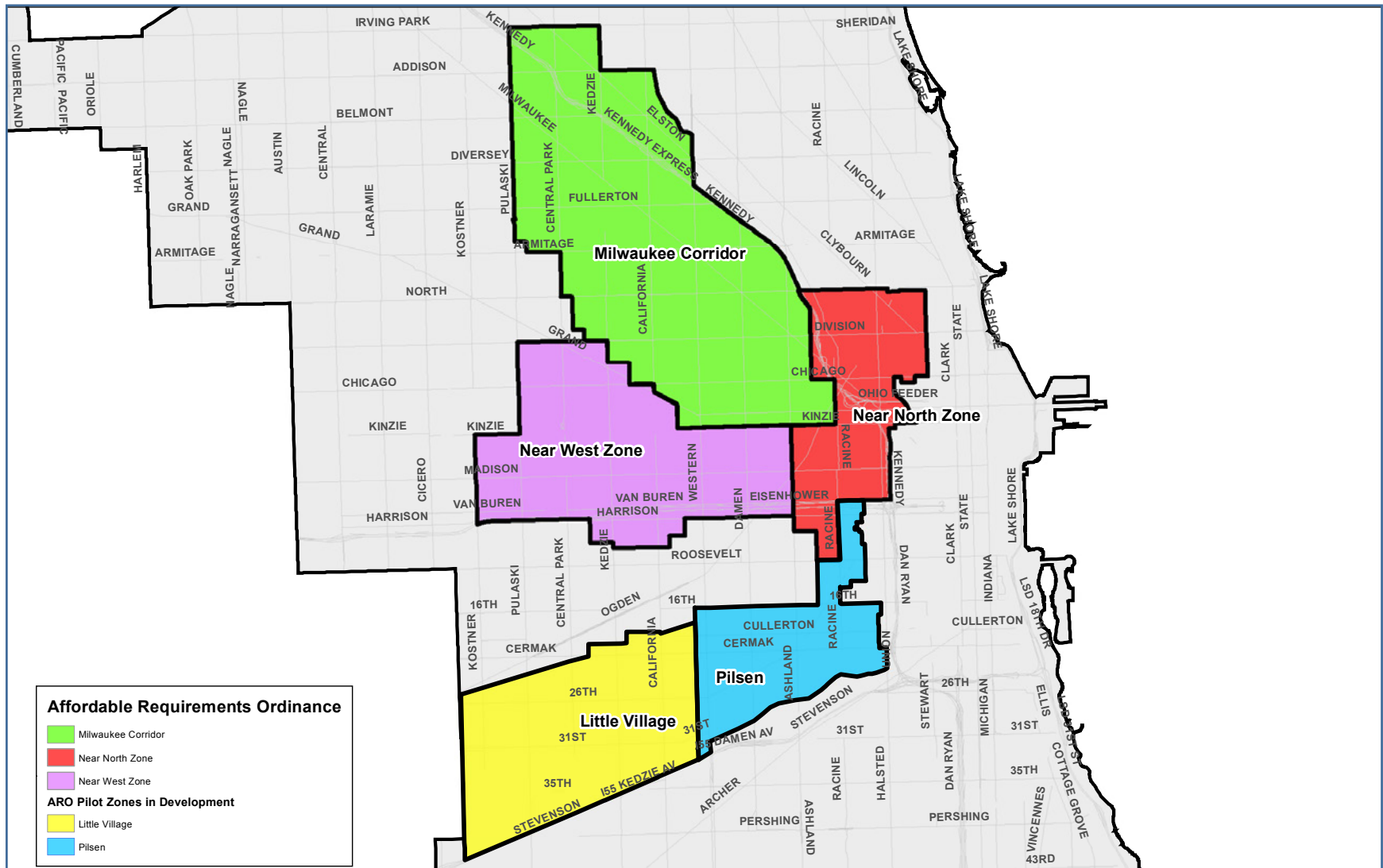
### POTENTIAL KEY INDICATORS

- ① Change in median household income in pilot areas
- ② Number of affordable units created in pilot areas, including CHA units
- ③ Reversal of homeownership rate declines in pilot areas

### EQUITY IMPACTS

Low to moderate income residents at risk of displacement or with limited affordable housing options, particularly along the Milwaukee corridor adjacent to the CTA's Blue Line, and in the Near North and Near West neighborhoods.









# ACTION 13

## Support Affordable Housing with the Opportunity Investment Fund

### OWNER

Community Investment Corporation (CIC)

### PARTNERS

City of Chicago, Illinois Housing Development Authority (IHDA), social impact funders and private banks

### TIMELINE

<1 year

### LINK TO VISION



- Residents connected to opportunity
- Neighbors connected to each other

### DESCRIPTION

In developing and gentrifying neighborhoods where housing demand and property values continue to increase, private landlords of existing rental units have little incentive to offer their properties at traditionally affordable rents. To ensure affordable choices in these neighborhoods - especially for families that can be priced into lower markets - the City is investing alongside banks, foundations, and other government agencies to create the Opportunity Investment Fund, which will be used to preserve affordable housing stock.

The fund will be used to provide low-cost financing to developers that seek to buy existing multifamily buildings in high-cost and gentrifying neighborhoods. To qualify, developers must keep at least 20 percent of units affordable to households at or below 50 percent of area median income for 15 years after building purchase. The fund will have below-market interest rates to incentivize uptake by developers.

The City's \$5 million investment will be leveraged to generate \$30 million of capital to support the preservation of 300 affordable units of housing within a total of 1,500 units. The largest city-focused fund of its kind, this innovative approach leverages City dollars to ensure that private investors will be paid back first, in

turn bringing more private interest to the table. ■

### POTENTIAL KEY INDICATORS

- ① Number of affordable units established or preserved in priority areas
- ② Dollar value of private investment leveraged from City investments

### EQUITY IMPACTS

Low to moderate income residents with limited access to long-term affordable housing options who are at risk of displacement or lack the freedom to live in a neighborhood of their choosing.





# ACTION 14

## Launch the Building Neighborhoods and Affordable Homes (BNAH) Initiative



### OWNER

Department of Housing

### PARTNERS

Neighborhood organizations, Market-rate housing developers

### TIMELINE

1-5 years

### LINK TO VISION



- Residents connected to opportunity
- Neighbors connected to each other
- Government connected to residents

### DESCRIPTION

Homeownership contributes to wealth creation and is a positive step in building equity for many Chicagoans. Preserving affordable paths to homeownership is important for residents in historically disinvested communities that are beginning to experience climbing property values due to increased investment and ongoing housing market recovery. To ensure that residents can live affordably in their neighborhoods, the City has established the Building Neighborhoods and Affordable Homes (BNAH) pilot program. BNAH connects eligible residents

with assistance to purchase homes built through the City Lots for Working Families program, which provides vacant, City-owned lots to developers of affordable single-family homes for \$1 each.

The BNAH pilot program incentivizes the development of, and provides access to, 100 new homes to be built in Englewood, Lawndale, Little Village, Humboldt Park, Garfield Park, and Woodlawn. The City has already committed to making major investments in schools, parks, housing and business development in these areas, and the pilot is designed to create affordable homeownership opportunities for residents to share in the future benefits of these investments.

The \$5 million pilot program is funded by the City's Affordable Housing Opportunity Fund, which receives fees from developers subject to the Affordable Requirements Ordinance. Purchase price assistance - ranging from \$40,000 to \$60,000 - is available for qualifying residents to purchase an eligible home for use as their primary residence for at least 10 years.

### NEXT STEP

Implement pilot program, track successes, and develop approaches for expansion to other Chicago neighborhoods to ensure residents can share in neighborhood development. ■

### POTENTIAL KEY INDICATORS

- ① Increase in homeownership rates in pilot areas
- ② Increase in average home price in pilot areas
- ③ Reduction in vacant lots in pilot areas

### EQUITY IMPACTS

Residents in Englewood, Lawndale, Little Village, Humboldt Park, Garfield Park, and Woodlawn, neighborhoods that have disproportionately experienced the effects of historic disinvestment, the 2008 housing crisis, and the legacy of redlining.





# ACTION 15

## Expand Transit-Oriented Development (TOD) to Bus Routes

### OWNER

Department of Housing

### PARTNERS

CTA, Neighborhood organizations, Market-rate developers

### TIMELINE

<1 year

### LINK TO VISION



- Residents connected to opportunity
- Communities connected to other communities

### DESCRIPTION

Transit-oriented development (TOD) policies incentivize development near existing transit assets, encourage lower carbon transportation choices, and reduce household costs associated with car ownership. Chicago's TOD policy increases density and reduces minimum parking requirements compared to the base zoning for new developments near the City's existing CTA and Metra rail assets. More than 144 developments, containing approximately 24,419 residential units, have directly benefited

from the expansion of the original TOD ordinance in 2015.

While the majority of the City's TOD policies have focused on rail stations and individual bus projects, Chicago has numerous bus routes that experience ridership that meets or exceeds sections of the Blue, Orange, Green, and Pink lines. In 2019, the City expanded its TOD policy to high ridership, high frequency bus routes to encourage affordability and connect neighborhoods. Initially focusing on buses serving Western Avenue, Ashland Avenue, Chicago Avenue, 79th Street, and other priority corridors, the new policy will address:

- Right-sized TOD incentives for different segments of high-ridership bus corridors to promote equitable development along all segments of these corridors;
- Considerations for bus-to-bus and bus-train connections;
- Incentives to support affordability and allow residents of communities with TOD to share in the benefits of new development; and
- Investments in corridors to enhance transit services to accommodate new development.

These initial bus corridors also strategically intersect with many of the City's Retail Thrive Zones, a targeted initiative to support small businesses and develop commercial activity on neighborhood business corridors.

As part of the ordinance, the City will publish an Equitable Transit Oriented Development Policy Plan that assesses the policy's impact and recommends any revisions that may be necessary to address potential issues involving gentrification, congestion, transit investment needs and other issues, as well as opportunities to further enhance its goals.

### NEXT STEPS

Implement ordinance enabling TOD around eight initial bus corridors; conduct research and analysis to develop an expanded TOD policy plan with departments and stakeholders. ■

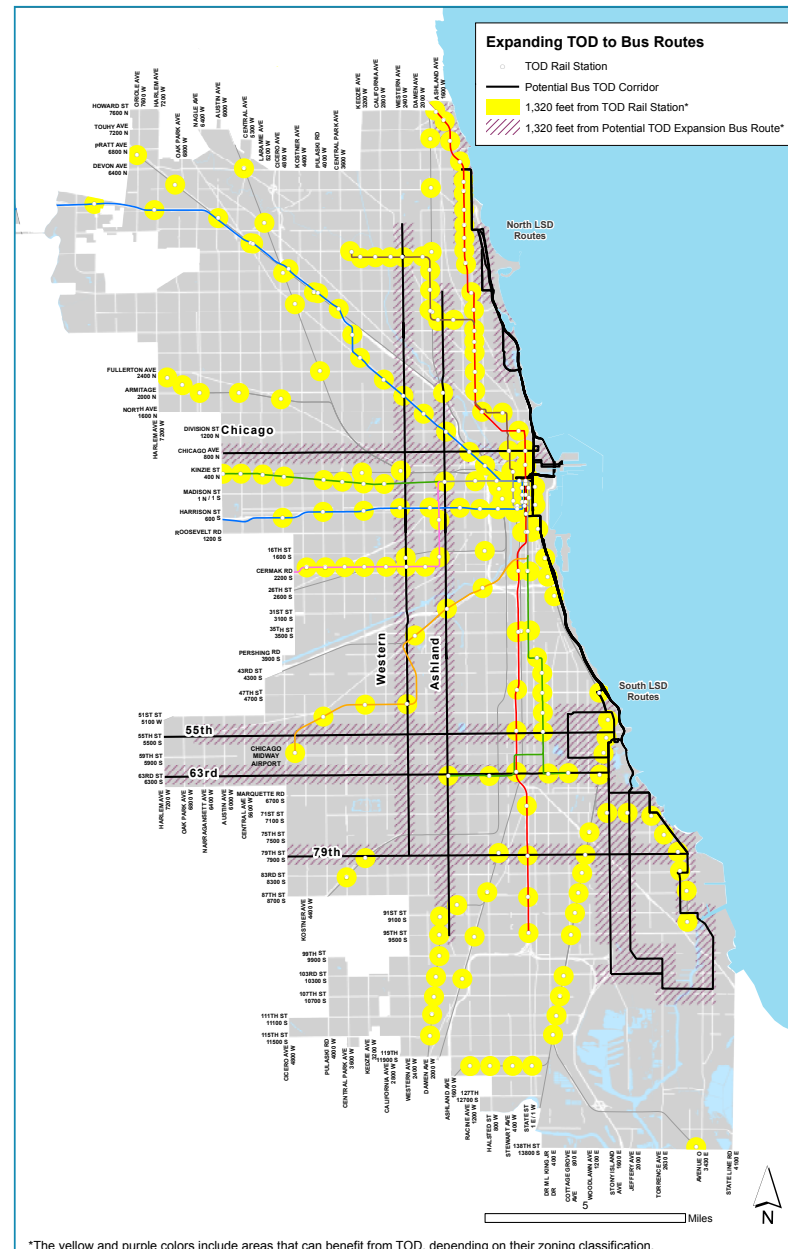


## POTENTIAL KEY INDICATORS

- ① Dollar value of private investment in TOD bus corridors
- ② Number of businesses created or expanded within TOD bus corridors
- ③ Number of new housing units created within TOD bus corridors
- ④ Number of new affordable housing units created within TOD bus corridors
- ⑤ CTA ridership along TOD bus corridors

## EQUITY IMPACTS

Residents living along Western Avenue, Ashland Avenue, Chicago Avenue, and 79th Street and other TOD bus corridors will experience public health benefits due to adoption of lower carbon transportation options and reduced household costs associated with car ownership.





# ACTION 16

## Conduct a Chicago-Cook County Assessment of Fair Housing



### OWNER

Enterprise Community Partners

### PARTNERS

Cook County, Department of Housing, CHA, Chicago Metropolitan Agency for Planning (CMAP), Chicago Area Fair Housing Alliance, Metropolitan Planning Council (MPC), additional entitlements and public housing authorities in Suburban Cook County

### TIMELINE

1-5 years

### LINK TO VISION



- Residents connected to opportunity
- Regional government connected and working together

### DESCRIPTION

In 2015, the U.S. Department of Housing and Urban Development (HUD) published a new rule to affirmatively advance fair housing nationwide. The new rule, announced in Chicago by Mayor Emanuel and former HUD Secretary Julian Castro, requires local recipients of HUD funds and public housing authorities to produce an assessment of fair housing to ensure that jurisdictions address the legacies of

racial segregation that persist to this day. In January 2018, the Trump administration delayed implementation of the requirement for local and county governments to analyze housing segregation patterns, intended to shed light on concentrated areas of poverty, disparities in access to opportunity, and disproportionate needs in housing.

Despite the lack of federal leadership on this issue, Cook County, the Department of Housing, CHA, and other regional entities and public housing authorities will conduct a regional assessment of fair housing issues - using national and local data - and develop community-informed and evidence-based goals and strategies to address the identified fair housing issues.

The assessment will include an existing conditions analysis, progress on action steps from a previous *Analysis of Impediments*, extensive community engagement throughout Cook County, and a comprehensive goals and strategies document addressing the fair housing issues identified.

To better inform investment decisions going forward, DPD and CHA will provide data describing existing investments to advance fair housing and contribute to both public engagements and internal goal setting that identify and address gaps

between existing investments and unmet needs. The City must demonstrate that their investments affirmatively address underlying patterns and will report progress through quarterly housing plan updates.

The regional assessment of fair housing will be finalized by January 5, 2020.

### NEXT STEP

Convene Cook County, the Department of Housing, CHA, and other regional entities to begin research, data analysis, and engagement efforts underlying the assessment. ■



## POTENTIAL KEY INDICATORS

- ① Number of regional jurisdictions represented in assessment
- ② Percent of affordable housing need reflected in assessment
- ③ Dollar value of investments targeted to improve fair housing outcomes
- ④ Number of stakeholders and residents engaged
- ⑤ Number of residents from protected classes under the Fair Housing Act impacted

## EQUITY IMPACTS

Residents that endure the legacies of historic racial and housing segregation; in particular, groups identified as protected classes under the Fair Housing Act, including low- and moderate-income persons and communities of color throughout the region.



# ORGANIZATION FEATURE

## ORGANIZATION NAME

Garfield Park Community Council

## ORGANIZATION MISSION

The Garfield Park Community Council (GPCC) is a community-building organization that consists of dedicated residents and allies working together to develop leaders and create opportunities that build a thriving Garfield Park community. The GPCC was created in 2005 by LISC Chicago and the Garfield Park Conservatory Alliance as a result of a Quality of Life Plan for East Garfield Park designed by more than 400 community residents and stakeholders. The GPCC became an independent, 501(c)3 organization in 2012, and focuses on four resident-defined priority areas: wellness, housing, commercial corridor development, and resident organizing.

## WHO WE SERVE

GPCC serves the Garfield Park Community, a neighborhood poised for change with considerable assets. The community has accessible and multiple transportation options, proximity to Chicago's Loop, high quality housing stock, and strong

neighborhood, educational, and community institutions. As a diverse community of stakeholders, GPCC envisions that East and West Garfield Park will become an attractive, healthy, vibrant, family-friendly community whose residents are empowered and fully engaged in its sustainability.

## GPCC'S WORK IN ACTION

The Garfield Park Resilience Corridor will be developed along Fifth Avenue, between Sacramento Boulevard and Kedzie Avenue. The Resilience Corridor will address intersecting health and sustainability needs in Garfield Park. The community has fewer retail options that sell fresh produce and other healthy food, and residents contend with high levels of violence and poverty which can make residents less likely to leave their homes to purchase healthy foods or engage in outdoor physical activities out of concern for their safety. The Resilience Corridor mitigates these challenges by constructing a stormwater landscape and a fruit orchard along Fifth Avenue. The project will divert and direct stormwater from surrounding streets and alleys into green infrastructure strategies

such as constructing rain gardens, trees, and permeable pavement on a vacant, City-owned parcel. The project also involves a Community Eco-Orchard, an outgrowth of GPCC's Neighborhood Market. The orchard will be designed in the style of a food forest, mimicking a woodland ecosystem that can be managed by a committed group of residents and students, while focusing on types of fruit that grow well in Chicago. The Eco-Orchard will improve community wellness by increasing the availability of fresh produce, supporting service learning opportunities for local teens, and beautifying many previously blighted areas of the neighborhood.



# ORGANIZATION FEATURE

## ORGANIZATION NAME

PODER

## ORGANIZATION MISSION

Founded in 1997 as an immigrant integration center, PODER has prepared over 10,000 Spanish-speaking adults to seize opportunities in Chicago through comprehensive and tuition-free English literacy (ESL), civic engagement, and employment training programs. PODER empowers individuals to speak and read English with confidence in order to navigate daily life with ease and gain the necessary skills to enter the Chicago job market. The organization plays a critical role in helping Chicago's Latino community overcome the primary barriers they face to fully integrate into U.S. society and the workforce.

## WHO WE SERVE

PODER serves Chicago's Latino community, predominately providing services to immigrants that have recently arrived in the U.S. During its first 17 years, PODER largely served the Pilsen and Lower West Side communities in Chicago. Today, with the growing Latino population

on Chicago's Southwest Side, they operate four program sites in the Midway Airport area: Ashburn, Chicago Lawn, Gage Park, and West Lawn.

## PODER'S WORK IN ACTION

Currently, PODER has three core programs focused on closing skillset gaps that have put the Latino immigrant community at a socioeconomic disadvantage in the U.S. The longest-standing, largest program is Integrated English (IE). IE is a dynamic adult education program where English is contextualized with job-readiness, 21st century technology, and civic engagement skills. The number of students enrolled in IE continues to increase, from 246 students in 2017 to 297 students in 2018. Students graduate IE empowered to utilize their English skills, secure quality employment, and become active participants in society.

PODER's second program, an intensive Customer Service Training Course, prepares individuals with limited work experience for a job in customer service or other customer-facing positions. Through in-depth exploration of foundational

customer service skills, workplace technology, and effective communication skills, graduates are prepared to secure and retain employment in Chicago.

In conjunction with Integrated English and the Customer Service Training Course, PODER's third program is a formal workforce development program. Oprima-1 is an on-site call center and a social enterprise that prepares unemployed Spanish-speaking immigrants for a customer service career through experiential education and transitional employment. PODER's practical and hands-on approach to workforce development has resulted in a 90 percent job retention rate for its students after a period of 180 days.

Through Integrated English, Customer Service Training, and Oprima-1, PODER teaches invaluable skills that not only improve students' English language skills, but also improve students' quality of life and affect change in families and the community.





## SECTION 4: ROBUST INFRASTRUCTURE



## PILLAR 2: ROBUST INFRASTRUCTURE

Like many large cities, Chicago relies on an aging infrastructure for many of its critical services. Nearly one quarter of Chicago's water mains are more than 100 years old, and the majority of its bridges were built before 1950. Despite ongoing City investments and the rapid emergence of new mobility providers, inequities in access to transit and transportation options persist. As the effects of climate change are realized, the City's infrastructure investments must be made with extreme weather events - such as floods, heat waves, and blizzards - in mind.

A more connected Chicago is rooted in a robust infrastructure network that simultaneously meets the current needs of residents, addresses emerging threats, and anticipates future opportunities.

Chicago has already made significant investments to support the city's infrastructure needs. Mayor Emanuel's "Building a New Chicago" initiative has bolstered park, water, transportation, and school infrastructure, while CTA enhancements such as the Red & Purple Line Modernization, "Your New Blue," and the new Damen Green Line station will improve service and reliability for transit riders. Every year, the Divvy bikeshare

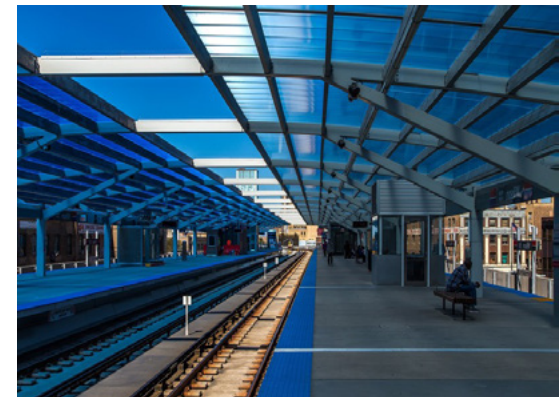
network serves 1 million unique riders and in 2018, Chicago's O'Hare International Airport was named the best-connected airport in the nation, outpacing other major hubs on the 2018 Megahubs U.S. Index.

Looking forward, the City will continue to examine where infrastructure investments are most needed and how to plan and coordinate these investments to ensure maximum impact. By making investments that strategically address multiple needs at once, the City can empower residents and communities that have suffered from historic disinvestment, limited opportunities, and other barriers to socioeconomic mobility.

For example, new transportation and mobility options can be prioritized in neighborhoods traditionally disconnected from areas of economic prosperity, thereby supporting access to jobs and workforce development opportunities. Additional investments in green infrastructure can reduce the risk of flooding, while promoting healthier, more sustainable neighborhoods. These types of smart resource allocation decisions can have a lasting and positive effect on Chicago's most vulnerable residents, building the city's urban resilience in turn.

Finally, Chicago will remain a leader in addressing the existential threat of climate change. Whether through the Chicago Climate Charter, a compact signed by over 70 Mayors to reduce their local carbon emissions to target levels previously established under the Paris Agreement, or through the City's commitment to power all public buildings using 100 percent renewable energy by 2025, Chicago is taking action now to protect the security and prosperity of generations to come.

This strategy section defines specific goals and actions to ensure that all Chicagoans benefit from the provision of robust infrastructure - by connecting the city's most vulnerable residents to economic opportunities and a better quality of life overall.



## GOAL 1:

### IMPROVE INFRASTRUCTURE PLANNING TO ENSURE THAT INVESTMENTS ARE MORE STRATEGIC, PROACTIVE, AND COORDINATED

Strategic investments in infrastructure are crucial to the City's ability to meet community needs. By enhancing its planning and coordination efforts, the City can minimize disruptions, realize cost savings, and prolong the life cycle of its infrastructure assets. This goal addresses how the City currently uses data to prioritize investments and identifies areas of opportunity for further collaboration to make future investments more strategic and proactive.





# ACTION 17

## Leverage Data and Technology to Better Coordinate Infrastructure Investments

**OWNER**  
CDOT

**PARTNERS**  
DOIT, OBM, DPD, Mayor’s Office

**TIMELINE**  
<1 year

### LINK TO VISION



- City government connected and collaborating

### DESCRIPTION

The City, under the leadership of CDOT’s Division of Infrastructure Management (DOIM), has made substantial progress over the last five years in increasing the coordination of infrastructure investments in the public right-of-way. Since 2012, the City has saved \$140 million in duplicative work through a reduction in repetitive street cuts and restoration needs. This effective coordination is aided by visualization tools, such as DotMaps, which maps planned infrastructure investments and flags conflicts. These tools increase the efficiency of DOIM to track and resolve construction conflicts among departments, agencies,

and companies within the right-of-way. The City can potentially realize additional benefits by expanding the use of tools like DotMaps and overlaying additional data sets for proactive collaboration and planning.

Specifically, the City, its partners, and infrastructure organizations can realize cost savings, shorten construction times and frequency, and limit disruption while also advancing city-wide goals through improved coordination. For example, the City has identified priority corridors for the Vision Zero initiative, in a concerted effort to eliminate traffic fatalities and serious injuries by 2026. By overlaying Vision Zero corridors with the capital improvement plans of different infrastructure agencies and organizations, opportunities to improve safety along these routes during other in-the-road construction projects can be identified and affirmatively pursued.

To better understand the full potential of improved coordination, the City will conduct a research project to determine how the proactive planning tools can be leveraged to realize community co-benefits, complement other City initiatives, and achieve City priorities. This analysis will explore the general value of using tools for broader planning coordination by using the existing DotMaps as an example of such a platform. Since the City’s data is

stored and coordinated using DotMaps, this effort will start by inventorying the existing data in the DotMaps tool, select useful additions to the tool such as Vision Zero corridors, DPD projects (e.g. industrial corridors of focus, ongoing planning studies), and other initiatives, identify pilot study areas where multiple initiatives and planned infrastructure projects overlap, quantify the co-benefits of a hypothetical coordination between multiple parties, and summarize the potential for coordination on a larger scale. From this research, the City will identify the most promising opportunities to improve coordination, including potential platforms, and design applicable pilots to test new ideas.

### NEXT STEPS

Carry out research project; inventory existing DotMaps data, incorporate additional datasets, identify pilot areas, quantify co-benefits, and summarize potential for large-scale coordination. ■



## POTENTIAL KEY INDICATORS

- ① Dollar value of cost savings realized (e.g. restoration costs, construction costs)
- ② Dollar value of investments made possible through increased efficiencies
- ③ Number of additional projects made possible through increased efficiencies
- ④ Number of initiatives incorporated and advanced (e.g. Vision Zero, DPD projects)
- ⑤ Number of traffic related fatalities (progress towards Vision Zero objectives)

## EQUITY IMPACTS

Communities where enhanced project planning and coordination can yield multiple co-benefits; for example, incorporation of Vision Zero data can guide new street design and street repair in high crash corridors, which predominantly exist on Chicago's South and West Sides.





# ACTION 18

## Partner for Resilience: Commonwealth Edison and the City



### LINK TO VISION



- Residents connected to opportunity
- Communities connected to other communities
- Government connected to residents
- City government connected and collaborating
- Healthy communities connected to nature

A more connected Chicago requires effective partnerships to build urban resilience. To this end, the City of Chicago has developed a first-of-its-kind City-utility partnership with Commonwealth Edison (ComEd) to position Chicago as a global resilience leader.

In early 2018, the CRO began discussions with ComEd to identify potential opportunities for enhanced collaboration. A series of working sessions were held in summer 2018 to dive deeper into areas of opportunity, focusing on three themes:

1. Distributed Energy Resources and Resilience
2. Partners in Building Resilience
3. Income-Eligible Energy Efficiency Programs

The City-ComEd partnership will enable the deployment and testing of new energy-related technologies and business models to develop shared expertise and resources, establish lasting collaborations, and create more resilient communities.

### DISTRIBUTED ENERGY RESOURCES AND RESILIENCE

#### PARTNERS

ComEd, CDOT, 2FM, OEMC, Mayor’s Office

As part of its Community of the Future initiative, ComEd is investing in distributed energy resources (DER), such as rooftop solar panels and battery storage as part of a microgrid, to provide electricity to its Bronzeville Community Microgrid (BCM). A microgrid is a small power grid that can operate independently from the main grid if needed and draws upon DER to keep power flowing in the case of a power failure.

When complete, the BCM will support critical community services. The City currently operates several DER assets at municipal facilities throughout Chicago and has committed to expanding the use of DER, including solar panels and electric vehicles. The City and ComEd will collaborate to select up to five sites of future DER to reduce carbon emissions, enhance grid and community resilience, and support the emergence of a smart city.

The City and ComEd will identify how existing City-distributed energy resources can be connected to the BCM, how microgrids can protect critical City facilities, and where new, low-carbon DER assets should be installed. To accomplish this, the City and ComEd:

1. Submitted an application in July 2018 to the U.S. Department of Energy for a grant to support a joint pilot of electric vehicle charging infrastructure for multi-unit residential buildings in Bronzeville. If awarded, the pilot will launch in early 2019.
2. Will formalize a plan by early 2019 for the joint-siting of electric vehicle charging stations and other DER in and around the Bronzeville Community Microgrid.

### COMED’S COMMUNITY OF THE FUTURE

ComEd has been actively exploring the role of utilities in improving the resilience of residents, communities, and cities. Through its Community of the Future initiative in Bronzeville, ComEd has been collaborating with community members to create a “smart community” – one that is connected, sustainable, and resilient – by identifying opportunities to leverage smart grid technologies and related services to enhance the daily lives of residents.



## **PARTNERS IN BUILDING RESILIENCE**

### **PARTNERS**

ComEd, Elevated Chicago, CDPH, CDOT, CTA, Mayor's Office

The City and ComEd are engaging key partners such as Elevated Chicago to promote public health in Chicago's neighborhoods. By creating a dedicated forum for the sharing of information and resources, the City, ComEd, and Elevated Chicago will identify areas of mutual interest with an eye toward identifying new opportunities for collaboration, including the implementation of innovative programs, tracking of key resilience metrics, and sharing of data, outcomes, and learnings.

### **ELEVATED CHICAGO**

Elevated Chicago aims to promote racial equity, prosperity, and resilience in Chicago communities by using Equitable Transit-Oriented Development (eTOD) as the catalyst for change. Elevated Chicago has selected strategic locations along the Green, Pink, and Blue lines to implement place-based initiatives. Two of the locations along the Green Line South at the 51st and Garfield stations are within the boundaries of ComEd's Community of the Future work.

Over the next year, the partnership will:

1. Compare parties' existing resilience metrics, indicators, and data to streamline collection and analysis, including the use of Internet of Things (IoT) sensors

2. Develop a pilot in the Bronzeville community for minibus routes
3. Determine opportunities to support the electrification of the City's transit system

## **INCOME-ELIGIBLE ENERGY EFFICIENCY PROGRAMS**

### **PARTNERS**

ComEd, CDPH, DFSS, Mayor's Office

Research has shown that low-income households, households of color, and renting households spend a disproportionately large portion of income on energy bills, revealing the value that energy efficiency programs offer. A reduction in household energy costs can lower housing cost burden and increase affordability, enabling residents to remain in their homes and use their income on other essential expenses, an approach detailed in CDPH's Healthy Chicago 2.0 Plan.

The City and ComEd will partner to reduce housing cost burden and promote affordability for residents. Both entities will collaborate to identify new approaches to promote ComEd's suite of energy efficiency offerings for low-income households, to reduce barriers to accessing energy efficiency opportunities for these often disconnected and hard-to-reach communities. The efforts will include a targeted deployment in Bronzeville and expand to other communities.

## **COMED'S ENERGY EFFICIENCY PROGRAM**

In 2018, ComEd launched a new suite of offerings for low income customers as part of its Energy Efficiency Program. ComEd has committed an average of \$42 million to these programs annually, including: single- and multi-family home energy upgrades, public housing energy upgrades, affordable housing new construction, instant lighting discounts, energy saving kits, food pantry lighting, and advanced power strip distribution. These programs offer customers free or deeply discounted opportunities to improve the energy performance of their homes and lower their energy costs. More information can be found at: [comed.com/WaysToSave](https://comed.com/WaysToSave).

Over the next year, the City and ComEd will:

1. Distribute information on income-eligible energy efficiency programs through City channels, e.g. WIC clinics, lead inspections, CDPH's nurse home visiting program, and Community Service Centers.
2. Improve multi-family outreach by leveraging the City's benchmarking ordinance data to target high energy usage properties.
3. Explore additional opportunities to improve outreach and engage disconnected and underserved populations.





## GOAL 2:

INCREASE INVESTMENT IN GREEN INFRASTRUCTURE TO REDUCE FLOOD RISK AND CREATE MORE SUSTAINABLE NEIGHBORHOODS

As cities grapple with a changing climate and the potential for more extreme weather events, smart approaches to stormwater management are needed to address flood risk. This goal shows how investments in green infrastructure, enhancements in systems management, and adoption of innovative policies can reduce flood risk while creating more livable, sustainable neighborhoods.





# ACTION 19

## Conduct a Citywide Downspout Disconnection Campaign

### OWNER

DWM

### PARTNERS

Mayor's Office

### TIMELINE

<1 year

### LINK TO VISION



- Government connected to residents
- Healthy communities connected to nature

### DESCRIPTION

The City of Chicago was the first major metropolitan area in the country to successfully implement an inlet control system to relieve basement flooding. The system works by installing restrictors to slow the flow of stormwater into the sewer system. As a result, stormwater is detained on city streets for brief periods of time before being allowed to flow back into the sewer system. This measure helps relieve the burden on the sewer system and reduce the frequency of basement flooding and combined sewer overflows (CSO) into waterways.

However, the City-operated inlet control system is not a cure-all. In times of heavy rainfall, water that is directed into the sewer system by residential downspouts can cause the system to reach capacity, increasing the risk for basement backups and CSOs. As a result, the City will continue to encourage homeowners to disconnect their downspouts from the sewer system and instead divert rainwater to their yards, gardens, or other green spaces. This approach can be used in conjunction with rain barrels or cisterns to temporarily store runoff water, which can in turn be used to irrigate lawns and landscaped areas in between rainfall events. While impractical in areas where there are only hard surfaces or where drainage could impact neighboring properties, the potential to reduce basement flooding and increase natural infiltration is promising.

The City will carry out its community outreach campaign using public service announcements and community meetings. Instructional video tapes, brochures, and discounts on materials for downspout disconnection are available for homeowners, and the City will expand its efforts to educate residents on the benefits of disconnecting existing downspouts and on alternative uses of stormwater.

### NEXT STEPS

Schedule and carry out public service announcements and community meetings; continue to disseminate videos, brochures,

and offer discounts to residents in priority community areas. ■

### POTENTIAL KEY INDICATORS

- ① Number of downspouts disconnected
- ② Number of discounts utilized on materials for downspout disconnection
- ③ Number of basement backups reported
- ④ Number of CSOs

### EQUITY IMPACTS

Residents living in communities with a heightened risk of flooding and facing informational or financial barriers to downspout disconnection.

### CALL TO ACTION

#### DISCONNECT YOUR DOWNSPOUT TODAY TO PREVENT BASEMENT FLOODING AND SEWAGE OVERFLOW

When you disconnect your downspout, be sure to direct the water to your yard, garden, or other green space. Remember that cold weather will cause icing conditions. When completed, your project will be a permanent solution beneficial to your grass, flowers, shrubbery and trees.

A simple, step-by-step guide can be found at: [bit.ly/ChicagoDownspoutDisconnect](http://bit.ly/ChicagoDownspoutDisconnect).



## Implement and Expand Space to Grow

### OWNERS

CPS

### PARTNERS

DWM, MWRD, Healthy Schools Campaign (HSC), Openlands

### TIMELINE

1-5 years

### LINK TO VISION



- Residents connected to opportunity
- Government connected to residents
- City government connected and collaborating
- Healthy communities connected to nature

### DESCRIPTION

The Space to Grow program transforms CPS schoolyards into beautiful and functional spaces to play, learn, garden, and be outside. Green schoolyards, if well designed and thoughtfully built, can have a positive impact on the physical, social, and emotional health of children. By expanding the footprint of neighborhood schools to create healthy and safe outdoor spaces,

green schoolyards can be especially important for students from lower-income households living in communities with high rates of crime and violence and limited green spaces.

In designing a schoolyard, Space to Grow seeks to reduce neighborhood flooding by incorporating landscape features that capture significant rainfall. These features include rain gardens, native plantings and gardens, permeable asphalt, permeable pavers, water storage under parking lots and turf fields, and permeable rubber play surfaces. This reduces flooding and mitigates runoff from polluting waterways. Signage installed at each schoolyard explains the underlying stormwater management process, and its value for the school and the surrounding community.

Space to Grow prioritizes schools with high flood risk and a lack of resident access to green or play space. Construction has been completed, is underway, or is in planning at 19 CPS schools: Morrill, Grissom, Schmid, Cather, Orozco, Wadsworth, Corkery, Gunsaulus, Davis, Fernwood, Cook, Morton, Field, Farnsworth, Westcott, Ashe, Nash, Heroes, and Webster. The program aims to capture stormwater and relieve local sewers by at least 150,000 gallons per site.

### NEXT STEP

Conduct additional research, analysis, and outreach to identify additional priority CPS schools for investment. ■

### POTENTIAL KEY INDICATORS

- ① Increase in overall stormwater detention volume, in number of gallons
- ② Decrease in number of stormwater overflows
- ③ Decrease in number of basement flood reports
- ④ Decrease in sewer outfall rates
- ⑤ Increase in utilization of green, outdoor spaces for education and physical activities

### EQUITY IMPACTS

Students attending or residents living near CPS schools most vulnerable to flooding and with a lack of access to green or play space. Construction has been completed, is underway, or is in planning at the aforementioned 19 CPS schools.



# ACTION 21

## Execute the Our Great Rivers Chicago Vision

### OWNERS

City of Chicago, Metropolitan Planning Council (MPC), Friends of the Chicago River, Chicago Metropolitan Agency for Planning (CMAP)

### PARTNERS

CPK, Forest Preserves of Cook County, Active Transportation Alliance, Illinois International Port District, Metropolitan Water Reclamation District of Greater Chicago (MWRD), and various other City departments, water and natural resources management practitioners, non-profits, private businesses and developers

### TIMELINE

>5 years

### LINK TO VISION



- Residents connected to opportunity
- Neighbors connected to each other
- Government connected to residents
- City government connected and collaborating
- Healthy communities connected to nature

### DESCRIPTION

Chicago's three rivers have played a

prominent role for many of the city's residents recreationally, economically, and environmentally. However, a number of riverfront communities, including Altgeld Gardens, Bridgeport, Brighton Park, East Side, Hegewisch, Little Village, McKinley Park, and South Chicago, do not always have the necessary resources to access, develop, and benefit from nearby waterways.

In August 2016, Mayor Emanuel announced Our Great Rivers, the first unifying and forward-looking vision for Chicago's three rivers – the Calumet, Chicago, and Des Plaines Rivers – to ensure all residents can benefit from these natural assets. Our Great Rivers will strengthen neighborhoods through coordinated investment in underserved riverfront communities, provide equitable use of riverfront opportunities, and foster neighborhood-City relationships.

Our Great Rivers details 26 goals to make Chicago's rivers inviting, productive, and living by 2040, which includes concrete steps to be taken such as:

- Building additional riverfront parks and preserves;
- Expanding riverfront trails to enhance bicycle-pedestrian mobility;
- Stewarding and enhancing riverfront open spaces to manage stormwater runoff; and
- Supporting green infrastructure projects,

among other steps described in the plan.

Our Great Rivers will build urban resilience by better connecting Chicago's residents to its rivers. Reclaiming the rivers for all Chicagoans fosters social cohesion, civic participation, and local planning and action needed to prepare communities, strengthen communications, and reduce social and climate vulnerabilities.

The Our Great Rivers vision can be viewed at [greatriverschicago.com](http://greatriverschicago.com).

### NEXT STEP

Continue to convene partners to execute the Our Great Rivers Vision and its 26 underlying goals. ■



## POTENTIAL KEY INDICATORS

- ① Acres of additional riverfront parks and preserves by 2030
- ② Miles of continuous riverfront trail built throughout the river system by 2030
- ③ Improvements in water quality
- ④ Reductions in urban heat island effects
- ⑤ Number of activities held along the river
- ⑥ Number of sustainable jobs and businesses within riverfront industrial corridors

## EQUITY IMPACTS

Residents with limited access to recreational use of Chicago's waterways, open spaces, or living adjacent to highly industrialized riverfronts; in particular, residents living in the aforementioned community areas near the South Branch of the Chicago River and the Calumet River.



Map Credit: Great Rivers Chicago





# ACTION 22

## Establish a Stormwater Trading Program

### OWNERS

Metropolitan Planning Council (MPC), The Nature Conservancy (TNC), and Mayor’s Office

### PARTNERS

Metropolitan Water Reclamation District of Chicago (MWRD), DWM, DOB

### TIMELINE

<1 year

### LINK TO VISION



- Residents connected to opportunity
- Communities connected to other communities
- Government connected to residents
- City government connected and collaborating
- Healthy communities connected to nature

### DESCRIPTION

Given the limited capacity of Chicago’s stormwater management system, the City can explore stormwater trading as a unique approach to mitigate the adverse effects of heavy rainfall. In such a system, landowners or collaborating third

parties can install detention capacity or volume control at “supply sites,” receive certification for stormwater detention or volume control value, and sell excess capacity as credits to developers from “demand sites” granted permission to go off-site with their stormwater management needs. This market-based approach allows flexibility in stormwater management, while providing other climate-related and environmental benefits including water filtration, carbon sequestration, and reduced air and water pollution.

MPC, TNC, and the City will explore the feasibility of a stormwater trading program by first analyzing the necessary changes to the City’s Stormwater Ordinance. Potential changes to the ordinance can incorporate the ability to go off-site with volume control or detention regulations to managing stormwater, establish clear guidelines for securing, permitting, and inspecting volume control trading facilities, and limit trading to property in certain geographic areas, e.g. within the boundaries of the sub-watershed. The team will conduct outreach to ensure any changes to the ordinance incorporate community, stakeholder, and aldermanic input.

In close coordination with key partners, the City can then finalize and rollout

a comprehensive stormwater trading program – subject to an amended ordinance – in which property owners and developers can participate.

### NEXT STEPS

Conduct research and analysis to determine potential changes to the City’s Stormwater Ordinance; engage community members, stakeholders, and aldermen accordingly prior to ordinance introduction. ■

### POTENTIAL KEY INDICATORS

- ① Increase in overall stormwater detention volume, in number of gallons
- ② Number of stormwater detention or volume control value certifications
- ③ Number of transactions between “supply” and “demand” sites
- ④ Compliance with volume control, permit, inspection, and trading terms (e.g. fines levied)

### EQUITY IMPACTS

Landowners, developers, and residents in flood-prone communities with unused, open spaces that can be redeveloped to establish stormwater detention or volume control trading facilities.





# ACTION 23

## Create a Green Stormwater Infrastructure Strategy 2.0

### OWNER

Mayor's Office

### PARTNERS

City Tech Collaborative, Metropolitan Planning Council (MPC), CPK, DPD, CDOT, CPS, CPL, DWM, CTA, AECOM

### TIMELINE

1-5 years

### LINK TO VISION



- Healthy communities connected to nature

### DESCRIPTION

First created in 2014, the City's Green Stormwater Infrastructure Strategy was designed to minimize flood damage caused by excess stormwater while realizing a number of co-benefits of green infrastructure investments including air and water quality improvements, urban heat island mitigation, greenhouse gas (GHG) reduction, and improved livability conditions due to increased access to green spaces. Flooding is an increasingly important issue for Chicago residents as it can cause significant property damage with more severe and frequent storm events,

particularly in flood-prone communities on the South and West Sides of the city.

With this action, the City will fully implement the original Green Infrastructure Strategy and develop a new, forward-looking Green Stormwater Infrastructure Strategy 2.0. Updates to the strategy will include more detailed modeling to better convey impact and a detailed analysis of how green stormwater projects will be implemented over time. Additionally, changes to the City's Stormwater Ordinance will be explored to further address the impact of stormwater flows on Chicago's combined sewer system.

### NEXT STEP

Convene relevant City departments and agencies to coordinate implementation of original strategy and to conduct preliminary research and analyses to shape the 2.0 strategy. ■

### POTENTIAL KEY INDICATORS

- ① Number of new green infrastructure projects constructed within Chicago
- ② Volume of stormwater runoff reduced through the strategy
- ③ Reduction in flood incidents and basement flood reports
- ④ Dollar value of property damage or other financial losses reduced
- ⑤ Improvements in air and water quality
- ⑥ Reductions in urban heat island effects

### EQUITY IMPACTS

Residents in flood-prone communities, predominantly on the city's South and West Sides.



# CASE STUDY

## Resilient Corridor Project

### OVERVIEW

A severe rainstorm in 2013 caused 2,500 “water in basement” and 800 “water on street” complaints, damages to and shut downs of businesses, and flooding at train stations and bus stops across the city. The widespread impact of this event prompted the Mayor’s Office and City planning, water management, transportation, and emergency management entities to prioritize strategies to reduce future stormwater impacts during peak storm events.

As a result of this collaboration, the City was awarded funds from the Housing and Urban Development Community Development Block Grant - Disaster Recovery (HUD CDBG-DR) Program in early 2017, which has been used to fund the implementation of the Resilient Corridors project - concentrated stormwater landscapes (green infrastructure) on City-owned vacant lots in flood-affected neighborhoods. With the support of the Mayor’s Office, DPD created a visionary, efficient, technically rigorous and inclusive community process, eventually selecting ten sites on three transitional commercial corridors (Chicago Avenue, 16th Street, and Ogden Avenue) on Chicago’s West Side, which was selected as an implementation area because it is representative of the city’s urban landscape, has a variety of land use types, and is home

to diverse populations.

Planning and design began in March 2017 and included a range of green infrastructure strategies such as permeable pavements and rain gardens that accept stormwater from streets, alleys and adjacent properties. Rigorous community engagement generated the programming for each site, which includes passive gardens, active recreation areas, and public plazas. Construction was completed in fall 2018, and stewards such as the Chicago Botanic Garden, YMCA, and a local business owner are expected to sign agreements with the City to lease the constructed parcels and maintain the specialized landscapes for the lease duration. Green infrastructure treatments have slightly more technical requirements than a typical community garden, so a Resilient Corridors Project Manual was developed for the stewards, covering such components as site plans, volunteer tasks, resources, and maintenance logs to facilitate long-term project success.

### BENEFITS

Many Resilient Corridor sites collect and detain stormwater from streets and alleys to relieve sewer mains, mitigating wet basements for a greater number of households. The Resilient Corridors demonstrate the impact that the smart,

integrated implementation of green infrastructure can have on livability through green space amenities that are visually attractive, activate community space, and reduce flooding.

This project turned publicly-owned parcels into vibrant open spaces that provide a dual benefit to the areas they serve by combining infrastructure enhancement and neighborhood resilience through public space activation and community partnership. Starting in fall 2018, the City has been leveraging the success of this program to partner with the regional Metropolitan Water Reclamation District (MWRD) and apply a similar planning process to a new Resilient Corridor, a community-led urban orchard in Garfield Park.





**NEW**  
**ACTION 24**

## Make Data-Driven Green Infrastructure Investments



### OWNERS

DWM, DPD

### PARTNERS

Metropolitan Water Reclamation District of Greater Chicago (MWRD), CPS, CDOT, other City departments and agencies, private developers, foundations, and various community groups

### TIMELINE

1-5 years

### LINK TO VISION



- Residents connected to opportunity
- Healthy communities connected to nature

### DESCRIPTION

Basement flooding impacts thousands of Chicago households during severe rain events. Although widespread, the effects of basement flooding are disproportionately experienced by Chicago's most vulnerable residents, especially those living in flood-prone communities and who may lack flood insurance or the financial resources to pay for post-storm repairs.

Chicago can strategically invest in green infrastructure to address the devastating

effects of unexpected flooding, promote neighborhood development, and improve community livability. While green infrastructure already exists on public streets, buildings, and previously vacant lands, the opportunity remains for the City of Chicago to better coordinate its efforts to plan, fund, and measure the performance of these types of investments.

This initiative will enable broad-based coordination across City departments, agencies, and key partners to develop green infrastructure interventions uniquely tailored to the requirements of flood-prone properties across Chicago. The City and its partners will determine planning criteria for project selection (e.g. area flood risk, vulnerable populations, strong community stewards) and identify dedicated funding streams to support these investments and augment the overall green infrastructure footprint across the city. The City will also work with local community groups and regional partners such as MWRD to address ongoing maintenance needs.

To determine the feasibility and scalability of this approach, the City will conduct a pilot study to explore potential green infrastructure solutions at four priority sites in the Austin, Auburn Gresham, Englewood, and Calumet Heights community areas.

### COMMUNITY AND PROJECT SELECTION METHODOLOGY

To identify potential locations for the pilot

study, a reductive screening process was performed for the entire geographic area of the city, using the following tools:

- 1) Desktop GIS Overlay and Area Prioritization
- 2) Existing Green Infrastructure Evaluation
- 3) Site Visits
- 4) Detailed Hydraulic Modeling

### 1) DESKTOP GIS OVERLAY AND AREA PRIORITIZATION

Key datasets were mapped and analyzed to determine community areas with the greatest need for the implementation of new stormwater management measures. Existing City data for basement flood risk, 311 call data regarding water in basement or on street, and planned DWM Capital Improvement Projects (CIP) was used to identify 18 potential pilot areas for intervention. Additional analysis was conducted to characterize each area across several factors, including land use, vacant lots, ownership, space requirements, and proximity to parks and schools.

Potential pilot areas were then prioritized based on additional considerations:

- Results of related work previously completed in each area;
- Amount of publicly owned land in each area (i.e. number of schools, number of parks, and area of City-owned





vacant land), as a proxy for ease of implementation; and

- Geographic diversity of the areas.

From this analysis, five potential pilot areas and three to five green infrastructure project opportunities within each area were identified for further exploration. Each project underwent a review based on a preliminary stormwater analysis, design opportunity, potential community and funding partners, among other criteria. Ultimately, eight projects in the Austin, Auburn Gresham, Englewood, and Calumet Heights community areas were selected for additional evaluation.

## 2) EXISTING GREEN INFRASTRUCTURE EVALUATION

Green infrastructure projects and programs in Chicago and other major cities were evaluated for any demonstrated successes. Locally, examples of effective projects have included permeable pavement, rain gardens and bioswales on school grounds, parkways, alleys, and vacant land.

## 3) SITE VISITS

Eight site visits were conducted to create final recommendations. From these visits, and based on preliminary green infrastructure strategies under consideration, four project sites were selected spanning four community areas:

**Austin:** N Central Ave between W Augusta Blvd and W Iowa St; CPS Brunson Specialty School

**Calumet Heights:** 93rd Street between S Colfax Ave and S Yates Blvd; residential

**Auburn Gresham/Englewood:** Laflin St between 76th St and 77th St; residential

**Auburn Gresham/Englewood:** 76th St and S Racine Ave; Anchor House affordable housing; CPL Thurgood Marshall Branch

## 4) DETAILED HYDRAULIC MODELING

Before finalizing the design of pilot projects, DWM, DPD, and AECOM will have conducted two rounds of detailed hydraulic modeling to refine the specific locations and green infrastructure footprints. The first round of modeling is aimed to test specific design assumptions, while the second round is aimed at quantifying specific benefits of potential projects (e.g. gallons of water removed, street flooding reduction, amount of sewer relief) along with high level cost estimates. Solution design is based upon the results of the hydraulic modeling.

## GREEN INFRASTRUCTURE SOLUTIONS:

The City will review the level of capital investment estimated to achieve the desired stormwater run-off reduction and co-benefits for each project site. Final solution mix will likely consist of familiar green infrastructure interventions, to be applied in site-specific ways.

The City will build upon existing relationships, forge new partnerships, and identify new funding streams or novel funding mechanisms to support these projects, to be designed by fall 2019. Looking forward, the pilot will serve as a template to expand green infrastructure investments more

broadly across the city, including the establishment of capital budgets, definition of selection criteria, and action plans for project execution.

## NEXT STEPS

Complete the second round of detailed hydraulic modeling, begin solution design, secure funding commitments, and finalize project completion timeline for each of the four sites. ■

## POTENTIAL KEY INDICATORS

- ① Number of new green infrastructure projects constructed within Chicago
- ② Volume of stormwater runoff reduced through the strategy
- ③ Reduction in flood incidents and basement flood reports
- ④ Dollar value of property damage or other financial losses reduced
- ⑤ Improvements in air and water quality
- ⑥ Reductions in urban heat island effects
- ⑦ Number of community stewards, groups, and other key partners engaged

## EQUITY IMPACTS

Residents who will experience a reduction in economic damage from flooding and an increase in green space in the Austin, Calumet Heights, Auburn Gresham, and Englewood community areas.





## GOAL 3:

### IMPROVE TRANSPORTATION CONNECTIONS BETWEEN AREAS WITH HIGH UNEMPLOYMENT AND WORKFORCE OPPORTUNITIES

Chicagoans can face difficulties securing and maintaining employment due to underlying issues related to transportation, including barriers to access, limited choice, and lengthy commute times. These can be particularly burdensome on residents from underemployed, underserved, and geographically disconnected communities. This goal aims to better connect vulnerable residents in areas of high unemployment to workforce opportunities by identifying current obstacles, exploring areas of opportunity, and outlining strategic actions to meet key transportation needs.



# ACTION 25

## Complete the Red Line Extension (RLE) to 130th Street



### OWNER

CTA

### PARTNERS

City of Chicago, Chicago Metropolitan Agency for Planning (CMAP)

### TIMELINE

>5 years

### LINK TO VISION



- Residents connected to opportunity
- Neighbors connected to each other
- Communities connected to other communities
- Government connected to residents

### DESCRIPTION

The Red Line is the backbone of the CTA rail system and carries 30 percent of all rail riders. The Red Line Extension (RLE) will extend the southern portion of the line by 5.3 miles, from the existing terminal at 95th Street/Dan Ryan to 130th Street, and create four new stations near 103rd Street, 111th Street, Michigan Avenue, and 130th Street. These investments will address the needs of far South Side residents that have historically been isolated from viable transportation options.

Prior to the proposed RLE, for the period 2005 to 2010, commute times to jobs were 24 percent longer for residents within the project area compared to other residents in the seven-county region, an extra seven minutes each way. The RLE will shorten commutes, provide multimodal connections, and improve mobility and accessibility for transit-dependent populations.

As a core component of CTA's Red Ahead Program, the RLE will foster economic development and enable far South Side residents to use transit to better connect to major activity centers, affordable housing options (e.g. the Altgeld Gardens public housing project), educational opportunities, and employment centers across the city.

CTA's Red Ahead Program is a comprehensive initiative to maintain, modernize, and expand the Red Line. The program includes the proposed RLE, ongoing 95th Street/Dan Ryan Station and Terminal Improvement, and completed Red Line South Reconstruction, the lattermost of which generated a 10.2-mile stretch of completely rebuilt tracks, 20-minute faster commute times for riders traveling between 95th Street/Dan Ryan and downtown, and other capital improvements. The project also made an additional 41,662 jobs accessible to residents - by trimming associated commute times to under 45 minutes - and created more than 1,500 jobs.

### NEXT STEP

Prepare a final Environmental Impact Statement (EIS) and conduct preliminary engineering surrounding the proposed RLE. ■

### POTENTIAL KEY INDICATORS

- ① Increase in ridership levels and connections made at new stations
- ② Reduction in commute times for residents in or near project area
- ③ Increase in job accessibility for residents in or near project area
- ④ Number of project-related jobs created
- ⑤ Dollar value of economic investment around new stations

### EQUITY IMPACTS

Transit-underserved residents in far South Side communities, including Roseland, Washington Heights, Pullman, West Pullman, Riverdale, and other communities near the project area.





# ACTION 26

## Expand the Divvy Bikeshare System

### OWNER

CDOT

### PARTNERS

Motivate International, Blue Cross and Blue Shield of Illinois

### TIMELINE

<1 year

### LINK TO VISION



- Residents connected to opportunity
- Healthy communities connected to nature

### DESCRIPTION

The City of Chicago’s bikeshare program, Divvy, currently spans more than 100 square miles and approximately 1.84 million residents – 68 percent of the city’s population – live within a half mile of a Divvy station. To connect more residents to opportunities, increase the reach of public transit, and provide an active and affordable solution to mobility challenges, the City will continue to expand the Divvy network to neighborhoods currently lacking bikeshare service.

Divvy provides opportunities for first- and last-mile transit connections for residents without a vehicle or with limited access to bus, rail, or other transportation options. New options for extended ride time also make Divvy a convenient option for recreation and leisure, aligning with CDPH’s Healthy Chicago 2.0 Plan to reduce root causes of obesity and improve health outcomes. For Chicagoans facing financial barriers, the Divvy for Everyone (D4E) program provides five-dollar annual memberships to residents in households at or below 300 percent of the Federal Poverty Level, and a cash payment option for the unbanked.

To expand Divvy, CDOT will work with key partners to renew and enhance Chicago’s bikeshare sponsorship, provide a larger fleet of bikes, and select additional areas for expansion. This expansion strategy will be informed by robust community and aldermanic engagement, to ensure residents living in neighborhoods on the geographic edges of the city share in the growth of Divvy, including on the city’s Northwest, West, Southwest, and South Sides.

Dockless bike technology will be explored as a way to expand the Divvy system more rapidly, reducing the need to add costly, conventional docking stations. To this end, from May to November 2018, the City ran

a six-month pilot program that included multiple private companies to explore the potential of dockless bike technology and to provide access to bikeshare services for communities on Chicago’s far South Side. Upon analysis of the pilot’s results, the City will examine how dockless bikes could be incorporated into Chicago’s transportation landscape, including as part of the Divvy system.

These efforts combined will strengthen bikeshare in Chicago, promote healthier communities, and ensure residents are better connected to economic and recreational activities across the city.

### NEXT STEPS

Renew and enhance the Divvy sponsorship, analyze the dockless bikeshare pilot results, and conduct stakeholder, community, and aldermanic engagement to inform Divvy expansion. ■



## POTENTIAL KEY INDICATORS

- ① Divvy and D4E ridership levels in expanded coverage areas
- ② Increase in job accessibility for residents in expanded coverage areas
- ③ Reduction in commute times for residents in expanded coverage areas
- ④ Reduction in vehicle miles traveled (VMT)
- ⑤ Improvements in air quality

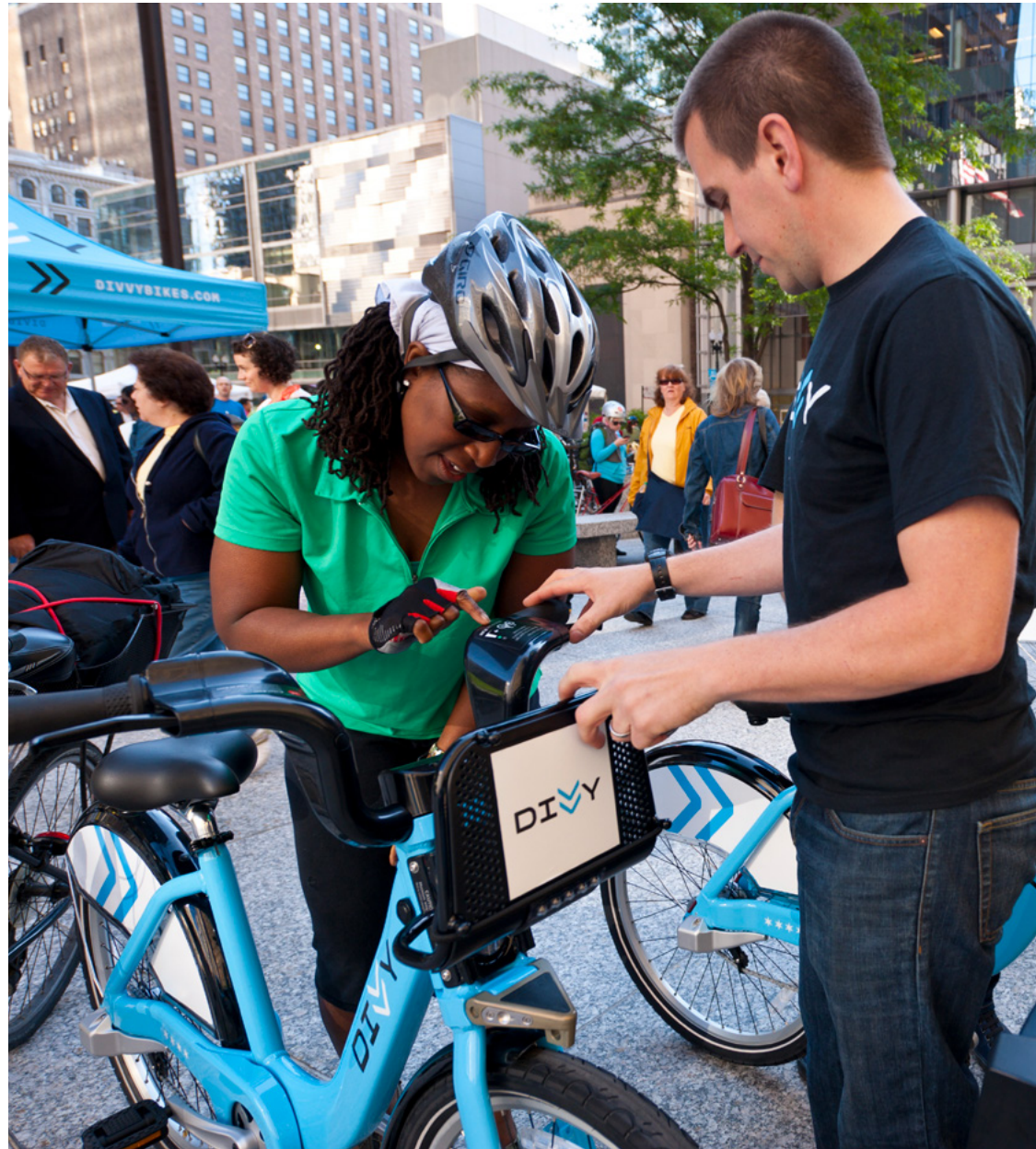
## EQUITY IMPACTS

Residents living in neighborhoods on the geographic edges of the city with limited access to Divvy, including on the Northwest, West, Southwest, and South Sides. Residents facing barriers to access – including financial constraints – and limited choice among transportation options.

## CALL TO ACTION

### USE CLEANER, MORE AFFORDABLE TRANSIT OPTIONS WHEN TRAVELING AROUND THE CITY

As an alternative to driving, use the CTA bus and rail and Divvy bikeshare systems to change the way you travel for the better. These transit networks help reduce traffic congestion, improve air quality, and promote a healthier lifestyle. You can learn more about CTA pass options at [transitchicago.com/passes](https://transitchicago.com/passes) and Divvy membership options at [divvybikes.com/pricing](https://divvybikes.com/pricing).





# ACTION 27

## Promote the Adoption of Electric Vehicles

### OWNER

CDOT

### PARTNERS

American Lung Association, Argonne National Laboratory, Electrify America, Chicago Area Clean Cities Coalition

### TIMELINE

1-5 years

### LINK TO VISION



- Residents connected to opportunity
- Government connected to residents
- City government connected and collaborating

### DESCRIPTION

Transportation emissions are a major contributor to air quality issues in the Chicago area. Although electric vehicles (EVs) produce less pollution than traditionally fueled vehicles and have lower operating costs, action is needed to promote the expansion of electric vehicles in the city. Limited recharging infrastructure creates obstacles for EV adoption, particularly for residents of multiunit buildings. Lack of consumer awareness prevents residents

from receiving accurate information about the benefits of EVs. The City is committed to making Chicago EV-ready by supporting the growth of EV adoption through expanded charging access and increasing resident awareness of the numerous benefits of EVs.

By June 2019, Electrify America will invest up to \$5 million in charging stations in the Chicago area. Partnerships with electric rideshare operators can expand EV charging access to areas of the city where it is currently limited. Electrify America's site qualifications include highly visible, safe, and accessible locations close to electric power sources and amenities. The City will continue to connect residents to EV resources and experiences through the website [driveelectricchicago.org](http://driveelectricchicago.org).

### NEXT STEP

Conduct analyses to finalize EV charging sites at highly visible, safe, and accessible locations. ■

### POTENTIAL KEY INDICATORS

- ① Percentage of all vehicles that are plug-in
- ② Number of charging stations created
- ③ Reduction in operation and maintenance cost of vehicles

### EQUITY IMPACTS

Reductions in diesel emissions from vehicles improve the air quality for all residents and have an especially strong health impact on older adults, young children, and people with asthma, chronic obstructive pulmonary disease (COPD), and heart disease. Residents in South and West Side communities, which experience the highest rates of these illnesses, will benefit especially.





# ACTION 28

## Establish a New Transportation and Mobility Task Force

### OWNER

Mayor's Office

### PARTNERS

CDOT, CTA, DOIT, City Tech Collaborative, more than 20 experts from government, business, technology, neighborhood and community engagement, and other advisory members

### TIMELINE

<1 year

### LINK TO VISION



- City government connected and collaborating

### DESCRIPTION

Recent advancements in mobility have begun to change urban mobility patterns and behaviors. The New Transportation and Mobility Task Force, established in September 2018, will help advise the City on how to plan, evaluate, and manage current and new mobility options along with the integration of technological innovations into the City's transportation systems.

Over the course of monthly meetings through February 2019, the Task Force

will identify both immediate actions and ambitious proposals in support of a new vision for mobility. The Task Force will be guided by the following goals in making its final recommendations:

- *Expanding and ensuring equitable and sustainable access to high-quality, reliable, accessible public transit and mobility options* through a variety of potential approaches, including a value-driven bus network plan; integrated fares and ride payment technologies for multi-modal transportation; and synchronized policies for improving access for low-income, disabled, and senior resident communities.
- *Guiding integration and prioritization of new mobility providers and technologies*, including autonomous, connected and electric vehicles; new ride-sharing options; new forms of bikeshare and scooters; and smart traffic infrastructure, including those that protect pedestrians, those that make deliveries easier and more seamless, and those that showcase automated traffic control.
- *Improving the City's overall livability and environment* through transportation and mobility innovation, such as the roll-out of electric charging infrastructure, development of metrics to track environmental impacts, development

of commuter demand management policies, and the expansion of transit-oriented incentives to high-frequency bus corridors.

### NEXT STEP

Continue monthly Task Force meetings and issue final recommendations by early 2019. ■

### POTENTIAL KEY INDICATORS

- ① Dollar value of investments in public transit and mobility options in underserved areas
- ② Amount of new technology incorporated into City's transportation systems
- ③ Number of private sector partners providing mobility technology
- ④ Number of mobility pilots launched

### EQUITY IMPACTS

Residents facing barriers to high quality, reliable, accessible public transit and mobility options, including low-income, disabled, senior resident, and geographically disconnected communities.





**NEW**  
**ACTION 29**

## Create Mobility Connections to Opportunities



**OWNER**  
CDOT

**PARTNERS**  
CTA, Chicago Cook Workforce Partnership (CCWP), private mobility providers, and various community stakeholders

**TIMELINE**  
1-5 years

### LINK TO VISION



- Residents connected to opportunity

### DESCRIPTION

The ability for residents to move around the city with ease can have a significant impact on employment opportunities, access to services, and overall quality of life. Direct collaboration between different transportation providers – for example, CDOT, CTA, ridesharing companies, and other private sector entities – can improve the city’s transportation network and bolster connections between residents and various education, training, and employment opportunities. Through the implementation of a joint planning and community engagement process, new approaches to mobility challenges will be designed with a

particular focus on residents in communities with high economic need.

The City will pilot innovative mobility solutions in two Chicago community areas: Gage Park and Washington Heights, on the Southwest and far South Sides of Chicago, respectively. A robust selection process was used in identifying these two communities as priority areas for the pilot, the results of which will inform future approaches to mobility challenges, in particular for similarly disconnected residents living on the South, Southwest, and West Sides of Chicago that seek access to invaluable economic opportunities.

### COMMUNITY SELECTION METHODOLOGY

The pilot community selection methodology involved a three-step screening aimed at addressing the question, “What transit and mobility initiatives best improve connections between Chicago’s jobs and job training centers and residents living in areas with high rates of unemployment?”

The screening process included:

- 1) Transit Service Assessment
- 2) Mobility/Connectivity Evaluation
- 3) Priority Community Area Assets

This analysis examined all Chicago community areas in order to identify two

communities as pilot areas for innovative mobility solutions. The following provides additional detail into each step of the process.

#### 1) Transit Service Assessment

The Chicago transit system is a critical mode of transportation to consider as part of any mobility analysis of the city. Public transit is often a primary mode of transportation, particularly in areas of high unemployment and for individuals accessing education and job training opportunities. In many cases, it is the only form of mobility available for a trip. As such, an assessment was conducted to provide a high-level understanding of transit service across all community areas.

“Transit captive riders” refers to individuals that rely on transit for their mobility needs. This term is used to describe riders who do not have immediate access to private transportation, such as a vehicle, or who must otherwise use public transit in order to travel.

#### 2) Mobility/Connectivity Evaluation

This analysis compared different Chicago community areas across five evaluation criteria: (i) employment, (ii) unemployment, (iii) environmental justice, (iv) income, and (v) access to educational workforce development opportunities.





**TABLE 1: MOBILITY/CONNECTIVITY EVALUATION CRITERIA**

CRITERIA	MEASURE	SCORING THRESHOLD	SCORING WEIGHT
Employment	Number of jobs per acre *	The community with the lowest number of jobs per acre receives the highest possible point total.	20
Unemployment	Percent Unemployed	The community with the highest unemployment rate receives the highest possible point total.	20
Environmental Justice (EJ)	Population Percentage by Race/Ethnicity	The community with the highest EJ rate receives the highest possible point total.	20
Income	Per Capita Income	The community with the lowest per capita income receives the highest possible point total.	20
Access to Educational and Workforce Development Opportunities	Number of Job Training Centers / City Colleges **	The community with the lowest number of job training centers and City Colleges within a one-mile buffer from the center of the respective community receives the highest possible point total.	20

\* *Employment refers to the number of community areas residents employed (regardless of the job location) and not the actual number of jobs within each community.*

\*\* *Job training center typologies were assigned weighted scores based on the level of employment assistance capabilities. Weighted scores were assigned as follows: City Colleges (8 points), City of Chicago Workforce Centers (6 points), Chicago Cook Workforce Partnership (4 points), Currently Funded Workforce (4 points), and Connect Chicago (2 points).*

For each criterion, the community area with the least favorable measure received the highest point total, with remaining community areas receiving a fraction of points indexed to the community area with the least favorable measure.

For example, if community A's unemployment rate is 40 percent, and this is the highest unemployment rate (i.e. least favorable measure) across all community areas, it receives the maximum 20 points for this criterion. If community B's

unemployment rate is 20 percent, it receives 10 points, i.e. half of the points relative to community A.

The results of this evaluation helped identify potential pilot communities that

endure significant mobility and connectivity challenges, as well as limited access to jobs, job training, and education facilities.

### 3) Pilot Community Area Assets

Additional data regarding the unique assets, challenges, and opportunities of each community area was examined, which led to the selection of Gage Park and Washington Heights as pilot communities for the below reasons:

- Given the large number of young residents, high rates of unemployment, and the lack of nearby job training centers, opportunities exist to connect residents to jobs and to create training and educational programs to develop resident skill sets. Existing transportation and community assets could be leveraged to expand access to these opportunities.
- Existing transit options could benefit from enhanced multimodal coordination to improve resident mobility. Many residents are located more than a half-mile away from transit stations, presenting opportunities to create solutions to bridge first- and last-mile barriers.
- The lessons learned in Gage Park and Washington Heights could be scaled to surrounding community areas, which are similar across many of the criteria and other characteristics examined.

## MOBILITY SOLUTIONS

The pilot will allow the City, its partners, key stakeholders, and community members to identify approaches to mobility challenges

faced by vulnerable residents in Gage Park and Washington Heights. This collaborative effort will demonstrate how Chicago can better use and deploy its assets to connect residents to jobs and improve community livability, providing a template for the scaling of mobility solutions to communities throughout the city.

Solutions will be selected upon transportation planning analysis, economic analysis, and community workshops, to identify how to best connect residents to economic opportunities that may be located elsewhere in the city. The community workshops will enable local residents to speak to issues that most affect them and identify barriers to employment beyond transit accessibility, for example, poor health, limited educational attainment, or justice involvement.

Potential mobility solutions such as microtransit, transportation demand management programs (TDM), bikeshare networks, and innovative technology solutions will be included for initial feedback at community workshops. Attendees will include local residents, community groups, and City, private, workforce, and transportation representatives to address the feasibility of each concept within the context of the Gage Park and Washington Heights community areas.

## NEXT STEPS

Hold community pilot design workshops, finalize, and launch pilot projects by the end of 2019. ■

## POTENTIAL KEY INDICATORS

- ① Number of mobility solutions launched in pilot areas
- ② Number of residents accessing mobility solutions in pilot areas
- ③ Increase in job accessibility for residents in pilot areas
- ④ Reduction in commute times for residents in pilot areas

## EQUITY IMPACTS

Residents in the Gage Park and Washington Heights community areas, which have high rates of unemployment and face mobility barriers connecting to key economic centers.





## GOAL 4:

REDUCE CITYWIDE  
GREENHOUSE GAS (GHG)  
EMISSIONS THROUGH CITY  
RENEWABLE ENERGY  
GENERATION, ENERGY  
EFFICIENCY, AND MOBILITY  
OPTIONS

Cities around the world are placing renewed focus and commitment on obtaining energy from renewable sources such as hydro, geothermal, solar, and wind in order to promote a clean energy future. This goal seeks to build upon Chicago's role as a leader in the reduction of greenhouse gas (GHG) emissions by laying out actions to meet energy-related targets, invest in renewable energy technologies, and utilize clean energy sources in the city.

### OWNER

Mayor's Office

### PARTNERS

Global Covenant of Mayors, America's Pledge, Climate Mayors, C40 Cities Climate Leadership Group, Urban Sustainability Directors Network, International Council for Local Environmental Initiatives (ICLEI)

### TIMELINE

>5 years

### LINK TO VISION



- City government connected and collaborating
- Healthy communities connected to nature

### DESCRIPTION

In response to President Trump's decision to withdraw the U.S. from the Paris Agreement, the Chicago Climate Charter was established as a framework for Mayors to demonstrate their commitment to a sustainable future in direct partnership with other cities. The charter, created in December 2017 at the North American Climate Summit in Chicago, garnered

city-specific commitments that centered on common themes, ideas, and actions to aggregate impact and provide guidance for Mayors looking for novel ideas.

By signing the charter, more than 70 cities have pledged to:

1. Achieve a percent reduction in carbon emissions in line with their respective countries' national commitments under the Paris Agreement (26 to 28 percent reduction in greenhouse gas emissions by 2025 for U.S. cities);
2. Quantify, track, and publicly report city emissions, consistent with standards and best practices of measurement and transparency;
3. Advocate alongside other mayors for greater local authority and flexibility to develop policies and local laws that empower cities to take aggressive action on climate;
4. Recognize and include groups traditionally underrepresented in climate policy, including women, racial and ethnic minorities, indigenous peoples, persons with disabilities, and socially and economically marginalized communities;
5. Incorporate the realities of climate change and its impacts into local infrastructure and emergency planning

through strategies of adaptation and resilience;

6. Support strong private sector, regional, state, and federal policies and partnerships that incentivize the transition to a new climate economy; and
7. Partner with experts, communities, businesses, environmental justice groups, advocates, and other allies to develop holistic climate mitigation and resilience solutions.

Examples of city-specific commitments made by local leaders include: investing in public transit systems to reduce the carbon footprint, providing safe public transportation and accessible land use, accelerating affordable renewable energy access, and reducing the carbon footprint in new and existing public and private buildings and infrastructure.

In the coming years, the City of Chicago will continue to bring in more cities as signatories to the charter and track progress of individual commitments and overall emission reductions.

### NEXT STEP

Continue outreach to additional mayors to increase the number of signatories and total aggregate impact of the commitments made under the charter. ■

## POTENTIAL KEY INDICATORS

- ① Reduction in city GHG emissions
- ② Reduction of overall carbon footprint of public and private buildings
- ③ Increase in rates of adoption of renewable energy
- ④ Dollar value of new investments in clean transportation and infrastructure
- ⑤ Amount of climate-focused legislation passed

## EQUITY IMPACTS

Individuals traditionally underrepresented in climate policy decision making such as women, racial and ethnic minorities, indigenous peoples, persons with disabilities, and socially and economically marginalized communities will be better included under charter commitments.

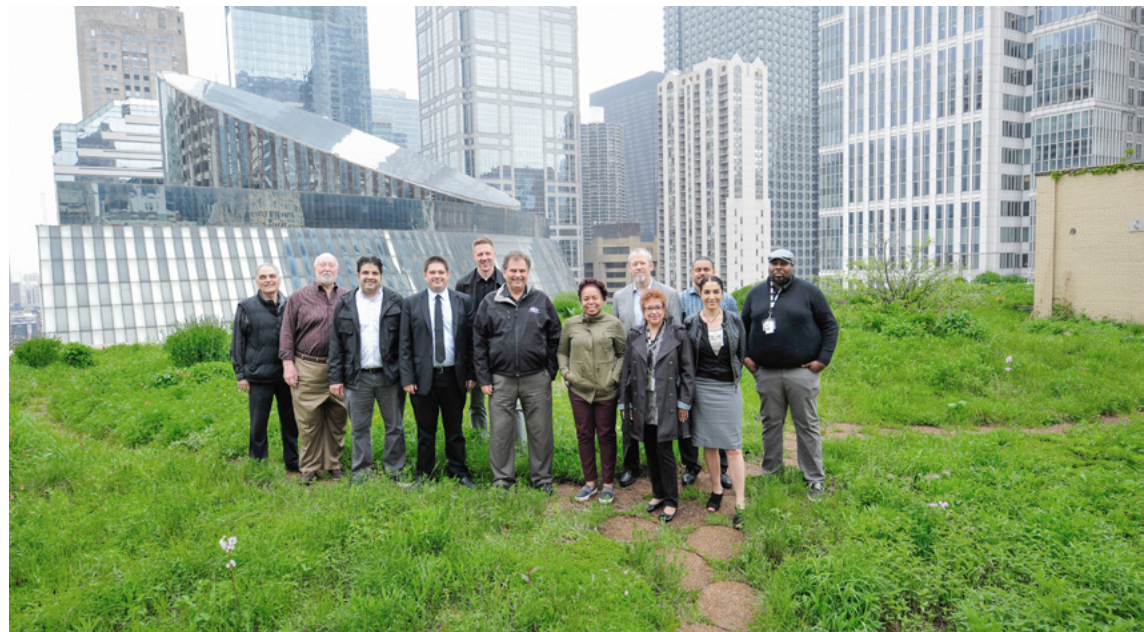
## CALL TO ACTION

### UPGRADE YOUR HOME WITH ENERGY EFFICIENT FEATURES

Whether you own your own home or rent an apartment, there are many affordable ways to upgrade your home with more energy efficient features. LED lights, programmable or smart thermostats, and weatherization improvements can all help reduce your household's carbon footprint while reducing your utility bills. Check with your utility providers for rebates which are available for many of these features, including at: [comed.com/WaysToSave](http://comed.com/WaysToSave).

### REDUCE FOOD WASTE

Globally, a third of food raised or prepared does not get consumed. This uneaten food is responsible for eight percent of global carbon emissions. Help reduce food waste by planning out meals and sticking to your shopping list in the store. Make food last longer by freezing or preserving fresh fruit and vegetables. Food scraps can be composted or added to a worm bin to keep them out of the landfill.



# CASE STUDY

## Greenhouse Gas (GHG) Report: Upholding Chicago's Commitment to the Paris Agreement

### OVERVIEW

In June 2017, Mayor Emanuel issued an Executive Order committing Chicago to a 26 to 28 percent reduction in greenhouse gas (GHG) emissions from 2005 levels by 2025, consistent with the terms of the Paris Agreement. Among several activities established in the order, City departments must work collaboratively and develop and implement standards, policies, and practices to assist Chicago in achieving this ambitious goal.

Existing policies and programs – for example, the Future Energy Jobs Act (FEJA), an aggressive State policy that seeks to significantly expand energy efficiency and renewable energy programs across Illinois – have already had a significant impact. Recent analysis has shown that total city GHG emissions are projected to decline by 14 percent from 2015 levels to 2025. This translates to an expected total city GHG emissions decrease of 24 percent from 2005 levels to 2025, just shy of the desired 26 to 28 percent reduction.

With this in mind, and to ensure Chicago meets its ambitious target, the City will release a new report in 2019 to demonstrate progress made to date and to outline

recommendations looking forward. Potential pathways to deliver on Chicago's commitment may include initiatives related to energy efficiency in residential, commercial, or new construction, distributed solar photovoltaic (PV) systems, travel mode shift, and vehicle fuel switching, among many others.

Chicago will also use the results of the report to shape an inclusive climate action plan – as part of its commitment as a C40 member city – to be developed with implementation begun by the end of 2020.

### BENEFITS

Climate change is the foremost challenge facing current and future generations. Through its efforts to reduce GHG emissions, the City will lessen the impacts of climate change and serve as a model for other municipalities to follow. Chicagoans – and more broadly, residents around the world – stand to benefit from local leadership on this issue in the form of less severe weather events, increased food security, better health outcomes, and more stable livelihoods overall.



# CASE STUDY

## Chicago Smart Lighting Program

### OVERVIEW

Over a four-year period, the City of Chicago Smart Lighting Program will replace over 270,000 city street lighting fixtures and make targeted infrastructure improvements to the City's outdated lighting. Phase I of the Smart Lighting Installation, which lasted from September 2017 to August 2018, focused predominantly on streets, alleys, and arterials in South and West Side communities. Phase II, which began in October 2018 and will be completed by 2019, will continue work throughout the city.

The new lights, which will be owned and operated by the City, consume 50-75 percent less electricity than existing high-pressure sodium (HPS) lights, and generate significant electricity cost savings that will offset the cost of modernization. LED fixtures last two to three times longer than the previous technology, which will greatly improve the reliability of Chicago's lighting. The new smart lighting management system will increase efficiency by allowing the City to identify potential outages, prevent them when possible, and restore service more quickly when needed.



By switching to energy efficient LED streetlights, the City will cut its streetlight electricity costs by more than half, yielding savings of approximately \$100 million over 10 years. The City also expects to qualify for up to \$35 million in ComEd energy efficiency rebates due to the switch.

Residents can track the progress of the program at [chicagosmartlighting.org](http://chicagosmartlighting.org).

### BENEFITS

The City of Chicago Smart Lighting Program will help decrease disparities within Chicago's neighborhoods through the provision of more robust lighting infrastructure. Investments in more efficient, reliable lighting will help foster economic development and support ongoing crime reduction efforts.

In addition, the smart lighting management system will enable CDOT to remotely monitor and control the City's outdoor lighting. This will strengthen the connection between the City and local residents by improving the City's responsiveness to service requests through the use of real-time outage updates.





# ACTION 31

## Shift to 100 Percent Renewables for City Electricity Needs

### OWNER

Mayor's Office

### PARTNERS

2FM, CPS, CPK, CHA, CCC

### TIMELINE

<1 year

### LINK TO VISION



- City government connected and collaborating

### DESCRIPTION

In April 2017, Mayor Emanuel announced the City's commitment to transition all public building electricity use to 100 percent renewable energy sources by 2025. By greening its energy supply, the City continues to establish itself as a clean energy leader in its effort to combat climate change. When implemented, Chicago will be the largest major city in the country to have a 100 percent renewable energy supply for its public buildings.

The commitment will be met through a combination of acquiring Renewable

Energy Credits (RECs), utility-supplied renewable energy via Illinois' Renewable Portfolio Standard, and on-site generation. The Chicago Infrastructure Trust (CIT) has released a Request for Proposals (RFP) for developers to install on-site renewable energy generation facilities on City-owned vacant lots as a market signal to activate dormant resources and jumpstart the green economy in low-income communities. This project will create ground-mounted solar facilities in communities, and utilize the Illinois Power Agency's Solar for All program to grant energy savings to community residents. Within the next year, the City will devise a comprehensive plan to procure on-site and off-site energy generation and purchase RECs based on infrastructure analyses and market evaluation.

### NEXT STEPS

Develop plan to procure on-site and off-site energy generation and purchase RECs. ■



### POTENTIAL KEY INDICATORS

- ① Reduction in greenhouse gas (GHG) emissions
- ② Dollar value of energy cost savings
- ③ Dollar value of investments in alternative energy generation sources

### EQUITY IMPACTS

The RFP included requirements to meet Minority and Women Business Enterprise (MBE/WBE) participation and workforce development goals. For this project, the MBE and WBE goals are set at 26 percent and 6 percent, respectively. For all construction work, a minimum of 50 percent of the total work hours must be performed by Chicago residents, at least 7.5 percent of which must be performed by project area residents.







# ACTION 32

## Improve the Energy Efficiency of Chicago's Buildings

### OWNER

Mayor's Office

### PARTNERS

The American Society of Heating Refrigerating and Air Conditioning Engineers (ASHRAE) of Illinois, Building Owners and Managers Association (BOMA) of Chicago, C40, Chicago Association of REALTORS, Chicagoland Apartment Association, ComEd, Institute for Market Transformation, Midwest Energy Efficiency Alliance, Natural Resources Defense Council (NRDC), Peoples Gas, Illinois Environmental Council (IEC), Illinois Green Alliance, Seventhwave, Sierra Club, U.S. Environmental Protection Agency, U.S. Department of Energy

### TIMELINE

1-5 years

### LINK TO VISION



- Residents connected to opportunity
- Government connected to residents
- City government connected and collaborating

### DESCRIPTION

Passed into law in 2013, the Chicago Energy Benchmarking Ordinance established transparent, new metrics to evaluate the energy performance of nearly 3,000 of

the largest buildings in the city. Energy benchmarking generates a 1-100 ENERGY STAR® score for buildings, with a score of 1 indicating a poor performer, 50 an average performer, and 100 a top performer. While energy performance is improving for many buildings, other properties continue to perform below local and national median levels. At the same time, many tenants, visitors, building engineers, and property managers remain unaware of the results from their energy benchmarking reports.

In late 2017, Chicago updated its Energy Benchmarking Ordinance to promote visibility of data reporting surrounding building energy performance. These updates, to be rolled out in 2019, will create a new Chicago Energy Rating system for buildings required to benchmark. The City will engage building stakeholders to inform them of upcoming changes. The new program will make energy performance information simpler, easier to understand, and more transparent for all.

The City also continues to implement the Retrofit Chicago Energy Challenge, a voluntary program for property teams, which are comprised of building owners and property managers. As part of the challenge, each participating property team commits to achieving a 20 percent reduction in energy use over five years. To encourage participation, the City provides a forum for teams to share best practices

and recognizes all participants who meet reduction targets.

To date, participating property teams have achieved a nearly 15 percent energy reduction across a total of 87 buildings, saving over \$10.6 million in annual costs. The City will continue to recruit new property teams to join the Retrofit Chicago Energy Challenge and facilitate their energy reductions, with a goal of having over 100 participants by the end of 2020.

### NEXT STEPS

Roll out the Chicago Energy Rating system for buildings required to benchmark; recruit new property teams to the Retrofit Chicago Energy Challenge, with a goal of over 100 participants by 2020. ■

### POTENTIAL KEY INDICATORS

- ① Total energy reduction in participating properties
- ② Energy cost savings for building owners and tenants in participating properties
- ③ Number of Retrofit Chicago Energy Challenge Members

### EQUITY IMPACTS

Populations most vulnerable to the effects of climate change and extreme weather events, such as the elderly, socially isolated individuals, low-income residents, and racial and ethnic minorities.





# ACTION 33

## Fund Clean Commercial Vehicle Fleets

### OWNER

CDOT

### PARTNERS

CALSTART, Chicago Area Clean Cities, Chicago Metropolitan Agency for Planning (CMAP), Illinois Department of Transportation (IDOT)

### TIMELINE

1-5 years

### LINK TO VISION



- City government connected and collaborating
- Regional government connected and working together

### DESCRIPTION

Many trucks and buses that travel through Chicago consume diesel fuel, whose exhaust contains a variety of pollutants, including particulate matter, nitrogen oxides, carbon monoxide, carbon dioxide, and other chemicals that form ground-level ozone and contribute to climate change. More efficient hybrid and electric fleet vehicles can reduce harmful diesel emissions and directly benefit the health of residents. However, due to the higher relative purchase cost of these clean

fleet technologies, incentives are necessary to encourage and accelerate local market adoption. Through the Drive Clean Chicago incentive program, the City will reduce the cost of new and repowered hybrid- and electric-powered commercial vehicles.

Drive Clean Chicago provides a point of sale discount on purchased or leased electric or hybrid vehicles operated in the Chicago area. The first round of Drive Clean Chicago funded nearly 400 vehicles, which annually reduce 8,300 tons of greenhouse gas (GHG) emissions, the equivalent of removing 1,700 cars from Chicago roads.

With over \$20 million in additional Federal Congestion Mitigation and Air Quality (CMAQ) funding, the City will continue to operate Drive Clean Chicago to provide innovative, point of sale incentives for commercial fleets to deploy the latest advanced technology, low emissions vehicles. By 2023, up to 500 advanced technology, emissions-reducing trucks and buses will be deployed on Chicago's roads, improving air quality for all and especially benefiting vulnerable populations most harmed by diesel emissions.

### NEXT STEP

Leverage \$20 million in CMAQ funding to deploy up to 500 advanced technology, emissions-reducing trucks and buses by 2023. ■

### POTENTIAL KEY INDICATORS

- ① Reduction in greenhouse gas (GHG) emissions
- ② Reduction in gasoline gallon equivalents
- ③ Number of clean vehicles deployed

### EQUITY IMPACTS

Reducing diesel emissions from vehicles improves air quality for all residents and has an especially strong health impact on older adults, young children, and people with asthma, chronic obstructive pulmonary disease (COPD), and heart disease. Residents in South and West Side communities, which experience the highest rates of these illnesses, will benefit particularly.





# ACTION 34

## Electrify City Vehicle Fleets

### OWNER

2FM

### PARTNERS

CDOT, CDA

### TIMELINE

1-5 years

### LINK TO VISION



- City government connected and collaborating

### DESCRIPTION

The City of Chicago is committed to expanding its use of electric vehicles (EV) and reducing greenhouse gas (GHG) emissions in its own operations. A City transition to an EV fleet lowers GHG emissions detrimental to public health and decreases local government operating costs through streamlined operations. The replacement of daytime fueling with an end of day plug-in and overnight charge will contribute to budget savings, reduce future tax burdens on citizens, and allow City employees to focus on providing public services. Unlike traditionally fueled vehicles, whose emissions can worsen over time, the

City's EV fleet contributes to the greening of the City's energy consumption.

The City has set an ambitious goal of attaining a passenger fleet that is 25 percent EV by 2023. To support this, the City secured \$15.5 million in Federal Congestion Mitigation and Air Quality (CMAQ) Program grant funding that allows for investment in 182 EVs for the City's vehicle fleet, nine DC-Fast Charging stations, and 182 Level 2 charging stations. Pending the disbursement of these funds from the U.S. Department of Transportation, the program will move forward. These investments will ensure the City remains on track to achieve its 2023 goal.

CDA will also install, operate, and maintain 80 Level 2 and 20 Fast Chargers at O'Hare International and Chicago Midway International Airports. Charging access at both airports will enable the efficient recharging of Chicago's growing number of electric taxicabs, limousines, shuttles, and rideshare vehicles serving the airports' 100 million plus passengers each year. Additionally, CDA will operate a fleet of six electric shuttle buses - supported by at least two fast charging stations - to service airport parking facilities, replacing a diesel-operated service.

### NEXT STEP

Continue to engage the U.S. Department of Transportation to disburse program funds to support charging station installation and the transition to a 25 percent EV City fleet by 2023. ■

### POTENTIAL KEY INDICATORS

- ① Number of electric vehicles in the City's fleet
- ② Number of charging stations installed
- ③ Reduction in greenhouse gas (GHG) emissions
- ④ Dollar value reduction in operational and maintenance costs of vehicles

### EQUITY IMPACTS

All residents will benefit from improved air quality, including residents with specific health conditions (e.g. asthma) or of a certain age (e.g. the elderly or young children).





# ACTION 35

## Adopt Zero Emission Transit Buses

### OWNER

CTA

### TIMELINE

1-5 years

### LINK TO VISION



- Government connected to residents
- City government connected and collaborating

### DESCRIPTION

According to the Chicago 2015 greenhouse gas (GHG) emissions inventory, the transportation sector is responsible for 26 percent of Chicago’s emissions. The CTA transit system plays a critical role in reducing transportation-related emissions. On the typical weekday, CTA provides over 1.53 million bus and rail rides, often in place of trips using higher polluting modes of transportation. These benefits can be further multiplied by upgrading to zero emission, electric transit buses, providing health benefits to residents vulnerable to emissions generated from diesel-powered vehicles.

CTA has announced its commitment to purchase between 20 to 30 electric buses (e-buses), with the option to purchase up to 45 e-buses over the next several years. In June 2018, CTA awarded a \$32 million contract for its initial 20 e-buses, which will operate on the Chicago Avenue (#66) bus route, a high-ridership route between downtown and neighborhoods on Chicago’s West Side. CTA is pursuing various funding opportunities to complete the transition to electric buses.

### NEXT STEP

Identify additional funding sources to increase CTA’s e-bus deployment from 20 to 45 and complete the electrification of the Chicago Avenue (#66) bus route. ■

### POTENTIAL KEY INDICATORS

- ① Reduction in greenhouse gas (GHG) emissions
- ② Reduction in gasoline gallon equivalents
- ③ Number of e-buses deployed within the CTA fleet
- ④ Reduction in dollar value of operational and maintenance costs of bus fleet

### EQUITY IMPACTS

All residents will benefit from improved air quality, especially residents living near the Chicago Avenue (#66) bus route, many of whom reside in West Side communities that experience among the highest rates of asthma, chronic obstructive pulmonary disease (COPD), and heart disease.





# ACTION 36

## Serve in the Urban 20 (U20): A City Diplomacy Initiative to Connect Cities with the G20

### OWNER

Mayor's Office

### TIMELINE

>5 years

### LINK TO VISION



- City government connected and collaborating
- Regional government connected and working together

### DESCRIPTION

Launched in December 2017, the Urban 20 (U20) is a city diplomacy initiative led by the cities of Buenos Aires and Paris, and facilitated by the C40 Cities Climate Leadership Group. The initiative creates a platform for mayors of Group of Twenty (G20) cities to contribute to the G20 agenda by coordinating positions and collective messages on global issues of climate action, sustainable development, and their socioeconomic ramifications.

Chicago will serve as a core city in this initiative, and its participation will help raise its global profile and provide insight for other cities based on what Chicago has already accomplished regarding initiatives in this sector. To this end, the cities that comprise U20 are committed to:

1. Generating a collective platform on behalf of global urban centers, to be shared in a coherent and organized manner with G20 leaders;
2. Enriching the general G20 agenda by exploring and contributing cities' unique perspectives and good practices;
3. Proposing joint solutions to enhance sustainable economic development, using tools from the current G20 urban agenda and cities' experience-based recommendations; and
4. Promoting inter-city collaboration in implementing G20-led measures to maximize benefits and ensure positive results.

The first U20 meeting was held in January 2018 in Paris to solidify the Joint Statement, an official letter from U20 Mayors to G20 leaders setting forth the shared aspirations and goals of signatories. The statement reflects priorities that shape U20, including: climate action, the future of work, social integration, women empowerment, and access to finance.

Signatories like the City of Chicago commit to working towards and achieving specific goals on each of these priorities, including decarbonizing the energy grid at the national and local levels by 2050, implementing violence prevention programs, and achieving more compact and better-connected cities to maximize

access to employment and business-to-business connections.

More recently, in October 2018, the inaugural U20 Mayor's Summit was held in Buenos Aires, where a final Communiqué was approved. The Communiqué calls on G20 leaders to prioritize an urban perspective in tackling global challenges, and can be accessed at [bit.ly/U20Communiqué](http://bit.ly/U20Communiqué).

### NEXT STEP

Convene the next meeting of U20 Mayors in Tokyo in 2019 to continue emphasizing U20 perspectives, priorities, and actions that should be prioritized by G20 leaders. ■

### POTENTIAL KEY INDICATORS

- ① Number of joint solutions proposed by participating U20 cities
- ② Number of joint actions taken by participating U20 cities
- ③ Number of actions taken by G20 member states

### EQUITY IMPACTS

Chicagoans will benefit from the collective advancement of U20 priorities regarding climate action, the future of work, social integration, women empowerment, and access to finance.





# ACTION 37

## Promote Greater Access to Community Solar

### OWNER

Mayor's Office

### PARTNERS

Cook County, Elevate Energy

### TIMELINE

<1 year

### LINK TO VISION



- Residents connected to opportunity
- Government connected to residents

### DESCRIPTION

Community solar expands access to the renewable energy economy for low- to moderate-income customers and builds a distributed and more resilient electric grid. To help meet Illinois' renewable energy goals, the State of Illinois can purchase a community solar project's Renewable Energy Credits (RECs) under the 2016 Future Energy Jobs Act (FEJA). FEJA's framework further incentivizes community solar activity in Chicago by mandating that utility companies provide savings through solar generation for community solar subscribers.

Given these factors, and to promote greater access to community solar, the City will:

- Support the Illinois Power Agency's community incentive programs to encourage community solar anchor tenants and subscribers to submit solar projects that will reduce energy bills and promote the use of clean power; and
- Incentivize community solar through voluntary programming, such as the Chicago Renewable Energy Challenge, to improve access to the economic and environmental benefits of solar energy generation for homeowners, renters, and businesses regardless of the physical attributes or ownership status of their home or business.

The City will work with stakeholders and utility companies to support the Illinois Power Agency's incentive framework for subscribers to easily access shared solar options. The City will identify site opportunities, strengthen policy and incentives, conduct educational activities, and monitor uptake of local solar facilities to be shared by multiple community subscribers to help achieve this.

Additionally, the City is part of the Community Solar Stakeholder Advisory Group, comprised of the City, Cook County, Commonwealth Edison (ComEd), and nonprofit and private sector stakeholders in the energy sector. The Advisory Group

has been exploring research in the current market, which the City will use to inform future policies regarding community solar.

### NEXT STEP

Establish a program by December 2019 to support the Illinois Power Agency's (IPA) incentive program framework, which IPA is expected to finalize in early 2019. ■

### POTENTIAL KEY INDICATORS

- ① Reduction in greenhouse gas (GHG) emissions
- ② Dollar value in energy cost savings
- ③ Number of solar project subscribers, particularly low- to moderate-income customers
- ④ Number of solar projects and total kilowatts peak (kWp) installed in Chicago

### EQUITY IMPACTS

Low- to moderate-income residents in areas with community solar sites can avail themselves of programs and incentives to better access community solar.





# ACTION 38

## Commit to Ready for 100

### OWNER

Mayor's Office

### PARTNERS

Sierra Club, CTA

### TIMELINE

1-5 years

### LINK TO VISION



- Residents connected to opportunity
- Government connected to residents

### DESCRIPTION

Ready for 100 is a campaign led by the Sierra Club for mayors, CEOs, and community leaders to commit to solutions that help achieve 100 percent clean, renewable energy by 2050. Chicago will become the largest city to date to join Ready for 100 by committing to transition to 100 percent clean, renewable energy in buildings community-wide by 2035, and complete electrification of the CTA bus fleet by 2040.

The City will work with stakeholders and internal departments to create a transition plan by December 2020 which will outline key strategies, progression milestones, and a timeline for achieving an equitable clean

energy transition, which will address issues including but not limited to:

- Prioritizing energy efficiency investment in new and existing municipal, residential, industrial, commercial buildings; and building upon the Future Energy Jobs Act's energy efficiency targets that require ComEd to reduce electricity use for its Illinois customers by 21.5 percent by 2030;
- Promoting and investing in clean, accessible and renewable transit and transportation solutions throughout the city to maximize emission reductions;
- Ensuring accessibility and shared benefits of renewable energy and energy efficiency through processes such as community solar and inclusive financing;
- Engaging communities to determine principles of a just transition, identify key equity metrics, and develop a community feedback process;
- Stimulating local economies by creating and maintaining prevailing-wage career pathways for workers in local distributed renewable generation, infrastructure modernization, and energy efficiency improvement projects; and

- Reevaluating and improving the transition plan based on real, community-wide trends, successes, and challenges.

### NEXT STEP

Convene stakeholders to create a transition plan for the Ready for 100 commitments for community-wide renewable energy by December 2020. ■



## POTENTIAL KEY INDICATORS

- ① Reduction in greenhouse gas (GHG) emissions
- ② Dollar value in energy cost savings
- ③ Number of solar project subscribers, particularly low- to moderate-income customers
- ④ Number of jobs in clean energy sector within Chicago

## EQUITY IMPACTS:

Residents citywide, especially in low- to moderate-income communities can avail themselves of incentives and programs to better access renewable energy options, especially community solar. CTA bus riders or residents living near major bus corridors will benefit from cleaner outdoor air quality.





# ORGANIZATION FEATURE

## ORGANIZATION NAME

Faith in Place

## ORGANIZATION MISSION

Faith in Place is an interfaith organization aimed at providing resources to educate, connect, and advocate for healthier communities as well as empowering Illinois residents to be leaders in caring for the Earth.

Since its creation in 1999, Faith in Place has worked with over 1,000 houses of

worship throughout Illinois to protect land, water, and air environments. With outreach staff working across the state, Faith in Place inspires people to care for the Earth through four program areas: Energy & Climate Change, Sustainable Food & Land Use, Water Preservation, and Advocacy.

## WHO WE SERVE

Faith in Place partners with people of all different faiths throughout the state of Illinois, with offices and outreach

staff providing support in Chicago and its surrounding suburbs, Lake County, Central Illinois, and Southern Illinois.

In the Chicago region, Faith in Place is leveraging its network of faith communities to deploy green infrastructure in neighborhoods negatively impacted by flooding, particularly in the Calumet region of south Chicago and surrounding suburbs, working in partnership with the Calumet Stormwater Collaborative.

## RESILIENCE PROJECT IN PROGRESS

Faith in Place teaches communities about environmental stewardship and stormwater solutions through many initiatives. For example, some work revolves around rain gardens and teaching communities how they can maintain these investments. An initiative launched in 2016 distributes rain barrels and helps plant rain gardens. Additionally, community-focused educational events are held at local green infrastructure sites to provide exposure to the sites. To date, the rain barrels distributed and planted rain gardens have collectively redirected an estimated 2,642,149 gallons of stormwater runoff.



# ORGANIZATION FEATURE

## ORGANIZATION NAME

Elevated Chicago

## ORGANIZATION MISSION

Elevated Chicago was launched in 2017 to improve health, climate resilience, and access to arts and culture within neighborhoods for communities of color by utilizing Equitable Transit-Oriented Development (eTOD). Transit-oriented development (TOD) is an approach to urban development that implements a multi-use approach to an area, such as housing, businesses, and amenities within a half-mile radius of transit stops, to create walkable communities and reduce reliance on automobiles. However, TOD can also be a driver of displacement, reducing a neighborhood's affordability and resulting in advantages that cannot be enjoyed by existing and long-time residents, such as development of housing that is inaccessible to longtime community members.

Elevated Chicago addresses these limitations by leveraging Equitable Transit-Oriented Development (eTOD) as a catalyst for positive transformation. Elevated Chicago works to ensure that a more vibrant, prosperous, healthy, and

resilient community may be enjoyed by all residents, with a particular focus on low-income communities and residents of color, who are often most impacted by inequitable transit development. Elevated Chicago's multi-pronged approach acts as a platform on which local residents of various backgrounds can work creatively together towards more equitable decisions about Chicago's built environment through the collaboration of public health, climate resilience, and the arts.

## WHO WE SERVE

Elevated Chicago invests in the half-mile radius around seven strategically selected transit stations, or equitable Hubs (eHubs), which provide a focal point where the interests of multiple community members, entities, organizations, and City and regional decision-makers intersect. The eHubs are located across the communities of Logan Square, East Garfield Park, North Lawndale, South Lawndale, Bronzeville, Woodlawn, and Washington Park. These communities are predominantly African-American and/or Latino, and experience displacement of residents and small businesses as a result of gentrification and disinvestment.

## ELEVATED CHICAGO'S WORK IN ACTION

Elevated Chicago's Climate and Cultural Resilience (CCR) project brings together environmentalists, local artists, and community stakeholders to improve local climate and cultural resilience in various underinvested regions. In 2017, the CCR project included several community-designed murals, a stormwater basin, tree planting to increase tree canopy and replace trees lost to beetle infestations, and community gardens. Elevated Chicago, in partnership with Enterprise Community Partners, has renewed the program for a second year. The next phase will focus on stormwater management projects to address increased urban flooding in the Chicago region, and how people are affected by physical stormwater infrastructure interventions. These projects will engage community residents in the planning process and be combined with culturally relevant and locally-made art pieces. The stormwater management projects will improve the health of residents, air and water quality, and livability, while the art installations will amplify local cultural identity and create a sense of ownership within the community.



## SECTION 5: PREPARED COMMUNITIES



## PILLAR 3: PREPARED COMMUNITIES

As the “city of big shoulders,” Chicagoans take pride in their ability to rise to any challenge. Recent events in the city’s history – for example, the 1995 heat wave and the 2011 blizzard – serve as a reminder that the city’s resilience hinges on the strength of the connections between residents, communities, and local government.

Chicagoans must be able to access resources, avail themselves of services, and communicate with ease in times of crisis. Underlying every prepared community is a connected community.

To this end, residents must be equipped with the relationships, skillsets, and knowledge base to anticipate and, when necessary, overcome challenging times. Community-driven initiatives – including efforts led by Austin Coming Together, Garfield Park Community Council, and West Humboldt Park Development Council to promote stormwater preparedness among residents – are examples of how local action can foster community resilience.

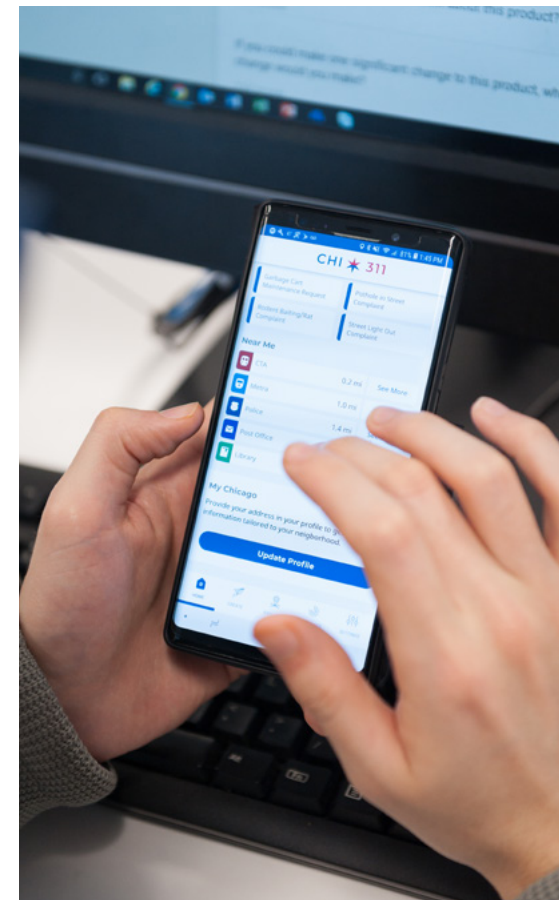
As technology becomes increasingly important to how residents connect with one another and local government, the current era of rapid technological change must work for all Chicagoans. To this end, the City has forged strong partnerships

with public, private, and non-profit sectors to promote digital equity across the city’s communities. This includes working with companies like Google, Cisco, and Everywhere Wireless to provide free wireless services at Chicago parks and beaches and the Connect Chicago Innovation Program, managed by the City Tech Collaborative, which seeks to increase tech access, skills, and engagement.

Additionally, the City is making concrete investments in the tools it uses to connect with residents and is modernizing the ways in which these tools are used. The City’s new Open311 system enables residents to create, track, and map service requests, submit photos, and provide feedback, among other features, bringing unprecedented levels of access, innovation, and accountability to the delivery of City services. The new Smart911 system enables residents to create a safety profile about their household so that first responders are better informed during an emergency.

This strategy section presents specific goals and actions to create prepared communities all across the city. Examples include initiatives to enhance communication channels with residents, reduce resident vulnerabilities to extreme weather, bolster social connectedness,

foster positive relationships between residents and first responders, and leverage technology to increase the accessibility and impact of information.





## GOAL 1:

IMPROVE COMMUNICATION  
TOOLS TO CREATE  
INFORMED AND  
ENGAGED CHICAGOANS

The City uses many channels to share important information with its residents, including details surrounding emergencies, road closures, public forums, program launches, and new service offerings. Local government better serves its residents and fosters a culture of accessibility when it practices effective communication. This goal seeks to understand the City's communication tools and make necessary enhancements to ensure that Chicagoans are informed and engaged.



# ACTION 39

## Modernize 311 to Include Health and Human Services

### OWNER

DOIT

### PARTNERS

OEMC, CDPH, DFSS

### TIMELINE

<1 year

### LINK TO VISION



- Residents connected to opportunity
- Government connected to residents
- City government connected and collaborating

### DESCRIPTION

Chicago’s 311 service is the point of entry for residents, business owners, and visitors that seek to access government services and information. DOIT, OEMC, CDPH, and DFSS are collaborating to implement an Open311 system with streamlined capabilities and a modern customer relationship approach aimed at improving service delivery for residents. As part of this process, the City has engaged residents, community groups, and elected officials to inform system design, increase engagement with 311, and identify priority health and human services to be included.

The modernization of 311 aims to:

- Meet residents where they are, enabling Chicagoans to submit service requests by phone, web, mobile app, text, or Twitter.
- Provide transparency into how City services are delivered – once a resident submits a request, they will see the estimated completion date and get automatic updates as work is completed.
- Improve resident experience by providing a singular location to access City information—including information about health and human services, such as housing assistance, food, job training, economic support, healthcare, and legal services.
- Educate and inform community residents who opt-in on seasonal and other public health issues via email, text, or mobile app notifications.
- Identify areas for service delivery improvement with continuous monitoring and performance measurements. For example, the City will be able to audit and address service requests that take longer than expected.
- Enable departments to better manage and track their work. For instance, the system will enable departments to assign work within a single system, provide

real-time tracking, and allow the City to eliminate paper-based or unnecessary process steps.

The new Open311 was launched in December 2018. Training on how to use the system will be made available at CPL branches and by local community organizations. By the end of 2019, the City will integrate health and human service resource information into the Open311 website, and update operator workflows to refer 311 callers to externally managed hotlines as needed. Find out more about the new system at [whatsthe311.org](http://whatsthe311.org).

### NEXT STEPS

Launch the new Open311 and provide community trainings in early 2019. The City will also continue to incorporate resident input and feedback into the system, rolling out new features throughout the year. Complete integration of health and human service information and update operator workflows by the end of 2019. ■



## POTENTIAL KEY INDICATORS

- ① Number of residents who use 311
- ② Feedback from residents who use 311
- ③ Duration of City response to and fulfillment of requests
- ④ Number of health and human service resources accessed
- ⑤ Number of online messages sent, received, and read regarding public health issues

## EQUITY IMPACTS

Residents that historically face difficulties in accessing City information, resources, and services will benefit by making it easier to submit requests and access needed services, in particular health and human services.

## CALL TO ACTION

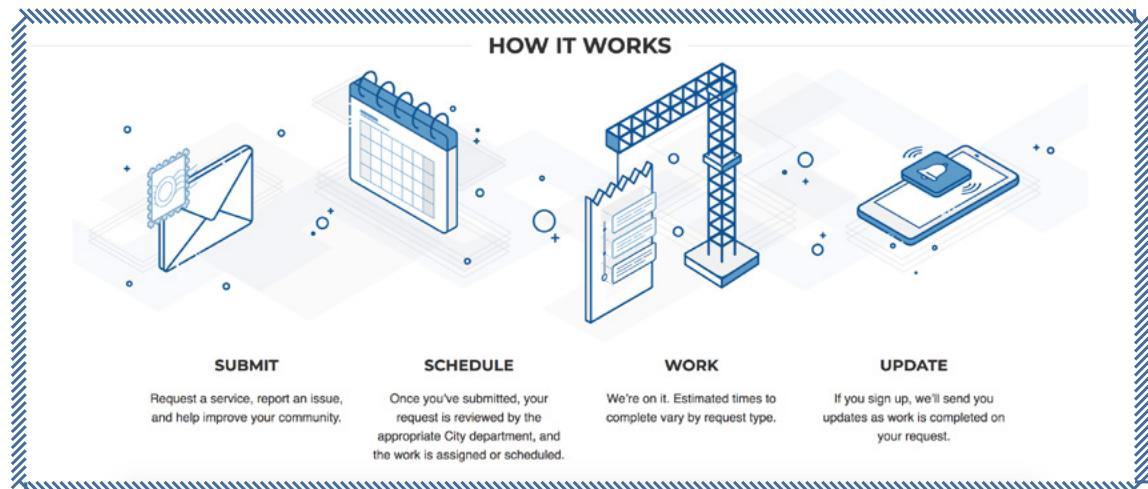
### CREATE A FAMILY EMERGENCY COMMUNICATION PLAN TO BE PREPARED FOR UNFORESEEN CRISES

Research potential risks in your area and come up with an emergency communication plan so that every member of your family will know how to respond in a crisis. Visit the Federal Emergency Management Agency (FEMA) website for a free plan template at: [bit.ly/FamilyEmergencyPlan](https://bit.ly/FamilyEmergencyPlan).

## CALL TO ACTION

### SIGN UP FOR SMART911

Create a free safety profile at [smart911.com](https://smart911.com) to share information about yourself, your family members, home, pets, and vehicles with first responders. This information will display automatically on the 911 call taker's screen when you make an emergency call. Not only is the information you provide private and secure, it can save first responders valuable time during an emergency.



## Create a Centralized City Newsletter

### OWNER

Mayor's Office

### PARTNERS

All 50 Chicago City Council Aldermen

### TIMELINE

<1 year

### LINK TO VISION



- Residents connected to opportunity
- Neighbors connected to each other
- Communities connected to other communities
- Government connected to residents
- City government connected and collaborating

### DESCRIPTION

The use of email newsletters to communicate with residents varies among City departments and agencies. Currently, the Mayor's Office sends out several targeted email newsletters, including from the Office of Public Engagement and the Office of New Americans. Additionally, a number of City departments and agencies notify residents of programs, resources, and other information. For example, the Department of Cultural Affairs and Special

Events (DCASE) highlights free, upcoming cultural events in its regular newsletter.

The Mayor's Office can serve as a leader in coordinating efforts to provide regular, unified updates from the City to residents. With the creation of a new, centralized email newsletter, Chicagoans will benefit from a reduction in duplicative or piecemeal updates currently provided by different City departments, agencies, and aldermen. While communications from these entities will continue, a centralized City newsletter will elevate only the timeliest of initiatives, programs, and services that benefit all residents. The newsletter can also connect residents across Chicago's 77 community areas by highlighting local, community-based activities for all to see.

### NEXT STEP

Convene City departments, agencies, and aldermen to align on email newsletter design, content, frequency, and coordination process, among other elements. ■

### POTENTIAL KEY INDICATORS

- ① Number of email newsletter subscribers
- ② Frequency of email newsletter sends
- ③ Open rate and click-throughs to access City initiatives, programs, and services
- ④ Number of departments, agencies, and aldermen engaged
- ⑤ Number of community-based activities featured

### EQUITY IMPACTS

Residents traditionally disconnected from local government and other communities will benefit from a concerted effort to coordinate communication of the timeliest City and local initiatives.





## GOAL 2:

### REDUCE VULNERABILITIES TO EXTREME WEATHER EVENTS FOR DISCONNECTED CHICAGOANS

While all Chicagoans can be impacted by extreme weather events, the most vulnerable residents can endure a tremendous burden due to inadequate resources, preparedness, or access to key information and services. Entire communities can suffer significant property loss, illness, injury, and in the worst cases, death. This goal aims to address these vulnerabilities by identifying the areas most impacted by extreme weather and improving the City and communities' ability to respond when it strikes.





# ACTION 41

## Foster Community Preparedness for Stormwater Events

### OWNER

OEMC – Community Emergency Response Team (CERT)

### PARTNERS

Mayor’s Office, CPD – Chicago Alternative Policing Strategy (CAPS), Cities of Service, AmeriCorps, GreenCorps Chicago, American Red Cross, RainReady, Austin Coming Together, Garfield Park Community Council (GPCC), West Humboldt Park Development Council

### TIMELINE

<1 year

### LINK TO VISION



- Residents connected to opportunity
- Neighbors connected to each other
- Healthy communities connected to nature

### DESCRIPTION

In April 2013, Chicago experienced some of its highest levels of rainfall in history, leading to massive flooding in communities across the city. Resulting damages cost residents and the City millions of dollars, with many households especially susceptible to basement flooding. To address this,

the City will support community-based, volunteer-driven efforts to mitigate the effects of stormwater and to foster community preparedness in flood vulnerable communities.

In 2017, the City received a \$25,000 Cities of Service grant to support workshops, trainings, and “days of action” in Chicago’s communities most vulnerable to flooding. Based on analysis conducted as part of the National Disaster Resilience competition, the West Side communities of Austin, Garfield Park, and West Humboldt Park were identified as areas with high income inequality and elevated risk for severe stormwater damage.

Three neighborhood groups – Austin Coming Together, Garfield Park Community Council, and West Humboldt Park Development Council – applied for and were awarded mini-grants to support local projects in summer 2018. The groups hosted workshops on stormwater preparedness and planning, identified sites for green infrastructure projects, and recruited volunteers to carry out projects. Other partners, such as RainReady and GreenCorps Chicago, helped administer workshops and provided on-site volunteer support. The City also supplied emergency preparedness kits for distribution to participating volunteers.

Through these efforts, three community workshops were held, six community gardens were retrofitted, and nearly four dozen local residents were involved. Looking forward, the City will convene key partners, stakeholders, and neighborhood groups to implement similar community-based initiatives in 2019 and beyond. This could entail an expansion to include additional priority community areas, new partner organizations, and varied types of green infrastructure projects. A new stream of funding will need to be identified to support emerging projects.

### NEXT STEPS

Convene meetings to identify potential locations, partners, and projects to be implemented in 2019 and beyond, while simultaneously identifying a new funding source for emerging projects. ■



## POTENTIAL KEY INDICATORS

- ① Number of residents educated on stormwater preparedness and planning
- ② Number of volunteers trained to implement green infrastructure projects
- ③ Number of community green infrastructure projects completed
- ④ Increase in overall stormwater detention volume, in number of gallons
- ⑤ Decrease in number of basement flood reports

## EQUITY IMPACTS

Residents living in flood-vulnerable communities – including the West Side communities of Austin, Garfield Park, and West Humboldt Park – that may lack access to information, training, and resources to support stormwater preparedness and local green infrastructure projects.





# ACTION 42

## Apply a Resilience Lens to Hazard Mitigation Planning

**OWNER**  
OEMC

**PARTNERS**

Mayor’s Office, CDOT, DSS, 2FM, DWM, DOB, and other City departments and agencies

**TIMELINE**

1-5 years

**LINK TO VISION**



- Residents connected to opportunity
- Government connected to residents
- City government connected and collaborating

**DESCRIPTION**

Disasters can result in loss of life, damage buildings and infrastructure, and have devastating consequences for communities and their well-being. To understand the risks posed by natural hazards and to develop long-term strategies to reduce their impacts on people, property, and the environment, the City regularly undergoes a hazard mitigation planning process. As part of the City’s upcoming planning process, it will develop a strategy that explicitly includes resilience goals and metrics to reduce

the social, economic, and environmental impacts of disasters.

The hazard mitigation planning process will be comprised of four major phases, as follows:

- *Organize the planning process and resources* by securing necessary technical expertise, defining a planning area, and identifying ways for departments, agencies, stakeholders, and members of the public to participate or share their input.
- *Assess risks* by identifying the characteristics and potential consequences of hazards. This will establish the geographic areas most at-risk to each hazard and the people, property, or other assets that might be vulnerable.
- *Develop a hazard mitigation strategy that incorporates resilience* by establishing key goals and metrics to minimize the negative impacts of disasters on local communities and the environment.
- *Adopt and implement the new strategy* by carrying out specific mitigation projects and make necessary changes in day-to-day organizational operations.

The City will evaluate and integrate best practices as part of its hazard mitigation planning, including the inclusion of more

detailed analyses regarding the impacts of climate change. The plan will be updated on an ongoing basis to address changing priorities and emerging risks.

**NEXT STEP**

OEMC will convene City departments, agencies, and stakeholders to begin the first phase of the hazard mitigation planning process, i.e. organizing the planning process and resources. ■

**POTENTIAL KEY INDICATORS**

- ① Number of departments, agencies, stakeholders, and residents engaged in planning
- ② Reduction in lives lost, property damage, and damage to the environment in a disaster
- ③ Integration of key resilience goals and metrics in all future hazard mitigation strategies

**EQUITY IMPACTS**

Residents most vulnerable to the negative impacts of hazards and natural disasters, including senior residents, people with disabilities, and residents living in high-risk geographic areas.

## CALL TO ACTION

### **SIGN UP FOR NOTIFYCHICAGO TO RECEIVE ALERTS FROM OEMC**

NotifyChicago is a free service that provides residents with text message and/or e-mail alerts regarding both emergency and non-emergency situations. This may include information surrounding severe weather events, emerging threats, and unexpected traffic delays.

Sign up for NotifyChicago to be better prepared for emergencies and up-to-date on key events by visiting [notifychicago.org](http://notifychicago.org).





# ACTION 43

## Conduct the Urban Heat Response Pilot Project



### OWNER

City Tech Collaborative

### PARTNERS

Microsoft, NASA, National Oceanic Atmospheric Administration (NOAA), ComEd, University of Illinois Urbana-Champaign (UIUC), Mayor’s Office, OEMC, CDPH, DPD, DFSS, MOPD

### TIMELINE

1-5 years

### LINK TO VISION



- Government connected to residents
- City government connected and collaborating
- Regional government connected and working together

### DESCRIPTION

Exposure to dangerously high temperatures is a significant public health risk that is increasing with climate change. Recent research revealed that the frequency, duration, and intensity of heat waves in 50 large U.S. cities rose significantly from 1961 to 2010, and today, extreme heat events are responsible for more annual fatalities in the U.S. than any other form of extreme weather.

The Midwest heat waves of 1995 and 1999 together claimed more than 1,300 lives, with an estimated 739 in Chicago alone.

During past extreme heat events, Chicago’s ability to respond has been hindered by its lack of available data. Present day challenges persist due to gaps in data, isolated datasets, and other issues surrounding data accessibility. The Urban Heat Response pilot project will bring together a broad coalition of stakeholders to explore data-based approaches to mitigate the negative impacts of extreme heat events. The pilot will inform and improve decisions on near-term planning as well as long-term planning regarding infrastructure and resilience investments.

Phase 1 of the pilot will focus on use case definition, data gathering, and value definition to generate a detailed framework for implementation. For example, this could focus on quantifying the impacts of specific investments in green roofing on the reduction of urban heat island effects. Phase 2 of the pilot will commit to building a minimum viable product necessary to drive decision-making regarding future extreme heat episodes. For instance, this could entail generating a clear rationale for the prioritization of additional green roofing or other investments to ensure risk is sufficiently mitigated in the most heat-vulnerable communities.

### NEXT STEP

Convene stakeholders to finalize Phase 1 and establish the use case scenario for the pilot. ■

### POTENTIAL KEY INDICATORS

- ① Reduction in urban heat island effects from specific investments, e.g. in green roofing
- ② Number of wellness checks related to heat risks
- ③ Number of heat-related illnesses or other incidents reported

### EQUITY IMPACTS

The Urban Heat Response pilot will benefit heat-vulnerable populations, e.g. senior residents, youth, outside workers, people with disabilities, and those with chronic medical conditions.





## GOAL 3:

INCREASE SOCIAL  
CONNECTEDNESS AND  
PERSONAL RESILIENCE OF  
CITY FIRST RESPONDERS TO  
BETTER SERVE RESIDENTS

City first responders must react to unpredictable situations on a daily basis, which for many Chicagoans, can be among the most challenging moments of their lives. Whether in fielding a 911 call or in being dispatched to a location, first responders are asked to reliably serve residents under tense circumstances. To ensure that first responders can effectively perform their duties, this goal outlines specific actions to build supportive relationships with residents and design new interventions to promote first responder well-being.

# ONGOING ACTION 44

## Implement the Community-Based Mental Health Awareness Project

### OWNERS

CDPH, The Kennedy Forum

### PARTNERS

Other members of Mayor Emanuel's Citywide Mental Health Response Steering Committee - Mayor's Office, OEMC, CPD, CFD, National Alliance on Mental Illness Chicago, Thresholds, Mount Sinai Health System, and University of Illinois at Chicago (UIC)

### TIMELINE

1-5 years

### LINK TO VISION



- Residents connected to opportunity
- Neighbors connected to each other
- Government connected to residents
- City government connected and collaborating

### DESCRIPTION

Mayor Emanuel's Citywide Mental Health Response Steering Committee is leading the City's efforts to improve crisis response for individuals with mental illness. With this initiative, the City aims to reduce the stigma associated with mental illness, which can be a barrier to an effective response. The City also seeks to foster an environment

that includes adequate treatment options, actions in times of crisis, and increased public understanding of the signs and symptoms of mental illness.

The City will implement its Community-Based Mental Health Awareness Project, which provides free training to trusted mentors - such as school staff, faith leaders, and individuals from community-based organizations (CBOs) - to gain awareness of the indicators of a possible mental health crisis. Residents also learn about available support services, including specially trained Crisis Intervention Team (CIT) police officers in times of need. Trainings are delivered by mental health experts and providers and the underlying curriculum is approved by faculty from UIC's Jane Addams College of Social Work to ensure cultural and linguistic competency.

The creation of a vast, well-trained network of community-based mentors allows for more sustained, hands-on support of residents potentially suffering from mental illness. In turn, this enables City first responders - particularly CIT officers - to focus their efforts primarily on the crisis situations for which they are trained.

As part of the project, 500 community stakeholders from Greater Roseland will be trained, with a plan for expansion to other communities based upon input from the advisory group, community stakeholders, and project leaders. With additional project

funding, entry into new communities could occur by early- to mid-2019.

### NEXT STEP

Formalize commitment of community-based partners to establish a schedule for mental health trainings into 2019, including an expansion to communities beyond Greater Roseland with the identification of additional project funding. ■

### POTENTIAL KEY INDICATORS

- ① Increase in mental health literacy (i.e. knowledge of signs and symptoms of mental illness), as measured by indicators in pre- and post-tests at training events
- ② Reduction in stigmatizing attitudes or beliefs about mental illness, as measured by indicators in pre- and post-tests completed at training events
- ③ Requests for deployments of CIT officers in mental health-involved crisis situations
- ④ Increase knowledge of and referrals to professional mental health services

### EQUITY IMPACTS

Residents with mental illness, their families, and neighbors, particularly in Greater Roseland and potentially other communities with high rates of mental health-related incidents.



**OWNER**

CPD Office of Community Policing (OCP)

**PARTNERS**

The Community Policing Advisory Panel (CPAP), other City departments and sister agencies, community- and faith-based organizations

**TIMELINE**

1-5 years

**LINK TO VISION**



- Neighbors connected to each other
- Government connected to residents
- City government connected and collaborating

**DESCRIPTION**

Community policing relies on the fundamental belief that a strong partnership between government and residents can help solve many of the complex issues that drive crime and violence. Given the checkered history of the relationship between residents and law enforcement - especially in light of several recent, high profile incidents across the U.S. resulting in the fatal wounding of civilians by responding police - the possibility for a

strong partnership can often feel beyond reach. This sentiment is especially strong among residents in Chicago’s communities of color, many of whom have been subject to significant policing over the years, yet who still fare poorly with respect to key public safety, health, and other socioeconomic outcomes.

With this in mind, the Community Policing Advisory Panel (CPAP) issued a series of recommendations for consideration by CPD in developing its community policing strategy. The CPD Superintendent approved the new strategy in 2017, which laid out a vision for community policing that calls for: (i) a true partnership with communities, (ii) a role for all City departments and sister agencies, (iii) the breaking down of barriers between youth and the police, and (iv) the alignment of CPD staffing and resources.

Further, CPD recently published its roadmap report, *2018 Next Steps for Reform*, which outlines the actions that the CPD Office of Community Policing (OCP) sought to take in 2018, namely:

1. *Develop, publish and implement OCP-, Bureau-, and District-level community policing strategies* to promote transparency and trust in government;
2. *Provide District offices with staffing* necessary to properly implement the updated strategies;

3. *Select a broad group of community members, District Community Liaisons, to introduce newly assigned police officers to neighborhoods* in their new districts of assignment to foster authentic partnerships;
4. *Facilitate partnerships with other City departments, sister agencies, and existing community networks*, particularly those related to youth and families;
5. *Hire 30 additional personnel to the OCP*, including community organizers, domestic violence advocates, youth service coordinators, area coordinator managers, and an information services coordinator; and
6. *Develop a web-based community policing portal* to enhance CPD’s ability to monitor the implementation of community policing recommendations and serve as a platform for direct engagement with the public.

Through the advancement of these activities, CPD aims to foster stronger relations between its first responders and residents in addressing the core causes of crime and violence.

**NEXT STEPS**

Publication of OCP-, Bureau-, and District-level community policing strategies; Hiring of 30 additional personnel to the OCP. ■

## POTENTIAL KEY INDICATORS

- ① Number of District Community Liaisons and introductions made
- ② Number of participating City departments, sister agencies, and community networks
- ③ Number of recommendations received from the public through the web-based portal

## EQUITY IMPACTS

Residents living in communities with disproportionately high rates of crime, which tend to be located on the city's South and West Sides.



# DEVELOPING ACTION 46

**OWNER**  
OEMC

**PARTNER**  
Ideas42

**TIMELINE**  
<1 year

## LINK TO VISION



- Government connected to residents
- City government connected and collaborating

## DESCRIPTION

In dialing 911, Chicago residents in the midst of crisis situations reach OEMC first responders, who are responsible for fielding phone calls and delivering what can be life-saving assistance. Ensuring that OEMC staff are present, accessible, and provide helpful responses is therefore of utmost importance. However, data shows that the OEMC 911 call center suffers from higher staff absenteeism rates relative to other City departments and agencies.

While the precise reasons behind these elevated absenteeism rates are unknown, a likely culprit is the demanding nature of

## Use Behavioral Science to Promote Resilient OEMC Staff

911 emergency calls received. Given this possibility, OEMC will work with Ideas42 – a non-profit design and consulting firm that uses insights from the behavioral sciences to address complex social problems – to identify and define specific challenges faced by OEMC first responders. By early 2019, OEMC and Ideas42 will design and begin to pilot innovative interventions, with the goal of enhancing OEMC staff well-being and decreasing absenteeism rates. Results will be measured and analyzed by the end of 2019.

## NEXT STEPS

OEMC and Ideas42 will collaborate to define the exact problem, diagnose the problem with staff interviews, and design a potential intervention by early 2019. ■

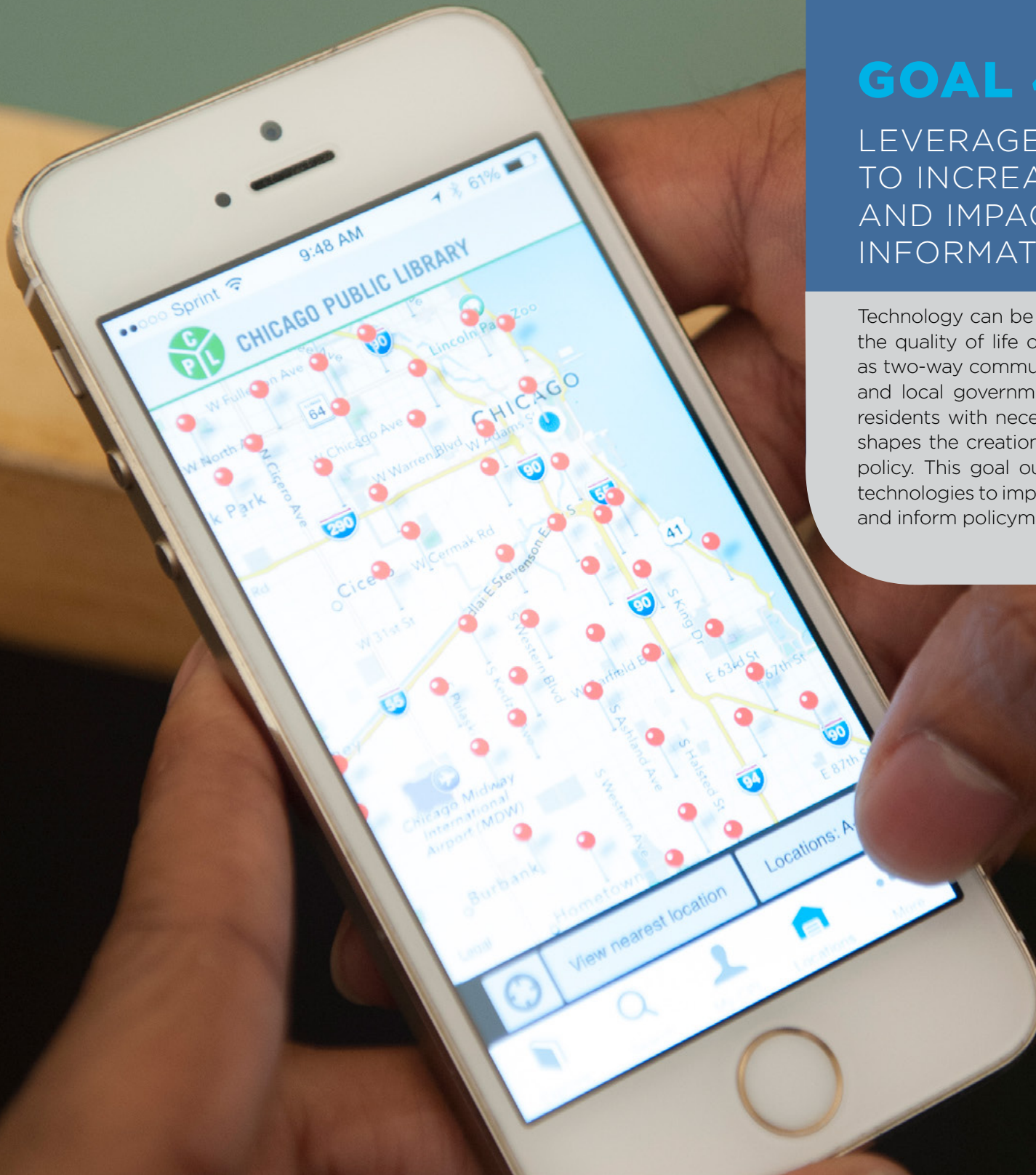
## POTENTIAL KEY INDICATORS

- ① Employee morale survey results
- ② Workplace absenteeism rate reduction

## EQUITY IMPACTS

Residents requiring 911 assistance from OEMC first responders, e.g. individuals living in communities with disproportionately high rates of crime on the city's South and West Sides.





## GOAL 4:

### LEVERAGE TECHNOLOGY TO INCREASE ACCESSIBILITY AND IMPACT OF INFORMATION

Technology can be leveraged in many ways to enhance the quality of life of Chicago residents. Websites serve as two-way communication channels between residents and local government, digital training programs equip residents with necessary skills to access jobs, and data shapes the creation of more informed, equitable public policy. This goal outlines key actions to integrate new technologies to improve access to resources and services and inform policymaking.

# CASE STUDY

## City Website Redesign

### OVERVIEW

In October 2017, Mayor Emanuel and DOIT launched the redesigned City of Chicago website at [cityofchicago.org](http://cityofchicago.org). The updated website design is the first major redesign since 2010, and features incremental and critical changes to improve usability and accessibility.

The more user-friendly interface creates a better experience for Chicago residents and visitors. The website is now mobile-friendly, making it accessible to most users who access the site from smartphones or tablets. Additionally, key services and transactions are prominently presented on the site to help users find information more easily than before.

City departments have updated and improved their web presence, with pages reorganized to emphasize information about the core services that each department provides. All pages are easier to read due to an improved color scheme, and new images and graphics make the site more inviting and give a more modern feel.

### BENEFITS

Through improved usability and accessibility, the new website platform contributes to a more connected Chicago. Updating the City's website creates a more user-friendly, accessible and engaging experience for residents, businesses, and visitors to connect with city government. Residents can now more easily find information, submit requests, apply for licenses, and track the status of their requests, while City departments are able to provide accurate and prompt information concerning their services and programs.



### CALL TO ACTION

#### **SIGN UP FOR A CHICAGO CITYKEY TO UNLOCK CHICAGO'S VARIOUS TOOLS, RESOURCES, AND SERVICES**

The Chicago CityKey is an optional government-issued ID card that serves all residents seeking access to City services, programs, and various benefits. The CityKey can serve as your library card, transit card, provide discounts at local cultural institutions, sports events, small businesses, and for prescription drugs.

Visit the Chicago City Clerk's website for more information on how to obtain your very own CityKey at [chicityclerk.com/chicagocitykey](http://chicityclerk.com/chicagocitykey).





# ACTION 47

## Create a Partners for Places Website to Connect Residents to City Sustainability Efforts

### OWNER

Mayor's Office

### PARTNERS

Chicago Community Trust (CCT), Illinois Science & Energy Innovation Foundation (ISEIF)

### TIMELINE

1-5 years

### LINK TO VISION



- Residents connected to opportunity
- Communities connected to other communities
- Government connected to residents
- City government connected and collaborating

### DESCRIPTION

Residential energy use, transportation, and waste are key drivers of greenhouse gas (GHG) emissions in Chicago. As a way to promote more sustainable living practices among its residents, the City offers a variety of programs and incentives to reduce residential utility costs. Residents can avail themselves of these offerings by taking steps to lower energy and water

usage, increase waste diversion rates, and switch to cleaner modes of transportation. However, it can be difficult for residents to locate these offerings and ultimately access these services.

The City of Chicago received a \$150,000 Partners for Places grant from the Funders' Network and local matching organizations - CCT and ISEIF - to connect low-income residents to City sustainability initiatives, to encourage Chicago residents to adopt more sustainable practices, and to help residents save money while doing so. Using input gathered from residents engaged from winter 2017 to spring 2018, the City will develop a web-based platform to inform and engage residents on sustainability initiatives, to be launched in early 2019.

### NEXT STEP

Launch the Partners for Places website in early 2019 to engage residents, provide information on City sustainability initiatives, and encourage adoption of more sustainable living practices. ■

### POTENTIAL KEY INDICATORS

- ① Number of website visits, social media engagements, and click-throughs to City offerings
- ② Participation rates in Retrofit Chicago and MeterSave programs
- ③ Dollar value of household waste-related cost savings
- ④ Number of community-based sustainability programs

### EQUITY IMPACTS

Low- to moderate-income and minority residents that are expected to experience the most significant reductions in residential utility cost burden.



**OWNER**  
DOIT

**PARTNERS**

CPL, City Tech Collaborative, MacArthur Foundation, Chicago Community Trust (CCT), Microsoft, Cisco, Comcast, Sprint, GoGo, Motorola Mobility Foundation

**TIMELINE**

1-5 years

**LINK TO VISION**



- Residents connected to opportunity
- Communities connected to other communities

**DESCRIPTION**

Chicago residents face disparities – often along geographic, racial, gender, and economic lines – in their access to at-home broadband, digital skills trainings, and workforce opportunities within the technology sector. Chicago has a long history of working across sectors to address challenges related to digital equity, and in recent years has made significant progress in promoting digital access and literacy to ensure that all residents have the skillsets needed to participate in the economy of the future.

To date, the City offers free Wi-Fi in over 150 facilities, including its libraries, senior, and community services centers. The City also partners with companies like Google, Cisco, and Everywhere Wireless to provide free wireless services at Chicago parks and beaches. CPL’s Internet to Go program allows residents to check out laptops and hotspots and take them home. Paired with one-on-one CyberNavigator digital skills training and its innovative Chicago Digital Learn platform, this approach provides residents with more flexibility and allows them to keep practicing their digital skills outside of the library’s walls and hours.

The Connect Chicago program, managed by the City Tech Collaborative, supports the expansion of citywide training initiatives like Chicago Public Library’s CyberNavigator program, and recently announced the launch of the Connect Chicago Innovation Program, which is seeking collaborative new ideas to increase tech access, skills, and engagement in Chicago. One of these teams will be awarded professional development support from City Tech to refine and develop a proposed solution, along with up to \$50,000 to support a test pilot of the collaborative idea.

The City will expand digital access to all Chicagoans by revamping its wireless networks – including public networks – to improve performance and increase

bandwidth. With the rollout of the new 311 system, the City is going to work across communities to encourage adoption and provide resident-specific training to ensure ease of use. The City may also expand awareness and training opportunities related to cyber security and online safety for residents.

**NEXT STEPS**

Revamp wireless networks, encourage adoption of 311 and provide resident-specific training on its use, explore expansion of trainings for residents (e.g. regarding cyber security and online safety), and continue to execute the Connect Chicago Innovation program. ■

**POTENTIAL KEY INDICATORS**

- ① Number of residents with digital access
- ② Number of residents with basic digital literacy
- ③ Number of residents receiving digital skills training, e.g. from CyberNavigators
- ④ Number of public facilities with free Wi-Fi or internet connectivity

**EQUITY IMPACTS**

Low-income residents and residents with limited digital access at home.

# ACTION 49

## Implement the Array of Things

**OWNER**  
DOIT

**PARTNERS**  
CDOT, 2FM, the Urban Center for Computation and Data of the Computation Institute, a joint initiative of Argonne National Laboratory and the University of Chicago; School of the Art Institute of Chicago; the National Science Foundation; Chicago Innovation Fund

**TIMELINE**  
1-5 years

### LINK TO VISION



- Government connected to residents
- City government connected and collaborating

### DESCRIPTION

The Array of Things (AoT) is an urban sensing project, comprised of a network of interactive, modular sensor boxes being installed around Chicago to collect real-time data on the city's environment, infrastructure, and activity for research and public use. AoT serves as a figurative "fitness tracker" for the city, measuring factors that impact livability such as climate, air quality, and noise. The Array of Things

is a collaborative effort among leading scientists, universities, local government, and communities in Chicago.

This initiative allows researchers, policymakers, developers, and residents to work together and take specific actions that will make Chicago and other cities healthier, more efficient, and more livable. The datasets gathered will make Chicago a truly "smart city," allowing the City to operate more efficiently and realize cost savings by anticipating and proactively addressing challenges such as urban flooding and traffic safety.

To date, 100 of the planned 500 sensor boxes have been installed. The City, researchers, and the community are engaged in planning new node placements, and the City will continue to be thoughtful about using the nodes to achieve other citywide objectives like Vision Zero, Resilient Corridors, and the City's Tech Plan.

Because the data is published openly and without charge, it will also support the equitable development of innovative applications, such as a mobile application that allows residents to track their exposure to certain air contaminants, or to navigate through the city based on avoiding urban heat islands, poor air quality, or excessive noise and congestion.

### NEXT STEP

The City and its partners will continue to install nodes and will promote the use of Array of Things data by City departments and agencies, researchers, and communities. ■

### POTENTIAL KEY INDICATORS

- ① Number of nodes installed
- ② Number of communities represented in data collected
- ③ Number of datasets collected and shared
- ④ Number of applications created leveraging open data from nodes
- ⑤ Volume of algorithms tested on nodes
- ⑥ Number of residents engaged in placement and data review discussions

### EQUITY IMPACTS

Certain vulnerable populations – e.g. residents that have historically experienced asthma, severe heat incidents, or localized flooding – will benefit from improved City planning and response due to the availability of new, high-quality data sets on air quality, climate, and weather.



**ONGOING**  
**ACTION 50**

## Strengthen Cyber Security and Disaster Recovery

### OWNER

DOIT

### PARTNERS

OEMC, CDA, CPD, CPL, CTA, DWM, and many other departments and agencies

### TIMELINE

1-5 years

### LINK TO VISION



- City government connected and collaborating

### DESCRIPTION

As urban environments become more connected and digital, they are also exposed to increasing cyber threats that can undermine the safety of communities. The City continues to invest in mitigating cyber security risks within the City's technology infrastructure. Programs such as Chicago's DigitalLearn.Org's Being Safe Online help residents learn about cyber risks. During Cyber Security Awareness Month this past October, staff also provided useful information in-person to the public at key City facilities.

To ensure that the City can continue

to operate in the event of incidents or disasters, the City will continue to refine and build on its business continuity plans, set up technology infrastructure to support the ability to recover quickly and maintain operations, with a focus on public safety and critical infrastructure systems. As such, in late 2017, the OEMC brought together 132 personnel from 23 different City Departments for Continuity of Operations training. The training focused on creating and updating continuity plans for departments and kicked off regular follow up from the OEMC with the various departments on the progression and the status of their COOP plans.

The City will also continue to lead a Chicago-area Cyber Security working group to find efficiencies and build the maturity of each agency's cyber security efforts more effectively. This includes leveraging common security tools to reduce costs, creating training materials centrally to reduce duplication of effort, and working from a common base of policies to improve vendor compliance.

### NEXT STEPS

Continue to find efficiencies and build the maturity of cyber security efforts more effectively; promote cyber safety through public and internal campaigns. ■

### POTENTIAL KEY INDICATORS

- ① Number of cyber security incidents
- ② Recovery time in event of cyber attack

### EQUITY IMPACTS

Residents will be able to reliably access public safety and critical services during a cyber attack; residents, employees, and contractors will benefit from enhanced protection of personal information.



# ORGANIZATION FEATURE

## ORGANIZATION NAME

Chicago Community Climate Partnership

## ORGANIZATION MISSION

The Chicago Community Climate Partnership (CCCP) is a coalition of individuals and organizations with a shared vision of building stronger, more resilient communities across the Chicago region. The Partnership launched in December 2017 with the Chicago Community Climate Forum, which gathered 1,500 residents at the Field Museum for an evening of storytelling, music, dance, food, and commitment to tackling local causes and impacts of climate change. On the eve of the North American Mayors Climate Summit, the Chicago Community Climate Forum also introduced the Chicago Agreement on Climate and Community ([bit.ly/ChicagoAgreement](http://bit.ly/ChicagoAgreement)), an online pledge that voices shared beliefs, aspirations, and personal commitments to build community-based resilience.

In 2018, the Partnership introduced three interrelated efforts to: (i) take the Chicago Agreement to the next level, building a

foundation for collaborative action; (ii) connect individuals and resources across communities and organizations; and (iii) engage in community-led projects in Chicago-area neighborhoods.

## WHO WE SERVE

The Chicago Community Climate Partnership supports individuals, neighborhoods, and organizations in Chicago and surrounding areas. December's Chicago Community Climate Forum included diverse participants from more than 60 zip codes, and the Partnership is working to increase the breadth and depth of future gatherings and action.

## THE CHICAGO COMMUNITY CLIMATE PARTNERSHIP'S WORK IN ACTION

In a short time, the Chicago Community Climate Partnership has emerged as a powerful platform to connect, support, and grow Chicago-area climate and resilience efforts. To date, more than 600 individuals and organizations have signed the Chicago Agreement, and plans are underway for community-

led projects with measurable climate change mitigation and resilience outcomes. The Partnership's value and impact stem from collaboration among related organizations and efforts with similar goals, with a specific focus on the intersection between climate and other pressing urban issues. The ongoing Partnership is working to build on the momentum of the Chicago Community Climate Forum and to support the resilience efforts of its members.



Photo Credit: Chicago Community Climate Forum, Spoon Photo & Design



## SECTION 6: CONCLUSION



# THE PATH FORWARD



*Resilient Chicago* is the result of a multi-year planning process spurred by 100 Resilient Cities' generous decision to support Chicago's efforts to build urban resilience in the city.

In shaping *Resilient Chicago*, numerous residents, community leaders, stakeholders, organizations, and agencies helped identify the city's most pressing resilience challenges, which center around issues of disconnection. The city's history of neglect and discrimination

coupled with emerging threats such as a changing climate and economy have contributed to the challenges residents face, which include barriers to accessing economic opportunity, limited mobility options, and lack of social cohesion, among others.

*Resilient Chicago* presents a vision for the city - one where residents, neighborhoods, institutions, and government agencies are successfully connected to each other in the pursuit

of economic opportunity, safety, equity, and sustainability. The strategy also describes a number of actions that will benefit residents, in particular those most vulnerable.

The strategy represents the starting point for many of the actions found within its pages. The City, partner organizations, community leaders, and local residents must remain committed to its implementation towards building a more resilient Chicago.

# ACKNOWLEDGMENTS

*Resilient Chicago* is the result of the incredible efforts of some of Chicago's most hardworking organizations and individuals, a collaborative achievement of our city's residents, neighborhoods, institutions, organizations, and government agencies who have dedicated their support and energy to strive towards progress through sustainable and resilient initiatives.

On behalf of the City of Chicago Mayor's Office, we offer our thanks and gratitude to everyone who has contributed to our shared progress to date and who will carry this strategy forward in the coming years. We hope that *Resilient Chicago* will act as a living document of our city's journey towards a more connected and resilient Chicago for all.

**Sincerely,**

**Mayor's Office Resilience Team**

Stefan Schaffer (Chief Resilience Officer),  
Mary Nicol, and Yuna Song

# SPECIAL THANKS TO

**100 Resilient Cities Team**

Michael Berkowitz, Otis Rolley, and Uthman Olagoke

***Resilient Chicago* Strategy Team**

Katrina Lewis, Dana Al-Qadi, and William Abolt (AECOM)

***Resilient Chicago* Steering Committee**

**City of Chicago Supporting Staff**

Jessica Jones, Sarah Bloom, Margaret Decker, J.D. Van Slyke, Maxwell Schmidt, and the 2FM Graphic Services Team

**Organization Features**

Garfield Park Community Council (GPCC), PODER, Faith in Place, Elevated Chicago, Chicago Community Climate Partnership (CCCP)

**All Those Building a More Resilient Chicago**

Residents, neighbors, community leaders, educators, mentors, coaches, faith leaders, first responders, healthcare professionals, parents, grandparents, siblings, and friends



# SECTION 7: APPENDIX



# GLOSSARY OF ACRONYMS AND TERMS USED THROUGHOUT THE RESILIENT CHICAGO STRATEGY

<b>Acronym</b>	<b>Term</b>		
100RC	100 Resilient Cities	CCLF	Chicago Community Loan Fund
2FM	Department of Fleet and Facility Management	CCR	Climate and Cultural Resilience
AA	Alternatives Analysis	CCT	Chicago Community Trust
ACT	Austin Coming Together	CCWP	Chicago-Cook Workforce Partnership
AHOF	Affordable Housing Opportunity Fund	CDA	Chicago Department of Aviation
ALA	American Lung Association	CDOT	Chicago Department of Transportation
ANL	Argonne National Laboratory	CDPH	Chicago Department of Public Health
AoT	Array of Things	CERT	Community Emergency Response Team
ARO	Affordable Requirements Ordinance	CFD	Chicago Fire Department
ASHRAE	American Society of Heating Refrigeration and Air Conditioning Engineers	CHA	Chicago Housing Authority
AUA	Advocates for Urban Agriculture	CIC	Community Investment Corporation
AV	Autonomous Vehicles	CIP	Capital Improvement Projects
BACP	Department of Business Affairs and Consumer Protection	CIT	Crisis Intervention Team
BAM	Becoming a Man	CMAP	Chicago Metropolitan Agency for Planning
BCM	Bronzeville Community Microgrid	CMAQ	Congestion Mitigation and Air Quality
BNAH	Building Neighborhoods and Affordable Homes	ComEd	Commonwealth Edison
BOMA	Building Owners and Managers Association	COPD	chronic obstructive pulmonary disease
CAR	Chicago Association of REALTORS	CPAP	Community Policing Advisory Panel
C40	C40 Cities Climate Leadership Group	CPK	Chicago Park District
CAA	Chicagoland Apartment Association	CPL	Chicago Public Library
CACC	Chicago Area Clean Cities	CPS	Chicago Public Schools
CAPS	Chicago Alternative Policing Strategy	CRF	City Resilience Framework
CBO	community based organizations	CRO	Chief Resilience Officer
CCC	City Colleges of Chicago	CSLN	Chicago Sustainability Leaders Network
CCCP	Chicago Community Climate Partnership	CSLP	Chicago Smart Lighting Program
CCHR	Chicago Commission on Human Relations	CSO	Combined Sewer Overflows
CCLBA	Cook County Land Bank Authority	CTA	Chicago Transit Authority
		CWFA	Chicagoland Workforce Funder Alliance
		D4E	Divvy for Everyone
		DCASE	Department of Cultural Affairs and Special Events



DER	Distributed Energy Resources	IPA	Illinois Power Agency
DFSS	Department of Family and Support Services	ISEIF	Illinois Science and Energy Innovation Foundation
DOB	Department of Buildings	JPSTA	Joint Public Safety Training Academy Project
DOE	United States Department of Energy	MBE	Minority Business Enterprise
DOIM	Division of Infrastructure Management	MEEA	Midwest Energy Efficiency Alliance
DoIT	Department of Innovation and Technology	MOPD	Mayor's Office for People with Disabilities
DPD	Department of Planning and Development	MPC	Metropolitan Planning Council
DSS	Department of Streets and Sanitation	MWRD	Metropolitan Water Reclamation District of Greater Chicago
DWM	Department of Water Management	NAMI	National Alliance on Mental Illness
E-buses	electric buses	NASA	National Aeronautics and Space Administration
ECP	Enterprise Community Partners	NEPA	National Environmental Policy Act
EIS	Environmental Impact Study	NOAA	National Oceanic Atmospheric Administration
EJ	Environmental Justice	NOF	Neighborhood Opportunity Fund
EPA	United States Environmental Protection Agency	NRDC	Natural Resources Defense Council
eTOD	Equitable Transit-Oriented Development	NSF	National Science Foundation
EV	electric vehicle	OBM	Office of Budget and Management
FEJA	Future Energy Jobs Act	OCPC	CPD Office of Community Policing
FiP	Faith in Place	OEMC	Office of Emergency Management & Communications
G20	Group of Twenty	OIF	Opportunity Investment Fund
GCFD	Greater Chicago Food Depository	ONA	Office of New Americans
GCoM	Global Covenant of Mayors	OPE	Office of Public Engagement
GGE	Grow Greater Englewood	OSC	One Summer Chicago
GHG	greenhouse gas	PHPV	Predictive Heat and Vulnerable Populations
GPCC	Garfield Park Community Council	REC	Renewable Energy Credits
HBCU	Historically Black Colleges and Universities	RFP	Request for Proposal
HPS	high pressure sodium	RLE	Red Line Extension
HSC	Healthy Schools Campaign	SAIC	School of the Art Institute of Chicago
HUD	Department of Housing and Urban Development	SBIF	Small Business Improvement Fund
ICLEI	International Council for Local Environmental Initiatives	STEM	Science, Technology, Engineering and Mathematics transportation demand management programs
IEC	Illinois Environmental Council	TDM	
IHDA	Illinois Housing Development Authority	TNC	The Nature Conservancy
IMT	Institute for Market Transformation	TOD	Transit-Oriented Development
IoT	Internet of Things		





U20 Urban 20  
UIC University of Illinois at Chicago  
UPRR Union Pacific Railroad  
Urban CCD Urban Center for Computation and Data  
USDN Urban Sustainability Directors Network  
VMT Vehicle Miles Traveled

WBC World Business Chicago  
WBE Women's Business Enterprise  
WMO Watershed Maintenance Ordinance  
WOW Working on Womanhood  
YQL Youth Quality of Life



# DETAILED ACTION TABLE

The action table offers a detailed roadmap of ongoing and future steps toward accomplishing our goal of a more resilient Chicago.

## VISION KEY



Residents Connected to Opportunity



Communities Connected to Other Communities



City Government Connected & Collaborating



Healthy Communities Connected to Nature















Neighbors Connected to Each Other



Government Connected to Residents











Regional Governments Connected & Working Together









ACTION ID	ACTION NAME	ACTION STATUS	TIMELINE	OWNER	LINK TO VISION	PILLAR	GOAL	FLAGSHIP ACTION	KEY EQUITY ACTION
1	Coordinate City Resources to Support Neighborhoods	Developing	1-5 years	Mayor's Office	  	Pillar 1: Strong Neighborhoods	Goal 1: Coordinate City Investments & Actions to Maximize & Empower Neighborhood Development		
2	Enhance the Chicago Neighborhood Rebuild Training Program	Ongoing	1-5 years	DPD, Chicago Community Loan Fund		Pillar 1: Strong Neighborhoods	Goal 2: Increase Jobs & Investment Leveraged Through Community Action in Communities with Historic Underinvestment		
3	Modernize Chicago's Industrial Corridors	Ongoing	>5 years	DPD		Pillar 1: Strong Neighborhoods	Goal 2: Increase Jobs & Investment Leveraged Through Community Action in Communities with Historic Underinvestment		
4	Create a Small Business Portal for Local Entrepreneurs	Developing	<1 year	World Business Chicago		Pillar 1: Strong Neighborhoods	Goal 2: Increase Jobs & Investment Leveraged Through Community Action in Communities with Historic Underinvestment		
5	Develop a Citywide Urban Agriculture Strategy and the Growing for Chicago Initiative	New	1-5 years	DPD	  	Pillar 1: Strong Neighborhoods	Goal 2: Increase Jobs & Investment Leveraged Through Community Action in Communities with Historic Underinvestment		
6	Establish a Baseline of City Public Engagement Efforts	Developing	<1 year	Mayor's Office		Pillar 1: Strong Neighborhoods	Goal 3: Create a Process to Renew and Build Community Trust and Social Cohesion Between City Government and Residents		







ACTION ID	ACTION NAME	ACTION STATUS	TIMELINE	OWNER	LINK TO VISION	PILLAR	GOAL	FLAGSHIP ACTION	KEY EQUITY ACTION
7	Implement a Cradle-to-Career Approach to Education	Ongoing	1-5 years	Mayor's Office		Pillar 1: Strong Neighborhoods	Goal 4: Ensure the Protection and Enhancement of Basic Needs for Chicagoans		
8	Increase STAR Scholarship Recruitment Efforts	Ongoing	>5 years	CCC		Pillar 1: Strong Neighborhoods	Goal 4: Ensure the Protection and Enhancement of Basic Needs for Chicagoans		
9	Support Youth through the Mayor's Mentoring Initiative	Ongoing	1-5 years	CPS, DFSS		Pillar 1: Strong Neighborhoods	Goal 4: Ensure the Protection and Enhancement of Basic Needs for Chicagoans		
10	Develop a Youth Quality of Life (YQL) Index and Scorecard	Developing	1-5 years	Mayor's Office		Pillar 1: Strong Neighborhoods	Goal 4: Ensure the Protection and Enhancement of Basic Needs for Chicagoans		
11	Connect Parents with Newborns to Community Services	Developing	1-5 years	CDPH		Pillar 1: Strong Neighborhoods	Goal 4: Ensure the Protection and Enhancement of Basic Needs for Chicagoans		
12	Expand Affordable Housing Options in Gentrifying Neighborhoods	Ongoing	1-5 years	Department of Housing		Pillar 1: Strong Neighborhoods	Goal 4: Ensure the Protection and Enhancement of Basic Needs for Chicagoans		
13	Support Affordable Housing with the Opportunity Investment Fund	Developing	<1 year	Community Investment Corporation		Pillar 1: Strong Neighborhoods	Goal 4: Ensure the Protection and Enhancement of Basic Needs for Chicagoans		
14	Launch the Building Neighborhoods and Affordable Homes (BNAH) Initiative	Developing	1-5 years	Department of Housing		Pillar 1: Strong Neighborhoods	Goal 4: Ensure the Protection and Enhancement of Basic Needs for Chicagoans		
15	Expand Transit-Oriented Development (TOD) to Bus Routes	Developing	<1 year	Department of Housing		Pillar 1: Strong Neighborhoods	Goal 4: Ensure the Protection and Enhancement of Basic Needs for Chicagoans		

ACTION ID	ACTION NAME	ACTION STATUS	TIMELINE	OWNER	LINK TO VISION	PILLAR	GOAL	FLAGSHIP ACTION	KEY EQUITY ACTION
16	Conduct a Chicago-Cook County Assessment of Fair Housing	Developing	1-5 years	Enterprise Community Partners		Pillar 1: Strong Neighborhoods	Goal 4: Ensure the Protection and Enhancement of Basic Needs for Chicagoans		
17	Leverage Data and Technology to Better Coordinate Infrastructure Investments	Developing	<1 year	CDOT		Pillar 2: Robust Infrastructure	Goal 1: Improve Infrastructure Planning to Ensure that Investments are More Strategic, Proactive, and Coordinated		
18	Partner for Resilience: Commonwealth Edison and the City of Chicago	New	Varies	ComEd, City, and various partners		Pillar 2: Robust Infrastructure	Goal 1: Improve Infrastructure Planning to Ensure that Investments are More Strategic, Proactive, and Coordinated		
19	Conduct a Citywide Downspout Disconnection Campaign	Ongoing	<1 year	DWM		Pillar 2: Robust Infrastructure	Goal 2: Increase Investment in Green Infrastructure to Reduce Flood Risk and Create More Sustainable Neighborhoods		
20	Implement and Expand Space to Grow	Ongoing	1-5 years	CPS		Pillar 2: Robust Infrastructure	Goal 2: Increase Investment in Green Infrastructure to Reduce Flood Risk and Create More Sustainable Neighborhoods		
21	Execute the Our Great Rivers Chicago Vision	Ongoing	>5 years	City of Chicago, MPC, Friends of the Chicago River, CMAP		Pillar 2: Robust Infrastructure	Goal 2: Increase Investment in Green Infrastructure to Reduce Flood Risk and Create More Sustainable Neighborhoods		

ACTION ID	ACTION NAME	ACTION STATUS	TIMELINE	OWNER	LINK TO VISION	PILLAR	GOAL	FLAGSHIP ACTION	KEY EQUITY ACTION
22	Establish a Stormwater Trading Program	Developing	<1 year	Mayor's Office		Pillar 2: Robust Infrastructure	Goal 2: Increase Investment in Green Infrastructure to Reduce Flood Risk and Create More Sustainable Neighborhoods		
23	Create a Green Stormwater Infrastructure Strategy 2.0	Developing	1-5 years	Mayor's Office		Pillar 2: Robust Infrastructure	Goal 2: Increase Investment in Green Infrastructure to Reduce Flood Risk and Create More Sustainable Neighborhoods		
24	Make Data-Driven Green Infrastructure Investments	New	1-5 years	DWM, DPD		Pillar 2: Robust Infrastructure	Goal 2: Increase Investment in Green Infrastructure to Reduce Flood Risk and Create More Sustainable Neighborhoods		
25	Complete the Red Line Extension (RLE) to 130th Street	Ongoing	>5 years	CTA		Pillar 2: Robust Infrastructure	Goal 3: Improve Transportation Connections Between Areas with High Unemployment and Workforce Opportunities		
26	Expand the Divvy Bikeshare System	Ongoing	<1 year	CDOT		Pillar 2: Robust Infrastructure	Goal 3: Improve Transportation Connections Between Areas with High Unemployment and Workforce Opportunities		
27	Promote the Adoption of Electric Vehicles	Developing	1-5 years	CDOT		Pillar 2: Robust Infrastructure	Goal 3: Improve Transportation Connections Between Areas with High Unemployment and Workforce Opportunities		
28	Establish a New Transportation and Mobility Task Force	Developing	<1 year	Mayor's Office		Pillar 2: Robust Infrastructure	Goal 3: Improve Transportation Connections Between Areas with High Unemployment and Workforce Opportunities		
29	Create Mobility Connections to Opportunities	New	1-5 years	CDOT		Pillar 2: Robust Infrastructure	Goal 3: Improve Transportation Connections Between Areas with High Unemployment and Workforce Opportunities		
30	Advance the Chicago Climate Charter	Ongoing	>5 years	Mayor's Office		Pillar 2: Robust Infrastructure	Goal 4: Reduce Citywide Greenhouse Gas (GHG) Emissions Through City Renewable Energy Generation, Energy Efficiency, and Mobility Options		

ACTION ID	ACTION NAME	ACTION STATUS	TIMELINE	OWNER	LINK TO VISION	PILLAR	GOAL	FLAGSHIP ACTION	KEY EQUITY ACTION
31	Shift to 100 Percent Renewables for City Electricity Needs	Ongoing	<1 year	Mayor's Office		Pillar 2: Robust Infrastructure	Goal 4: Reduce Citywide Greenhouse Gas (GHG) Emissions Through City Renewable Energy Generation, Energy Efficiency, and Mobility Options		
32	Improve the Energy Efficiency of Chicago's Buildings	Ongoing	1-5 years	Mayor's Office		Pillar 2: Robust Infrastructure	Goal 4: Reduce Citywide Greenhouse Gas (GHG) Emissions Through City Renewable Energy Generation, Energy Efficiency, and Mobility Options		
33	Fund Clean Commercial Vehicle Fleets	Ongoing	1-5 years	CDOT		Pillar 2: Robust Infrastructure	Goal 4: Reduce Citywide Greenhouse Gas (GHG) Emissions Through City Renewable Energy Generation, Energy Efficiency, and Mobility Options MOBILITY OPTIONS		
34	Electrify City Vehicle Fleets	Ongoing	1-5 years	2FM		Pillar 2: Robust Infrastructure	Goal 4: Reduce Citywide Greenhouse Gas (GHG) Emissions Through City Renewable Energy Generation, Energy Efficiency, and Mobility Options		
35	Adopt Zero Emission Transit Buses	Ongoing	1-5 years	CTA		Pillar 2: Robust Infrastructure	Goal 4: Reduce Citywide Greenhouse Gas (GHG) Emissions Through City Renewable Energy Generation, Energy Efficiency, and Mobility Options		
36	Serve in the Urban 20 (U20): A City Diplomacy Initiative to Connect Cities with the G20	Developing	>5 years	Mayor's Office		Pillar 2: Robust Infrastructure	Goal 4: Reduce Citywide Greenhouse Gas (GHG) Emissions Through City Renewable Energy Generation, Energy Efficiency, and Mobility Options		
37	Promote Greater Access to Community Solar	Developing	<1 year	Mayor's Office		Pillar 2: Robust Infrastructure	Goal 4: Reduce Citywide Greenhouse Gas (GHG) Emissions Through City Renewable Energy Generation, Energy Efficiency, and Mobility Options		
38	Commit to Ready for 100	Developing	1-5 years	Mayor's Office		Pillar 2: Robust Infrastructure	Goal 4: Reduce Citywide Greenhouse Gas (GHG) Emissions Through City Renewable Energy Generation, Energy Efficiency, and Mobility Options		

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39	Modernize 311 to Include Health and Human Services	Developing	<1 year	DOIT		Pillar 3: Prepared Communities	Goal 1: Improve Communication Tools to Create Informed and Engaged Chicagoans		
40	Create a Centralized City Newsletter	Developing	<1 year	Mayor's Office		Pillar 3: Prepared Communities	Goal 1: Improve Communication Tools to Create Informed and Engaged Chicagoans		
41	Foster Community Preparedness for Stormwater Events	Ongoing	<1 year	OEMC, Community Emergency Response Team		Pillar 3: Prepared Communities	Goal 2: Reduce Vulnerabilities to Extreme Weather Events for Disconnected Chicagoans		
42	Apply a Resilience Lens to Hazard Mitigation Planning	Developing	1-5 years	OEMC		Pillar 3: Prepared Communities	Goal 2: Reduce Vulnerabilities to Extreme Weather Events for Disconnected Chicagoans		
43	Conduct the Urban Heat Response Pilot Project	Developing	1-5 years	City Tech Collaborative		Pillar 3: Prepared Communities	Goal 2: Reduce Vulnerabilities to Extreme Weather Events for Disconnected Chicagoans		
44	Implement the Community-Based Mental Health Awareness Project	Ongoing	1-5 years	CDPH, The Kennedy Forum		Pillar 3: Prepared Communities	Goal 3: Increase Social Connectedness and Personal Resilience of City First Responders to Better Serve Residents		
45	Advance the Community Policing Strategy	Ongoing	1-5 years	CPD Office of Community Policing		Pillar 3: Prepared Communities	Goal 3: Increase Social Connectedness and Personal Resilience of City First Responders to Better Serve Residents		
46	Use Behavioral Science to Promote Resilient OEMC Staff	Developing	<1 year	OEMC		Pillar 3: Prepared Communities	Goal 3: Increase Social Connectedness and Personal Resilience of City First Responders to Better Serve Residents		
47	Create a Partners for Places Website to Connect Residents to City Sustainability Efforts	Ongoing	1-5 years	Mayor's Office		Pillar 3: Prepared Communities	Goal 4: Leverage Technology to Increase Accessibility and Impact of Information		

ACTION ID	ACTION NAME	ACTION STATUS	TIMELINE	OWNER	LINK TO VISION	PILLAR	GOAL	FLAG-SHIP ACTION	KEY EQUITY ACTION
48	Promote Digital Equity	Ongoing	1-5 years	DOIT		Pillar 3: Prepared Communities	Goal 4: Leverage Technology to Increase Accessibility and Impact of Information		
49	Implement the Array of Things	Ongoing	1-5 years	DOIT		Pillar 3: Prepared Communities	Goal 4: Leverage Technology to Increase Accessibility and Impact of Information		
50	Strengthen Cyber Security and Disaster Recovery	Ongoing	1-5 years	DOIT		Pillar 3: Prepared Communities	Goal 4: Leverage Technology to Increase Accessibility and Impact of Information		





