



## **We Will Chicago Goals, Objectives & Policy Ideas**

*Below is a collection of 600+ policy ideas developed by each We Will Chicago pillar team to guide successful implementation of the plan’s goals and objectives. The ideas below may require future stakeholder engagement, feasibility analyses and equity analyses, but this list of preliminary ideas will be a critical input to realize the vision of We Will Chicago for a more equitable and resilient city.*

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# ARTS & CULTURE

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**GOAL 1:** Support the resiliency of the creative sector—its workers, organizations, and businesses—for a healthy and vibrant city.

**OBJECTIVES:**

**1.1:** Strengthen the infrastructure and systems of support needed for creative sector organizations, businesses and individuals to thrive.

**POLICIES:**

**1.1.A:** Collaborate with the creative sector to develop and distribute research that articulates its impact and identifies needs and current trends.

**1.1.B:** Increase and diversify types of funding and partnerships—public and private—to support needs-based, equitable investment.

**1.1.C:** Expand community involvement in grant funding and decision-making to advance transparency, accessibility, responsiveness and equity.

**1.1.D:** Foster partnerships and mentorship programs between arts and culture organizations to build institutional capacity.

**1.2:** Decrease barriers that have prevented access to city funding for creatives and arts and culture organizations; prioritizing racial, gender, disability immigration status, and geographic, and other equity considerations.

**POLICIES:**

**1.2.A:** Increase access to City funding to historically underfunded groups by reducing barriers in the application process.

**1.2.B:** Develop targeted programs that connect artists from specific populations with City resources.

**1.2.C:** Expand funding eligibility to a wider variety of organizations engaged in cultural programming.

**1.2.D:** Create cultural resource centers in neighborhoods to connect and provide resources to organizations and individuals.

**1.3:** Ensure that employment policies for creative workers used by public and private entities are fair and equitable.

**POLICIES:**

**1.3.A:** Develop standards and resources for businesses and organizations to ensure payment at reasonable levels, benefits and worker protections.

**1.3.B:** Develop requirements for creative workers to be paid according to established standards for their efforts in any City-supported project.

**1.3.C:** Establish equity and access requirements for arts and culture organizations receiving public support, providing guidance and resources for implementation.

**1.4:** Support the relationships necessary for creatives to develop skills, pursue opportunities, access jobs and connect within the field.

**POLICIES:**

**1.4.A:** Increase efforts with educational entities and institutions to help creative workers acquire the necessary skills, partnerships and relationships to access quality jobs.

**1.4.B:** Increase resources for collaborations that support creative workers' entrepreneurial and artistic pursuits.

**1.4.C:** Identify and promote creative transferable skills and increase job opportunities for creative workers in other sectors.

**1.4.D:** Connect creative workers to resources, such as housing and health care, to enable individuals to sustain and grow careers in Chicago.

**GOAL 2:** Engage artists, creative businesses, and cultural organizations to advance the quality of life in all Chicago communities.

**OBJECTIVES:**

**2.1:** Use the power of arts and culture to build vibrant, healthy communities.

## **POLICIES:**

**2.1.A:** Engage artists as contributors and creative leaders in the work of City Departments and other agencies to advance long- and short-term policy, program, and infrastructure goals.

**2.1.B:** Support neighborhood cultural programs and special events by streamlining permit application systems and eliminating barriers to funding.

**2.1.C:** Through funding and capacity-building, support community and social service organizations, artists and arts organizations to work together to promote community health and healing.

**2.1.D:** Develop and expand community-informed programs that unearth, celebrate, and promote artworks and/or places that have historical and community significance and engage residents in their preservation.

**2.2:** Increase the number of creative businesses and cultural spaces in community areas that lack them.

## **POLICIES:**

**2.2.A:** Build on prior efforts to create a publicly accessible mapping tool that identifies the formal and informal ways communities engage with the arts and that identifies gaps, trends and opportunities for investment.

**2.2.B:** Increase capacity at libraries and parks, as well as at non-arts spaces, to develop arts programs.

**2.2.C:** In line with the City's economic priorities, provide development incentives, technical support, and other resources to create new and sustain existing, cultural spaces and businesses.

**2.2.D:** Activate City-owned vacant land, underused facilities and alternative spaces for short- and long-term cultural uses.

**2.2.E:** Establish accessibility guidelines and associated funding for new arts and culture spaces and provide resources for upgrades to existing venues.

**2.3:** Prioritize private and public investment in historically under-resourced community areas.

**POLICIES:**

**2.3.A:** Create opportunities for temporary and permanent public art and programming as part of private development.

**2.3.B:** Increase the capacity of those in the creative sector to access financial resources, technical assistance, connections and opportunities available in the private sector.

**2.3.C:** Prioritize City resources and support to artists and arts organizations working in historically under-resourced community areas.

**GOAL 3:** Ensure all Chicagoans have access to robust, relevant, and joyful arts education and to creative workforce opportunities at every stage of their lives.

**OBJECTIVES:**

**3.1:** Advance access to pre K-12 arts education within Chicago Public Schools and other school-based providers.

**POLICIES:**

**3.1.A:** Improve arts staffing in schools to ensure access to high-quality arts education programs, prioritizing schools with known inequities.

**3.1.B:** Support Chicago teaching artists and arts organizations in building their capacity to deliver arts education in schools.

**3.1.C:** Working with teaching artists, arts organizations and administrators, increase and sustain the types and number of available arts partnerships in schools.

**3.2:** Advance access to lifelong arts education opportunities within each Chicago community area.

**POLICIES:**

**3.2.A:** Increase funding to artists and arts organizations to deliver arts education across Chicago for learners of all ages and abilities, prioritizing communities with greatest need.

**3.2.B:** Expand professional and technical support to artists, arts organizations, and community organizations providing out-of-school arts education in neighborhoods across Chicago.

**3.2.C:** Coordinate the delivery of youth arts programming across City agencies to improve efficacy and increase impact.

**3.3:** Strengthen the infrastructure needed to support pathways to careers in arts education as part of broad workforce development efforts.

**POLICIES:**

**3.3.A:** Expand youth employment pathways into arts education careers, including arts teaching, teaching artistry and arts education administrative opportunities.

**3.3.B:** Launch strategies to mitigate teaching artist shortages and address immediate arts staffing needs in schools, prioritizing recruitment of educators who represent the student populations served.

**3.3.C:** Integrate arts education as a strategy supporting workforce development and job creation.

**3.3.D:** In partnership with higher education and other key stakeholders, develop strategies to ensure a skilled, diverse and robust arts education workforce.

**GOAL 4:** Promote awareness and appreciation for the value of the city’s cultural sector—its current and historical contributions—to residents and those beyond the city’s borders.

**OBJECTIVES:**

**4.1:** Expand the focus of the City’s marketing efforts to highlight the cultural assets and programming of all community areas.

**POLICIES:**

**4.1.A:** Improve availability of information about Chicago's creative sector to better communicate the breadth and richness of cultural offerings.

**4.1.B:** Encourage citywide marketing agencies to promote neighborhood-based arts assets and celebrate local culture.

**4.1.C:** Invest in long-term efforts to provide residents with information on the availability of arts and culture resources and how to access venues, programs and events citywide.

**4.2:** Support and respond to local marketing and advocacy efforts by communities and arts and culture groups.

**POLICIES:**

**4.2.A:** Support neighborhood arts entities and other community groups to develop marketing strategies for local cultural assets and events and the tools needed to implement them.

**4.2.B:** Foster increased collaboration among arts organizations and cultural institutions within and across neighborhoods, drawing on their diverse strengths and perspectives.

**4.2.C:** Pilot and evaluate designating areas of artistic or cultural interest in collaboration with community stakeholders as a method of increasing visibility of and investment in local history, art and culture.

**4.2.D:** Provide direct support for marketing initiatives that are community-driven and feature local talent.

## CIVIC & COMMUNITY ENGAGEMENT

**GOAL 1:** Build more robust and effective civic infrastructure to enable Chicagoans to improve their lives and neighborhoods.

### **OBJECTIVES:**

**1.1:** Create stronger, proactive, long-term partnerships with community organizations, block clubs and other coalitions to increase engagement.

### **POLICIES:**

**1.1.A:** Provide flexible City funding to community-based organizations to promote their capacity for increased outreach and engagement around City policies and programs.

**1.1.B:** Convene community tables for sustained, proactive relationship-building between community members most impacted by a given issue and City staff (Models: Racial Equity Rapid Response Team model for COVID-19 and Health Equity Zones convened by CDPH); Ensure membership of tables is coordinated across the City to avoid engagement fatigue and bringing in new voices and perspectives.

**1.1.C:** Develop and distribute public education resources to inform residents of how government processes work, from budget to zoning and development decisions. Resources can include hosting trainings, publishing online guides and videos, or other toolkits and partnerships with community organizations and artists.

**1.1.D:** Enhance collaboration with philanthropic and private sector coalitions to create opportunities for aligned neighborhood and citywide investments.

**1.2:** Support and encourage more inclusive and creative community engagement across City departments and sister agencies such as the Chicago Transit Authority (CTA) and Chicago Public Libraries (CPL).

### **POLICIES:**

**1.2.A:** Adopt guiding values and principles for city-led community engagement and support City staff in operationalizing them. (Example principles: Elevated Chicago Principles).



**1.2.B:** Strengthen strategies for engagement with populations who have been historically excluded from civic life, including but not limited to: youth; people with disabilities; Black, Latinx and indigenous people; renters; LGBTQ people; immigrants, especially undocumented residents; incarcerated and returning Chicagoans; houseless Chicagoans; and others.

**1.2.C.** Hire and train additional and adequate dedicated staff at all City departments with sufficient resources to support proactive, ongoing community engagement.

**1.2.D:** Explore creation of a new department that centralizes and supports community and civic engagement, such as a Department of Neighborhoods as some peer cities have.

**1.2.E:** Improve data collection and tracking related to people with disabilities and other systematically undercounted communities across City programs and initiatives.

**1.2.F.** Employ artists to create and lead engagement programs that generate new creative strategies to focus, catalyze, and provide space for civic participation.

**GOAL 2:** Increase public access and participation in civic and democratic processes.

**OBJECTIVES:**

**2.1:** Ensure equitable access to virtual and in-person public meetings and processes across City departments and agencies.

**POLICIES:**

**2.1.A.** Develop and train City staff on accessibility practices that enhance participation for people with disabilities, limited English proficiency, and/or residents without internet access for virtual meetings.

**2.1.B:** Strengthen, resource, and enforce the Language Access Ordinance, which establishes language translation standards across City Departments and Sister Agencies.

**2.1.C:** Create uniform standards and procedures for neighborhood and community notification and/or consultation across City departments, sister agencies and Aldermanic offices (Ex. a neighborhood notification system

that alerts neighbors and local groups when zoning and land use changes occur or standard form for collecting community input).

**2.1.D:** Establish ward-level participatory budgeting standards and expand the adoption of inclusive participatory budgeting in every ward.

**2.1.E:** Sustain and improve practice of broad-based public engagement, such as community-based townhalls, for proactive, meaningful input on departmental and citywide initiatives and annual budget priorities.

**2.1.F:** Enhance opt-in registration and/or surveying at public meetings to understand who is being engaged in public processes, and then bridge representational gaps in subsequent outreach.

**2.2:** Increase equitable representation and participation in government and democratic processes.

### **POLICIES:**

**2.2.A:** Expand on and implement best practices for engagement across identity- and issue-based advisory structures (e.g. engagement or advisory councils), such as current structures for AAPI, MENA, Polish, African American, Native American, Latinx, Veteran, Women, LGBTQ people, immigrants, People with Disabilities, and Youth.

**2.2.B:** Explore a public funding program for candidates running for City office.

**2.2.C:** Promote voter registration and participation in elections through new programs, voter education, or other initiatives, especially among populations that have traditionally experienced barriers to voting.

**2.2.D:** Advance state-level election reforms to strengthen local democratic engagement, make it easier for people to vote, open municipal elections to all Chicagoans regardless of immigration status, and promote the accessibility of running for office.

**2.2.E:** Work with City departments and sister agencies to ensure and track that underrepresented residents and/or identities are included in decision making boards, like public commissions and governing boards (e.g. Housing Choice Voucher holders on CHA Board).

**2.2.F:** Sustain and strengthen City human resources efforts to recruit and retain a diverse workforce representative of Chicago's demographics within all levels of City government.

**2.3** Welcome new immigrants and strengthen Chicago's leadership as a sanctuary city.

**Policies:**

**2.3.A.** Raise naturalization rate through specialized outreach and support to new immigrants and the undocumented.

**2.3.B.** Maintain strong implementation of the Welcoming City Ordinance to make Chicago the strongest sanctuary city in the country for immigrants.

**2.3.C.** Strengthen supports and resources in Chicago for refugee resettlement.

**GOAL 3:** Improve government transparency and Chicagoans' access to data.

**OBJECTIVES:**

**3.1:** Improve and modernize City data collection, disaggregation and distribution systems to develop a best-in-class practice of affirmative and automated release of data and records.

**POLICIES:**

**3.1.A:** Standardize data gathering systems across City departments and sister agencies, particularly around data related to services, investments and policy implementation for residents that can be disaggregated by race, ethnicity, gender, disability identity, age and other characteristics.

**3.1.B:** Create a central Digital Service Delivery Team to lead technology innovations for increasing access to city services.

**3.1.C:** Update existing City data systems to enable automated analyses and streamline operations within and across departments.

**3.1.D:** Improve/strengthen oversight and data collection from City-funded delegate agencies offering resident services to better track inclusive engagement practices and delivery of services.

**3.1.E:** Enhance the user experience and accessibility of the Freedom of Information Act (FOIA) process, making it easier to request and receive public records.

**3.2:** Ensure equitable access to data for all Chicagoans.

**POLICIES:**

**3.2.A:** Enhance accessibility and awareness of public data portals and city websites, publications and other digital communications (ex: compatibility with screen readers).

**3.2.B:** Add more and continuously update data on Chicago's Data Portal and the Chicago Department of Public Health Atlas.

**3.2.C:** Leverage City assets (like Chicago Public Library Branches and Chicago Park District facilities) to provide City information kiosks to access City data and services.

**3.2.D:** Explore partnerships with academic and research partners to analyze and visualize city data, and create open channels for community and resident requests for data.

**3.3:** Make it easier for Chicagoans to understand and participate in City Council, committee and other public body processes.

**POLICIES:**

**3.3.A:** Enhance the accessibility and user experience of the Chicago City Clerk's website and explore additional methods for information on committee and City Council meetings, ordinance introductions, and vote records.

**3.3.B:** Improve public comment processes for City Council and other committee meetings to enable more participation by those most impacted and historically marginalized residents, including prioritizing language access.

**3.3.C:** Create and enforce standard and inclusive public meeting rules for public bodies, including but not limited to public posting of meeting dates, agendas, public comment details and minutes.

**3.3.d.** Create an accountability structure with Chicago residents and other stakeholders to evaluate and track the implementation of We Will Chicago overtime.

## **GOAL 4: Eliminate barriers to accessing City services and supports.**

### **OBJECTIVES:**

**4.1:** Make City processes touching residents, workers, visitors and businesses more streamlined, accessible and equitable.

### **POLICIES:**

**4.1.A:** Enhance data sharing and referral systems between City departments, sister agencies, and Aldermanic offices about services offered by departments/agencies for residents.

**4.1.B:** Expand investment in community resource navigator models, or outreach models with trusted messengers delivering information in communities.

**4.1.C:** Enhance the availability and accessibility of one-stop resource pages on the City of Chicago website and 311 hotline/app, and build-out a 211 resource hotline.

**4.1.D:** Improve and publicly document and publish transparent, easy to understand guidelines for residents and groups to navigate city processes, such as accessing city-owned vacant land or starting an urban farm or community garden.

**4.2:** Protect and provide resources to support residents who are disproportionately vulnerable and are often excluded from safety net benefits and other services.

### **POLICIES:**

**4.2.A:** Strengthen specialized programs to connect new and undocumented Chicagoans to resources, which may include healthcare, legal aid, labor protections, state advocacy for drivers licenses, etc.

**4.2.B:** Strengthen specialized programs that connect returning residents to resources and opportunities, including healthcare, legal aid, job placement and skills, housing, etc.

**4.2.C:** Strengthen specialized programs that connect people experiencing homelessness to resources and opportunities, including mental, behavioral, and physical health services, job placement, emergency shelter, housing (including permanent supportive housing), etc.

**GOAL 5:** Ensure equity, community engagement and historical reckoning drive public decision-making.

**OBJECTIVES:**

**5.1:** Establish standards and structures for community-driven decision-making.

**POLICIES:**

**5.1.A:** Establish standards for communication regarding developments and infrastructure projects requiring additional review with opportunities for local input and transparent declaration of impacts on the neighborhood.

**5.1.B:** Co-create processes that support residents and community organizations in developing, shaping, and evaluating infrastructure and development projects.

**5.1.C:** Explore alternative structures to equitably include neighborhood representatives in decision making processes. (i.e., Ward-based Community Development Advisory Councils, community tables, re-mapping processes, etc.).

**5.1.D:** Establish standard scorecards, co-created with community members, for evaluating development proposals to inform decision making and enhance transparency.

**5.2:** Educate City officials and staff about equity and racial justice.

**POLICIES:**

**5.2.A:** Adopt an equity statement of principles and metrics and support City staff in operationalizing and tracking them.

**5.2.B:** Train City officials and staff in racial equity and justice frameworks, concepts, and tools.

**5.2.C:** Establish a transparency structure to ensure residents have opportunities to understand city equity and racial justice efforts and provide input.

**5.3:** Integrate health, racial equity and climate impact tools and analysis into policymaking and planning.

**POLICIES:**

**5.3.A:** Apply health, racial equity, and climate impact tools, when appropriate, in the development and introduction of ordinances and/or as a means of ongoing reform to existing programs and policies.

**5.3.B:** Institutionalize analysis and assessment of health, racial equity and/or climate impacts into relevant public decision-making, such as budgeting, permitting or legislative processes.

**5.3.C:** Require City departments and sister agencies to create, maintain and report progress on Racial Equity Action Plans.

**5.3.D:** Institutionalize the Office of Equity and Racial Justice and empower them to coordinate equity plans, usage of tools, and ensure accountability across City government.

**5.4:** Support ongoing truth, reconciliation and healing efforts.

**POLICIES:**

**5.4.A:** Develop and expand public forums for Chicagoans to learn about and discuss historical and contemporary issues of racial and social inequality.

**5.4.B:** Explore establishment of a public truth, reconciliation, and reparations process that seeks to reckon with and repair racial historical injustice.

**5.4.C:** Invest in community-driven healing efforts leveraging arts and culture, community planning and development, and other opportunities.

# ECONOMIC DEVELOPMENT

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**GOAL 1:** Build and sustain generational wealth and shared prosperity for Black and Latino communities.

**OBJECTIVES:**

**1.1:** Increase access to responsible capital, financial and banking services.

**POLICIES:**

**1.1.A:** Explore ways to provide alternative financial services to reduce the number of unbanked and underbanked Chicago residents and their reliance on check cashing and payday lending services.

**1.1.B:** Enhance the use of the City deposits, bond placement and investment portfolio to encourage financial institutions to increase lending to Black and Latino-owned businesses, particularly in historically disinvested communities.

**1.1.C:** Facilitate expansion of private and nonprofit lending and philanthropic investment in Black and Latino communities through Community Development Finance Institutions (CDFIs) and other partners.

**1.1.D:** Establish a Chicago public finance/banking taskforce to help close financing gaps in private banking.

**1.2:** Improve financial literacy and access to safety net benefits.

**POLICIES:**

**1.2.A:** Include personal finance, banking, and fiscal management in the CPS and City Colleges curriculum and expand educational offerings within agencies like the City Treasurer’s office and Cook County Assessor’s office.

**1.2.B:** Continue to explore and expand Guaranteed Income programs and other forms of direct cash assistance to lift people out of poverty.



**1.2.C:** Increase awareness and utilization of critical safety net benefits (SNAP, CTC, EITC, Head Start/CCAP, Guaranteed Income, etc.) through broad-based communications, innovative dual-enrollment, single application for similarly-focused programs, cross-agency referrals, community-based navigation, and more.

**1.2.D:** Support and fund nonprofit and other community organizations to provide financial counseling to individuals and technical assistance to small businesses.

**1.3:** Grow individual and household wealth through asset ownership.

**POLICIES:**

**1.3.A:** Increase utilization of homeownership assistance programs.

**1.3.B:** Develop a marketing campaign of existing homeownership resources and grants available.

**1.4:** Grow community wealth through local, democratic, shared ownership and control of neighborhood assets.

**POLICIES:**

**1.4.A:** Pass a resolution supporting worker cooperatives.

**1.4.B:** Create an Office of Community Wealth Building (CWB) in the Mayor's Office or as a division within the Department of Planning and Development to raise awareness, provide technical support and training of CWB models.

**1.4.C:** Support worker cooperatives through public contracting, procurement of goods and services, succession planning support and grant or loan funding.

**1.4.D:** Provide Land Banks and Land Trusts first access to acquisition of blighted, abandoned, foreclosed and/or other off-market properties.

**GOAL 2:** Support business growth throughout Chicago, especially businesses owned by Black and Latino people.

**OBJECTIVES:**

**2.1:** Support Chicago's economic clusters that have high potential for growth and benefit Chicagoans and their neighborhoods.

**POLICIES:**

**2.1.A:** Convene cluster-specific working groups to identify and fill gaps in the ecosystem.

**2.1.B:** Foster innovation in high-potential economic clusters.

**2.2:** Prioritize resources and investment in small businesses and entrepreneurship programs.

**POLICIES:**

**2.2.A:** Expand City's NBDC (Neighborhood Business Development Center) program to include a full suite of technical assistance programs for startups and small businesses

**2.2.B:** Expand access to grant funding for small businesses citywide.

**2.2.C:** Partner with the private sector to create more mentorship and training opportunities for small business owners and entrepreneurs.

**2.2.D:** Refine, update, and streamline the licensing and permitting processes.

**2.3:** Increase the availability of quality, affordable real estate in viable commercial and industrial areas.

**POLICIES:**

**2.3.A:** Update and simplify commercial zoning to reduce the number of businesses needing a special use permit and standardize and publicize the zoning approval process in all 50 wards.

**2.3.B:** Increase the number and success of Black and Latino developers active in Chicago.

**2.3.C:** Partner with the appraisal industry to reduce barriers to entry and increase the number of Black and Latino property appraisers.

**2.3.D:** Reduce the number of vacant commercial spaces through a combination of programs including rezoning to other uses, providing incentives, and tenant-landlord matchmaking.

**2.4:** Promote equitable public and private sector procurement processes.

**POLICIES:**

**2.4.A:** Simplify procurement processes across city and sister agencies.

**2.4.B:** Streamline certification and procurement requirements for Minority and Women-Owned Business (M/WBEs), Business Enterprises owned by People with Disabilities (BEPDs), and Disadvantaged Business Enterprises (DBEs).

**2.4.C:** Create contract award goals for city-based and employee-owned businesses, and where possible, prioritize local hiring policies and performance on development projects.

**2.4.D:** Encourage city vendors to employ a diverse workforce.

**GOAL 3:** Invest in equitable and inclusive workforce development to build resilient economic clusters.

**OBJECTIVES:**

**3.1:** Promote career pathways to high-quality, living-wage jobs in both stable and growing economic clusters.

**POLICIES:**

**3.1.A:** Continuously evaluate economic clusters to inform workforce strategies.

**3.1.B:** Improve coordination among K-12 schools, community colleges, and non-profits, providing workforce training and support to build comprehensive career pathways that connect directly to industry jobs.

**3.1.C:** Explore opportunities to scale successful workforce development models with sustainable funding, such as apprenticeships, internships and fellowships that are paid.

**3.1.D:** Promote access to strong workers' rights and protections, including living wage, paid sick leave, family leave, health care, retirement benefits, fair scheduling, anti-harassment, and anti-discrimination.

**3.2:** Enhance employer leadership in hiring, retaining and promoting diverse workforces.

**POLICIES:**

**3.2.A:** Continue to lead by example with the City's hiring practices to cultivate an inclusive and diverse City workforce that reflects the demographics of the City.

**3.2.B:** Scale existing efforts to convene employers around specific industry clusters to identify critical in-demand occupations and skills and drive workforce development programs.

**3.2.C:** Leverage partnerships between employers and workforce providers to create workforce pipelines, especially from Black and Latino communities.

**3.3:** Identify and remove barriers to job participation.

**POLICIES:**

**3.3.A:** Support and fund programs to assist individuals impacted by the criminal justice system and individuals with disabilities to find and retain employment.

**3.3.B:** Promote access to affordable childcare programs such as daytime Pre-K and eldercare, and support employer-led initiatives such as on-site and subsidized childcare.

**3.3.C:** Incentivize employers to provide transit, divvy and scooter passes, bicycle facilities, and opportunities for carpools/vanpools to increase transportation options to work.

**3.3.D:** Facilitate and fund partnerships between workforce development organizations, employers and social-service agencies to support holistic soft skill training, coaching, and behavioral, mental and physical health of employees.

**GOAL 4:** Promote equitable public, private and philanthropic investment in Black and Latino community areas without displacement.

**OBJECTIVES:**

**4.1:** Create vibrant and stable neighborhoods that remain and become more affordable for existing residents and businesses.

**POLICIES:**

**4.1.A:** Invest in programs that support the preservation and rehabilitation of naturally occurring affordable housing (NOAH).

**4.1.B:** Stabilize residents and businesses at risk of displacement through targeted anti-displacement programs to help them stay in their neighborhood.

**4.1.C:** Encourage institutional and corporate reinvestment from anchor institutions (i.e. universities, hospitals) in the neighborhoods in which they are located.

**4.1.D:** Map out process for how neighborhood plans will be considered, adopted, and ultimately resourced or operationalized by the City.

**4.1.E:** Catalyze private investment through strategic investment in communities that have seen high rates of population decline.

**4.2:** Facilitate the creation of thriving commercial corridors in Black and Latino community areas.

**POLICIES:**

**4.2.A:** Develop a comprehensive approach to address blighted or vacant properties.

**4.2.B:** Fund placemaking activities that contribute to the vitality of commercial corridors.

**4.2.C:** Focus commercial activity on the most viable intersections and corridor segments while allowing a greater variety of uses elsewhere.

**4.3:** Enhance the public sector's toolkit of financial incentives for neighborhood economic development.

**POLICIES:**

**4.3.A:** Increase capacity of revolving loan funds.

**4.3.B:** Increase capacity of organizations providing technical assistance and mentorship to small businesses.

**4.3.C:** Increase access to small business loans.

**4.3.D:** Explore the creation of new dedicated funding sources for economic development and housing targeted for investment in south and west side neighborhoods.

**GOAL 5:** Promote Chicago's assets nationally and amplify positive narratives about South and West side neighborhoods.

**OBJECTIVES:**

**5.1:** Change the narrative about Chicago's South and West side neighborhoods.

**POLICIES:**

**5.1.A:** Promote positive stories through the media and art.

**5.1.B:** Find opportunities to host cultural events in parks and other city property in South and West Side neighborhoods.

**5.1.C:** Support and encourage the film and TV industries to produce content in Chicago.

**5.1.D:** Fund creative placekeeping initiatives that use the arts to uplift the local assets, history and culture.

**5.2:** Promote South and West side neighborhood destinations to tourists and residents alike.

**POLICIES:**

**5.2.A:** Partner with neighborhood organizations to create a brand and marketing campaign for neighborhoods.

**5.2.B:** Increase the capacity of neighborhood and regional chambers of commerce to market and raise awareness of neighborhood events, businesses and attractions to a regional and global audience.

**5.2.C:** Create and promote ethnically focused cultural trails that celebrate history and feature restaurants, galleries, small heritage museums and other hidden gems to create authentic experiences for visitors.

## ENVIRONMENT, CLIMATE & ENERGY

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**GOAL 1:** Prioritize climate resiliency efforts in Black and Latino community areas and for low-income individuals through both public- and private-sector efforts.

**OBJECTIVES:**

**1.1:** Ensure community input of development proposals, zoning and permitting.

**POLICIES:**

**1.1.A:** Require capital investments to be evaluated for climate impact at the planning stage.

**1.1.B:** Launch a fund using new financial levers and tools to raise awareness and inspire action towards making Chicago more sustainable to climate impacts in disinvested communities to offset past neglect.

**1.1.C:** Increase community engagement and trust building efforts.

**1.2:** Establish and enforce climate, health and environmental criteria and policies for development reviews.

**POLICIES:**

**1.2.A:** Avoid waste at the source and improve diversion rates to reuse and recover resources.

**1.2.B:** Establish an environmental impact assessment – include both environmental justice impact and climate impacts – to be used during development process.

**1.2.C:** Establish a moratorium on permits for expansion of existing polluting facilities as defined by the Environmental Protection Agency (EPA) and local regulatory agencies.

**1.3:** Require decision makers to be transparent and provide community members access to environmental and scientific data used for decision-making.

**POLICIES:**

**1.3.A:** Establish indicators of climate and environmental impacts and benefits for developments, capital projects, and city policies that must be publicly shared with affected communities.

**1.3.B:** Partner with public and private sectors to effectively manage, monitor and communicate air, land and water quality to protect human and ecosystem health (including digital and accessibility requirements).

**1.4:** Establish requirements for private sector participation and responsibility in climate resiliency efforts and control of neighborhood assets.

**POLICIES:**

**1.4.A:** Incentivize corporations seeking to do business in Chicago to invest in opportunities that build local wealth and climate resiliency through green job programs and other initiatives.

**1.4.B:** Create automatic thresholds for tax incentives to encourage investments in emerging energy-efficient technologies to incentivize their use.

**1.4.C:** Define a process to penalize harmful corporate practices and programs as a way to provide accountability and safety for communities.

**GOAL 2:** Use environmental justice principles to establish criteria and policies for geographies harmed by environmental degradation.

**OBJECTIVES:**

**2.1:** Incorporate opportunities for residents to be part of land-use planning for their neighborhoods.

**POLICIES:**

**2.1.A:** Develop requirements for ward level leadership to be accountable for incorporating equitable environmental and sustainable decision-making.

**2.1.B:** Enforce existing standardized practices and processes for environmental evaluation during the zoning approvals process.

**2.1.C:** Improve transparency of the zoning process to ensure environmental considerations are addressed.



**2.1.D:** Coordinate with regional and county environmental and sustainability plans with the citywide plan policies.

**2.2:** Ensure community organizations have tools and resources to address the climate crisis.

**POLICIES:**

**2.2.A:** Strengthen resilience by funding disaster risk reduction, insurance, and adaptation to help people remain in place and create penalties for those that do not comply with environmental policies.

**2.2.B:** Encourage advocacy of communities through hiring of liaisons to city government to inform communities of available resources.

**2.2.C:** Develop a renewable energy grid.

**2.2.D:** Invest in energy efficiency.

**2.2.E:** Understand and accommodate climate migrants and the impact on existing infrastructure.

**2.3:** Establish a process to identify, inventory, and determine the value of historic disinvestment, inequitable policy and negative health impacts on residents.

**POLICIES:**

**2.3.A:** Work with the Cook County Assessor's Office to equalize the assessments of real estate in Chicago to the actual market value, without exceptions that lead to under-assessment of more affluent neighborhoods.

**2.3.B:** Acknowledge impact of loss of land and culture on affected communities as a result of climate change and evaluate options for repair.

**2.4:** Conduct a cumulative impact assessment and establish targets for positive outcomes in communities that are environmentally overburdened.

**POLICIES:**

**2.4.A:** Prioritize resource distribution to resolve historic and future issues in industrial corridors and during the Planned Manufacturing District (PMD) review process.

**2.4.B:** Manage risk associated with heavy industry, manufacturing, industrial corridors, railway corridors, utilities and utility corridors through

the provision of adequate buffers, separation distances and effective transition zones.

**2.4.C:** Coordinate reviews and recommendations with Chicago's air quality ordinance.

**GOAL 3:** Foster public and private partnerships to reduce waste and encourage the reuse of materials, locally produced goods, services, and energy.

**OBJECTIVES:**

**3.1:** Create cross-sector partnerships with racially diverse businesses to increase the City's waste reduction and diversion rates and leverage its buying power.

**POLICIES:**

**3.1.A:** Support and encourage innovations in the private sector to promote waste reduction, reclamation, and re-use by reducing financial burdens for all scales of business.

**3.1.B:** Raise consumer awareness about benefits of local purchasing and waste reduction, reclamation, and re-use.

**3.1.C:** Include racial equity in City selection process for contracting partners for waste reduction.

**3.2:** Establish contract requirements for the removal and disposal of materials from supply and waste chains.

**POLICIES:**

**3.2.A:** Establish local purchasing requirements for all city departments and sister agencies that prioritize products that have long lives and can be maintained, rather than discarded.

**3.2.B:** Remove barriers to use of greywater and on-site water reuse, and address regulatory issues including raising awareness of its benefits.

**3.2.C:** Prioritize a city-wide compost program network that includes monitoring of diversion from waste stream and compliance.

**3.2.D:** Create financial incentives for sustainable practices by rewarding reducing downstream waste of manufactured products as well as during the manufacturing process.

**3.2.E:** Increase locations and accessibility of take back programs for e-waste to keep raw materials and precious metals out of landfills.

**3.2.F:** Create recovery metrics for all waste reduction and diversion including recycling.

**3.2.G:** Create a requirement for manufactured product reuse, recyclability and repair to reduce landfill waste at the city level, in coordination with State requirements.

**3.2.H:** Prioritize product maintenance and producer responsibility measures that expand product lifespan.

**3.3:** Establish a community education curriculum that raises awareness about materials and waste handling.

**POLICIES:**

**3.3.A:** Increase city-led education and availability of information about what is recyclable, compostable, and where to take electronic waste for responsible and convenient disposal.

**3.3.B:** Expand availability of climate and sustainability educational resources, including technical training, for educators and students.

**3.3.C:** Establish accessible hazardous waste drop-offs equally distributed throughout the City.

**3.4:** Implement and support the development of urban agriculture.

**POLICIES:**

**3.4.A:** Increase neighborhood and commercial growing opportunities within the City by encouraging businesses, residents and community groups in land acquisition, farming operations, community gardens, vertical gardens, backyard gardens, green roofs, aquaculture, animal husbandry, and apiaries through regulatory actions and education.

**3.4.B:** Identify and provide permanent land and water connections for farming.

**3.4.C:** Encourage zoning ordinance changes to accommodate additional urban agriculture opportunities.

**3.4.D:** Provide financial and technical support for start-up or operating costs for community organizations and businesses through grants.

**3.5:** Facilitate renewable energy generation and distribution including reuse and recycling.

**POLICIES:**

**3.5.A:** Divest from fossil fuels by targeting holdings in pension and other financial holdings in City agencies.

**3.5.B:** Increase electric vehicle capacity in city-owned and sister agency fleets.

**3.5.C:** Facilitate the creation and use of locally produced, renewable energy.

**3.5.D:** Participate in the planning of renewable energy corridors in collaboration with regional partners.

**3.5.E:** Incentivize residents, organizations and businesses to reduce energy use and greenhouse gas emissions to mitigate climate change by providing technical resources, education on subsidy programs and available grants, and reuse/recycling/recovery of high value products.

**3.6:** Create development codes for new building technologies as they arise and prioritize the reuse of materials in construction.

**POLICIES:**

**3.6.A:** Update city water policy to allow for greywater, and the capture and reuse of stormwater in coordination with Federal and State regulations.

**3.6.B:** Update stormwater policy in line with federal and global standards.

**3.6.C:** Adopt high performance building standards and update building code to increase opportunities to incorporate new and emerging technologies.

**3.6.D:** Expand building department pilot programs to allow innovative and emerging technologies to be tried.

**GOAL 4:** Maintain and expand green space, natural resources, and conservation efforts for the benefit of all Chicagoans.

**OBJECTIVES:**

**4.1:** Invest in land restoration and stewardship, especially in neighborhoods with existing environmental burdens.

**POLICIES:**

**4.1.A:** Expand sustainability education provided organizations with a specific focus to ensure citywide environmental service projects that protect our water, clean our air, resource our land and save energy.

**4.1.B:** Maintain and expand public access at the Lake and River corridors.

**4.1.C:** Conduct a fiscal impact study to understand the economic value of conversion of vacant and underutilized space into energy generating, functional, recreational, and/or productive spaces.

**4.1.D:** Appropriate city funds for environmental clean-up of city owned parcels and streamline the procurement and hiring requirements to expedite the return of developable sites.

**4.1.E:** Work with Native American leaders to apply Indigenous land stewardship principles to Chicago's natural resources and waterways, and development of new public lands.

**4.2:** Acquire open space and provide equitable and improved access across the city.

**POLICIES:**

**4.2.A:** Create a strategy for cross-agency collaboration to acquire publicly available land for conservation purposes to fill gaps in the public open space network throughout the City.

**4.2.B:** Integrate 15-minute city principles into decision-making related to land use to ensure access to open space and parks by walking or bike is a part of all planning processes.

**4.2.C:** Provide community organizations with resources to maintain existing and new public open space areas and tools to ensure safe access and usage.

**4.2.D:** Improve the quality of open spaces and increase opportunities for recreation in under resourced and growing neighborhoods.

**4.2.E:** Create new and maintain pedestrian plazas and streets with a focus on neighborhoods with limited open space.

**4.2.F:** Assign a value to open space in neighborhoods so that it can be effectively prioritized within a development market and to incentivize the creation of open space in underserved neighborhoods.

**4.3:** Maximize the use of native plants in preserves, parks, and parkways.

**POLICIES:**

**4.3.A:** Evaluate existing ordinances and ensure inclusion of managed native gardens in existing and future parks, parkways and other publicly owned land.

**4.3.B:** Incentivize native plantings and pollinator gardens on residential properties including raingardens through Conservation Home

**4.3.C:** Reverse the loss of biodiversity by prioritizing maintenance and addition to the urban canopy and installation of native landscapes.

**4.3.D:** Adopt native seed planting policy and outreach campaign.

**4.3.E:** Recognize the importance of Chicago's location along bird migratory routes and maximize native plantings and habitat creation for food and shelter, especially along the lakefront.

**4.4:** Invest in the expansion of Chicago's urban tree canopy.

**POLICIES:**

**4.4.A:** Invest in the expansion of the Chicago Regional Trees Initiative.

**4.4.B:** Identify corridors and neighborhoods that are currently tree deficient for priority plantings and inoculations and coordinate appropriate locations for additional trees.

**4.4.C:** Create an approved species list that is biodiverse and adaptive to climate change.

**4.4.D:** Modernize planting and maintenance standards to improve tree health and longevity and address ADA access considerations in the public way.

**4.4.E:** Allocate resources for installation of more trees in public rights of way.

**4.5:** Create open space or corridor easements around industrial zones.

**4.5.A:** Support the creation of conservation easements or green buffers around existing and new industrial zoned areas, utility infrastructure, and transportation corridors to preserve and protect the economic integrity of adjacent neighborhoods and residential land uses.

**4.5.B:** Create design guidelines for new industrial developments that include green infrastructure and additional open space to ensure consistency and responsiveness of the physical environment to its context.

**4.5.C:** Address air borne pollution, noise, and traffic from industrial areas to reduce environmental burden on adjacent neighborhoods.

**4.6:** Require infrastructure to be designed and built sustainably with public access for people of all abilities.

**POLICIES:**

**4.6.A:** Advance nature-based solutions to mitigate physical risks posed by climate change.

**4.6.B:** Encourage replacement of existing utility infrastructure with green infrastructure to reduce the burden on lake and river corridors during stormwater and rain events.

**4.6.C:** Create management structure with maintenance and service schedules, protocols, funding, and procedures for new green infrastructure including engagement of community leadership to ensure its longevity and measurable positive impact.

**4.6.D:** Coordinate lead service line replacement and sewer upgrades with tree planting and resolve any access conflicts to ensure ADA compliance.

**4.7:** Protect Chicago's freshwater resources as the climate changes.

**POLICIES:**

**4.7.A:** Protect and conserve Lake Michigan and Chicago River waterway shorelines and water quality including restoration of adjacent communities.

**4.7.B:** Develop additional regulatory protections including increased shoreline setbacks at Chicago River.

**4.7.C:** Maintain existing public access to River and Lakeshore and fill gaps to create continuous public access.

**4.7.D:** Improve waterway infrastructure including connections to the city's transportation system.

**4.7.E:** Anticipate an increase in flooding events due to climate change and improve regulations, code, zoning, and other planning efforts that will mitigate the impacts.

**4.7.F:** Improve the ecology and function of the City's rivers and inland lakes to meet the needs of people and wildlife.

**4.8:** Work with Indigenous leaders to protect and support indigenous land stewardship principles.

**POLICIES:**

**4.8.A:** Develop opportunities for public education and storytelling on the contributions of Indigenous peoples, culture and history with prioritization of land and resource related approaches.

**4.8.B:** Collaborate with Indigenous communities to understand and formally recognize cultural landscapes and traditional land use areas and preserve and restore these areas in citywide natural resource and open space planning efforts.

**4.8.C:** Establish meaningful partnerships in collaboration with Indigenous groups to create climate resiliency strategies.

**4.8.D:** Work with indigenous communities to ensure that their identity, history, and values are infused into open space development and stewardship.

**GOAL 5:** Mitigate and eliminate sources of carbon emissions in alignment with national and global climate goals.

**OBJECTIVES:**

**5.1:** Significantly reduce the ongoing impact of climate change in the City's neighborhoods.



## **POLICIES:**

**5.1.A:** Convert existing buildings to all electric HVAC and appliances and provide increased electric vehicle charging infrastructure through targeted retrofit programs and incentives.

**5.1.B:** Increase the energy efficiency of existing buildings through targeted weatherization and retrofit programs.

**5.1.C:** Increase the conservation of energy in building operations through subsidized super-insulation of building envelopes.

**5.1.D:** Quantify and reward the avoidance of greenhouse gas (GHG) emissions through the reuse of existing buildings and materials.

**5.1.E:** Develop building / energy code permissions for buildings that eliminate or sharply reduce the provision of active heating and cooling systems.

**5.1.F:** Eliminate fossil fuel use in new construction by integrating all electric building systems and net-zero carbon recommendations into updated development codes.

**5.1.G:** Increase installation of renewable energy in infrastructure to facilitate 100% clean renewable energy that reduces power grid burden.

**5.1.H:** Establish methods to collect data on renewable energy production, availability, community usage and usage of offsets in developments in an effort become an 100% clean energy city.

**5.1.I:** Expand upon the energy benchmarking program to collect better data on greenhouse gas emission related to buildings.

**5.1.J:** Use recognized methods to measure the social cost of greenhouse gas emissions related to contracting, procurement, development and infrastructure projects.

**5.2:** Plan for green infrastructure that reduces the overall carbon impact of the city in public and private development.

## **POLICIES:**

**5.2.A:** Include recommendations and development code updates to require additional trees, green infrastructure and enhanced stormwater management in public and private development.

**5.2.B:** Install and maintain green roofs in public and private developments through regulation and incentives.

**5.2.C:** Incentivize residents to install green infrastructure and implement strategies to help with stormwater management in all neighborhoods.

**5.2.D:** Establish metrics for measuring and quantifying the impacts of the urban tree canopy and green infrastructure on city systems and communities.

**5.2.E:** Explore methods to establish an equitable and accessible stormwater credit trading platform.

**5.3:** Expand transit infrastructure as a climate mitigation strategy, especially in Black and Latino community areas.

**POLICIES:**

**5.3.A:** Increase density around transit stations to support multi-modal transit environments.

**5.3.B:** Locate transit infrastructure within walking distance of residential neighborhoods and expand service to encourage reduction in car usage.

**5.3.C:** Create a public education campaign to communicate the environmental benefits of transit utilization and address negative consumer sentiments.

## HOUSING & NEIGHBORHOODS

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**GOAL 1:** Preserve and increase affordable, quality and accessible housing choices for all.

**OBJECTIVES:**

**1.1:** Preserve and maintain existing affordable housing across all 77 community areas.

**POLICIES:**

**1.1.A:** Strengthen relationships, communication and partnerships with local and small housing providers to understand their needs and limit unintended consequences from new policies.

**1.1.B:** Increase programs and funding support to maintain and improve existing naturally occurring affordable housing like 2-4 flats and smaller apartment buildings, especially in marginalized communities.

**1.1.C:** Establish and adequately resource predictive and proactive residential inspection programs using data from 311 calls, utility and property tax delinquencies, and other indicators to prevent housing from going into a state of disrepair, so that residents are protected from environmental health hazards and small housing owners are supported in making necessary upgrades.

**1.1.D:** Partner with and provide additional funding to Community Development Financial Institutions (CDFIs) to expand purchase and rehabilitation programs citywide to ensure affordability over the long term.

**1.2:** Develop a wide range of housing units affordable to residents at all incomes in all 77 community areas.

**POLICIES:**

**1.2.A:** Adjust zoning code to allow a greater variety of types of housing by right, following a public process.

**1.2.B:** Expand the Additional Dwelling Units (ADU) pilot program citywide, expand funding through the Neighborhood Lending Program or other sources, and educate homeowners about the program.

**1.2.C:** Expand dedicated financial resources to support development of new housing units and programs that serve renters, homeowners and homebuyers.

**1.3:** Expand housing assistance for marginalized residents, especially very low-income residents and people with disabilities.

**POLICIES:**

**1.3.A:** Increase accessible, culturally relevant education campaigns for residents around housing rights and how to access housing support.

**1.3.B:** Ensure housing choice voucher holders can obtain housing by partnering with Chicago Housing Authority to educate housing providers, including providing technology upgrades, and increasing enforcement against discrimination.

**1.3.C:** Develop centralized, user-friendly public database and waitlist for publicly-funded affordable housing units, including units that are accessible to people with disabilities.

**1.3.D:** Support and expand efforts to mediate resident/housing provider relationships and remedy tensions, building on current City and Center for Conflict Resolution work.

**1.3.E:** Dedicate consistent funding for permanent supportive housing to address the housing and service needs of people experiencing homelessness, working with partners like the Continuum of Care.

**1.3.F:** Build on the Single Room Occupancy (SRO) Preservation Ordinance and the 2022 SRO Loan Fund to preserve and rehabilitate SRO units, which are a critical housing option for low-income residents.

**1.4:** Ensure housing is accessible for people with disabilities or can be adapted to meet their needs.

**POLICIES:**

**1.4.A:** Consult with disability advocacy groups to identify actionable policy proposals to advance accessibility in housing.

**1.4.B:** Expand funding for lower-income renters and homeowners to make accessibility improvements to their units when needed.

**1.4.C:** Incentivize property owners to rehabilitate rental units to make them accessible to residents with disabilities.

**1.4.D:** Audit existing publicly-funded affordable housing and homeless shelters to evaluate accessibility and develop funding streams to assist with rehabilitation.

**1.4.E:** Identify opportunities to use principles and elements of universal design to increase accessibility and enable individuals to age in place.

**GOAL 2:** Prevent Chicagoans from being involuntarily displaced, especially those that have been historically marginalized.

**OBJECTIVES:**

**2.1:** Support and increase homeownership for Black, Latino, Native American, Asian and immigrant residents.

**POLICIES:**

**2.1.A:** Increase outreach and education about homeownership programs and opportunities.

**2.1.B:** Expand access to mortgage lending for Black, Latino and undocumented residents.

**2.1.C:** Increase subsidies for homeownership for low- and moderate-income residents.

**2.1.D:** Support innovative models of homeownership such as limited-equity housing cooperatives, community land trusts and the Chicago Housing Authority's Choose to Own program through subsidies, technical assistance and partnerships.

**2.1.E:** Work with appraisal industry to reduce barriers to entry and increase diversity among appraisers, increase public input on appraisal standards and criteria, and require fair housing training for appraisers.

**2.2:** Increase community ownership opportunities and options for Black, Latino, Native American, Asian and immigrant residents to collectively own land and properties.

**POLICIES:**

**2.2.A:** Incentivize reuse of publicly- and privately-owned vacant buildings and land on the South and West sides to meet community-defined goals.

**2.2.B:** Expand programs that align public funding with local partnerships to achieve community goals, such as the City's equitable transit-oriented development (eTOD) Pilot Program.

**2.2.C:** Support community ownership models for housing, land and commercial space, including tenant rights to purchase, limited-equity housing cooperatives, and community investment trusts.

**2.2.D:** Expand Chicago Housing Trust and support creation of local community land trusts.

**2.3:** Increase protections for residents and institutions in neighborhoods with rising rents and property values.

**POLICIES:**

**2.3.A:** Work with county and other public agencies to expand property tax and utility relief programs for low- and moderate-income homeowners and renters, and small businesses.

**2.3.B:** Encourage commitments to provide community benefits when City funds are used to support development.

**2.3.C:** Enact eviction protections to protect marginalized tenants from eviction without cause, especially Black and Latino tenants, who are at the highest risk of eviction.

**2.3.D:** Permanently increase resources for tenant supports, such as through an Office of Tenant Advocate or similar structure, to provide early assistance, and also legal aid through universal right to counsel or a dedicated City department providing legal counsel.

**2.3.E:** Explore options for resident preference policies (such as Right to Return/Right to Stay policies) that prioritize neighborhood residents at risk of displacement or who have been displaced for residential developments that receive City financial assistance.

**GOAL 3:** Attract and retain residents and increase density to strengthen neighborhood vibrancy, especially on the South and West Sides.

**OBJECTIVES:**

**3.1:** Update the City's rules and regulations to support increased equitable development.

**POLICIES:**

**3.1.A:** Expand neighborhood planning efforts, particularly on the South and West sides, to define community goals.

**3.1.B:** Evaluate zoning code to identify elements that restrict or increase the cost of residential development (for example, parking minimums, need to rezone for residential development consistent with neighborhood).

**3.1.C:** Promote housing diversity and affordability by reforming exclusionary single-family only zoning practices.

**3.1.D:** Evaluate City rules and regulations to identify and update policies and requirements that discourage or slow residential development.

**3.1.E:** Update the zoning code to encourage equitable development of a variety of housing types and more housing development in all 77 community areas.

**3.2:** Focus future growth and density in and around transit hubs, key commercial corridors and/or anchors.

**POLICIES:**

**3.2.A:** Incentivize additional mixed-use development at transit hubs, in commercial corridors, and/or near anchors.

**3.2.B:** Prioritize transit-oriented development as criteria in City incentive programs and the capital infrastructure budget.

**3.2.C:** Incentivize deeper affordability for the lowest-income residents and/or more affordable units in transit-oriented development.

**3.2.D:** Dedicate staff capacity to provide planning, strategy, incentives and development support.

### **3.3: Prioritize redevelopment of vacant land and buildings.**

#### **POLICIES:**

**3.3.A:** Evaluate City-owned vacant land and identify priorities for parcels: community open space (including community gardens), residential, commercial/mixed-use.

**3.3.B:** Create user-friendly and transparent public portal identifying available City and Cook County Land Bank Authority land.

**3.3.C:** Streamline and better publicize process for acquiring available City-owned land.

**3.3.D:** Prioritize neighborhood residents, local developers and community organizations (including collective ownership models) in transferring City-owned land.

**3.3.E:** Further partnerships with Cook County Land Bank Authority to advance neighborhood-led redevelopment efforts, such as joint RFPs or a community land banking agreement.

**3.3.F:** Proactively prevent creation of more vacant land through expanding and appropriately resourcing building rescue programs like the Troubled Building Initiative that helps to quickly address building conditions, nuisance complaints and abandonment.

**3.4:** Create, strengthen and anchor neighborhood-based developers, especially those that are small or medium sized and led by Black, Latino, Native American, Asian and immigrant owners.

#### **POLICIES:**

**3.4.A:** Expand education and outreach to developers regarding existing City programs, especially developers and owners from marginalized communities.

**3.4.B:** Sponsor a program to provide resources and technical assistance to neighborhood-based developers and developers and owners from marginalized communities, to level the playing field with larger, established developers.

**3.4.C:** Create a program to develop partnerships between small neighborhood developers and larger developers related to provide experience, mentorship, networking with capital providers and long-term operational planning.



**3.4.D:** Prioritize small, neighborhood-based developers in City funding applications.

**3.4.E:** Explore incentivizing lending institutions to adjust underwriting criteria and develop products for emerging neighborhood-based Black, Latino, Native American, Asian and immigrant developers.

**3.5:** Enhance public spaces, schools, parks, services and public infrastructure in underserved communities.

**POLICIES:**

**3.5.A:** Systematically evaluate infrastructure and public amenities in neighborhoods to identify what is missing and where to prioritize city staff time and investment.

**3.5.B:** Address historical inequities by prioritizing funding for services and infrastructure in disinvested communities.

**3.5.C:** Ensure every community has accessible, safe and activated spaces to gather, including parks, community centers, libraries, youth centers, artist hubs, and health centers.

**3.5.D:** Expand programs like the Public Outdoor Plazas program to create more community-controlled public gathering spaces.

**GOAL 4:** Invest in Black, Latino, Native American, Asian and immigrant community areas to create safe, healthy and livable neighborhoods that provide basic needs, amenities, services and jobs.

**OBJECTIVES:**

**4.1:** Increase access to healthy food and health care in Black, Latino, Native American, Asian and immigrant community areas.

**POLICIES:**

**4.1.A:** Support community gardens and the urban agriculture system by identifying City- and Cook County-owned sites and providing resources to establish and maintain gardens over the long term.

**4.1.B:** Expand use of incentives and developer commitments to provide community benefits to attract and retain traditional grocery stores.

**4.1.C:** Create a consistent fair system across all 77 community areas to support “mom and pop” vendors (food carts, food trucks, shared kitchens) and alternative healthy food models (like food cooperatives).

**4.1.D:** Develop additional neighborhood-based health care options like clinics and art-based trauma therapy, and create programs to attract primary care providers to underserved neighborhoods.

**4.1.E:** Increase availability of free neighborhood-based mental health and wellness services in all 77 community areas.

**4.2:** Support existing and grow new locally-owned neighborhood businesses.

**POLICIES:**

**4.2.A:** Develop educational resources to support entrepreneurship, including how to access lending and equity, and technical support on business formation.

**4.2.B:** Provide additional financial resources to support small businesses (including loans and resources for small business cooperatives).

**4.2.C:** Consider City lease or purchase or community organization ownership of vacant storefronts to provide space for emerging businesses and reactivate commercial corridors.

**4.2.D:** Support revitalization of disinvested commercial districts through streetscaping, infrastructure, branding, and active programming by engagement and utilization of any/all community organizations and residents.

**4.3:** Create a welcoming environment to foster a stronger sense of belonging in all 77 community areas, especially for youth and older residents.

**POLICIES:**

**4.3.A:** Facilitate intergenerational neighborhood connections through local, accessible community centers that are open for extended hours and offer a variety of programming.

**4.3.B:** Ensure free, dignified, accessible, well-maintained public spaces are available in all neighborhoods.

**4.3.C:** Continue and build new creative ways to bring neighborhoods and the City together through arts and culture.

**4.3.D:** Support youth engagement through youth councils in all 77 community areas and programs that support internships engaging youth in local businesses.

**4.4:** Strengthen community-based organizations in all 77 community areas.

**POLICIES:**

**4.4.A:** Create an equitable system for providing funding to community-based organizations, ensuring organizations can provide fair compensation.

**4.4.B:** Increase operating funding for community-based organizations that provide neighborhood services (for example, in affordable housing, business development, community building, health care) by expanding funding for existing programs and providing funding to organizations that do not currently work with the City.

**4.4.C:** Foster development of new neighborhood-based organizations, especially in community areas that have few or none, by convening networks to share information, providing technical assistance, and providing financial support.

**4.4.D:** Increase capacity of small and medium-sized community-based organizations by helping with grant writing and awareness of non-City resources.



## LIFELONG LEARNING

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**GOAL 1:** Support increased awareness, interest and belonging to learning resources accessible to all Chicagoans at all stages of life regardless of race, gender, income level, age, ability, citizenship status and language proficiency.

### **OBJECTIVES:**

**1.1:** Create a Department or Office of Learning within the City to improve collaboration between citywide education-focused organizations and share learning opportunities available to the public.

### **POLICIES:**

**1.1.A:** Create a City advisory committee of neighborhood organizations to enhance collaboration with places of learning and decision making within City government.

**1.1.B:** Hold annual collaboration summits for (all) city agencies (and sister agencies) to link resources and curricula (example: CPL, CPS, Parks) for upcoming year, and perhaps multi-year period.

**1.1.C:** Expand opportunities for civic learning for teens and emerging adults by enhancing collaboration with City government.

**1.2:** Leverage informal learning to create pathways toward more formal educational opportunities.

### **POLICIES:**

**1.2.A:** Strengthen the capacity of university-led neighborhood learning initiatives.

**1.2.B:** Explore ways to support educational institutions (CPS, CCC, UIC, UofC, Loyola) to develop neighborhood learning initiatives.

**1.2.C:** Encourage Chicago universities to establish and/or strengthen local and neighborhood procurement initiatives.

**1.2.D:** Enhance existing high school programs that provide pathways to higher education, the trades, and other careers through funding and sustainable partnerships.

**1.2.E:** Identify and address existing barriers that prohibit collaboration and partnerships between schools and outside organizations.

**1.3:** Develop an accessible citywide awareness campaign to promote the importance of and opportunities for lifelong learning.

**POLICIES:**

**1.3.A:** Strengthen capacity for City communication campaigns about lifelong learning to foster greater community participation.

**1.3.B:** Provide ample, easy-to-find and partner advertising services for community organizations.

**1.3.C:** Identify populations underserved by new and existing communications and develop strategies to address them through new engagement channels.

**1.3.D:** Expand the use of clear and accessible communication, social media, and other methods to increase awareness about City spaces, programs, and services.

**GOAL 2:** Create new sustainable educational pathways to the workforce, especially for Black and Latino residents and those negatively affected by the criminal-legal system.

**OBJECTIVES:**

**2.1:** Strengthen and expand job training programs that provide employment opportunities after completion.

**POLICIES:**

**2.1.A:** Identify current gaps in resources and devote additional City resources to existing workforce development programs.

**2.1.B:** Convene industry leaders and existing workforce program providers to optimize teaching curricula to develop relevant skill sets.

**2.1.C:** Increase local hiring initiatives for employers that locate in or hire from economically disadvantaged areas.

**2.1.D:** Encourage employers to expand the number of entry-level and early-career positions with clear pathways for career advancement within the City and in economically disadvantaged areas.

**2.2:** Strengthen the capacity of workforce training programs and partnerships for people negatively affected by the criminal-legal system.

**POLICIES:**

**2.2.A:** Explore and implement strategies to eliminate barriers to workforce training and employment for individuals who have been convicted as a felon or previously incarcerated.

**2.2.B:** Strengthen existing and establish new partnerships with organizations that assist with workforce re-entry.

**2.2.C:** Identify industries and job categories most suited to provide a career pathway for those negatively impacted by the criminal legal system.

**2.2.D:** Increase access to mental and physical health, housing, and social support resources to encourage career advancement.

**2.3:** Remove barriers and constraints to participating in the workforce and accessing good quality jobs.

**POLICIES:**

**2.3.A:** Strengthen opportunities and protections for all Chicago workers by enforcing fair labor standards, promoting access to living wage jobs with benefits, and responding to all workers' needs.

**2.3.B:** Provide additional funding and services to ensure equitable access to the workforce regardless of ability, language, age, and immigration status.

**2.3.C:** Develop partnerships with the CTA and employers to subsidize transit passes for underserved workers.

**2.3.D:** Strengthen existing initiatives to improve the City's digital literacy rate and promote equitable access to broadband.

**2.3.E:** Support access to paid sick and family leave and other family-friendly benefits to support workforce access for women and all parents.

**2.4:** Align educational providers and key employers to create well-supported workforce pipelines.

**POLICIES:**

**2.4.A:** Hire a dedicated City-funded partnership coordinator to support collaboration between key employers, workforce development programs and educational institutions (e.g. CPS, CCC, UIC, UofC, Loyola).

**2.4.B:** Pursue partnerships between the City, key educational institutions, and key employers focused on serving communities that have been historically disenfranchised.

**2.4.C:** Invest in resources that provide professional networking opportunities and job fairs across key industries.

**2.4.D:** Expand the reach of existing bridge programs.

**2.4.E:** Promote career pathways in the education and care professions.

**2.5:** Reduce the financial burden of participating in workforce training programs.

**POLICIES:**

**2.5.A:** Explore successful models that incentivize participation in workforce development programs.

**2.5.B:** Explore paid internships and apprenticeships in City departments and in existing programs that receive City resources.

**2.6:** Expand equitable access to small business development, incubation and other business-led learning opportunities.

**POLICIES:**

**2.6.A:** Strengthen the presence and capacity of small business incubators in historically-excluded communities.

**2.6.B:** Strengthen networks for small business development through well-promoted accelerator programs that offer mentorship.

**2.6.C:** Offer incentives (e.g. scholarships, living stipends) for Chicagoans in historically-excluded communities interested in participating in small business incubators.

**GOAL 3:** Build on existing programs to create opportunities for learning and personal growth.

**OBJECTIVES:**

**3.1:** Identify effective programs throughout the City and expand access to all neighborhoods.

**POLICIES:**

**3.1.A:** Define measure of impact based on qualitative and quantitative data, resident input, and collaboration with relevant civic agencies.

**3.1.B:** Based on this program criteria, identify Chicago's most impactful programming.

**3.1.C:** Establish a participatory process that assists organizations and programs in identifying success milestones for program development and sustainability.

**3.2:** Sustain and expand the work of programs and programming in Black, immigrant, Indigenous, Latino, and low-income communities.

**POLICIES:**

**3.2.A:** Identify resources and funding sources to help support program access, growth, and evolution.

**3.2.B:** Partner with programs and institutions to develop and advance their communications and outreach efforts.

**3.2.C:** Provide support and resources to further the recruitment efforts of programs.

**3.3:** Expand existing programs to accommodate individuals across the lifespan and with different abilities.

**POLICIES:**

**3.3.A:** Increase availability of and reduce barriers to community afterschool and summer programs for PreK-12 learners, English language learners, and adult learners.

**3.3.B:** Support programming that provides life and parenting skill classes to new parents.



**3.3.C:** Create a pipeline for adult learners into short-term continuing education and credit programs responsive to fulfilling employment for in-demand job sectors.

**3.3.D:** Improve access to equitable, appropriate, and culturally relevant programming for seniors, English language learners, and residents living with a disability.

**3.3.E:** Invest in intergenerational learning models to connect former educators with residents to provide social-emotional support.

**3.4:** Bridge the reach and impact of collaborations between Chicago Public Schools and higher education programs.

**POLICIES:**

**3.4.A:** Elevate the work being done in the Chicago Public School and City Colleges of Chicago Roadmap and commit to ongoing implementation.

**3.4.B:** Use the Chicago Roadmap as a model to create similar partnerships among additional community-based organizations and post-secondary institutions.

**GOAL 4:** Elevate existing support systems to increase formal and informal learning opportunities.

**OBJECTIVES:**

**4.1:** Promote and strengthen opportunities for intergenerational encounters to build skills and building community.

**POLICIES:**

**4.1.A:** Leverage the work of city sister agencies (e.g. Park District, Chicago Public Library) to implement and expand programs so that learners of all ages can participate in skill building opportunities.

**4.1.B:** Develop apprenticeship programs at local libraries and parks for youth to gain skills from trained adults.

**4.1.C:** Provide financial incentives for older adults interested in participating in intergenerational learning opportunities.

**4.1.D:** Explore the feasibility of expanding and establishing new makerspaces at City facilities.

**4.1.E:** Expand programs that provide continuing education opportunities for older adults.

**4.2:** Increase support for and remove barriers to accessing childcare and older adult care.

**POLICIES:**

**4.2.A:** Identify and close existing gaps and inequities in the spatial location, affordability, and quality of childcare and older adult care services.

**4.2.B:** Explore ways to provide economic payments for multigenerational households that have limited access to care funds.

**4.2.C:** Expand funding and partnerships to support on-site or subsidized childcare at workplaces.

**4.2.D:** Provide on-site care at City facilities (e.g. CCC and Park District) and community learning hubs.

**4.3:** Address inequities in pay and resources for educators and care professionals.

**POLICIES:**

**4.3.A:** Aggregate and analyze the results of recent compensation benchmark studies done by Chicago area teaching/learning institutions to help establish compensation standards.

**4.3.B:** Partner with CPS to strengthen the pipeline of future educators, including teachers of color and bilingual educators, and incentivize teacher retention in school communities experiencing high churn and mobility among teachers and students.

**GOAL 5:** Expand the availability and access to spaces for lifelong learning in Black, immigrant, Indigenous, and Latino community areas.

**OBJECTIVES:**

**5.1:** Ensure all K-12 schools can support opportunities for equitable, effective, rigorous and joyful learning, especially in communities affected by school closures.

## **POLICIES:**

**5.1.A:** Partner with CPS to explore ways to reduce the disparity in the number of Level 1+ K-12 schools on the South and West sides.

**5.1.B:** Convene a task force of CPS students and families, neighborhood residents, and CPS leadership to develop a vision for repurposing closed and underutilized school buildings.

**5.1.C:** Partner with the developer community to explore ways to repurpose closed school buildings for community benefit.

**5.1.D:** Provide additional resources to schools at risk of closure.

**5.2:** Direct investments to facilities and organizations where inequitable access to lifelong learning facilities currently exist.

## **POLICIES:**

**5.2.A:** Conduct and maintain a comprehensive inventory of all existing facilities of lifelong learning (e.g. schools, libraries, parks, etc.) including physical condition, ADA compliance, volume of programming, and number of staff and students to identify a list of underserved facilities.

**5.2.B:** Prioritize additional resources to underserved facilities.

**5.3:** Create and support intergenerational community learning hubs in all neighborhoods.

## **POLICIES:**

**5.3.A:** Create a shared definition for a “community learning hub” and establish guidelines for access, services, and amenities.

**5.3.B:** Identify existing facilities that can serve as community learning hubs and areas that require a new facility to fill gaps in access.

**5.3.C:** Modernize libraries, park district facilities, and other existing relevant community anchor institutions where needed to serve as community learning hubs for intergenerational learning.

**5.3.D:** Explore the feasibility of constructing new facilities to serve as community learning hubs where gaps are identified.

**5.3.E:** Leverage public and private resources to support the capital expenditures and operational costs of community learning hubs.

**5.3.F:** Elevate existing organizations, networks, and other trusted community connections to support advocacy and belonging to community learning hubs.

**5.4:** Design learning environments to meet the needs of all residents, prioritizing language access and accessibility for those with disabilities

**POLICIES:**

**5.4.A:** Utilize a universal design approach for City facilities, parks, and open spaces to ensure spaces are accessible and welcoming to all.

**5.4.B:** Ensure facilities and other learning environments are welcoming to all Chicagoans. They should have physical accommodations, be safe, well-lit, clean and appropriately staffed, modern, usable, and well-maintained, including high-speed internet, tech devices and other equipment.

**5.4.C:** Increase the availability of City communications and services in additional languages and for those with disabilities, based on community need.

**5.4.D:** Enhance physical accommodations for those with physical, sensory, and developmental disabilities.

**5.5:** Reduce financial and technology barriers to accessing community and educational programs.

**POLICIES:**

**5.5.A:** Remove financial barriers and streamline the administrative process for individuals and organizations to access amenities and services at schools, parks, and other City facilities, which may include tiered pricing, no-cost options, and other forms of subsidy.

**5.5.B:** Optimize the use of virtual/remote and hybrid learning where needed to increase the access of lifelong learning opportunities across all life stages through digital equity.



**GOAL 1:** Ensure equitable, affordable healthcare services for all Chicagoans.

**OBJECTIVES:**

**1.1:** Ensure access to affordable high-quality, physical, mental health and substance use health services.

**POLICIES:**

**1.1.A:** Expand funding and training for community health worker programs working with high hardship communities.

**1.1.B:** Increase the number of schools participating in school-based health services in high-hardship neighborhoods.

**1.1.C:** Expand public investment in behavioral health services.

**1.1.D:** Increase equitable distribution and availability of charity care across nonprofit and government-operated hospitals.

**1.1.E:** Establish a healthcare planning commission to identify gaps in healthcare services and provide recommendations to policymakers and healthcare systems.

**1.1.F:** Establish city-wide health information exchange involving both public and private hospitals and clinics, with protocols to make data sharing infrastructure secure, efficient, efficacious, and to support identification of quality insufficiencies and health inequities to promote timely access to health information and provision of high-quality care.

**1.2:** Make all health, public and social services trauma-informed and culturally responsive.

**POLICIES:**

**1.2.A:** Require trauma-informed training & education for all city-funded or contracted physical and mental health service providers.

**1.2.B:** Expand translation services within health and social services to fully cover the six most used languages in Chicago.

**1.2.C:** Mandate a suite of standardized training on GBV/HT for all City employees and sister agencies and leverage the expertise of community-based organizations to develop the training.

**1.2.D:** Equip investigators (e.g. Commission on Human Rights; Department of Human Resources, Business Affairs and Consumer Protection, etc.) with trauma-informed care training and knowledge to identify indicators of and to respond to GBV/HT allegations or incidents.

**1.2.E:** Develop learning collaborative to share lessons regarding teaching and implementing trauma-informed care and systems, cultural responsiveness, and structural competency.

**1.2.F:** Establish a citywide health career burnout prevention and resiliency promotion learning collaborative focused on reducing causes of and supporting protective factors against burnout in health careers.

**1.3:** Encourage and provide support for Black, Latino, and Native American people to pursue health careers.

#### **POLICIES:**

**1.3.A:** Establish City funding for and develop a new Chicago Joint Medical Admission Program in partnership with local medical schools to provide financial and academic support to low-income Black, Latinx, and Indigenous students in pursuit of medical education.

**1.3.B:** Provide funding and partner with health career schools to establish Centers of Excellence in equity, diversity, and inclusion within their institutions.

**1.3.C:** Expand health career in-class learning experiences for Black, Latinx, and Indigenous Chicago youth to spur interest in health careers and provide on-ramps to a health career trajectory.

**1.3.D:** Expand funding for health career trajectory programming and scholarships to support people at different points in their health studies and careers.

**1.3.E:** Expand the number of paid internships at the Chicago Department of Public Health, working with both local schools of public health and

community groups to broaden the governmental public health workforce supply and advance equity in the workforce.

**1.4:** Ensure every Chicagoan has affordable and high-quality health insurance coverage.

**POLICIES:**

**1.4.A:** Establish a City fund to cover insurance premiums and deductibles for undocumented people who do not qualify for Medicaid or the Illinois Health Benefit for Immigrant Seniors Program and are below 300% poverty level.

**1.4.B:** Establish local public funding and partnerships to expand dental care access.

**1.4.C:** Fund new staff capacity within the Chicago Department of Public Health to form a partnership with the Illinois Department of Healthcare and Family Services (HFS) to engage Medicaid members on better meeting their needs.

**1.4.D:** Fund community health workers and navigators to be available at government and nonprofit agencies to support health insurance enrollment during open enrollment periods, follow-up to ensure enrollment in care, and where needed, care coordination to support use of healthcare.

**1.4.E:** Research options for expanding affordability of prescription and over the counter medications.

**1.5:** Make healthcare institutions gateways to other services, resources and supports.

**POLICIES:**

**1.5.A:** Provide funding for partnerships between healthcare clinics and nearby social service organizations, such as housing, food pantries, and children's programs.

**1.5.B:** Provide funding for medical-legal partnerships such that healthcare providers can easily refer patients who are facing legal problems, such as housing, public benefit eligibility, or immigration issues to appropriate legal services.

**1.5.C:** Develop partnerships between clinics and community harm reduction programming to support the health and safety of people who use drugs.

**1.5.D:** Support clinics' efforts to connect patients with health hubs, parks, gyms, gardens, community farms, and farmers markets.

**1.5.E:** Add public and private dollars to the Flexible Housing Pool to meet the scale of need.

## **GOAL 2:** Strengthen trauma-informed public health systems to respond to mental and behavioral health conditions.

### **OBJECTIVES:**

**2.1:** Expand and increase access, resources and intentionally-designed physical and programmed spaces for harm reduction, safe drug use, and recovery.

### **POLICIES:**

**2.1.A:** Expand and sustain robust funding for syringe access, Naloxone, educational programs, and street outreach.

**2.1.B:** Develop and fund overdose prevention sites in direct collaboration with communities most directly impacted by drug overdoses.

**2.1.C:** Reform laws and practices related to drug use and possession.

**2.1.D:** Expand access to low-threshold medication assisted treatment.

**2.1.E:** Reduce stigma regarding drug use through appropriate City communications and education materials.

**2.2:** Expand and strengthen the public health workforce to respond to behavioral, socio-economic and violence problems instead of the police.

### **POLICIES:**

**2.2.A:** Publicly fund teams of public sector social service and mental health professionals to serve as caseworkers focused on responding to and reducing violence in Chicago.

**2.2.B:** Provide public funding to hire community health workers both within government and nonprofit social service organizations to address both community health and safety issues.



**2.2.C:** Sustain funding to expand the Chicago Department of Public Health’s trauma-informed training capacity to train other City departments and community-based organizations.

**2.2.D:** Learn from the City’s alternate response to behavioral health crises and invest in the workforce needed to pursue a non-police crisis response to gender-based violence related incidents.

**GOAL 3:** Establish and maintain the necessary governmental public health and emergency management capacity, staff and infrastructure, and change community conditions to eliminate health inequities and respond to public health emergencies.

**OBJECTIVES:**

**3.1:** Expand and sustain flexible public funding for City public health staff and infrastructure.

**POLICIES:**

**3.1.A:** Establish a dedicated local public funding stream for the Chicago Department of Public Health.

**3.1.B:** Provide sufficient staff to analyze and apply for public health and healthcare Federal grants to ensure that the City maximizes revenue and public health benefits from such grants.

**3.1.C:** Fund enhancements in City emergency management processes, preparedness, planning, and stockpiles to support health equity and safety in responses to pandemics, natural disasters, and global warming-related emergencies.

**3.2:** Expand and sustain flexible public funding for government and community health initiatives.

**POLICIES:**

**3.2.A:** Develop new City-funded Public Health Equity Fund to support hundreds of community health projects and programs annually in high-need communities.

**3.2.B:** Fund and support the establishment of health-centered community centers in high-need neighborhoods to link people to health-supporting government and community programs, develop peer health networks, and support healthy living.

**3.2.C:** Establish a public grant or loan program to reopen or open new local drugstores in Black & Latinx neighborhoods where there are gaps in pharmacy services.

**3.2.D:** Fund enhancements in City collaboration with community-based organizations on emergency management processes, preparedness, and planning.

**3.2.E:** Reform Tax Increment Financing (TIF) to require health equity considerations in all funding decisions and make TIF a driver of health equity.

**3.3:** Partner City agencies with community organizations to better meet people's unmet health needs.

**POLICIES:**

**3.3.A:** Develop Chicago 211 service and promote it widely through public service announcements and through health and social service agencies.

**3.3.B:** Develop partnership to host a virtual city-wide communication and collaboration platform for community-based organizations to collaborate on social service provision, exchange knowledge and resources, identify gaps, problem-solve, and coordinate client services.

**3.3.C:** Provide funding and technical assistance to community-based organizations, businesses, and other city agencies to plan, train, and stockpile for climate-related emergencies, pandemics, and other emergency responses.

**3.3.D:** Align hospital community benefit spending with the City's official community health improvement plan.

**3.3.E:** Establish city-wide protocols to make public health and community health data sharing infrastructure and data quality standards to provide actionable data for community-based health and safety efforts.

**3.4:** Ensure access to sufficient nourishing, culturally relevant and affordable foods.

**POLICIES:**

**3.4.A:** Research and provide funding to have an equitable distribution of grocery stores and farmers' markets to provide all Chicagoans with reliable access to healthy, affordable, safe, and culturally appropriate food.

**3.4.B:** Support the development, function, funding, and sustainability of urban farms and agriculture, community gardening, and permaculture through making city-owned land available and making water accessible.

**3.4.C:** Support entrepreneurship in the food system, including urban agriculture, getting food to groceries and farmers markets, starting restaurants, and packaged food production, with a focus on Black, Latino, and working-class areas with high rates of poverty.

**3.4.D:** Make age-appropriate, culturally-responsive nutrition, cooking, and home economics classes freely available in high-need communities in a variety of languages.

**3.4.E:** Maximize availability of and participation of eligible Chicagoans in food assistance programs, such as the Supplemental Nutrition Assistance Program, the Women, Infants, and Children Program, and food pantries.

**3.5:** Support the health of babies, children and parents and other caregivers

**POLICIES:**

**3.5.A:** Develop policy requiring all employers in Chicago to provide at least 90 days of fully paid parental leave for all parents following a baby's birth or adoption of a baby or child.

**3.5.B:** Provide public funding to pilot a "baby box" to be given by the City of Chicago to all birthing parents or for the adoption of a baby, with essentials for newborn babies.

**3.5.C:** Fund a baby care stipend of \$500 a month starting at the start of the third trimester until the baby reaches 24 months of age, for all new Chicago parents with low-incomes.

**3.5.D:** Advocate for sustainable Medicaid funding for doulas and certified lactation consultants and counselors for low-income birthing people in partnership with Federally Qualified Health Centers, Free-standing Birth Centers, clinics and hospitals, and greater access to home births in Black and Latino communities.

**3.5.E:** Provide public funding and develop partnerships between hospitals and community-based efforts to establish free-standing birth centers in Black and Latino communities underserved by birthing options.

**GOAL 4:** Ensure Chicago is a city where everyone can thrive without fear of violence.

**OBJECTIVES:**

**4.1:** Reduce instances of violence in communities most impacted by violence and the criminal-legal system.

**POLICIES:**

**4.1.A:** Fund trauma-informed approaches to reducing interpersonal and community violence, such as youth-led peace councils, violence interrupter programs, and development of community peace agreements where needed.

**4.1.B:** Fund block clubs, block parties, gardens, and artists to promote community-building and socializing, and prevent violence.

**4.1.C:** Expand funding for jobs and education programming for young people generally, with a special focus on young adults who are disconnected from jobs and education, as a means of violence reduction.

**4.1.D:** Partner the City with both nonprofits and for-profits to hire people returning from carceral settings, especially those living in communities most impacted by violence and the criminal-legal system.

**4.1.E:** Research, publish, and conduct community forums on the structural and historical causes of violence, including racism, class inequity, and other forms of oppression.

**4.1.F:** Research and reform policies to reduce and respond to hate crimes.

**4.2:** Reduce contact between community and police and increase police accountability.

**POLICIES:**

**4.2.A:** Research, identify and pass or eliminate ordinances to eliminate disproportionate police attention, contact, and violence toward Black and Latino people.

**4.2.B:** Research and evaluate policy options to divert police work streams into other agencies, such as expanding paramedics and social workers as first responders for mental health calls and developing an unarmed workforce to conduct vehicular and bike traffic enforcement.

**4.2.C:** Measure, evaluate, and publish the public's fiscal costs of spending on public safety and violence reduction and systematically engage the public for guidance on future such spending.

**4.2.D:** Deliver in the near term on reforms to ensure humane, effective and constitutional police policy and operations, consistent with the consent decree and nationwide, data-driven best practices.

**4.3:** Support coordination and deployment of rapid, community-based responses to outbreaks of violence.

**POLICIES:**

**4.3.A:** Expand to more communities and coordinate the deployment of both community-based resources and public sector services to families of victims, individuals who are connected to the victims who are at risk of violence, as well as communities impacted by an incident of violence.

**4.3.B:** Develop non-carceral strategies for addressing illegal gun possession, such as diversion programs, and support for those at risk of illegally carrying guns.

**4.3.C:** Partner with victim service providers to build trust between the City and communities most impacted by violence through community conversations and events.

**4.3.D:** Fund teams of social workers, community health workers, mental health professionals, and artists to provide community support through schools and social service organizations following violence outbreaks.

**4.3.E:** Fund community-driven memorials to honor people killed, injured, and harmed by violence, promote healing, and make public meaning around promoting peace and reducing violence.

**4.4:** Support and educate community members on how to address incidences of trauma.

**POLICIES:**

**4.4.A:** Provide regular free, public age-appropriate trauma-informed psychological first aid training to Chicagoans.

**4.4.B:** Partner with government, nonprofits, and individuals to develop a resource guide for violence prevention and peace promotion programs and services.

**4.4.C:** Expand public funding for survivor-focused nonprofits and domestic violence organizations and shelters.

**4.4.D:** Expand funding for timely and effective post-homicide incident debriefing, support to survivors, and retaliation assessment.

**4.4.E:** Develop city-wide violence response network of community-led anti-violence, peace promotion, and domestic violence resources to collaborate on responses to violence.

**4.5:** Expand and sustain programs for people previously incarcerated or harmed in other ways by the criminal-legal system.

**POLICIES:**

**4.5.A:** Develop and fund a wide array of wraparound services for people returning from prison or jail.

**4.5.B:** Pass policies and fund programs to ensure people with involvement in the criminal-legal system have a home.

**4.5.C:** Partner with the Illinois Department of Corrections and the Cook County Sheriff to integrate useful pre-release education related to successfully reintegrating into one's community, seeking employment, and seeking services and public benefits.

**4.5.D:** Provide education, pass laws, and incentivize employers to support job training and hiring people returning from incarceration and jail.

**4.5.E:** Strengthen Chicago's leadership as a Welcoming City and continuously improve protections for undocumented immigrants.

**4.6:** Reduce incidences of and support the stability, healing and thriving of survivors of gender-based violence (GBV) and human trafficking (HT) through citywide trauma-informed response.

**POLICIES:**

**4.6.A:** Create trauma-informed response protocols for all public-facing City departments.

**4.6.B:** Partner with Federal agencies and community-based organizations on best practices to identify and respond to gender-based violence and/or human trafficking on public transportation.

**4.6.C:** Develop meaningful pathways for community and survivors to provide input on policies and practices that is intentional, welcomed, and utilized.

**4.6.D:** Educate GBV/HT community partners on all access points into the housing ecosystem and ensure understanding of resources available.

**4.6.E:** Convene local and national leaders on restorative justice practices related to intimate-partner violence to design a road map for Chicago to implement into the fabric of services and supports.

**4.6.F:** Develop trauma-informed, age-appropriate and culturally specific services for young people who have witnessed and/or experienced interpersonal violence.

**4.6.G:** Create multilingual public messaging campaign tailored to specific demographic groups (adult men, adult women, teens, LGBTQ+ community, immigrant communities).

**GOAL 5:** Make infrastructure, physical spaces and services safe, beautiful and accessible to the aspirations and cultures of communities.

**OBJECTIVES:**

**5.1:** Enhance accessibility, safety and quality of public spaces.

**POLICIES:**

**5.1.A:** Maximize the development and use of gardens, permaculture, trees, rain gardens, and greenery in public and private spaces.

**5.1.B:** Research sources of noise pollution and potential means of noise-reduction to guide reforms to strengthen Chicago's noise ordinance.

**5.1.C:** Establish lighting standards that reduce light pollution and glare and optimizes lighting to support safe movement.

**5.1.D:** Fund and implement policies and programming to reduce and eliminate litter.

**5.1.E:** Optimize indoor air quality with healthy air standards for air ventilation and air filtration to protect people's health from both infectious diseases and airborne pollution.

**5.2:** Provide and facilitate the ownership and activation of vacant lots and buildings by block residents and local businesses.

**POLICIES:**

**5.2.A:** Sustain a publicly-funded workforce to beautify and manage vacant city-owned and Cook County Land Bank properties prior to private ownership.

**5.2.B:** Partner City Government with the Cook County Land Bank to remove liens and forgive unpaid property tax debts from properties in instances when these are blocking successful ownership and redevelopment.

**5.2.C:** Develop grants and programming for housing and other building renovation or demolition, vacancy reduction, and reoccupation efforts in communities most impacted by violence and the criminal-legal system.

**5.2.D:** Work toward all vacant lots being returned to productive use, whether for new housing, businesses, nonprofit social services, or green space.

**5.2.E:** Provide grants and technical assistance for property owners to take necessary steps for taking possession of a neighboring vacant lots, such as clean-up and fencing.

**5.3:** Develop infrastructure and amenities that support everyone, especially people with health and mobility challenges.

**POLICIES:**

**5.3.A:** Make clean drinking water available for free in public spaces to make sure people can remain hydrated.

**5.3.B:** Develop equitable placement of publicly available, free restrooms, hand-washing, and bathing facilities.

**5.3.C:** Optimize opportunities for sitting, resting, and relaxing along walkways, in parks, and in plazas.

**5.3.D:** Support access to cell phone, mail, and other services for people experiencing homelessness and unstable housing, in partnership with local USPS branches, shelters, libraries, and other service providers.

**5.4.E:** Expand public funding of social service workers, mental health professionals, and community health workers and have them stationed in appropriate public places, such as libraries, and at public transit stations, buses, and trains.



**5.4:** Make physical activity opportunities accessible, easy and equitable.

**POLICIES:**

**5.4.A:** Develop, fund, and maintain new publicly available indoor and outdoor gym equipment and recreation opportunities for people of all ages in partnership with the Chicago Park District and nonprofit organizations.

**5.4.B:** Conduct a citywide analysis of resources and gaps in parks and other physical activity programming and use it to guide new public funding for physical activity.

**5.4.C:** Support active transportation options and implementation of complete streets by developing active collaboration among the Chicago Department of Public Health, Chicago Department of Transportation, communities most in-need of active transportation opportunities and public health and transportation advocates.

**5.4.D:** Conduct pilot projects that evaluate the effects of pedestrianizing streets in Chicago on physical activity, socialization and safety.

## TRANSPORTATION & INFRASTRUCTURE

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**GOAL 1:** Ensure the city’s transportation networks and infrastructure systems are safe, equitable and accessible for all.

**OBJECTIVES:**

**1.1:** Ensure transportation and infrastructure systems are equitably distributed, universally accessible and affordable.

**POLICIES:**

**1.1.A:** Reduce household transportation costs through infrastructure investments, services, and land use decisions that reduce the need for auto ownership.

**1.1.B:** Invest in new types of accessible infrastructure and technology solutions such as travel planning apps, audible signals and crosswalks, and travel aids to support mobility for people with disabilities, low-income communities, and other vulnerable populations such as seniors and youth.

**1.1.C:** Formalize a program of data metrics and performance standards for use by all City departments, wards, and partner agencies to evaluate, implement, and monitor transportation and infrastructure projects prioritizing equity, safety, accessibility, and sustainability.

**1.1.D:** Update the City’s Complete Streets guidelines to ensure use of industry best practices and most effective design elements focused on safety, comfort, and accessibility.

**1.1.E:** Fund programs that ease the cost burden of transportation and enable agencies to subsidize riders that need the most assistance.

**1.1.F:** Establish metrics and processes to ensure infrastructure funding and services is equitable across all wards.

**1.2:** Prioritize infrastructure that reinforces safe movement for all users, regardless of mode, age, ability or income.

**POLICIES:**

**1.2.A:** Build on past Vision Zero efforts and apply design elements and best practices to all transportation projects across the city to provide the highest level of safety and protection for the most vulnerable users and communities at intersections and roadway crossings.

**1.2.B:** Coordinate across departments to leverage roadway maintenance and utility infrastructure projects as an opportunity to add co-benefits, such as safety enhancements, green infrastructure, parks, fiber optic infrastructure, or electric vehicle charging stations.

**1.2.C:** Expand the City's land use and development project evaluation process across all departments to include criteria that address improvements to safety and accessibility.

**1.3:** Design and maintain infrastructure that enhances quality of life and pride of place.

**POLICIES:**

**1.3.A:** Prioritize infrastructure projects that encourage physical activity and support healthy communities for all Chicagoans by investing in infrastructure that promotes walking and biking, expands pedestrian spaces, and provides access to parks and green spaces.

**1.3.B:** Use art and opportunities to engage local artists for enhancing public spaces and assets, such as public buildings, plazas, parks, transit stations, and right-of-way opportunities.

**1.3.C:** Leverage transportation infrastructure as a transformative investment in communities that experienced disinvestment, especially in the city's south side communities.

**1.4:** Ensure transportation systems support Chicago's world class airports.

**POLICIES:**

**1.4.A:** Expand transit connections from the City's neighborhoods, especially those on the South and West sides, to airport adjacent job centers (O'Hare, Midway) through options such as increased CTA and Metra rail service, express bus or rail service, or high-speed bus corridors.

**1.4.B:** Lower the carbon footprint of all aviation activities by investing in electric vehicles and other technological advancements in aviation and building designs.

**1.5:** Ensure access to high-quality broadband internet across the city.

**POLICIES:**

**1.5.A:** Support the connection of all community anchor institutions to broadband internet.

**1.5.B:** Ensure universal access for those in need by investing in high-speed, reliable, and affordable broadband service in areas of the city with the lowest rate of household connectivity.

**1.5.C:** Equip community-based organizations with the resources and support they need to provide tech access and digital literacy skills to residents.

**GOAL 2:** Create transportation networks that support greater connectivity by active and sustainable options such as walking, public transit biking and other methods that do not require car ownership.

**OBJECTIVES:**

**2.1:** Prioritize expanding public transit options in communities with the greatest mobility needs.

**POLICIES:**

**2.1.A:** Advance projects such as the Red Line Extension project through the use of funding opportunities, land use policies, and infrastructure improvements.

**2.1.B:** Update land use and zoning policies that encourage development supportive of high frequency transit service in communities where this is lacking.

**2.1.C:** Invest in infrastructure to support high speed bus corridors in south and west side communities, such as bus only lanes, priority for transit vehicles at intersections, and bus stop amenities.

**2.1.D:** Explore transit subsidies to enable overburdened residents access to transit options.

**2.2:** Prioritize public transit options that create connectivity across neighborhoods outside of the downtown.

**POLICIES:**

**2.2.A:** Create transit mobility hubs to enable Chicagoans in every neighborhood to move about the City and surrounding areas through investments focused on multi-modal access to transit stops and services.

**2.2.B:** Explore opportunities to enhance transit infrastructure and services to improve transit travel times and connections to the city's major employment and activity centers outside of the downtown.

**2.2.C:** Partner with the CTA and Pace to investigate potential for a new rail connection or bus rapid transit lines outside of the downtown.

**2.3:** Integrate and seamlessly connect active and sustainable transportation options such as walking, transit, bicycles and riding scooters.

**POLICIES:**

**2.3.A:** Work with the RTA, CTA, Pace, Metra, CMAP, and City Departments to develop and implement programs expanding transit access and affordability to more Chicagoans through coordination of projects, fare initiatives, schedules, and transfers.

**2.3.B:** Expand availability of shared transportation resources such as Divvy bikes and e-bikes, scooters, accessible bike share, bike charging stations, or other future mobility options equitably in all areas of the city.

**2.3.C:** Ensure all trip connections and experiences, including travel between "first" and "last" steps of trips are pleasant, comfortable, and safe through the use of upgraded or enhanced streetscape elements, lighting, landscaping, and signage.

**2.3.D:** Deploy technological advancements that provide real-time information and wayfinding across all modes.

**2.4:** Prioritize infrastructure that is aesthetically pleasing and inviting, designing and building spaces that are calm, protected and safe for people walking, using transit, biking and making connections between modes.

**POLICIES:**

**2.4.A:** Prepare an annual accountability report documenting progress towards achieving the City's bicycle network goals and commitments.

**2.4.B:** Prepare an annual accountability report documenting sidewalk conditions and accessibility improvements.

**2.4.C:** Expand bicycle infrastructure that travels through and connects neighborhoods, prioritizing protected and separated facilities in south and west side communities.

**2.4.D:** Establish and fund a citywide program to maintain clear sidewalks, bicycle facilities, and bus stops ensuring all weather access/snow-removal for the communities with the least resources.

**2.4.E:** Allocate more space for pedestrians along collector and arterial roadways by expanding sidewalk space, pedestrian zones, plazas, and shared use paths.

**2.4.F:** Establish a fund to explore innovative projects that expand protected spaces for pedestrians and bicyclists, testing new configurations, such as bus/bike boulevards, play streets, and car-free locations.

**2.5:** Prioritize investments in infrastructure and transit that facilitate walking, transit and biking.

**POLICIES:**

**2.5.A:** Implement projects to reallocate or repurpose roadway space or unused infrastructure assets for spaces, trails, and green space networks dedicated to people for walking, transit, biking, recreation or accessibility improvements.

**2.5.B:** Evaluate travel by mode metrics to direct locational investments supporting non-auto modes.

**2.5.C:** Expand the City's use of "pop-up" bus lanes to test innovative designs, technology, and interventions to increase speed and reduce travel times on high ridership bus routes.

**2.5.D:** Evaluate innovative strategies used in other cities to optimize the use of curb space that prioritizes bus lanes and stops, bike lanes, bike parking, pedestrian safety designs, and electric bikes and vehicles.

**2.5.E:** Provide open-streets events, awareness-building activities, and educational experiences to encourage the transformation of Chicago's car-oriented spaces, and public adoption of bicycles and scooters, such as Bike the Drive or car-free days.

**2.5.F:** Asses the use of congestion pricing to improve transit speeds, discourage driving, reduce congestion, address climate change, and help fund transit.

**GOAL 3:** Balance the economic benefits of moving goods with negative impacts on communities, eliminating, then equitably distributing burdens.

**OBJECTIVES:**

**3.1:** Make freight corridors safe for all, prioritizing the safety of people walking, using transit and biking.

**POLICIES:**

**3.1.A:** Invest in safety features along truck routes and high-volume freight corridors to increase pedestrian and bicycle visibility, provide separation from vehicular traffic and reduce speed.

**3.1.B:** Identify opportunities to make infrastructure improvements in roadways parallel to freight corridors, providing alternate travel routes for pedestrians and bicyclists.

**3.1.C:** Incorporate green infrastructure solutions, including parks and open space, to reduce particulate and noise pollution, absorb stormwater and buffer pedestrians and bicyclists from impacts of freight vehicles.

**3.1.D:** Upgrade technology along truck routes to monitor volumes and movements of all modes, inform traffic management operations, and identify locations necessitating improvements.

**3.2:** Mitigate the health, safety and environmental burdens caused by trains, trucks and delivery vehicles.

**POLICIES:**

**3.2.A:** Establish annual reporting system of freight and transportation-generated emissions data to assess impacts and develop infrastructure solutions at the community level, such as truck volumes, crash data, blocked rail crossing, citations for truck idling, levels of particulate matter (PM), and carbon dioxide (CO<sub>2</sub>).

**3.2.B:** Develop guidelines and incentive programs that support the conversion of delivery fleets to alternative fuel, electric vehicles, or cargo bikes, prioritizing communities most impacted by pollution levels.

**3.2.C:** Identify locations to modify infrastructure to expand or improve buffers between industrial uses and residential areas, such as wider sidewalks, streetscape elements or green infrastructure.

**3.2.D:** Prepare a truck management plan to designate and develop areas for temporary truck parking with facilities for powering vehicle systems and EV charging to reduce emissions generated by illegal truck idling.

**3.3:** Reduce the disproportionate burdens on communities adjacent to industrial corridors, intermodal facilities and airports.

**POLICIES:**

**3.3.A:** Prioritize rail crossing improvements in areas with the highest delays and environmental burden through continued implementation of CREATE projects, along with additional strategies such as alternate local circulation routes, traffic signal upgrades and improved crossings for pedestrians and bicyclists.

**3.3.B:** Develop requirements for last-mile delivery operators to be licensed by and share data with the City - similar to Transportation Network Providers reporting requirements – thus enabling City agencies to analyze delivery data to manage and mitigate traffic and safety impacts.

**3.3.C:** Develop a suite of last-mile delivery strategies, such as e-cargo bike requirements, zero emissions delivery zones, parcel lockers, limited or off-hour delivery programs, or truck congestion pricing, which are supported by last-mile delivery data.

**3.3.D:** Develop requirements for new or expanded industrial, logistics, or intermodal facilities to implement community-specific mitigation measures based on findings from a Health and Racial Equity Impact Assessment (HREIA).

**3.3.E:** Establish a citywide network of roads approved for the use by freight vehicles and share this data with the State of Illinois, including vehicle navigation technologies and signage to direct truck drivers away from city boulevards, and other locations (such as residential neighborhoods) where freight vehicles are prohibited.



**3.4:** Ensure freight-related projects are compatible with local community plans.

**POLICIES:**

**3.4.A:** Develop requirements for the involvement of local stakeholders in transportation and infrastructure project development plans, including CREATE projects, to ensure consistency with community goals.

**3.4.B:** Establish a new impact fee to fund local infrastructure improvements around freight-related businesses such as safety improvements, green infrastructure, parks, and landscaped buffers.

**3.4.C:** Evaluate truck impacts of new development on the transportation network such as freight trips generated, delivery needs, impacts on the transportation network, and air quality impacts to the local area.

**3.5:** Maintain the City's role as a global intermodal hub with strategic and innovative transportation and infrastructure investments.

**POLICIES:**

**3.5.A:** Implement the transportation and infrastructure recommendations included in the Illinois International Port (IIPD) District Master Plan.

**3.5.B:** Identify and implement port projects that create co-benefits such as expanded employee access to opportunities via low-cost transportation modes (public transit, walking, bicycles, etc.), green infrastructure, parks, and environment/habitat conservation programs.

**3.5.C:** Coordinate with local and regional partners to prioritize transportation infrastructure and distribution facilities that grow the regional economy, create local jobs, and protect communities from environmental impacts.

**GOAL 4:** Prioritize investments in communities that have been historically harmed by inequities in past transportation and infrastructure decision-making.

**OBJECTIVES:**

**4.1:** Reconnect communities that have been divided by transportation infrastructure.

**POLICIES:**

**4.1.A:** Identify opportunities for removing or reimagining underutilized infrastructure, including highways, ramps and other facilities.

**4.1.B:** Redesign infrastructure such as large intersections or interchanges, entry and exit ramps to improve and enhance community connections.

**4.1.C:** Look for innovative opportunities to connect neighborhoods and increase access to parks, open space, or other trail connections, such as green caps or multi-use paths over railroads and roadway infrastructure.

**4.2:** Support neighborhood and network-scale transportation and infrastructure projects advocated by local communities.

**POLICIES:**

**4.2.A:** Encourage street and streetscape design that complements the surrounding physical and social characteristics of each community.

**4.2.B:** Prioritize access to neighborhood assets such as parks, schools, libraries, and community centers using sustainable modes in the development of transportation and infrastructure projects.

**4.2.C:** Fund multi-modal connections to support neighborhood-scale projects around transit stations.

**4.3:** Establish use of equity-related metrics in project development and evaluation processes for transportation and infrastructure projects.

**POLICIES:**

**4.3.A:** Incorporate health, environmental, and equity metrics in the transportation and infrastructure decision-making process specific to each community area.

**4.3.B:** Identify communities with the greatest mobility needs and focus investments in those areas first.

**4.3.C:** Update transportation and infrastructure project evaluation criteria, prioritizing mobility justice and safety.

**GOAL 5:** Leverage resources for transportation and infrastructure projects that promote environmental sustainability and resilience.

**OBJECTIVES:**

**5.1:** Reduce pollutants generated by transportation-related sources to reduce greenhouse gas emissions and improve air quality.

**POLICIES:**

**5.1.A:** Support and fund programs and services to increase transit use and lower car use.

**5.1.B:** Develop a publicly available citywide network of electric vehicles charging infrastructure.

**5.1.C:** Create an incentive program to encourage the use of electric vehicles by ride hail companies (Uber, Lyft) and private fleets to reduce emissions.

**5.1.D:** Require all public fleets to transition to clean energy using alternative fuels such as electric, clean diesel, or hybrid vehicles.

**5.1.E:** Prioritize the deployment of low-cost shared mobility options (electric bikes, scooters, carshare, etc.) in communities or destinations with limited transit options.

**5.1.F:** Implement pricing policies that lower congestion and car use in dense areas and for special events and generate progressive revenues to support and expand non-car modes equitably.

**5.2:** Expand the use and availability of transportation and infrastructure funding sources for all neighborhoods to increase climate-smart investments and overall community resiliency.

**POLICIES:**

**5.2.A:** Establish transportation and infrastructure funding programs to promote sustainability and air quality initiatives in the City's most vulnerable and burdened communities.

**5.2.B:** Leverage federal funding opportunities across multiple agency partners to implement sustainable transformative projects in areas that have been historically impacted by disinvestment.

**5.3:** Invest in transportation and infrastructure projects that support resilience and protect water and other natural resources.

**POLICIES:**

**5.3.A:** Invest in connected green and natural resources infrastructure network through parks, trails, landscaping, and river corridors.

**5.3.B:** Provide access to safe and clean drinking water by implementing and completing programs such as the Lead Service Line Replacement program and financially supporting homeowners to replace lead service lines that are on private property.

**5.3.C:** Support water conservation strategies such as water recycling and efficiency through residential and private sector focused programs.

**5.3.D:** Expand and fund the use of green infrastructure in roadway and intersection projects.

**5.4:** Leverage transportation and infrastructure assets to manage the environmental impacts of flooding and stormwater runoff.

**POLICIES:**

**5.4.A:** Explore multi-jurisdictional efforts to address inspection and remediation of flood prone areas and flood control measures.

**5.4.B:** Develop requirements for the use of green infrastructure in flood prone areas for flood mitigation, such as permeable surfaces, bioswales, green alleys and increased tree canopies.

**5.4.C:** Integrate stormwater runoff into the design of streets, open spaces and streetscape improvements.

**5.4.D:** Study innovative best practices for collecting and reusing rainwater to manage stormwater runoff.

**5.5:** Require the use of sustainable design guidelines and the use of renewable and sustainable materials in transportation and infrastructure projects.

**POLICIES:**

**5.5.A:** Support public/private initiatives in transportation and infrastructure projects that expand innovative sustainability practices and promote use of clean and renewable sources.

**5.5.B:** Require the use of green roofs and solar power at all new public facilities and buildings.

**5.5.C:** Create public/private partnerships to pursue climate-related research, partnerships, programs, and grants supporting emerging and innovative technologies.

**5.5.D:** Promote the use of recycled materials in road construction and transportation infrastructure projects.

**5.5.E:** Develop incentive programs to encourage the use of energy efficient technologies for businesses in the transportation and infrastructure sectors.