

# 4

## A Planning Framework

**The Urban Ecology**

This is the nature found in the city and represents natural components like the tree canopy, plants, natural areas and waterways. Urban ecology can help to mitigate the issues that the built environment creates, such as

## A Planning Framework 83





# 1. INCREASE ACCESS TO HOUSING OPTIONS

Multi-generational households are common on the Southwest Side. The current housing stock and available amenities in the region may not adequately meet these housing needs. Although many homes in this area are listed as single-family use, many are suspected of having been partitioned to provide additional housing.

The change in demographics in recent decades, proximity to job opportunities, and recent investments in new institutions have increased demand for new housing options and amenities for this multi-generational community.

A vision to increase access to housing options could include:

## 1.1 Support pathways to affordable homeownership and increase community amenities

- 1.1.1 Expand programs that offer and support homeownership education.
- 1.1.2 Encourage new housing units that support existing and new community services such as cafes, places to eat and other entertainment to help activate corridors.

## 1.2 Build more units to sustain housing affordability

- 1.2.1 Support new housing development that expands housing offerings and options, including nontraditional housing units like accessory dwellings, ground floor residential, equitable transit-oriented development near multimodal transportation options, and new community assets and amenities.
- 1.2.2 Encourage dwelling unit configurations for multi-generational households.



Shared outdoor common areas



Ground-floor activation opportunities



Housing options for multi-generational families

	Action Item	Time Frame	Partner	Status	Tools
1.1.1	a. Continue to partner with local organizations to offer homeownership education and counseling programs.	●●●→	DOH*, Community Partners	●	CF, GR
	b. Promote down payment assistance programs.	●●●→	DOH*, Community Partners	●	GR
1.1.2	a. Encourage development opportunities to include housing units along commercial corridors.	●●●●	DPD*, PDEV	●	CF, CP, FI, PI
	b. Where appropriate, encourage new developments to include open spaces like plazas, landscaping, or other features designed in a pedestrian-friendly way.	●●●●	DPD*, PDEV	●	CF, GR, FI, CP, PI
	c. Where opportunities for ground-floor retail are limited, consider limited ground-floor housing to reactivate street frontage.	●●●●	DPD*, PDEV	●	CF, FI, CP, PI
1.2.1	a. Encourage and target development opportunities along main corridors by utilizing existing housing development ordinances to build more housing units, changing zoning designations as appropriate to allow housing, and promoting available financial tools.	●●●→	DOH*, DPD*, PDEV	●	FI, GR, CP, RE, PI
	b. Explore opportunities for mixed-use development on underutilized land adjacent to CTA Orange Line stations and high frequency bus corridors.	●●●●	DPD*, CTA, and Relevant Community Partners	●	RE, CP
	c. Consider re-zoning areas near transit stations and high frequency bus corridors to accommodate denser, mixed-use development.	●●●●	DPD*, Ward Offices*, CTA	●	RE, CP
	d. Where appropriate expand the Additional Dwelling Units (ADU) ordinance to areas of Brighton Park and Gage Park.	●●●●	DPD*, Ward Offices*, DOH	●	CP
	e. Where appropriate, consider re-zoning low-density residential areas from RS to RT.	●●●●	DPD*, Ward Offices*	●	RE, CP
1.2.2	a. Encourage a variety of affordable unit types, including 3- and 4-bedroom units, to accommodate family sizes and multiple generations living together and the preservation of existing affordability.	●●●→	DOH*, DPD, PDEV	●	CP, GR, FI
	b. Continue to encourage new housing development to include residential amenities for multiple generations and family configurations like in-building amenities, play areas, recreation and gathering spaces.	●●●→	DOH*, DPD, PDEV	●	CP, GR, GI
	c. Identify ways to better inform the community about affordable housing opportunities, housing services, city programs and incentives.	●●●→	DOH*, Community Partners, Ward offices	●	CF

Time frame



Status



Tools

CF: Corporate Funds or City Funds  
CP: City Policy  
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Implementation Partners

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## 2. EXPAND OPEN SPACE ACCESS AND NEIGHBORHOOD BEAUTIFICATION EFFORTS

Parks and open space provide places for the community to come together. They offer important health benefits for residents, provide space for art and community programming, and contribute important ecological services and beauty to the region. Parks are seen as important by the residents of both communities.

A vision to expand access to open spaces and neighborhood beautification could include:

### 2.1 Continue to maintain and improve parks and open spaces

2.1.1 Continue to repair facilities and develop a maintenance program to promote community park stewardship.

### 2.2 Increase access to open space amenities

- 2.2.1 Improve and provide new connections between public spaces that increase overall safety, activate underutilized areas, and increase accessibility.
- 2.2.2 Increase the number of open space options and encourage the creation of different sized spaces that activate underutilized areas and are near areas with less access.

### 2.3 Support efforts and local participation in neighborhood beautification efforts

- 2.3.1 Find opportunities to expand neighborhood art initiatives that celebrate the community and invite local residents to participate.
- 2.3.2 Promote efforts to increase overall neighborhood greenery and landscaping that are multifunctional, offer access to fresh foods, produce, and gardening activities through community garden spaces and partnerships and provide opportunities for community use.



Open spaces of different sizes and programming



Opportunities for neighborhood art



Spaces for recreational activities

	Action Item	Time Frame	Partner	Status	Tools
2.1.1	a. Prioritize providing missing amenities like places to sit, restrooms, and other everyday amenities, where appropriate and needed.	●●●●	Community Partners*	●	CF, GR, FI, PI
	b. Continue to facilitate community engagement by promoting existing open space stewardship groups as well as collaboration and partnerships on green space clean up events.	●●●→	CPKD*, Community Partners, Ward Offices	●	CP, RE
	c. Collaborate with the Park District and the community to coordinate on park improvements based on community needs and available budget.	●●●→	CPKD*, Community Partners	●	CP, RE
	d. Identify infrastructure and accessibility issues with relevant departments to find solutions to improve connectivity and strategize maintenance.	●●●●	CDOT*, CPKD, IDOT	●	CF, RE
2.2.1	a. Expand public realm improvements that elevate the experience of main street corridors through character, identity, art, and landscape features and maintenance.	●●●●	CDOT*, DPD, DCASE, Community Partners	●	CF, CP, FI
	b. Explore the feasibility of a greenway or trail system along rail embankments or right-of-way that improves access to the Park District HQ and connects communities.	●●●●	DPD*, CDOT*, CPKD, CTA, Community Partners	●	RE, CP
	c. Promote Western Boulevard as a green space by expanding access, programming, and mitigating traffic impacts.	●●●→	CDOT*, DPD, DCASE, IDOT, Community Partners	●	CP, CF, GR, FI
2.2.2	a. Develop an open space plan for Brighton Park and Gage Park.	●●●●	CPKD*, DPD, CDOT, CPS, Community Open Space Partners	●	CP, RE
	b. Re-imagine vacant and underutilized lots and identify opportunities to activate them for community uses.	●●●●	DPD*, City Partners	●	CF, FI, RE
	c. Encourage pocket parks and private open spaces adjacent to and/or in conjunction with new development or to activate vacant and underutilized land.	●●●●	DPD*, DCASE, Community Partners, PDEV	●	CF, CP, FI, GR, PI
	d. Establish new and deepen existing partnerships with local community organizations to activate open spaces and facilities for community use.	●●●→	CPKD, CPL, CPS, Community Partners	●	CF, FI, GR
2.3.1	a. Amplify current grant opportunities and identify new resources to incorporate community art in public spaces, infrastructure, transit stations and stops and along corridors.	●●●→	DCASE, CDOT, CTA, RTA, Community Partners	●	CF, CP, FI, GR, PI
	b. Encourage and incentivize projects to dedicate a portion of project costs towards community art on-site or within the Brighton Park or Gage Park community areas.	●●●→	DPD*, DCASE, PDEV	●	CP, FI, PI
	c. Increase connections to information on best practices for public art.	●●●→	DCASE, DPD	●	CP, RE
2.3.2	a. Encourage landscape buffers between car-intensive uses (like parking lots, drive-thrus and car washes) and pedestrian areas.	●●●→	DPD*, CDOT, PDEV	●	CP, RE
	b. Encourage landscape buffers that can serve as multifunctional places that provide public space for recreation, greenery, or other community benefits.	●●●→	DPD*, CDOT, DOE, Community Partners, PDEV	●	CP, FI, CF

Time frame

0-6 Months ●●●● 10+ years ●●●●

Short —————> Long

Status

Not Initiated ● Preliminary Work ● Partners Identified ● Funded or Priority ● Ready for Implementation ●

Implementation Partners

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Supporting Partner: Supports in implementation or multiple partners responsible.

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# 3. PRIORITIZE SAFE STREETS AND THE PUBLIC REALM

During the community engagement process, community members highlighted specific concerns affecting overall community safety. These concerns included traffic calming and pedestrian safety, the conditions of viaducts and other hard infrastructure, the lack of youth spaces for after school activities, and underutilized and unmaintained lots. Industrial land uses and infrastructure pose a significant barrier to accessing community assets and services.

A vision to prioritize safe streets and community spaces could include:

## 3.1 Prioritize pedestrian safety and multi-modal options for transportation

- 3.1.1 Integrate traffic calming measures at crosswalks to provide safer accessibility.
- 3.1.2 Improve streetscapes with features like street furniture, greenery, bike lanes, sidewalk connections and other inviting beautification elements.
- 3.1.3 Make infrastructure barriers, like viaducts and rail crossings more permeable and traversable to improve access to community amenities.

## 3.2 Target spaces that impact public safety perceptions like underutilized lots and walkways

- 3.2.1 Target and activate vacant and underutilized lots through programming, development, and improved maintenance.
- 3.2.2 Maintain and improve essential city infrastructure through appropriate maintenance schedules, reporting and enforcement.

## 3.3 Provide well-distributed and inclusive community spaces

- 3.3.1 Consider social and physical barriers and develop strategies to make community assets accessible for everyone.
- 3.3.2 Promote the creation of inclusive spaces that can be inviting for recreation, learning and activities for everyone.



	Action Item	Time Frame	Partner	Status	Tools
3.1.1	a. Implement traffic calming and pedestrian safety measures from resources like the Better Streets for Buses toolkit and by limiting car-intensive uses along major pedestrian corridors and intersections, near open spaces, schools and other community assets, and in high-accident areas.	● ● ● ●	CDOT*, IDOT, DPD, Ward Offices	●	CP, CF, FI, RE
	b. Improve pedestrian access to CTA Orange Line stations and implement features of the Better Streets for Buses toolkit at bus stops and along bus corridors.	● ● ● ●	CDOT*, IDOT, CTA	●	CP, CF, FI
	c. Continue to expand the Divvy bike share network and bike safety resources.	● ● ● ●	CDOT*, Community Partners	●	CF, FI
	d. Incorporate street designs to mitigate truck impacts by minimizing conflict points between trucks and vulnerable road users.	● ● ● ●	CDOT*, IDOT	●	CP, CF, FI, RE
	e. Enforce safe streets for pedestrians to access community assets by incorporating cameras and speed monitoring technology, as appropriate.	● ● ● ●	CDOT*, IDOT, CPD, Community Partners	●	CF, CP
3.1.2	a. Encourage streetscape improvements along major corridors that prioritize street furniture (i.e. benches, bus shelters, trash cans and light poles), sidewalk improvements, landscape features, tree plantings, and showcase neighborhood identity.	● ● ● ●	CDOT*, DPD, DCASE, Community Partners, Ward offices	●	CF, FI, RE, GR
	b. Explore the feasibility of prioritizing lanes for multimodal transportation options like bus, bike, scooter, and other accessible mobility options, including the study of on-street parking, loading and service impacts along main corridors.	● ● ● ●	CDOT*, IDOT, CTA, DPD	●	RE
	c. Continue to implement Southwest Side Bike Network improvements.	● ● ● ●	CDOT*	●	CF, FI, RE
3.1.3	a. Continue to improve pedestrian infrastructure and lighting on major corridors and near community assets.	● ● ● ●	CDOT*	●	CF, FI
	b. Expand opportunities to incorporate public art, landscaping or other beautification along industrial corridors, viaducts, public rights-of-way, and on underutilized lots.	● ● ● ●	CDOT*, DCASE, DPD, PDEV	●	CF, CP, FI, GR, PI
	c. Evaluate the potential of a CTA Orange Line station at California.	● ● ● ●	CTA*, CCDOTH, CDOT	●	RE
3.2.1	a. Continue to enforce maintenance requirements for vacant and underutilized lots.	● ● ● ●	Ward Offices, Property Owners	●	CP
	b. Study the feasibility of programming opportunities like markets, pocket parks, and other active community uses on vacant and underutilized lots.	● ● ● ●	DPD*, DCASE, Community Partners	●	RE
3.2.2	a. Improve maintenance schedules along major streets, lighting, roads and alleys, and transit stops.	● ● ● ●	Ward Offices, CDOT, CTA	●	CF, FI
	b. Develop wayfinding signage to identify community assets.	● ● ● ●	Community Partners, CDOT, DCASE, BACP	●	CP
3.3.1	a. Coordinate with local groups and institutions to understand and mitigate territorial social issues that may limit access to community assets and services.	● ● ● ●	Ward Offices, Community Partners	●	RE
	b. Build upon previous studies to conduct a comprehensive review of key multi-use corridors to identify and implement accessibility improvements.	● ● ● ●	CDOT*, DPD, Community Groups	●	CP, RE
3.3.2	a. Continue to provide spaces for community gatherings, especially for seniors and youth.	● ● ● ●	DFSS, CPL, CPKD	●	CF, GR
	b. Explore location opportunities for a new Gage Park Library Branch.	● ● ● ●	CPL*, DPD	●	CF, FI, GR, RE
	c. Establish new and deepen existing partnerships with local community organizations, city departments, and agencies to activate open spaces for community use.	● ● ● ●	CPKD, DFSS, CPL, CPS, CCC	●	CF, RE

Time frame

0-6 Months ● ● ● ●

Short ———> Long

10+ years

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# 4. FOSTER A CULTURE OF COMMUNITY HEALTH AND ENVIRONMENTAL JUSTICE

Brighton Park and Gage Park are disproportionately impacted by environmental issues compared to the rest of the City. Air pollution, flooding, and areas with minimal tree canopy or landscaping are a concern for the community. Landscape improvements could provide multiple benefits including wellness opportunities, improvement of overall air quality and the environment, open space, beautification, and support for better access to community services. These spaces can be multi-functional and offer opportunities to play and exercise, gather, and support the environment.

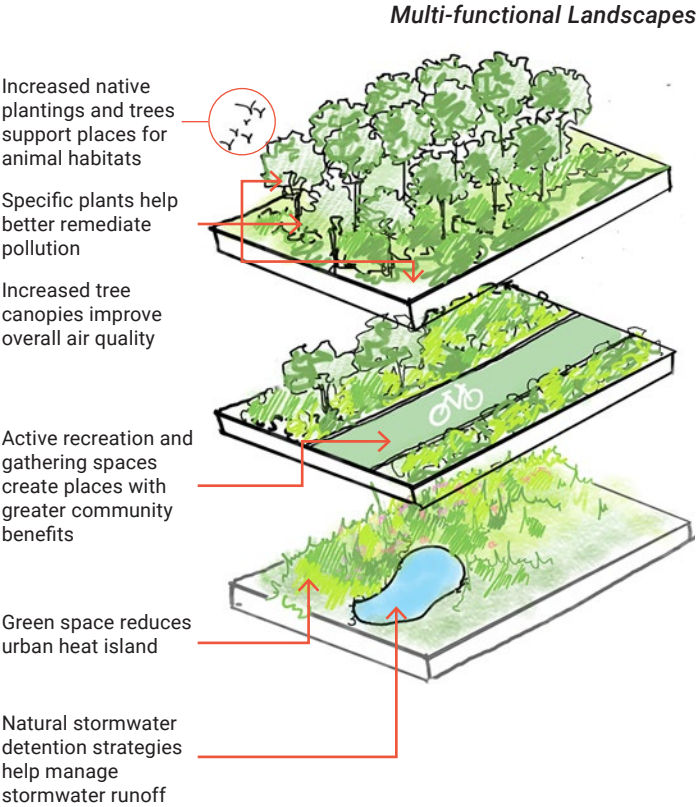
A vision to foster a culture of community health and environmental justice could include:

## 4.1 Strengthen the health and wellbeing of the community

- 4.1.1 Encourage opportunities that support walking, biking and other physical activity by connecting community amenities and improving multimodal connections.
- 4.1.2 Promote access to healthcare services for all ages.

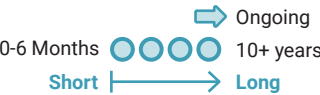
## 4.2 Incorporate green infrastructure that mitigates industrial and other intensive land uses

- 4.2.1 Develop policies that address issues with truck and freight traffic, pollution and other congestion.
- 4.2.2 Promote efforts to increase urban greenery and landscaping along intensive land uses to mitigate their impacts.



	Action Item	Time Frame	Partner	Status	Tools
4.1.1	a. Continue to improve sidewalk maintenance to better connect community spaces and services.	● ● ● ➔	CDOT, Ward Offices	●	CF, FI
	b. Where appropriate, increase pedestrian and bike infrastructure along multi-use corridors and improve resources like the Divvy bike share network and bike safety training.	● ● ● ●	CDOT*	●	CF, FI, RE
4.1.2	a. Continue to provide and expand healthcare services and programs that include diet, mental health, and other wellness resources.	● ● ● ➔	Community Partners, CDPH	●	CF, GR
	b. Continue to provide and promote year-round fitness classes and wellness services for all groups.	● ● ● ➔	CPKD, CDPH, DFSS, Community Partners	●	CF, GR
4.2.1	a. Develop and promote alternative freight routes to reduce truck traffic on neighborhood streets, in residential areas, or where trucks are not wanted or warranted, through policies or infrastructure.	● ● ● ●	CDOT*, DOE, IDOT	●	CP, RE
	b. Work towards updating the City's designated truck route system as appropriate.	● ● ● ●	CDOT*, IDOT	●	CP, RE
	c. Incentivize adoption of pollution-reducing options like EV charging, on-site green energy systems, and green infrastructure for all types of buildings and developments.	● ● ● ●	DPD*, CDOT, DOE	●	CP, RE
	d. Conduct a comprehensive review of key multi-use corridors; identify and implement context-sensitive solutions to reduce the environmental impacts of freight.	● ● ● ●	CDOT, DPD	●	CP, RE
	e. Periodically review process and outcomes for the Air Quality Zoning Ordinance, including the Traffic Study and Air Quality Study to ensure alignment with City goals.	● ● ● ➔	CDOT*, CDPH*, DOE*	●	CP, RE
4.2.2	a. Encourage new development to include multifunctional landscape buffers that increase the tree canopy and manage, reduce, and improve stormwater management, urban heat island effect, and air quality.	● ● ● ➔	DPD*, CDOT, DSS, PDEV	●	CP, FI, PI
	b. Where appropriate, increase tree plantings along major corridors like Western Boulevard and other high traffic roads.	● ● ● ➔	CDOT, DSS	●	CF, CP, FI
	c. Where appropriate, encourage new development to incorporate permeable surfaces and landscaping in parking lots, service areas, and other areas traditionally paved with impervious materials.	● ● ● ➔	DPD*, DWM, PDEV	●	CP, FI, PI
	d. Develop industrial site design guidelines, including best practices for landscape buffers, buffers between residential or other sensitive uses, green stormwater infrastructure, and other tactics.	● ● ● ●	DPD*, CDOT, DOE, DWM	●	RE

Time frame



Status



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# 5. POSITION OPPORTUNITIES FOR INCREASED ECONOMIC DEVELOPMENT

Brighton Park and Gage Park include vital infrastructure and industrial capacity important to the city's economic development. Industrial activity in Brighton Park and the surrounding areas provides access to well-paying jobs close to transit. Commercial corridors on major streets are an important source for community amenities like restaurants, retail, and other services. In addition, existing vacant and underutilized lots are an opportunity to re-imagine spaces that provide community-serving uses, including housing and job opportunities. Continued support through better infrastructure maintenance, skills development, and financial incentives are essential to providing residents with economic opportunities.

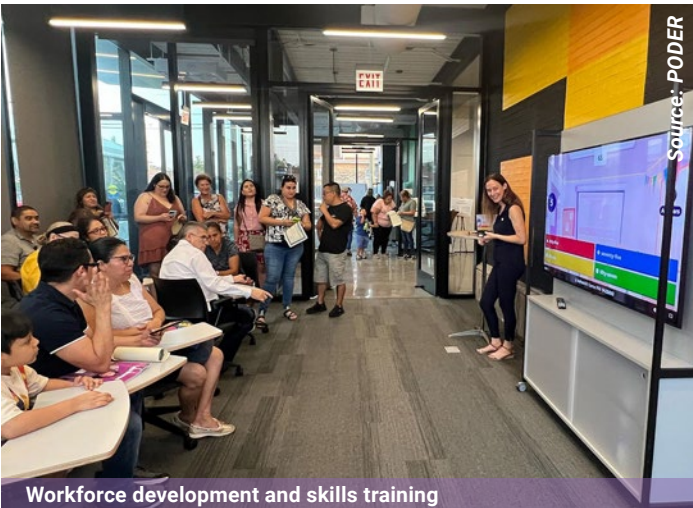
A vision to position opportunities for increased economic development could include:

## 5.1 Support incentives and workforce development opportunities that meet the needs of the community

- 5.1.1 Continue to expand and create new workforce development opportunities that support the needs of local businesses and aspirations of the community.
- 5.1.2 Adapt existing incentive programs to meet the needs of local businesses and improve program outreach efforts by the City, its partners and community enterprises.

## 5.2 Activate vacant and underutilized sites

- 5.2.1 Target vacant and underutilized sites and provide support for future development of housing, community amenities, businesses, or other site improvements.
- 5.2.2 Promote uses that increase foot traffic, activate ground floors and empty storefronts, and provide amenities and services that foster lively corridors.



Workforce development and skills training



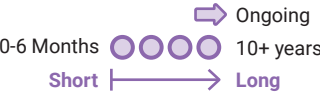
Activate lots and provide market spaces



Support grant programs for small businesses

	Action Item	Time Frame	Partner	Status	Tools
5.1.1	a. Expand and promote workforce development programs for businesses on commercial and industrial corridors.	● ● ● ●	DPD, DCASE, Community Partners	●	CF, FI, GR
	b. Explore the feasibility of a career resource hub that connects youth and job seekers to future employment opportunities.	● ● ● →	DPD, DFSS, CPS, CPKD, Community Partners	●	CF, FI, GR, PI
5.1.2	a. Evaluate existing programs and business needs to develop and adapt incentive programs that work for or are more responsive to community needs.	● ● ● →	DPD, BACP, Community Partners	●	CP, FI, RE
	b. Continue to evaluate existing outreach strategies to businesses that remain unfamiliar with City programs or have barriers to applying to City programs.	● ● ● →	DPD, BACP, DCASE, Community Partners	●	FI, RE
5.2.1	a. Position and prepare underutilized sites along main corridors for redevelopment to support mixed-use development through incentives, re-zoning, transit-supportive land use, and public realm investment.	● ● ● ●	DPD*, CDOT, CTA	●	CF, CP, FI, RE
	b. Evaluate the existing land use of the Brighton Park Industrial Corridor to position it for continued success as a vital jobs center.	● ● ● ●	DPD*, Community Partners, City Partners	●	CP, FI, RE
	c. Explore the feasibility to re-purpose or reconfigure larger parcels to support a range of different uses that could include industrial and job creation opportunities.	● ● ● ●	DPD*, PDEV	●	CP, RE
	d. Explore opportunities to co-locate community assets like neighborhood-serving amenities, libraries, health centers or other services in new developments.	● ● ● →	DPD*, City Partners, PDEV	●	CP, FI, PI
5.2.2	a. Find opportunities to invite entertainment and cultural amenities, diverse restaurants, vendors, and other retail services to main street corridors.	● ● ● →	Ward Offices, Community Partners, City Partners, PDEV	●	FI, GR, PI, RE
	b. Continue supporting incentive programs and consider rezoning to B2, where appropriate and where there are significant storefront or retail vacancies on commercial corridors.	● ● ● ●	DPD*, Ward Offices*	●	CP, RE
	c. Explore the feasibility of marketplaces for small vendors and dedicated space for peddlers on main commercial corridors.	● ● ● ●	DPD, CDOT, City Partners, PDEV	●	RE
	d. Encourage uses that provide public open space, ground-floor retail, restaurants or other opportunities that increase foot traffic in new developments.	● ● ● →	DPD*, BACP, DCASE, CDOT, PDEV, Community Partners	●	CP, FI, PI

Time frame



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# 6. ENHANCE COMMUNITY PROGRAMMING FOR ALL GENERATIONS

Community-focused programming creates opportunities for people to come together. The demographic composition of Brighton Park and Gage Park, which includes a high proportion of youth and multi-generational families, has led to programming being at or near capacity and community spaces with limited availability. Community members expressed the need for more multi-generational programming that is inclusive and offers a variety of activities. Spaces to come together and opportunities to celebrate and honor cultural heritage are a high priority.

A vision to enhance community programming for all generations could include:

## 6.1 Provide multi-generational programming and spaces

- 6.1.1 Expand and provide services and year-round programming for youth and the elderly.
- 6.1.2 Provide opportunities for education and community classes, new skills, hobbies, and wellness activities.

## 6.2 Create and support opportunities for the community to gather

- 6.2.1 Promote the creation of spaces that can serve multiple functions and host different kinds of community events.

## 6.3 Celebrate the local culture

- 6.3.1 Create and support events that celebrate the cultural richness of the community.
- 6.3.2 Support and expand beautification efforts and neighborhood cultural spaces by community members and local organizations.



	Action Item	Time Frame	Partner	Status	Tools
6.1.1	a. Expand opportunities to learn more about existing resources in the community.	●●●→	Community Partners, City Partners	●	CF, CP, GR
	b. Continue to collaborate with community organizations to host neighborhood-specific programs and events.	●●●→	Community Partners, CPKD, CPL, DFSS	●	CF, CP, GR
	c. Continue to engage with the community to identify programming needs and tailor programs and activities according to community preferences. Continue to strategize and survey programming needs with community partners by hosting Park District round tables and other engagement opportunities.	○●●→	CPKD, CPL, DFSS, Community Partners	●	CF, CP, GR
6.1.2	a. Continue to offer programming opportunities and spaces for community members.	●●●→	Community Partners, CPKD, CPL, DFSS	●	CF, GR
	b. Continue to provide year-round health, recreation, and wellness activities for all groups.	●●●→	CPKD, DFSS, Community Partners	●	CF, GR
6.2.1	a. Encourage the creation of mixed-use, multi-purpose facilities that can accommodate a variety of amenities, services, and programming, including co-locating community assets and public services.	●●●→	DPD, City Partners, Community Partners, PDEV	●	CP, FI, RE
	b. Continue to provide and expand opportunities to re-imagine underutilized areas into flexible community open space for programming.	●●●→	DPD, DCASE, CDPH	●	CF, FI, GR, RE
	c. Support the development of a new Gage Park library branch that accommodates community and programming needs.	●●●●	CPL*, DPD	●	CF, FI, GR, RE
6.3.1	a. Continue to identify opportunities to create more events along main corridors like street festivals, kermeses, and other events.	○●●●	Community Partners*, DCASE	●	CP, RE
	b. Continue to support local cultural institutions, artists and practitioners with events and community art initiatives.	●●●→	DCASE, Ward Offices, Community Partners, City Partners	●	CF, CP, FI, GR, PI
6.3.2	a. Create a signature identity on Western Boulevard and main commercial corridors that respects historical character, cultural heritage, and reflects the Brighton Park and Gage Park communities through art, lighting, and signage.	○●●●	CDOT*, DCASE, Community Partners	●	CF, CP, RE
	b. Amplify current grant opportunities and identify new resources to incorporate community art along industrial and commercial corridors.	○●●→	DCASE, DPD, Community Partners	●	CF, CP, FI, GR, PI
	c. Initiate collaborations that advance community goals and resources for winter programming and seasonal space activation.	○●●○	DCASE, DPD, Community Partners, City Partners	●	RE

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