

An aerial photograph of a city, likely Philadelphia, showing a dense urban area in the background. In the foreground, there is a large green park or riverbank with a paved path running along it. To the right, a major highway with multiple lanes of traffic runs parallel to a river. A bridge spans the river, and a train track is visible on the far right. The sky is overcast with scattered clouds.

# THE RESILIENT CITY

Equity  
Plan

Sutton  
UPP 505/506  
Spring 2018

# WHO WE ARE

**The Sixty Four** is a coalition of community organizations committed to fostering livable and resilient neighborhoods.

Our **Resilient City Plan** promotes an equitable, accessible, and sustainable approach to balancing private capital development and local prosperity.



## Dear Friends,

The Resilient City Plan was written by the Sixty Four coalition in 2018 as an Equity Plan and the beginning step of a Community Benefits Agreement for the 64 census tracts that surround the 62-acre development site on the South Branch of the Chicago River. The plan document, and community coalition were created as a part of class within the Master's of Urban Planning and Public Policy program at the University of Illinois at Chicago.

Our commitment is to foster livable, resilient neighborhoods. The growth patterns of the Chicago metropolitan area point to an increasingly fragmented urbanism — a “Divided City” characterized by deep socio-economic divisions that continue to play out spatially. Recent studies such as, A Tale of Three Cities: The State of Racial Justice in Chicago by the Institute for Research on Race and Public Policy, and the Brookings Institute’s The Most American City: Chicago, Race and Inequality further detail Chicago’s divisions.

In recognizing the political and economic reality of proposals surrounding this 62-acre parcel, we assume that a highly-capitalized private development is bound to locate on the South Branch of the Chicago River, and has the potential to exacerbate fragmentation and displacement within the surrounding communities. The impetus of this plan is to create a framework for inclusive, resilient growth and to execute a Community Benefits Agreement between the Sixty Four coalition and the private developer. We believe the creation of a CBA will help to ensure that the economic gains of large-scale development projects neither by-pass nearby communities nor displace existing residents

We believe that planning occupies a crucial space between the type of change that private interest can monetize and the type of change that political interest can incentivize. In the face of unevenly-distributed development, we will rely on the following tools and policies to stabilize, uplift and preserve our diverse communities and their residents — moving away from a Divided City and toward a Resilient City.

### Planning Committee

|                                  |                  |
|----------------------------------|------------------|
| Stacey Sutton, <i>Instructor</i> | Jessica Jones    |
| Kira Baltutis                    | Peter Kersten    |
| Madeline Bonkoske                | Asher Kohn       |
| Lucy Chen                        | Peter Mathison   |
| Evan Clements                    | Michael McCarthy |
| Emily Daucher                    | Alex Perez       |
| Aidan Dixon                      | Richard Peters   |
| Nancy Fawakhiri                  | Casey Sebeto     |
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| Norma Hernandez                  | Isaac Zhao       |
| Alec Hudson                      |                  |

# EXECUTIVE SUMMARY

The Sixty Four is a coalition of community stakeholders operating within the neighborhoods of the 64 census tracts located within a one-mile radius of the development site on the South Branch of the Chicago River. Our Resilient City Plan balances equitable, accessible, and sustainable development and values public and private sector investment and local prosperity. We believe that our Resilient City Plan can better absorb the benefits of the new wave of capital-intensive, technology-centric, place-based investment — while avoiding community displacement widely seen as an inevitable effect of urban redevelopment.

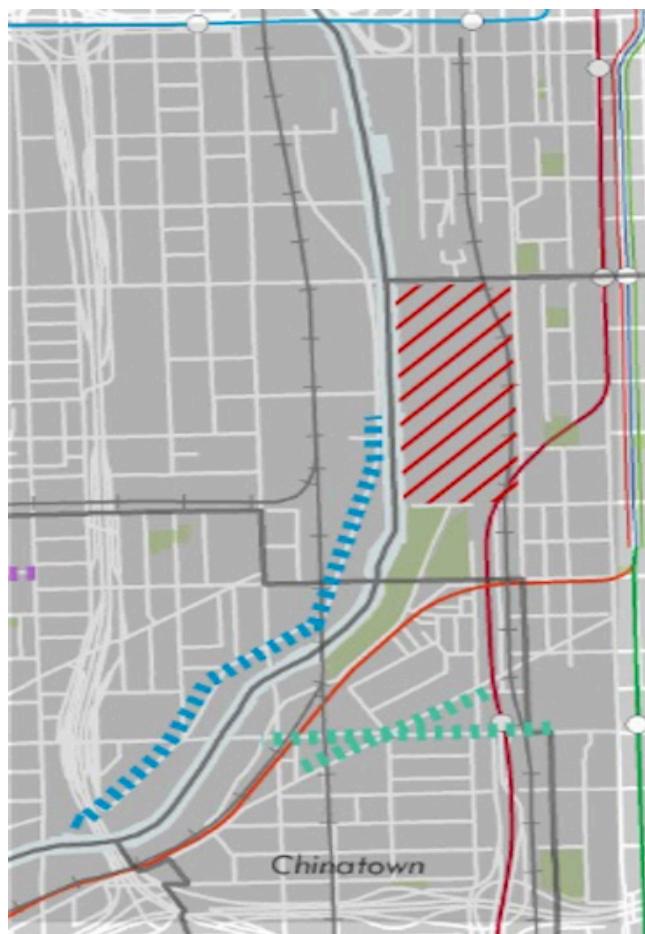


FIG. 1

Over the past two decades, urban redevelopment has benefitted very few stakeholders. Data show that residents, especially those earning working-class wages, are increasingly cost-burdened, as rent continues to rise across the catchment area. Similarly, employment gains have been largely

concentrated at the high-end of the wage spectrum, while local living wage jobs for the working- and middle- classes have become increasingly scarce.

This economic inequality is compounded by a myriad of neighborhood-level inequalities, such as inadequate access to public transit options, walkable and bikeable streets, high-performing schools, and gainful employment. While the benefits of development congregate within Chicago's Loop and reach up to northern neighbors, they fail to "trickle down" to many south and west side neighborhoods.

Furthermore, the South Branch of the Chicago River has been polluted and underutilized for far too long. The riverfront and serves as an unique asset for preserving a healthy and sustainable ecosystem that is vital to our communities now and in the future.

The growth of private development projects — those which serve to produce housing and employment opportunities only for a narrow segment of our city's population — will not mend these divisions: but our community organizing can. The following document serves as a comprehensive plan for our communities. The Resilient City Plan analyzes existing conditions, forecasts future trends, and ultimately, proposes a set of community-centric initiatives for preserving local ownership of our neighborhoods, businesses, homes and public spaces through 2048 and beyond.

The purpose of this plan is to serve as a framework for enacting a Community Benefits Agreement (CBA). We believe the creation of a CBA will help to ensure that the economic gains of large-scale development projects neither by-pass nearby communities nor displace existing residents while attracting a more homogenous, high-income clientele. We hold that there is an unparalleled resilience within the diversity of our communities.

As such, the Resilient City Plan is comprised of three, interrelated guiding visions:

1. The Inclusive City: To Increase Local Access to Economic Prosperity
2. The Connected City: To Ensure Connectivity of People to Spaces and Resources
3. The Ecological City: To Protect and Restore Environmental Assets

## KEY RECOMMENDATIONS

The Resilient City Plan is comprised of the seven plan elements below. Under each element, we have identified a set of high-level goals and measurable strategies — detailed in the pages to follow.



**Affordable Housing** includes the preservation of existing affordable units, identification of vacant parcels for new affordable housing creation across coalition neighborhoods, and advocacy for Chicago affordability policies.



**Economic Growth** encourages independently-owned business incubation, environmental industry development, and commercial corridor preservation, in order to help local businesses and employees thrive.



**Workforce Development** promotes local employment through a partnership-based training program.



**Mobility** expands the quantity and quality of local street networks and emphasizes pedestrian and cyclist safety.



**Accessibility** fosters equitable access to a variety of public transit options and promotes walkable neighborhoods.



**Environmental Sustainability** improves upon ecological riverfront uses and local air quality while encouraging the incorporation of sustainable design standards.



**Public Space** advocates for accessible, open green spaces that are locally-managed.

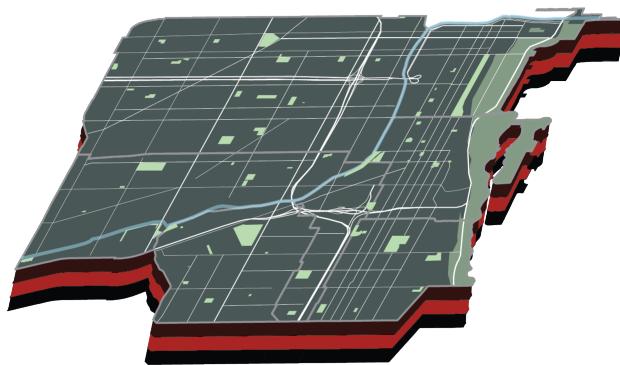
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## OUR MISSION

*The Sixty Four is a coalition of community organizations committed to fostering livable and resilient neighborhoods. Our Resilient City Plan promotes an equitable, accessible, and sustainable approach to balancing private capital development and local prosperity.*

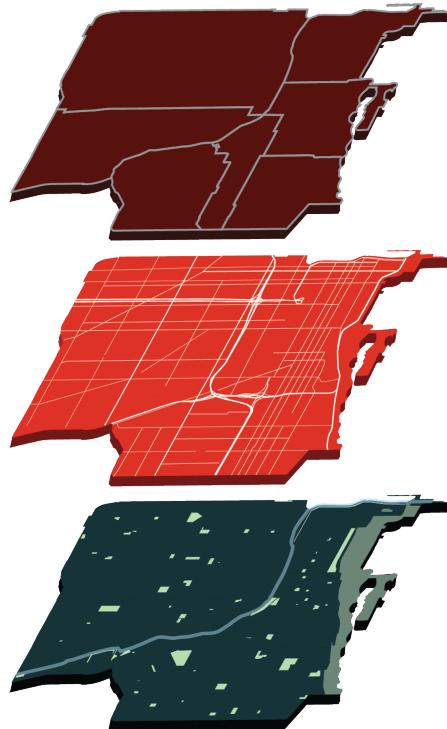
The Resilient City Plan that follows was written by the Sixty Four coalition in 2018 as an Equity Plan for the 64 census tracts that surround the 62-acre development site on the South Branch of the Chicago River. This planning document, coalition, and all corresponding ideas were created by graduate students as part of the Spring 2018 Plan-Making Studio course within the Masters of Urban Planning and Public Policy program at the University of Illinois at Chicago.



## THE NEED

Over the past two decades, many of the benefits of urban redevelopment — in restructuring city landscapes and social environments — have accrued to very few stakeholders. Data show that residents, especially those earning working-class wages, are increasingly cost-burdened, as rent continues to rise across the catchment area. Similarly, employment gains have been largely concentrated at the high-end of the wage spectrum, while local living wage jobs for the working- and middle- classes have become increasingly scarce.

This economic inequality is compounded by a myriad of neighborhood-level inequalities, such as inadequate access to public transit options, walkable and bikeable streets, high-performing schools, and gainful employment. While the benefits of development congregate within Chicago's Loop and reach up to northern neighbors, they often fail to "trickle down" to many south and west side neighborhoods.



Furthermore, the South Branch of the Chicago River has been polluted and underutilized for far too long. The riverfront serves as a unique asset for preserving a healthy and sustainable ecosystem that is vital to our communities now and in the future.

Overall, the growth patterns of the Chicago metropolitan area point to an increasingly fragmented urbanism, characterized by deep socio-economic divisions that continue to play out spatially. This division has been recognized by community members, planning students and scholars alike. Recent studies such as, A Tale of Three Cities: The State of Racial Justice in Chicago by the Institute for Research on Race and Public Policy, and the Brookings Institute's The Most American City: Chicago, Race and Inequality further detail Chicago's divisions.

In recognizing the political and economic reality of the proposals surrounding the sought-after 62-acre development parcel (such as those put forth by Related Midwest, Amazon, and the University of Illinois System), we recognize that a highly-capitalized, private development is likely to locate on this site, and has the potential to exacerbate fragmentation and displacement within the surrounding communities.

The growth of these types of private development projects — those which serve to produce housing and employment opportunities only for a narrow segment of our city's population — will not serve to mend Chicago's divisions, but community organizing can. We believe that planning occupies a crucial space between the type of change that private interest can monetize and the type of change that political interest can incentivize. In the face of unevenly-distributed development, this plan's framework recommends a set of strategies and policies to stabilize, uplift and preserve our diverse communities and their residents — moving away from a "divided city," and toward a Resilient City.

As such, the following document serves as an equity plan for the communities within 64 census tracts surrounding the development site. The Resilient City Plan analyzes existing conditions, forecast future trends, and ultimately, proposes a set of community-centric initiatives for preserving local ownership of our neighborhoods, businesses, homes and public spaces that can sustain through the year 2048 and beyond.

The impetus of the Resilient City Plan is to create a framework for inclusive and resilient growth that may be used to inform a Community Benefits Agreement (CBA) between the Sixty Four community coalition and the eventual private developer. We believe the creation of a CBA will help to ensure that the economic gains of large-scale development projects neither by-pass nearby communities, nor displace existing residents by attracting a more homogenous, high-income clientele. We hold that there is an unparalleled resilience found within the diversity of our communities.

**WE BELIEVE THAT THERE IS AN UNPARALLELED  
RESILIENCE WITHIN DIVERSITY. THE RESILIENT CITY  
PLAN PROVIDES A COMPREHENSIVE FRAMEWORK  
FOR INCLUSIVE AND EQUITABLE GROWTH —  
EMPOWERING COMMUNITIES WITH TOOLS FOR  
LONG-TERM PROSPERITY.**

# PLAN STRUCTURE

The Resilient City Plan is organized in terms of three interrelated visions, each titled to reflect an important component of the overarching Resilient City framework: The Inclusive City, The Connected City and The Ecological City. Each “City” includes a set of actionable objectives, goals, and potential planning strategies:

The Inclusive City promotes resilience by increasing local access to high-quality employment and housing opportunities, and by generating community-owned wealth.

The Connected City promotes resilience by developing accessible transit and mobility networks to foster the efficient and equitable movement of people and resources.

The Ecological City promotes resilience by creating open public spaces and protecting natural resources to ensure a healthy local ecosystem, organized around the South Branch of the Chicago River.

The Inclusive City, The Connected City, and The Ecological City are designed to work together as interconnected themes. Therefore, the recommended goals and strategies that fall within each section are complementary – not competitive – in nature.

Within these three thematic sections, the plan is comprised of seven elements. Under each, we have identified a set of high-level goals and measurable strategies – detailed in the pages to follow.

## The Inclusive City

- **Affordable Housing** includes the preservation of existing affordable units, identification of vacant parcels for new affordable housing creation across coalition neighborhoods, and advocacy for Chicago affordability policies.

- **Economic Growth** encourages independently-owned business incubation, environmental industry development, and commercial corridor preservation, in order to help local businesses and employees thrive.
- **Workforce Development** promotes local employment through a partnership-based training program.

## The Connected City

- **Mobility** expands the quantity and quality of local street networks and emphasizes pedestrian and cyclist safety.
- **Accessibility** fosters equitable access to a variety of public transit options and promotes walkable neighborhoods.

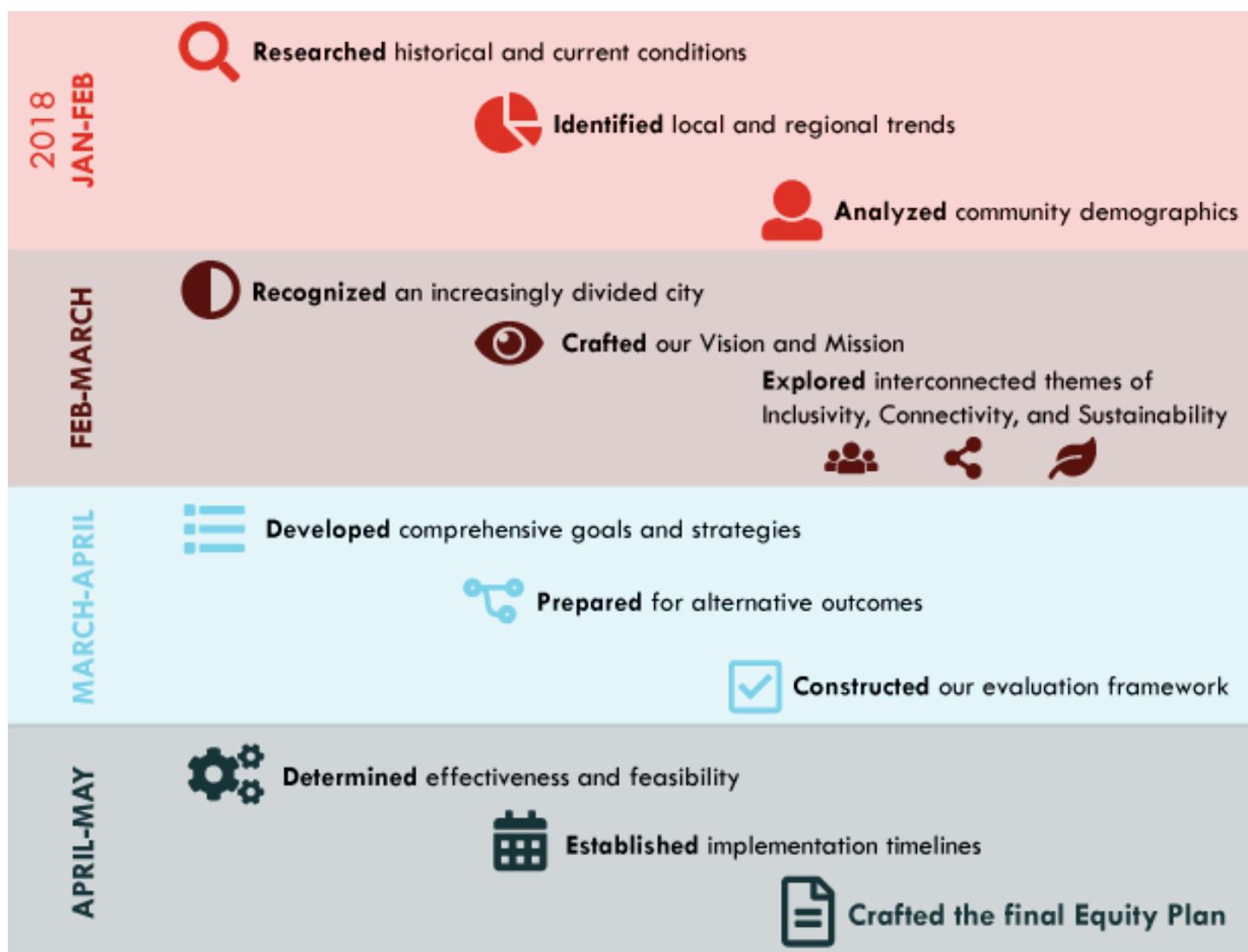
## The Ecological City

- **Environmental Sustainability** improves upon ecological riverfront uses and local air quality while encouraging the incorporation of sustainable design standards.
- **Public Space** advocates for accessible, open green spaces that are locally-managed.

# PLANNING PROCESS

Our planning process revolved around efforts to develop a collective vision for the future of our neighborhoods, commercial corridors, public and open spaces, and most importantly, residents — while thinking about the social, economic and environmental impacts of large-scale private development on communities.

The pages that follow will reflect our commitment to a plan-making process that is equitable, inclusive, accessible, sustainable and resilient for decades to come. **Above all else, the Resilient City Plan puts community first.**



# THE DEVELOPMENT SITE

Understanding the details of the site's location and history are vital to developing an accurate, inclusive and resilient plan. The 62 acres are located on the South Branch of the Chicago River, bound by Roosevelt to the north, 16th Street and Chinatown's Ping Tom Memorial Park to the south, the Metra tracks and Clark Street to the east, and a half-mile stretch of the Chicago River to the west. The neighboring communities surrounding the site are Bridgeport, Armour Square, Douglas Park, Near West Side, Lower West Side , the Loop, and Near South Side. The Chicago River initially curved through the middle of the site but its shape was redirected in 1929.

The development site possesses a history that has been transformed from the original course of the Chicago river, to an infill as the river's course was straightened, to a railyard. Now, the site exists as the largest remaining undeveloped parcel of land in Chicago with the potential to host development that could reshape the city. Once owned by local power broker Antoin Rezko, it was sold in 2007 to Luxembourg-based General Mediterranean Holding (GMH), but remained undeveloped. The site's desirability and value significantly increased in recent years due to its proximity to downtown and new riverfront developments just north of the site.

Activity drawing attention to the vacant site includes Chicago's recent emphasis on reviving and developing the riverfront and its successful Riverwalk project. Immediately north of the site, the real estate development company CMK constructed a \$1.5 billion, 13-acre, mixed-use development where Harrison and the river meet, and the Roosevelt Collection's mixed-use development at Roosevelt and Wells has finally overcome the most recent recession and increased in market value.

Recognizing the untapped value of the land, the vacant site was most recently purchased by developer Related Midwest. In partnership with GMH, Related Midwest seeks to transform the site into a mixed-use mega development. Additionally, The City of Chicago pitched the development site as a potential location for Amazon's second headquarters, while Illinois Governor Bruce Rauner and the University of Illinois have also announced that part of the 62 acres could be used for a public-private research and innovation hub labeled the Discovery Partners Institute (DPI).



Aidan Dixon

# COMMUNITY PROFILE



## GEOGRAPHY

The Sixty-Four represents constituent organizations based throughout the 64 census tracts that comprise the seven Chicago Community Areas within one mile of the development site – the Near South Side, Douglas, Armour Square, Bridgeport, the Lower West Side, the Near West Side, and the Loop. The impending development is sure to have widespread implications at both local and regional levels, but our group represents the communities that will be most immediately affected by the spatial elements of the development. For the purposes of this document, the area is henceforth referred to as the coalition catchment area.



# POPULATION

FIG. 3

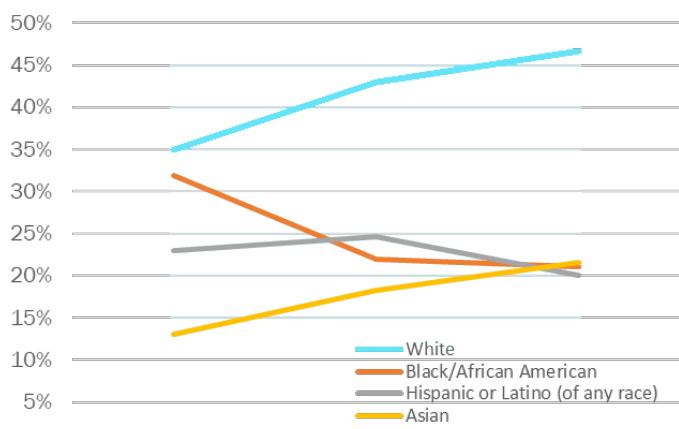


The coalition catchment area population stands at 220,805, according to the U.S. Census Bureau's 2012-2016 5-year American Community Survey estimates. The area has seen levels of growth that contrast starkly with regional change – since 2000, the catchment area's population has grown by more than 17 percent (30,000 residents), while Chicago and Cook County have lost 6 and 2 percent respectively (200,000 and 150,000 residents, respectively).

## RACE/ETHNICITY

Approximately 1 out of every 5 residents of the coalition catchment area is Black or African American; another 1 out of every 5 residents is Asian American. Just under half of all residents are White, and in total 1 out of every 5 residents are Hispanic or Latinx of any race. The share of the population that is White has grown dramatically since 2000, by nearly 12 percentage points; the share of the population that is Asian American also

FIG. 4



grew by 9 percentage points during this time. The share that is Black or African American dropped by approximately 10 percentage points, and the share that is Hispanic or Latinx declined by just under 3

percentage points. Although the Asian American population in the catchment area has grown over the past two decades in and around Chinatown, the starkness of the growth of the White population throughout the catchment area highlights the need for policies and strategies that protect the ability of residents of color to stay.

## HOUSING

The catchment area has seen dynamic changes in its housing characteristics over the past two decades, and these changes have largely been at odds with trends taking shape in Chicago and Cook County. As of 2012-2016, there are just over 111,000 housing units in the catchment area, up from 83,000 in 2000; over the same period, Cook County and Chicago saw 1- and 2-percent declines in housing units, respectively. Of these 111,000 units, 11 percent are vacant, down 3 percentage points since 2000; conversely, vacancy rates in Cook County grew from 6 to 10 percent, while vacancy rates in Chicago grew from 8 to 13 percent. The growth in housing units, while not reflective of all housing construction activity taking place in the catchment area since 2000, highlights the growing demand for housing in the area, especially relative to regional trends.

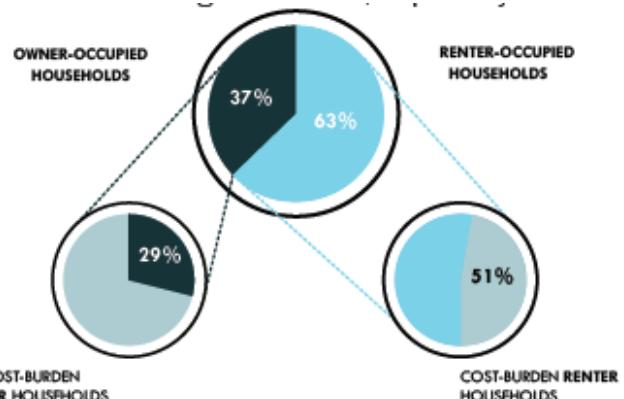


FIG. 5

Housing unit growth in the catchment area has roughly matched household growth – as of 2012-2016, there were 98,000 households in the area, up from 72,000 in 2000. Sixty-three percent of households are renter-occupied, a share that has declined by 6 percentage points since 2000. Of the 26,000 new households in the catchment area, 12,000 are renter households, and the remaining 14,000 are new owner households. This shift towards owner-occupancy is again divergent

with larger trends – while Chicago as a whole is majority renter households (56%), that share remained constant since 2000; Cook County is majority owner households (57%), but that share is also basically unchanged over the last two decades. The influx of owner-occupied households lends credence to the impression that the catchment area is uniquely attractive to wealthy interests (e.g., populations, households, institutions).

## HOUSING COST-BURDEN AND MEDIAN GROSS RENT

Over the last two decades the catchment area has fallen victim to a protracted housing affordability crisis. The story is familiar – since the recession cities throughout the country have experienced record low vacancy rates and previously unheard-of increases in rent. Chicago as a whole has seen median gross rents grow by more than 20 percent since 2000; rents in the catchment area, however, have grown by more than 60 percent over the same period. What's more, over the past two decades housing cost growth has outpaced income growth – since 2000, the share of households that is housing-cost burdened has grown by nearly 12 percentage points. More than half of renter households are rent-burdened, up 12 percentage points from 2000, while almost 1 in 3 owner-households are cost-burdened, up nearly 20 percentage points. Two-thirds of cost-burdened households are renters, and all-told the number of cost-burdened households in the 64 has grown by nearly 20,000 since 2000.

## WORKFORCE

### JOBs

According to 2015 U.S. Census Bureau Longitudinal Household-Employer Dynamics data, there are 560,000 primary jobs based in the catchment area (i.e., an individual worker's highest-paying job), and there are 93,000 workers with a primary job living in the catchment area. Of the 560,000 primary jobs, 92 percent are held by workers living outside of the catchment area, with the remaining 8 percent held by residents of the catchment area. Of the 93,000 primary jobholders living in the catchment area, 57 percent have primary jobs based outside of the catchment area, with the remaining 43 percent having primary jobs based in the catchment area. Given that the catchment area includes the job-rich

Share of Primary Jobholders Living in the Catchment Area

FIG. 6



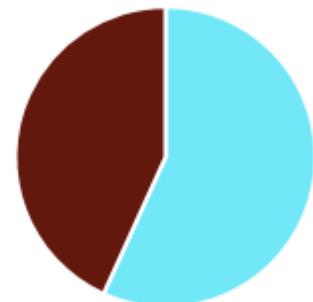
■ Jobholders living outside of the catchment area

■ Jobholders living in the catchment area

Loop area, the fact that more than half of primary jobholders living in the catchment area must travel to outside of the catchment area for work suggests that residents may be shut out of potentially high-earning job opportunities located in their backyard.

Share of Residents Working in the Catchment Area

FIG. 7



■ Residents working outside of the catchment area

■ Residents working in the catchment area

The largest industries for primary jobs based in the catchment area in 2015 were Professional, Scientific, and Technical Services (20 percent), Finance and Insurance (16 percent), and Educational Services (9 percent). There is a degree of overlap with the largest industries for residents' primary jobs – Professional, Scientific, and Technical Services and Educational Services employ substantial shares of residents (14 and 10 percent respectively), although Health Care and Social Assistance is the second-largest industry of primary employment (12 percent). The catchment area has seen sizable losses in jobs in Finance and Insurance (9,800 jobs),

Primary Jobs by Sector, 2012-2016 ACS

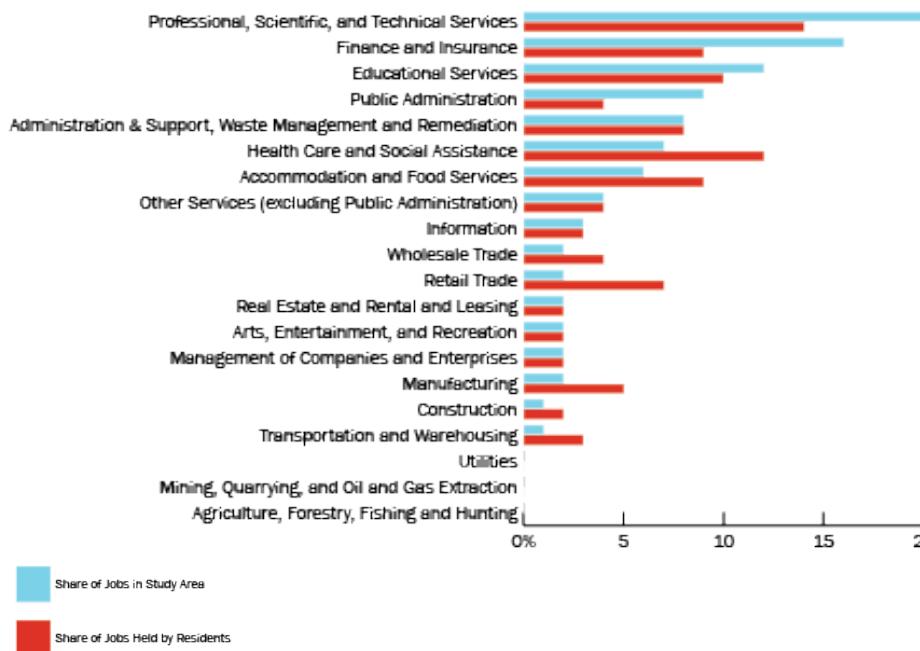


FIG. 8

Manufacturing (8,500 jobs), and Utilities (2,400 jobs) since 2000, while residents have mainly lost primary employment in manufacturing (2,200 jobs). See Appendix: Supplemental Figures for full set of primary job change charts.

## COMMUTES

Just under half of the Catchment area residents travelled to work in a car, according to 2012-2016 American Community Survey data, and just under 1 out of every 3 workers depend on public transit.

By contrast, more than 57 percent of workers in Chicago travel to work by car, and just under 28 percent depend on transit. Notably, 13 percent of workers living in the catchment area walk to work; this is roughly double the citywide share (7 percent).

## EMPLOYMENT AND INCOME

The Catchment area overall unemployment rate is 8.5 percent as of 2012-2016, which is lower than both the citywide rate (10.9 percent) and the countywide rate (9.7 percent). This rate is down nearly 5 percentage points since the turn of the millennium, suggesting a rosy picture of the Catchment area workforce situation. This dynamic, however, is internally uneven. At the community area level, unemployment rates range from 5 percent in the Loop, to 16 percent

in Douglas. Similarly, labor force participation rates span more than a 30 percentage point range among catchment area communities, ranging from a low of 46.2 percent in Douglas to a high of 79.4 percent in the Near South Side.

The Catchment area aggregate median income has shifted in the same direction as the unemployment rate – median income in 1999 was \$49,624, which increased to \$63,777 by 2012-2016.

Similarly, the share of residents living below the poverty rate dropped 2 percentage points

Share Unemployed, Employed, and Not in Labor Force

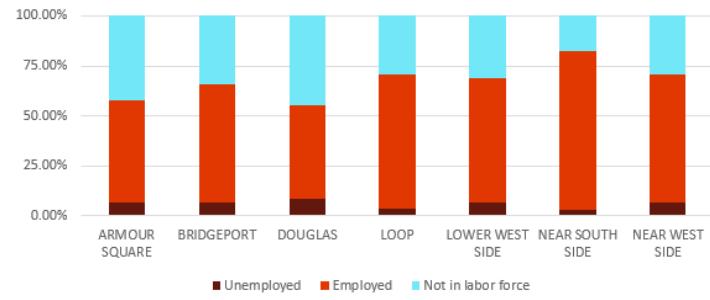


FIG. 9

Household Income, 2012-2016 ACS

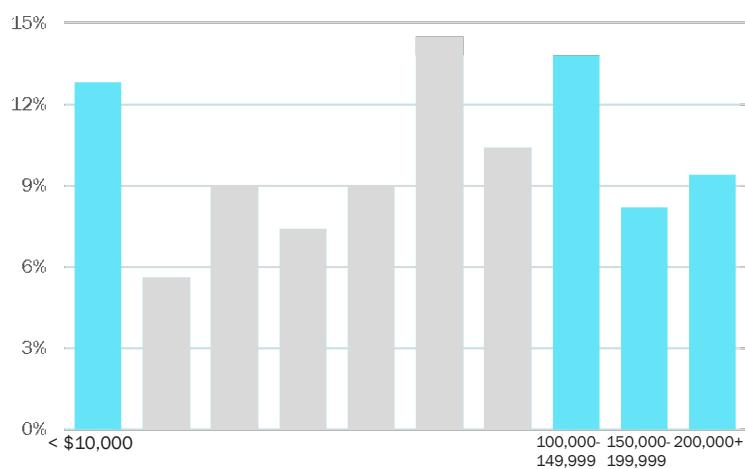


FIG. 10

between 2000 and 2012-2016 (from 28 percent to 26 percent; however, not all communities shared in this improvement. The poverty rate in the Near South Side community area dropped 20 percentage

points since 2000, while poverty rates in the Loop, the Lower West Side, Armour Square, and Douglas all held steady or increased.

#### Poverty Rate by Community Area

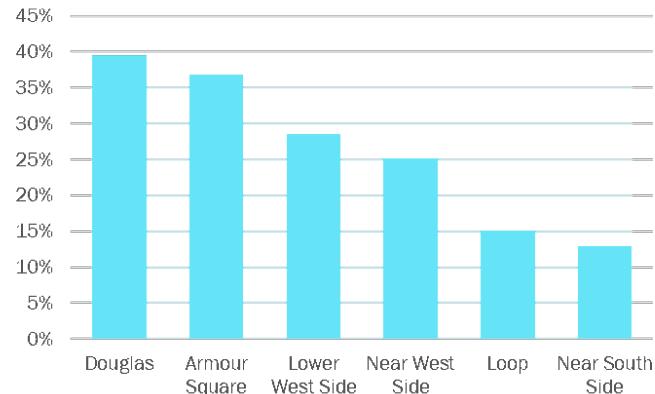


FIG. 11

#### LAND USE

Land use in the study area immediately surrounding the development site is dominated by Transportation and Utility parcels (200 acres, or 24 percent of the study area), largely due to two sources: Interstate 90 parcels, and the Metra/BNSF rail yard parcels on the West side of the Chicago River. The study area also has sizeable industrial (120 acres, or 14 percent), commercial (110 acres, or 13 percent), vacant (120 acres, or 14 percent), and residential (170 acres, or 20 percent) presences. Of residential parcels, the overwhelming majority (120 acres, or 75 percent of all residential parcels) are multi-family buildings. Notably, only 28 acres (or 3 percent of land area) are dedicated to open space, falling far short of the CMAP standard of 2 acres per 1,000 residents (there are more than 85,000 residents in the census tracts that encompass the study area, necessitating at least 170 acres of open space).



Chinatown Walkability Report

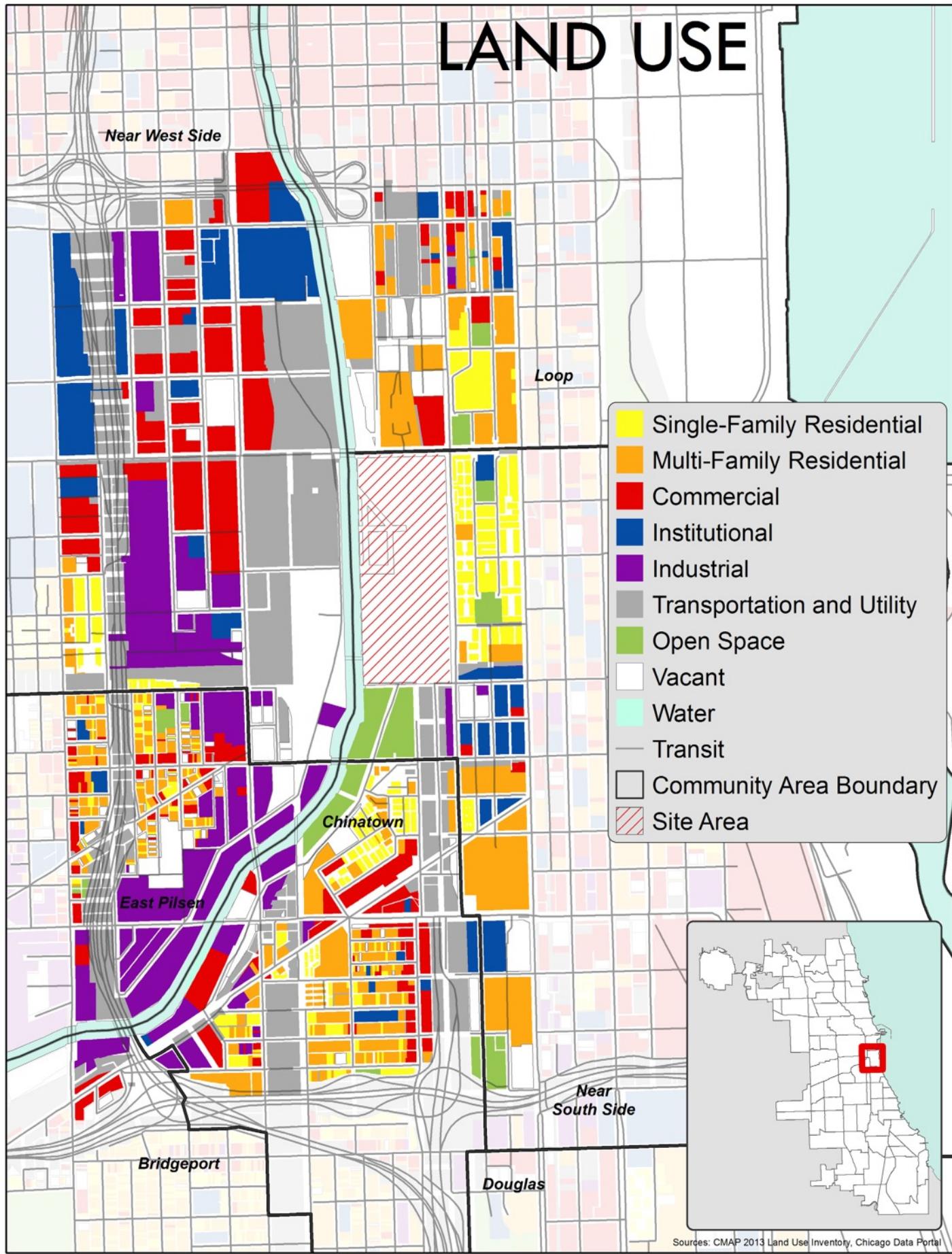
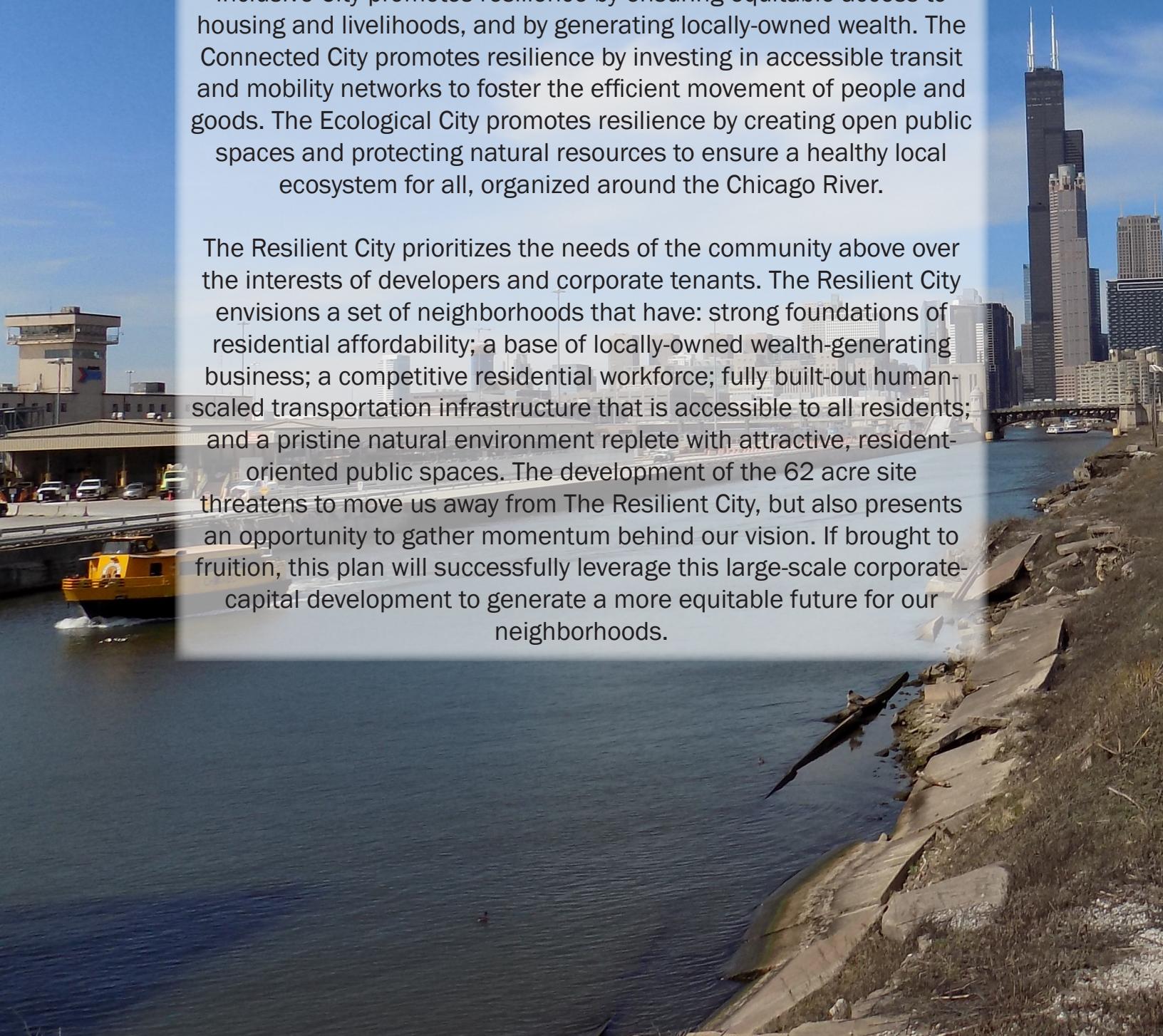


Photo by Aidan Dixon

# OUR VISION

The Resilient City is composed of three interrelated thematic values: Inclusive, Connected and Ecological. Each component of our vision includes a set of objectives, goals, and planning strategies. The Inclusive City promotes resilience by ensuring equitable access to housing and livelihoods, and by generating locally-owned wealth. The Connected City promotes resilience by investing in accessible transit and mobility networks to foster the efficient movement of people and goods. The Ecological City promotes resilience by creating open public spaces and protecting natural resources to ensure a healthy local ecosystem for all, organized around the Chicago River.

The Resilient City prioritizes the needs of the community above over the interests of developers and corporate tenants. The Resilient City envisions a set of neighborhoods that have: strong foundations of residential affordability; a base of locally-owned wealth-generating business; a competitive residential workforce; fully built-out human-scaled transportation infrastructure that is accessible to all residents; and a pristine natural environment replete with attractive, resident-oriented public spaces. The development of the 62 acre site threatens to move us away from The Resilient City, but also presents an opportunity to gather momentum behind our vision. If brought to fruition, this plan will successfully leverage this large-scale corporate-capital development to generate a more equitable future for our neighborhoods.



# **PREPARING FOR ALTERNATIVE OUTCOMES**

To ensure that equitable development and preservation occurs, we must test our plan against a spectrum of alternative futures. The Resilient City Plan is designed to withstand both the foreseeable and unforeseeable future by planning and preparing for several possible outcomes. What if development begins, but only happens partially or stalls? Or, what if development doesn't occur at all? By testing our plan against our original assumption that development would occur on this site, and then with these other possible outcomes, we can delineate which strategies take precedence and recognize what is most important for our communities. Regardless of the outcome, our Resilient City Plan is designed to work through external uncertainties.

While investors intend on transforming the vacant site into a mixed-use mega development, there is the possibility that financing could stall after the development breaks ground. This would cause construction to stop, leaving the development site partially complete. In this case, the Resilient City Plan offers alternatives that can guide planners on what to do that will best benefit the surrounding communities. In this scenario, the Sixty Four may recommend making the site inaccessible to residents who might then use the site as a cut-through to avoid traffic or closing roads to curb any illicit activity. In the meantime, the Sixty Four would continue its relationship with developers and continue to engage the local community on further action steps.

Although developers currently intend on creating the next innovation hub, there is still a possibility that the development may not happen at all. In this scenario, the city must prepare on how to best make use of the vacant land so residents can connect from one end of the city to the other. The Sixty Four would recommend that the development site still be used to increase connectivity and services to the surrounding communities. This could include repurposing St. Charles Air Line bridge to connect a bike and pedestrian path from Wells-Wentworth to Canal Street, in addition to recommending protection of the natural environment and the utilization of the space as public open green space for community members to enjoy.

Recognizing the alternative potential outcomes that could happen on the development site allows for focus on our strategies and prepares for working with developers to continue the momentum of this project. The Sixty Four will continuously refine our framework and expectations to better implement the guidelines and to stay current with any shifts in development.

**“THE RESILIENT CITY PLAN IS DESIGNED TO  
WITHSTAND BOTH THE FORESEEABLE AND  
UNFORESEEABLE FUTURE.”**

# METRICS

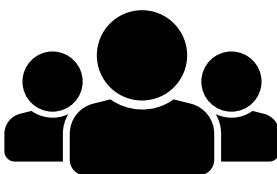
The sections to follow constitute the bulk of our Resilient City Plan, and will detail specific goals and strategies related to affordable housing, economic development, mobility and accessibility, environmental sustainability, land use, and more. As a key part of our planning process — and a result of our intent to craft a comprehensive equity plan — we have evaluated each of our nineteen goals in regards to three metrics described below: Sustainability, Ease of Implementation, and Scenario Planning.

## METRIC A: SUSTAINABILITY

Economic



Social



Environmental



Sustainability assesses each goal against the three prongs of sustainability: economic, social and environmental. Some goals speak more directly to a single prong of sustainability; for example, improving water quality is tied to environmental. This metric assesses each goal on how well it speaks to all three prongs of sustainability.

## METRIC B: FEASIBILITY

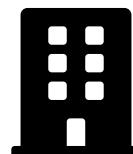
1. An existing framework, policy or precedent exists for this goal
2. We believe this goal is within private development interests



Feasibility assess whether an existing framework or precedent is in place: for example, a City of Chicago program or policy that would complement the goal and corresponding strategies. Because the Resilient City Plan and future Community Benefits Agreement are inextricably tied to the future private developer of the site, we also assess whether each goal is “private developer-friendly,” or, whether the goal complements or competes our understanding of the aim of anticipated private capital.

## METRIC C: SCENARIO PLANNING

1. Effective within Possible Outcome #2) Development Happens Partially
2. Effective within Possible Outcome #3) Development Does Not Happen

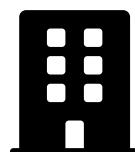


All of the strategies put forth in the Resilient City Plan are intended to strengthen our coalition catchment area in the face of the proximate private development, which we call: Possible Outcome #1. Scenario Planning assesses which of our goals will remain effective if the development happens partially (Possible Outcome #2), or not at all (Possible Outcome #3). In essence, we are testing which goals become high-priority in each of our alternate outcomes.

Results:

If a goal tests positively against a metric, the icon will be black.

If a goal tests negatively against a metric, the icon will be opaque.



# INCLUSIVE CITY

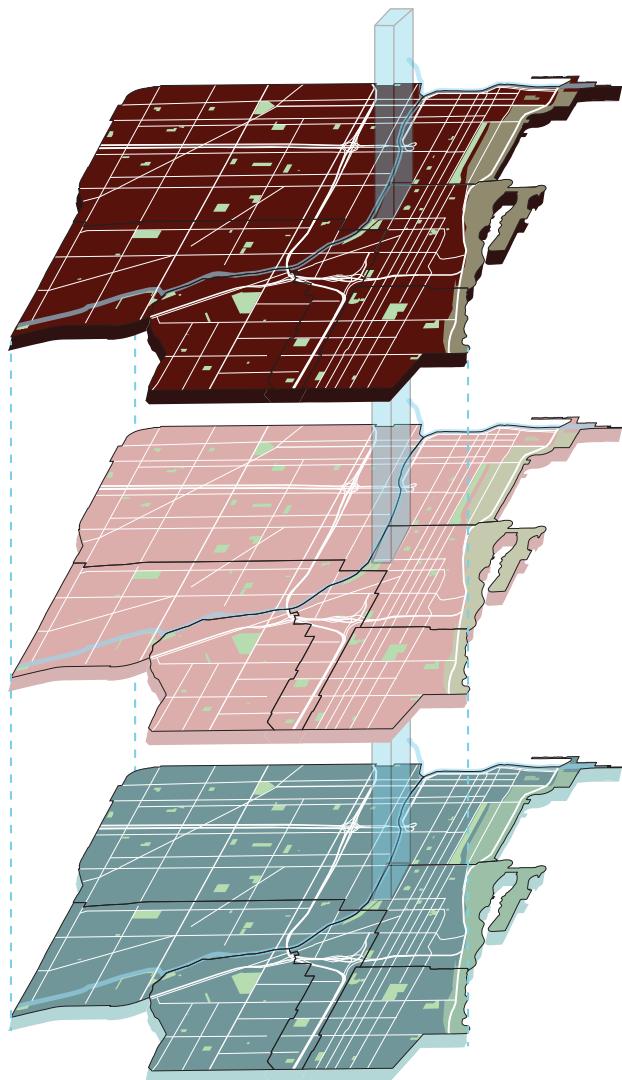




The Inclusive City promotes resilience by ensuring access to equitable employment, housing and educational opportunities, and by generating resident-owned wealth. The Inclusive City will work to stabilize cultural commercial corridors while growing ecology and hydrology industrial markets to increase local economic activity and employment. Furthermore, as the city experiences an increase in high skilled professional jobs, a partnership-based workforce development program will offer educational opportunities that prepare residents to capitalize on jobs within their own communities. Overall, this balance will absorb the benefits of proximate corporate-capital and technology-centric investment — without displacement as an “inevitable” end result.

To successfully connect community members to living wage jobs, help local businesses and employees thrive, grow vibrant commercial areas, and prevent displacement, the plan proposes objectives that address the gaps identified in the Community Profile section of this equity plan. The coalition has prioritized the following Inclusive City objectives: Develop and Retain Quality Affordable Housing Throughout the 64 Census Tracts, Enhance Commercial and

Industrial Markets, and Promote Local Employment and Workforce Development. The following pages will further explain how we are intending to implement our objectives.



## OBJECTIVE 1 DEVELOP AND RETAIN QUALITY AFFORDABLE HOUSING THROUGHOUT THE 64 CENSUS TRACTS

As a coalition, we fear that the development of the development site, with its focus on corporate and institutional interests, will inevitably exacerbate this situation. Without targeted affordability interventions, displacement of the Sixty Four's residents will continue unabated, and the transformation of the catchment area into an extension of the development site will proceed with an air of inevitability. The time to implement a slate of affordability strategies that would protect low-income residents of the catchment area – and low-income residents throughout the city – is long overdue. We therefore propose a set of goals designed to make the catchment area affordable to all households over the course of a 30-year time horizon, by producing new affordable units, preserving affordability that already exists, and supporting advocacy groups that work towards citywide affordability policies.

### GOAL 1.1 PRODUCE NEW AFFORDABILITY ACROSS THE CATCHMENT AREA

#### POLICIES/STRATEGIES

##### **1.1.1 Invest in production of new affordable units**

Initiate coalition member or city-led campaign to acquire vacant lots en-masse and 1) resell to affordable developers, or 2) retain for development of city-owned units. As it stands, there are 28 acres worth of vacant land in the catchment area, an area equivalent to nearly half of the development site. Assuming an average 1,200 square feet per unit, 80% of square footage to be covered by building footprint, and an average of four stories per building, these vacant lots alone could support more than 3,000 new affordable units.

##### **1.1.2 Continuously monitor investments in production of affordable units**

Monitor the annual production of new affordable units (subsidized and unsubsidized) and units in the pipeline. This work is to be conducted through the Affordability Trust Fund-supported research organization.

##### **1.1.3 Establish and Promote Community Land Trust(s) and Limited Equity Cooperative(s)**

Establish geographically-focused Community Land

Trust(s) and/or limited equity cooperatives in the Lower West Side, Armour Square/Chinatown, Douglas/Bronzeville, and/or support the existing Chicago Community Land Trust and LECs. The strategy would involve a coalition member- or city-led initiative to buy up existing single- and multi-unit properties with the express purpose of selling them to Land Trust members or new Limited Equity Cooperatives. These ownership structures would ensure that low-income owners and shareholders have access to affordably-priced rent- and tax-stabilized housing.

Goal 1.1: Produce New Affordability Across the 64 Census Tracts

|                   |  |  |  |
|-------------------|--|--|--|
| Sustainability    |  |  |  |
| Feasibility       |  |  |  |
| Scenario Planning |  |  |  |

A series of strategies would be crucial to enacting the rest of the proposals in this section: 1) an Affordability Trust Fund seeded with an initial amount of \$10,000,000 from the site's tenants; 2) a new citywide commercial linkage fee ordinance, with a dedicated share to support affordability in the Catchment area; and 3) the establishment of an independent not-for-profit research organization to monitor affordability in the 64.



FIG. 13

## GOAL 1.2 PRESERVE EXISTING AFFORDABILITY IN CATCHMENT AREA

### POLICIES/STRATEGIES

#### **1.2.1 Invest in preservation of existing affordable units**

Initiate coalition member- or city-led campaign to acquire existing affordable units at risk of becoming unaffordable (e.g., subsidized units with expiring affordability requirements, market-rate affordable units in danger of being sold/upscaled, foreclosed properties, etc.) and provide grant/loan assistance to small landlords in exchange for affordability assurances.

#### **1.2.2 Continuously monitor investments in preservation of affordable units**

Monitor the preservation of affordable units (subsidized and unsubsidized), units in the pipeline, as well as units that are at-risk of becoming unaffordable -- work to be conducted through the Affordability Trust Fund-supported research organization.

#### **1.2.3 Expand city's Micro Market Recovery Program into Lower West Side and Douglas/Bronzeville.**

Chicago's Micro Market Recovery Program is a geographically-targeted program that helps residents purchase and renovate vacant properties, provides forgivable loans for renovations by existing residents, and provides foreclosure assistance.

The program is currently active in 13 Chicago neighborhoods; we propose that the program be expanded to Douglas and the Lower West Side, two parts of the catchment area that have experienced disinvestment and are at risk of experiencing residential displacement.

#### **1.2.4 Invest directly in low-income housing supports**

Devote portion of trust fund to support low-income (<50% AMI) households with

1. emergency rental assistance funds;
2. foreclosure counseling and prevention funds; and
3. geographically-targeted down payment assistance funds. Preference would be given towards low-income households already residing in the Catchment Area.



Source: Mercy Housing



Source: BPI Chicago



Source: Chicago Housing Authority

| Goal 1.2: Preserve Existing Affordability |  |  |  |
|---|--|--|--|
| Sustainability                            |  |  |  |
| Feasibility                               |  |  |  |
| Scenerio Planning                         |  |  |  |

# GOAL 1.3 SUPPORT ADVOCACY GROUPS ACROSS THE CATCHMENT AREA AS THEY PUSH FOR CITYWIDE AFFORDABILITY STRATEGIES

## POLICIES/STRATEGIES

### **1.3.1 Financial support for affordability advocacy organizations**

A portion of funds are to be committed to an Affordability Trust Fund by corporate tenants and/or developer(s) towards the operational expenses of organizations that advocate for affordability throughout the coalition catchment area.

### **1.3.2 Secure subsidized office and community convening space**

Require that corporate tenants set aside subsidized space on-site for advocacy groups based in the catchment area as office space, to hold community convenings, and to organize around sustained affordability.

### **1.3.3 Slate of citywide affordability policy packages**

Ensure sustained affordability through broad protections for low-income households and policies that affirmatively push for citywide affordability. Future investments should be co-opted or negated by future influxes of corporate capital. Citywide policy changes, including a just-cause eviction ordinance, deepened citywide Inclusionary Zoning requirements, legalization of rent stabilization/control, and the citywide linkage fee, will support the Affordability Trust Fund and contribute to a long-term foundation of affordability.

| Goal 1.3: Support Advocacy Groups Across the 64 As They Push For Citywide Affordability |  |  |  |
|---|--|--|--|
| Sustainability  |  |  |  |
| Feasibility   |  |  |  |
| Scenerio Planning   |  |  |  |

## OBJECTIVE 2 ENHANCE COMMERCIAL AND INDUSTRIAL MARKETS

Employment gains in the coalition catchment area over the last 15 years have been concentrated at the high end of the wage spectrum, both in terms of jobholders who live in the the coalition catchment area census tracts and workers employed in those census tracts. Employment in middle-wage jobs has

declined among both groups, and while employment in low-wage jobs has grown among jobholders living in the area, low-wage jobs themselves have left the coalition catchment area [Design: insert change in monthly wage graphic]. These circumstances illustrate a hyper-local job market shifting towards high-wage jobs, a hollowing-out of middle wage jobs, and fewer employment opportunities for low-wage residents within the neighborhoods where they live.

The following goals and strategies will foster resident-owned entrepreneurial and employment opportunities, allowing residents to participate in the growth of commercial and industrial activity that accompanies future development. The strategies will allow the community to maintain and grow existing commercial strengths and preserve industrial employment, while shifting industrial investment towards green industry and strengthening the area cultural commercial base.

## PERCENT CHANGE IN JOBS BY MONTHLY WAGES 2002-2015

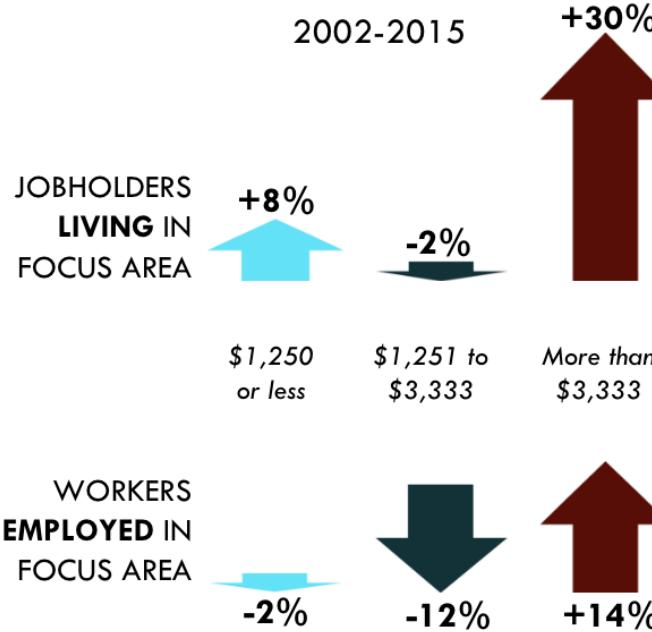


FIG. 14

## GOAL 2.1 INCUBATE INDEPENDENTLY-OWNED BUSINESS ACROSS THE CATCHMENT AREA

### POLICIES/STRATEGIES

#### **2.1.1 Create a revolving loan fund to support independently-owned small businesses**

To be seeded with funding from site redevelopment; accessible businesses owned by residents of the catchment area to allow for business improvements, investments and expansions.

#### **2.1.2 Invest in worker ownership as a succession plan and new business creation**

Worker cooperatives can foster stability for small independently-owned businesses, providing workers an ownership stake in the business, creating worker control over business and hiring decisions, and reducing the likelihood of commercial or industrial gentrification.

The Island Employee Cooperative is a worker-owned cooperative in Stonington and Deer Isle, Maine made up of three businesses. When the original owners retired in 2014, they sold the businesses to their employees, allowing them the opportunity to build wealth through ownership and ensuring that ownership would stay local.

#### **2.1.3 Promote coordination with independent businesses and technical assistance organizations**

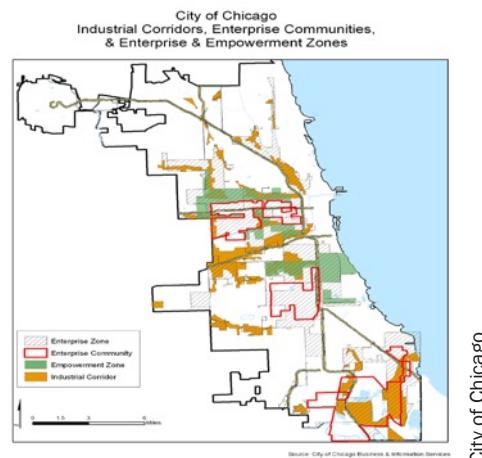
Independent businesses located in the catchment area could benefit from partnerships with local technological advancement organizations and networks, such as Metro Metals Consortium, Chicago Regional Growth Corporation, MHub, and the Connectory.



#### **2.1.4 Create a new Chicago Enterprise Zone inclusive of the coalition catchment area**

The Chicago Enterprise Zone Initiative offers incentives to encourage businesses to locate or expand in designated areas. The city currently has six zones designated, three of which intersect with the catchment area. We propose expanding or creating a zone that includes small business hubs Chinatown, Armour Square, and the Near South Side.

| Goal 2.1: Incubate Independently-Owned Business Across the 64 Census Tracts |          |          |      |
|---|----------|----------|------|
| Sustainability  | \$       | People   | Leaf |
| Feasibility   | Scales   | Scales   |      |
| Scenario Planning   | Building | Building |      |



City of Chicago

## GOAL 2.2 SUPPORT A CLUSTERING OF GREEN INDUSTRY ALONG THE SOUTH LUMBER INDUSTRIAL CORRIDOR

### POLICIES/STRATEGIES

#### **2.2.1 Use economic development incentives to attract green and hydrologic sector businesses**

Incentivize the development of businesses such as water treatment, stormwater collection, and sustainable manufacturing along the existing South Lumber Street industrial corridor. The area within 500 feet of the corridor hosts more than 1,000 jobs, more than half of which are in Manufacturing and Wholesale Trade. Transportation and Warehousing and Professional, Scientific, and Technical Services also account for approximately 100 jobs each, both of which have seen substantial

growth over the past 15 years. Targeted incentives could be used to attract and grow environmentally-sustainable firms that fit into these growth sectors.

### **2.2.2 Encourage alignment with Chicago Sustainable Industries Plan**

Chicago Sustainable Industries: A Business Plan for Manufacturing identifies immediate strategies and actions that will positively impact small- and medium-sized manufacturers and provides a framework for infrastructure investment. This plan can offer guidance for local manufacturers on frameworks and how to broaden the foundation upon which public- and private-sector initiatives can succeed.

| Goal 2.2: Support A Clustering of Green Industry Along the South Lumber Industrial Corridor |  |  |  |
|---|--|--|--|
| Sustainability  |  |  |  |
| Feasibility   |  |  |  |
| Scenario Planning   |  |  |  |

## **GOAL 2.3 PRESERVE AND STRENGTHEN CULTURALLY-SIGNIFICANT COMMERCIAL CORRIDORS**

### **POLICIES/STRATEGIES**

#### **2.3.1 Use Chicago's Neighborhood Opportunity Fund to improve commercial corridors**

The Neighborhood Opportunity Fund generates revenue from downtown developments to finance commercial projects in neighborhoods lacking private investment. These grants are intended to strengthen commercial corridors on the south, southwest, and west sides of Chicago.

#### **2.3.2 Encourage businesses to apply for Chicago's Small Business Improvement Fund program**

The Small Business Improvement Fund (SBIF) program uses Tax Increment Financing (TIF) revenues to help owners of commercial and industrial properties within TIF districts repair or remodel their facilities. Businesses within the eligible Pilsen Industrial Corridor TIF District can utilize this program to upgrade and preserve their buildings.

| Goal 2.3: Support Advocacy Groups Across the 64 As They Push for Citywide Affordability |  |  |  |
|---|--|--|--|
| Sustainability  |  |  |  |
| Feasibility   |  |  |  |
| Scenario Planning   |  |  |  |

## **OBJECTIVE 3 PROMOTE LOCAL EMPLOYMENT AND WORKFORCE DEVELOPMENT**

Increasingly, new jobs being created are requiring higher skill sets. Companies are increasingly replacing low-skilled employees with more highly educated and trained employees. Although the region has an abundance of workforce development programs and training providers, sometimes the system skips individuals who are “low-skilled and low-income”. This Equity Plan provides strategies to connect these individuals so that they can become more congruously connected with workforce development efforts and skill-building. Programs are aimed at both new hires and incumbent workers already employed in both small businesses and larger corporations, and include resume workshops, STEM workshops, and vocational training.

## **GOAL 3.1 CREATE LOCAL AND TARGETED HIRING PROGRAM**

### **POLICIES/STRATEGIES**

#### **3.1.1 Promote collaboration between One-Stop Centers and Community Based Organizations**

One-Stop Centers and Community Based Organizations serve purposes that are unique to one another but collaborative in nature, with the former providing counseling, job training and placement services, and the latter providing job training and placement, family support services, or foreclosure assistance. Encouraging collaboration can help eliminate barriers faced by clients in terms of racial issues and cultural equity.

#### **3.1.2 Implement living wage standards for all workers hired to work on the development site**

Living wage jobs attract workers and decrease turnover. They predominantly benefit women and persons of color. Families receiving a living wage put their increased income towards local food, housing and services—that is, the local economy. In a city like Chicago currently having issues attracting

and retaining low-income workers, a living wage standard will serve to help reverse the flow of families outside city borders.

### **3.1.3 Ensure fair opportunities through the integration of training programs and capitalized developments**

To boost the workforce in Chicago, and specifically within the coalition catchment area, tenants onthe development site should collaborate with One-Stops, community-based organizations, and community colleges that provide industry-specific training.

| Goal 3.1: Create Local and Targeted Hiring Program |  |  |  |
|--|--|--|--|
| Sustainability                                     |  |  |  |
| Feasibility  |  |  |  |
| Scenerio Planning                                  |  |  |  |

## **GOAL 3.2 IMPROVE ACCESSIBILITY TO LOCAL WORKFORCE TRAINING PROGRAMS**

### **POLICIES/STRATEGIES**

#### **3.2.1 Promote advanced sector industries through programs and scholarship opportunities**

Local trends within the coalition have shown an increase in advanced sector industries since 2002. OneStops, CBO's and Community Colleges should increase the number of training programs available, in addition to providing scholarship opportunities to promote training in these advance sector industries.

#### **3.2.2 Improve reentry programs for ex-offenders**

Expanding training organizations and better funding those that exist will increase the ability to provide equal opportunities. Current organizations working within the coalition catchment area include the Safer Foundation.

#### **3.2.3 Introduce a discounted-fare transit program**

The Workforce Development Board, in collaboration with the Chicago Cook Workforce Partnership and the Chicago Transit Authority, should direct funds from Obama's Workforce Innovation and Opportunity Act (2014) towards subsidizing transit-fare for those seeking services from One-Stops and CBO's. This will encourage those who might consider dropping out of the training programs due

to financial challenges and the lack of employment certainty.

#### **3.2.4 Engage community members and institutions in a comprehensive career planning process**

Initiate a collaborative career planning process between students, parents, educators, schools and businesses and create shared understanding of workforce needs and opportunities. Additionally, expand available career and technical program options to local high schools.

## **CONCLUSION**

The proposed objectives for the Inclusive City do not merely contribute to the economic growth of the area but they affect the regional economy as a whole. By promoting strategies that ensure all members of catchment area, existing and future, have job opportunities that pay a living wage accompanied with affordable housing, we decrease income and social imbalances that tend to decrease social mobility and produce a less-educated workforce that can't compete in today's ever changing global economy.

| Goal 3.2: Improve Accessibility to Local Workforce Training Programs |  |  |  |
|--|--|--|--|
| Sustainability   |  |  |  |
| Feasibility  |  |  |  |
| Scenerio Planning  |  |  |  |



2.1.1 Revolving Loan Fund

3.1.2 Standards for Local Hires  
3.1.3 Training Programs  
3.2.1 Scholarships  
3.2.2 Improve Reentry Programs



2.1.2 Tech Advancement  
2.1.3 Chicago Enterprise Zone Program  
2.2.1 Attract green sector through ED incentives  
2.2.2 Infrastructure Improvement  
2.2.3 Chicago Sustainable Industries Plan  
2.3.1 Neighborhood Opportunity Fund  
2.3.2 SBIF Applications  
2.3.5 Tap into Revolving Loan Fund

3.2.3 Discounted-fare transit program



1.1.1 Invest in units  
1.1.2 Monitor production  
1.1.3 Establish a CLT  
1.2.1 Preserve existing units  
1.2.2 Monitor preservation  
1.2.3 Expand MMRP  
1.2.4 Invest in LIH supports  
1.3.1 Advocacy organizations  
1.3.2 Subsidize space  
1.3.3 Slate of policy packages

2.3.3 Invest in worker ownership  
2.3.4 Allow non-conforming corner stores

3.1.1 Collaboration Between One-Stop Centers & CBOs Coordinate with Social Service Providers  
3.2.4 Comprehensive career planning process

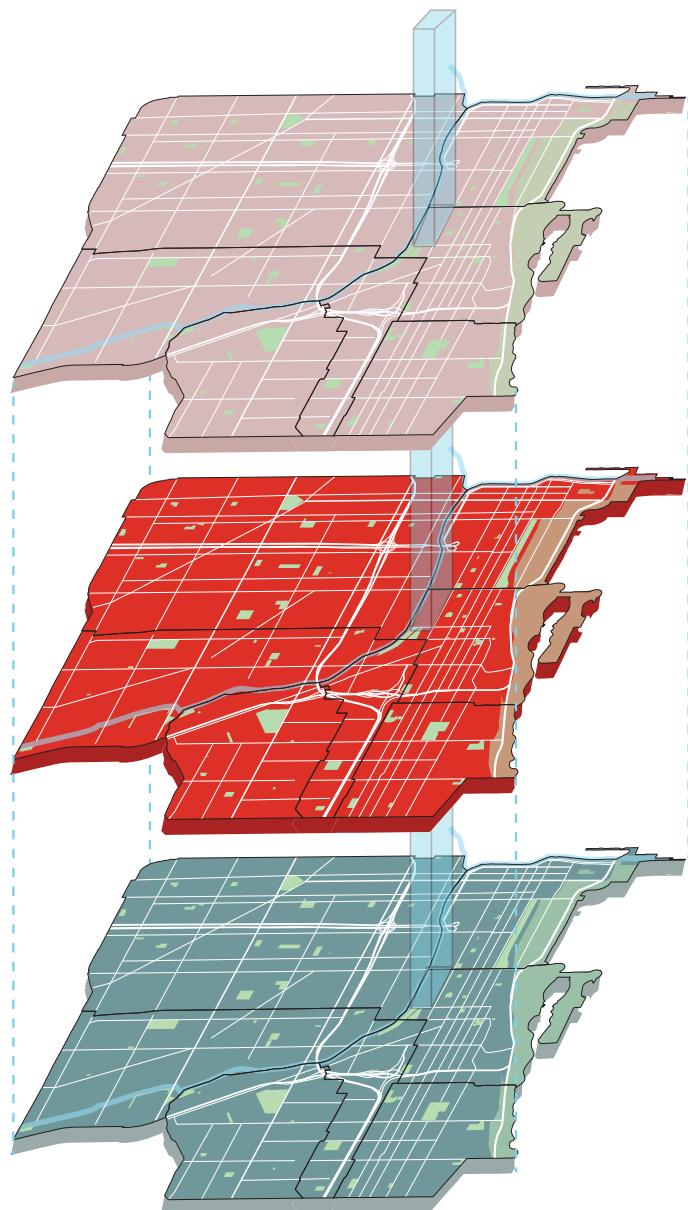
# CONNECTED CITY





**Our second thematic area, The Connected City, aims to efficiently transport people and goods while minimizing socioeconomic disparities and environmental impacts. Assuming that the development site attracts a wealthy residential population and includes spaces for working, learning, or dining, we want to ensure that this new space is open to our communities and accessible by public transportation, walking, and cycling. In a Divided City, the wealthy benefit from greater access to rail rapid transit and safe streets for pedestrians and bicyclists, while economically disadvantaged populations must commute on slow buses and suffer from higher rates of traffic-related injuries and deaths.**

**for all and we want to maintain equitable access and use for everyone.**



**The Sixty Four Coalition proposes the following goals for infrastructure improvements and policy changes that ensure everyone can safely, quickly, and affordably access jobs, shopping, entertainment, healthcare, and other important destinations by walking, cycling, public transit, and car. The coalition also seeks to protect residential interests that could be ignored to accommodate private capital development in our communities. We recognize our urban streets are a public space**

## OBJECTIVE 4 INCREASE MOBILITY THROUGHOUT THE TRANSPORTATION NETWORK FOR USERS OF ALL MODES

Around the development site and throughout our communities, the safe and efficient movement of traffic is a major concern. Chicago's street grid is interrupted by the Chicago River, railroads, and the Dan Ryan Expressway, leading to a lack of east-west connections and increased travel distance and time for all modes. In some cases, these barriers force people to travel double the "as the crow flies" distance to reach their destination, which is especially difficult for people who choose to walk through the area.

### GOAL 4.1 BROADEN EAST-WEST MOBILITY BETWEEN COMMUNITIES

#### POLICIES/STRATEGIES

##### **4.1.1 Create new Bus Rapid Transit (BRT) service on Roosevelt between Indiana and Damen**

The area around the development site lacks east-west transit service other than the #12 Roosevelt bus, which can be slow during peak commute times. Roosevelt Road is similar in traffic capacity, Average Annual Daily Traffic, and physics design to Ashland Avenue, where BRT service has been studied and envisioned by CTA. This new service would provide better access for all to the development site, the University of Illinois at Chicago (UIC), and the Illinois Medical District (IMD).

##### **4.1.2 Redesign the existing B&OCT Bascule Bridge as a bike/pedestrian bridge to access the development site**

A bridge structure is already in place, but would require upgrades to reposition the bridge, ensure safety, and provide easy access to ground level. This bridge would later be integrated into the planned Paseo Trail.

##### **4.1.3 Create a new bridge at Taylor Street with vehicle access**

A new multipurpose bridge would carry Taylor Street over the Chicago River and adjacent railroads to reduce congestion around the Canal and Roosevelt commercial area.

| Goal 4.1: Broaden East-West Mobility Between Communities |  |  |  |
|--|--|--|--|
| Sustainability   |  |  |  |
| Feasibility  |  |  |  |
| Scenario Planning  |  |  |  |

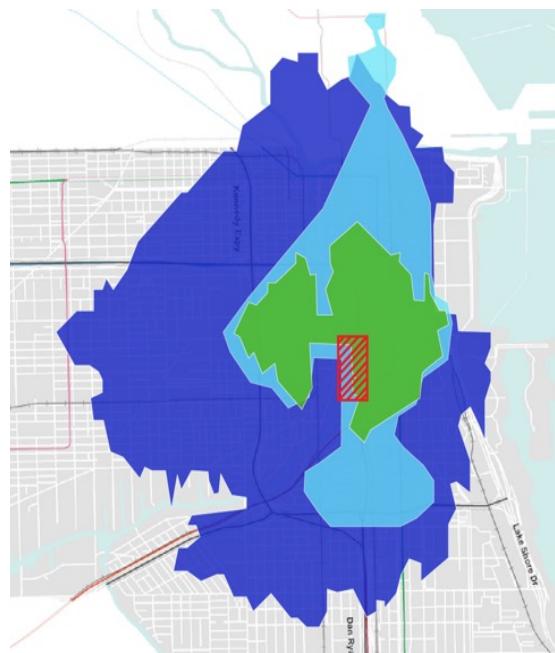


FIG. 15

Distance accessible by walk (green), transit (light blue), car (dark blue) within 15 minutes, Lucy Chen and Asher Kohn

IF EVERY ROOSEVELT #12 BUS PASSENGER CHOSE TO DRIVE, TRAFFIC ON THE CORRIDOR WOULD INCREASE 1.5 TO 2 TIMES.



Chicago Transit Authority

## GOAL 4.2 IMPROVE SAFETY FOR PEDESTRIANS AND CYCLISTS

### POLICIES/STRATEGIES

#### 4.2.1 Install curb extensions to improve pedestrian safety

Curb extensions or bump-outs shorten crossing distance and time for pedestrians, reduce vehicle speed, and make space for trees and bioswales.



National Association of City Transportation Officials

#### 4.2.2 Adhere to Chicago's Complete Streets

#### Design Guidelines and Pedestrian Plan

A Complete Streets vision ensures our streets are designed to meet the needs of all users, improving comfort and efficiency for pedestrians, cyclists, and transit riders. The Chicago Department of Transportation (CDOT) has already adopted a robust set of guidelines for implementing this vision, but the guidelines are often watered down or ignored in practice.

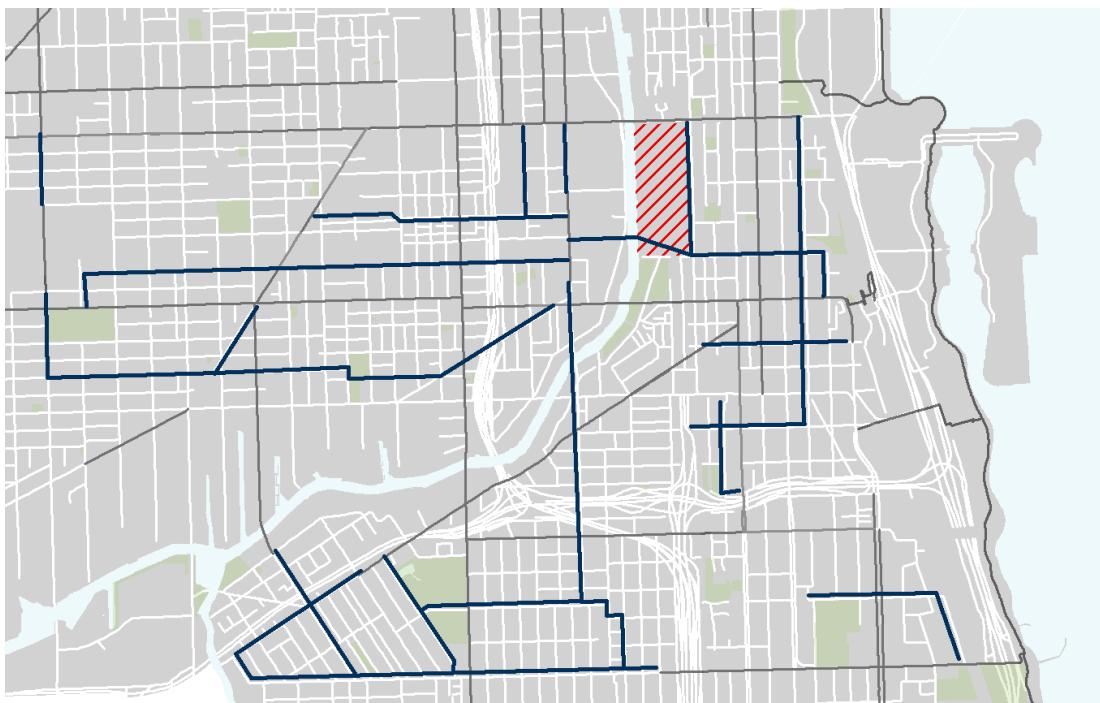


#### 4.2.3 Expand Chicago's network of protected bike lanes

Goal 4.2: Improve Safety for Pedestrians and Cyclists

|                   |   |   |   |
|-------------------|---|---|---|
| Sustainability    |  |  |  |
| Feasibility       |  |  |   |
| Scenario Planning |  |  |   |

FIG. 16  
Proposed  
Bike  
Network  
Map,  
Alex Perez



## GOAL 4.3 MAINTAIN A FUNCTIONAL LOCAL STREET NETWORK

### POLICIES/STRATEGIES

#### 4.3.1 Maintain grid street network

The Dearborn Park development that drew new residents into the South Loop in the 1980s features cul-de-sacs that restrict through-traffic from moving east-west across the neighborhood. This limits walkability and reduces the number of intersections along Clark and State streets, leading to increased traffic speeds. The development site ought to integrate with the existing street grid to avoid repeating those mistakes.

#### 4.3.2 Minimize courier traffic

The rise of e-commerce and subscription services has led to increased residential package deliveries in cities. There are also trends in freight services and inventory management that have led to increased commercial deliveries on local streets. Retail stores and delivery services should work toward eliminating redundant routes and minimizing local impacts, especially during the peak commuting hours.

#### 4.3.3 Signal prioritization for buses

Traffic congestion during peak periods can slow down buses and make schedules unpredictable, which can reduce ridership and revenue for our public transit systems. Signal priority helps buses maintain their schedules by shifting the red and green phases based on real-time route performance. In an effort to improve bus service and boost ridership, we call upon CDOT and CTA to work collaboratively to plan and implement signal prioritization on our local bus routes.

| Goal 4.3: Maintain a Functional Local Street Network |  |  |  |
|--|--|--|--|
| Sustainability                                       |  |  |  |
| Feasibility  |  |  |  |
| Scenario Planning                                    |  |  |  |

## OBJECTIVE 5 ACCESSIBILITY-PROTECT EQUITABLE MODE CHOICE

Even the most robust transportation networks must be accessible in order to be useful to a community. Although Chicago offers many transit options, transportation disparities are intensified by the spatial inequality of housing prices, job availability, transit access, and walkability. By raising the baseline accessibility of all community members, we can improve the area's overall safety, vitality, and quality of life. To ensure and maximize the benefits of our street and transit networks, we aim to minimize the barriers that prevent community members from using the mode of transportation that best allows them to complete the trips to work, school, leisure, or complete errands. Different people have different transportation needs and preferences that may dictate whether they travel by car, transit, or walking. By protecting the ability to choose between safe, affordable, and efficient modes, we can better cater to our diverse community.

## GOAL 5.1 ENHANCE EQUITABLE ACCESS TO TRANSIT

### POLICIES/STRATEGIES

#### 5.1.1 Implement a fare cap

With a fare cap in place, transit users can pay per trip as they do now, but their total payments will be capped at the value of a daily, weekly, or monthly pass. This policy eliminates financial barriers by spreading out the cost of a transit pass and could increase ridership as trip and transfer costs are reduced.

#### 5.1.2 Extend off-peak transit options

Current CTA transit timetables allow for greatest mobility from 6-9am and 4-7pm. However, many transit users are going to school or work outside of these hours. By providing more transit options for off-peak travellers, we can improve the reliability of how transit users get to where they need to go, no matter when they need to get there.

#### 5.1.3 Improve reliability of common transit transfers and connections

Getting around Chicago can be difficult for those who do not live by a CTA rail line or a convenient bus route. For many people, transit trip planning is

frustrating because of unreliable transfers between routes, especially where buses operate with less frequency. CTA should work to improve the reliability of common transfers to ensure that schedules do not add unnecessary waiting time into complex commutes.

| Goal 5.1: Enhance Equitable Access to Transit |  |  |  |
|---|--|--|--|
| Sustainability                                |  |  |  |
| Feasibility                                   |  |  |  |
| Scenerio Planning                             |  |  |  |

## GOAL 5.2 MAINTAIN VITALITY AND WALKABILITY OF LOCAL STREETS

### POLICIES/STRATEGIES

#### 5.2.1 Improve lighting and sidewalk conditions

To make sidewalks safe and accessible for all users, CDOT should upgrade all sidewalks to comply to standards in the Americans with Disabilities Act (ADA) for ramps, width, and slopes. Often these standards are only applied when other modifications are made nearby. We also ask that lighting be improved across all pedestrian ways, including alleys, by replacing existing street lights with white LED lighting. White light allows for clear sightlines which will improve the overall safety for pedestrians.

#### 5.2.2 Delineate curb space to allow for mixed curb use

Curb space is in high demand for street parking, transit infrastructure, deliveries, taxi and transportation network company (TNC) access, bicycle infrastructure, access for people with disabilities, parklets, local business space, pedestrian crossings, and more. We can diversify the delineation of curb space in our neighborhood blocks for these common activities to provide space for loading, pick-up/drop-off, and short-term parking while restricting double parking, blocked bus stops, impaired access, and unnecessary points of conflict between different users.

| Goal 5.2: Maintain Vitality and Walkability of Local Streets |  |  |  |
|--|--|--|--|
| Sustainability   |  |  |  |
| Feasibility  |  |  |  |
| Scenerio Planning  |  |  |  |

## GOAL 5.3 PROTECT PARKING AVAILABILITY FOR RESIDENTS AND WORKERS

### POLICIES/STRATEGIES

#### 5.3.1 Implement permits for street parking in high-demand areas within the coalition catchment area

As the community grows in vitality, the demand for street parking will also grow. While it is expensive and unsustainable to build more parking lots and structures, a permit system could keep spaces available for residents. Many neighborhoods on the northside of Chicago require permits to park on the street, but street parking in our community area is mostly unregulated. {source?} Permits for those currently working or living within the catchment area will protect their parking availability from the potential influx of higher income residents, workers, or visitors looking for “free” parking.

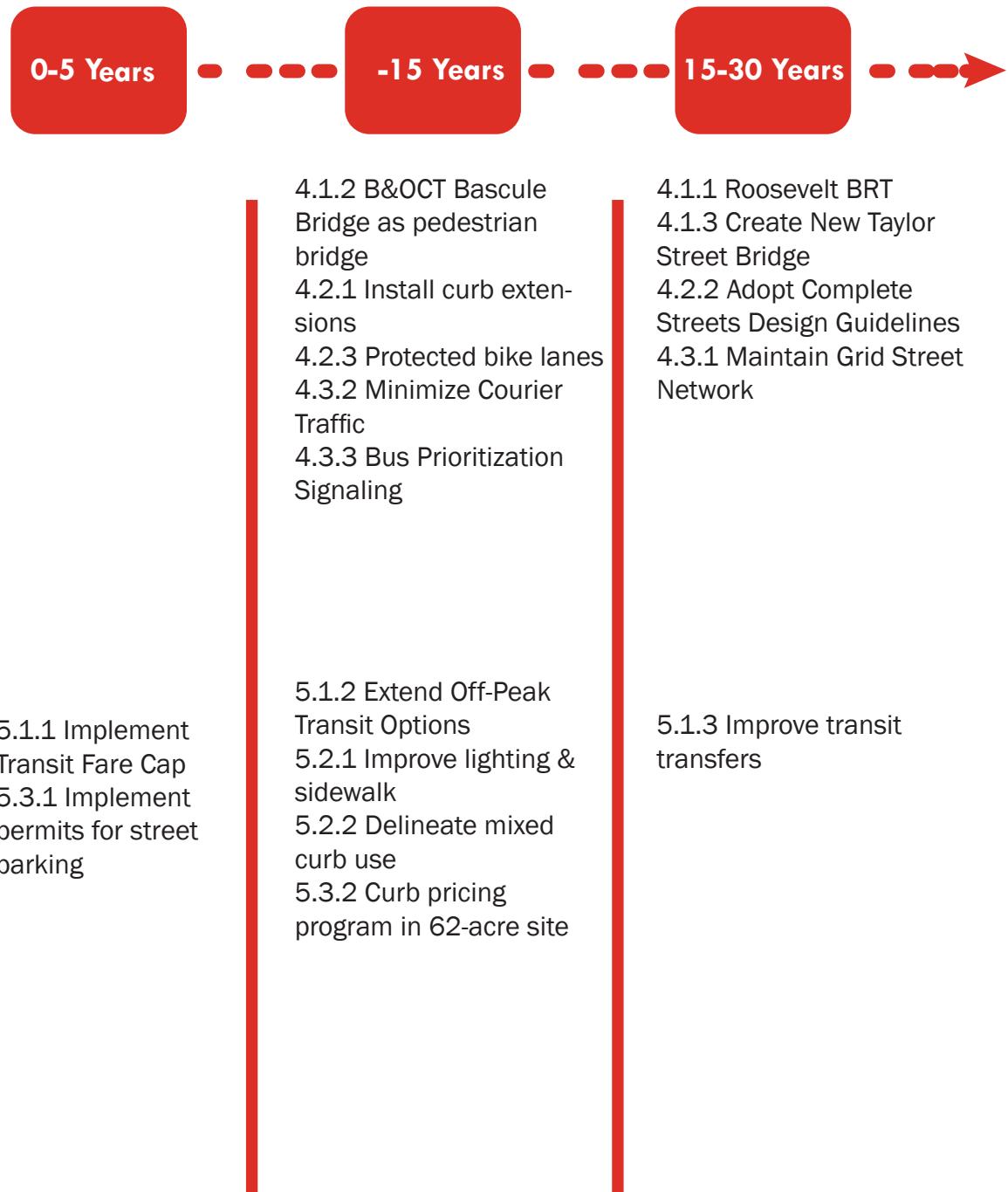
#### 5.3.2 Pilot a curb pricing program on development site

Curb pricing adjusts the price of curb-side parking based on how many open spots are typically available on that block. The “right price” for parking will provide access to high-demand destinations but facilitate turnover so that there is always a space or two open. We want to ensure that as development occurs, parking can be properly managed within the site without negatively affecting the surrounding community.

### CONCLUSION

Even if the development site remains empty, many of the above strategies will improve transit access, street safety, and traffic flow for the neighborhoods within our catchment area. However, pricing schemes aimed at minimizing the impact of private capital and an influx of wealthy residents from this development could impose regressive and unfair costs on current residents. Additionally, the plan is reliant on future local tax revenues, transit revenue and grants, and developer investment. In an economic downturn, the safety and vitality of our streets and the reliability of our transit system could be lower priorities.

| Goal 5.3: Protect Parking Availability for Residents and Workers |  |  |  |
|--|--|--|--|
| Sustainability   |  |  |  |
| Feasibility  |  |  |  |
| Scenerio Planning  |  |  |  |





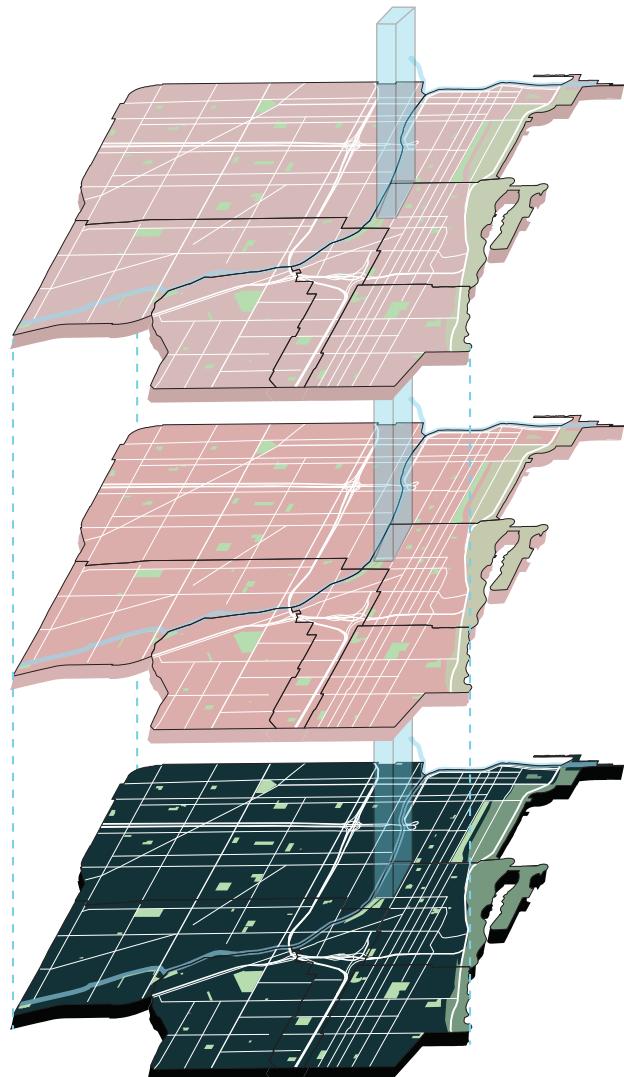
# ECOLOGICAL CITY

A photograph of a dense forest of green trees, likely birches, reflected in a body of water. The trees are tall and have many branches. In the background, there is a building with a balcony. The water is calm and reflects the surrounding trees.

The Ecological City promotes accessibility and inclusivity through the natural environment at the community level. By reviving and protecting the natural environment and expanding public space, the Ecological City will conserve the local ecosystem and its natural resources, create public spaces for community members to connect and play, and help mitigate future climate impacts detrimental to the region. Through these goals, we aim to encourage environmental stewardship, which is critical to both the physical and mental health of the surrounding community and the city.

The goals and strategies of the Ecological City reflect the need for comprehensive environmental protection in addition to the procurement of public open space. To achieve environmental sustainability, The Ecological City introduces strategies for enhancing the quality of the river, improving air quality, and sanctioning environmental standards for future development in terms of the built environment and energy consumption. The accumulation of public open space fosters accessibility and inclusivity through strategies promoting river access points

and the continuation of a green corridor with neighboring parks and developments. Additionally, to guarantee adequate open space, the Ecological City seeks the establishment of an advisory council, ensuring community input on future development. This section further explains how we intend to implement these goals.



## OBJECTIVE 6 ENVIRONMENTAL SUSTAINABILITY

Reviving the riverfront, remedying the local ecosystem, and improving air quality conditions will not only fuel an efficient city, but create a system of adaptation and equitable growth. These visions should be incorporated as a main priority for any new development projects, ensuring that the natural and built environments are created thoughtfully, and in a way that will restore and support sustainability in the area. The environmental improvements resulting from the Sixty Four's specifications for environmentally sustainable development should indicate a benchmark for all future development and redevelopment within the community, the Chicago region, and beyond.

### Did you know?

The Chicago River runs 156 miles from Park City in the north to Lockport in the south. Currently, over 45 bridges span the river. When the South Branch was straightened in 1928 it was also moved .25 miles west of its original location.

## GOAL 6.1 REVITALIZE THE RIVER

### POLICIES/STRATEGIES

#### **6.1.1 Restore a functioning wetland area along the river's edge**

A designated wetland area should be created on any newly developed land within the city's mandatory 30-foot setback from the river's edge. Wetland area is critical to repairing and maintaining the ecosystem of the river; vegetation provides habitat for local wildlife to live and hunt, in addition to acting as a filter, allowing contaminants to be removed naturally.

#### **6.1.2 Manage stormwater and minimize flood waters sent downstream**

Through deliberate green infrastructure interventions to the built and natural environment, more stormwater will be managed on site(s), as opposed to contributing to the city's stormwater runoff and sewer overflow issues. Flooding that could be minimized through stormwater management causes environmental and property damage, as well as potential health risks to residents. The more stormwater that is absorbed in the space that it falls, the more it reduces waters sent downstream, thereby reducing negative effects on neighboring communities.

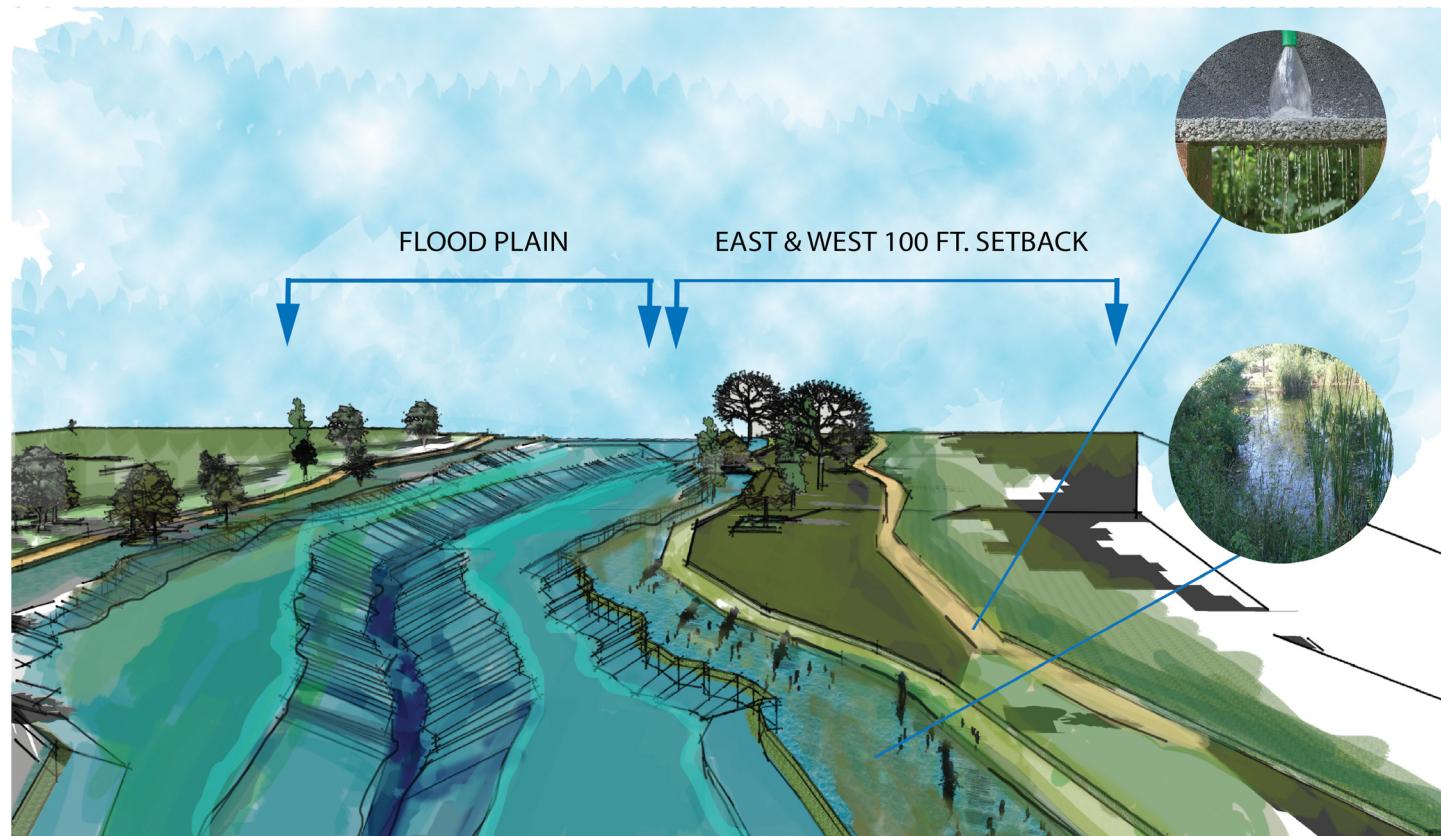


Fig. 17 Flood plain Mockup, Madeline Bonkoske

### 6.1.3 Improve water quality, thereby increasing opportunities to publicly utilize the river-front

Through efforts related to the creation of wetlands and the conservation of natural resources, water quality will be improved as erosion and stormwater-related runoff is decreased. As water quality improves, ideally more residents will utilize the river, thereby encouraging additional activism to further improve the river's conditions.

| Goal 6.1: Revitalize the River |  |  |  |
|--------------------------------|--|--|--|
| Sustainability                 |  |  |  |
| Feasibility                    |  |  |  |
| Scenerio Planning              |  |  |  |

## GOAL 6.2 IMPROVE AIR QUALITY

### POLICIES/STRATEGIES

#### 6.2.1 Reduce energy consumption onsite for all new development

Reducing energy demand for large scale projects has a cascading effect on the amount of air pollution generated by the development. Lower consumption reduces the amount of air pollution the site directly creates, but it also reduces the amount of energy that power plants need to generate. This allows the power plants to reduce their own amount of air pollution and encourages the transition from fossil fuel burning facilities to cleaner alternatives.

#### 6.2.2 Commit to Chicago Energy Benchmarking Ordinance

Tracking and reporting building energy usage data helps Chicago identify problem areas that affect the larger issue of Greenhouse Gas Emissions. 70% of Chicago's Greenhouse Gas Emissions are generated by buildings, and this Ordinance is an effort related to the City's pledge to meet the requirements of the Paris Climate Accord.

#### 6.2.3 Install vegetation that provides a deposition surface for pollutants and to control air flow

Dense bushes and shrubs act as a natural filter to scrub harmful particles out of the air. These bushes, planted along roadways, protect pedestrians from concentrations of transportation related pollutants by forcing the air upward and reducing pockets of ground level pollution from forming.

Tree canopies can also act as filters and create agitation with air flow patterns that diffuse pockets of air pollution and prevent pollutants from settling at ground level.

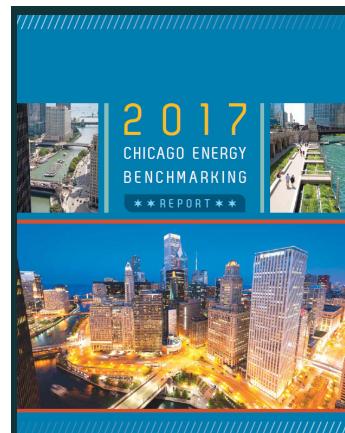
| Goal 6.2: Improve Air Quality |  |  |  |
|-------------------------------|--|--|--|
| Sustainability                |  |  |  |
| Feasibility                   |  |  |  |
| Scenerio Planning             |  |  |  |

## GOAL 6.3 SET SUSTAINABILITY STANDARDS FOR THE BUILT AND NATURAL ENVIRONMENT

### POLICIES/STRATEGIES

#### 6.3.1 Set design standards outlining recommended materials and practices

The design standards will include recommended native plant species, aeration features, green infrastructure, and building modifications. Many of the standards will align with Green Building Codes and the LEED credit rating system to give the developer flexibility while still ensuring that the community is served with a superior development built in the most sustainable way.



All municipal, commercial, and residential buildings 50,000 SF and over are required to track and report whole building energy usage in Chicago? In 2017, 85% of required buildings reported their benchmarking data.

### **6.3.2 Set minimum energy standards for any new development**

As energy providers continue to shift towards renewable sources we expect new development projects to insist that portions of their own energy are supplied from green energy generation sources. 30% of energy consumed by a project should be sourced from renewable means by initial completion. As technology improves and more renewable energy becomes available these sites should increase their consumption; After 5 years 50% of energy should be from renewable sources and after 10 years 75% of all energy should be from renewable sources.

### **6.3.3 Set design standards for any new development**

Design guidelines will aid developers in understanding the expectations that the Sixty Four has on the built environment. Focusing on resource reduction, many of these guidelines are achievable in conjunction with attaining a LEED certification and align the development with other initiatives that the City of Chicago is encouraging

## Design standards

- Net Zero water usage
- 3-star energy rating upon construction, 4-star rating in 5 years
- LEED Gold Neighborhood rating for entire site
- Net Zero Waste
- Increased F.A.R.
- High Performance Building Envelopes
- Green roofs

### **6.3.4 Provide interpretive literature and resources for residents and business owners interested in implementing sustainable measures on their property or new construction**

These resources will assist residents and small business owners not required but interested in retrofitting their buildings to improve energy and water usage, or to make more sustainable choices. Making this information easily available will encourage and streamline participation and provide accessible projects of all sizes.

| Goal 6.3: Set sustainability Standards for the Built and Natural Environment |  |  |  |
|--|--|--|--|
| Sustainability   |  |  |  |
| Feasibility  |  |  |  |
| Scenerio Planning  |  |  |  |

## **OBJECTIVE 7 PUBLIC SPACE**

Urban open space promotes mental and physical health by providing psychological relaxation, stimulating social cohesion, supporting physical activity, and reducing exposure to air pollutants and noise. However, multiple communities within our coalition catchment area do not meet Chicago's modest open space standards of two acres per 1,000 residents. Improving the status of open space within the community means aggressively pursuing the preservation and expansion of existing open space while simultaneously establishing an advisory council for public oversight and control which would advocate for these standards of accessibility. These approaches are critical to creating resilient communities that both visitors and residents feel invested in and care about.

## **GOAL 7.1 ESTABLISH A MECHANISM FOR PUBLIC OVERSIGHT AND CONTROL OF OPEN SPACE**

### **POLICIES/STRATEGIES**

#### **7.1.1 Create an advisory council called "Friends of Open Space"**

Until recently, the majority of the city's open space was private land created by developers as a tradeoff for building height and density bonuses through the Department of Planning and Development. A dedicated advisory council would allow for direct community control and oversight of local public spaces, ensuring they best benefit the community.

**ONLY 32 OF 77 NEIGHBORHOODS IN CHICAGO MEET THE PUBLIC OPEN SPACE REQUIREMENT OF 2 ACRES PER 1,000 RESIDENTS.**

| Goal 7.1: Establish a Mechanism for Public Oversight and Control of Open Space |  |  |  |
|--|--|--|--|
| Sustainability   |  |  |  |
| Feasibility  |  |  |  |
| Scenerio Planning  |  |  |  |

## GOAL 7.2 PROTECT, INCREASE, AND GUARANTEE PUBLIC ACCESS TO OPEN SPACE

### POLICIES/STRATEGIES

#### 7.2.1 Construct publicly accessible open spaces in both the built and natural environment

Implement the expansion and development of open space wherever possible through an aggressive pursuit lead by community members and supported by the city and new developments. This pursuit will ameliorate the area's significant open space deficit, protect the natural ecosystems of the space, and require a minimum of open space for all developments.

#### 7.2.2 Upgrade and increase river access points

River access should be ensured for recreational uses and water based transportation, such as water taxi stops and a canoe and kayak docking and launch area. Expanding water-based transit access, connecting to recreation activity centers and open space, and building a green river's edge will promote an active, healthy environment for all to enjoy.

#### 7.2.3 Ensure any new development connects to a green corridor with paths and trails extending to the north and south

Plans for the development site should include a physical and aesthetic connection to Ping Tom Memorial Park to the south, and current riverfront plans to the north. This will ensure a continuous paths and accessibility for all.

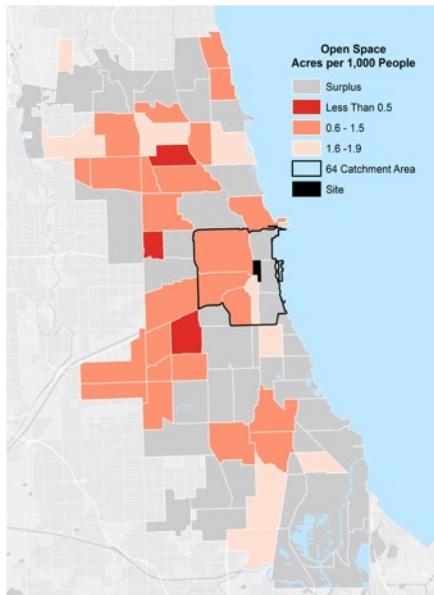


Fig. 18 Open Space Map, Aidan Dixon

Goal 7.2: Protect, Increase, and Guarantee Public Access to Open Space

|                   |          |        |          |
|-------------------|----------|--------|----------|
| Sustainability    | \$       | People | Leaf     |
| Feasibility       | Scales   |        | Scales   |
| Scenario Planning | Building |        | Building |

### Riverwalk Case Study:

The Louisville Loop Riverwalk exemplifies what a city can do when it rebuilds a river front with public enjoyment and use in mind. The Louisville Loop is over 100 miles of connected trails and bike paths around the community that connect several waterfront parks together. The Waterfront Park contains green space, playgrounds and several water features to stay cool in the summer. The project is about to start on Phase IV which involves the construction of a 22 acre expansion of Waterfront Park. The expansion will include both active and passive park space as well as connections to commercial areas adjacent to the river. It will also include a much needed east-west connection for pedestrians and bicycles.

The Chicago Park District owns and operates more than 8,800 acres of green space with 660 parks. This makes it the largest municipal park manager in the country.

### CONCLUSION

The goals for the Ecological City are orientated around the health and wellbeing of the community and the natural ecosystem. The remediation of the Chicago River takes priority regardless of the progress at the development site. Remediation ensures that the community gains the benefits of a healthy river system, including recreation on the river and access to additional public open space. By prioritizing these strategies, future developers can be ensured that even if initially projects were to stall, the newly implemented riverwalk extension progress on the development site, will increase the land value and encourage continued development. The air and energy goals are more dependent on a successful development project and attempt to reduce the health and environmental impacts any new development would have on the community. We find these goals to be realistic, implementable, and beneficial to both the community and the developer in creating a truly sustainable and resilient development project.



6.2.1 Reduce energy consumption for new developments  
6.2.2 Commit to Chicago Energy Benchmarking Program



7.1.1 Establish Citizen Advisory Council

6.1.2 Improve Water Quality  
6.2.3 Install Vegetation  
6.3.2 Set energy standards  
6.3.3 Provide Interpretive Literature

7.2.2 Upgrade river access points

6.1.1 Restore Wetland  
6.1.3 Improve stormwater management  
6.3.1 Design Standards

7.2.1 Expand Open Space  
7.2.3 New development connection to green corridors



# SUMMARY OF RECOMMENDATIONS

The Sixty Four believes that comprehensively, this document will guide equitable growth within the coalition catchment area. Our recommendations were developed with careful consideration for all aspects of sustainability – social, economic, and environmental. Each specific recommendation, while generally focused on one aspect of sustainability, assumptively effects other aspects. This equity plan organizes these recommendations around affordable housing, economic growth, workforce development, mobility, accessibility, environmental sustainability, and public space. Not only do these recommendations come together to create the Inclusive, Connected, and Ecological Cities, but those Cities also interrelate to create our ultimate vision, the Resilient City.

We believe that our Resilient City Plan demonstrates how communities can better absorb the benefits of the new wave of capital-intensive, technology-centric, place-based investment – while avoiding community displacement widely seen as an inevitable effect of urban redevelopment. The implementation of the Sixty Four's recommendations, ensuring equitable development over a span of 30 years, are outlined below.

## **0-5 YEARS**

2.1.1 Revolving Loan Fund

3.1.2 Standards for Local Hires

3.1.3 Training Programs

3.2.1 Scholarships

3.2.2 Improve Reentry Programs

5.1.1 Implement Transit Fare Cap  
5.3.1 Implement permits for street parking

6.2.1 Reduce energy consumption for new developments

6.2.2 Commit to Chicago Energy Benchmarking Program

7.1.1 Establish Citizen Advisory Council

## **5-15 YEARS**

2.1.2 Tech Advancement

2.1.3 Chicago Enterprise Zone Program

2.2.1 Attract green sector through ED incentives

2.2.2 Infrastructure Improvement

2.2.3 Chicago Sustainable Industries Plan

2.3.1 Neighborhood Opportunity Fund

2.3.2 SBIF Applications

2.3.5 Tap into Revolving Loan Fund

3.2.3 Discounted-fare transit program

6.1.2 Improve Water Quality

4.1.2 B&OCT Bascule Bridge as pedestrian bridge

4.2.1 Install curb extensions

4.2.3 Protected bike lanes

4.3.2 Minimize Courier Traffic

4.3.3 Bus Prioritization Signaling

5.1.2 Extend Off-Peak Transit Options

5.2.1 Improve lighting & sidewalk

5.2.2 Delineate mixed curb use

5.3.2 Curb pricing program in 62-acre site

6.2.3 Install Vegetation

6.3.2 Set energy standards

6.3.3 Provide Interpretive Literature

7.2.2 Upgrade river access points

## **15-30 YEARS**

1.1.1 Invest in units

1.1.2 Monitor production

1.1.3 Establish a CLT

1.2.1 Preserve existing units

1.2.2 Monitor preservation

1.2.3 Expand MMRP

1.2.4 Invest in LIH supports

1.3.1 Advocacy organizations

1.3.2 Subsidize space

1.3.3 Slate of policy packages

2.3.3 Invest in worker ownership

2.3.4 Allow non-conforming corner stores

3.1.1 Collaboration Between One-Stop Centers & CBOs Coordinate with Social Service Providers

3.2.4 Comprehensive career planning process

4.1.1 Roosevelt BRT

4.1.3 Create New Taylor Street Bridge

4.2.2 Adopt Complete Streets Design Guidelines

4.3.1 Maintain Grid Street Network

5.1.3 Improve transit transfers

6.1.1 Restore Wetland

6.1.3 Improve stormwater management

6.3.1 Design Standards

7.2.1 Expand Open Space

7.2.3 New development connection to green corridors

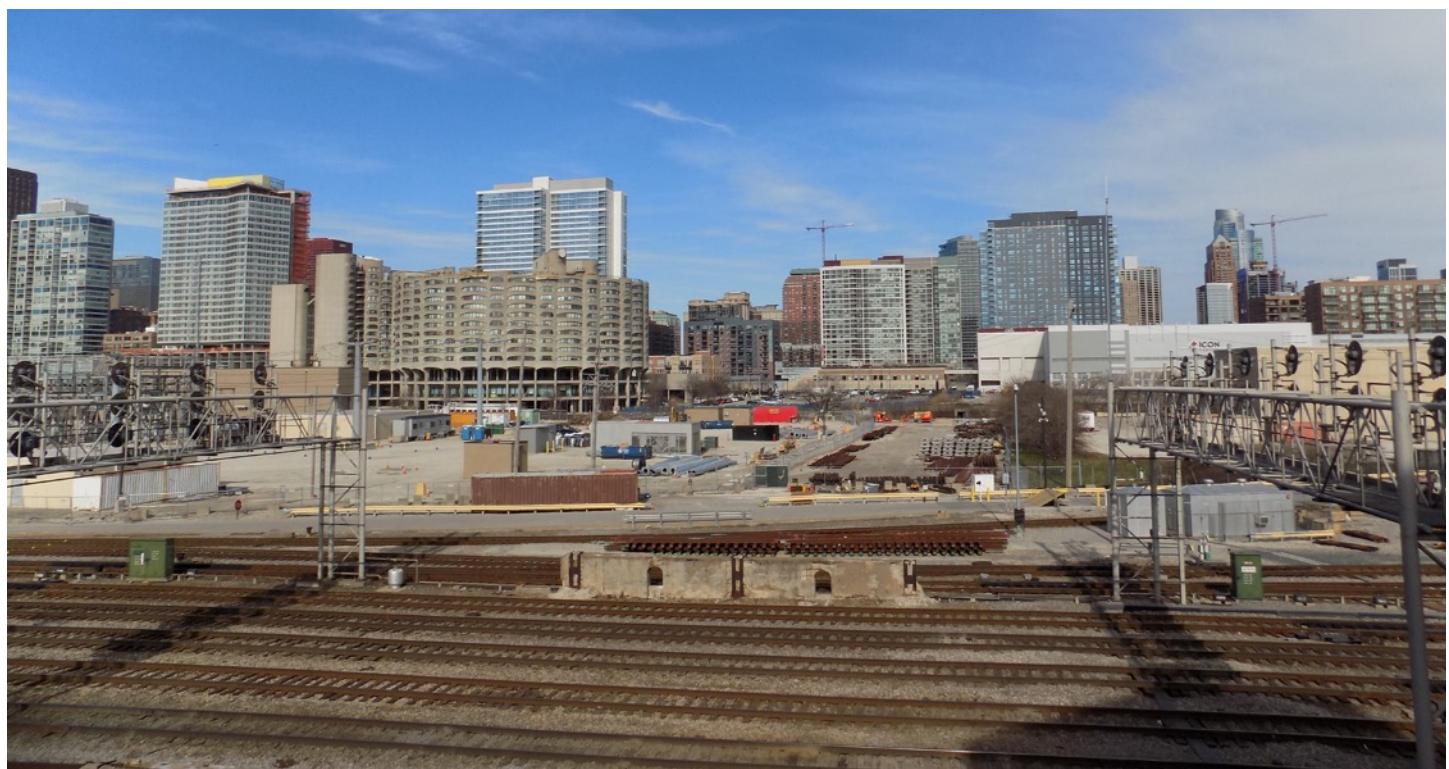
# LOOKING FORWARD

The Resilient City Plan is an equity plan that serves as a framework for enacting a Community Benefits Agreement (CBA). Such a CBA will be created in collaboration with our Community Coalition organizations, developers, and corporate tenants, with the city as an independent enforcer. It will ensure that the economic gains of any large-scale development projects do not merely pass through nearby communities, nor out-price their diverse residents to meet the needs of a more homogenous, high-income clientele.

The strength of this equity plan comes from the fact that its goals and strategies are enactable regardless of the details of the CBA. The scenarios for the development site do not affect how the goals and strategies are implemented, as the issues of economic inclusivity, connectedness and accessibility, and ecological sustainability remain regardless of how the development site is developed. Many of the goals and strategies proposed in the equity plan are straightforward in how they would appear in a CBA, such as goal 1.1 – producing new affordable housing units – goal 6.3 – setting standards for the natural and built environment – and strategy 7.1.1 – calling for the creation of an advisory council for public input on open space. Such proposals are easily implemented and evaluated. They are direct in their expectations for CBA stakeholders and are do not require a protracted timeframe for implementation.

However, strategies like 3.2.4, which advocates for the piloting of a reduced-fare transit program, and 1.3.3, which calls for citywide policies for housing affordability, are clearly beyond the scope of a CBA, and thus the equity plan would call for policy implementation by the city government. With such proposals that go beyond CBA actions included in the plan, we understand that the equity plan is only the beginning. Developers for the development site will be finalizing their plans for economic expansion in the area, and new projects are constantly being proposed for the area that could potentially exacerbate the issues of economic inclusivity, accessibility, and ecological sustainability. Thus the Sixty Four must continue to maintain pressure to ensure we have a say in how the area is developed, and we must prepare for public engagement to ensure that residents share our vision.

Our hope is that this plan and forthcoming CBA will have a ripple effect and inspire empowerment among other communities to form coalitions and demand their own community benefits agreement from developers.



# CONCLUSION

We, the Sixty Four, believe that community planning occupies the crucial space between the type of change that private interest can monetize, and the type of change that political interest can incentivize, and this equity plan serves as our planning tool and guiding document. With the implementation of the Resilient City Plan, the Sixty Four addresses an increasingly divided Chicago and claims a stake in local capital development. We are committed to this plan, which has been structured to create an equitable, accessible, and sustainable balance between capital development and local prosperity. This balance will allow our community to absorb the benefits of corporate and technology-centric investment, without displacement as an “inevitable” end result.



Aidan Dixon





# APPENDIX

## SUPPLEMENTAL INFORMATION

We propose the establishment of an Affordability Trust Fund unique to the 64 (established by ordinance), to be administered by the City (the fund would be separate from the Chicago Low-Income Housing Trust Fund, but could be administered by this body). The fund would be seeded by the site's tenants, with an initial amount of \$10,000,000, with tenant contributions of \$1,000,000 each year. This fund would support the vacant lot, existing affordable unit preservation, and direct household support programs outlined in goals 1.1 and 1.2, the operational costs of the affordability tracking organization outlined in goals 1.1 and 1.2, and the operational costs of advocacy organizations outlined in goal 1.3. The trust fund would also be supplemented by a new citywide commercial linkage fee, part of a slate of affordability policies to be implemented in support of low-income households across the city. A portion of the funds generated by the linkage fee (e.g., 5%, 7%) would be dedicated to the 64 area Affordability Trust Fund, to be determined based on the citywide share of low-income cost-burdened households living in the 64. We also propose the establishment of an independent not-for-profit research organization to monitor affordability in the 64. This organization's primary work would be to produce annual counts of new affordable units under construction and in the pipeline, existing affordable units that have been preserved through the Affordability Trust Fund, and low-income households that have received direct support funds through the Trust Fund. The organization would also monitor the funds disbursed to advocacy organizations on an annual basis. The organization could be either governmental or non-governmental, but would necessarily be guided by an advisory council made up of 64 area community stakeholders.

## FIGURES

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## IMAGE SOURCES

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Page 11: Chinatown Walkability Report

Page 16-17: Lindsay/FrugalFrolicker.com

Page 20: Mercy Housing, BPI Chicago, Chicago

Housing Authority  
Page 22: City of Chicago  
Page 26-27: Aidan Dixon  
Page 29: Chicago Transit Authority  
Page 34-35: PMonaghan/Flickr

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