



# THE CITY OF CHICAGO EQUITABLE TRANSIT-ORIENTED DEVELOPMENT (ETOD) POLICY PLAN



Transit  
Oriented  
Development,  
the next chapter:  
centering equity  
to **eradicate  
disparities** from  
the first round. Not  
just TOD. It's **ETOD.**





Every Chicagoan, no matter what side of the City they reside on, should have access to both our world-class transportation system and the recreational, housing, and environmental benefits that come with it. The new ETOD Policy Plan will expand this access and give our most disinvested neighborhoods the long overdue opportunity to enjoy these benefits while not being forced out of the community they call home. I look forward to working closely with our Departments of Transportation, Housing and Public Health, the Chicago Transit Authority, Planning and Development, and other key stakeholders as we take this next step to bringing the values of equity and inclusion into our urban development agenda.”

— Mayor Lori E. Lightfoot, City of Chicago



The ETOD Policy Plan was developed through an 18-month outreach process with a cross-sector group of over 70 neighborhood, citywide and regional stakeholders. The Mayor’s Office partnered with the Departments of Planning and Development, Housing, Transportation, Public Health and the Chicago Transit Authority in developing the plan, along with support from Elevated Chicago and its members and partners. The plan was further revised after a 45-day public comment period.

Additional information on the ETOD Policy Plan can be found at [chi.gov/ETOD](https://chi.gov/ETOD), including the full plan, translated versions of the Executive Summary, public comment summary report and all appendices.

For a glossary of common terms, see Appendix F.

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# A NEW COURSE

Through thoughtful policy decisions, investments and program placement that incorporate these values, development occurring in transit-served locations can more effectively benefit all Chicagoans, regardless of whether they reside near transit assets.



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# EXECUTIVE SUMMARY



## Context for the City of Chicago's ETOD Policy Plan

Since 2013, the City of Chicago has been encouraging compact, mixed-use transit-oriented development (TOD) near CTA and Metra rail stations, and more recently along several bus routes. This development model can create additional community benefits such as increased transit ridership and more walkable communities, both of which reduce traffic congestion and greenhouse gas emissions, while also promoting public health and adding to the City's tax base. Through a series of TOD ordinances, first adopted by City Council in 2013 and then amended in 2015 and 2019, Chicago is evolving its approach to TOD. To date, this approach has been voluntary, allowing willing developers of sites near transit to reduce parking, increase height and density, and design projects to increase walkability and affordability. The January 2019 TOD ordinance amendment included an explicit equity focus and expanded TOD policy provisions to include property near several high-frequency bus corridors. Importantly, the 2019 Ordinance also requires the City to evaluate the performance of recent TOD projects and recommend revisions to the TOD provisions where appropriate. This ETOD Policy Plan fulfills that requirement. It captures findings from recent quantitative analysis and stakeholder engagement. The Plan also proposes a roadmap for City actions over the next three years to advance racial equity, community wealth building, climate resilience and public health goals through equitable Transit-Oriented Development (ETOD).





# 90%

Previously, 90% of new TOD projects took place in the North Side, Northwest Side, Downtown and around the West Loop.

## Impacts of Recent TOD Projects

Analysis of development approved to receive TOD incentives between 2016 and 2019 reveals disparities in growth patterns between neighborhoods, reinforcing existing racial inequities. During this time, almost 90% of new TOD projects took place in the North Side, Northwest Side, in Downtown and around the West Loop. In contrast, little TOD activity occurred near station areas in the South and West Sides. Where new TOD development is occurring, white population has increased, Black population has decreased, and Hispanic/Latinx population has increased in some areas and decreased in others. These demographic shifts point to displacement patterns. In contrast, areas near rail stations that are eligible for TOD benefits but that have not seen TOD project activity have 40% more residents of color, 23% more low-income residents and 16% more residents with a high school education or less than areas where TOD projects have occurred.<sup>1</sup>

The analysis also found that TOD projects had positive transportation and economic development impacts. Areas of the City with new TOD projects had lower household car ownership than areas without TOD activity.

**Little TOD activity occurred near station areas in the South and West Sides**

<sup>1</sup> U.S. Census Bureau, 2016 American Community Survey 5-year estimates & CNT's AllTransit™

Developers are also taking advantage of optional parking reduction benefits in the TOD ordinances and have reduced off-street parking spaces by 74% in their TOD projects. Households in areas with new TOD projects<sup>2</sup> have, on average, access to 1.73 times more jobs than households in areas without TOD project activity (as defined by jobs within 30 minutes on transit). In addition, TOD projects approved between 2016 and 2019 are expected to create 75,533 new jobs in the City and produce over 3,000 new affordable housing units through the City's Affordable Requirements Ordinance.

# 1.73X MORE JOBS

**Households in areas where new TOD projects were occurring have, on average, transit access to 1.73 times more jobs than households in areas without TOD project activity**

## Defining Equitable Transit-Oriented Development

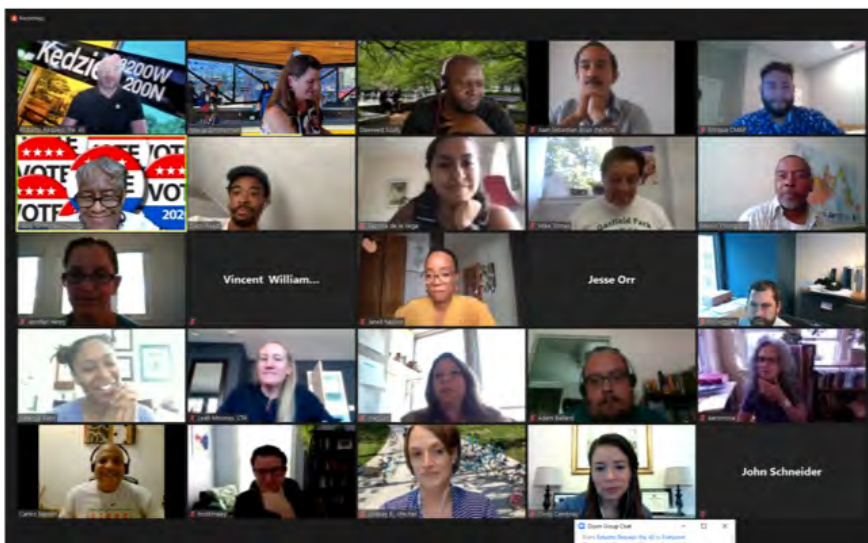
Equitable TOD (ETOD) is development that enables all people regardless of income, race, ethnicity, age, gender, immigration status or disability to experience the benefits of dense, mixed-use, pedestrian-oriented development near transit hubs. ETOD elevates and prioritizes investments and policies that close the socioeconomic gaps between neighborhoods that are predominately people of color and those that are majority white. ETOD projects and processes elevate community voice in decision making processes and in realizing community-focused benefits such as affordable housing, public health, strong local businesses, and environmental sustainability, to name a few. When centered on racial inclusion and community wealth building, ETOD can be a driver of positive transformation for more vibrant, prosperous, and resilient neighborhoods connected to opportunities throughout the city and region.

The Office of Mayor Lori E. Lightfoot envisions a Chicago that no longer concentrates poverty and racially segregates people from socio-economic opportunity; where structural racism no longer is manifested in city policies, programs or investments; and where a person's race or zip code no longer determine their health outcomes, potential to build wealth, or access to opportunity. ETOD is both a process and a type of development that can help us realize this vision. ETOD can facilitate an equitable recovery from the simultaneous racial justice, public health, economic and climate crises our communities face. By contrast, TOD without an equity lens can have negative health and economic impacts on current residents through possible displacement as a result of gentrification if proactive steps are not taken. Without an equity lens on TOD, the benefits of transit — affordability, access to jobs, livable and walkable neighborhoods— will likely not be distributed equitably to those who need them most and can end up accruing to those already with wealth and power.

<sup>2</sup> U.S. Census Bureau, 2015 Longitudinal Employer Households Dynamics and CNT's AllTransit™

## Committing to Action

The 2020 ETOD Policy Plan outlines a comprehensive set of actions for the City to take over the next three years. Recommendations were informed through a cross-sector engagement process and analysis of City programs, and an evaluation framework focused on outcomes, equity, and implementation criteria. An ETOD work group with more than 70 members was created to engage stakeholders representing numerous City departments, community-based organizations, the private sector, philanthropies, and regional non-profit and governmental partners.

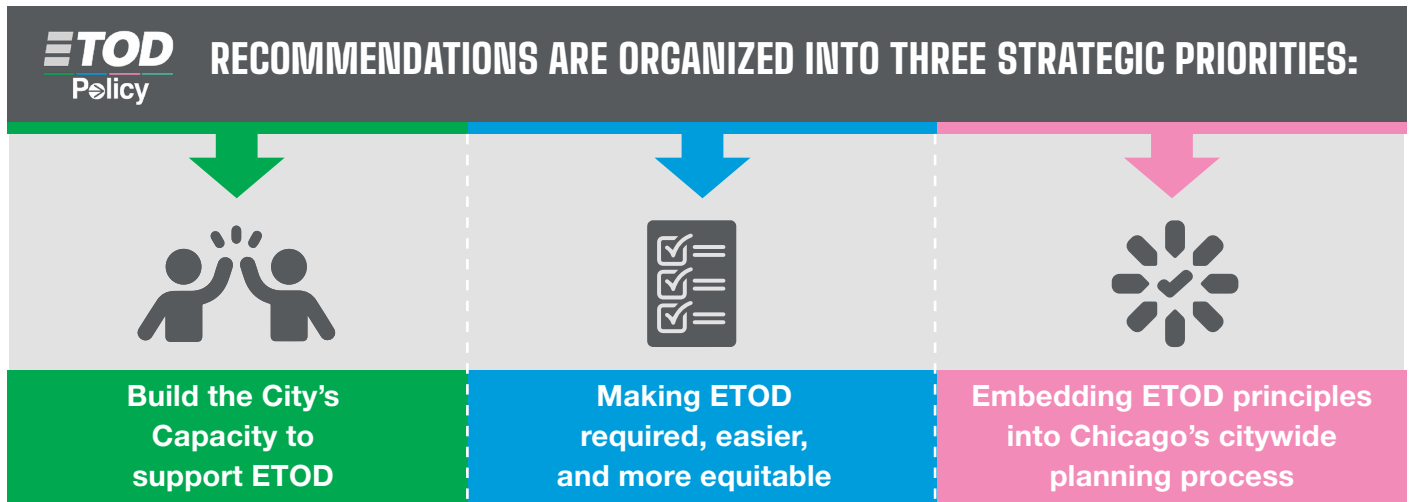


**Members of the ETOD work group met virtually to discuss shared values and priorities to inform the City's ETOD Policy Plan.**

The Policy Plan is a living document that will be refined as parallel City initiatives and planning efforts occur. These policy commitments set the direction for the City of Chicago's equitable TOD policy agenda and implementation plan. Many of the specific commitments will require additional community and stakeholder engagement to refine details and ensure equitable impact.

Within the first year, following final publication and approval of this Policy Plan, City leadership wants to show quick wins from existing processes that leverage work underway to strengthen affordable housing commitments, standardize community engagement, and formalize cross-sector and interdepartmental coordination. Over the next year, the Mayor's Office, Department of Planning and Development (DPD), Department of Housing (DOH), Department of Transportation (CDOT), Chicago Transit Authority (CTA) and other partners will identify specific opportunities to revise the current TOD ordinance, as well as better align other policies and programs with eTOD goals. The City will identify potential pilot areas and demonstration projects to begin testing and implementing aspects of the Policy Plan, including, but not limited to, opportunities within the Mayor's INVEST South/West community improvement initiative.

## Three Strategic ETOD Priorities <sup>3</sup>



### 1. Build the City's Capacity to support ETOD

Significant cross-sector and inter-agency coordination is needed to support the many goals of equitable Transit-Oriented Development, as well as a commitment to evaluation, accountability, and transparency. Building the infrastructure to support comprehensive ETOD will be foundational to ensure the vision is met.

<b>Implementation &amp; Coordination</b>	Continue convening ETOD Work Group and <b>formalize cross-sector, cross-agency coordination</b> , such as through the formal creation of an ETOD Task Force or other advisory body. Clarify interdepartmental roles in implementation and to promote accountability.
	Dedicate <b>full time City staff</b> to serve as ETOD Manager in advancing policy recommendations and coordinating ETOD projects and programs.
<b>Evaluation &amp; Accountability</b>	Create an <b>ETOD evaluation framework</b> and publish an <b>annual performance report</b> , which can include setting targeted ETOD goals and tracking metrics such as Housing and Transit Affordability Index; production and preservation of affordable housing; accessibility; economic development, public health and environmental justice impacts; and transportation and demographic characteristics of TOD residents.
	Create an <b>ETOD Scorecard</b> that community and government partners can use to assess future projects and programs. <sup>4</sup> Include environmental justice principles and metrics, such as considering pollution reduction in impact assessment, as part of evaluation and scorecard efforts.

<sup>3</sup> For additional detail on each see the complete 2020 ETOD Policy Plan, with a timeline for implementation available in Appendix E.  
<sup>4</sup> See example from Minneapolis: <http://thealliancetc.org/wp-content/uploads/2016/06/EquitableDevelopmentScorecard.pdf>



<b>Facilitating Equitable Development</b>	Develop strategy to leverage <b>publicly owned land and vacant lots near transit</b> for public benefit, including publishing a directory of all public-owned land within designated TOD zones.
	<b>Address root causes of vacant land</b> , including environmental contamination and remediation needs.
	Develop a <b>comprehensive ETOD calculator mapping tool</b> combining existing resources from Center for Neighborhood Technology (CNT) and Metropolitan Planning Council (MPC). The calculator will help community members and developers identify qualifying ETOD sites and potential impacts.
<b>Engagement &amp; Communication</b>	Standardize <b>community engagement requirements and practices</b> related to development and planning projects across City departments. Build on agreed-upon engagement principles and recommendations, <b>such as those developed by Elevated Chicago</b> , and utilize ETOD policies and projects as opportunities to test and pilot new engagement practices. Ensure multiple avenues of communication are utilized to reach the maximum amount of people.
	Develop <b>public education and messaging tools</b> to communicate the vision and case for ETOD.

## 2. Make ETOD Required, Easier, and More Equitable

In advance of the multi-year Citywide planning effort, the City and its partners can take many steps to ensure elements of ETOD are required in target neighborhoods, easier to accomplish, and more equitable in its execution. All strategies will be tailored to local market context in alignment with City goals of facilitating development in neighborhoods historically disinvested, while avoiding displacement in neighborhoods already experiencing accelerated investment. This includes creating and preserving affordable housing near transit, promoting multimodal transportation usage, and committing to incorporating health and equity criteria in both policy and project development. New strategies and policies will look to incentivize equitable development near transit, especially in disinvested communities on the South and West sides, and to not inadvertently incentivize development away from transit or outside the city.

<b>Policy</b>	Apply <b>health and equity impact assessments</b> to the development of ETOD-related policy.
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<b>Zoning &amp; Land Use</b>	<b>Improve design and use guidelines to promote walkability and transit-orientation</b> in current TOD (also known as TSL) ordinance, tailored to neighborhood context (such as market strength).
	<b>Expand eligibility and strengthen density and parking incentives</b> in current TOD (also known as TSL) ordinance.
	Allow more <b>flexibility in permitted building uses</b> , such as by permitting residential on the ground floor in more business and commercial districts and right-sizing parking to reflect these additional uses.
	Allow <b>small scale multi-family housing</b> in all TOD zones.
<b>Parking-related Zoning</b>	Strengthen minimum internal and external <b>bike parking requirements</b> for TOD projects. Disconnect vehicle parking and bike parking requirements.
	Establish a <b>cap on off-street parking spaces</b> allowable in all TOD areas identifying provisions, if needed, to minimize burden on low-income drivers.
	Require parking to be paid or leased separately from housing in TOD projects (i.e., <b>unbundle parking and housing costs</b> ) in TOD projects and potentially citywide.
	Include <b>sustainable transportation options and incentives in zoning code</b> , i.e., require developers to implement a certain number of options and incentives, such as transit passes, to manage traffic demand.
	Allow <b>shared parking arrangements</b> to meet parking requirements in TOD areas.
<b>Jobs &amp; Workforce</b>	Strengthen <b>equity in procurement and supplier diversity policies</b> to ensure small and minority owned firms and Black, Brown, Indigenous and other people of color, and people with disabilities benefit from new development.
	Create <b>quality jobs</b> through ETOD projects with priority given to local residents and firms.
<b>Architecture Design/Review</b>	Require <b>health, arts and culture, and equity</b> considerations in TOD-project level design.
	Develop architectural design templates that can <b>streamline and simplify city approvals</b> for ETOD projects.

Transportation	Improve <b>pedestrian infrastructure</b> in TOD zones by prioritizing and targeting resources based on need, starting with an inventory of current sidewalk infrastructure.
	Improve <b>visibility and accessibility of transit and mobility resource signage and wayfinding</b> , especially for people with disabilities or for whom English is not their first language. Ensure accessible options are provided.
	Increase access to <b>shared micro-mobility options</b> , including bike-share, e-bikes, e-scooters and car-share.
	Prioritize funding to make CTA and Metra <b>rail stations fully accessible</b> to people with disabilities, <b>clean and safe</b> for all passengers, and to provide sufficient rail capacity for new riders.
	Ensure <b>high-performing bus service</b> , especially along TOD bus corridors. Explore options for equitable enforcement of blocking bus and bike lanes that does not disproportionately harm low-income residents. Consider bus priority treatments.
	Prioritize <b>high-quality bicycle infrastructure</b> to, from, and within ETOD areas. Support bike lanes and other active transportation investments.
Housing	<b>Preserve existing unsubsidized affordable housing</b> within TOD zones, such as by disincentivizing the demolition and deconversion of 2-4 flat buildings.
	Streamline and incentivize the production of <b>multi-family affordable housing near transit</b> .
	<b>Strengthen affordability and accessibility requirements</b> for city-supported housing development in TOD zones, including through updates to the Affordable Requirements Ordinance.
	Modify the City’s Qualified Allocation Plan (QAP) to include preference for <b>building affordable housing in TOD zones</b> , especially for very low-income residents.
Development Incentives	Develop <b>incentives and policies to preserve and retain</b> community organizations, small businesses, and other neighborhood assets in TOD Zones.
	Encourage <b>joint development opportunities with transit agencies</b> to advance ETOD.
	<b>Prioritize ETOD in applications for city funding</b> that supports housing and economic development, including but not limited to the Neighborhood Opportunity Fund.
	Develop <b>incentives for</b> the creation, activation and programming, and long-term stewardship and maintenance of <b>public and open space</b> in ETOD projects.
	Develop <b>incentives for services that would benefit young children, families, and pregnant persons</b> near transit hubs or in ETOD projects.





### 3. Embed ETOD into Chicago’s Citywide Plan

Chicago is in the beginning stages of its first citywide plan in decades. Recommendations to advance ETOD can and should be incorporated early in the Citywide Planning Process, from incorporating health and equity assessments to prioritizing transit investment and recognizing the specific opportunities near transit hubs.

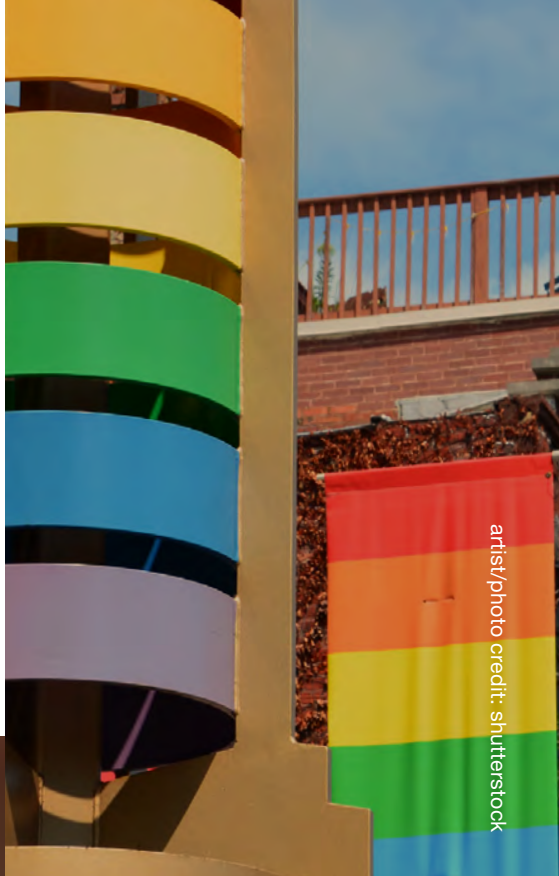
<b>Land use &amp; zoning</b>	Develop a process for the City and partners to conduct <b>racial and health equity assessments</b> on land use plans and zoning decisions.
	Establish a framework for <b>neighborhood land use plans</b> that adheres to the goals of equity, resiliency and diversity and recognizes the <b>specific opportunities within TOD geographies</b> .
<b>Transportation</b>	Prioritize investments in <b>transit, biking, and walking</b> in the Citywide Plan.
<b>Health and Safety</b>	<b>Incorporate health and safety</b> into City’s citywide plan

#### A time for bold action on equity

Much has happened over the last eighteen months since the ETOD Work Group first convened that has influenced the development of this Policy Plan. Among the major events was Mayor Lori E. Lightfoot’s election and inauguration and departmental leadership transitions. The City has also felt the devastating effects of a global pandemic profoundly influencing the health and economic security of thousands of Chicagoans, particularly people of color. Residents from across the City are sustaining racial justice protests demanding reform in policing and across a range of government programs where the continued legacy of systemic racism creates deep socio-economic disparities for Black and Brown communities.

Now is the time for bold thinking and action. Perhaps never before has the City been better prepared to commit to a new course that is founded on the power of community, that commits to desegregating our city, that provides community wealth building pathways for all regardless of the color of their skin or their transit line, and that promotes healthy communities to close the racial life expectancy gap. Through thoughtful policy decisions, investments and program placement that incorporate these values, development occurring in transit-served locations can and should more effectively benefit all Chicagoans, regardless of whether they reside near transit.

**Never before has the City been better prepared to commit to a new course that is founded on the power of community, that commits to desegregating our city, that provides community wealth building pathways for all...and that promotes healthy communities to close the racial life expectancy gap.**



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# TABLE OF CONTENTS

The Opportunity Before Us.....	2
What is Equitable TOD?.....	3
Responding to the 2019 ETOD Ordinance .....	5
A Chicago Vision for ETOD: More than Housing and Density .....	10
City of Chicago ETOD Policy Recommendations.....	13
SUMMARY .....	13
<b>Priority 1. Build the internal capacity necessary to support ETOD.....</b>	<b>15</b>
Discussion .....	19
Priority 1 Recommendations .....	21
<b>Priority 2: Make ETOD required, easier, and more equitable.....</b>	<b>16</b>
Discussion .....	24
Priority 2 Recommendations .....	26
<b>Priority 3: Elevate ETOD within Chicago’s Citywide Plan.....</b>	<b>18</b>
Discussion .....	33
Priority 3 Recommendations .....	34
Conclusion and Next Steps.....	35
Appendices.....	37
A. Chicago ETOD Workgroup Members	
B. TOD Project Map	
C. Summary of Current ETOD Policy	
D. Potential ETOD Performance Metrics	
E. Timeline and Summary of ETOD Policy Plan	
F. Glossary of Common Terms	



# The Opportunity Before Us

In 2013 the Chicago City Council approved a new policy to incentivize transit-oriented development (TOD) near CTA and Metra rail stations. In 2015, the Ordinance was amended to extend the catchment area around stations and to encourage the inclusion of affordable housing units. In January 2019, the City's TOD Ordinance was again updated to include an explicit equity focus and to also apply to several high-frequency bus corridors.<sup>1</sup>

The 2019 Equitable TOD (ETOD) Ordinance increased the number of eligible TOD parcels by 64 percent and broadens its impact across the city. To date, the City's TOD approach has been a largely voluntary one for developers choosing to take advantage of the zoning flexibility the ordinance provides. This ETOD Policy Plan responds to the directive in the 2019 Ordinance to establish performance indicators, assess the performance of TOD provisions since their inception, and recommend revisions where appropriate to advance equity, transit, climate, and community goals.

The City of Chicago has been shaped by transportation throughout its long history - from water travel by the Pottawatomie Native Americans to the first non-indigenous settler Jean-Baptist-Point Du Sable, to its later years of European settlement as the railroad made Chicago the center of midwestern trade and commerce, to the introduction of elevated tracks connecting neighborhoods and then expanding streetcars, buses and commuter rail lines into larger numbers of neighborhoods and surrounding suburbs. For the last century, transit has served both to liberate and isolate Chicago's Black and Brown communities. Our city and region rely on the workers and families who reside in transit-oriented communities. They fuel our economy, enrich our culture, and create the backbone of resilient communities. Yet since the 1950s, public policies and investments have largely prioritized the automobile and auto-oriented development even within the City of Chicago. We see this in the large amount of public space allocated for parking, in the widening of streets and the absence of sidewalks, in the lack of housing choices for different household types or incomes, in the long distances people must travel to reach jobs, schools, and other important needs, and in the chronic underfunding of the public transit system that is relied upon by many low-income communities to reach regional and economic social opportunities.

Where Chicagoans live also deeply impacts their health. Neighborhood conditions - and the policies that shape them – influence chronic disease, mental health, community safety and several other health outcomes. Research shows neighborhood elements such as walkability, availability of transportation, housing quality and affordability, presence of open spaces, access to nutritious food, availability of health-promoting goods and services and the presence of unhealthy industry and businesses shape our opportunity for health and well-being. ETOD can help improve health by reducing congestion (which

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<sup>1</sup> See ETOD ordinance for specific designations including CTA bus routes, bus line corridor roadway segments and zoning districts. <https://chicago.legistar.com/LegislationDetail.aspx?ID=3778726&GUID=69BCB445-7B90-4B95-BCD9-8713CA9E83E1&Options=Advanced&Search=>

improves air quality and reduces respiratory disease), increasing affordable housing (which improves food security and access to healthcare services), and promoting walking and biking to public transit (which increases physical activity and improves cardiovascular disease), among other health benefits. ETOD can also support walkable, livable communities by increasing neighborhood access to retail, job opportunities, and affordable and accessible housing. However, when TOD does not proactively prioritize equity it can have negative health impacts on current residents through displacement as a result of both gentrification in some areas and continued disinvestment in others.

Racial inequities are seen across Chicago in the uneven patterns of development, public investment, economic activity, and in transit access to jobs and other opportunities. Black, indigenous, and other people of color have been steadfast in demanding better development, more economic opportunity, and safer neighborhoods for existing residents, business owners, and employees living and working in Chicago's numerous transit-rich communities. The COVID-19 pandemic has illuminated and exacerbated longstanding racial inequities in how we work, how we get to work, and how we access goods and services. The pandemic has also created new challenges and pressures for transit and for City budgets and services, while exacerbating hardship for communities of color and for low-income residents. The Lightfoot administration promotes ETOD as a desegregation, community wealth building, public health, and climate resilience strategy with the potential to generate much-needed public revenues while reducing future public expenditures.

## What is Equitable TOD?

According to the Federal Transit Administration,<sup>2</sup> “Transit-oriented development, or TOD, is a type of community development that includes a mixture of housing, office, retail and/or other commercial development and amenities integrated into a walkable neighborhood and located within a 1/2-mile of quality public transportation.” TOD’s mix of residential, retail, office, open space, and public land uses in a walkable environment makes it convenient for people to safely travel by transit, bicycle, or by foot. Within TOD neighborhoods people are prioritized over roads or parking thereby reducing household transportation costs. ETOD can increase access and cut transportation time across the city for all Chicagoans by locating more housing, jobs and essential services near transit.

We envision a Chicago that no longer concentrates poverty and racially segregates people from socio-economic opportunity; where racism no longer is manifested in city policies, programs or investments, and where a person’s race or zip code no longer determine their health or their wealth. eTOD is both a process and a development form that can help us realize this vision. eTOD facilitates the equitable recovery from the simultaneous racial justice, public health and climate crises our communities face.

Across the country, communities with substantial transit systems are working to implement TOD policies. The market is responding, especially in places where good transit connects neighborhoods that offer a high quality of life to downtown urban amenities and jobs. Yet the implementation of TOD without an explicit equity lens can and often does lead to adverse and disparate outcomes. In Chicago, TOD has exacerbated

<sup>2</sup> <https://www.transit.dot.gov/TOD>

the displacement of low-income residents, small businesses and people of color in places such as Logan Square, Pilsen, and the West Loop as the market for TOD and walkable urban living has accelerated rapid change and increased land values, housing prices, and rents. Yet in areas of our city that have been structurally disinvested, transit-rich neighborhoods with TOD potential (including several prioritized by the Mayor’s INVEST South/West initiative) see a continued lack of investment which also fuels displacement of businesses and households.

In contrast, equitable TOD (or ETOD) is development that enables all people regardless of income, race, ethnicity, age, gender, immigration status or disability to experience the benefits of dense, mixed-use, pedestrian-oriented development near transit hubs. ETOD elevates and prioritizes investments and policies that close the socioeconomic gaps between those neighborhoods that are predominately people of color and those that are majority white. ETOD projects and processes elevate community voice in decision making processes and in realizing community-focused benefits such as affordable housing, public health, and sustainability. It is a tool to drive place-based investment in Black and Brown communities that have suffered disinvestment for years due to structural racism formalized in policies like redlining, urban renewal, city zoning, and transportation investments. ETOD shapes development in areas where market pressures would otherwise squeeze out affordable residential, commercial, and community-serving needs. When centered on racial inclusion and community wealth building, ETOD is a driver of positive transformation for more vibrant, prosperous, and resilient neighborhoods connected to opportunities throughout the city and region.



“TOD has a negative connotation for a lot of North Siders given all the gentrification happening in Logan Square, particularly along Milwaukee Avenue. There it was very much centered on big towers that are TOD, but they are not equitable. Most of them are market-rate apartments that are very inaccessible to low-income people.”

– **Lynda Lopez, Active Transportation Alliance**

ETOD involves parallel investments and policies, planned with residents and community stakeholders, for affordable housing, active transportation, and equitable land use providing pedestrian-oriented access to local retail, jobs, education and health care opportunities. Research shows that those who live in transit-oriented communities walk and use transit more which contributes to better health outcomes and reduced greenhouse gas emissions.<sup>3</sup> Moreover, ETOD contributes to the local and regional economy through increased land values, more efficient cost to provide services, and through reducing the amount that individuals spend on transportation. One Chicago study estimated that “Every 1 percent reduction in the private cost of transportation would free \$1 billion annually to meet family needs and improve the job-creating health of businesses.”<sup>4</sup>

<sup>3</sup> <https://www.sciencedirect.com/science/article/abs/pii/S0749379710002977>

<sup>4</sup> <http://ctod.org/pdfs/tod204.pdf>



“We need to reset the value of transit in our community and demand it comes with that suite of services that are available in other communities. We’ve never had those amenities. Different communities need different things. What works in one neighborhood may not work in another neighborhood.”  
 – Melvin Thompson, Endeleo Institute Trinity United Church of Christ

As the City looks for opportunities to end racial segregation, to improve the quality of life in Black and Brown communities, to realize our climate change commitments, and to address critical budget challenges, ETOD is a development strategy that supports all of these goals. Putting more housing, jobs, and services near transit, for example, addresses root causes that contribute to climate change through reducing greenhouse gas emissions while also improving access to jobs.

Yet achieving these goals requires additional tools and prioritization in how public resources are spent and how zoning and building codes support more walkable, transit-oriented, compact development that includes housing and commercial spaces available to people at a range of incomes. The 2020 ETOD Policy Plan (Policy Plan) provides a set of recommendations for City departments to undertake with other regional partners and local community-based organizations in the coming years.

## Responding to the 2019 ETOD Ordinance

The 2019 ETOD Ordinance required the City to accomplish several important things. It required developing an ETOD Policy Plan informed by on-going community engagement. This 2019 Ordinance directed the Plan to include performance measures and emerging best practices that meet the stated goals of eliminating the displacement of residents and small businesses, supporting transit investment, and fostering investment in communities of color and low-income communities. The plan should also include recommendations to ensure appropriate density levels and parking requirements to the neighborhood context.<sup>5</sup>

Much has happened positively and negatively in the City since the passage of the 2019 Ordinance, including a Mayoral transition with new leadership across City departments; the COVID19 pandemic and economic crisis; and renewed calls for racial justice. This time period also saw the formation of a cross-sector and inter-agency ETOD Work Group and the launch of several new city initiatives (shown in Figure 1).

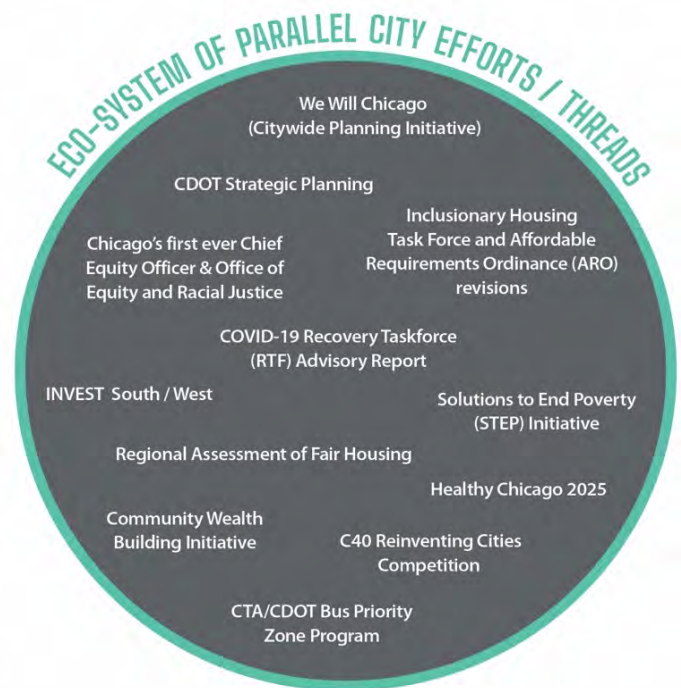


Figure 1. Snapshot of key City initiatives that are happening in parallel to ETOD Policy Plan implementation

<sup>5</sup> <https://chicago.legistar.com/LegislationDetail.aspx?ID=3778726&GUID=69BCB445-7B90-4B95-BCD9-8713CA9E83E1&Options=Advanced&Search=>

These parallel City-led initiatives provide significant opportunities to advance and formalize policy recommendations that support the ETOD ordinance.

External events have altered the timing and process to develop the ETOD Policy Plan. Community engagement moved online, shifting City priorities responding to public health and racial justice crises influenced staffing, and parallel work began that provides significant near-term implementation opportunities. As such, this Policy Plan provides an initial action plan for City departments and cross-sector partners to support elevating equity within the City's approach to TOD and prioritize transit-orientation across existing programs. This Policy Plan is intended to set a framework for continued discussion of policies and strategies to be refined in the coming years as the City develops its first citywide plan in decades and adopts other changes to transportation, housing, public health and community engagement programs.

The ETOD Policy Plan summarizes key findings from the City's analysis of the impacts of TOD projects approved since the 2015 ordinance, reports on work completed to date by the ETOD Working Group, and commits City departments and the Mayor's Office to continued cross-agency collaboration and partnership with civic partners as we collectively work to implement ETOD across the many diverse neighborhoods connected by our transit systems. Limited collaboration between government agencies, across City departments and with communities and the private sector have impeded past progress on ETOD. Going forward, the City commits to expanding community engagement to include more and additional voices, especially from the neighborhoods most affected or bypassed by TOD, the disability community, employers, business owners, and developers, to refine TOD policies.

## Evaluating TOD's Impact

In early 2019, the City reached out to Elevated Chicago<sup>6</sup> and other stakeholders to collaboratively form a work group with a diverse set of members including regional agency partners at CTA, MPC, and CMAP and numerous City departments to inform ETOD policy recommendations.<sup>7</sup> The Mayor's Office, together with the Departments of Housing and of Planning and Development, co-convened the ETOD Work Group over the past eighteen months to identify issues and opportunities that could be advanced through policy changes informed by community dynamics in gentrifying and disinvested TOD areas of the City.

In November 2019, the ETOD work group reviewed the performance of 150 TOD projects approved to receive TSL incentives since the first TOD ordinance was passed in 2013.<sup>8</sup> The analysis revealed that during this five year period Chicago TOD projects have added thousands of new jobs and new housing units. They also supported increased transit and multi-modal transportation use. Yet this same period also saw related demographic shifts as the white population increased in areas with TOD activity while people of color were pushed out.

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<sup>6</sup> Elevated Chicago is a collaborative focused on driving transit-oriented development without displacing residents through a focus on racial equity, arts and culture, climate change resiliency, and public health in Chicago's neighborhoods around seven Chicago transit stations. <http://www.elevatedchicago.org/>

<sup>7</sup> See Appendix A for a list of members.

<sup>8</sup> A current map of TOD projects is shown in Appendix B. A summary of findings on analysis of TOD projects approved between 2016-2019 is in Appendix C, and the [detailed data presentation slides can be downloaded at this link](#).

Meanwhile TOD areas in the South and West Sides, did not see significant new development (i.e., little TOD activity) but rather increased racial segregation and fewer new jobs created near transit. These trends underscore the value that TOD can bring to neighborhoods but even more so the critical need to center TOD policies on advancing racial and economic equity, especially in Chicago’s West Side and South Side neighborhoods.

### Among the key findings (from 2013 to 2018):

**DEVELOPMENT & DEMOGRAPHIC SHIFTS** The distribution of development reveals disparities in the growth patterns between neighborhoods on the North and Northwest Side and neighborhoods on the South and West Side, reinforcing existing racial inequities. The analyses below show strong correlations, though not causation. Investment patterns and demographic shifts are also influenced by many additional factors aside from TOD policy and utilization patterns.

- Nearly 90% of new development benefiting from TOD incentives occurred on the North and Near Northwest Sides, including communities like Logan Square and Lincoln Park, and in and around the West Loop. In recent years, Pilsen/the Lower West Side has also seen increased TOD activity. In contrast little new TOD development occurred in the West, South, Southwest or even Far Northwest Sides. See Appendix B for a detailed map of citywide TOD activity (see Figure 2).<sup>9</sup>

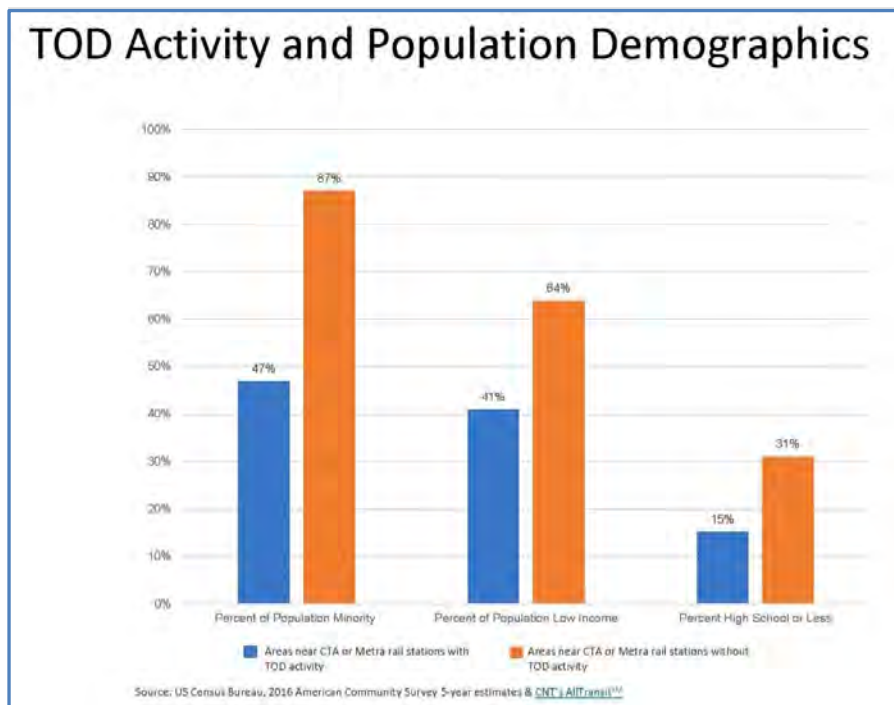


Figure 2. Demographic characteristics of the population in Chicago TOD areas.

<sup>9</sup> U.S. Census Bureau, 2016 American Community Survey 5-year estimates & CNT’s AllTransit™



- Areas near rail stations that are eligible for TOD benefits but that have not seen TOD project activity have 40% more residents of color, 23% more low-income residents and 16% more residents with a high school education or less than areas with TOD project activity.
- From 2012 to 2017, the Black population decreased in almost all areas where TOD activity occurred near a CTA rail station while the white population increased. During the same time, the Black population increased in areas near CTA rail stations that were eligible for TOD benefits but did not see TOD activity, whereas the white population decreased in these areas. The exception to this trend is in areas near Orange Line rail stations without TOD activity, which lost black population and gained white population.
- There has been a loss of Hispanic/Latinx population in areas near the CTA Red/Brown Line stations and near Metra stations on the North/West sides and a gain in areas near some CTA Blue Line stations and Green & Orange Line stations, and near Metra stations on the Northwest/West/Southwest sides.

### HOUSING IMPACTS

Reflecting the disparities in development activity and population shifts, housing impacts were also noted.

- Rent prices increased at a higher percentage in areas near CTA and Metra rail stations with TOD activity (18% for both) than in areas near rail stations without TOD activity (5-6%) and the city overall (11%).
- Over 3,000 new affordable housing units were approved within TOD areas through the City's Affordable Requirements Ordinance (ARO), which requires that new development receiving city support set aside a percentage of units as affordable. However, many expected ARO units consist of studios and 1-bedrooms, which are too small for the average household of color.

### TRANSPORTATION SHIFTS

Residents within TOD areas use transit and other modes of transportation at greater rates than in more auto-oriented neighborhoods of the city.

- Across the City, transit ridership declined during this period, yet ridership increased in many stations located in the North, Northwest, South Side and Downtown areas.
- Areas with TOD activity have higher bike network connectivity and more households with fewer cars than in areas with little TOD-activity.
- Developers are taking advantage of optional parking reduction benefits, reducing off-street parking spaces by 74% in areas near CTA and Metra rail stations.
- Households in areas with TOD project activity have, on average, transit access to 1.73 times more jobs than households in areas without TOD project activity (as defined by jobs within 30 minutes on transit).<sup>10</sup>

**JOB IMPACTS** The majority of new jobs created in TOD areas occurred in Logan Square and the West Loop. This unequal growth contributes to economic disparities between neighborhoods on the North and Northwest Side and neighborhoods on the South and West Side.

- TOD projects are expected to create 75,533 new jobs in the City between 2016-2019, with these concentrated in areas where TOD activity occurred. In contrast the number of new businesses opened declined for areas without TOD activity (see Figure 3).

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<sup>10</sup> U.S. Census Bureau, 2015 Longitudinal Employer Households Dynamics and CNT's AllTransitTM

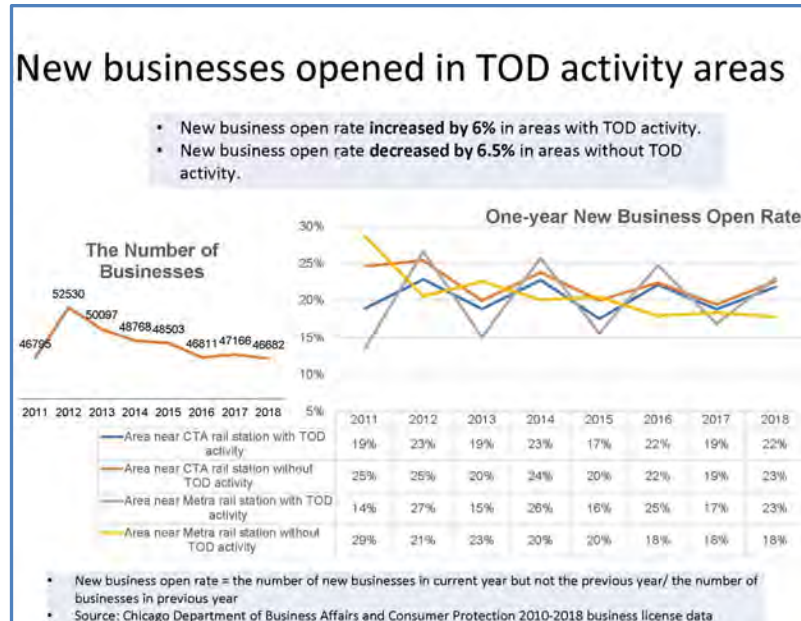


Figure 3. Business activity in Chicago TOD areas (2011-2018)

- The highest percentage of new jobs were in construction, retail, and services; however, the West Loop and Logan Square gained significant new professional, scientific and technical jobs (roughly 1/8<sup>th</sup> of the city’s overall employment gain in this job category occurred in these two neighborhoods between 2012-2018).

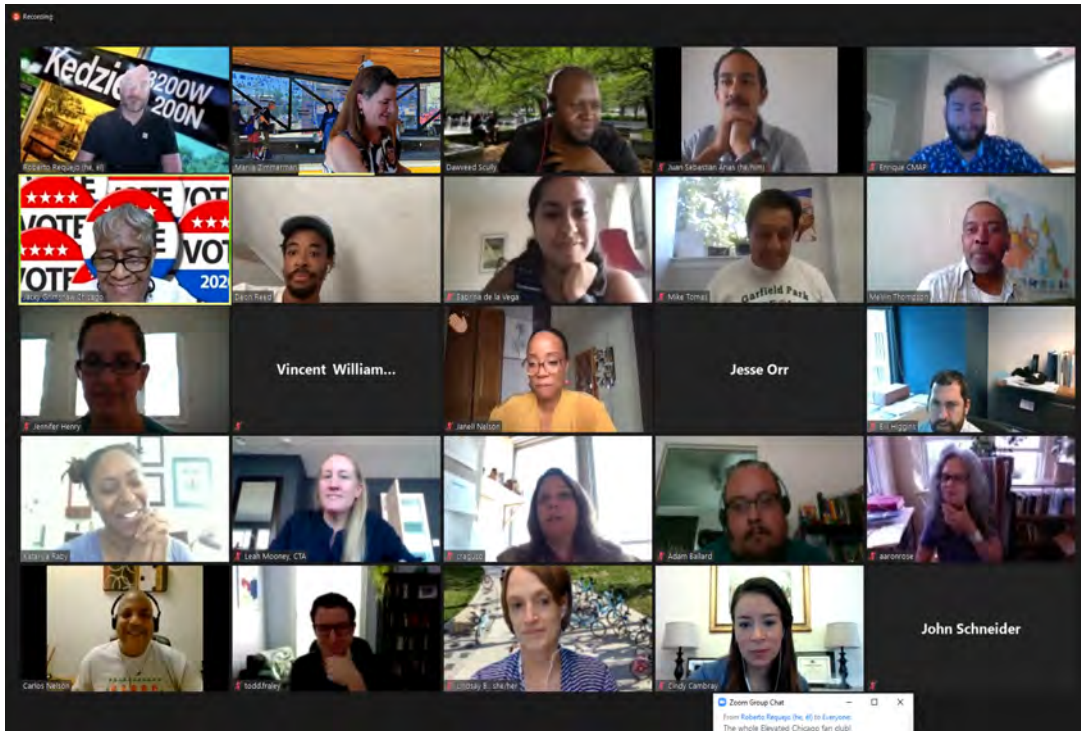
Going forward, the City will publish an annual TOD performance report that continues to track those performance metrics identified in the 2019 study and add additional metrics as they become available. The ongoing evaluation of TOD activity and performance is a key commitment in the ETOD Policy Plan for ensuring accountability and transparency. City staff can formalize tracking methods to monitor shifts by race and demographics across Chicago TOD areas, multimodal transportation access, parking, housing, crime and safety, and business development and employment. See Appendix D for potential ETOD performance metrics.

The ETOD work group identified additional potential metrics that other City departments and non-governmental partners are tracking that can provide a more comprehensive ETOD analysis.<sup>11</sup> These include green space, healthy, affordable food access, crime and safety, air quality and environmental contamination, displacement, accessibility, and economic and cultural opportunity.

<sup>11</sup> See Appendix D for more detail on potential metrics.

# A Chicago Vision for ETOD: More than Housing and Density

Building on the work of the ETOD Work Group over 2019, two policy-focused workshops took place in May 2020 to inform the components of this Policy Plan. Over 75 individuals from across City departments, regional planning and transit agencies, civic stakeholders, developers, architects, artists, and community advocates were engaged.



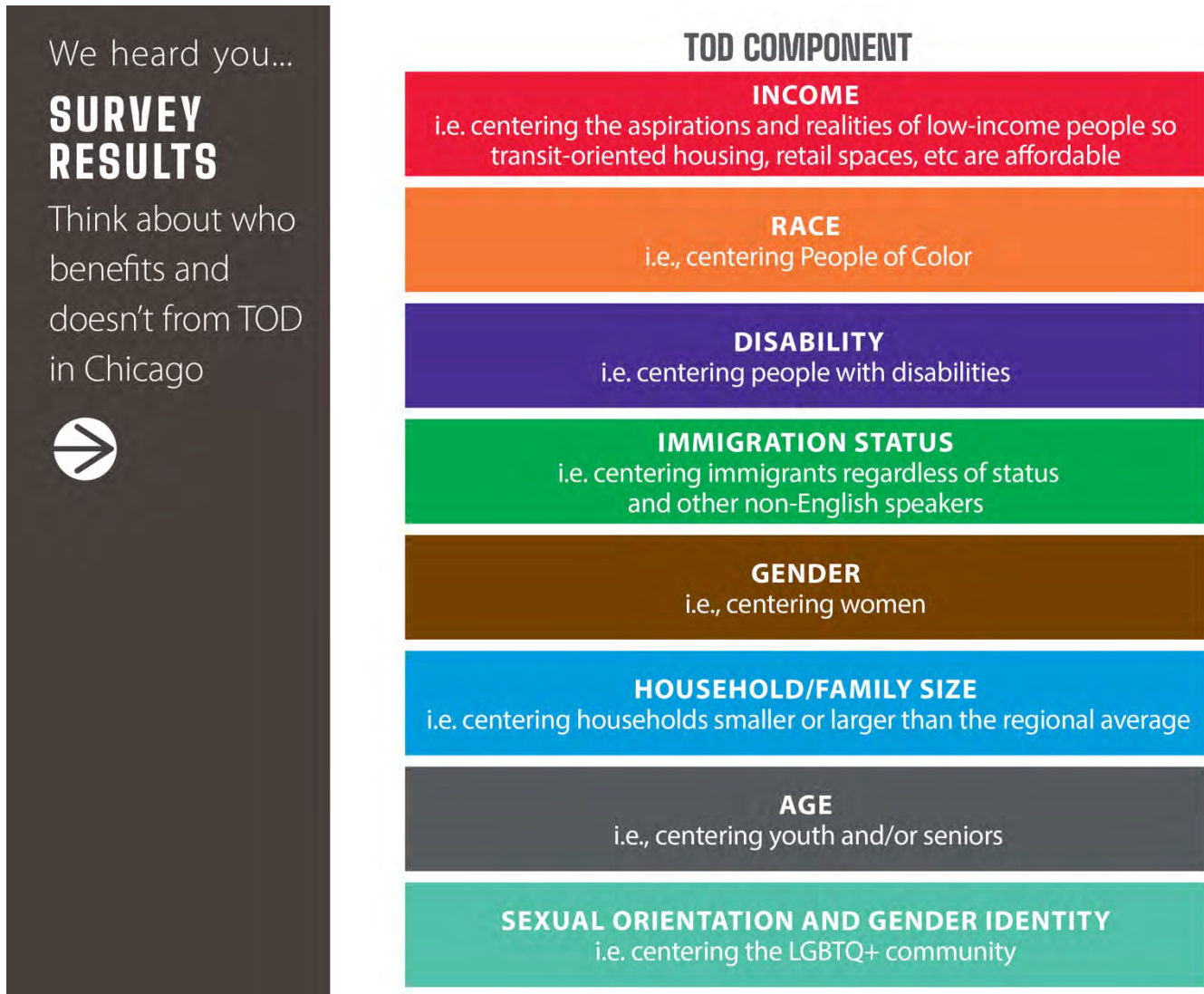
*Figure 3. Members of the ETOD work group meet virtually to discuss shared values and priorities to inform the City's ETOD Policy Plan.*

## Workshop 1

The first workshop (May 1, 2020) focused on creating consensus around Equitable Transit-Oriented Development priorities, including how success can be measured.

Workgroup members reaffirmed the importance of centering the needs and dignity of low-income people and Black, Latinx and other communities of color in ETOD policies. Also important is meeting the unique housing, mobility, and accessibility needs of other important demographic groups. (See Figure 5.) Going forward, future analysis of ETOD performance needs to include disaggregation of various metrics to illustrate impacts by race, income, disability, gender and other key equity factors to ensure that benefits and burdens are not being unduly felt by one particular segment of the population.

Across the set of TOD components shown in Figure 5, the Work Group felt the City is not currently adequately meeting the different housing, mobility, and wealth building needs of residents.



*Figure 4. Equitable TOD has many dimensions, several of which are shown here. (ETOD work group members were asked to provide input via a survey to prioritize different equity components. This chart shows how each was ranked by those who responded.)*

Centering equity outcomes across community engagement practices, investment priorities and land use policies is necessary to ensure that TOD benefits all Chicagoans regardless of their race, income, disability, immigration status, family size or type, or age. Our city – and indeed the country – has a deep legacy of racial segregation that is reinforced through zoning, enforcement and investment practices and policies. Changing this will take bold leadership and commitment to action, with policy changes across a range of areas from housing to transportation, from zoning and building standards to programming for public health and approaches to public and personal safety.



## Workshop 2

The second workshop (May 22, 2020) focused on creating a set of specific policy recommendations to advance ETOD in the City’s zoning and building codes, sister agencies’ policies, and the citywide comprehensive plan, which is intended to look at transit-oriented development in a multi-pronged approach through each of the applicable plan elements. Much of the City’s current approach to TOD has focused on increasing the density of housing around transit stations, yet equitable TOD is more comprehensive than just density.

Of course, density is key to many TOD-related outcomes. Research supports increasing residential density around transit corridors to increase ridership. Increased density also generates the market necessary to support local retail and restaurants that are an essential part of thriving neighborhood economies and mixed-use TOD. Density can also help make projects more financially feasible as land costs increase. Density also facilitates use of transportation modes that are less polluting or carbon intensive and reduces need for suburban sprawl.



However, density is not all that defines TOD nor is it usually what is most important to transit-served communities. Figure 6 highlights other important community goals that TOD can serve, in addition to equity that the ETOD work group identified to be addressed through the Policy Plan.

Figure 6. Important community goals that TOD can serve, in addition to equity that the ETOD work group identified to be addressed through the Policy Plan

# City of Chicago ETOD Policy Recommendations

## SUMMARY

Over the last eighteen months, members of the City-led ETOD Work Group created an initial list of almost 50 policy suggestions. These were vetted by workgroup members, the CTA, and City departments using an evaluation framework focused on outcomes, equity impacts, and implementation feasibility criteria (Figure 7).

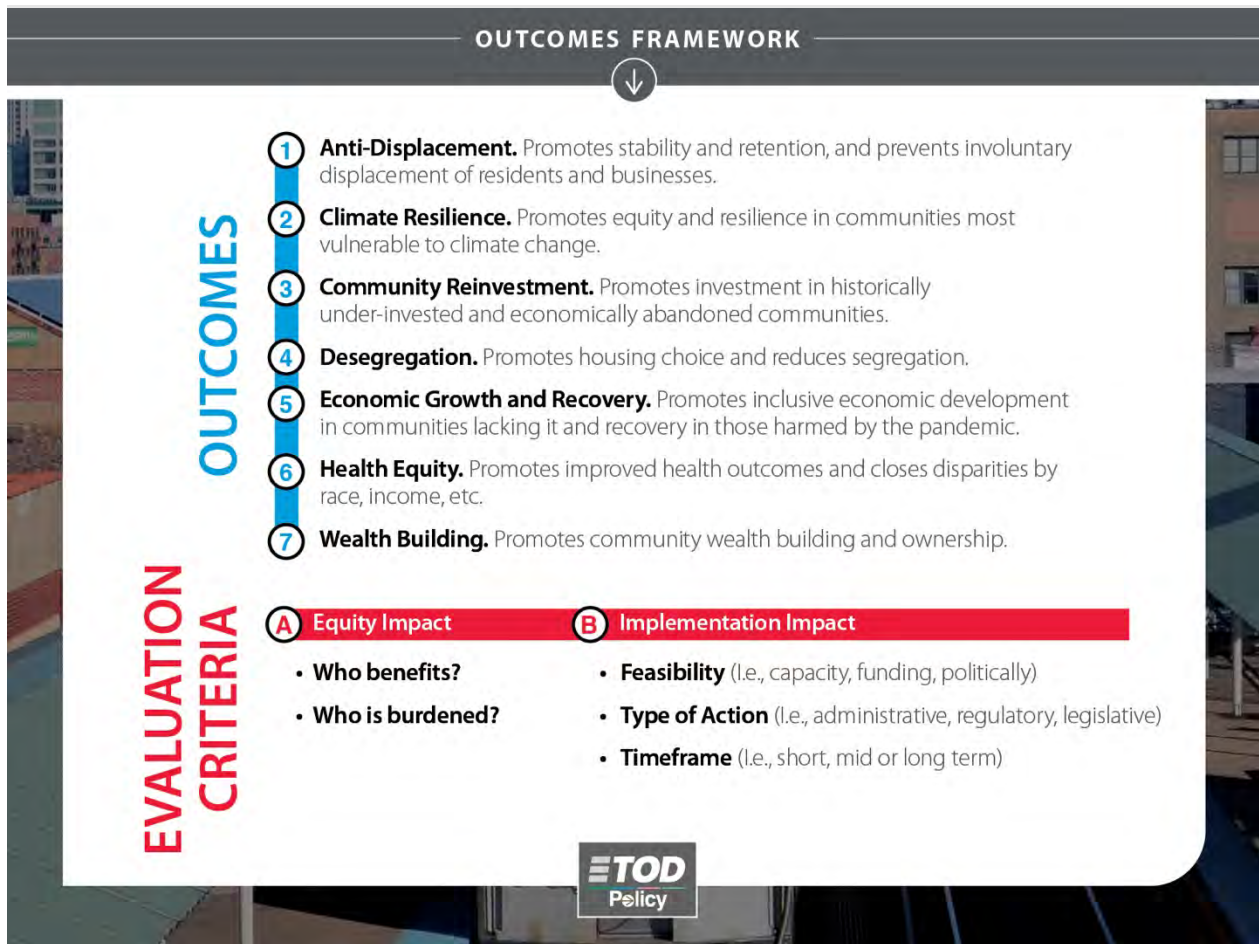
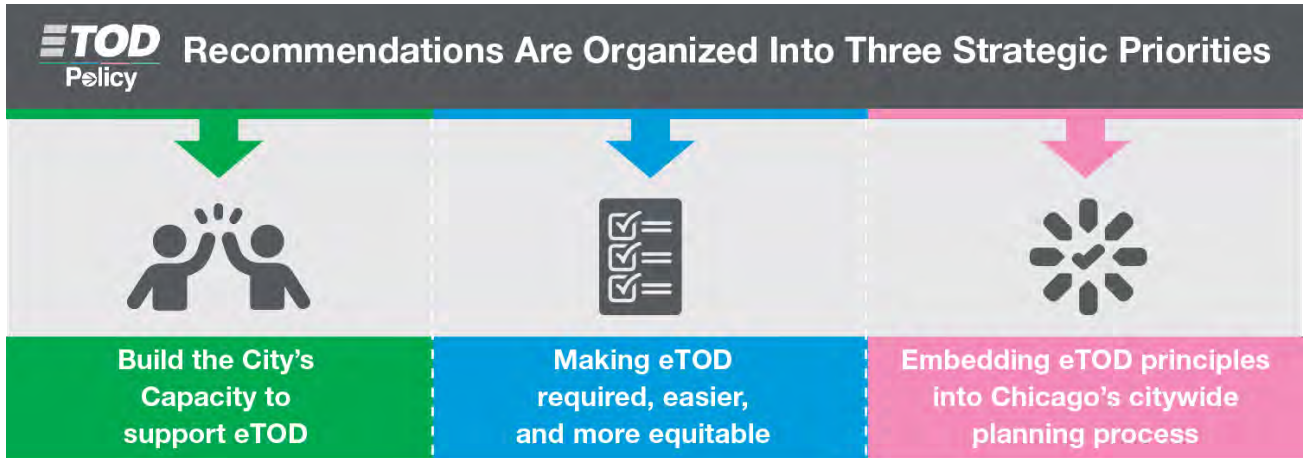


Figure 7. Evaluation Framework utilized by the ETOD work group to evaluate policy recommendations.

A revised set of recommendations based on the collected feedback is included in the 2020 ETOD Policy Plan. These policy commitments set the direction for the City of Chicago’s equitable TOD policy agenda and implementation plan for the next three years. Many of the specific commitments will require additional community and stakeholder engagement to refine details and ensure equitable impact and coordinated implementation, especially given external factors such as the continued uncertain impact of COVID-19 to our City’s economy, public health, transit service, and housing needs.



Several recommendations involve multiple departments and external stakeholders to be implemented. As noted in Figure 8, numerous parallel efforts are underway across the City that provide pathways to elevate and coordinate ETOD strategies with public health, transportation, housing, community safety, and economic development goals. It is the intention of the City to continue engaging with the ETOD Work Group and broader public stakeholders as implementation work continues with the update of the Citywide comprehensive plan. Recommendations are summarized in the following pages, with more detailed discussion of each priority provided. For additional details, Appendix E provides a summary spreadsheet of all recommendations including a proposed timeline for implementation.

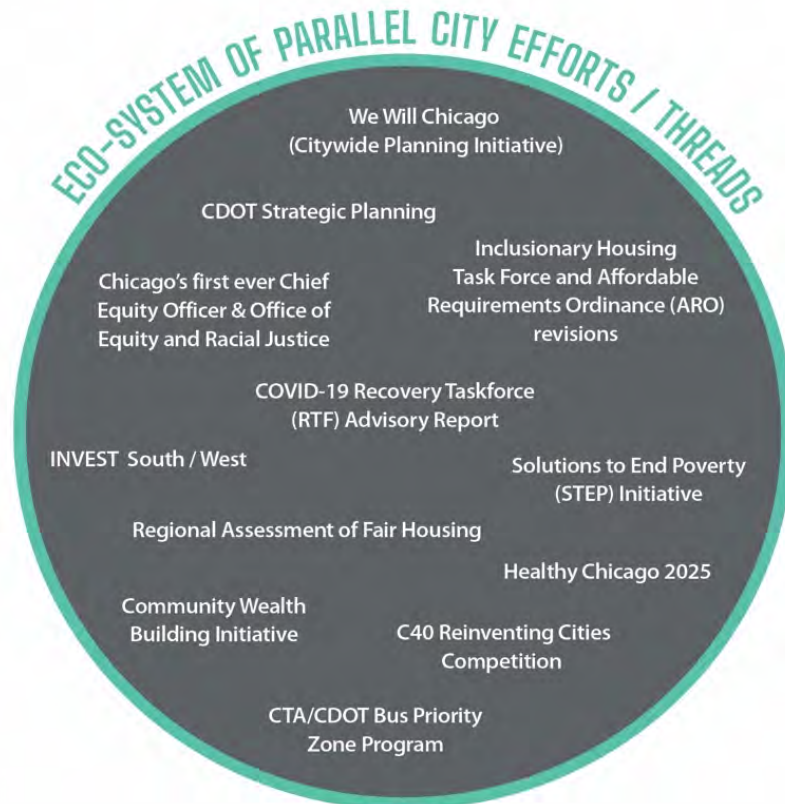


Figure 8. Snapshot of key City initiatives that are happening in parallel to ETOD Policy Plan implementation



# 1. Build the City’s Capacity to support eTOD

Significant cross-sector, inter-agency coordination and a commitment to evaluation, accountability, and transparency are needed to support the many goals of equitable Transit-Oriented Development. Building the infrastructure to support comprehensive ETOD will be foundational to ensure the vision is met. To do this, we propose taking the following actions in partnership with our community and civic partners:

<b>Implementation &amp; Coordination</b>	Continue convening ETOD Work Group and <b>formalize cross-sector, cross-agency coordination</b> , such as through the formal creation of an ETOD Task Force or other advisory body. Clarify interdepartmental roles in implementation and to promote accountability.
	Dedicate <b>full time City staff</b> to serve as ETOD Manager in advancing policy recommendations and coordinating ETOD projects and programs.
<b>Evaluation &amp; Accountability</b>	Create an <b>ETOD evaluation framework</b> and publish an annual performance report, which can include setting targeted ETOD goals and tracking metrics such as Housing and Transit Affordability Index; production and preservation of affordable housing; economic development, public health and environmental justice impacts; accessibility; and transportation and demographic characteristics of TOD residents.
	Create an <b>ETOD Scorecard</b> that community and government partners can use to assess future projects and programs. See example from Minneapolis: <a href="http://thealliancetc.org/our-work/equitable-development-scorecard/">http://thealliancetc.org/our-work/equitable-development-scorecard/</a> . Include environmental justice principles and metrics, such as considering pollution reduction in impact assessment, as part of evaluation and scorecard efforts.
<b>Facilitating Equitable Development</b>	Develop strategy to leverage <b>publicly owned land and vacant lots near transit</b> for public benefit, including publishing a directory of all public-owned land within designated TOD zones.
	<b>Address root causes of vacant land</b> , including environmental contamination and remediation needs.
	Develop a <b>comprehensive ETOD calculator mapping tool</b> combining existing resources from Center for Neighborhood Technology (CNT) and Metropolitan Planning Council (MPC). The calculator will help community members and developers identify qualifying ETOD sites and potential impacts.
<b>Engagement &amp; Communication</b>	Standardize <b>community engagement requirements and practices</b> related to development and planning projects across City departments. Build on agreed-upon engagement principles and recommendations, <b>such as those developed by Elevated Chicago</b> , and utilize ETOD policies and projects as opportunities to test and pilot new engagement practices. Ensure multiple avenues of communication are utilized to reach the maximum amount of people.
	Develop <b>public education and messaging tools</b> to communicate the vision and case for ETOD.





## 2. Make eTOD Required, Easier, and More Equitable

The citywide plan is a multi-year effort. While it is underway, the City and our partners can take additional steps to ensure ETOD is required in more neighborhoods, easier and more affordable to accomplish, and more equitable in its execution. This includes reducing or eliminating zoning, building code, parking and street design standards or requirements that prioritize car-oriented development. These commitments also include creating and preserving affordable housing near transit, promoting multimodal transportation usage, and incorporating health and equity criteria in both policy and project development. As policies and strategies are developed, it will be important to ensure that they continue to incentivize development near transit and do not inadvertently incentivize development away from transit or outside the city.

<b>Policy</b>	Apply <b>health and equity impact assessments</b> to the development of ETOD-related policy.
<b>Zoning &amp; Land Use</b>	<b>Improve design and use guidelines to promote walkability and transit-orientation</b> in current TOD (also known as TSL) ordinance, tailored to neighborhood context (such as market strength).
	<b>Expand eligibility and strengthen density and parking incentives</b> in current TOD (also known as TSL) ordinance.
	Allow more <b>flexibility in permitted building uses</b> , such as by permitting residential on the ground floor in more business and commercial districts and right-sizing parking to reflect these additional uses.
	Allow <b>small scale multi-family housing</b> in all TOD zones.
<b>Parking-related Zoning</b>	Strengthen minimum internal and external <b>bike parking requirements</b> for TOD projects. Disconnect vehicle parking and bike parking requirements.
	Establish a <b>cap on off-street parking spaces</b> allowable in all TOD areas identifying provisions, if needed, to minimize burden on low-income drivers.
	Require parking to be paid or leased separately from housing in TOD projects (i.e., <b>unbundle parking and housing costs</b> ).
	Include <b>sustainable transportation options and incentives in zoning code</b> , i.e., require developers to implement a certain number of options and incentives, such as transit passes, to manage traffic demand.
	Allow <b>shared parking arrangements</b> to meet parking requirements in TOD areas.
<b>Jobs &amp; Workforce</b>	Strengthen <b>equity in procurement and supplier diversity policies</b> to ensure small and minority owned firms and Black, Brown, Indigenous and other people of color benefit from new development.
	Create <b>quality jobs</b> through ETOD projects with a pipeline to residents and firms.
<b>Architecture Design/Review</b>	Require <b>health, arts and culture, and equity</b> considerations in TOD-project level design.
	Develop architectural design templates that can <b>streamline and simplify city approvals</b> for ETOD projects.

## June 2021 – Chicago ETOD Policy Plan

<b>Transportation</b>	<p>Improve <b>pedestrian infrastructure</b> in TOD zones by prioritizing and targeting resources based on need, starting with an inventory of current sidewalk infrastructure.</p>
	<p>Improve <b>visibility and accessibility of transit and mobility resource signage and wayfinding</b>, especially for people with disabilities or for whom English is not their first language.</p>
	<p>Increase access to <b>shared micro-mobility options</b>, including bike-share, e-bikes, e-scooters and car-share.</p>
	<p>Prioritize funding to make CTA and Metra <b>rail stations fully accessible</b> to people with disabilities, clean and safe for all for all passengers, and to provide sufficient rail capacity for new riders.</p>
	<p>Ensure <b>high-performing bus service</b>, especially along TOD bus corridors. Explore options for equitable enforcement of blocking bus and bike lanes that does not disproportionately harm low-income residents. Consider bus priority treatments.</p>
	<p>Prioritize <b>high-quality bicycle infrastructure</b> to, from, and within eTOD areas. Support bike lanes and other active transportation investments.</p>
<b>Housing</b>	<p><b>Preserve existing unsubsidized affordable housing</b> within TOD zones, such as by disincentivizing the demolition and deconversion of 2-4 flat buildings.</p>
	<p>Streamline and incentivize the production of <b>multi-family affordable housing near transit</b>.</p>
	<p><b>Strengthen affordability and accessibility requirements</b> for city-supported housing development in TOD zones, including through updates to the Affordable Requirements Ordinance.</p>
	<p>Modify the City's Qualified Allocation Plan (QAP) to include preference for <b>building affordable housing in TOD zones</b>, especially for very low-income residents.</p>
<b>Development Incentives</b>	<p>Develop <b>incentives and policies to preserve and retain</b> community organizations, small businesses, and other neighborhood assets in TOD Zones.</p>
	<p>Encourage <b>joint development opportunities with transit agencies</b> to advance ETOD.</p>
	<p>Prioritize <b>ETOD in applications for city funding</b> that supports housing and economic development, including but not limited to the Neighborhood Opportunity Fund.</p>
	<p>Develop incentives for the creation, activation and programming, and long-term <b>stewardship and maintenance of public and open space</b> in eTOD projects.</p>
	<p>Develop <b>incentives for services that would benefit young children, families, and pregnant persons</b> near transit hubs or in ETOD projects.</p>





### 3. Embed eTOD into Chicago’s Citywide Plan

Chicago is in the beginning stages of the first citywide plan since 1966, which was announced in fall 2020. Many actions to advance ETOD can and should be incorporated early on into the Citywide Planning Process, from building in health and equity assessments to making improvements to the zoning code. Specific steps to ensure the citywide plan advances equitable TOD goals include:

<b>Land use &amp; zoning</b>	Develop a process for the City and partners to conduct <b>racial and health equity assessments</b> on land use plans and zoning decisions.
	Establish a framework for <b>neighborhood land use plans</b> that adheres to the goals of equity, resiliency and diversity and recognizes the <b>specific opportunities within TOD geographies</b> .
<b>Transportation</b>	Prioritize investments in <b>transit, biking, and walking</b> in the Citywide Plan.
<b>Health and Safety</b>	<b>Incorporate health and safety</b> into City’s citywide plan



## 1. Build the City's Capacity to support eTOD

### Discussion

By its very nature, ETOD involves coordination across different issues, different city agencies and departments, and between the public, private and community sectors. Without help to navigate this complexity, additional project costs or delays can result making it too expensive or difficult for developers. Failure to coordinate across agencies may create cost inefficiencies or missed opportunities to leverage investments and community goals all of which can contribute to community opposition or unaffordable development. Significant cross-sector and inter-agency coordination is needed to support the many goals of equitable Transit-Oriented Development, as well as to ensure accountability and transparency through evaluation. This requires building the necessary City capacity to support comprehensive ETOD.

Eight specific ETOD-focused actions are recommended to support this work. Creating and formalizing new structures and staff to manage this coordination are critical first steps which also support the development and continued evaluation of programs, policies and proposed projects to ensure that outcomes align with City goals.

Progress on goals can be measured based on project-specific characteristics, like housing costs or affordable housing units provided. Impact can also be measured through changes to a neighborhood's population, businesses, or demographics such as race and income. Work group members recommended additional metrics to evaluate comprehensive ETOD, including health outcomes, combined housing and transportation cost index, and public safety centered on the treatment and perceptions of Black and Brown populations. An annual report should be published with suggestions for potential refinements of City policies or programs to improve performance. This annual report can also be a tool to report on performance of ETOD demonstration projects.

Other U.S. cities, such as Seattle, Saint Paul, and Los Angeles, have also created equitable development scorecards that provide community-based organizations and residents an opportunity to evaluate and help shape proposed projects and policies. Creating a similar scorecard for Chicago ETOD can facilitate alignment between government and community outcomes to help provide more clarity for developers.

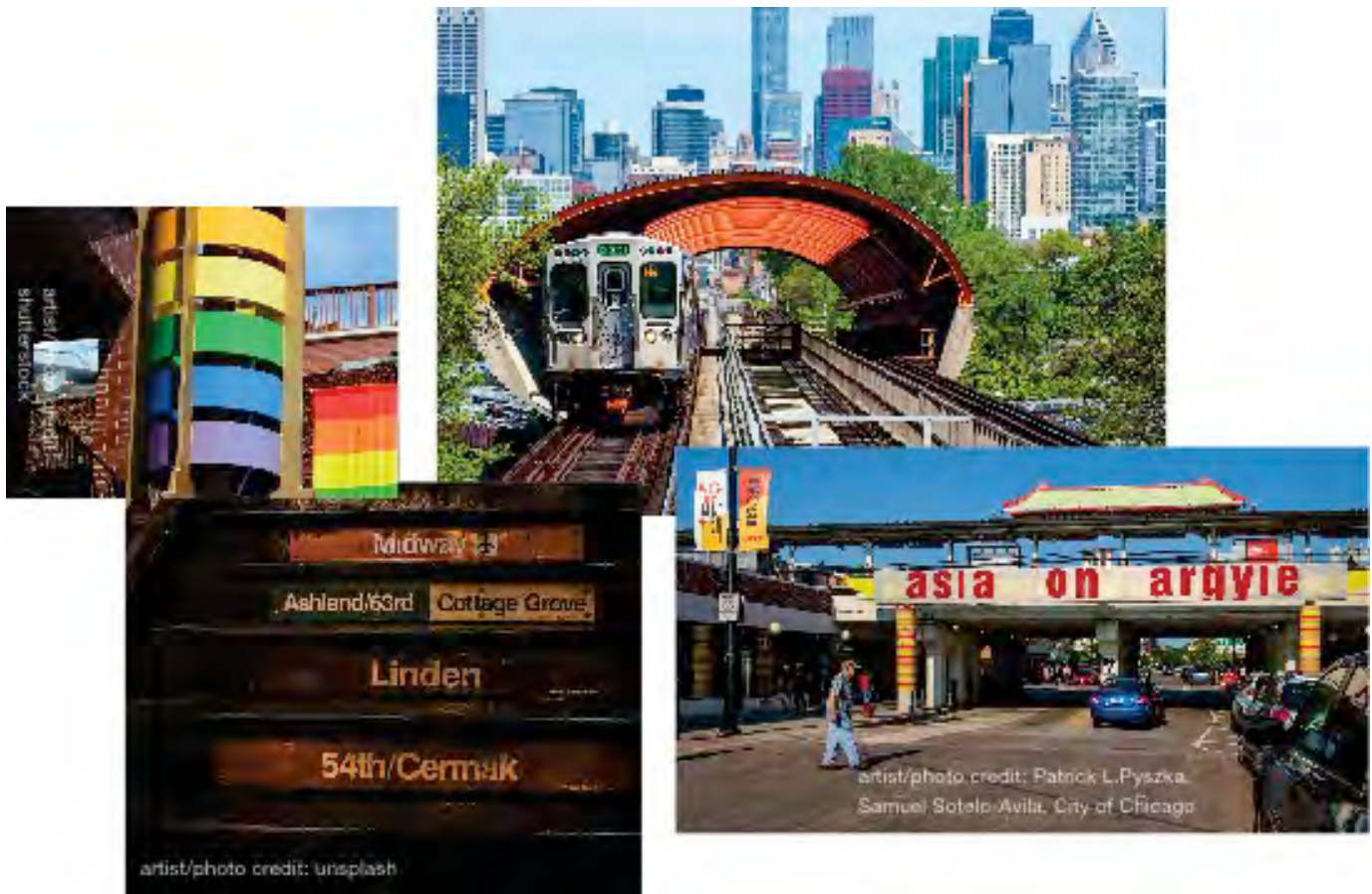
Creating a strategic plan for the reuse of vacant and underutilized land near transit stations is another area that requires internal action to map, analyze and engage community residents and different city departments to create redevelopment policies and incentives. The reuse of public lands should focus on equity outcomes such as affordable housing and local business retention and be standardized across city departments. More can be done to bring transparency on vacant property ownership and redevelopment options (especially if publicly owned). Potential interventions can include incentives for supporting community-serving uses like daycares, job training centers, business start-ups, and affordable housing, to name a few.

Another critical need for comprehensive ETOD is improved community engagement. While community engagement impacts all development, given the breadth of TOD corridors across the city and their



community impact, they provide important opportunities to pilot new City engagement approaches and principles. Community stakeholders, such as Elevated Chicago,<sup>12</sup> shared several concerns with current approaches to public engagement ranging from repeated planning efforts without resources for implementation (which contributes to planning fatigue and community frustration), to one sided and reactive engagement rather than proactive engagement that involves community members in decision making.

Future implementation of the ETOD Policy Plan provides opportunities to address these concerns and pilot new approaches while standardizing an improved approach to engagement. Among the suggestions identified by the ETOD work group: incentivize, train and prequalify community leaders and residents, community-based non-profits, and artists as community engagement contractors creating a pool of prequalified organizations; and allocate target funding percentages of the project cost for community engagement in TOD projects specifically to engage under-represented community members, such as people with disabilities, by ensuring that community engagement is accessible.



<sup>12</sup> Elevated Chicago. “Community Engagement Principles and Recommendations.” <http://www.elevatedchicago.org/cep/>

## Priority 1 Recommendations

Goal Being Addressed	City Policy Area	Recommendation	Notes
Enable comprehensive ETOD	Implementation & Coordination	<p><b>Formalize cross-sector, cross-agency coordination</b> to advance ETOD. Clarify interdepartmental roles in implementation and to promote accountability.</p>	<p>Continue convening ETOD work group and formalize a structure for cross-sector, cross-agency coordination, such as the creation of standing advisory group. Existing models to adapt include the City's past River Ecology and Governance Task Force. Engage with a broader public stakeholder group in implementation. NOTE: in 2021, the ETOD Work Group has continued to convene with additional members such as RTA, Metra and Pace included in the standing group.</p>
		<p>Dedicate <b>full time City staff</b> to serve as an ETOD Manager in advancing this policy plan and coordinating ETOD projects and programs</p>	<p>Explore options for hiring a dedicated full-time staff given City budget constraints.</p> <p>In the long-term, seek to establish a City of Chicago ETOD Office with a senior staff person to lead interdepartmental coordination. ETOD Office would connect incentives programs, planning and design review, and leverage benefits in transit-served locations. A single point-of-contact at the City rather than a multi-layered, complex review and approval process would encourage more creative proposals from potential developers.</p>
	Evaluation & Accountability	<p>Create an <b>ETOD evaluation framework</b> and publish annual performance report</p>	<p>Create an ETOD evaluation framework to operationalize an annual ETOD performance report published by the Mayor's Office. Publish first annual report in Q3 2021.</p> <p>The framework should incorporate a comprehensive view of ETOD that includes public health, educational access, environmental justice, and safety metrics with information disaggregated by race, income, age and disability where feasible. Examples include tracking the creation and preservation of both subsidized and market-rate affordable homes in TOD zones. Support tools and capacity needed to streamline evaluation and performance tracking. Explore reporting requirements on new development.</p>

Goal Being Addressed	City Policy Area	Recommendation	Notes
Elevate community voice	Evaluation & Accountability	Create an <b>ETOD Scorecard</b> that community and government partners can use to assess future projects and programs	<p>Work with community and regional partners to create and utilize an ETOD scorecard that can be used to assess future TOD projects, programs and policies with explicit focus on who benefits and who is burdened and that clearly articulates the definition and elements of ETOD. Include performance metrics and equity indicators.</p> <p>Include environmental justice principles, such as considering pollution reduction in impact assessment, as part of evaluation and scorecard efforts. Integrate with EPA environmental justice mapping resources and metrics.</p>
Equitable Land Use Practices	Facilitating Equitable Development	Develop strategy to <b>leverage public and vacant lands near transit for public benefit</b>	Pursue the development of a vacant and underutilized land strategy for TOD zones, that include a priority on using surplus public lands to support affordable housing and economic development. Local artists can be tapped to assist in vacant land activation and engagement efforts to inform residents about land ownership of vacant or underutilized properties and to collaboratively create ideas for their re-use to support community benefits
Enable comprehensive ETOD		<p><b>Address root causes of vacant land</b>, including environmental contamination and remediation needs.</p>	Explore establishing a subsidy program (through federal or other sources of funding) to help with site work costs, soil testing or other environmental hazard assessments prior to selling lots, so that buyers are informed about risks.
		Develop a <b>comprehensive ETOD calculator</b> combining existing tools from CNT and MPC.	Complete work to combine 2 separate tools into a comprehensive ETOD calculator mapping tool, which facilitates ETOD through identifying eligible parcels as well as estimating expected benefits and impacts.

Goal Being Addressed	City Policy Area	Recommendation	Notes
Enable comprehensive ETOD	Engagement & Communication	<p>Standardize <b>community engagement requirements and practices</b> across City departments and projects, utilizing TOD policies and projects as opportunities to pilot and test new agreed upon engagement principles and practices <a href="#">such as those in Elevated Chicago Community Engagement Principles and Recommendations</a>. Utilize multiple avenues of communication in order to meet people where they are.</p>	<p>Standardize community engagement requirements across City departments related to ETOD, such as DPD, CDOT, DOH, CTA, etc. Can include allocating funding for community engagement to ensure it is accessible for all regardless of language or disability, as well as creating opportunities to engage community leaders, artists and community-based non-profits as community engagement partners. Should also include developing and establishing multiple avenues of communication to meet people where they are.</p> <p>Publish a public statement articulating the city's commitment and approach to community engagement, similar to Vancouver, BC and Seattle, WA.</p>
Elevate community voice		<p>Develop <b>public education and messaging tools</b> to communicate the vision and case for ETOD.</p>	<p>The Partners for Places grant provides a near-term opportunity to develop and test outreach materials with diverse community stakeholders. Outreach can also include briefings to City staff, community residents, and other stakeholders to educate and raise awareness of ETOD benefits and change negative perceptions of density or affordability.</p> <p>UPDATE: "What is ETOD?" illustration was developed and published in winter 2020 as part of public communication efforts.</p>



## 2. Make eTOD Required, Easier, and More Equitable

### Discussion

The largest set of ETOD recommendations fall within this second category. Many of them can be implemented or advanced over the next year in parallel with the recommendations included in the other two categories.

A key recommendation to enable comprehensive ETOD is to update the existing TOD ordinance, which operates as an overlay zone, to set stronger requirements for density, affordability, and climate resilient development as appropriate for the multimodal transportation context and surrounding land use and tailored to local market strength. Increasing residential, commercial, and mixed-use development in transit-served areas will help reduce congestion, improve air quality, and provide Chicagoans with more opportunities for everyday physical activity. Given the different context of neighborhoods across the city, ETOD overlay zones will be tailored to existing neighborhood and market dynamics. Any new requirements will be adjusted by neighborhood to ensure investment is facilitated in areas that the private market tends to skip over, like parts of the South and West Sides. Calibrating ETOD overlay zoning to reflect the diversity of different needs and characteristics of different neighborhoods is required over a one size fits all approach. Numerous cities have created and adopted ETOD overlay zones in tandem with updating citywide comprehensive plans, including recently in Minneapolis, MN and Richmond, VA.

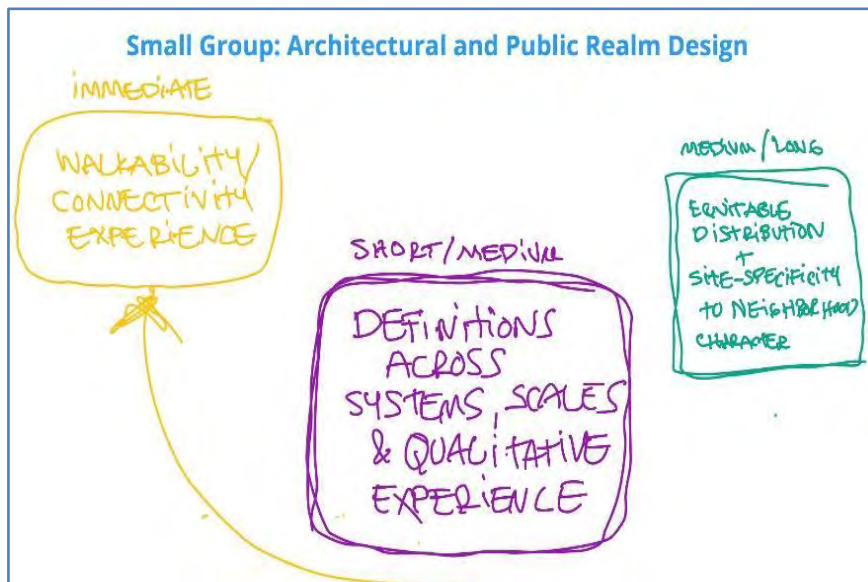


Figure 9. Notes from ETOD Work Group Architectural and Public Realm Design team are available to view at the ETOD work group Miro workspace

Through this process, the City can re-examine its TOD-defined geography. Currently, the TOD Ordinance applies to a mix of one-half or one-quarter mile radius around rail stations (depending on ‘pedestrian street’ designation). In the case of train stations, a one-quarter mile radius may be limiting the impact of the TOD Ordinance. A review of the literature about access distances to transit and the development near transit suggests that universally extending the radius around rail stations to half-mile would be justified and is consistent with best practices from other transit regions across the country.

Several important transportation and parking recommendations are also offered to tame automobile usage and improve multimodal accessibility. These are in direct response to the goals outlined in the 2019 ETOD ordinance. Many neighborhoods within TOD areas, especially in the South Side and West Side, lack adequate sidewalk infrastructure to support safe and easy walking to and from transit stations. Rightsizing parking is also important to managing automobile traffic in TOD areas and reducing the cost of building or renovating existing housing.

Residential displacement is a growing concern in TOD areas where rising land values are pricing out longtime homeowners and renters both. Displacement is also a challenge in TOD areas where continued disinvestment contributes to housing blight and lack of opportunity. More needs to be done to preserve, modernize and weatherize the small multi-family housing stock that contributes to community character and creates affordable housing options. TOD zones offer opportunities to increase density and height of buildings adjacent to stations but within the ½ mile radius of transit many neighborhood streets are lined with two- to four-unit housing stock that also contributes to TOD goals. Preservation of this housing, along with making it easier to build higher density housing, must both be part of how Chicago advances ETOD that works for all.

Other important recommendations are to strengthen requirements and incentives to support the preservation and creation of affordable housing; and to support local business retention and economic development. For both, there are actions the City can take to prioritize TOD areas in allocating funding for existing programs and policies such as in the Qualified Allocation Plan and the Neighborhood Opportunity Fund. Efforts are also currently underway by the Department of Housing to amend the Affordability Requirement Ordinance which can also be designed to align with TOD, help stem displacement, and create more affordable, accessible homes.

Several recommendations are provided to improve the architectural design and review process overseen by the City's Department of Planning and Development (DPD) and modify existing parking and multimodal transportation requirements. Applying health and equity impact assessments, rightsizing parking and required design considerations and providing architectural templates or design guidance can assist developers in supporting these goals along with placemaking elements contributing to larger community-oriented goals with facilitating approval processes.

Time is money for developers, and if the City's process for accessing the TOD incentives takes more time than it is worth, this limits the potential of the program especially in parts of the City where market rents do not support newer unsubsidized housing. Making more elements of the TOD incentive program occur "by right" when the requirements are met would reduce uncertainty and lower the barrier for developers considering TOD. This could also help affordable housing supply keep pace with demand in "hot" real estate markets, which helps avoid displacement. Procedural streamlining might be similar to Chicago's existing Green Permit Program, which offers expedited permitting for projects that meet green building criteria, or also supported through the TOD Overlay Zones.

TOD has the potential to support individual and community wealth creation. There is more the City can do to support small, locally- and minority-owned businesses that are threatened by displacement and support living wages jobs in the procurement process and in allowing greater flexibility for first-floor uses of within TOD zones. Avoiding displacement is not only important for residents and small, locally owned businesses, but also cultural and community organizations. While community organizations serve their residents, cultural institutions work to foster and retain cultural identity, activity, and participation.

## Priority 2 Recommendations

Goal Being Addressed	City Policy Area	Recommendation	Notes
Enable comprehensive ETOD	Policy	Apply <b>health and equity impact assessments</b> to the development of ETOD-related policy.	Use health and equity impact assessments in the design and implementation of various elements of the ETOD Policy Plan, including but not limited to the creation of a TOD Overlay Zone.
	Zoning & Land Use	<b>Improve design and use guidelines to promote walkability and transit-orientation</b> in current TOD (also known as TSL) ordinance, tailored to neighborhood context (such as market strength).	Create TOD overlay zones and/or update the existing TSL ordinance based on neighborhood typologies that creates new design and use guidelines to promote walkability and mixed-uses near transit stations.
		<b>Update the existing TOD (also known as TSL) ordinance</b> to expand eligibility and strengthen density and parking incentives	Update the City’s current TOD ordinance (known as Transit Served Location or TSL in the zoning code). Broaden eligibility from a ¼ mile to a universal ½ mile from a transit station and expand qualifying transit hubs to include additional CTA bus routes, Pace Pulse service, and future planned stations (such as Red Line Extension or Metra stations under construction). Expand eligibility to residential zones as well.  Consider requirements on appropriate density and parking reductions, tailored to neighborhood market strength and context. Amplify bulk and density incentives to balance with affordability. Explore targeted incentives or waivers for station areas with weaker markets.

Goal Being Addressed	City Policy Area	Recommendation	Notes
Equitable Land Use Practices; Tame the Automobile	Zoning & Land Use	Allow more <b>flexibility in permitted building uses</b> , such as by permitting residential on the ground floor in more business and commercial districts and right-sizing parking to reflect these additional uses.	<p>Expand currently allowable first floor zoning uses beyond retail in TOD areas, i.e. community health centers, daycare facilities, libraries, co-workspaces; and provide sample architectural design specifications, floorplans, or other guidance that facilitates broader types of uses.</p> <p>Flexibility in permitted building uses also provide more opportunities for 1st floor accessible units to be built.</p> <p>Study and propose reductions to allow more flexibility in parking requirements and curbside loading/parking for first floor uses within TOD. For example, reduce the zoning code requirement for loading areas associated with daycare facilities located in TOD areas. New use categories, like PDR (production/distribution/repair) as well as co-working, and mixed production and retail have been codified in some places in recent years.</p>
Increase housing affordability and accessibility		Allow <b>small scale multi-family housing</b> in all TOD zones.	Allow small multi-family housing in all TOD zones, including by expanding eligibility for TSL incentives to residential zones. Prioritize the preservation and modernization of existing 2-4-unit housing stock located in TOD areas to improve accessibility, energy efficiency and climate resiliency.
Improve multimodal accessibility		Strengthen <b>bike parking requirements</b> for TOD projects.	Amend bike parking zoning requirements for TOD projects to require at least one bike parking space per unit rather than having bike parking linked to car parking reductions.
Tame the automobile	Parking-related Zoning	Establish a <b>cap on off-street parking spaces</b> allowable in a TOD areas identifying provisions, if needed, to minimize burden on low-income drivers.	Explore expanding parking maximums (which already exist in downtown districts) to all TOD areas, including considerations for community benefits, management, and equity impacts, and tailored to neighborhood context. Ensure that low-income households are not unduly burdened.



Goal Being Addressed	City Policy Area	Recommendation	Notes
Increase housing affordability and accessibility; Tame the Automobile	Parking-related Zoning	Require <b>parking to be paid or leased separately</b> from housing in TOD projects (i.e., unbundle parking and housing costs).	Require developers of TOD projects to unbundle parking and housing costs, charging for each separately, and lowering cost burden on households without cars.
Improve multimodal accessibility; Tame the Automobile		Include <b>sustainable transportation options and incentives</b> in zoning code, i.e., require developers to implement a certain number of options and incentives, such as transit passes, to manage traffic demand	Establish evaluation criteria and require developers to implement a certain number of options and incentives associated with each development, ranging from bike membership and infrastructure to free or discounted transit passes. Consider variations or fewer points required in areas with lower development activity so as not to turn off developers in areas that need investment. Provide guidelines for where to provide parking within the site design and to implement shared parking. Ensure that accessible options are provided.
Tame the Automobile		Allow <b>shared parking</b> arrangements to meet parking requirements in TOD areas.	Enable formal shared parking arrangements in TOD areas. Allow new development to fulfill parking requirements by counting shared parking facilities in the calculation. Ensure any new arrangement maintains accessible parking for people with disabilities.
Encourage investment and wealth building in BIPOC communities, businesses and people	Jobs & Workforce	Strengthen <b>equity in procurement and supplier diversity policies</b> to ensure small and minority owned firms and Black, Brown, Indigenous and other people of color benefit from new development.	Prioritize local WBE/MBE/BEPD firms and BIPOC residents and other people who may have barriers to employment for jobs related to TOD, including project design, development, or construction.
		Create <b>quality jobs</b> through ETOD projects with a pipeline to residents and firms	Set measured targets for quality job creation through ETOD projects. May include providing additional training and workforce development opportunities specific to ETOD projects. Connect to City’s coordinated workforce programs.
Enable comprehensive ETOD	Architecture Design/Review	Require <b>health, arts and culture, and equity</b> considerations in TOD-project level design.	
		Develop architectural design templates that can streamline and simplify city approvals for ETOD projects.	Pursue the creation of architectural design templates to simplify and ease pre-approval for ETOD projects

Goal Being Addressed	City Policy Area	Recommendation	Notes
<p>Improve multimodal accessibility</p>	<p>Transportation</p>	<p>Improve <b>pedestrian infrastructure</b> in TOD zones by prioritizing and targeting resources based on need, starting with an inventory of current sidewalk infrastructure.</p>	<p>Improve safety, walkability, and accessibility for sidewalks and other pedestrian infrastructure within 1/2 mile of TOD stations. Develop a process to prioritize and target pedestrian infrastructure near transit based on need, as defined with an equity lens. Includes an inventory of sidewalk infrastructure in TOD zones.</p>
		<p>Improve <b>visibility and accessibility of transit and mobility resource signage and wayfinding</b>, especially for people with disabilities or for whom English is not their first language.</p>	<p>Improve visibility and accessibility of transit and general mobility resource (such as car-share, Divvy, etc.) wayfinding within TOD areas, esp. for people with disabilities or for whom English is not their first language. Incorporate community connections within wayfinding, i.e. access to parks, libraries, schools and health centers. Improving multimodal accessibility of the CTA and Metra rail stations will allow more residents, including families, to use transit.</p>
		<p>Increase access to <b>shared micro-mobility options</b>, including bike-share, e-bikes, and e-scooters.</p>	<p>Information on increased access to shared micro-mobility and car-sharing options should be shared with the public, such as through signage or even potentially an app.</p>
		<p>Prioritize funding to make CTA and Metra <b>rail stations fully accessible</b> to people with disabilities, <b>clean and safe</b> for all for all passengers and to provide sufficient rail capacity for new riders.</p>	<p>For example, support funding for CTA’s All Stations Accessibility Program (ASAP), to increase the number of CTA rail stations with elevators and to replace end-of-life elevators to improve availability. Prioritize ETOD around transit that is already fully accessible to support dual goals of affordability and accessibility.</p>

Goal Being Addressed	City Policy Area	Recommendation	Notes
<p>Improve multimodal accessibility</p>	<p>Transportation</p>	<p>Ensure <b>high-performing bus service</b>, especially along TOD bus corridors.</p>	<p>Ensure that high-quality bus and rail transit service is provided to low-income, communities of color, which tend to have off-peak and dynamic work hours. Explore options for equitable enforcement of blocking the box and bus and bike lanes that does not disproportionately harm low-income residents. Identify and implement additional bus priority zones and street treatments to ensure high-performing bus service. Advocate for additional funding for transit.</p>
		<p>Prioritize <b>high-quality bicycle infrastructure</b> to, from, and within ETOD areas.</p>	
<p>Avoid displacement</p>	<p>Housing</p>	<p><b>Preserve existing unsubsidized affordable housing</b> within TOD zones, such as by disincentivizing the demolition and deconversion of 2-4 flat buildings.</p>	<p>Prioritize the preservation of 2-4 unit housing stock within TOD zones to protect against their conversion to single family homes. Explore supporting community land trusts and housing cooperatives, piloting right of first refusal, adopting anti-deconversion rules and providing emergency relief to tenants and landlords affected by COVID19. Tracking the amount of existing affordable homes (both subsidized and unsubsidized) to be included in annual performance reporting. Consider an on-the-ground outreach policy to reach seniors and non-English speaking owners of 2-4 flat buildings</p>
		<p>Streamline and incentivize the production of <b>multi-family affordable housing near transit</b>.</p>	<p>Explore creation of an Affordable Housing Overlay that would allow affordable housing developments to access additional density and parking reduction incentives and that would allow affordable housing development to occur by-right. An overlay could targeted to TOD zones in high-cost, exclusionary and/or gentrifying neighborhoods.</p>

Goal Being Addressed	City Policy Area	Recommendation	Notes
Avoid displacement; Increase housing affordability and accessibility	Housing	<b>Strengthen affordability and accessibility requirements</b> for city-supported housing development in TOD zones, including through updates to the Affordable Requirements Ordinance.	Modify existing requirements (including in the Affordable Requirements Ordinance) and incentive programs to create deeper affordability requirements in TOD zones and to incentivize larger, family-sized units and accessible ETOD units.
Increase housing affordability and accessibility		Modify the City's Qualified Allocation Plan (QAP) to include preference for building <b>affordable housing in TOD zones</b> , especially for very low-income residents.	The Department of Housing is currently conducting a Racial Equity Impact Assessment of the City's QAP. ETOD goals and benefits will be included in the assessment. UPDATE: DOH completed the first-ever Racial Equity Impact Assessment (REIA) on the Qualified Allocation Plan for the City of Chicago. As a result, the 2021 QAP Application will give preference and priority to projects that are located along or near established public transit lines, stations and hubs, and those identified as Equitable Transit Oriented Developments (ETODs).
Encourage investment and wealth building in communities, businesses and people	Development Incentives	<b>Develop incentives and policies to preserve and retain</b> community organizations, small businesses, and other neighborhood assets in TOD Zones.	Pursue and identify specific development and retention incentives to support and preserve community assets within TOD zones like CBOs, small businesses, art and culture incentives, daycare and public health facilities. Include prioritization for BIPOC-owned community assets.
		<b>Encourage joint development with transit agencies.</b>	Explore structures and partnerships to pursue joint development at transit stations, including with CTA, Metra and Pace. ETOD on publicly owned property adjacent to property can create ongoing revenue streams to fund public transit.



Goal Being Addressed	City Policy Area	Recommendation	Notes
Encourage investment and wealth building in communities, businesses and people	Development Incentives	<b>Prioritize ETOD in applications for city funding</b> that supports housing and economic development, including but not limited to the Neighborhood Opportunity Fund.	Identify top 10 programs that fund development in the City and, as appropriate, award extra points for ETOD projects to each. For example: revise Neighborhood Opportunity Fund program to provide extra points to small business applicants located within TOD zones. Priority could be placed on supporting ground-floor retail in city-funded housing projects to bolster the financial health of the project. Additional points for BIPOC applicants.
Improve community health and safety		Develop <b>incentives for public and open space</b> in ETOD projects.	Evaluate potential incentives (financial or administrative, including transfer of development rights) that could be provided for ETOD projects that design for public spaces to facilitate community gathering, neighborhood commerce, festivals, and sustainability. Community green spaces should also be prioritized.
		Develop <b>incentives for services that would benefit young children, families, and pregnant persons</b> in eTOD projects.	Consider how development on vacant lots near transit can include services such as childcare facilities, parks, and healthy food options.



## 3. Embed eTOD into Chicago's Citywide Plan

### Discussion

In August 2020, the Department of Planning and Development (DPD) announced a new three-year, citywide planning initiative under Mayor Lori E. Lightfoot that will encourage neighborhood growth and vibrancy while addressing social and economic inequities that impair Chicago's legacy as a global city.<sup>13</sup> This effort, dubbed "We Will Chicago" is the first citywide plan of its type since the City's "1966 Comprehensive Plan." We Will's initial goals for future growth across Chicago are based on three core principles: equity, diversity, and resiliency for all residents in every neighborhood – all of which align well with the City's ETOD goals.

The 'We Will Chicago' plan is a powerful opportunity to refine and formalize critical ETOD policy actions as the plan is developed to identify citywide priorities, spending, and policymaking to assist with economic recovery and guide development for years to come. Four recommended actions are offered to improve land use and zoning, transportation and parking, health and safety, and housing elements within 'We Will Chicago' to better support ETOD.

A top priority is to develop a process for utilizing racial and health equity assessments in evaluating and improving zoning policy. Many of Chicago's current plans and regulatory requirements date back to earlier plans that prioritized the automobile over transit and walking; and that reinforced systemic racism both deliberately and inadvertently in the categorization, location, and prioritization of Black and Brown communities. Land use and zoning decisions deepened health and economic disparities and racial segregation. Going forward, the City has a powerful opportunity to create a new approach that centers equity outcomes, builds community wealth, and improves health outcomes for BIPOC communities and people. In September 2020, the City launched its community health improvement plan, Healthy Chicago 2025, which recognizes that in order to close the racial life expectancy gap, a health and racial equity lens must be utilized to inform how resources and opportunities are distributed at the neighborhood level. The Department of Housing is currently also applying a racial equity screen to its allocation of low-income housing tax credits as part of updating the City's Qualified Allocation Plan in 2021.

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<sup>13</sup> [https://www.chicago.gov/city/en/depts/dcd/provdrs/we\\_will\\_chicago.html](https://www.chicago.gov/city/en/depts/dcd/provdrs/we_will_chicago.html)

### Priority 3 Recommendations

Goal Being Addressed	City Policy Area	Recommendation	Notes
Equitable Land Use Practices	Land use and zoning	Develop a process for the City and partners to conduct <b>racial and health equity assessments</b> on land use plans and zoning decisions.	Develop process and apply to inform the citywide planning process. DPH and DOH are both testing health and equity screens in fall 2020. The Office of Equity and Racial Justice (OERJ) can also support efforts. UPDATE: The Chicago Department of Public Health is currently developing a health and racial equity impact assessment.
Equitable Land Use Practices		Establish a framework for <b>neighborhood land use plans</b> that adheres to the goals of equity, resiliency and diversity and recognizes the <b>specific opportunities within TOD geographies</b> .	The Citywide plan is a multi-year effort that launched in Fall 2020, including through a series of public forums. Ensure TOD geographies are considered throughout early engagement.
Improve multimodal accessibility	Transportation	Prioritize investments in <b>transit, biking, and walking</b> in the Citywide Plan.	
Improve health and safety for our most vulnerable community members	Health and Safety	<b>Incorporate health and safety</b> into City's citywide plan	Incorporate health and safety into the Citywide plan: i.e. create health and race equity principles, commit to an equitable planning process, establish clear role for public health dept, safer communities by better maintenance instead of over-policing, and inspections as health component. Include assessment of travel time to essential services (such as hospitals and primary care offices) in metrics developed to measure impact of citywide plan.

# Conclusion and Next Steps

Much has happened over the last eighteen months since the formation of the ETOD Work Group to inform this Policy Plan, yet the City’s commitment to writing a new chapter in its history to achieve equitable transit-oriented development remains. Now is a time for bold thinking and action. Perhaps never before has the City been better prepared to commit to a new course that is founded on the power of community; that commits to desegregating our city; and that provides community-wealth building pathways for all regardless of the color of their skin or their transit line.

The City is poised to take immediate action across several different fronts, each of which will require coordination across departments that the Mayor’s Office can shepherd. The City and Elevated Chicago recently received a \$150,000 Partners for Places grant<sup>14</sup> that will support the deeper ETOD community engagement, particularly as the Citywide planning process, “We Will Chicago” kicks off.

Formalizing the ETOD Work Group (or another advisory structure) will also provide continued partnership and outreach between community stakeholders, regional partners and government agencies to support comprehensive ETOD implementation. Members are particularly interested in opportunities to advance in the short term.<sup>15</sup>

## **Among the numerous short-term implementation opportunities are:**

- Formalize a structure for cross-sector, inter-departmental coordination to advance the Policy Plan, including dedicating City staff and capacity;
- Finalize an ETOD evaluation framework for annual performance reporting and outcomes tracking;
- Design a health and racial equity assessment of current land use and zoning codes to inform the Citywide Plan;
- Expand the TOD designation to 1/2mile radius from all CTA and Metra stations while working to adopt TOD Overlay Zones that create greater certainty and consistent application of land use, zoning, parking and other design elements;
- Develop a comprehensive strategy to leverage publicly owned land and vacant lots near transit for public benefit;
- Strengthen affordability and accessibility requirements for city-supported development in TOD zones through revisions to the Affordable Requirements Ordinance;
- Combining existing tools into a comprehensive ETOD Calculator to identify equitable development opportunities; and,
- Identify and support the successful implementation of ETOD demonstration projects across the City, including opportunities in the INVEST South/West initiative and in other transit corridors.

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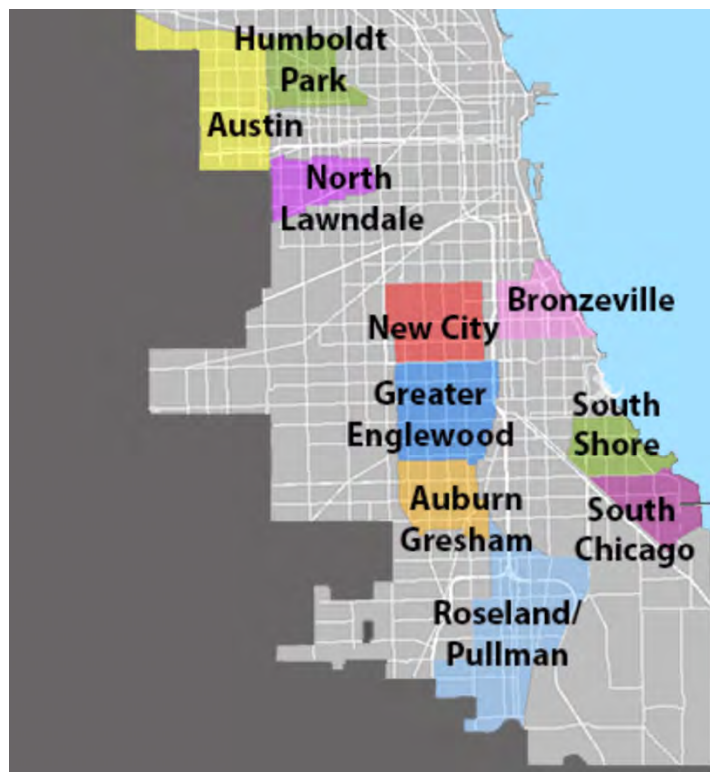
<sup>14</sup> <https://www.fundersnetwork.org/partners-for-places/>

<sup>15</sup> See Appendix E for proposed implementation timeline for the next three years.



Parallel city-led efforts such as, but not limited to, Healthy Chicago 2025, INVEST South/West, revisions to the Affordable Requirements Ordinance, and the City’s COVID19 Recovery Task Force report provide important opportunities to embed comprehensive ETOD.

As these planning efforts move forward, the City will also advance ETOD demonstration projects to test and deploy many of the proposed policy changes. [The Mayor’s INVEST South/West initiative](#) is one important pathway to demonstrate the impact of revised ETOD policies. Additional demonstration or pilot projects can be created in other ETOD corridors as well and be opportunities to align and coordinate interventions by numerous City departments. For instance, transportation and sidewalk improvements, including improved way finding, that support people living in new affordable housing projects can also include stormwater management and energy efficiency design elements (e.g. potentially involving programs at CDOT, CTA, DOH, and DPD).



*INVEST South/West initiative Target Areas*

Chicago has a great opportunity and much to do to create a new chapter for equitable development that is centered on existing transit and community assets. ETOD is an approach that requires much more intentional coordination between players, and a commitment to revise the policies and practices that prioritize auto-oriented, suburban-style, and extractive development practices over those that generate wealth and opportunity for the many Chicago households and businesses already located near transit.

# Appendices

- A. ETOD Work Group Members (as of May 2020)
- B. Map of Past Approved TOD projects
- C. Summary of ETOD Data Analysis (completed November 2019)
- D. Potential ETOD Performance Metrics
- E. Timeline and Summary of ETOD Recommendations
- F. Glossary of Common Terms



## APPENDIX A. Chicago ETOD Work Group Members (As Of May 2020)

Name	Organization
Accuardi, Zak	Natural Resources Defense Council / American Cities Climate Challenge
Aguirre, Paola	Borderless Studio
Alonis, Samantha	Center for Health Equity - Northwestern (CHET)
Anderson, Jane	Metropolitan Planning Council
Applegate, Thomas	North River Commission
Applewhite, Camille	Terra Engineering
Arias, Juan Sebastian	Formerly Metropolitan Planning Council; Now Mayor's Office
Aruguette, Joy	Bickerdike Redev. Corp
Bailly, Jordan	Metropolitan Planning Council
Ballard, Adam	Access Living
Barnes, Courtney	Chicago Metropolitan Agency for Planning
Bayley, Lindsay	Chicago Metropolitan Agency for Planning
Berkshire, Michael	Department of Planning and Development
Bharani, Nootan	UofC Place Lab
Biernat, Jason	Chicago Department of Transportation
Cambray, Cindy	Chicago Metropolitan Agency for Planning
Castillo, Enrique	Chicago Metropolitan Agency for Planning
Chadha, Monica	Civic Projects Studio
Cooper, Daniel	Metropolitan Planning Council
Cox Blair, Catherine	Natural Resources Defense Council
Culbertson, Devin	Enterprise Community Partners
Cunningham, Megan	Department of Public Health
Darnstadt, Katherine	Latent Design
Davenport - Williams, Jessica	Black Girls Break Bread
Davidson, Michael	The Chicago Community Trust
Dawson Mooney, Leah	Chicago Transit Authority
de la Vega, Sabrina	Elevated Chicago
Diaz, Christian	Logan Square Neighborhood Assoc.
Dickhut, Kathy	Department of Planning and Development
Dramé, Ahmadou	Safer Foundation
Drew, William	35th Ward Office
Ekerdt, Molly	Preservation of Affordable Housing
Emery, Sophie	Center for Neighborhood Technology
Enriquez, Allan	Center for Urban Entrepreneurship and Economic Development (CHET)

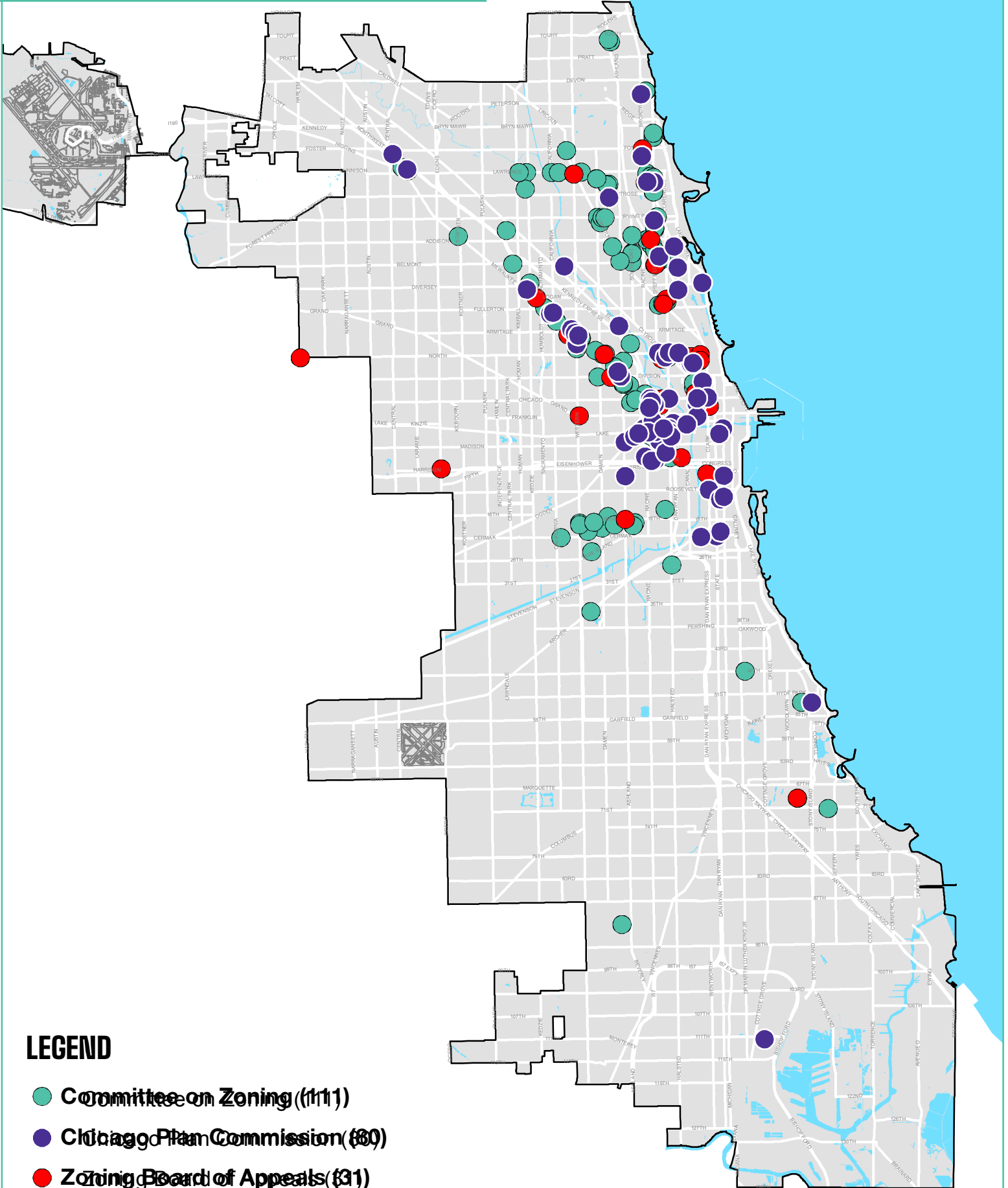
Esenberg, Bryan	Department of Housing
Flagg, Edgar	Resurrection Project
Forbes, Sasha	Natural Resources Defense Council
Foreman, Ghian	Emerald South
Fraley, Todd	Department of Public Health
Freeman, Kendra	Metropolitan Planning Council
Fulwiler, Daniel	Esperanza Health Centers
Geer, Andrew	Enterprise Community Partners
Gorski, Eleanor	Department of Planning and Development
Gregory, Kathleen	Esperanza Health Centers
Grimshaw, Jacky	Center for Neighborhood Technology
Grover, Jane	Chicago Metropolitan Agency for Planning
Gutierrez, Luis	Latinos Progresando
Hammernick, Joel	Sunshine Gospel
Harbin, James	Department of Planning and Development
Harris, Kelwin	Cook County Assessor
Hayford, Justin	Esperanza Health Centers
Henry, Jennifer	Chicago Transit Authority
Herod, Caleb	Elevated Chicago
Hertz, Daniel	Department of Housing
Higgins, Bill	Chicago Department of Transportation
Hill, Samantha	Department of Housing
Honoré, Leslé	Elevated Chicago
Kelin, Emily	Department of Planning and Development
Koolbeck, Allie	Department of Planning and Development
Laflamme, Emily	Department of Public Health
Lakes Battle, Victoria	IFF
Lassiter, Ethan	Department of Planning and Development
Lopez, Lynda	Active Transportation Alliance
Lopez, Ricardo	Chicago Metropolitan Agency for Planning
Lurie, Dan	Mayor's Office
Macias, Carolina	Metropolitan Planning Council
Manno, Tony	Chicago Metropolitan Agency for Planning
McMahon, Kate	Department of Public Health
Mendonsa, Ella	Natural Resources Defense Council
Merrell, Jim	Active Transportation Alliance
Moore Lewis, Sonya	Rudd Resources
Moore, Candace	Equity Office
Murphey, Patrick	Zoning Administrator
Nelson, Carlos	Greater Auburn-Gresham Dev. Corp.
Nelson, Janell	JNJ Creative
Nicol, Mary	Mayor's Office / Natural Resources Defense Council



Novara, Marisa	Department of Housing - Commissioner
O'Malley, Kevin	Chicago Department of Transportation
Orr, Jesse	Department of Planning and Development
Ortiz, Rosa	Elevated Chicago
Parella, Mike	Department of Planning and Development
Persaud, Heidy	Center for Neighborhood Technology
Raby, Katanya	Mayor's Office
Ramirez, Mariisa	Natural Resources Defense Council
Requejo, Roberto	Elevated Chicago
Richardson, Lyneir	Center for Urban Entrepreneurship and Economic Development
Rico, Dorian	Department of Planning and Development
Ritter, Jennifer	ONE Northside
Root, Justin	Department of Housing
Rose, Aaron	Elevated Chicago
Roubik, Cynthia	Department of Planning and Development
Rudd, Kim	Rudd Resources
Schneider, John	Department of Planning and Development
Schott, Marly	Elevated Chicago
Schultz, Robert	Active Transportation Alliance
Scott, Elizabeth	Chicago Metropolitan Agency for Planning
Scully, Dawveed	Skidmore, Owings & Merrill
Simone, Jamie	Chicago Department of Transportation
Sims Fears, Nedra	Greater Chatham Initiative
Smith, Geoff	DePaul IHS
Soto, Adrian	Greater Southwest Development Corporation
Soto, Sendy	Department of Housing
Thompson, Melvin	Endeleo Institute
Tomas, Mike	Garfield Park Community Council
Torres, Jaime	Canopy Chicago
Trotter, Joanna	The Chicago Community Trust
Tucker, Cynthia	AIDS Chicago
Tuffy, Eiliesh	Department of Planning and Development
Vaishnav, Maulik	Mayor's Office / Chicago Transit Authority
Wennink, Audrey	Metropolitan Planning Council
Williams-Clark, Drew	Center for Neighborhood Technology
Williams, Paul	Department of Housing
Woods, Kyra	Sierra Club
Wright, Lakeshia	Chicago Transit Authority
Zelechowski, Elise	Mayor's Office
Zimmermann, Mariia	MZ Strategies, LLC
Zuk, Miriam	Enterprise Community Partners

# Transit Served Location

Approved from January 1, 2016 to August 31, 2020 pursuant to 2015 Transit Served Location Ordinance



## LEGEND

-  Committee on Zoning (111)
-  Chicago Plan Commission (80)
-  Zoning Board of Appeals (31)

# APPENDIX C. Summary of Current ETOD Policy - Data Analysis

*Prepared by City staff and Work Group members on November 5, 2019*

## Background and Definition of Terms:

This analysis applies only to the geographic areas that became eligible for developer benefits as defined by the 2013 City of Chicago TOD ordinance: it compares the areas that had at least one TOD project between 01/01/2016 and 02/06/2019 and the areas that did not. The 17 CTA stations outside the City of Chicago boundary were excluded from the analysis.

Definitions are as follows:

- **TOD Project:** the 150 projects that were approved by the City of Chicago Plan Commission, City of Chicago Committee or Zoning Board of Appeals between 01/01/2016 and 02/06/2019 to utilize the TOD Zoning Code benefits, pursuant to the City's 2013 TOD Ordinance.
- **Areas near CTA rail stations with TOD activity:** A ½ mile radius around CTA rail stations where there was at least one TOD project approved between 01/01/2016 and 02/06/2019.
- **Areas near CTA rail stations without TOD activity:** A ½ mile radius around CTA rail stations where there were no TOD projects approved between 01/01/2016 and 02/06/2019.
- **Areas near Metra rail stations with TOD activity:** A ½ mile radius around Metra rail stations where was at least one TOD project approved between 01/01/2016 and 02/06/2019.
- **Areas near Metra rail stations without TOD activity:** A ½ mile radius around Metra rail stations where there were no TOD projects approved between 01/01/2016 and 02/06/2019.

## Shifts by Race and Demographics

### **Shifts by Race<sup>1</sup>:**

- At the City level overall, there has been an increase in the White and Latino populations and a decrease in the Black population.<sup>2</sup>
- Specific to areas that became eligible for TOD developer benefits, overall, white residents have been moving into areas near CTA rail stations with TOD activity, Black residents have been moving out, and Hispanic/Latinx<sup>3</sup> residents have seen increases in some areas and decreases in other areas.
- From 2012 to 2017, the Black population decreased in almost all areas where TOD activity occurred near a CTA rail station and increased in areas near CTA rail stations that were eligible for TOD benefits but did not see TOD activity. Over the same time period, the white population increased in almost all areas near CTA rail stations with TOD activity and decreased in areas near CTA rail stations without TOD activity. The exception to this trend is in areas near Orange Line rail stations without TOD activity, which lost black population and gained white population.
- For Metra rail stations, the Black population grew the most in station areas without TOD activity on the Northwest and Southwest sides, while the White population grew the most in station areas with TOD activity on the North and Near West sides.

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<sup>1</sup> U.S. Census Bureau 2008-2012 and 2013-2017 American Community Survey

<sup>2</sup> <https://www.npr.org/local/309/2019/06/12/731822220/chicago-neighborhoods-continue-to-shift-in-size-and-race>

<sup>3</sup> Hispanic/Latinx of any race.

- There has been a loss of Hispanic/Latinx population in areas near the CTA Red/Brown Line stations and a gain in areas near some CTA Blue Line stations and Green & Orange Line stations. There is no strong split between areas near CTA rail stations with TOD activity and those without TOD activity.
- Likewise, for Metra rail stations and the Hispanic/Latinx population, there has been a gain in areas near stations on the Northwest/West/Southwest sides and loss in areas near stations on the North/South/Southeast sides. There is no strong split between areas near Metra rail stations with TOD activity and those without TOD activity.

### **Demographics:**

- Areas near CTA and Metra rail stations that are eligible for TOD benefits but have not seen TOD project activity have 40% more minority residents, 23% more low-income residents and 16% more residents with a high school education or less than areas with TOD project activity.<sup>4</sup>

### **Transportation**

#### **Public Transportation:**

- Households in areas near CTA and Metra rail stations with TOD project activity have access to more transit routes overall as well as more high-frequency transit routes (defined as buses, trains, or other forms of transit that have an average headway of 15 minutes or less in a 24-hour period) than households in areas without TOD project activity.<sup>5</sup>
- 90% of the CTA rail stations that had an increase in ridership from 2012 to 2018 were in areas with TOD activity.<sup>6</sup>
- As of 2016, in most areas near CTA rail stations with TOD activity and particularly on the North Side, a higher percentage of individuals commute by train and a lower percentage by car than in areas near CTA rail stations without TOD activity; on average, 36.7% commute by car and 25.4% commute by train in areas near CTA rail stations with TOD activity vs. 53.7% commute by car and 10.6% commute by train in areas near CTA stations without TOD activity. In many areas near CTA rail stations without TOD activity, more individuals commute by bus than in those areas with TOD activity (20.4% vs. 12.5%, respectively).<sup>7</sup>

#### **Car Usage:**

- A higher percentage of households in areas near CTA and Metra rail stations with TOD activity (23% and 25%, respectively) does not own a car than in areas near CTA and Metra rail stations without TOD activity (18% and 13%, respectively).

#### **Bike Accessibility<sup>8</sup>:**

- Based on a spatial analysis of bike lanes and how they intercept with transit stations, areas near CTA rail stations with TOD activity have the most miles of bike lanes compared to areas near CTA rail stations without TOD activity and areas near Metra rail stations with and without TOD activity; however, areas near Metra rail stations with TOD activity have the highest bike lane

<sup>4</sup> U.S. Census Bureau, 2016 American Community Survey 5-year estimates & CNT's AllTransit™

<sup>5</sup> CNT's AllTransit™

<sup>6</sup> CTA

<sup>7</sup> U.S. Census Bureau 2006-2010 and 2012-2016 American Community Survey

<sup>8</sup> Chicago Department of Transportation



length per worker, and all areas are similar in length per worker (1.1-1.9 feet of bike length per worker).

- Areas near CTA and Metra rail stations with TOD activity have more bike lanes than areas without TOD activity.

## **Employment**

### **Transit Access**

- Households in areas with TOD project activity have, on average transit access to 1.73 times more jobs than households in areas without TOD project activity (as defined by jobs within 30 minutes on transit).<sup>9</sup>

### **Jobs**

- TOD projects have created 75,533 new jobs.<sup>10</sup>
- In a comparison of two communities with high TOD activity (West Loop and Logan Square) and two with little to no TOD activity (Rogers Park and Bronzeville/Oakland/North Kenwood), there was larger growth in construction, retail and accommodations and food services jobs in the high TOD activity areas.<sup>11</sup>

## **Housing**

### **Rent:**

- From 2012 to 2017, there was a higher percentage increase in rent prices in areas near CTA and Metra rail stations with TOD activity (18% for both) than areas near CTA and Metra rail stations without TOD activity (5% and 6%, respectively) and the city overall (11%).<sup>12</sup>

### **Evictions:**

- From 2012 to 2016, the percentage decrease in the number of completed evictions was larger in areas near CTA and Metra rail stations with TOD activity (-45% and -37%, respectively) than areas near CTA and Metra rail stations without TOD activity (-34% for both) and the city overall (-34%).<sup>13</sup>

## **Crime**

- 91% of TOD developments are in communities where perception of safety is higher than the city average.<sup>14</sup>
- From 2012 to 2018, there was not a consistent pattern in changes in crime between areas near CTA and Metra rail stations with TOD activity and areas without TOD activity.<sup>15</sup>

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<sup>9</sup> U.S. Census Bureau, 2015 Longitudinal Employer Households Dynamics and CNT's AllTransitTM

<sup>10</sup> Based on 150 approved projects seeking TOD Zoning Code benefits (2016-2018)

<sup>11</sup> Illinois Department of Employment Service 2012 and 2018

<sup>12</sup> U.S. Census Bureau 2012 and 2017 American Community Survey

<sup>13</sup> Eviction Lab, 2012 and 2016

<sup>14</sup> CDPH, Healthy Chicago Survey 2015-2017

<sup>15</sup> Chicago Police Department CLEAR system, 2012 and 2018

## **Business Activity**

- The rate of new businesses opening decreased by 6.5% in areas near CTA and Metra rail stations without TOD activity and increased by 6% in areas with TOD activity from 2011 to 2018.<sup>16</sup>
- Areas near CTA and Metra rail stations with TOD activity in the Loop, Near North Side, Near West Side, and Near South Side had the highest number of renovation/addition and new construction permits issued between 2016 and 2018.<sup>17</sup>

## **Parking**

- From 2016 to 2018, the number of off-street parking spaces that would have been required to be built under the City's zoning code decreased by 74% in areas near CTA and Metra rail stations with TOD activity, due to developers taking advantage of the parking reduction benefit under the TOD Ordinance.<sup>18</sup>

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<sup>16</sup> Chicago Department of Business Affairs and Consumer Protection, 2011-2018

<sup>17</sup> Chicago Department of Buildings, 2016-2018

<sup>18</sup> Based on 150 approved projects seeking TOD Zoning Code benefits (2016-2018)

# APPENDIX D. Potential ETOD Performance Metrics

As the City moves forward to formalize annual reporting of ETOD performance metrics, there are additional factors the [ETOD work group identified in its first workshop that can be considered](#). Additionally, a [memo was developed by MZ Strategies](#) for the ETOD work group highlighting evaluation metrics used in other regions to assess ETOD performance.

## Potential Metrics

<b>a. How has TOD shifted population?</b>	Shifts by Race	Shifts by income	<small>We should be adding some type of health metrics (i.e. life expectancy for white/black/Hispanic)</small>	Shifts by age	Population shifts by household size	Population shifts by age		
<b>b. How has TOD impacted employment?</b>	<small>Ability to commute to job centers via public transportation in 30 minutes</small>	New jobs created by TOD projects						
<b>c. How has TOD impacted housing creation and affordability?</b>	Affordable units created	Market rates (rent)	Eviction rates					
<b>d. What are the impacts of TOD on transportation?</b>	Car ownership	Transit ridership	Mode choice	Bike accessibility				
<b>e. How has TOD affected public safety?</b>	Traffic safety	Crime	Perception of safety	Sidewalk investment	<small>Reduced rates of heart and lung disease, diabetes, obesity and mental health issues, and other chronic diseases, due to better neighborhood walkability</small>	Streetlight investment	<small>Less on going enforcement tickets and more on public health</small>	
<b>f. How has TOD impacted business activity and business retention?</b>	New businesses opened in TOD areas	Businesses retained	Businesses owned by women and PoC					
<b>g. How have permit/zoning changes since ordinance impacted neighborhoods?</b>	Renovation/construction permits	Parking spots not built						
<b>h. Any outcomes we haven't considered?</b>	Any data points we're NOT doing that you think should be?	Health outcomes and/or health assets within TOD watershed?	Mental health outcomes	Majority white hubs and nearby POO hubs	<small>Minority (i.e. ethnic, racialized) people living events, investments and should be prioritized. They are more in need. They are more in need. They are more in need.</small>	Home ownership	Benefits/burdens do the disabled community	Asset based perspective - not just thinking what a neighborhood lacks
<b>i. HEALTH OUTCOMES? Health assessment and analysis</b>	What metric(s) can we use to evaluate this?	How to distinguish impact of TOD vs. other trends?	Affordability as a long-term - affordable units are still too expensive for low income, PoC	Should also look at how we can measure long term housing stability, economic mobility, and sustainability	<small>Interventions with housing are necessary and should be prioritized. They are more in need. They are more in need.</small>			

## eTOD Outcomes

**Appendix E: Timeline and Summary of ETOD Policy Plan** The below table proposes a draft implementation timeline for the ETOD Policy Plan, including primary responsible institution as well as potential short and medium term actions for advancing each item.

 **1. Build the City's Capacity to support eTOD**

Recommendation	Type of Action	2020 Implementation	2021 Implementation	2022 - 2023 Implementation	Primary Implementing Department, Agency, or Organization	Implementation Partners
<b>Formalize structure for cross-sector, cross-agency coordination to advance ETOD.</b>	<b>Administrative</b>	Continue convening ETOD work group & formalize more permanent structure	Continue convening	Operationalize with new ETOD Office serving as convener	Mayor's Office	DPD, DOT, DOH, CDPH, etc.
<b>Dedicate full time City staff to serve as ETOD Manager in advancing policy recommendations and coordinating ETOD projects and programs.</b>	<b>Administrative, Funding</b>	Assess options for dedicate a full time staff person to ETOD implementation	Develop strategy for creation of Chicago Office of ETOD		Mayor's Office	Office of Budget Management, Elevated Chicago
<b>Create an ETOD evaluation framework and publish annual performance report</b>	<b>Administrative</b>	Invest in tools and staff (GIS/Mapping) that will allow this effort to be streamlined and better institutionalized; Issue first annual report	Issue second report	Operationalize within new ETOD office	Mayor's Office	Planning, Health, Housing and Transportation departments, ETOD work group
<b>Create an ETOD Scorecard that community and government partners can use to assess future projects and programs</b>	<b>Administrative</b>	Pilot through Partners for Places grant and upcoming RFPs	Develop scorecard	Formalize across City Departments	Mayor's Office	Offices of Equity and Racial Justice and Community Engagement, DPD, DOH, CDOT, CDPH, ETOD work group
<b>Develop strategy to leverage public and vacant lands near transit for public benefit</b>	<b>Administrative</b>	Research national best practices and existing city, county and state vacant lands and procurement policies	Map and assess vacant land and properties, both public and privately owned, within TOD areas.	Study and propose ETOD redevelopment strategy	Mayor's Office	DPD, DOH, Cook County Land Bank Authority, CTA, Metra, CMAP, ETOD work group
<b>Develop a citywide ETOD calculator combining existing tools from CNT and MPC.</b>	<b>Administrative</b>	Combine existing calculator tools	Include calculator in ongoing outreach and awareness efforts		CNT/MPC	
<b>Standardize community engagement requirements and practices across City departments and projects, utilizing TOD policies and projects as opportunities to pilot and test new engagement practices</b>	<b>Administrative</b>	Identify pilot opportunities.	Study, propose and refine policy recommendations, building on existing community engagement principles. Publish public commitment to community engagement.		Mayor's Office	DPD, DOH, DOT, ETOD work group, Elevated Chicago
<b>Develop public education and messaging tools to communicate the vision and case for ETOD.</b>	<b>Administrative</b>	Develop materials and share as part of ETOD Policy Plan outreach strategy			Elevated Chicago	



**2. Make eTOD Required, Easier, and More Equitable**

Recommendation	Type of Action	2020 Implementation	2021 Implementation	2022 - 2023 Implementation	Primary Implementing Department, Agency, or Organization	Implementation Partners
Apply health and equity impact assessments in the development of new TOD policy	Policy	Study potential criteria and evaluation policy	Propose criteria and evaluation process	Operationalize	DPD, MO, CDPH	Supported through Partners for Places grant, ETOD work group
Create an ETOD overlay zone to strengthen requirements for density, parking, and other equitable, climate resilient development near transit.	Policy	Assess how TOD overlay and typology approach could be advanced in parallel to citywide plan update	Study and propose overlay policy, which should include a typology approach to respond to different market conditions	Formalize typology and overlay policy	DPD	Mayor's Office, CDOT, Supported through Partners for Places grant, ETOD work group
Allow flexible usage of first floor commercial space in TOD areas, including allowing residential and modifying parking or curbside loading requirements.	Policy		Develop policy and coordinate with comp plan topic discussions and with CDOT strategic plan update	Study and propose recommendations / Implementation	DPD - zoning	CDOT
Allow small scale multi-family housing in all TOD zones.	Policy	Identify TOD areas that do not allow small scale multi-family development	Assess options in TOD Overlay Zone; Pilot in TOD areas	Pursue through citywide plan	DPD	Mayor's Office, DPD-zoning, DOH
Improve bike parking requirements for TOD projects	Policy	Study feasibility	Advance through DOT strategic plan update	Develop policy language	DPD - zoning	CDOT
Establish maximum allowed parking for new developments in all TOD zones identifying provisions, if needed, to minimize burden on low-income drivers.	Policy		Explore potential impacts. Consider as part of Transportation Strategic Plan and Citywide Plan updates	Pursue through citywide plan	DPD - zoning	CDOT
Require parking costs to be paid separately from housing in TOD projects (i.e., unbundling parking and housing costs).	Policy		Study and propose recommendations	Operationalize	DPD - zoning	
Include sustainable transportation options and incentives menu in zoning code, i.e., require developers to implement a certain number of options and incentives, such as transit passes, to manage traffic demand	Policy		Study and propose recommendations		DPD	CDOT, Mayor's Office
Allow shared parking arrangements to meet parking requirements in TOD areas.	Policy		Consider as part of Transportation Strategic Plan and Citywide Plan updates	Pursue through citywide plan	DPD - zoning	CDOT

**September 2020 DRAFT for Public Comment**

Require health, arts and culture, and equity considerations in TOD-project level design.	<b>Policy</b>		Study and propose recommendations		DPD	
Develop building design templates that can streamline and simplify approval for ETOD projects	<b>Administrative</b>	Pursue template feasibility and design elements	Determine implementation pathway	Operationalize	DPD	Supported through Partners for Places grant
Strengthen equity in procurement and supplier diversity policies to ensure small and minority owned firms and Black, Brown, Indigenous and other people of color benefit from new development.	<b>Administrative</b>	Implement through IN/VEST Southwest	Implement through ETOD pilots	Operationalize	Procurement	
Create new quality jobs through ETOD projects with a pipeline to local residents and firms	<b>Administrative</b>	Set targets for ETOD-related job creation and community benefits	Track progress. Study and propose recommendations.		TBD	
Improve pedestrian infrastructure in TOD zones by prioritizing and targeting resources based on need, starting with an inventory of current sidewalk infrastructure.	<b>Administrative, Funding</b>	Inventory of sidewalk infrastructure in TOD Zones. Short-term improvements could include "paint and post" near stations.	Consider as part of Transportation Strategic Plan and Citywide Plan updates	Pursue through citywide plan	CDOT	DPD, Mayor's Office
Improve visibility and accessibility of transit signage and wayfinding within TOD areas, especially for people with disabilities or for whom English is not their first language	<b>Administrative</b>	CTA has a bus stop tactile signage pilot project, which will help identify bus stops for people who are blind, visually-impaired or deaf.	Expand pilot to all TOD areas	Operationalize	RTA	CDOT, Metra, Pace, CTA, Mayor's Office of People with Disabilities/ Mayor's Office of New Americans
Increase access to shared micro-mobility options, including bike-share, e-bikes, and e-scooters.	<b>Policy</b>	Incorporate into annual performance reporting.	Study and propose recommendations		CDOT	Mayor's Office
Prioritize funding to make CTA and Metra rail stations fully accessible to people with disabilities, and to provide sufficient rail capacity for new riders.	<b>Funding</b>	Assess current state of accessibility and capacity for all rail stations	Assess funding options for improving accessibility. Develop options and strategy to make improvements.	Operationalize.	CTA, Metra, RTA	RTA, CDOT,
Ensure high-performing bus service, especially along TOD bus corridors. Prioritize high-quality bicycle infrastructure to, from, and within ETOD areas.	<b>Administrative, Policy</b>	Assess current performance and infrastructure quality. Incorporate into annual performance reporting.	Explore options for equitable enforcement of blocking bus and bike lanes that does not disproportionately harm low-income residents.		CDOT	Mayor's Office

**September 2020 DRAFT for Public Comment**

<p><b>Preserve unsubsidized or market-rate affordable housing within TOD zones, especially 2-4 flat buildings</b></p>	<p><b>Funding</b></p>	<p>Assess current baseline of existing unsubsidized affordable housing in TOD areas, include as part of annual ETOD performance reporting.</p>	<p>Study and propose additional funding and policy recommendations, including expansion of evaluation of existing City efforts, such as PEAR or Right of First Refusal pilot in Woodlawn.</p>	<p>Operationalize</p>	<p>DOH</p>	<p>DPD – zoning, Mayor’s Office</p>
<p><b>Strengthen affordability and accessibility requirements for city-supported housing development in TOD zones</b></p>	<p><b>Policy</b></p>	<p>Advance through ARO update</p>	<p>Study and propose additional funding and policy recommendations</p>	<p>Operationalize</p>	<p>DOH</p>	<p>DPD - zoning, MOPD</p>
<p><b>Modify the City's Qualified Allocation Plan (QAP) to include extra points for building affordable housing in TOD zones, especially for very low-income residents.</b></p>	<p><b>Administrative</b></p>	<p>Develop proposed policy language</p>	<p>Include in next QAP revision</p>	<p>Operationalize</p>	<p>DOH</p>	<p>DPD - zoning</p>
<p><b>Develop incentives and other policies to preserve and retain community organizations, small businesses, and other neighborhood assets in TOD Zones.</b></p>	<p><b>Policy, Funding</b></p>	<p>Incorporate into annual performance reporting.</p>	<p>Study and propose additional funding and policy recommendations</p>	<p>Implement new policy</p>	<p>DPD</p>	<p>Supported through Partners for Places grant</p>
<p><b>Prioritize ETOD in applications for city funding that supports housing and economic development, such as the Neighborhood Opportunity Fund</b></p>	<p><b>Administrative</b></p>	<p>Analyze programs and develop recommendation</p>	<p>Implement new policy</p>	<p>Operationalize</p>	<p>DPD</p>	<p>Economic Development</p>
<p><b>Develop incentives for creation of new/preserving existing public space in ETOD projects</b></p>	<p><b>Policy, Funding</b></p>		<p>Study and propose recommendations</p>	<p>Study and propose recommendations</p>	<p>DPD</p>	<p>Supported through Partners for Places grant</p>



3. Embed eTOD into Chicago's Citywide Plan

Recommendation	Type of Action	2020 Implementation	2021 Implementation	2022 - 2023 Implementation	Primary Implementing Department, Agency, or Organization	Implementation Partners
Develop a process for racial and health equity assessments in zoning policy	Administrative	Undertake as early action to inform the Citywide Plan	Develop or pilot assessment for TOD policies and/or projects	Pursue through citywide plan process	DPD	CDPH, Mayor's Office, Supported through Partners for Places grant
Establish a framework for neighborhood land use plans that adheres to the goals of equity, resiliency and diversity and recognizes the specific opportunities within TOD geographies.	Administrative	Highlight TOD opportunities in fall public engagement forums			DPD	Mayor's Office
Incorporate health and safety into City's citywide plan update	Administrative	Undertake as early action to inform the Citywide Plan	Develop or pilot for TOD projects	Pursue through citywide plan	DPD	CDPH, CDOT, DOH
Prioritize investments in transit, biking, and walking in the Citywide Plan.	Administrative, Funding	Undertake as early action to inform the Citywide Plan			DPD	CDOT, CTA, Mayor's Office



## APPENDIX F: Glossary

### KEY TERMS AND ABBREVIATIONS

**Affordable Housing** - Units with or without public subsidy that can be rented at a below market rate and considered “affordable” if a family spends no more than 30% of their income to live there.

**Affordability Requirements Ordinance (ARO)** - Per City ordinance, developments with more than 10 units receiving zoning changes (including planned developments in a downtown zoning district), City land or City financial assistance must make 10-20% of units affordable.

**Auto-oriented development** – Development that prioritizes or is designed to ease the use of automobiles as the primary form of transportation. This typically includes dispersely located, separated land uses, wider and faster roads, and ample, free parking.

**BIPOC** – Black, Indigenous, People of Color

**Chicago Community Land Trust (CCLT)** - Provides long-term affordable home ownership with property tax benefits and resale restrictions. Units are added to CCLT portfolio either when Affordable Requirements Ordinance requires a developer to create affordable units or when CCLT acquires properties for resale to income-eligible buyers and placement into CCLT portfolio.

**Community engagement** - opportunities for the residents of affected policies, plans or projects to meaningfully participate in decision making processes.

**CTA** – Chicago Transit Authority

**DPD** - Department of Planning and Development

**DOT** – Department of Transportation

**DOH** – Department of Housing

**DPH** – Department of Public Health

**Elevated Chicago** - a collaborative focused on racial equity, arts and culture, climate change resiliency, and public health in Chicago’s neighborhoods.

**Equity** - a product and a process of providing varying levels of support based upon individual need or ability to ensure all segments of society regardless of race, income, ethnicity, gender, ability or age have the same levels of opportunity and support necessary to thrive.

**Equitable transit-oriented development (ETOD)** – development that enables people of all incomes, races and ethnicities, ages, gender and ability to experience the benefits of dense, mixed-use, pedestrian-oriented development near transit hubs.

**Health equity** – a product and process that allows all people the opportunity to attain their highest level of health and differences in health outcomes between groups of people are eliminated.

**Health equity assessment** – a tool to determine the potential impacts of plans, policies or investments against a set of predetermined health outcomes, with information disaggregated for different

demographic and geographic groups to determine potential disparities in who is burdened and who benefits.

**Healthy Chicago 2025** – a five-year Community Health Improvement Plan created by the Chicago Department of Public Health in collaboration with a Partnership for Healthy Chicago. The plan envisions "A city where all people and all communities are empowered, free from oppression and strengthened by equitable access to resources, environments and opportunities that promote optimal health and well-being."

**High Frequency Bus** – The vehicle headway standard for the CTA Key Route bus network is to operate at least every 10 minutes during the weekday peak periods, 15 minutes during the weekday midday period, 20 minutes during the weekday evening period, 15 minutes on Saturday afternoons and 20 minutes on Sunday afternoons. The 2019 ETOD Ordinance expands to cover these major bus corridors and corresponding CTA routes: 55<sup>th</sup>/Garfield Blvd (#55), 63<sup>rd</sup> Street (#63), 79<sup>th</sup> Street (#79), Ashland Ave (#9,#X9), Chicago Avenue (#66), North Lake Shore Drive (#134, #135, #136, #43, #146, #147, #148), South Lake Shore Drive (#2, #6, #J14, #26, #28) and Western Avenue (#49, #x49).

**INVEST South/West** – an initiative of the Lightfoot administration to align more than \$750 million in public funding over the next three years to support 12 key commercial corridors in 10 communities, while seeking to maximize those public investments in order to attract significant additional private and philanthropic capital, respond to changing commercial trends, and enrich local culture.

**Low Income Housing Tax Credit (LIHTC)** - Tax incentives meant to encourage individual and corporate investors to invest in the development of affordable housing. It subsidizes the acquisition, construction, and rehabilitation of affordable rental housing for low- and moderate-income tenants.

**Market Rate Housing** - Privately owned housing where rent and sales prices are governed by the market and not any specific regulatory requirements

**Multi-family Loans** - Supports construction or rehab of multifamily rental developments to provide affordable housing. Multifamily is considered 5 units or more.

**Ordinance** – a law passed by a municipal government. Many ordinances deal with maintaining public safety, health and general welfare.

**Overlay zone** - a zoning district which is applied over one or more previously established zoning districts to establish additional or stricter standards and criteria for covered properties in addition to those of the underlying zoning district. Communities often use overlay zones to protect special features such as historic buildings, wetlands, steep slopes, and waterfronts.

**Qualified Allocation Plan (QAP)** - The selection criteria and application requirements for Low-Income Housing Tax Credit (LIHTC) and tax-exempt bonds.

**Racial equity** - The City of Chicago's working definition for racial equity emphasizes it as both a product and a process. As a product, racial equity is when race no longer determines one's socioeconomic outcomes; everyone has what they need to thrive, no matter who they are or where they live. As a process, racial equity is when those most impacted by racial inequity are centered and meaningfully involved in the planning and design of policies and practices that impact their lives.

**Racial equity assessment** - a systematic examination of how different racial and ethnic groups will likely be affected by proposed plans, policies, investments or budgetary actions.

**Shared Parking** - parking spaces are shared by more than one user, which allows parking facilities to be used more efficiently; for instance an office worker may use the space during the day but it is available to restaurant patrons in the evening.

**Small-Scale Rental** - Rental properties with 50 or less units.

**Tenant Protections** - Legal rights for tenants regulating the terms and requirements of leases, the conditions of their units, and their recourse in the case of violation.

**TOD Zones or TOD Areas** – Geographic areas located near CTA or METRA rail stations and designated CTA bus corridors for modified zoning, building, and parking standards identified in the City’s TOD ordinance; these range from ¼-mile to ½-mile radius depending on specific ordinance provisions.

**Transit-Oriented Development (TOD)** - a mixed-use residential and commercial area designed to maximize access to public transport that incorporates features to encourage transit ridership.

**Value Capture** - a type of public financing that recovers some or all of the value that public infrastructure generates for private landowners.

**We Will Chicago** - a three-year, citywide planning initiative of the Lightfoot administration led by DPD that will encourage neighborhood growth and vibrancy while addressing social and economic inequities that impair Chicago’s legacy as a global city.

**Zoning** – the regulation and categorization of land uses within the city typically into categories such as industrial, commercial, residential or other uses to preserve the best use of property and support public welfare.