



# Great Cities Institute

## 2022 Budget Community Engagement Report

September 2021

Prepared for the  
Mayor's Office of Community Engagement  
and Chicago's Office of Budget  
and Management

THE  
UNIVERSITY OF  
ILLINOIS  
AT  
CHICAGO



# Great Cities Institute

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# Executive Summary



The Mayor’s Office of Community Engagement and Chicago’s Office of Budget and Management obtained the assistance of the University of Illinois at Chicago’s Neighborhoods Initiative (UICNI) at the Great Cities Institute to design and facilitate the internal and external budget engagement activities for the 2022 Budget Engagement Process. The City’s Budget Engagement framework focused on three strategic priorities including Youth and Families Hardest Hit Communities, and Chicago’s Vitality. The goal was to capture meaningful input from residents and institutional partners to deliver a report that documents the process and provides key findings from the internal and external engagement.

## Engagement Process

The engagement process had two phases: an information gathering phase and a ground truthing phase.

The first phase garnered community input for the draft city department budgets, which were due in July. In addition, feedback in phase one was used by the City to develop Responsive Initiatives (See Appendix D). These were then used to frame the second phase of engagement, including the gathering of additional community feedback. The first phase of the 2022 Budget Engagement process took place from June 4, 2021 through July 1, 2021 and included:

- Four internal focus groups with City of Chicago Commissioners
- Four meetings with City-Wide Leaders
- Six Regional Roundtables with community and neighborhood-based organizations

The focus groups revealed an interest from City of Chicago Commissioners to learn more from residents about how they could improve access to services and programs, better communicate, and create a more responsive workforce. These themes were used to frame some of the future engagement questions under the theme of Chicago’s Effectiveness.

City-Wide Leaders and Regional Roundtable leaders identified priority programs and services and new investments to improve the City of Chicago’s effectiveness at delivering programs and services.

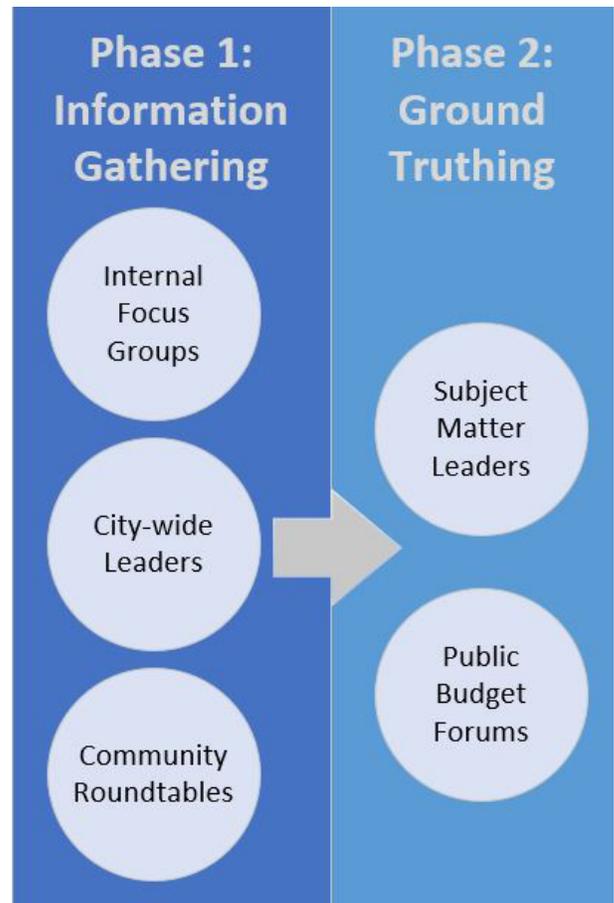
The second phase took the synthesized community input and created the Responsive Initiatives for reaction by subject matter focus groups and general public. The second phase of the 2022 Budget Engagement took place from July 27, 2021 through August 12, 2021 and included:

- Three Subject Matter focus groups
- Three Public Budget Forums

Subject Matter focus groups included leaders who were city-wide representatives from unions, community-based organizations, community advocacy groups, and institutions that address specific issues (Labor, Faith, and Equity). Public Budget Forums were held on the South, West and North sides of the city and were open to the public, with accessibility and language accommodations. Participants were asked to determine how important each Responsive Initiative was for their community on a five-point scale and identify any missing programs and services that should be added. Mayor Lori Lightfoot attended all three Public Budget Forums and participated in small group discussions with participants to hear their ideas and comments directly. Additional comments were captured on comment cards during the public comment portion and through an online survey.

### Programs and Services

The summary below includes investment ideas and feedback on needed programs and services and policy suggestions across all community engagement activities and listed primarily under six budget categories from the 2021 City of Chicago Budget (Public Safety, Community Services, Neighborhood Development, Infrastructure, Regulatory Services, and Arts & Culture).



The top three programs and services that participants suggested across all engagement activities include:

1. Increasing access to mental health and behavioral health,
2. Enhancing youth employment and afterschool programs, and
3. Increasing the amount of affordable housing available throughout the city.

**One-time Investments.** While the American Rescue Plan (ARP) funding was not discussed specifically, participants noted that the ARP is an opportunity to infuse specific programs with a one-time large investment. Such suggestions came out of conversations on mitigating the effects of the pandemic on residents. Participants discussed how ARP funding has potential to increase municipal capacity and improve services in the long-term. Local governments have requirements regarding how ARP funding can be used. Several participant priorities fell under those requirements including:

- **Community mental and behavioral health.** Re-establish healthcare infrastructure in the face of long-term public health challenges, including sustainable service for non-infectious disease-related community challenges.
- **Public Health capital projects.** Allocate funds for critical capital projects to build city public health response capacity for vaccination access, testing, contact tracing and monitoring for COVID-19 and future city public health risks.
- **Broadband Infrastructure.** Expand internet access to currently underserved communities through fiber infrastructure expansion and public WIFI access.
- **Water assistance.** Allocate ARP funds to assist low-income households with drinking water and wastewater services.
- **Housing security.** Address homeowner assistance and rental assistance and mitigate the impacts of the pandemic.

**Budget Requests.** Residents made specific budget requests for programs and services across the budget categories. Community services and public safety were overarching themes across engagement conversations and budget categories. Many respondents saw investments across multiple budget categories in programs and services e.g., trauma-informed

mental health and behavioral health services, youth employment, affordable housing, youth services and programs, violence prevention programs, and arts & culture, as ways to address public safety concerns.

**Public Safety.** The public safety budget was a unique service area in the engagement activities and the only budget area where participants discussed cutting the budget. Conversations were complex, and participants had a variety of differing opinions on how to approach public safety and the public safety budget. Several participants requested to:

- Cut funding out of a distrust of the police.
- De-prioritize from public safety to other programs and services.
- Reallocate some police funding to specific programs, such as social worker and mental health response, to relieve the burden on law enforcement officers.
- Further develop a citywide co-responder model to ensure safety and professional response based on diverse public safety needs.

Participants indicated a desire to increase investment in public safety through targeted investment. They requested to:

- Improve response time and making performance more transparent.
- Increase police resources to specific areas such as responsiveness, training, community policing, and community involvement.
- Develop training programs for first responders in diversity, cultural sensitivity, community engagement, conflict resolution, and mental health response.
- Fund violence prevention, community peacemakers and community driven violence prevention response as described in the Peace Book Ordinance.

**Community Services.** Specific needs were identified for youth, individuals experiencing homelessness, and adult groups, including:

- Violence prevention programs and trauma-informed violence survivor support
- Behavioral, mental and reproductive healthcare, through clinics and mobile services
- Affordable childcare for parents
- Affordable food in underserved communities
- Youth employment and workforce training
- Youth programs like mentoring, urban farming, and community-centric development

**Neighborhood Development.** Encouraging affordable housing to be built in all neighborhoods across the city. Several respondents requested:

- Affordable, accessible housing and investments in housing assistance
- Community-led vacant lot development to allow for alternative uses, such as community gardens, urban farming, open space and play spaces for children
- Programs to encourage investment and purchase by the community
- Increased investment in business development support/commercial corridors
- Availability of grocery stores in underserved communities

**Infrastructure.** In addition to street maintenance and filling potholes, several requests were framed using an environmental sustainability and public health lens, including:

- Public transportation such as mass transit, bike lanes and pedestrian-friendly community infrastructure
- Green infrastructure for water management and urban forestry
- Lead service line replacement for impacted communities

**Arts & Culture.** Significant, sustained investment in the arts would directly benefit the city's youth, be a re-branding catalyst for Chicago, and aid the healing the city's historic divisions.

- Arts education, cultural programming, and community art neighborhood investment

**Regulatory Services.** Requests in this budget category involve capacity building and simplification for valued regulatory services and applications processes, specifically:

- Technical support for grants/loans for small businesses with a focus on women and Black, Latino, Indigenous, Asian, and people of color business owners
- Increased enforcement of environmental regulations, public health guidelines, and code compliance to improve safety

**Policy Recommendations.** In addition to budget requests, residents offered several policy recommendations with both budgetary and non-budget implications including:

- **Increase police officer hiring requirements** to include higher educational attainment (such as a four-year degree) for CPD officers to encourage critical thinking when dealing with situations involving the public.
- **Expedite release of all police involved incident video** to increase police accountability to the public.
- **Decommission and eliminate the gang database** due to its harm to black and brown youth.
- **Eliminate the ShotSpotter contract** due to lack of demonstrated effectiveness of the system in identifying incidents and the danger posed to residents in black and brown communities of risk of increased surveillance.
- **Revise affordable housing eligibility requirements** for affordable housing to match community needs rather than by area median income.
- **Eliminate developer affordable housing exceptions** for all developers to build affordable housing units with no exceptions.

## Improving Chicago's Effectiveness

Participants throughout the community engagement process were asked for specific ideas and new investments to improve Chicago's Effectiveness or to evaluate proposed initiatives aimed at improving Chicago's Effectiveness. Several specific ideas emerged as important to participants across community engagement conversations including:

- **Improve language access and access for those with disabilities** across all digital and in-person programs so all programs and services are available to all residents and are fully funded and staffed
- **Develop a community ambassador program** of trusted community members, located in a community organization or libraries, who help residents navigate city services and programs and is inclusive of all communities including the Lesbian, Gay, Bisexual, Transgendered, Queer, Intersex, and Asexual community
- **Create a regional 211 nonemergency call system** for support and information on available social services such as housing, disaster assistance, employment, and mental health, among others
- **Expand broadband access** (and/or WIFI) to currently underserved communities
- **Streamline City services and processes** for residents, businesses, and nonprofits such as simplifying applications, permits and contract processes
- **Revise procurement processes to increase equity** and allow for culturally competent and smaller grassroots organizations and faith-based organizations to access city contracts and grants

In addition to the above suggestions, other ideas discussed by participants as critical to improving the overall effectiveness of service delivery and building trust include:

- Improve citywide communication to inform the public of available city services
- Provide service and resource decision-making transparency
- Integrate city community partners into the service landscape

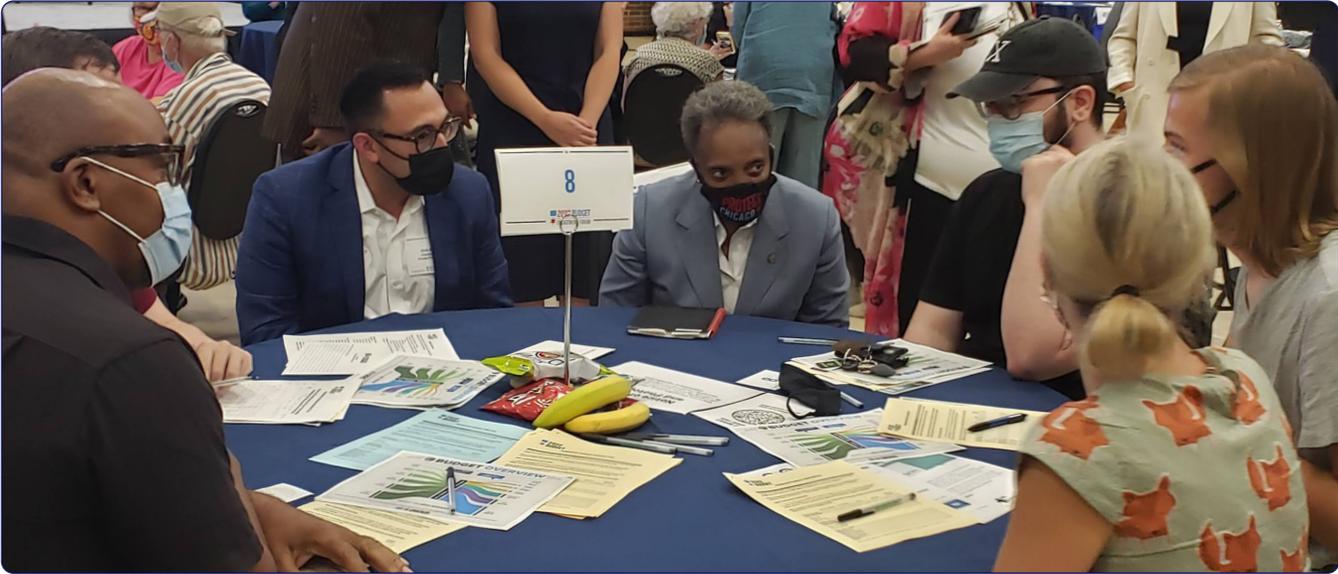
To accomplish better communication, City-Wide Leaders and Regional Roundtable leaders suggested technology and communications improvements such as:

- Provide updates via call and text at the city and ward level
- Conduct quarterly community briefings between residents and city departments, regular strategic planning and community-based advocacy and outreach with the community
- Improve the user experience on the city's website

Additional subject matter suggestions focused on creating and communicating accountability and performance measures across a variety of programs including community engagement, affordable housing, city hiring, and Chicago's allotment of the new federal infrastructure bill.

This report provides a mechanism to channel meaningful input from residents and institutional partners in shaping the 2022 City of Chicago budget.

# Background



The Mayor’s Office of Community Engagement and Chicago’s Office of Budget and Management obtained the assistance of the University of Illinois at Chicago’s Neighborhoods Initiative (UICNI) at the Great Cities Institute to design and facilitate the internal and external budget engagement activities for the 2022 Budget Engagement Process. The goal was threefold: to create meaningful engagement with internal city leaders and with external residents and institutional partners, to assist in providing transparency in data collection and analysis, and to produce a report that documents the process and includes findings from the internal and external engagement.

The City’s 2022 budget engagement framework is focused on three strategic priorities:

1. Youth and Families - investments in meaningful opportunities for youth and families to thrive.
2. Hardest Hit Communities - investments in those communities hardest hit by the health, safety, and economic impacts of the COVID-19 pandemic.
3. Chicago’s Vitality - investments around reopening and rebuilding a stronger Chicago by maintaining city services to meet the needs of residents and to promote economic growth across the city’s population.

One of the main priorities of the 2022 Budget Engagement was to design a process that allows for the incorporation of useful community input and feedback into the internal processes of budget decision-making. The 2022 City of Chicago Budget timeline includes: mid July deadline for draft city department budgets and the Mayor’s Budget release in September. The process and timeline for the budget engagement were designed around and driven by these key dates.

# Engagement Process Overview



The Budget Engagement process involved two main phases:

Phase One: Gather input and feedback as early as possible for commissioners and department leaders to draw on in creating draft budgets, which were due mid July.

Phase Two: Ground truth engagement results from Phase One and continue outreach by conducting Subject Matter focus groups (e.g., labor, faith, and equity), and engage with the general public through Public Budget Forums that were live streamed on Facebook, and through an online questionnaire.

The Mayor’s Office of Community Engagement designed the 2022 Budget Engagement process around the theme of “Meaningful Inclusion and Transparency.” Equity was an overarching goal of the engagement process. Meaningful inclusion encompasses four main populations external to the City of Chicago—employed leaders and staff: City-Wide Leaders, Regional Neighborhood Leaders, Subject Matter Leaders, and the General Public. Internal populations include City of Chicago Commissioners and department leaders.

Phase one engagement with City-Wide Leaders included leaders from organizations and institutions that serve the entire City of Chicago and can provide both issue area expertise and a citywide lens on budget investment needs. Engagement also included Regional Leaders who were representatives from neighborhood and community-based organizations based from one of six regions throughout the City of Chicago. They were included because they can provide both issue area expertise and a regional lens on budget investments.

Phase two engagement included engagement with Subject Matter Leaders from unions, community-based organizations, community advocacy groups, and institutions (labor, faith, and equity). These groups can provide insight on potential budget investments and needs specific to those issue areas. The Public Budget Forums, live streaming, and online questionnaire were open to the general public and provided multiple formats for participation that were both in-person and virtual and with accessibility and language accommodations.

Transparency in the engagement process was maintained with four main elements including:

- External, neutral facilitation and data collection conducted by the Neighborhoods Initiative Team from the University of Illinois at Chicago.

- Recommendations that were categorized and shared with the public through the Responsive Initiatives (Appendix D and Figure 4) and that will also be shared during the post-budget report out.
- A publicly available microsite for the 2022 Budget documents and the 2022 Budget Engagement Process
- A post-budget report-out

### **Overarching Budget Engagement Goals**

- Create meaningful engagement for internal Deputy Mayors and Commissioners and external residents, community organizations, and institutional partners.
- Provide transparency in the data collection and analysis of feedback and input for the 2022 City of Chicago Budget.
- Produce a report that documents the process and includes findings from internal and external engagement.

### **Engagement Populations**

#### Phase One

- Internal Focus Groups with Commissioners and department leaders
- City-Wide Leaders Meetings
- Regional Roundtables with Neighborhood Based Organizations and Community Leaders

#### Phase Two

- Subject Matter Focus Groups (e.g., labor, faith, and equity)
- General Public

# Research Methodology



The University of Illinois at Chicago, Neighborhoods Initiative (UICNI) at the Great Cities Institute designed and conducted an analysis of the 2022 Budget Engagement process. The research had four primary goals:

1. To document the 2022 Budget Engagement process to improve transparency.
2. To determine which investment priorities and themes were identified across the City of Chicago through the Budget Engagement process.
3. To determine which, if any, differences exist in investment priorities and themes identified across engagement groups throughout the engagement process.
4. To provide data and analysis to the Mayor's Office of Community Engagement and the City of Chicago's Office of Budget and Management on the engagement process in order to provide useful recommendations for the budget process.

## Data Collection and Analysis

Data collection throughout Phase One included notetakers from both the Office of Budget and Management and UICNI who took detailed notes of participants' comments and ideas. In addition, data collection involved notes from UICNI facilitators, flip chart paper with notes from regional roundtables, and transcription of the worksheets that individual participants completed during the Individual Investment Activity at regional roundtables. UICNI notes from Internal Focus Groups and City-Wide Leader Meetings were analyzed for themes.

Individual Investment Activity Worksheets included six budget categories derived from the 2021 City of Chicago Budget: Public Safety, Community Services, Infrastructure, Neighborhood Development, Regulatory Services, and Arts and Culture. Participants were instructed to assign 10 points to the budget categories and to include the specific programs and services where they wanted to see new investment. They were instructed to use the City's 2021 Budget to inform and guide their work. Worksheets were collected by the UICNI research team and entered into Excel.

To get a sense of the importance to participants of particular line items, the research team analyzed the frequency with which particular programs and services were mentioned in participants' worksheets and notes. To do so, and to capture participants' feedback and the programs and services they mentioned, as well as attempt to connect those to the existing 2021 budget, each participant's written feedback was then manually matched to a program line item in 2021 Budget using the "Budget Categories.doc" handout provided to the research team by the City. Some participants mentioned multiple programs for example, a participant who allocated points to Neighborhood Development might also have specified "Economic Development and Planning and Sustainability," which covers two Programs in the 2021 City Budget. In such cases, both were included in the analysis in their respective categories.

Notes from the Group Agreement Activity were written on flipchart paper at each roundtable. These were also transferred into Excel and analyzed to determine how groups assigned points across budget categories and whether there were any variations from region to region. Notes from the Effective Chicago conversations were also transcribed and analyzed for themes and any variations across regions.

Data collection throughout Phase Two was also mixed methods including qualitative and quantitative data. Detailed notes were taken from transcribed zoom recordings of the Subject Matter focus groups and were analyzed for themes. Qualitative data from the Public Budget Forums included comment cards from participants, notes and flipchart paper from participant group discussions and open-ended responses to the survey which were disseminated online and in-person via the Individual Responsive Initiative Form. All responses were transcribed to include a participant ID and location and were disaggregated, where needed, to include one response per idea for a total of 669 responses.

Transcribed responses were coded using six budget categories derived from the 2021 City of Chicago Budget: Public Safety, Community Services, Infrastructure, Neighborhood Development, Regulatory Services, and Arts and Culture. Responses were then further categorized by specific City of Chicago programs and services that were listed in the 2021 City of Chicago Budget. Responses were also categorized and coded as either policy suggestions, general comments, questions, broad vision, or testimonial. Lastly, several responses were coded as Chicago's Effectiveness and further categorized as smart city, responsive workforce, and better communication with residents.

The Chicago's Effectiveness category was derived from focus groups with Chicago Commissioners in Phase One. It is defined generally as suggestions to improve communications and internal and external systems to more effectively deliver programs and services. More detail on Chicago's Effectiveness can be found in the Internal Focus Groups Section.

Responses were analyzed to get a sense of which programs, services and policy suggestions were of greatest importance to participants for investment in the 2022 Budget. Analysis and the results focused on responses that indicated or commented on budget investments or had budget implications given the goals of the research. All comments were documented and coded.

Quantitative data included a survey that was disseminated online and in-person in both English and in Spanish. The online survey was published publicly on the City of Chicago's 2022 Budget microsite and links were sent out via email as well as through social media. The in-person survey was collected through the Public Budget Forums through the Individual Responsive Initiatives Form. Everyone who attended the Public Budget Forums received the survey and was asked to complete it as part of their small group activity. Individuals at the Public Budget Forums turned in 135 surveys and 72 respondents completed the online survey for an overall response rate of 77%. Online and in-person survey data was combined, cleaned, and analyzed. The report includes demographic data on respondents where available as well as combined results on the level of importance for investments.

The following report includes our findings and insights. It is important to recognize the various limitations of these findings, including time constraints, small sample size, and lack of randomized sampling (i.e., the findings are not generalizable to the entire City of Chicago population). In particular, external participants were representatives of citywide institutions, community-based and neighborhood-based organizations, and a non-randomized sample of the general public and therefore may not represent the full views of the general public of the City of Chicago. It is also important to note that participants had uneven and varying degrees of familiarity and education around the 2021 City of Chicago budget. With more time to review and ask questions about the 2021 Budget, participants may have made different or additional investment suggestions. Despite those limitations, the findings and insights in the following section do represent the opinions and perceptions of particular sections of internal and external City of Chicago stakeholders and members of the public and, therefore, provide important insights for decision-making in the 2022 Budget. It is also important to note that there was consistency in the priorities identified across engagement groups which is detailed in the Executive Summary and the Community Engagement Results.

# Phase One

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## Internal Focus Groups with Commissioners and Department Leaders

### Overview

Internal focus groups were conducted in June with Commissioners, Deputy Mayors, and Department Leaders to provide insight into and feedback about the design of the community engagement process. Overall, the purpose of the focus groups was to engage with City Department Leaders about the 2022 Budget and community engagement process, learn how the previous year had impacted their budget priorities and departments, determine what kind of feedback and input would be most helpful to them in making their budget decisions, and to use the feedback from them to assist in designing the regional roundtables.

The focus groups were organized across major budget themes, including Infrastructure, Public Safety, Community and Neighborhood Development, and Human Services:

#### **Infrastructure: June 8, 2021 from 2:30pm–4:00pm**

Departments: Chicago Department of Transportation (CDOT), Department of Water Management (DWM), Department of Streets and Sanitation (DSS), and Assets and Information Services.

#### **Public Safety: June 9, 2021 from 11:00 am–12:30pm**

Departments: Chicago Police Department (CPD), Chicago Fire Department (CFD), Public Safety Administration (PSA), Office of Emergency Management and Communications (OEMC).

#### **Community and Neighborhood Development: June 9, 2021 from 2:30pm–4:00pm**

Departments: Department of Housing (DOH), Department of Planning and Development (DPD), Department of Business Affairs and Consumer Protection (BACP), Department of Cultural Affairs and Special Events (DCASE).

#### **Human Services: June 10, 2021 from 10:30am to 12:00pm**

Departments: Department of Family and Support Services (DFSS), Department of Public Health (CDPH), Mayor's Office for People with Disabilities (MOPD).

Each focus group took place over Zoom and was scheduled for 1.5 hours. The focus group meetings began with brief introductions and overviews of each department and its core services. Four main questions were then asked, with participants encouraged to participate in an open dialogue:

- What, if anything, has COVID-19 revealed about your budget priorities (e.g., employee, procurement, programming, additional outreach to impacted communities, more demand for specific services)?
- Within your budget, what types of programs or efforts that you currently conduct reflect an equity analysis and orientation? Do you plan to continue these into the next fiscal year? If none, what potential projects do you feel would be most impactful for the communities you serve?
- What feedback from external stakeholders would be most helpful in making your budget decisions?
- What specific feedback from key stakeholders both internal staff/other departments and external partners would help inform your decision-making process?

### **Three Themes**

Three themes emerged from the focus groups that were then used to frame engagement activities and conversations with City-Wide leaders and Regional Roundtables.

#### **1. Building a Smart City**

Commissioners and department leaders shared an interest in learning more from the community engagement process about how residents access and connect to city services and programs. They shared that the circumstances of the COVID-19 pandemic had provided an opportunity for more city services and information to be provided digitally; however, they were concerned about access to digital programs and services, in terms of language and for people with disabilities. They also shared that they were interested in learning which populations need more digital access versus more in-person access for programs and services. In addition, they shared that critical technology upgrades to both internal and external systems are necessary to streamline and enable the sharing of information across departments, and that these upgrades will make the delivery of programs and services more effective, efficient, and equitable.

#### **2. A More Responsive City Workforce**

The circumstances of the COVID-19 pandemic revealed how city systems and people demonstrated resilience, being able to pivot in a time of crisis and be responsive. Commissioners and department leaders shared that a number of changes implemented in order to adapt and innovate in response to COVID-19 would remain, such as shared streets and increased outdoor dining, and that these changes have an impact on the city's day-to-day operations. They also shared that the pandemic led to lessons learned about what is needed to be more responsive in times of crisis, such as sustainable emergency management and public health systems and temporary housing.

Commissioners and department leaders shared several observations: they needed more staff to respond to issues that pre-COVID-19 were day-to-day operations; ways in which the pandemic changed work and the fact that positions need to be updated as well as job descriptions reconsidered and adapted so the workforce meets those needs; and they were interested in learning from the community about what kind of city workforce they perceive as needed now, how that workforce can be more responsive, and how recruitment and hiring systems can be more transparent.

#### **3. Better Communication with Residents**

Commissioners and department leaders were interested in feedback from the community about the best format and type of information and education to provide about existing city programs and services as well as generally how the city works and how decisions are made. The goal is not only to relay accurate information, but to do so in a way that is transparent, that educates residents, and builds understanding around how and why decisions are made according to specific rules and regulations. Specifically, commissioners and department leaders were interested in learning about whether information and education should be provided digitally, in person, or both, and how much information and the formats it should be provided in (e.g., short videos, Facebook, infographics) so that it best reaches and resonates with residents.

# Meetings with City-Wide Leaders

## Overview

Over 70 institutions and organizations that serve Chicago citywide were invited to participate in the City-Wide Leaders meetings (See Appendix G). Four meetings were held by Zoom every Friday afternoon during June. Approximately 50 organizations participated over the course of the month. Organizations were invited to attend all meetings. The meetings served three main purposes to ground their conversations. First, to inform citywide leaders about the 2022 Budget Engagement process and 2021 budget investments. Second, to gather input and feedback from citywide leaders to inform the 2022 budget around specific programs and services needed throughout the City of Chicago as related to the three 2022 strategic budget engagement priorities of Youth and Families, Hardest Hit Communities, and Chicago's Vitality. Third, to capture feedback for the 2022 budget on new investments to improve residents' access and connection to programs and services, and communication between the City of Chicago and its residents. Listed below is a brief summary of each meeting.

### **Kick-Off Meeting: June 4, 2021 from 1:00–2:30**

The first meeting served as the kick-off for public community engagement around the 2022 budget. The presentation included an overview of the 2022 community engagement plan, the 2022 budget engagement framework and three strategic priorities, and the timeline for both community engagement and 2022 budget through August. An open dialogue about the process and the budget followed.

### **Youth and Families: June 11, 2021 from 1:00–2:30**

The second meeting included a review of the 2022 community engagement plan, as well as the 2022 budget engagement framework and strategic priorities. In addition, the three themes that emerged from the internal focus groups with commissioners Smart City, A Responsive City Workforce, and Better Communication with Residents were also shared. The majority of this meeting focused on the strategic priority of Youth and Families. Some investments the City has made in the area of Youth and Families were shared to help inform the conversation and to enable identification of gaps in programs and services. Participants were then asked to engage in an open dialogue to facilitate the gathering of feedback on programs and services needed and addressing topics and concerns raised through the focus groups with commissioners. The dialogue centered around three main questions:

- What kinds of programs does the city need to support to make this a city a place where people want to stay, raise families, and grow old?
- What kinds of investments need to be made to make that happen?
- How can we make sure our investments in programs and services are accessible and equitably delivered to all residents?

### **Hardest Hit Communities: June 18, 2021 from 1:00–2:30**

For the meeting on the strategic priority of Hardest Hit Communities, a brief refresher of the 2022 engagement plan and budget engagement framework were provided to ensure all participants had the same information (some participants had not attended the previous meeting). Mayor Lightfoot welcomed all attendees and provided opening remarks around the importance of community input for informing the budget and priority investments for Chicago's hardest hit communities.

Department leaders offered presentations on City investments in mental health, violence prevention, affordable housing, homelessness, and economic empowerment, to help inform the conversation and to enable the identification of gaps in programs. Department leaders also stayed on the Zoom meeting to answer questions. Participants were asked to engage in an open dialogue around gaps in programs and services around each issue area presented: mental health, violence prevention, affordable housing, homelessness, and economic empowerment. The specific questions included:

- What gaps in (mental health, violence prevention, affordable housing, homelessness, and economic empowerment) programs and services are you seeing across the city?
- In your experience, are the programs and services easy for people to access and connect to?

## **Chicago's Vitality: June 25, 2021 from 1:30–2:30**

The meeting on Chicago's Vitality included presentations on existing and planned City investments in city services, economic and business development, and infrastructure. Department leaders' presentations helped inform the conversation so participants could better identify gaps in programs and services. Following the presentation, participants were asked to engage in an open dialogue to help identify gaps in programs and services and potential new investments that would address the three themes that emerged from internal focus groups with commissioners and department leaders. The specific questions included:

- Where are the gaps in investments that you are seeing in programs and services across the city that are needed to rebuild Chicago and create a vibrant city? What new investments need to be made?
- Building Smart City: What types of investments would build the city's capacity to develop better access to city services and better communication between departments about available programs and services?
- Responsive City Workforce: What is needed to be more responsive day to day and in times of crisis? What kind of city workforce is needed as we come out of the pandemic?
- Better Communication with Residents: What education and communication is needed to help people better access services? What data or information could the City make available to the public to increase transparency?

## **Regional Roundtables with Neighborhood Leaders**

### **Overview**

Community meetings were held in six regions across the city with neighborhood-based organizations and community leaders. Each meeting was held in person, with approximately 20 to 35 participants attending each meeting including some aldermen. The meetings served three main purposes. First, to inform regional leaders about the 2022 budget engagement process and previous budget investments. Second, to gather ideas and feedback from regional leaders about specific programs and services needed to inform the 2022 budget. Third, to capture feedback on which new investments need to be made for Chicago to be more effective and to address the three themes (Smart City, More Responsive City Workforce, and Better Communication with Residents) that emerged from internal focus groups with commissioners and department leaders.

### **Roundtable Description**

Each meeting began with an opening welcome and presentation that included an overview of the 2022 community engagement plan, a review of the 2021 City of Chicago Budget and allocations made during the pandemic to ground leaders in previous program investments, and an overview of the 2022 budget engagement framework. A brief overview of the roundtable discussion and goals followed. Participants were then split into three groups of 7–12. Each table had a facilitator and notetaker. Each small group discussion involved the following segments:

**Individual Investment Activity:** The Individual Investment Activity asked leaders to complete a budget worksheet and specify which programs and services they prioritize for new investment across six budget categories including Public Safety, Arts & Culture, Neighborhood Development, Community Services, Infrastructure, and Regulatory Services (in the introduction, leaders were instructed that the discussions would all focus on additional investments rather than the existing budget). Each leader was given 10 points to assign to any program(s) or service(s) they wanted to prioritize. They were instructed that they could assign the points however they choose, giving all the points to one program or spreading them out.

**Group Agreement:** The Group Agreement Activity asked leaders to work to come to an agreement on which programs and services to prioritize. In addition, each table was given 10 points and asked to come to an agreement on how to assign the points across programs and services. Leaders began the activity by sharing how they individually prioritized programs and services and assigned their points. Next, leaders deliberated to come to an agreement on which programs and services they would like to prioritize and how they wanted to assign the group's points.

**Improving Chicago's Effectiveness:** Each table was assigned for discussion and idea generation, one of the three themes that emerged from the Internal Focus Groups with commissioners and leaders Smart City, A Responsive City Workforce, Better Communication with Residents. Facilitators provided a brief description of the theme along with

a question prompt and some examples of potential investment ideas to start the discussion. Leaders engaged in an open dialogue about the theme their table was assigned.

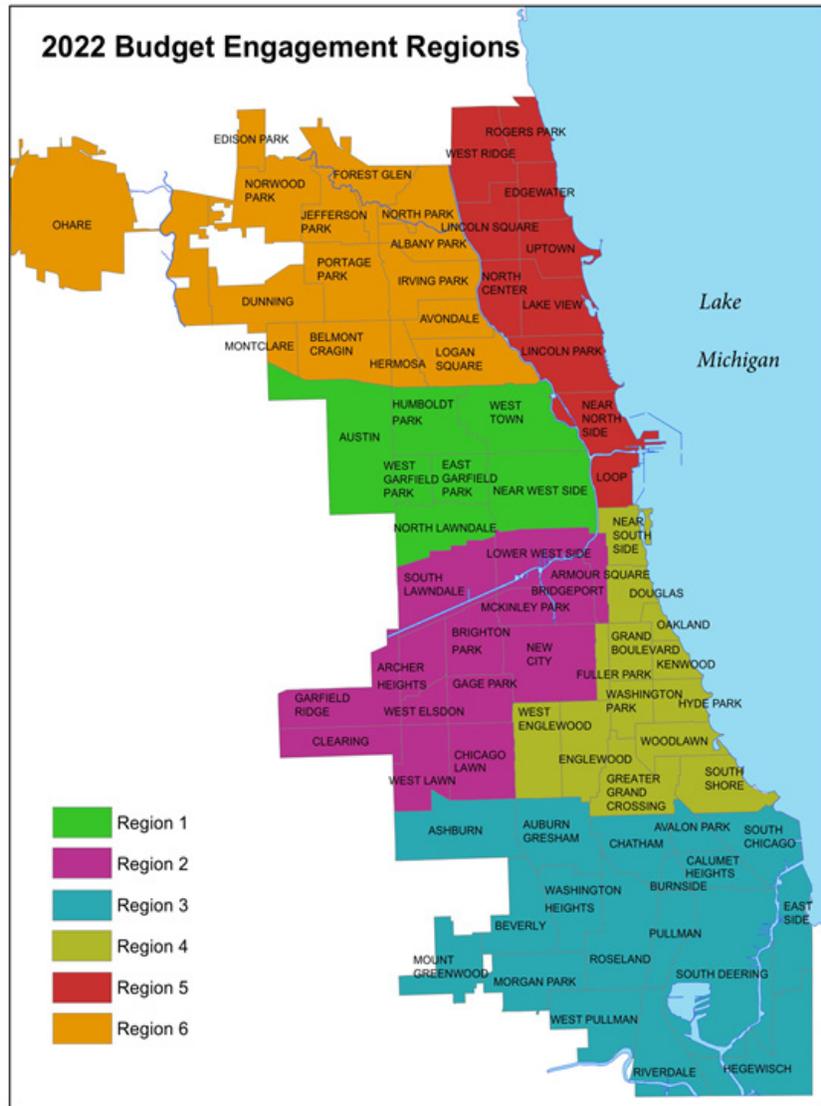
For both the individual and group activity, the facilitation plan was adapted throughout the process in response to feedback and facilitators' on-the-ground work. Initially, both the Individual Activity and the Group Activity asked participants to indicate their priorities for programs and services by allocating \$100 million in increments of \$10 million. Leaders asked several questions about the \$100 million, including whether it was part of American Rescue Plan funding or whether it was the only part of the City of Chicago budget they were being asked to provide feedback on. Because the \$100 million had been intended only to serve as a proxy for leaders' programs and services, and in order for the exercise's intention to be clearer, the activity shifted starting at the third roundtable to ask leaders to assign 10 points, not dollars, to their priorities.

For the Group Activity, in the first two roundtables it was framed as reaching "group consensus" rather than "group agreement." Many leaders interpreted consensus as requiring unanimous consent. Given the range of opinions and the limited time for the activity, many groups could not reach unanimous consent. In response to this, starting at the third roundtable, the activity was framed as a "group agreement" to allow for more flexibility for divergent opinions and a more nuanced discussion.

At all roundtables, leaders were highly engaged in discussions around programs and services. Given the time constraints, the agenda item of discussing Improving Chicago's Effectiveness received uneven facilitation. As a result, at some meetings it received the full time allotted for the discussion and at other meetings facilitators weaved the question into the Group Agreement Activity where possible.

**Share Out:** A leader from each table shared the group's highlights from the discussion, including which programs and services they chose to prioritize and how they assigned their points.

**Figure 1: Map of Six Budget Engagement Regions**



**Regional Roundtables Dates and Locations**

South Region: June 15, 2021 from 6:00pm–8:00pm  
 South Shore Cultural Center, 7059 S. South Shore Dr, Chicago, IL 60649

Southwest Region: June 22, 2021 from 6:00pm–8:00pm  
 McKinley Park Field House, 2210 W. Pershing Rd, Chicago, IL 60609

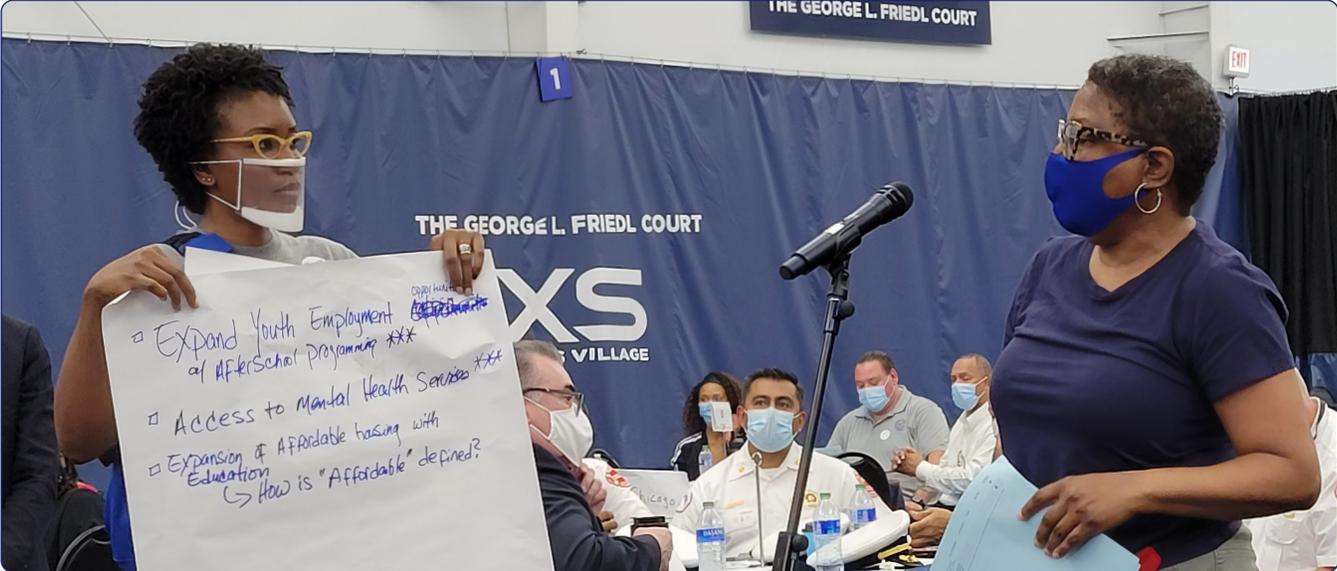
Northwest Region: June 24, 2021 from 3:00pm–5:00 pm  
 Kosciusko Park, 2732 N. Avers, Chicago, IL 60647

West Region: June 26, 2021 from 10:00am–12:00pm  
 Garfield Park Golden Dome, 100 N. Central Park Ave, Chicago, IL 60624

North Region: June 29, 2021 from 3:00pm-5:00 pm  
 Truman College, 1145 W. Wilson Ave, Chicago, IL 60640

Far South Region: July 1, 2021 from 3:00pm-5:00 pm  
 Woodson Regional Library, 9525 S. Halsted, Chicago, IL 60643

# Phase Two



The research results (See Appendix C) from Phase One were used by the Office of Budget and Management to develop a list of draft budget investment initiatives called Responsive Initiatives (See Appendix D). The Responsive Initiatives were developed around key themes and priorities that were identified across multiple engagements and were consistently discussed throughout meetings with both internal and external stakeholders. The Responsive Initiatives as well as the research results from Phase One were shared with city department commissioners and leaders. The Office of Budget and Management asked departments to consider the entirety of feedback while developing their draft 2022 budgets. The Responsive Initiatives represent key priorities that align with current and future programs and services, address gaps in services, and addresses the most recurrent feedback from residents and stakeholders. To ensure that the Responsive Initiatives captured programs and services in the way the community had intended, and to allow for opportunity to provide additional feedback, the draft Responsive Initiatives framed engagement activities for Phase Two.

## Subject Matter Focus Groups

### Overview

Institutions and organizations that serve specific populations and/or address specific issues (labor, faith, and equity) were invited to participate in the subject matter focus groups. Three meetings were held by Zoom in July 2021. The meetings served three main purposes. First, to inform different leaders about the 2022 Budget Engagement process and 2021 budget investments. Second, to gather input and feedback on subject matter areas to inform the 2022 budget around specific programs and services needed throughout the City of Chicago as related to the draft Responsive Initiatives. Third, to capture feedback for the 2022 budget on new investments in improving residents' access and connection to programs and services, and communication between the City of Chicago and its residents. Listed below is a brief summary of each meeting.

### Focus Group Description

Labor: July 27, 2021 from 3:00 pm–4:30pm

Faith: July 29, 2021 from 2:00pm–3:30pm

Equity: July 30, 2021 from 2:00pm to 3:30pm

Each focus group took place over Zoom and was scheduled for 1.5 hours. The focus group included a review of the 2022 community engagement plan, summary of previous engagement activities, methodology and analysis to develop the Responsive Initiatives, the 2022 budget engagement framework and strategic priorities, and the Responsive Initiatives. Three main questions were then asked, with leaders encouraged to participate in an open dialogue:

- Do the draft Responsive Initiatives resonate with the needs you are seeing in your communities? What programs and services are missing?
- What types of investments do we need to see to increase the City's vitality?
- What types of investments would build the city's capacity to develop better access to city services and better communication between departments about available programs and services?

## General Public

### Overview

Three Public Budget Forums were held across the city in August including one on the Southside, Westside, and Northside of Chicago. All meetings were physically accessible, provided Spanish translations services, and American Sign Language interpreters and closed captions for the presentations. Additional accommodations and languages were offered to participants at registration which would have been provided. The meetings served four main purposes. First, to inform the general public about the 2022 budget engagement process, 2021 budget investments, and available city programs and services to provide participants with information and ground their discussions. Second, to share and gather feedback on the draft Responsive Initiatives developed from previous community engagement. Third, to capture feedback on any missing programs and services residents think should be included in the 2022 budget. Fourth, to hear any other ideas and comments from residents related to the 2022 budget or City of Chicago policy and practices. In addition, each meeting was live-streamed on the City of Chicago's social media channels, all materials were available online and were downloadable, and an online budget feedback survey was available in English and Spanish.

### Public Budget Forum Description

#### **Southside: August 7, 2021 from 10:00am–12:00pm**

XS Tennis, 5336 S. State Street,  
Chicago, IL 60609

#### **Westside: August 11, 2021 from 6:00pm–8:00pm**

Malcolm X College Gymnasium, 1900 W. Jackson Boulevard,  
Chicago, IL 60612

#### **Northside: August 12, 2021 from 6:00pm–8:00pm**

Truman College, 1145 W. Wilson Ave,  
Chicago, IL 60640

At each Public Budget Forum, the doors opened an hour before the event for a City Department resource fair that provided information on City services and programs, including COVID-19 vaccinations which were offered on site. The Forum began with opening welcome remarks from the Office of Community Engagement, and the Office of Budget and Management. They subsequently gave a presentation that included an overview of the 2022 community engagement plan, a review of the 2021 City of Chicago Budget and allocations made during the pandemic. After that, select City Commissioners gave brief presentations on city programs and services including violence prevention, affordable housing, mental health, youth services, and services for people experiencing homelessness. A brief overview of the 2022 budget engagement framework and budget forecast, the Responsive Initiatives and the small group activity instructions followed. Participants sat at roundtables with between eight to ten participants each. Mayor Lori Lightfoot attended each three Public Budget Forums and listened to several small group discussions and engaged in conversations with participants directly. Each table selected a facilitator and notetaker. Each small group discussion involved the following segments:

**Icebreaker:** Each participant was asked to give their name, neighborhood, and identify one thing they learned from the presentation and one thing they would like to learn more about.

**Responsive Initiatives Activity:** The Responsive Initiatives Activity asked participants to begin by reviewing and completing an individual questionnaire that included all the draft Responsive Initiatives. The questionnaire gave participants the option of identifying how important each initiative was to them on a scale of 1-5 that included “Not Important” (1) to “Extremely Important” (5). The questionnaire also provided a blank space for participants to write in any missing programs or services they felt should be invested in for the 2022 Budget. After completing the individual questionnaire, participants were encouraged to share their ideas and reflections with others at their table. Lastly, participants were asked to come to agreement on the importance of each initiative and summarize their conversation.

The facilitation plan was adapted throughout the process to provide more time for the Responsive Initiatives activity. Initially, participants were asked to engage in a short brainstorming activity around their vision for the City of Chicago. Participants were highly engaged however, given time constraints; it was not continued after the first Public Budget Forum.

**Mayor Lori Lightfoot:** The Mayor welcomed participants and provided public address and comments on the 2022 Budget and importance of public participation and feedback to the budget process.

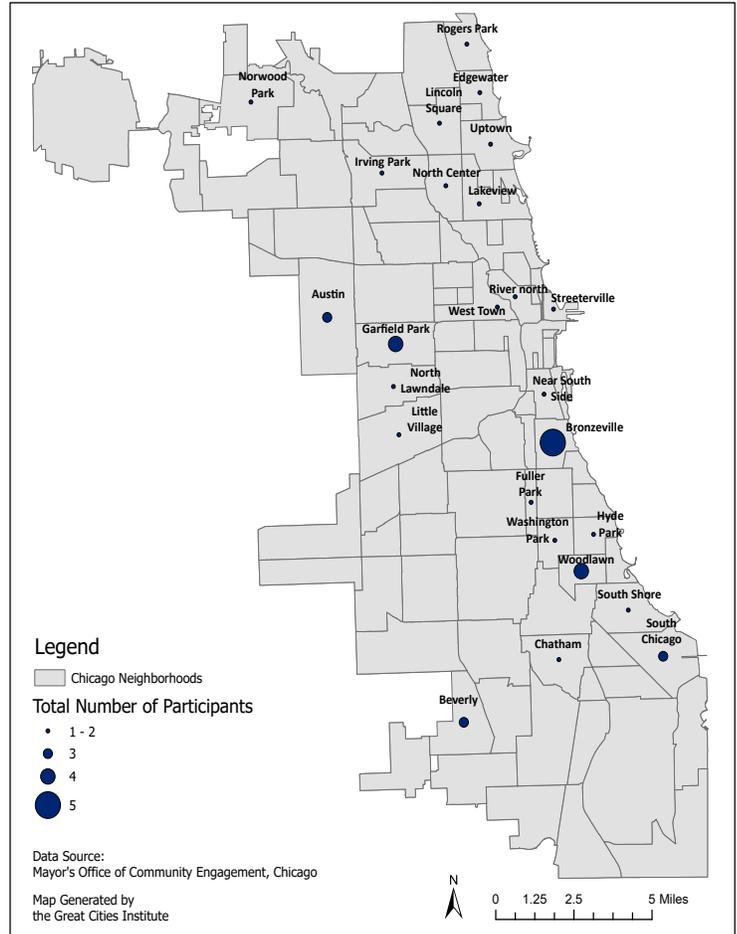
**Public Comment:** Public comment cards were provided at each table. Participants could write a comment or identify if they wanted to provide a public comment. Public comments were grouped by theme to allow for the opportunity to address more than one issue area. The Mayor or a Commissioner responded to each participant’s comment. The first Public Budget Forum included a share out of the table discussions to hear about specific program investments for the 2022 Budget and public comment. The facilitation plan changed to accommodate more public comments after the first Public Budget Forum.

## General Public Outreach

To encourage participation, the City of Chicago conducted outreach that included:

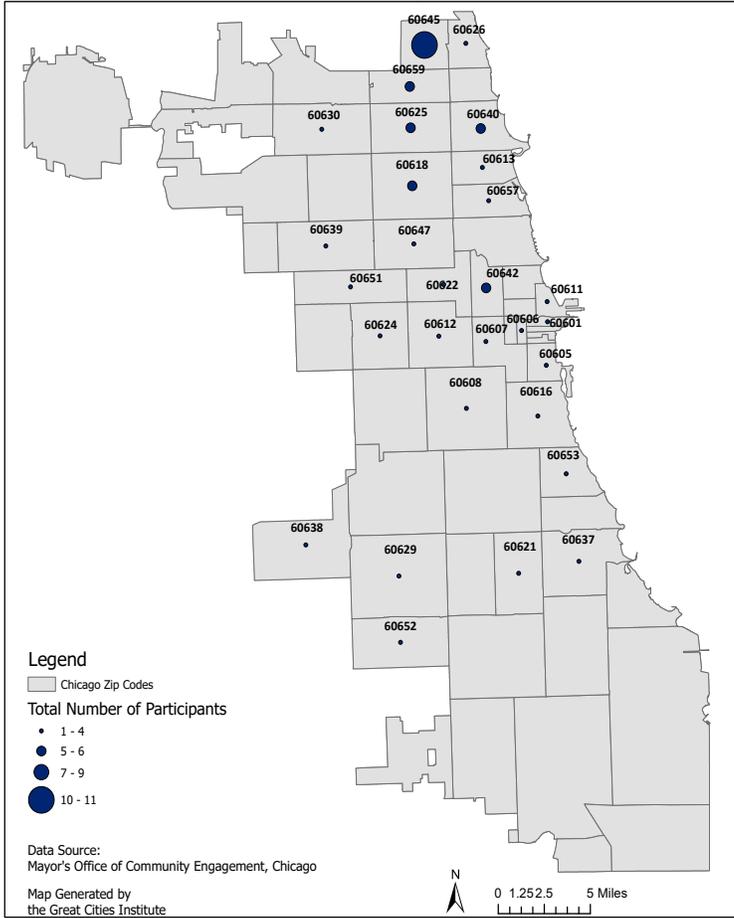
- Publishing a 2022 Budget Microsite with the dates and locations of each Public Budget Forum and registration information
- Announced Public Budget Forums in Press Release on July 26
- Conducted a series of media interviews to promote the Public Budget Forums and the budget forecast including:
  - Univision on August 4
  - WGN and WBEZ (LIVE RADIO) on August 5
  - WVON (LIVE RADIO) on August 6
  - WLS-TV on August 10
  - Chicago Sun-Times interview with Fran Spielman on August 12
- Invited previous community engagement participants (City-Wide Leaders and Subject Matter Leaders) via email and asked them to share the Public Budget Forum details with their networks

## 2022 City of Chicago Budget Engagement In-Person Participation



**Figure 2: Map of Public Budget Forum In-Person Participant Neighborhoods**  
**49 respondents total**

## 2022 City of Chicago Budget Engagement Online Participation



**Figure 3: Map of General Public Online Participant by Zip Codes  
72 respondents total**

- Sent email blasts with Public Budget Forum details through Office of Community Engagement list serves
- Shared Public Budget Forum event details through Mayor Lightfoot's and the City of Chicago's social media networks.

A total of 269 individuals participated in the general public portion of the community engagement including 51 at XS Tennis on the Southside, 81 at Malcolm X College on the Westside, 65 at Truman College on the Northside and 72 online.

### Location of General Public Participants

The location of participants was tracked two ways including through online survey responses that asked respondents to provide their zip code and at in-person events that asked participants to identify their neighborhood on comment cards. As mentioned above, the online survey included 72 respondents each of which provided their zip code for a total of 18 unique zip codes. Of the 197 in-person participants that attended Public Budget Forums, 49 identified their neighborhoods on comment cards for a total of 28 unique neighborhoods.

### Demographic Data

Online and in-person participants were given the option of providing demographic data including age, race and ethnicity, gender and annual household income. The tables below include online, in-person, and total respondents for each demographic category (age, race and ethnicity, gender, and annual household income).

AGE	In-Person n=70	Online n=57	Total n=127
Under 18	7%	1%	5%
18 - 24	16%	7%	12%
25 - 34	19%	47%	31%
35 - 44	17%	18%	17%
45 - 54	19%	9%	14%
55 - 64	7%	14%	10%
65+	16%	4%	10%

Response rates: In-person 36%, online 79%, and total 47%. In-person responses include two city workers.

- Most of the online respondents were between the ages 25-34 (47%) or between the ages of 35-44 (18%).
- In-person respondents had a relatively even distribution across the age ranges (18-24,16%; 25-34, 19%; 35-44, 17% and 45-54, 19%) with lower representation of those who identified as under 18 (7%) and 55-64 (7%).

RACE/ ETHNICITY	In-Person n=68	Online n=52	Total n=120
Asian of Asian American	4%	8%	6%
Black or African American	43%	9%	28%
Hispanic or Latino/a	18%	12%	15%
Native America or Alaskan Native	1%	0%	1%
Native Hawaiian or Other Pacific Islander	0%	1%	1%
White or Caucasian	26%	58%	40%
Other	7%	12%	9%

Response rates: In-person 35%, online 73%, and total 45%. In-person responses include two city workers.

- Race and ethnicity selected by online respondents had a higher representation of individuals that identified as White or Caucasian (69%) and as Asian or Asian American (12%) than in-person (26% and 4%, respectively).
- Race and ethnicity selected by in-person respondents had a higher representation of individuals that identified as Black or African American (43%) than online (13%).
- Representation of respondents that identified as Hispanic or Latino/a was similar for online (17%) and in-person (18%).
- Differences in the demographic profile for online and in-person participants likely reveals preferences for type of community engagement participation (in-person vs online) in the age of COVID-19 along with access issues related to the digital divide.

GENDER	In-Person n=69	Online n=56	Total n=125
Male	52%	39%	46%
Female	46%	57%	51%
Non-binary	1%	2%	2%
Other	0%	2%	1%

Response rates: In-person 35%, online 73%, and total 45%. In-person responses include two city workers.

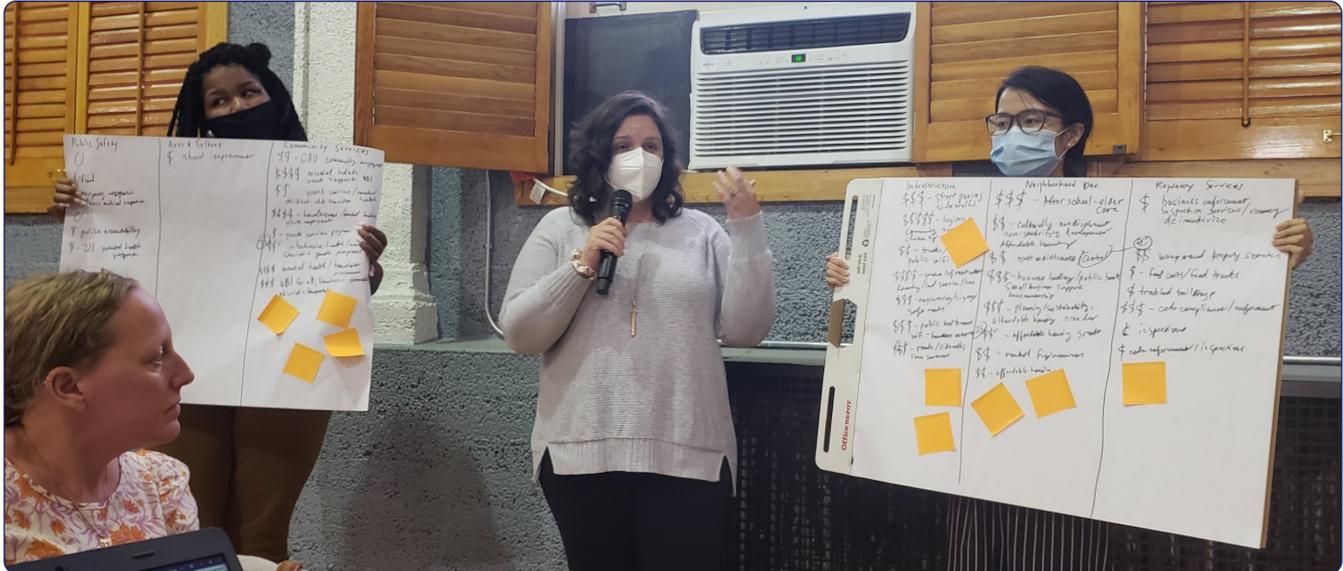
- The majority of online respondents indicated that they were female compared with the majority of in-person respondents who indicated that they were male.

ANNUAL HOUSEHOLD INCOME	In-Person n=13	Online n=56	Total n=69
None of the Above	8%	4%	4%
Under \$15,000	8%	6%	6%
\$15,000 - \$29,999	0%	14%	12%
\$30,000 - \$49,999	23%	16%	17%
\$50,000 - \$74,999	8%	21%	19%
\$75,000 - \$99,999	8%	7%	7%
\$100,000 - \$150,000	31%	21%	23%
Over \$150,000	15%	11%	12%

Response rates: In-person 35%, online 73%, and total 45%. In-person responses include two city workers.

- Overall, in-person respondents had very low response to the annual household income question, of those who did respond, approximately a quarter indicated that their household income was between \$30,000 - \$49,999, and 46% identified as having incomes \$100,000 and over.
- Online respondents indicated that they had annual household incomes that ranged from 14% in the \$15,000 - \$29,999, 16% between \$30,000 - \$49,999, 21% between \$50,000 - \$74,999 and 32% with incomes of \$100,000 and over.

# Community Engagement Results



## Programs and Services

During community engagement conversations in the City-Wide leaders' meetings, leaders were asked to provide suggestions for investments in new programs and services, and to identify potential gaps in existing programs and services. At the Regional Roundtables, leaders were given budget worksheets to capture their feedback. They were asked to assign points to budget categories (Community Services, Neighborhood Development, Arts & Culture, Public Safety, Infrastructure, and Regulatory Services) that they deemed important, and to specify particular programs and services for new investments. A selection of those ideas was shared in three Subject Matter focus groups, a survey at three Public Budget Forums and online for feedback and additional idea collection.

The summary below includes feedback on programs and services from the City-Wide Leader Meetings, Regional Roundtables, Subject Matter Focus Groups, and General Public Budget Forums and online survey. Overall, the top three programs and services that participants across engagements suggested for additional investments include:

1. Increasing access to mental health and behavioral health;
2. Youth employment and afterschool programs; and
3. Increasing the amount of available affordable housing throughout the city.

**One-time Investments.** The American Rescue Plan (ARP) funding was not discussed specifically, but participants noted that the ARP is an opportunity to infuse specific programs with a one-time large investment. Such suggestions came out of conversations on mitigating the effects of the pandemic on residents. Participants discussed how ARP funding has potential to increase municipal capacity and improve services in the long-term. Local governments have requirements regarding how ARP funding can be used. Several participant priorities fell under those requirements including:

- **Community mental and behavioral health.** Re-establish healthcare infrastructure in the face of long-term public health challenges, including sustainable service for non-infectious disease-related community challenges.
- **Public Health capital projects.** Funding for critical capital projects to build city public health response capacity for vaccination access, testing, contact tracing and monitoring for COVID-19 and future city public health risks.
- **Broadband Infrastructure.** Expand internet access to currently underserved communities through fiber infrastructure expansion and public WiFi access.
- **Water assistance.** ARP funds are allocated to states to assist low-income households for drinking water and wastewater services.
- **Housing security.** To address homeowner assistance and rental assistance and mitigate the impacts of the pandemic.

**Budget Requests.** Residents made specific budget requests for programs and services across the budget categories. Community safety and public safety were overarching themes across engagement conversations and budget categories. Many respondents saw investments in programs and services like trauma-informed mental health and behavioral health services, youth employment, affordable housing, youth services and programs, violence prevention programs, and arts & culture as a way to address public safety concerns. These specific investment requests are captured in each of their respective budget areas as well as investment requests and ideas related directly to public safety.

**Public Safety.** The public safety budget was a unique service area in the engagement activities where participants had a variety of differing opinions on how to approach public safety and the public safety budget and where, at times, there was great debate. Several residents requested a cut to funding or de-prioritization from public safety to other programs and services. Of those interested in a de-prioritization, some residents wanted to reallocate some police funding to specific programs and services to replace police service, such as social worker and mental health response, to relieve the burden on law enforcement officers and to keep residents safe. Others were supportive of a citywide co-responder model to ensure safety and professional response based on diverse public safety needs. Of those interested in cutting funding, some residents expressed distrust of the police and sought to defund the service. Among those interested in investments in public safety, some respondents wanted public safety response times to be quick and accountable to the public, yet there was much debate as to how to execute those desires. Others wanted to increase police resources, often with caveats focused on responsiveness, training, community policing, and community involvement.

Several program investments were also identified, including funding violence prevention, community peacemakers and community driven violence prevention response as described in the Peace Book Ordinance. Residents identified the need for training programs, potentially in partnership with local public universities, for first responders in diversity, cultural sensitivity, community engagement, conflict resolution, and mental health response. Improving response time and making performance more transparent was also mentioned across all engagement activities.

Several general public and regional roundtable leaders differed from the subject matter leaders on key funding approaches. The general public and regional roundtable had more participants that discussed defunding police services and/or reallocating public safety funds into community services, neighborhood development, other alternative non-police public safety responses through a co-responder model involving trauma informed professionals and passing the Peace Book ordinance whereas only a few subject matter leaders specifically mentioned this approach. The general public and regional roundtables also had more participants that placed greater emphasis on increasing funding for more 911 dispatchers, police officers and fire response to improve responsiveness compared to subject matter leaders. More regional roundtable leaders also placed greater emphasis on community policing.

**Community Services.** A major focus of budget requests revolved around behavioral and mental health, including wrap-around services, violence prevention programs, and trauma-informed violence survivor support. Service delivery would include access to high quality community health centers, including comprehensive behavioral, mental and reproductive health, through clinics and mobile services. Particular focus was given to youth services for access to affordable childcare for children, youth employment workforce training and youth programs, such as mentoring, urban farming, and community-centric development. Specific needs and programs were identified for youth, people experiencing homelessness, and adults, such as customized workforce development, training programs, and affordable food in underserved communities.

The above budget requests cut across all community engagement groups, however more subject matter and regional roundtable leaders raised the need for services to support formerly incarcerated people who were also experiencing homelessness, more resources for immigrant and refugee integration, requested an increase in resources for more health and wellness programs to prevent chronic disease, more resources for support for domestic violence services generally and specifically that were culturally responsive to the needs of immigrant families, and significant investment in re-entry programming for formerly incarcerated people. Several regional roundtable leaders also emphasized the need to invest in substance abuse treatment, services and technology training for seniors, and more access to maternal, infant, child, and adolescent health and mental health services which was not mentioned by other engagement groups.

Many subject matter leaders suggested that the city could utilize existing community infrastructure such as faith-based institutions, schools, park district field houses, and closed school buildings to provide mental health services, youth services, and community and economic development programs. Suggestions from some general public participants focused more on the need for emergency preparedness for the next crisis by fully funding the Department of Public Health.

**Neighborhood Development.** Encouraging affordable housing to be built in all neighborhoods across the city. Several respondents indicated a citywide urgent need for affordable and accessible housing and others requested investments in housing assistance. Community-led vacant lot development would allow alternative uses, such as community gardens, cleaning-up trash, attracting investment and purchase by the community, urban farming, and play spaces for children. Increased investment in business development support/commercial corridors and increased development of grocery stores in underserved communities were mentioned.

Economic development was an important topic addressed by all engagement groups. Many subject matter leaders emphasized the need for more entrepreneurial programs to create more economic empowerment for Black, Latino, Indigenous, Asian, and people of color communities. The general public comments focused more on investments to support small business development, grocery stores, and support for business corridor revitalization. Labor comments stressed the importance of filling current vacancies in city positions, streamlining and improving local hiring systems, removing barriers to employment, and creating new apprenticeship programs for youth to ensure that all City of Chicago contracts performed by Chicago residents.

**Infrastructure.** Several requests for infrastructure spending aimed at creating resiliency in the face of climate change, including green infrastructure, urban forestry, and diverse public transportation infrastructure such as mass transit, bike lanes and pedestrian-friendly community infrastructure. Lead service line replacement and pothole/street paving were also mentioned as priority needs.

Many subject matter leaders, regional roundtable leaders, and the general public participants emphasized the importance of general infrastructure repairs, climate change and how we can transform our city into adopting more green infrastructure spending and mitigating the effects of climate change. The general public participants also mentioned the need for prioritizing non-car transportation infrastructure, urban forestry, and expanding shared streets. More subject matter leaders also encouraged the need to contract with minority owned businesses, local unions, and a tracking system on how municipal contracts are awarded with performance metrics. They also emphasized extending the CTA Red Line farther south and improving transit access in the west and south side to create better connections to jobs. Several regional roundtable leaders stressed the need for increased investments in building inspectors and the need for more language accessibility in building inspections which was not discussed by other engagement groups.

**Regulatory Services.** Requests in this budget category involve simplification of the city application process and technical support for grants/loans for small businesses with a focus on women and Black, Latino, Indigenous, Asian, and people of color business owners. Requests for increased enforcement of environmental regulations, public health guidelines, and code compliance to improve safety.

A few participants in general public identified improving consumer protection and public safety around business operations and improvements in worker rights, environmental integration, regulatory economy, and stricter public health regulations not mentioned by other groups. A few subject matter leaders addressed the importance of streamlining existing hiring practices and creating better marketing for vacant city jobs through outreach to diverse communities. A number of regional roundtable leaders emphasized the need for entrepreneurship training, financial assistance for small businesses, and one requested establishing a city environmental department and investing in stronger environmental permitting regulation and enforcement.

**Arts & Culture.** Significant and sustained investment in arts education, cultural programming, and community art was requested to be a re-branding catalyst for Chicago and as an element of healing historic divisions in the city. The city's youth in particular would directly benefit from predictable and sustained funding.

There was large agreement about the need for arts & culture in the city. Regional Roundtable leaders specifically wanted art as a catalyst for economic development across all of Chicago neighborhoods and an emphasis for community programming.

**Policy Recommendations.** In addition to budget requests, residents offered several policy recommendations with both budgetary and non-budget implications including:

- **Increase police officer hiring requirements:** Higher educational attainment (such as a four-year degree) for CPD officers can encourage critical thinking when dealing with situations involving the public.
- **Expedited release of all police involved incident video** to increase police accountability to the public.
- **Decommission and eliminate the gang database** due to its harm to black and brown youth.
- **Eliminate the ShotSpotter contract** due to lack of demonstrated effectiveness of the system in identifying incidents and the risk of increased surveillance and the danger to residents in black and brown communities.
- **Affordable Housing Eligibility.** Revising the eligibility requirements for affordable housing to match community needs rather than by area median income.
- **Eliminate developer affordable housing exceptions.** All developers must build affordable housing units with no exceptions.

#### Improving Chicago's Effectiveness

City Commissioners and Department Leaders were interested in learning more from residents about how they could improve citywide systems, access to services, and communication and develop a more responsive workforce.

Participants throughout the community engagement were asked for specific ideas and new investments to improve Chicago's Effectiveness or to evaluate proposed initiatives aimed at improving Chicago's Effectiveness. Several specific ideas sustain as important to participants across community engagement conversations including:

- **Improving language access** across all digital and in-person programs so all programs and services are available to all residents and that are fully funded and staffed.
- **Developing a community ambassador program** of trusted community members, located in a community organization or library, who help residents navigate city services and programs and is inclusive of all communities including the Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, and Asexual community.
- **Creating a regional 211 nonemergency call system** for support and information on available social services such as housing, disaster assistance, employment, and mental health, among others.
- **Expanding broadband access** (and/or WIFI) to currently underserved communities.
- **Streamlining City services and processes** for residents, businesses, and nonprofits such as simplifying applications, permits and contract processes.
- **Revising procurement processes to increase equity** and allow for culturally competent and smaller grassroots organizations and faith-based organizations to access city contracts and grants.

In addition to the above suggestions, improving citywide communication to inform the public of available city services, to provide service and resource decision-making transparency, and to integrate city community partners into the service landscape were discussed by participants as critical to improving the overall effectiveness of service delivery and building trust. To accomplish better communication, several City-Wide Leaders and regional roundtable leaders suggested technology and communications improvements such as providing updates via call and text at the city and ward level, conducting quarterly community briefings between residents and city departments, regular strategic planning and community-based advocacy and outreach with the community, and improving the user experience on the city's website. Many subject matter leaders' suggestions focused on creating and communicating accountability and performance measures across a variety of programs including community engagement, affordable housing, city hiring, and Chicago's allotment of the new federal infrastructure bill.

# Appendix A - City-Wide Leaders Meetings

## Detailed Results

### June 11—Youth and Families

City-Wide leaders identified the following specific programs and services as priority investments that create opportunities for youth and families to thrive throughout the City of Chicago:

- **Behavioral health and mental health services** specifically culturally responsive trauma-informed services, increased access to services, and recruiting more providers to decrease wait times in underserved communities.
- **Youth services** to invest in increased summer job opportunities for youth, as well as expanding the summer program to include year-round job and apprenticeship opportunities, providing more mentorship opportunities for middle schoolers and high schoolers, increasing access points to educational opportunities, and recruiting young men of color into teaching positions.
- **Housing development** to identify and build new affordable housing and to transform and restore vacant buildings into affordable homes.
- **Business development and support** via programming for small businesses and to support business incubators.
- **Support services for domestic violence survivors and perilously housed**, including right-to-counsel for eviction cases and legal services for noncitizens and survivors of domestic violence, transitional and emergency housing, and mental health counseling for survivors of domestic violence.
- **Universal income** to provide direct income support to struggling families.
- **Broadband** in underserved communities to close the digital divide in internet access.

City-Wide leaders identified the following investments to make programs and services more accessible to residents and equitably delivered:

- **Regional 211 nonemergency call system** for support and information on available social services such as housing, disaster assistance, employment, and mental health, among others.
- **Improved language access** across all digital and in-person programs so all programs and services are available to all residents.
- **Universal application** and/or auto-enrollment or auto-renewal of all eligible Chicago Public School youth in the One Summer program and other youth programming to reduce the barriers and challenges many families experience to the application processes.
- **Community ambassador program** of trusted community members, located in a community organization or library, who help residents navigate city services and programs. City-Wide leaders suggested that these be paid positions and/or that individuals receive college credit for their role and knowledge.
- **Community-based advocacy and outreach** that draws on the strengths of existing community relationships to share information and education about City services and programs and also conducts long-term community engagement.
- **Revised procurement processes to increase equity** and allow for culturally competent and smaller grassroots organizations to access city contracts. These smaller organizations do not currently have the capacity to meet the reimbursement requirements included in City contracts.

- **Technical assistance** on all requests for proposals and applications for city services and programs for both organizations and residents. Proposals and applications are often technical and cumbersome, and the online systems are difficult to navigate.

### **June 18 – Hardest Hit Communities**

City-Wide leaders identified gaps to programs and services in the areas of mental health, violence prevention, affordable housing, homelessness, and economic development. Leaders discussed how increased investments in mental health, affordable housing, homelessness, and economic development, among other programs, were essential to violence prevention and that there was an overlap between investments in each of these issue areas. The following gaps were identified:

- **Mental health services** particularly mental health services for children and adolescents, culturally responsive providers, including providers fluent in Spanish and providers of color and increased access to telehealth services for all residents.
- **Violence prevention and reduction** including the need for better coordination between the crisis prevention response program and the Chicago Police Department, the desire for long-term investments in violence prevention programs with youth, and community ambassadors serving as community liaisons to help residents access needed services.
- **Homelessness and affordable housing services** including mental health services for individuals without housing, the need for legal representation in eviction courts, the need for more affordable housing and rental assistance, and support for landlords to maintain their properties.
- **Economic empowerment** including support for business incubators, youth apprenticeship programs in high schools and elsewhere in the community, and more awareness and communication about existing business development services.
- **Arts and culture** as an essential strategy for violence prevention and for hardest hit communities to recover from the pandemic and heal from trauma, particularly through investing in reopening music and theater venues as well as other art and cultural events.

### **June 25 – Chicago's Vitality**

City-Wide leaders were asked to engage in a discussion around which investments are needed to rebuild Chicago and create a vibrant, thriving city, either by identifying gaps in existing programs and services or by thinking about new investments. City-Wide leaders identified a number of areas for investment:

- **Basic needs** investments including in food access, clean air, clean water (replacing lead pipes), health care access (particularly to pharmacies), and affordable child care.
- **Workforce development and job creation** specifically workforce development and career development in the information technology field, youth job creation, high school apprenticeship programs with certification and trade schools, youth bridge programs from high school to job training or college, paid internship programs for undergraduates, and wrap-around services for workforce development programs including cost-of-living stipends and child care support.
- **Creation of an emergency management reserve fund** to support city services and residents during disasters and public health crises.
- **Broadband** in underserved communities to close the digital divide.
- **Expansion of mental health and behavioral health services.**
- **Arts and culture** programming especially support reopening for theaters and music venues, and for individual artists as an economic development strategy.

- **Leveraging city-owned properties for community safety** by repurposing city-owned assets such as vacant school buildings and lots and reimagining what safety looks like for commercial corridors by engaging with the community.

City-Wide leaders were also asked how the city could be more effective by developing better access to programs and services, creating a more responsive workforce, and having better communication with residents. Leaders shared the following feedback on how to achieve this:

- **Revising and updating procurement, contracting, and hiring requirements** to ensure that the city workforce and contractors are reflective of community diversity, inclusion of underrepresented populations, and inclusion of specific baseline requirements in city contracts around hiring individuals who were formerly incarcerated.
- **The Chicago Department of Public Health COVID Dashboard** is an example of good communication that can potentially be replicated in other areas.
- **Community ambassadors and technical assistance** are needed to help residents navigate programs and services and complete applications. Leaders suggested that, to ensure investments are made appropriately, investments should be made in **research into the barriers and challenges** that different populations face in accessing and connecting to services and programs.
- **Improve and increase task force communications**, including updates on implementation of taskforce recommendations, decision-making processes about task force priorities, and performance outcomes.
- **Internal communication forums** to support and allow for information sharing across departments.

# Appendix B: Regional Roundtables with Neighborhood Leaders Detailed Results

## Individual Investment Activity Results

Individual Investment Activity Worksheets included six budget categories derived from the 2021 City of Chicago Budget including Public Safety, Community Services, Infrastructure, Neighborhood Development, Regulatory Services, and Arts and Culture. As described above, leaders were instructed to assign 10 points to the budget categories and write in where new investments should be made to specific programs and services. They were instructed to use the 2021 Budget to inform and guide their work.

The following table indicates the total frequency with which leaders allocated points (or dollars, in early roundtables) across budget categories for the individual investment activity. Please note, the Southwest Side Individual Investment Activity Worksheet was inadvertently printed without arts and culture. Notably, across the city there was convergence in community services and neighborhood development as the two categories receiving the highest allocations. Significantly fewer leaders across the city allocated funds to public safety or regulatory categories.

In the case of public safety, discussion and notes revealed perceptions that this should be lower priority for new investments given their funding levels in the 2021 budget and also the opportunity to make new investments to address public safety through other budget categories, namely community services, neighborhood development, and arts and culture. Regulatory Services received the fewest points from leaders across the city with the exception of in the Southwest side where leaders were focused on increased regulation around the environment.

Summary of Individual Points Allocated to Each Category						
	Community Services	Neighborhood Development	Infrastructure	Arts and Culture	Public Safety	Regulatory Services
North n=20	75	53	25	16	22	9
Northwest n=19	46	39	31	40	24	10
West n=26	70	74	32	37	26	14
Southwest n=19	64.5	45.5	37.5	1.5	10.5	30.5
South n=17	52.5	34	25	21	15.5	16
Far South n=21	63	38	23	30	44	12
<b>CITYWIDE</b>	<b>371</b>	<b>283.5</b>	<b>173.5</b>	<b>145.5</b>	<b>142</b>	<b>91.5</b>

Please note: The Southwest Side Individual Investment Activity Worksheet was inadvertently printed without arts and culture.

Across the City of Chicago, the top three program areas that leaders identified for new investments included housing development, mental health services, and youth services. In housing development leaders suggested investments in affordable rental units and rental assistance, development of new affordable housing, development of homeownership incentives and programs to support low-income families in homeownership and affordability. Leaders noted this as an equity issue, as homeownership builds community wealth.

Mental health services included investing in increased behavioral health services for adults and youth across the city, providing increased community access for mental health services (hotlines, transportation services, street counselors, community clinics, and mobile mental health clinics), and more culturally responsive services including for people of color, and the Lesbian, Gay, Bisexual, Transgendered, Queer, Intersex, and Asexual community (recruiting and hiring locally and/or more diverse therapists and more language access).

Leaders' investment ideas for youth services included more wrap around youth services, trauma informed and social emotional support programs, increased youth entrepreneurship and employment programs, more school counselors, violence prevention programs, financial literacy, more after school programs, increase in youth homeless shelters, creating safe spaces for youth, more anti-bullying initiatives, and wealth development and creation.

### Group Agreement Investment Activity Results

The Group Agreement Investment Activity asked leaders to work to come to an agreement on which programs and services to prioritize. In addition, each table was given 10 points and asked to come to an agreement on how to assign the points across programs and services. Leaders began the activity by sharing how they individually prioritized programs and services and assigned their points.

The following table indicates the total frequency with which roundtable leaders allocated points (or dollars, in early roundtables) across budget categories. Similarly to the individual investment activity, across the city community services and neighborhood development received the highest point allocations with public safety and regulatory services receiving the lowest.

Group Activity Agreement						
	Community Services	Neighborhood Development	Arts and Culture	Infrastructure	Public Safety	Regulatory Services
North	11	8	3	3	3	2
Northwest	10	6	6	3	4	1
West	10	10	4	2	3	1
Southwest	12	7	1	6	1	3
South	7	8	6	3	3	3
Far South	11	6	5	4	3	1
CITYWIDE	61	45	24	21	17	12

During the group agreement activity discussion, leaders shared their ideas for investments in individual programs and services. Overall, leaders tended to agree on ideas for new investments across most of the budget categories. They listened and learned from each other's perspectives, built upon the experiences and stories shared, agreed with different ideas shared by fellow leaders, saw commonality, and added new ideas based on the conversation.

The one exception was within the public safety category. As stated above, there was a wide range of responses about potential funding levels and investment ideas across the city and at each regional roundtable. The majority of leaders agreed that new investments in other budget categories also were investments in public safety and on the importance of community policing and rebuilding trust between the police and the community. However, in several cases agreement on specific points or investment ideas could not be reached across the table. Notably, leaders were able to state that through the conversation, they came to respect and understand the differing viewpoints of their fellow leaders.

In comparing the individual activity and group activity, one main difference can be marked. In the individual activity more points were assigned to infrastructure than arts and culture and in the group activity arts and culture received more points. Several potential reasons could account for the difference including that one of the regional roundtables did not include arts and culture on the individual worksheets, but it was included in the group activity conversation and that arts and culture was elevated in importance through deliberation.

The following section provides details on leader responses from the individual investment activity and group discussions for each of the six budget areas (community services, neighborhood services, arts and culture, infrastructure, public safety, and regulatory services). Each area includes a summary of the points assigned by leaders in the individual investment activity, the specific ideas suggested for new investments in programs and services, and an analysis of any notable differences between the regions. Specific programs and services are detailed and categorized by the City of Chicago department and 2021 budget program where possible.

## Community Services

The highest category based on the points tabulated (371 points) was community services. From the 121 responses 116 (95%) assigned investments to community services. Several respondents (41) assigned between 1-2 points, but the majority (50) assigned between 3-4 points, with twenty-three (23) assigning five (5) or more points.

**Homelessness services, youth services, and mental health services** were the three most discussed topics in all roundtables across all sites. Leaders discussed the need for helping people experiencing homelessness find and secure permanent housing, as well as housing in temporary shelters. Additionally, leaders discussed support for drug addiction and job readiness services for people experiencing homelessness. Youth services were also extensively discussed including suggestions around mental health, employment, STEM education, arts programs, mentorship, and after school programming. Leaders in the Northwest and Southwest regions talked about how providing youth services also served as a violence prevention tool for young people. In regard to mental health, leaders discussed reopening clinics, providing mobile mental health services to reach community members, and a hotline for people to call into.

Investments to programmatic areas within the Department of Public health were addressed in every roundtable. Leaders wanted health disparities in chronic disease to be addressed through more health services. Investing in substance abuse and drug addiction treatment services were discussed in the North and West regions. Increasing library services was discussed in only the Southwest region. Better language access was discussed in the North region and investing in food security was suggested in the Southwest and South regions. Specific investments suggested by leaders are listed below according to the city department and their 2021 budget category.

### DEPARTMENT OF PUBLIC HEALTH

Leaders suggested increasing overall financial support to the department in order to deliver services more effectively.

**Communicable Disease.** Leaders suggested increasing investments for communicable disease prevention.

**Mental Health Services.** Leaders requested reinvesting in diagnosis, rehabilitation, mental health programs, increased clinical services, hotlines, initiatives to de-stigmatize mental health, increasing community access to mental health services (transportation services, street counselors, and mobile mental health clinics), more culturally responsive services for people of color, and the Lesbian, Gay, Bisexual, Transgendered, Queer, Intersex, and Asexual community (recruiting and hiring locally and/or more diverse therapists and more language access), increasing in crisis-response services and more mental health support for police officers/correction officers.

**Substance Use Disorder.** Provide support for those who suffer with addiction and homelessness by investing in additional wraparound support services for prevention and treatment services.

**Behavioral Health.** Increase access to and availability of behavioral services for youth and adults.

**Chronic Disease.** Increase services to prevent chronic diseases, increased support for chronic health diseases across the city, and address chronic health issues.

**Maternal/Infant/Child/Adolescent Health.** Leaders suggested additional investments to increase access and availability of reproductive health care.

**Emergency Preparedness.** Increase investments for emergency preparedness to be proactive rather than reactive in preparation for potential future climate change and public health crisis.

### MAYOR'S OFFICE FOR PEOPLE WITH DISABILITIES

**Prevention Programs.** Increase investments in prevention programs for substance abuse.

**Disability Resources.** Leaders suggested investments that will improve access for people with disabilities for digital and in-person services and ensuring ADA compliance and disability accommodations across the city.

**Independent Living Program.** Increase investments in independent living programs for seniors.

## DEPARTMENT OF FAMILY AND SUPPORT SERVICES

**Child Service.** Increase investments in child care services, universal basic income or family allowance to provide basic support for families.

**Youth Services.** Leaders discussed investing in more wrap around youth services, trauma informed and social emotional support programs, increasing youth entrepreneurship and employment programs, more school counselors, violence prevention programs, financial literacy, youth empowerment, more after school programs, STEM programs, mentorship programs, increase youth homeless shelters, boxing programs for kids, creating safe spaces for youth, more anti-bullying initiatives, youth library, and wealth development and creation.

**Homeless Services.** Leaders talked about investments that would reduce homelessness including rental assistance, emergency shelters for youth and adults, transitional housing programs like renter to homeownership programs, mentorship programs, more support for undocumented residents who live in overcrowding housing, homeless prevention programs, and increasing Section 8. Many of these programs overlap with neighborhood development and are listed there as well.

**Workforce Services.** Invest in more professional/career employment programs, more workforce development, more apprenticeship programs for youth, job readiness, more employment services, workforce bridge programs, senior workforce development, entrepreneurship programs, and career development. Leaders were interested in investing in local community organizations for the delivery of many of the programs since they were closer to the ground, and more culturally responsive.

**Senior Service Programs.** Leaders noted investments for senior IT assistance, and technology training for seniors as priorities.

**Human Services.** Priority investments identified by leaders include immigrant refugee integration programs, incentive employer partnership, more services for women, and literacy in programs.

**Neighborhood Library Services.** Leaders were interested in increasing investments overall to library services, noting that libraries should be safe spaces for young people to utilize and these investments could also serve as public safety investments.

**Library Programs and Partnerships.** Leaders were interested in new investments that would promote awareness of library services in partnership with youth programs.

## Neighborhood Development

Programs in the neighborhood development category were some of the most heavily discussed budget items during the roundtable activities and invested in through the individual investment activity. A total of 114 leaders across the city assigned points to neighborhood development, 63 assigned 1-2 points, 43 assigned between 2.5 - 4 points, and 8 leaders gave 5 or more points to this category. Specific investments suggested by leaders are listed below according to the city department and their 2021 budget category.

## DEPARTMENT OF HOUSING

**Housing Development.** Leaders discussed citywide urgent need for affordable and accessible housing, and suggested investing in affordable rental units and rental assistance, development of new affordable housing, and preservation of existing affordable housing.

**Homeownership programs.** Leaders suggested investments in development of homeownership incentives and programs to support low-income families in attaining and maintaining homeownership. Leaders noted this as an equity issue, as homeownership builds community wealth.

## DEPARTMENT OF HOUSING AND REGULATORY

**Housing Development and Troubled Buildings Program.** Leaders discussed transforming and leveraging city-owned lots and privately-owned vacant properties, including vacant lots, vacant buildings, empty warehouses, and abandoned homes into more affordable housing and providing more resources to support conversion or reuse of these properties as mixed-use developments, incubators, youth centers, or homeless shelters.

## DEPARTMENT OF PLANNING AND DEVELOPMENT

**Economic development.** Increase investments for small business development support, incubators for small businesses, and as well as support for business corridors (particularly mentioned during the West Side roundtable) including corridor revitalization, vacant storefront rehabilitation, and programs for business owners to acquire property.

## DEPARTMENT OF BUSINESS AFFAIRS AND CONSUMER PROTECTION

**Office of Advocacy and Licensing and Permitting.** Invest in financial assistance and technical assistance for small businesses, entrepreneurship training and workshops, streamlined licensing and permitting process.

### Arts and Culture

Individual leaders had the opportunity to assign between 0 and 10 points to arts and culture. 121 individual worksheets were collected from leaders, 84 (69%) of whom assigned investments to arts and culture. Due to an inadvertent printing issue, 19 leaders did not have arts and culture on their worksheet but 2 of those leaders did add arts and culture to their worksheet and assigned points to it. The majority of leaders (74) assigned 1–2 points, eight assigned 2.5–4 points, and two assigned 5–6 points.

Some leaders only assigned points (or not) and others also provided specific ideas for investment. No participant assigned points to a specific investment idea. The Department of Cultural Affairs and Special Events 2021 Budget Categories were used to categorize citywide leaders' responses. The findings below also include more detail on ideas generated by leaders.

## DEPARTMENT OF CULTURAL AFFAIRS AND SPECIAL EVENTS

**External Events.** Leaders suggested investing in neighborhood festivals as well as arts and cultural events, with a strong emphasis on neighborhood-based and family-friendly cultural events. The emphasis on neighborhood festivals was particularly strong in the South and Northwest regions.

**Programming.** Provide more support for public art, outdoor community art, mural projects, cultural programs like music and dance, and art incubators. Investments in art as an economic development strategy both to attract tourism and to develop local cultural economies was discussed more frequently in the South.

**Strategic initiatives.** Leaders discussed investing in cultural programming in and across neighborhoods; youth programming in schools and after school in art, gardening, music, theater, culture, and dance; and additional support for small arts organizations and grants to artists. Leaders commented that investing in arts and culture was a vehicle for community building, healing from trauma, and increasing public safety, particularly in the Far South and West regions.

**Marketing.** Provide marketing support for small neighborhood arts organizations.

**Facilities.** Leaders suggested identifying spaces for and creating new art centers, safe spaces for art, or converting vacant lots into public art or community gardening spaces. The discussion around the need for new centers and spaces was mentioned more frequently in the West and Southwest regions.

### Public Safety

The fifth highest category based on the points tabulated (142 points) was public safety. From the 121 responses 76 (62%) assigned investments to public safety, though there was a lot of feedback on investment changes to public safety even if there was no additional investment identified. The majority of leaders (62) assigned between 1-2 points, nine assigned between 3-4 points, one assigned 5 points, and one assigned seven points.

There was a wide-range of responses about funding levels across the city. Several leaders requested defunding the police and reallocating that funding to other forms of public safety response, particularly on the southwest side and northside/loop. Other leaders said no funding should be added but should be reprioritized within the police to focus on filling vacant 911/311 operator positions and developing community accountability. Still other leaders wanted to invest in new police programs in addition to existing ones to ensure safety was a priority, particularly those folks who represent chambers of commerce on the northwest side.

One of the most common themes that came out of the discussion around Public Safety in all roundtables is the need to rebuild trust between police and the community. Roundtable leaders suggested that police should be more visible on the streets, patrol on foot and bike, and interact with residents in order to build relationships and gain trust. Additionally, leaders identified the need for a co-responder or a social worker to accompany police on calls in order for first responders to be more sensitive to the needs of the situation. An improvement in 311 services was also commonly mentioned across all roundtables. Specific investments suggested by leaders are listed below according to the city department and their 2021 budget category. Given the nature of the discussion around public safety, in some cases it was not possible to assign a department or budget category.

## OFFICE OF EMERGENCY MANAGEMENT AND COMMUNICATIONS AND DEPARTMENT OF PUBLIC HEALTH

**Faster response.** Leaders on the West side emphasized faster response times for police, fire, and ambulance. An improvement in 311 services was also commonly mentioned across all roundtables, in particular phone response and follow up communication. Additional information was needed to better understand whether staffing levels are sufficient among sworn officers and support staff of all public safety services. For example, some leaders identified the lack of 911/311 operators as a choke point for police and emergency response, where people have been on hold for more than 15 minutes to speak with an operator. Additional specific ideas for investment include:

- Dedicating response teams to situations like car jackings/theft gun violence or human trafficking
- Responsive communication with residents during and after an incident
- Tracking response time for performance improvement by community area

**Improve 311 responsiveness.** Leaders suggested that the city eliminate or minimize waiting time to connect with dispatch and improve the performance of the 311 app. Additionally:

- Link 311 app to neighborhood services providers as done informally during COVID-19 response

**Co-responder model of response.** Leaders identified the need for a co-responder or a social worker to accompany police on calls in order for first responders to be more sensitive to the needs of the situation. With the co-responder pilot funding in 2021, there is a desire for an assessment of the pilot for potential expansion in the future. Specifically, leaders suggested investing in:

- Evaluating the co-responder pilot for expansion.
- Revising 911 and 311 protocol to determine best response for a situation.
- Integrating new technology and data systems to categorize response actions and evaluate outcomes.

**Establish 211 service.** Leaders noted that the mental health crises need support in Chicago, and that Chicago is one of few cities in the country without this service. Leaders discussed how 211 connects people to trained staff who understand and can support the complexity and trauma of everyday crises through phone, text or the web. An alternative would be to expand 311 to include mental health response as well, with additional staffing. Overlap with the Community Services category applies to this recommendation. Additional investments included:

- Develop police deflection services
- Mental health training for police officers to better evaluate mental health crises

## CHICAGO POLICE DEPARTMENT, OFFICE OF THE SUPERINTENDENT

**Community policing.** Particularly on the Far South and South sides, a community policing strategy was requested to address the lack of understanding between police and communities, particularly youth, as part of police reform efforts while ensuring safety in the community. On the northwest side, this is characterized by more police patrolling the public way on foot and maintaining the same beat officer patrolling so they know the neighborhood and relationships can last over time. Specifically, leaders suggested:

- Increase visible police presence in community
- Training youth for proper gun ownership
- Expansion of CAPS and tracking impact
- Community information sessions to partner with community groups in policing

## CHICAGO POLICE DEPARTMENT, CONSTITUTIONAL POLICING AND REFORM

**Police accountability and reform.** Leaders discussed several problems identified in the consent decree and recent public events like the killing of Adam Toledo and the no-knock warrant served at the home of Anjanette Young, increased transparency and evaluation of police performance is desired to evaluate future spending decisions. Specifically, leaders suggested:

- More public input/councils for police accountability training.
- Community sensitivity training.
- Increase detective recruitment with an eye toward higher clearance rates.
- Investigating white supremacy within law enforcement and “us versus them” mindset.

## CHICAGO POLICE DEPARTMENT, OFFICE OF OPERATIONS

**Violence prevention.** There were several approaches discussed to prevent violence, such as foot patrols around business corridors and summer programs and jobs for youth to keep them occupied over the summer. Additional investments through the other categories such as community services, infrastructure and neighborhood development were also mentioned as a path to increase public safety by addressing the underlying cause of violence. Specifically, leaders suggested:

- Preventative infrastructure like cameras, expanded lighting
- Community infraction restorative practices/volunteer activities

**Community investment as a public safety strategy.** Leaders discussed the ways in which public safety concerns are rooted in historically disinvested communities, and that additional investment is needed to fill the void filled by criminal activity and the effects of poverty, with particular focus on the far south side. Specific investments suggested by leaders fall in other budget categories but were discussed under public safety and include:

- Programs for small businesses, parks
- Accessible food/grocery stores
- Community centers
- Grants for black owned businesses

## CHICAGO FIRE DEPARTMENT

**Increase fire prevention and first aid.** Certain areas of the city discussed the need for increased engagement with the Fire Department for fire prevention and steps to take to apply first aid in their communities.

### Infrastructure

The fourth highest category based on the points tabulated (173.5 points) was infrastructure. 121 individual worksheets were collected from leaders and 96 (79%) assigned investments to infrastructure, though there was some question about the role of federal funding that would be earmarked for this category, specifically the American Rescue Plan and the federal infrastructure package currently under negotiation. The majority of leaders (71) assigned between 1-2 points, and twenty-two (22) assigned between 3-4 points.

Issues around water were the most heavily discussed infrastructure topic at all the roundtables. Leaders on the Far South and West sides talked about poor water quality and the need to remove lead from the water supply. Discussion around removing lead pipes and replacing lead service lines took place in the Southwest, Far South, North, West, and Southwest sides. Leaders on the Far South side also discussed resources around urban flooding and stormwater runoff.

Specific investments suggested by leaders are listed below according to the city department and their 2021 budget category where possible.

## CHICAGO DEPARTMENT OF TRANSPORTATION

**Division of Engineering.** Leaders suggested investing in the maintenance of streets/resurfacing. The main issue raised across the city was to fix potholes and regularly paved streets across the city. Equitable service was mentioned across the city in this area. Improved lighting infrastructure was identified in certain community areas, and sidewalk maintenance to ensure the public way is safe for vehicles and pedestrians.

**Broadband Access.** Need for broadband and public Wi-Fi were priorities for the Far South, Southwest and north sides of the city. Leaders suggested investing in:

- Municipal Wi-Fi access.
- Broadband fiber infrastructure expanded across the city.

**Green Infrastructure.** Many communities identified green infrastructure solutions to help create more livable and sustainable communities focusing on environmental preservation and alternative strategies for infrastructure services. Much of these ideas overlap with neighborhood development, specific investment suggestions include:

- Green space should be prioritized in areas experience large development and price increases.
- Permeable pavements should be used for managing runoff.
- Red line replacement and other public transit investment to reduce car traffic.
- Tree re-planting/forestry investment for healthy communities.
- Use of solar energy technology for infrastructure moving forward.

**Division of Project Development.** Leaders discussed complete streets planning and investment as a priority. Planning services to incorporate more bike lanes, pedestrian islands, recycling and composting and trees were identified in the Northwest and north side/loop roundtables. Additional suggestions include:

- Change thinking from roads to public transit, bike lanes, alternatives.
- Modern traffic signals identified specifically for the NW side but could apply to most of the city.

**Division of Traffic Safety.** The Far South and Southwest sides identified specific issues facing their communities in managing commercial traffic in their communities.

- Invest in bridges over train tracks in major intersections for south side communities.
- Commercial truck traffic in McKinley, Bridgeport and Back of the Yards (BOTY) is an issue for street condition and traffic flow with new logistic companies coming into the area.
- Cicero avenue infrastructure investment around Midway to attract positive development.
- Coordination of construction projects to minimize impact on traffic during warmer months.

## DEPARTMENT OF WATER

Leaders suggested investments to Chicago's water infrastructure investment and maintenance. Water service was identified as an equity issue and community health concern for the far south and southwest side communities. Specifically, leaders also suggested investing in:

- Lead service line/pipe replacement.
- Water pipe repair to eliminate inflated water bills.

## DEPARTMENT OF STREETS AND SANITATION

**Bureau of Sanitation.** Leaders suggested increased investments so the streets can be clean (sanitation) and well maintained. Specific investments suggested include:

- Street sweeping and snow removal services needed in neglected areas, particularly far south and southwest sides.
- Commercial transportation corridors in need of additional cleaning services.

**Bureau of Rodent Control.** Leaders noted that some areas experience severe rodent issues, especially if vacant lots and abandoned buildings are not maintained. Leaders speculated that it may be due to the reduction of waste during the COVID-19 epidemic, making rodents bolder as they seek food. Specific investment suggestions included:

- Refresh the public on rodent control practices.
- Assess rodent control needs proactively and incorporate service request data into a control strategy.

**People-centric infrastructure.** The Southwest side identified the need for public bathrooms, homeless friendly infrastructure and community information kiosks throughout the city. Community services would also overlap with several of these projects.

**Child safety.** Some leaders identified other city services in need of infrastructure investment, particularly all schools should have drinkable water and HVAC identified by the Far South group. Though these items likely fall within the sister agency CPS, TIF money captured by the city could be used to ensure child specific infrastructure is prioritized.

### Regulatory Services

The lowest category based on the points tabulated (91.5 points) was regulatory services. From the 121 responses 63 (52%) assigned investments to regulatory services. The majority of leaders (50) assigned between 1-2 points, and ten (10) assigned 3 points to this category.

In the regulatory discussion, the most common request across all roundtables was support for small businesses. Leaders wanted the licensing and permitting process to be streamlined so it's easier to start a business. Leaders also suggested using funds for grants and technical assistance to support small business owners. Southwest region leaders emphasized the need for increased investments in language access to reduce small business on regulatory code violations and stressed the need for increased investment in enforcement in environmental permitting regulations and enforcement. North region had focus on increased investment in language access and more support services for undocumented, "street vendors." Specific investments suggested by leaders are listed below according to the city department and their 2021 budget category.

## DEPARTMENT OF BUILDINGS

**Technical Inspections.** Leaders suggested additional investments on for inspection services and more satellite sites for services to provide community access for city services.

**Technical Inspections and Code Compliance.** Leaders suggested investing in language access and expressed the view that an inability to effectively communicate created an environment where leaders felt code compliance was punitive due to a lack of understanding. Specific suggestions included investing in translation services or recruiting and hiring a workforce with multiple language abilities.

## DEPARTMENT OF PUBLIC HEALTH

**Environmental Health and Permitting.** Leaders suggested establishing an environment department and investing in stronger environmental permitting regulation and enforcement.

**Department of Business Affairs and Consumer Protection Advocacy.** Leaders requested included more support for businesses, business recovery, increase in small business chambers of commerce, wrap around property service support, small business grants, more technical assistance support for small business, streamlining small business services, and education people on the enforcement with the department.

**Licenses and Permits.** Faster turnaround for permits and licenses, improved process for business permitting and navigating processes more easily, investing in language access, and license/permits should be streamlined to make it easier and more accessible to start a business.

**Business Compliance Enforcement.** Leaders suggest investing more in building inspections, business enforcement inspection services to de-incentivize vacancies, updating commercial use and zoning codes to make starting and running a business easier and smoother, and keep enforcement equitable and less punitive for small businesses.

## More Effective Chicago Results

### Building a Smart City: Chicago

Roundtable leaders and activists across the city shared their vision on what will make Chicago a smart city in order to help solve present challenges with accessing programs and services both via technology and in person. There were several themes in common across all regions, and those commonalities also reflected some regional nuance. The overarching themes captured through these conversations were improvements in technology, increasing communication both in terms of frequency and types of communication (particularly to reach residents with low internet access, technology, or English-language proficiency), improving and expanding citywide collaboration, and increasing overall accessibility.

### Improvements on Technology

Problems and concerns about the City of Chicago's website features and accessibility were raised at all community roundtables. Leaders indicated a need for major website enhancements to reflect the dynamic needs of all 77 community areas. Specific suggestions included a chat feature to help navigating city services, city and community directories, improved asset maps of existing services, and a zip code search feature with multilingual functionality to find all available community resources.

Specific technology and communications improvements were:

- Developing an app (inspired by 311 app) to process, save, and complete forms by smartphone.
- Providing residents comprehensive information on available services in sites such as parking meters, transit stops, and so on, much like a tourist kiosk with maps, brochures, and fliers.
- Providing updates via call and text at the city and ward level to engage less tech-savvy residents.
- Maintaining physical information access points, not just online ones.

At the West Side roundtable leaders noted the importance of incorporating teens as an integral part of this technology development and an innovative way to create youth programming about building and marketing technology. This would also connect youth to resources available, keeping them invested and informed on what is happening and how they can share that information, while building capacity and identifying youth leaders.

### Increase Communication

Chicago is a widely known global city that has a myriad of cultural identities and diverse communities within it. Specifically for this reason, several leaders from all community roundtables raised the concern of the lack of language access in translation services and accessibility for people with limited or no literacy skills. Chicagoans should have access to language support services regardless of where people are coming from, this includes residents coming from smaller countries with less numbers in terms of speakers.

Specific programmatic ideas mentioned were:

- Increasing marketing and visibility on resources available.
- Flyer advertisements with QR codes on programs and services expanded not just on transit stations and highways, but on busy business corridors, parks and busy intersections.
- Investing in digital signage that announces community events and other important information.
- Having data analytics on service promotion and advertisement to determine what channels or methods of communication are reaching people most effectively.

## Improving and Expanding City-Wide Collaboration

There is a need for greater coordination across city agencies, community organizations, schools, leaders and residents. It was an important conversation for everyone in terms of how residents can benefit the most in being able to access resources when streamlining city departments and social services.

Specific ideas shared were:

- Funding organizations that are already working on the ground so they can hire community ambassadors to help residents fill out forms and build the organization's capacity.

Multiple leaders from the West Side stated that this would be a good opportunity to partner with organizations who are working with gangs to help provide, promote resources, and build relationships with them to help remove the stigma of seeing gang members as the enemy.

## Increasing Accessibility

When thinking about accessibility, leaders from the Northwest Side stated that public transportation needs to be developed to enable greater access into spaces where they can get resources, specifically for people with disabilities.

Specific ideas shared:

- There needs to be greater crosstown transit connections and investment into a decentralized public transit system that can also help decrease traffic congestion.

Another distinction regarding accessibility from regions in the North Side, Southwest Side, and Northwest Side was that there should be free citywide internet accessible for all Chicagoans. This pandemic displayed the many equity issues, specifically with internet costs/access and how specific programs for free internet offered required applications that were not easy to fill out.

## Better Communication with Residents

### IN-PERSON COMMUNICATION

Most regions identified direct communication by Commissioners with community organizations as a priority. Some areas experience difficulty in getting information regularly from Alderman, especially specific program and service information. Regular community meetings, either monthly or quarterly, would be helpful to ensure a dialogue with the local community is sustainable and that two-way feedback can be shared.

**Language accessibility.** All city services should be available in languages spoken throughout the city. In particular, language accessibility is needed for 311 and other city services. A focus on non-digital strategies is needed for those that are hardest to reach.

**Recruit outreach workers from targeted communities.** Active constituent services representatives that push information out to communities would be helpful, not just CS that respond to resident requests.

**Quarterly community briefings.** Departments can directly communicate to the public and invested community organizations. Depending on Alderman to communicate was seen as a risk and excludes those not politically connected.

- Partnership with community organizations is a requirement for success

**Strategic planning with the community.** Co-creating policy and investments decisions with departments would not only inform community areas what services are available but assist in ownership by local community organizations.

- A "We Will" style strategic plan would be helpful for many different city departments to inform residents of their programs and services.
- Increasing accessibility to community participation by providing water, snacks and childcare so residents can fully participate.

## DIGITAL COMMUNICATION

**Improve the user experience for the city website.** The city website is impossible for the layperson to navigate, though those with data management and mapping experience say it is getting better through their experience.

- Update web pages regularly to ensure the public is aware of processes and procedures. For example, the budget calendar as stated on the website is generic without describing when and where public hearings and engagements will be held or other mechanisms to provide feedback.
- The web-based data portal is difficult to navigate. Some data cleaning and expansion of collected data would be useful as well as a user guide to aid the end user in data utilization.

**Citywide/Aldermanic newsletters.** A standard template could be provided to Alderpersons so that there is some consistency in what elected representatives share with their communities. Additionally, a digital citywide update from departments may also help.

**Social media** is seen as a delivery mechanism to engage those that already pay attention to city services and issues.

- Social media done by departments seems to be steadily improving in the quality of information posted.
- Social media is seen as a good way to get information out fast but should be paired with additional strategies for those with language access and those that are digitally connected.
- Create engaging content such as the COVID-19 campaign done by the mayor.
- Facebook live is really effective.

**Coordinated City outreach.** The office of community engagement is uniquely suited to support department efforts to conduct meaningful engagement and communication practices. Collecting department engagement results and ensuring follow up occurs in a timely manner could be a first step.

**Hard to reach communication strategy.** Different demographic groups require accommodation to ensure they are informed of city activities. Elderly-specific communication, youth communication, and other demographic groups should explicitly receive customized messaging to ensure maximum transparency of city services and activities.

**Responsive calls for service.** Better responses to service calls were requested for the existing communications infrastructure. This particularly applies to public safety communication.

## More Responsive City Workforce

In the theme of More Responsive City Workforce leaders across the regions identified similar ideas that were shared in the themes of Building a Smart City and Better Communication with Residents with some additional ideas in regard to hiring practices and procurement for smaller organizations.

## IN-PERSON COMMUNICATION

Most regions identified direct communication to community organizations with commissioners as a priority for deepening understanding about decision-making processes as well as creating two-way conversations about community development infrastructure capacity and needs on the ground. In addition, leaders noted that local and hyper local community organizations are crucial for disseminating education and information, food, resources, and services because they are trusted by community members and it is more efficient. That this was one of the lessons learned from the pandemic.

**Community Ambassadors** were identified across regions for being a successful model for assisting residents navigate programs and services because they are trusted neighbors and culturally competent. Leaders were interested in expanding this service particularly for seniors who are less likely to navigate websites to find services and/or who may need someone to call them.

**Quarterly community briefings.** Departments can directly communicate to the public and community organizations. Recreating a similar structure to the Community Development Advisory Committee was suggested as a potential way for community organizations and commissioners to create two-way conversations about what is working, how to create improvements, and learn more about how decisions are made in a transparent way.

**Local City Service Satellite Sites.** Leaders discussed the need for in-person satellite city offices for permits, tickets and other city services to make city services more accessible. Leaders suggested locating these satellite sites in churches, repurposed closed school buildings, and park field houses.

**Digital Communication.** Leaders suggested updating all forms of digital communication, services and applications and having the city approach development from the users perspective. Specific ideas include:

- Creating a user friendly 311 service and app
- Revamping the city's websites and portals so they are easier to navigate and intuitive
- Language access throughout all digital communication
- Increase social media messaging for youth

**Invest in Broadband and free Wi-Fi to reduce the digital divide.**

North and Northwest Regions also suggested:

Revising procurement and grant requirements to make them more equitable, culturally competent, and accessible to smaller organizations by providing technical assistance for applications and allowing additional overhead costs to cover costs associated with City reporting and evaluation data requirements.

Create more transparent and accessible hiring processes to recruit more local residents for city jobs including:

- Non-digital applications
- Commercials for open positions
- Grassroots organizations and networks to advertise open positions
- Social media and water bills to advertise open positions

# Appendix C: Phase One Community Engagement Results

City-wide leaders and Regional Roundtable leaders discussed how to improve city systems and communication with residents as well as programs and services needed in the communities they lived in and served. Multiple shared themes emerged across the community engagement including ways to improve Chicago's Effectiveness as well as critical programs and services needed in communities. The results are listed below. The results were shared in July with city departments, the Office of Community Engagement, and the Office of Budget and Management and were used to create the draft Responsive Initiatives (See Appendix IV) as described above.

## Improving Chicago's Effectiveness

Improving citywide systems, services, and communication were mentioned by citywide leaders and throughout the regional roundtables. Creating a more accessible and updated city website, improving 311, creating a new 211 system to provide information on available social services, and streamlining city services were a focus across budget categories. For example, many small business owners and chambers of commerce discussed the difficulty of navigating the permitting process. A new permitting system with updated processes would be more effective and efficient, especially as new and old businesses apply for permits as the city recovers from the pandemic. Citywide communication to inform the public of available city services, to provide service transparency, and to integrate city community partners into the service landscape were discussed by leaders as critical to improving the overall effectiveness of service delivery. This feedback from leaders was captured in the Effective Chicago and in each City-Wide Leader conversations that asked for specific ideas and new investments to improve the effectiveness of Chicago's communication with residents, access to city services, and responsiveness of the workforce:

- **Technology and communications improvements.** Develop an app to process, save, and complete forms by smartphone. Provide resident information on social services by parking meters and transit stops like tourist kiosks with maps, brochures, and fliers. Provide updates via call and text at the city and ward level.
- **Quarterly community briefings.** Departments can directly communicate with the public and invested community organizations.
- **Strategic planning with the community.** To co-create policy and investment decisions with departments.
- **Improve user experience for the city's website.** Update web pages regularly to ensure the public is aware of processes and procedures. Some data cleaning and expansion of collected data would be useful as well as a user guide to aid the end user in data utilization.
- **Regional 211 nonemergency call system** for support and information on available social services such as housing, disaster assistance, employment, and mental health, among others.
- **Improved language access** across all digital and in-person programs so all programs and services are available to all residents.
- **Social media** is seen as a delivery mechanism to engage those that already pay attention to city services and issues and is a good way to get information out fast. However, any digital engagement should be paired with additional strategies to reach those with language access barriers, and those that are digitally disconnected.
- **Universal application** and/or auto-enrollment or auto-renewal of all eligible Chicago Public School youth in the One Summer program and other youth programming to reduce the barriers and challenges many families experience in the application process.
- **Revised procurement processes to increase equity** and allow for culturally competent and smaller grassroots organizations to access city contracts.
- **Community ambassador program** of trusted community members, located in a community organization or library, who help residents navigate city services and programs.
- **Community-based advocacy and outreach** that draws on the strengths of existing community relationships to share information and education about City services and programs and also conducts long-term community engagement.

## Programs and Services

Leaders in community engagement conversations during City-Wide leaders' meetings were asked to provide suggestions for new investments for programs and services and to identify potential gaps in programs and services.

At the Regional Roundtables, leaders were given budget worksheets to capture their feedback and asked to assign points to budget categories (Community Services, Neighborhood Development, Arts & Culture, Public Safety, Infrastructure, and Regulatory Services) as well as specify particular programs and services for new investments. The summary below includes feedback on programs and services from the City-Wide Leader meetings and Regional Roundtables.

**One-time Investments.** The American Rescue Plan (ARP) funding was not discussed specifically, but leaders noted that the ARP is an opportunity to infuse specific programs with a one-time large investment. Such suggestions came out of conversations on mitigating the effects of the pandemic on residents. Leaders discussed how ARP funding has potential to increase municipal capacity and improve services in the long-term. Local governments have requirements regarding how ARP funding can be used. Several participant priorities fell under those requirements including:

- **Community mental and behavioral health.** One-time federal aid to re-establish healthcare infrastructure in the face of public health disasters and provide sustainable service for non-infectious disease related community challenges.
- **Public Health capital projects.** Specific dollars for critical capital projects for public health in monitoring for COVID-19, which would build public capacity to assess public health in the city.
- **Water assistance.** ARP funds are allocated to states to assist low-income households for drinking water and wastewater services.
- **Housing security.** To address homeowner assistance and rental assistance and mitigate the impacts of the pandemic.

**Programs and Services Summary.** The community roundtables and City-Wide leaders provided specific program and service ideas. These suggestions are summarized below by the six budget categories including Community Services, Neighborhood Development, Arts & Culture, Public Safety, Infrastructure, and Regulatory Services:

#### Community Services

- **Reduce communicable disease** by increasing communicable disease prevention information and services.
- **Provide mental health services** by reopening closed clinics, establishing health programs, increased clinical services, hotlines, de-stigmatization of mental health, transportation services, street counselors, mobile mental health clinics, support for Lesbian, Gay, Bisexual, Transgendered, Queer, Intersex, and Asexual and marginalized communities, crisis-response services and mental health support for first responders.
- **Provide substance use mitigation** by providing wraparound support services, increase programs and services to curb substance abuse.
- **Improve behavioral health services** by increasing services for youth and adults.
- **Address chronic disease** by addressing chronic health issues and increasing access to health care across the city.
- **Enhance emergency preparedness** by increasing resources towards emergency preparedness.
- **Improve disability resources** by including disability access for services - online and in person, - ADA compliance and disability accommodations.
- **Reinforce independent living programs** by increasing investments for programs aimed at independent living for seniors.
- **Improve child services** by increasing childcare services as well as universal basic income or family allowance.
- **Enhance youth services** by increase wraparound youth services including programs for youth entrepreneurship and employment, violence prevention, and financial literacy. In addition, increase youth homeless shelters, create more safe spaces for youth, increase anti-bullying initiatives, school counselors, and after school programs.
- **Improve homeless services** by providing more resources for rental assistance, emergency shelters for youth and adults, transitional housing programs like renter to homeownership programs, mentorship programs, more support for undocumented residents who live in overcrowded housing, homeless prevention programs, and increasing Section 8.
- **Reinforce workforce services** by providing more professional/career employment programs, more workforce development, more apprenticeship programs for youth, job readiness, more employment services, workforce bridge programs, senior workforce development, entrepreneurship programs, and career development.
- **Enhance senior service programs** by including Information Technology (IT) assistance and training for seniors.
- **Improve human services** by including more immigrant refugee integration programs, incentive employer partnership, more services for women, and literacy programs.

## Neighborhood Development

- **Provide citywide affordable and accessible housing** by developing more affordable rental units and providing resources for rental assistance, developing new affordable housing, and providing homeownership incentive support for low-income families.
- **Enhance economic development** by providing more business development support and business corridor revitalization.
- **Transform and leverage city-owned lots and privately-owned vacant properties** including vacant lots, vacant buildings, empty warehouses, and abandoned homes, by supporting reuse of these properties as mixed-use developments, incubators, youth centers, or homeless shelters.
- **Address food insecurity and access to grocery stores** across the city.
- **Provide financial and technical assistance for small businesses**, entrepreneurship training and workshops, streamlined licensing/permitting process and procurement assistance to allow for culturally competent and grassroots organizations to access city contracts.

## Infrastructure

- **Improve maintenance of streets/resurfacing** by fixing potholes, regularly pave streets across the city, improving lighting infrastructure, sidewalk maintenance, street sweeping and snow removal.
- **Reinforce complete streets planning and investment** in public transit, bike lanes, and modern traffic signals.
- **Improve water infrastructure investment and maintenance** by providing lead service line/pipe replacement and water pipe repairs to eliminate inflated water bills.
- **Invest in green infrastructure** including green space as infrastructure, permeable pavements, red line replacement and other public transit investment, tree re-planting / forestry, and the use of solar energy technology for infrastructure.
- **Reinforce traffic management** by repairing bridges over train tracks, providing safe commercial truck accommodation in the southwest, traffic infrastructure investment around Midway and construction coordination.
- **Provide broadband access** by investing in municipal Wi-Fi access and broadband fiber infrastructure across the city.
- **Provide people-centric infrastructure** by providing public bathrooms, homeless friendly infrastructure, and community information kiosks.
- **Reinforce rodent control** by developing a new rodent management strategy, public education on rodent control practices, and prompt responses to rodent control service requests.

## Arts and Culture

- **Improve external events** by providing resources for neighborhood festivals as well as arts and cultural events, that have a strong emphasis on neighborhood-based and family-friendly cultural events.
- **Enhance programming** by providing more support for public art, outdoor community art, mural projects, cultural programs like music and dance, art incubators, and investments in art as an economic development strategy both to attract tourism and to develop local cultural economies.
- **Improve strategic initiatives** by providing resources for more cultural programming in and across neighborhoods; youth programming in schools and after school in art, gardening, music, theater, culture, and dance; and additional support for small arts organizations; and grants to artists.
- **Provide marketing support** for small neighborhood arts organizations.
- **Address facilities** by identifying spaces for arts and culture in local communities and creating new art centers, safe spaces for art, or converting vacant lots into public art or community gardening spaces.

## Public Safety

- **Increase responsiveness** by specifically dedicating response teams to situations like car jackings/theft, gun violence, human trafficking with responsive communication with residents during and after an incident and making transparent the response time for performance improvement across the city.
- **Improve 311 response** by hiring more dispatchers and link 311 app to neighborhood service providers as done informally during COVID-19 response.
- **Enhance co-responder model of response** by evaluating co-responder pilot for expansion and revising 911 and 311 protocol to determine best response for a situation.
- **Establish 211 service** by providing resources for a non-emergency call system for support and information on available social services such as housing, disaster assistance, employment, and mental health support response.

- **Increase community policing** by increasing visible police presence in the community, expanding CAPS and tracking its impact and holding community information sessions to partner with community groups in policing.
- **Improve police accountability and reform** by creating a public input/council for police accountability training, increasing community sensitivity training, increasing detective recruitment for higher clearance rates, and investigating white supremacy within law enforcement.
- **Enhance violence prevention** by implementing preventative infrastructure like cameras, expanding street lighting, engaging in community restorative practices/volunteer activities and youth programming.
- **Utilize community investment as a public safety strategy** by providing resources for programs for small businesses, parks, accessible food/grocery stores, community centers and grants for black owned businesses.
- **Increase fire prevention and first aid** through community engagement.

#### Regulatory Services

- **Create physical community offices** by opening city satellite sites for services.
- **Provide language access** by ensuring code compliance and enforcement information is available in multiple languages and translation services are available for inspections.
- **Establish environment department** that provides permitting regulation and enforcement.
- **Provide small business support** by providing technical assistance for grant applications and support for small business chambers of commerce.
- **Expedite permits and licenses** for faster turnaround and ensure language accessibility for process improvement of all permits and licenses.
- **Increase investments on building inspections** by providing more resources for business enforcement inspection services and vacant property inspections.

# Appendix D: Draft Responsive Initiatives



## COMMUNITY ENGAGEMENT: PROPOSED RESPONSIVE INITIATIVES

The City of Chicago strives to be a diverse, safe and vibrant city that provides equitable access to opportunities for youth, families and businesses to thrive.



## OUR RESPONSIVE INITIATIVES

The proposed Responsive Initiatives are a result of 2022 community engagement efforts to-date that included various stakeholders from across the city, including community-based organizations, faith-based leaders, labor organizations, advisory and engagement councils, and other city leaders and community members. These Responsive Initiatives represent the key takeaways and themes represented in the feedback received by participants.

The following proposed **Responsive Initiatives aim to contribute to the vision, strategic priorities, and outcomes** presented here by ensuring current services and programs are accessible, meet

the needs of residents and businesses, and begin to address the historical inequities present across the city.

## **CHICAGO'S VITALITY**

1. Improve Chicago's Effectiveness
  - a. Create more accessible, equitable and efficient processes
    - i. Identify technology and communications improvements and advances *such as creating a 211 system, improving user experience and ease of navigation of the City's website, and provide more access to data.*
    - ii. Improve language access and accessibility for people with disabilities
    - iii. Identify ways to streamline City services and processes for residents, businesses, and nonprofits *such as simplifying applications, permits and contract processes, and improving procurement processes to increase equity.*
  - b. Improve communication with residents, businesses, and other stakeholders across the city
    - i. Evaluate feasibility of community ambassador program to help residents navigate City services and programs
    - ii. Identify ways to engage the community in additional strategic planning opportunities
    - iii. Implement ongoing community briefings to directly communicate with the public and community organizations
2. Identify additional opportunities for arts and culture through strategic neighborhood programming
3. Improve the ongoing maintenance of existing infrastructure
4. Provide more resources for efficient and effective services to businesses

## **HARDEST-HIT COMMUNITIES**

1. Transform and leverage City-owned lots
2. Identify ways to expand broadband access to currently underserved communities
3. Provide more workforce development opportunities
4. Expand services to persons experiencing or at risk of homelessness
5. Improve public safety responsiveness and accountability such as making the response times more transparent across the city for performance improvement, hiring more dispatchers (311/911), and creating a public input council for police accountability training

## **YOUTH & FAMILIES**

1. Provide more wrap around youth services
2. Expand youth employment opportunities and afterschool programming
3. Increase access to culturally responsive mental health services
4. Identify opportunities for expansion of affordable housing development
5. Identify ways to expand alternate response programs such as evaluating co-responder model for expansion and revising 311 and 911 protocols to determine best response for a situation

# Appendix E: Subject Matter Leaders

## Detailed Results

### June 27—Labor

Labor Leaders generally identified the following as priority investments and policy recommendations:

- **Create local hiring processes around the federal infrastructure bill** to ensure Chicago residents and local unions are hired for all infrastructure contracts.
- **Fill current vacancies, streamline existing hiring practices and create better marketing for vacant city jobs.** Public jobs are good paying jobs. City vacancies should be filled by Chicago residents. Marketing and outreach should include diverse community outreach.
- **Extend the CTA Red Line farther south and improve access** in west and south communities to public transit and job connections. Many community members in the west and south sides of Chicago can not access job centers and need better public transit access.
- **Improve communications and marketing** of existing city programs and services to residents, so more people are aware of the services and programs that are available.
- **Create vocational pathway training programs for youth** into trades and apprenticeships through middle schools and high schools.
- **Create youth apprenticeship programs** in aviation and water.
- **Create connections for Chicago residents to the airports and airlines** where there are many good paying jobs, many of which are union and pay a living wage.

### June 27—Faith

Faith leaders identified the following specific programs and services as priority investments in the City of Chicago:

- **Behavioral health and mental health services** specifically increased access to trauma informed services, reopening community mental health clinics that were closed, and mental health services to traumatized youth and families.
- **Youth services** to invest in additional summer camp, day camp, and after school opportunities.
- **Housing development** to identify and build new affordable housing and transitional and permanent housing for those re-entering that have been formerly incarcerated.
- **Business development and support** for minority-owned and women-owned businesses.
- **Financial support for churches and faith-based organizations** to provide safe haven programs, serve as community locations for mental health and behavioral services, and provide other community and economic development programming.
- **Health and wellness programs** for youth and adults including coaching on healthy lifestyles, COVID-19 vaccinations and information, and physical and mental health educational programming and support programs.
- **Literacy and leadership development** programming to support struggling families.
- **Violence prevention and significant investment in re-entry programming for formerly incarcerated people.**

Faith leaders identified the following policy suggestions and performance metrics for programs and services to make them more accessible to residents and/or equitably delivered:

- **Create a process and reporting system for Chicago allotment of federal infrastructure dollars** to ensure that coordination across sister agencies is effective, and that there is equity in local hiring for minority owned businesses. Such a system would track and report how municipal contracts are awarded, who is receiving them, and would provide performance metrics for increases in percentage of minority owned businesses receiving contracts.
- **Create affordable housing performance metrics and reporting systems** to educate all residents on affordable housing criteria and to track and report on progress related to where housing is built.
- **Develop a report out system around community engagement and feedback** that creates a two-way conversation and shares how feedback and input from the community has been incorporated and where departments can directly communicate to the public and faith-based and community organizations.
- **Revise procurement processes to increase equity** and allow for smaller nonprofits and faith-based organizations to access city contracts.
- **Utilize existing Park District and shuttered Chicago Public School building infrastructure** for mental health services and youth serving programs.

### **June 30—Equity**

Leaders generally agreed that the responsive initiatives resonated with needs seen in the communities they serve and identified the following as additional priority investments and policy recommendations:

- **Develop a community ambassador program** as a pathway to roll out new initiatives or help educate community members about new programs and help residents navigate city services and programs. Leaders stressed the importance of including the Lesbian, Gay, Bisexual, Transgendered, Queer, Intersex, and Asexual community in the community ambassadors program, particularly transgendered people of color.
- **Improve language access and access for people with disabilities** across all digital and in-person programs so all programs and services are available to all residents. Leaders stressed the importance of ensuring that this was fully funded including ensuring that the Mayor’s Office of Disability is fully staffed and staff are paid appropriate salaries, and Chicago Language Ordinance is fully funded for implementation across city agencies, Chicago Public Schools, and emergency services. The Illinois Department of Human Resources Language Access Program was provided as a successful model.
- **Increase culturally relevant mental health services** for domestic violence survivors focused in immigrant communities.
- **Leverage the federal infrastructure bill** to fully replace lead pipes throughout Chicago, improve infrastructure, and to mitigate flooding.
- **Increase economic empowerment and investment** in black, indigenous, and immigrant communities particularly for entrepreneurial opportunities.
- **Develop outcomes and an evaluation plan** for existing and future City of Chicago community engagement efforts around the budget.
- **Center historical recognition and racial equity** in budget investments and budget performance metrics.
- **Create a fund for community-based research** that community organizations, institutions and universities can use to work with community organizations as trusted messengers to collect data, conduct needs assessments, track and document hate crimes, and conduct their own community-based research.
- **Increase programs that address housing insecurity** and food insecurity particularly for seniors and students.

# Appendix F: General Public Detailed Results

## Responsive Initiatives Results

The Responsive Initiatives included nineteen (19) draft initiatives that were shared with the general public to gather feedback on their importance for investment in the 2022 Budget. As described above, the Responsive Initiatives were shared as an online survey and as forms with participants at the Public Budget Forums. Participants were asked to review each initiative and select its importance from a five-point scale of “not important” to “extremely important.” Blank space was also provided for participants to include any missing programs or services they wanted added to the list or any additional comments. The results of the Responsive Initiatives surveys and forms are shared below. Participants’ comments and programmatic suggestions have been categorized using six budget categories derived from the 2021 City of Chicago Budget including Public Safety, Community Services, Infrastructure, Neighborhood Development, Regulatory Services, and Arts and Culture as well as the Effective Chicago theme developed through focus groups with commissioners described above.

## Responsive Initiatives Individual Survey/Form Results

Individuals at the Public Budget Forums turned in 135 Individual Responsive Initiative Forms (Form) and 72 respondents completed the online survey for an overall response rate of 77%. The Form and the survey asked the same questions\* to ensure uniform data collection. Total responses per question ranged from 193 to 58\*.

The draft Responsive Initiatives have been ranked below in Figure 4. Ranking was based on the number of respondents that indicated a responsive initiative was “extremely important” and included respondents from both in-person Public Budget Forums and online participation. The greater the number of respondents indicating that a responsive initiative was “extremely important” the higher the ranking. The percentage listed next to each initiative is the total percent of respondents that indicated that initiative was “extremely important.” The percentage indicated in parentheses is for respondents indicating that an initiative was “important.”

The five highest ranked responsive initiatives were selected by 74% to 60% of respondents as “extremely important” including:

1. Increase access to culturally responsive mental health services;
2. Expand youth employment opportunities and afterschool programming;
3. Identify opportunities for the expansion of affordable housing development;
4. Expand services to persons experiencing or at risk of homelessness; and
5. Provide more wrap around youth services.

**Figure 4: Responsive Initiatives Ranked**

1. Increase access to culturally responsive mental health services - **74% (19%)**
2. Expand youth employment opportunities and afterschool programming - **69% (24%)**
3. Identify opportunities for the expansion of affordable housing development - **64% (26%)**
4. Expand services to persons experiencing or at risk of homelessness - **62% (32%)**
5. Provide more wrap around youth services - **60% (26%)**
6. Identify ways to expand broadband access to currently underserved communities - **55% (35%)**
7. Improve the ongoing maintenance of existing infrastructure - **53% (34%)**
8. Identify ways to streamline City services and processes for residents, businesses, and nonprofits such as simplifying applications, permits and contract processes, and improving procurement processes to increase equity - **52% (34%)**
9. Improve public safety responsiveness and accountability such as making the response times more transparent across the city for performance improvement, hiring more dispatchers (311/911), and creating a public input council for police accountability training - **50% (23%)**
10. Provide more workforce development opportunities - **49% (42%)**
11. Improve language access and accessibility for people with disabilities - **47% (39%)**
12. Identify ways to expand alternate response programs such as evaluating co-responder model for expansion and revising 311 and 911 protocols to determine best response for a situation - **47% (35%)**
13. Implement ongoing community briefings to directly communicate with the public and community organizations - **40% (36%)**
14. Identify ways to engage the community in additional strategic planning opportunities - **37% (39%)**
15. Identify additional opportunities for arts and culture through strategic neighborhood programming - **33% (33%)**

\* Please Note: The Individual Responsive Initiative Forms was inadvertently printed without the “Identify additional opportunities for arts and culture through strategic neighborhood programming” initiative, therefore only 58 online responses were collected in regard to that initiative.

The following section provides details on participant responses from the comment cards, the written open responses from the online survey and individual and table forms, and notetaker forms from group discussions. Participant responses were categorized where possible using the six City of Chicago departments (Public Safety, Community Services, Neighborhood Development, Arts & Culture, Infrastructure, and Regulatory Services) and programs and services listed in the 2021 budget. Additional comments were also categorized using the Effective Chicago categories of Smart City, Better Communication with Residents, and Responsive Workforce that were developed during Phase One of the community engagement. Each section includes a summary of the specific ideas for new investments in programs and services and, where relevant, policy suggestions or general comments that have budget implications.

## **Public Safety**

**Defund:** A large portion of respondents identified the desire to defund police services in large part due to a lack of trust of the Chicago Police Department. Some expressed the large portion of the budget that is spent on police services as needing a reduction in comparison to other large cities.

**Defund and reallocate:** Several responses indicated a preference of defunding current police services and reallocating that funding to reinvest in community services, neighborhood developing and/or other non-police public safety responses.

**Public safety funding:** A few respondents indicated that we should increase and fund more 911 dispatchers, police officers and fire response to improve responsiveness in local communities. Respondents indicated that prioritizing police presence in neighborhoods was the reason for this budget request, not specialized units or administrators.

**Greater street presence by police:** Several respondents mentioning police response wanted police officers to be more visible in communities with a small portion wanting to hire more police officers to increase community presence, even if it means disbanding special units.

**Co-responder model:** Several responses advocated for mental health practitioners and social workers as involved in responding to 911 calls, either in dispatch or as a first responder on scene. Some respondents indicated they wanted to better understand the co-responder model pilot and its results.

**Alternative response:** Several responses specifically identified the need for alternative responses by different actors involved in public safety functions. There were specific calls from several respondents seeking to replace police officers as first responders to mental health calls with social workers and emergency medical personnel. These requests reject the co-responder model.

**Peace Book Ordinance:** Many respondents want the city to fund the Good Kids, Mad City's Peace Book, which would provide a resource directory identifying wraparound services and job opportunities with the purpose of reducing youth incarceration and would train and employ violence interrupters and create violence prevention models within communities.

**Accessibility in resident communication:** One respondent wanted to ensure that the police are equipped to engage and communicate with residents of different hearing abilities by instituting ASL classes into training.

**Police Training:** A few respondents suggested utilizing public universities to teach police recruits criminal justice classes and constitutional law to assist with constitutional policing, saving the police academy only for the policing and tactical aspect of police work. Training in conflict resolution and mental health response was also noted.

**Diversity training:** Respondents suggested improving diversity training for police/fire/ems, including through community exchange programs where city workers can get to know cultural differences of residents to connect with all Chicagoans as people, not just as members of a certain racial/ethnic group.

**Police Officer Hiring Requirements Policy Recommendation:** A few respondents suggested requiring higher educational attainment (such as a four-year degree) for CPD officers to encourage critical thinking when dealing with situations involving the public.

**Empowering Community for Public Safety Ordinance:** One respondent noted support for the recently passed ordinance that establishes civilian oversight of police districts and wanted to know greater detail about the timeline and implementation.

**Anjanette Young Ordinance:** Respondents expressed support for the recently passed ordinance, which provides warrant reform in the wake of the Anjanette Young Ordinance.

**Videotapes of Police Incidents Policy Recommendation:** To increase police accountability, one respondent said that all recordings of police incidents should be released in a timely fashion.

**Chicago Gang Database Policy Recommendation:** Several respondents mentioned the need to decommission and eliminate the gang database due to its harm to black and brown youth, with one respondent citing the Chicago Inspector General report.

**ShotSpotter Contract Policy Recommendation:** A few respondents had concerns about the effectiveness of the ShotSpotter technology, as well as its almost exclusive use in black and brown communities, which was described as a justification for ending the contract.

## **Community Services**

**Behavioral Health:** Several respondents wanted increased investments in behavioral mental health wrap around services, violence prevention programs, and more trauma informed support for families that are survivors of violence. Respondents described these programs and services as strategies to reduce/prevent violence and as a way of re-imagining public safety.

**Mental Health:** Several respondents requested increased investments in mental health and providing more access to mental health services including opening more clinics, creating more services for the most vulnerable, and hiring more staff capacity.

**Youth Services:** Several respondents suggested expanding and investing in youth employment and workforce training and wraparound services. A few respondents also requested investing in more youth programs, (especially for youth on parole) such as mentoring, STEM, agriculture, urban farming, and jobs that will decarbonize our city as a strategy to reduce violence.

**Homeless Services:** Several respondents suggested the importance of addressing homelessness and encampments by investing in more shelter homes and wrap-around services.

**Communicable Disease Policy Recommendation and Program:** A few respondents suggested building and preparing CDPH for the next crisis and having more COVID related support for vaccination access, testing, and contact tracing.

**Youth and Families:** One respondent indicated the need to increase access to affordable childcare for children.

**Food Protection Policy Recommendation:** A few respondents indicated the need for accessible and affordable healthy food in underserved neighborhoods.

**Human Services Policy Recommendation:** Respondents stated the need to access high quality community health centers, including comprehensive reproductive and mental health.

**Workforce Services:** One respondent indicated the need for increased workforce development and training programs for adults.

## **Neighborhood Development**

**Affordable Housing Policy recommendations:** Respondents gave several policy suggestions around affordable

housing including revising the eligibility requirements for affordable housing to match community need rather than by area median income, requiring all developers to build affordable housing units with no exceptions, and encouraging affordable housing to be built in all neighborhoods across the city.

**Housing Development:** Several respondents indicated a citywide urgent need for affordable and accessible housing and others requested investments in housing assistance.

**Housing Development and Troubled Buildings Program:** Several respondents provided comments regarding vacant lots including that any work to transform the lots should be community led. Respondents provided several alternative uses for vacant lots including community gardens, cleaning-up trash, granting easier access for purchase by the community, urban farming, and creating play spaces for children.

**Economic development:** A few respondents suggested increased investment in business development support, development of grocery stores, and as well as support for business corridors including corridor revitalization.

## **Arts and Culture**

**Programming:** A few respondents indicated more support for art programming more generally and cultural programs specifically. Investments in art and culture were described as a strategy to re-brand Chicago.

**Strategic initiatives:** A few respondents requested more investments in cultural programming and additional direct support to artists. Respondents commented that investing in arts and culture is a way to heal.

## **Infrastructure**

**Lead service water line replacement:** A few respondents indicated that speeding up the elimination of lead water pipes should be a priority.

**Infrastructure with climate change in mind:** Climate change was mentioned by several respondents, and a few indicated infrastructure spending specifically as an approach to manage the climate crisis, utilizing green infrastructure, encouraging land use and transportation that aid in environmental resilience and funding programs on sustainable environmental initiatives such as citywide composting, and essential climate emergency education. A few respondents also mentioned increasing investments to the Department of Water and Department of Sanitation to build more sustainable infrastructure.

**Non-car transportation infrastructure:** Respondents requested expanded opportunities for safe and low-cost and low-emissions transportation specifically walking, biking and transit. This should specifically include an expansion of protected bike lanes and dedicated transit infrastructure to reduce dependency on cars.

**Potholes:** A few respondents described the need to fix potholes in their community.

**Urban forestry:** A few respondents requested funding to build out the tree canopy across the City of Chicago.

**Shared streets:** One respondent requested an expansion of the shared streets programs across the city.

## **Regulatory Services**

**Business Affairs and Consumer Protections, Advocacy:** Several respondents requested a simplification of the city application process for small businesses, more technical support for small businesses in applying for grants/loans, and resources, and diversifying more funds to women and Black, Latino, Indigenous, Asian, and people of color business owners. A few respondents requested more consumer protections and public safety around business operations and improvements in worker rights, environmental integration, regulatory economy, and stricter public health regulation.

**Business Affairs and Consumer Protections, Code Compliance:** A few respondents requested more consumer protections and public safety around business operations and improvements in worker rights, environmental

integration, regulatory economy, and stricter public health regulation. A few respondents also requested stricter regulations on code compliances, with fees generated for the purpose of compliance/enforcement and not revenue generation for the city.

## More Effective Chicago Results

More Effective Chicago responses include comments and suggestions for investments that will improve citywide systems, better communication, and create a more responsive workforce. The responses are based on three themes emerged from internal focus groups (previously mentioned) conducted in Phase One including Building a Smart City, Better Communication with Residents and Responsive City Workforce. The responses received in the Public Budget Forums are provided in detail below.

### Building a Smart City: Chicago

Several respondents requested investments in technology upgrades or improvements including:

- Invest in citywide wifi access and make technology accessible to schools.
- Create a 211 system for non-threatening immediate responses such as mental health crises.
- Create a collection of accessible and transparent citywide data that connects you to city services.
- Streamline communication systems between city departments and between residents.

### Better Communication with Residents

**Policy Recommendation:** Several respondents requested more accountability measures around the budget such as a fully transparent city audit and accessible within 60 days and more detailed information on the city budgeting process.

**Create a Community Ambassador program:** Several respondents expressed support for the responsive initiative and stated that the community ambassador programs can help residents and small businesses navigate city services, programs and applications.

### More Responsive City Workforce

**Policy Recommendation:** Respondents requested immediate climate change action that includes re-establishing a Department of Environment to oversee a bold strategy to decarbonize the city by 2030.

# Appendix G: Organizations Invited to Participate in Citywide Leaders Meetings

AARP  
Access Living  
Active Transportation Alliance  
AFL-CIO  
After School Matters  
All Chicago  
Arts Alliance Illinois  
American Indian Center  
Boys and Girls Club  
BUILD Chicago  
CARA  
CASL  
Center on Halsted  
Chicago Community Trust  
Chicago Cook Workforce Advisory  
Chicago CRED  
Chicago Children's Advocacy Center  
Chicago Foundation for Women  
Chicago Metropolitan Agency for Planning  
Chicago Neighborhoods Initiative  
Chicago Urban League  
Chinese Mutual Aid Association  
Civic Committee  
Civic Federation  
Council of Religious Leaders  
Elevate  
Emerald South Development Corporation  
Elevated Chicago  
Enrich Chicago  
Erickson Institute  
Erie Neighborhood House  
Family Focus  
Girls Inc.  
Greater Chicago Food Depository  
Greater Chicagoland Chamber of Commerce  
Heartland Alliance  
Howard Brown Health Center  
I AM Able  
IICIR  
Illinois PIRG  
Instituto del Progreso  
Jane Addams Resource Corporation  
Latino Policy Forum  
Legal Aid Chicago  
LIFT Chicago  
LISC  
MALDEF  
Metropolitan Family Services  
Metropolitan Planning Council  
Mujeres Latinas en Accion  
My Block My Hood My City  
My Brothers Keeper  
NAMI Chicago  
NIJC  
Rainbow PUSH  
READI  
Refugee One  
Safer Foundation  
Shriver Center for Poverty Law  
Start Early  
The Network  
The Resurrection Project  
Thresholds  
Thrive Chicago  
U of C Urban Labs  
UCAN  
United Way  
Urban Campus Coalition  
Women Employed  
YMCA  
Youth Guidance  
YWCA

# Appendix H: Organizations Invited to Participate in Regional Roundtables

14th Ward IPO  
51st Street Biz Association  
826 CHI  
95th Street Business Association  
A House in Austin  
A Long Walk Home  
AAABNA- Austin African American Business Networking Association  
Above and Beyond Family Recovery Center  
Acclivus Inc.  
AFIRE  
Agora Community Services  
Albany Park Chamber of Commerce  
Albany Park Community Center  
Alivio Medical Center  
Alliance of the South East  
Anshe Emet Synagogue  
Apna Ghar  
Apostolic Church of God  
Arab American Action Network  
Asian Americans Advancing Justice  
Assoc. House  
Austin Chamber of Commerce  
Austin Coming Together  
Austin Resident's Council  
Back 2 the Basic  
Back of the Yards Neighborhood Council  
Benton House  
Bethel New Life  
Better Boys Foundation  
Beverly Area Planning Center  
Beverly Arts Center  
Beverly/Morgan Park Coalition of Black Community Members  
Bikerdike Redevelopment Corp  
Block Club Federation  
Borderbend Arts Collective  
Boxing Out Negativity  
Breakthrough  
Bridgeport Alliance Bright Star  
Brighton Park Neighborhood Council  
Bronzeville Community Development Partnership  
Buddhist Temple of Chicago  
By the Hand Club  
Cabrini Green Legal Aid  
Calumet Area Industrial Commission (CAIC)  
Care For Real Casa Central  
Center on Halsted  
Centers for New Horizons  
Centro de Trabajadores Unidos  
Centro Romero  
Centro San Bonifacio  
Chatham Business Association  
Chatham Development Corp  
Chicago Children's Museum  
Chicago House and Social Service Agency  
Chicago Loop Alliance  
Chicago Neighborhood Initiatives  
Chicago State University  
Chi-Nations Youth Council  
Chinatown Chamber of Commerce  
Chinese Mutual Aid Association  
Claretian Associates  
Coalition for a Better Chinese Community  
Columbia College Communities United  
Copernicus Foundation (the 501c3)  
Corner Stone Community Outreach  
Crossroads Collaborative  
Deborah's Place  
DuSable Museum  
East Side Chamber of Commerce  
Edison Park Community Council  
El Hogar del Nino  
El Valor  
Emerald South Development Corporation  
Enlace Equitcity  
Esperanza Health Center  
Ethiopian Community Association of Chicago  
Expanding Lives  
Family Focus  
Far South Chicago Coalition  
Firehouse Community Arts Center  
First United Methodist  
Frida Khalo  
Fuller Park Community Development  
Gad's Hill  
Gage Park Latinx Council  
Garfield Park Chamber of Commerce  
Garfield Park Community Council  
Gary Comer Youth Center  
Good Kids Mad City  
GPRWC  
Grace and Peace  
Greater South Loop Association  
Greater West Town Community Development Project  
Habilitative Systems, Inc.  
HANA Center  
Heritage International Church

Historic Pullman Foundation  
 Hope Community Church  
 Howard Brown Health (55th Street)  
 Hugs No Slugs  
 Hustle Mommies  
 Hyde Park Art Center  
 Hyde Park Chamber of Commerce  
 I AM ABLE Center for Family Development  
 IMAN  
 Increase the Peace  
 Indivisible  
 Indo American Center  
 Industrial Council of Nearwest Chicago (ICNC)  
 Institute for Nonviolence  
 Introspective Youth  
 JCC Chicago  
 Jefferson Park Neighborhood Assoc.  
 Jeffery Manor Community Revitalization Council  
 JP Chamber of Commerce  
 Kenwood Oakland Community Org  
 Kids off the Block  
 Korean American Association of Chicago  
 La Casa Norte  
 Lakeview Lutheran Church  
 Lakeview Pantry  
 Latino Resource Institute of Illinois  
 Latino Union  
 Latinos Progresando  
 Lawndale Christian Development Corp.  
 Lawndale Christian Health Center  
 Leaders Network  
 Lincoln Park Presbyterian Church  
 Little Black Pearl Workshop  
 Little Village Chamber of Commerce  
 Little Village Environmental Justice Organization  
 Logan Square Neighborhood Association  
 LUCHA  
 MAAFA  
 McKinley Park Development Council  
 Mercy Home  
 Mercy Housing Lakefront  
 Metropolitan Family Services (Far South)  
 Misericordia Moms of Beverly  
 Morgan Park/Beverly Hills Business Association  
 MSBARC  
 Mt. Sinai  
 Mujeres Latinas en Accion  
 Muslim Women Resource Center  
 National A. Philip Randolph Pullman Porter Museum  
 National Assoc. of Women Business Owners  
 Near Northwest Arts Council  
 Near West Side Community Development Corporation  
 Neighborhood Housing Services of Chicago  
 New Covenant CDC New Life Centers  
 NIA Center

Nobel Neighbors  
 North Lawndale Employment Network  
 Northwest Side Community Development Corp  
 Northwest Side Housing Center  
 Norwood Crossing  
 Norwood Park Chamber of Commerce  
 NP chamber of Commerce  
 NW Connection Chamber of Commerce  
 On the Block  
 ONE Northside  
 OPEN Center for the Arts  
 Operation PUSH Coalition  
 PCC Wellness Center  
 People for Community Recovery  
 People's Action  
 Phalynx Family Services  
 Pilsen Neighbors Community Council  
 Pilsen Wellness Center  
 Polish American Association  
 Portage Park Chamber of Commerce  
 PP Neighborhood Assoc  
 PR festival  
 Prevention Force Family Center  
 Project Exploration  
 Public Narrative  
 Puerto Rican Agenda  
 Puerto Rican Cultural Center  
 Pui Tak Center  
 Pullman Community Development Corporation  
 Quad Communities Development Corporation  
 RAGE  
 Refugee ONE Resident  
 Rincon Family Services Rose Cafe, LLC  
 Roseland Community Hospital  
 Roses for Roseland  
 RRF Foundation for Aging  
 S.O.N. Foundation  
 Saint Anthony Hospital  
 Saint Mary of the Lake  
 SE Side Industrial Development  
 SECC  
 Segundo Ruiz Belvis Cultural Center  
 Sinai Community Institute  
 Six Corners Chamber of Commerce  
 South Central Community Center  
 South East Asia Center  
 South Shore Works  
 South Side Help Center  
 South Side YMCA  
 Southeast Environmental Task Force  
 Southeast Youth Alliance  
 Southside NAACP  
 Southwest Chicago Diversity Collaborative - SCDC  
 Southwest Collective  
 St. Benedict the African

St. Peter's Catholic Church  
St. Thomas of Canterbury Streetwise  
Sunshine Ministries  
SWOP  
Target Area Development Corporation  
Teamwork Englewood  
Temple Shalom  
The Far South CDC  
The Honeycomb Project  
The Magnificent Mile Association  
The Night Ministry  
The Resurrection Project  
The West Side Justice Center, Inc.  
Think Outside Da Block  
Thresholds  
Ukrainian Village Association  
United Africa Organization  
United Neighbors of the 10th Ward  
University of Chicago  
Uptown United Urban Juncture  
Voice of the City  
Washington Park Advisory Council  
West Humboldt Park Development Council  
West Side Health Authority  
West Side United  
West Town Chicago Chamber of Commerce  
Westside Forward  
Westside NAACP  
Wicker Park Bucktown Chamber of Commerce  
Woodlawn Community Summit Committee  
World Relief  
YMCA North Lawndale  
Young Center for Immigrant Children's Rights  
Youth Peace Center of Roseland  
YWCA Bronzeville Center  
Zhou B Arts Center





# About Great Cities Institute

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## Serving UIC's Great Cities Commitment: Solutions for Today's Urban Challenges

### *The Power of Research:*

*GCI offers bold solutions for urban problems to improve the quality of life in our cities and regions*

UIC's Great Cities Institute is a research hub for scholars, policymakers, and stakeholders who share an interest in finding answers to the question, "What can cities and regions do to make themselves into great places?"

The Great Cities Institute (GCI) represents UIC's commitment to "engaged research" while contributing to its stature as a Research One University thereby highlighting the value of quality research for addressing today's urban challenges.

*By harnessing the power of engaged research, Great Cities Institute:*

- Advances conversations on key issues
- Promotes community economic development strategies
- Produces, with neighborhoods, commercial revitalization and quality of life plans
- Provides data and technical assistance
- Facilitates collaboration and public engagement
- Assists with mentorship, training and capacity building
- Conducts policy and impact analysis
- Convenes local, national and international scholars

### **Our Goal**

*Improve the quality of life of residents living and working in Chicago, its metropolitan region, and cities throughout the world.*

### **Our Strategic Focus**

GCI's work focuses on *employment and economic development, local and regional governance, dynamics of global mobility, energy and the environment and community wellbeing*. GCI's develops strategic partnerships that leverage the intellectual capital of the university with the local knowledge of neighborhood residents, government and non-profit, foundation, business and civic organizations. GCI is home to the UIC Neighborhoods Initiative, a university-community partnership with neighborhoods both adjacent to the UIC campus and in the Chicagoland area.

### **Our Vision**

Formulate solutions to tackle the multi-dimensional challenges of the changing socio-political economy of cities and their metropolitan regions.

### **Our Mission**

The Mission of the UIC Great Cities Institute is to link its academic resources with a range of partners to address urban issues by providing research, policy analysis and program development. Tied to the University of Illinois at Chicago *Great Cities Commitment*, GCI seeks to improve quality of life in Chicago, its metropolitan region and cities throughout the world.



## Great Cities Institute

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