

The logo consists of a horizontal line with five dots positioned above the word "DIVISION". The word "DIVISION" is in a large, white, serif font. Below it, the word "UNITED" is written in a smaller, white, sans-serif font, with wide letter spacing.

DIVISION
UNITED



EQUITY TOOLKIT

DIVISION UNITED



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01

INTRODUCTION

1.0 DOCUMENT ORGANIZATION

The Equity Toolkit, prepared for Division United, is designed to provide high-level recommendations for supporting more equitable conditions in the corridor. This includes projects or programs that touch on critical area needs as well as processes that increase participation and strategies for implementing and tracking outcomes.

The document that follows is organized into three main sections.

- **Section 1** discusses why equity is important and provides a review of some of the corridor concerns and challenges related to equity
- **Section 2** is a short 'how-to' guide for the recommendation format that follows.
- **Section 3** consists of 12 recommendations corresponding to the identified needs in the corridor.

Each recommendation consists of three elements; an action card that provides the recommendation type (project / policy / program), a brief description of the recommendation, and a list of corridor-wide objectives that would be accomplished by the recommendation. Each recommendation has the estimated implementation length and lists potential partners. All of the 12 recommendations have a detailed summary identifying the objective (s) that

it addresses and the intended outcomes when implemented. The final element accompanying each recommendation is a contextually relevant case study that exemplifies the application of the recommendation.

1.1 AN OVERVIEW OF CORRIDOR CHALLENGES

A concern for equity and equitable impacts is integrated into all parts of this project, including each Toolkit and the Station Plans; however, a separate toolkit just addressing those issues and recommendations with the greatest implications for equity was considered necessary, especially if those concerns did not fit neatly into other toolkits. There are five items that emerged as having particular significance for consideration.

First, the industrial uses located in some parts of the study area have likely contributed to disparate environmental quality and lower quality of life for residents. This tension is made more difficult by the fact that most employees at the manufacturing plants do not reside in the area and are not impacted by the negative consequences. This can be managed by creating a vision for a better corridor environment, as well as creating mindful and deliberate actions around transitioning land uses in the long term, as also expanded upon in the Transit-Oriented Development and Station Plan.

CORRIDOR BARRIERS & CHALLENGES



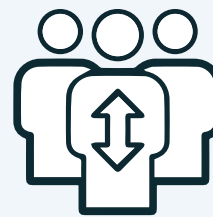
CONNECTIONS TO JOBS
AND OPPORTUNITY



ENVIRONMENTAL
QUALITY



DISPARITIES IN
HEALTH AND WEALTH



BETTER
REPRESENTATION



ISSUES OF TRUST AND
TRANSPARENCY

Second, a high unemployment rate and lower median income for some census block groups in the corridor (relative to the average level in the three cities proper), is an ongoing point of concern for residents. This can be helped through specifically training and supporting residents in those jobs, as well as encouraging redevelopment in the corridor that supports job generating uses, as also addressed in the Economic Development and Incremental

Development Toolkits.

Challenges to environmental quality and low incomes as well as lack of access to healthy foods and health care have created a third concern: disparities in health outcomes for individuals in the corridor, as compared to individuals living in other parts of the three partner cities. Moreover, there is some overlap between those census tracts that are lower income and non-white and those with a greater share of the

population with chronic conditions. Better serving low income and homeless individuals who are in need of health interventions (primary care, nutritional support and meals, better mental health care and vaccinations) can improve the quality of life of these individuals in an immediate way, and also has long term implications for the well being of the corridor.

Fourth, South Division Avenue has a significant history of discriminatory practices such as redlining, as well as the use of eminent domain. In addition to impacting the wealth and stability of communities in the South Division corridor, this has created trust issues between these communities in the corridor, especially for individuals directly impacted by previous planning and housing policies in a negative way. Residents want more accountability and visibility from city leadership, as well as greater transparency in planning and development processes.

Finally (and fifth) residents in the corridor want to be more involved in the deployment of projects and programs occurring in South Division. They want to have leadership roles and appropriate representation in groups responsible for implementing these plans. Ongoing engagement that reflects the character and needs of the existing community is needed even after the planning phase is over to ensure that plans work in the way they were intended, and to mitigate any adverse impacts.

1.2 EQUITY IN IMPLEMENTATION

While the process of creating this plan and the recommendations within the plan focus on equity, it will be important for Grand Rapids, Kentwood, and Wyoming to continue to consider equity throughout the implementation of the plan. Engaging existing organizations, advisory boards and councils, and community groups can help to keep equity as a focus throughout implementation. For example, the Grand Rapids Race Equity Initiative is one existing group that could be engaged to continue the focus on equity.

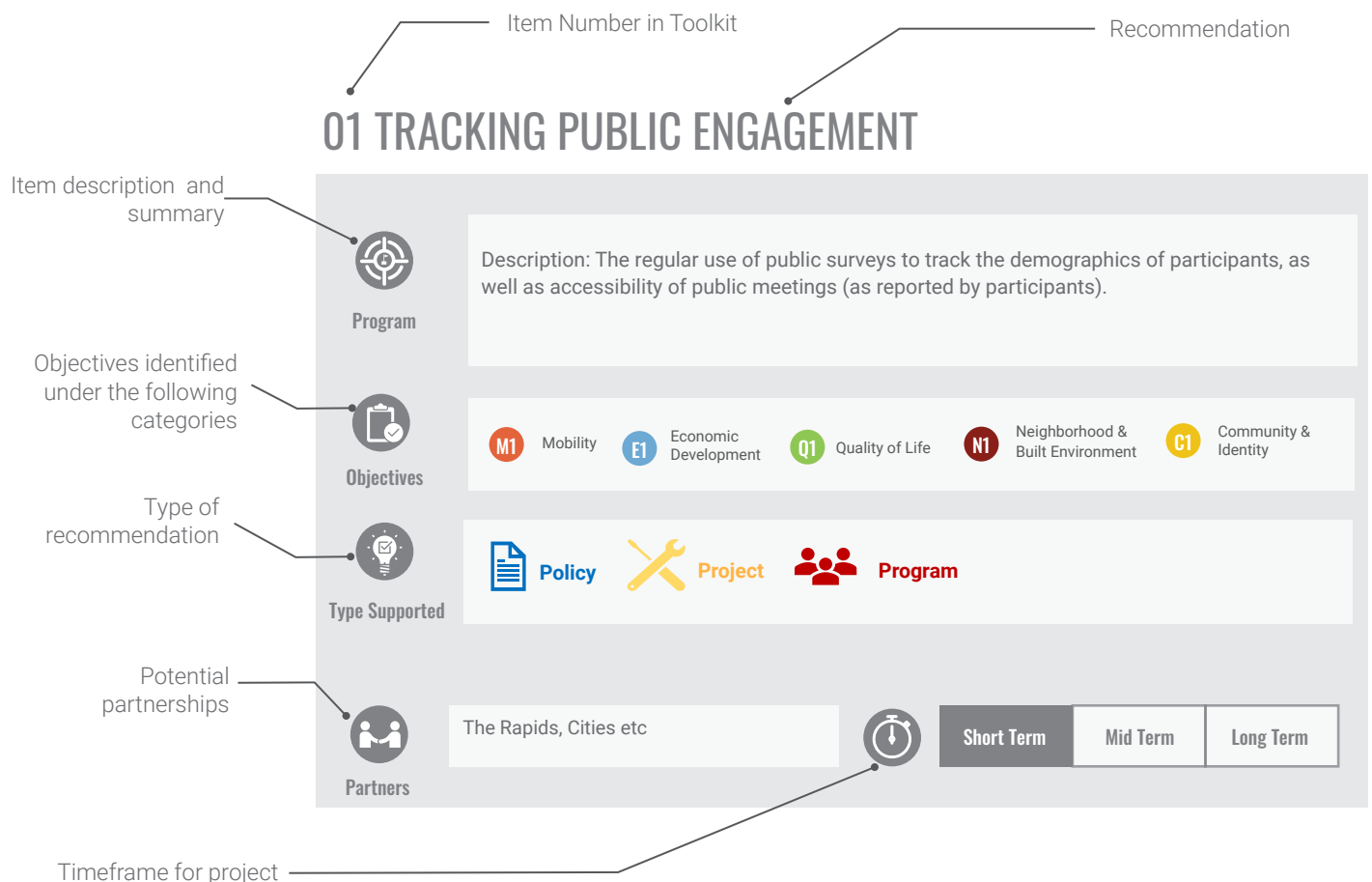
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02

HOW TO READ TOOLKIT ITEMS

Toolkit items are identified by a number and short description. Each is then classified by the type of recommendation: policy, project or program (a combination of a project and a policy). Finally, possible partners, objectives achieved if utilized, and

timeframe are also noted. In this case, timeframe for implementation refers to the time needed to acquire funds and complete a project. Short Term refers to 1-5 years, Mid Term is 5-10, and Long Term is 20+. For more details, see the graphic below.



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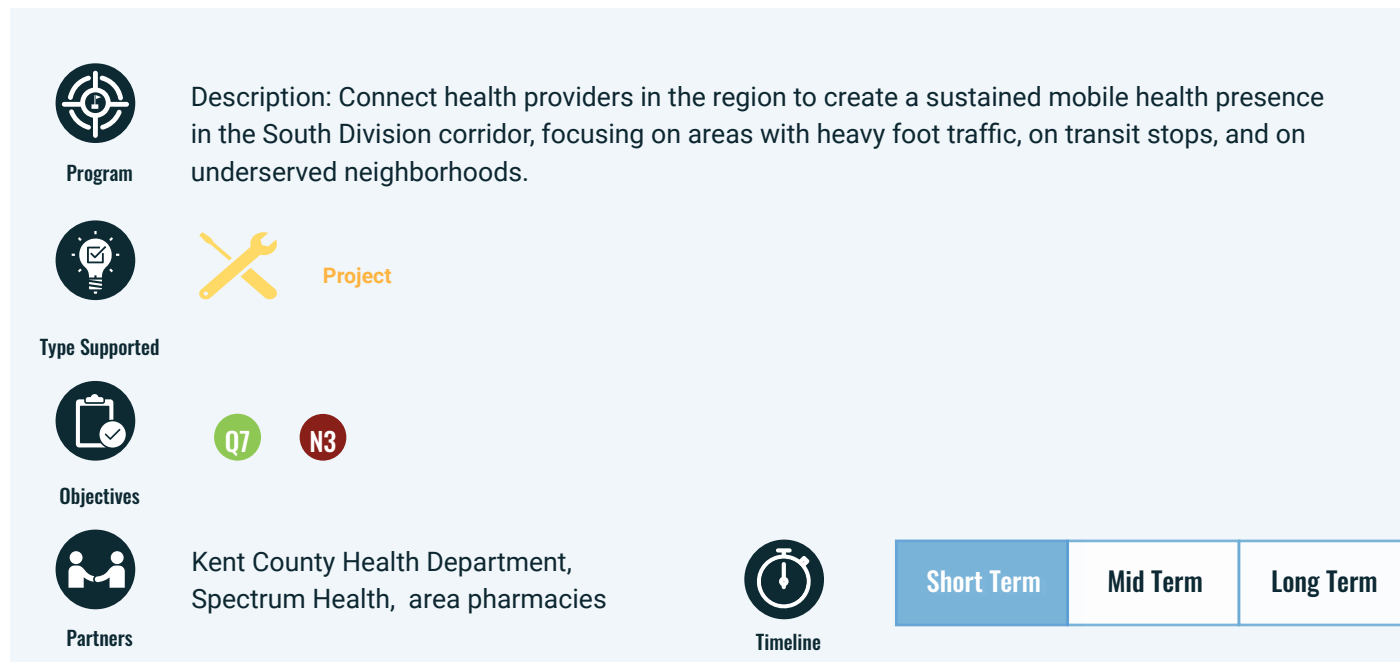
03

EQUITY RECOMMENDATIONS



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01 MOBILE HEALTH CLINIC PARTNERSHIP



As noted in the Existing Conditions report, residents in some parts of the corridor struggle with chronic conditions such as asthma and obesity at a higher rate than their neighbors. Areas with a higher share of chronic conditions also overlap with census block groups with low median incomes and in some cases a high number of zero car households. For these reasons, encouraging a no-cost mobile health clinic (either an existing program, or a newly created one) to locate strategically in the corridor could support better access to health care.

There are many examples of successful mobile health programs across the country, both pre and post COVID-19. In 2020, the Wayne County Health Department has a mobile unit program that, in addition to supporting COVID-19 testing, also provides participants with a range of health support options, such as flu shots, HIV screening

and blood pressure screening, as well as referrals for public benefits such as Medicaid, unemployment assistance, and emergency food and shelter services. In 2016, St. Louis was one of a number of cities to receive a grant from U.S. DOT to help 19 communities in 16 states use public transit to help people access non-emergency healthcare. St. Louis used the grant to fund health screenings such as blood pressure and cholesterol tests at a new mobile health clinic at the MetroLink station, run by St. Louis County Department of Public Health. In South Division corridor, a combination of partners such as Spectrum Health and the Kent County Health Department, could leverage station locations to provide care. By strategically locating near areas of high need, providers are able to reach individuals that may have otherwise considered basic primary care and testing beyond their means, and intervene before emergency care is needed.



In December 2020, Wayne County Health Department and Wayne State partnered to create one of the first mobile COVID-19 testing programs in the country (at that time). The vehicles were designed by Ford to allow maximum privacy for patients, and recently the program has been expanded to include additional services and testing and is receiving resources from Michigan's Department of Health and Human Services. Like many other mobile health programs across the

country, the Wayne County Mobile Unit is bridging a gap in both transportation and health care for vulnerable people by meeting them where they are. Mobile health units have been especially successful in reaching uninsured, low-income, and homeless/housing insecure populations. For more information, please see: <https://www.waynehealthcares.org/mobile-health-unit/>

Image: Wayne Health Mobile Unit: <https://www.waynehealthcares.org/wayne-state-mobile-covid-19-testing-units-win-praise-servicing-most-vulnerable-from-fox-2/>

02 HEALTHY FOOD ACCESS OPPORTUNITIES



Program

Description: Adopt strategies that address aspects of food access including production, assistance, and stakeholder engagement across food systems.



Type Supported



Objectives



Partners

Partner Cities, a Food Security board or Task Force, Kent County Health Department, area urban agriculture organizations and/or non-profits, food distribution centers



Timeline

Short Term	Mid Term	Long Term
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Access to healthy foods is needed for communities to improve their quality of life and overall health outcomes. Along Division Avenue, this has been an ongoing challenge due to limited connectivity with food opportunities. Poor families along the corridor are hardest hit by food insecurity, as they are often confronted with the choice of paying more for quality products, or paying less for more accessible but less healthy packaged food. This limitations to healthy food access can have nutritional and health implications for vulnerable populations.

Implementing food access strategies creates an environment that provides affordable healthy food options for all. Strategies might include improving small grocery access, prioritizing healthy food vendor attraction, creating pathways for food providers to anchor in underserved communities, streamlining food assistance programs that support residents in

need, and supporting and teaching urban agriculture. These strategies not only enhance food access for current residents, but lay the groundwork for continuous healthy food access in the future.

Several programs across the country have achieved better health outcomes through food policy planning. In Fort Worth, an initiative through the city's Blue Zones program encouraged area restaurants to expand their menus to provide healthier food options and more nutritional information. In Baltimore, the Food Policy Initiative set out seven key priorities for food systems in Baltimore, one of which was additional support for urban agriculture and food production knowledge for underserved communities.

In 2015, Baltimore's Food Policy Initiative (BFPI) adapted their Food Desert Retail Strategy to be a more comprehensive and inclusive model. The Baltimore Healthy Food Environment Strategy was produced from this reconfiguration and includes

seven key priorities, as described in the graphic below. Following these priorities has allowed BFPI to see greater success in granting access to affordable, healthy foods.



Support resident-driven processes to guide equitable food policy, priorities, and resources.



Improve small grocery, corner, and convenience stores.



Retain and attract supermarkets.



Increase the ability of the public markets to anchor the healthy food environment.



Implement supply chain solutions that support healthy food distribution and small businesses.




Maximize the impact of nutrition assistance and meal programs.




Support urban agriculture, emphasizing historically disenfranchised populations and geographies

03 COMMUNITY DEVELOPMENT CORPORATION




Program


Description: Providing a range of needed resources and information in comfortable and accessible spaces, as well as creating opportunities for community members to both receive and give aid.



Type Supported




Program




Objectives

N3
N8
E2
Q7
C8
C9



Partners

Partner Cities, Kent County Community Action, Center for Community Transformation, area non-profits



Timeline

Short Term	Mid Term	Long Term
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There are many community resources that are needed but not readily available or accessible to individuals in the corridor. Residents have requested better access to the following:

- Resources and information for homeless or housing insecure individuals, including showers, bathrooms, and staff to provide referrals to connect individuals to shelters, mental health resources, and treatment. Residents have suggested a walk-in location is needed.
- Resources and information for refugee, immigrant, and newly arrived individuals, such as translation services, neighborhood points of contact, maps, and other orientation support.
- Resources and information for individuals seeking details about development in the community. This could take the form of an on-site walk-in office attended by city staff in planning or economic development departments.

Residents have stressed the need to bring information and resources directly to people, rather than asking people to come into downtown. Providing additional walk-in locations where multiple community resources can be accessed, while ensuring that this location is staffed with culturally competent and welcoming individuals, will help connect people who need services in the corridor to services that they may qualify for, but might have otherwise not looked into.

One way of bringing more of these services into the neighborhood would be through the establishment of a community development corporation (CDC). CDCs are non-profit, traditionally location-based organizations that often support affordable housing development, but can also offer a wide ranges of services, from education to job training and health care.

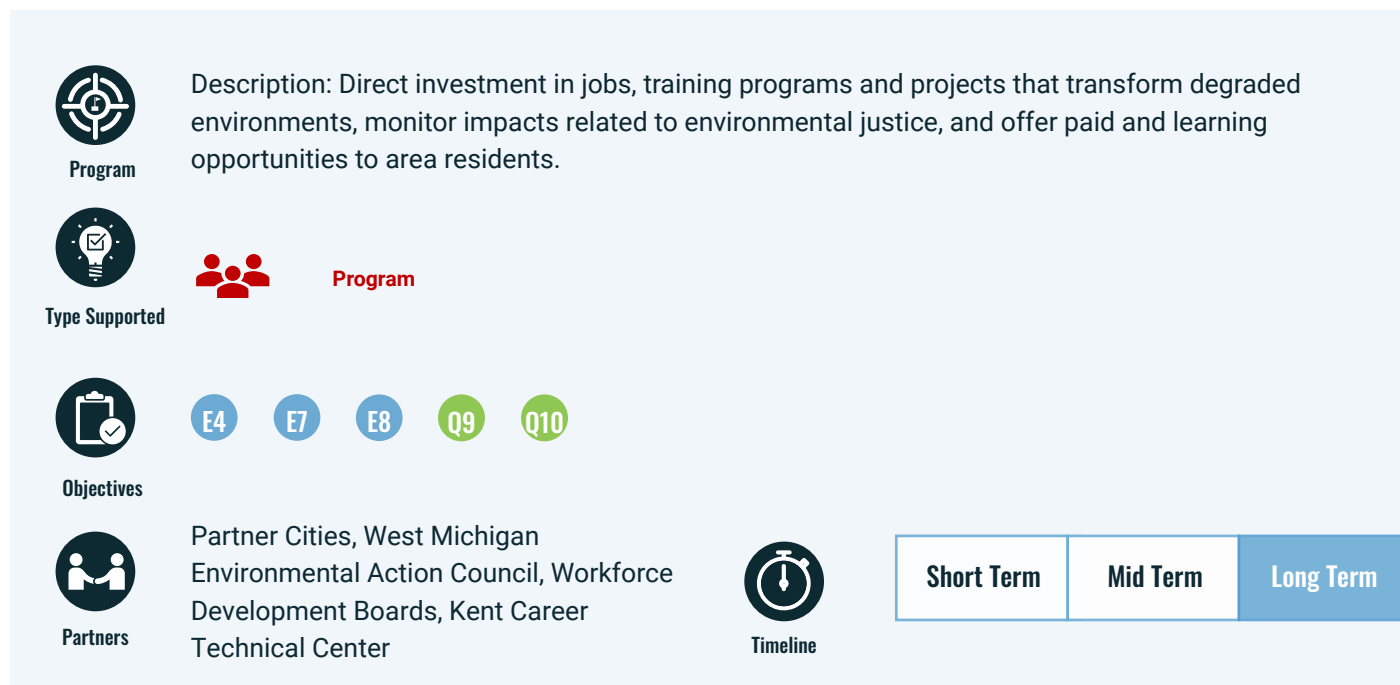


The New Kensington Community Development Corporation (NKCDC) was first established by neighborhood associate leaders in 1985 with the goal of providing rental and utility assistance. In the 1990s, NKCDC partnered with the Pennsylvania Horticulture Society to improve vacant lots (see also the Landcare program in the Placemaking Toolkit). In 1999, the NKCDC added an economic development component to its mission, completing multiple home repair and building rehabilitation projects, including an innovative project in 2005 which transformed an old textile mill into a combined low income housing development and artist space (the Coral Street Arts House). Today, the NKCDC continues to offer housing services

to all Philadelphia residents, and serves more than 20,000 low- and moderate-income families and 60,000 residents. Finally, in partnership with Impact, another area non-profit, they published the Community Curriculum for Trauma-Informed Care. In short, the NKCDC is an example of a longstanding, successful location-based CDC that provides an expanding range of community based services to area residents. For more information on the NKCDC, please see: <https://nkcdc.org/who-we-are/history/nkcdc-history/>. For more information on the Trauma Informed Community Curriculum, please see: <https://nextcity.org/daily/entry/new-toolkit-communities-address-trauma-shape-neighborhoods>

Image: Map of the NKCDC's area of focus, the neighborhoods of Kensington, Port Richmond, and Fishtown: <https://nkcdc.org/>

04 GREEN JOBS AND ENVIRONMENTAL JUSTICE INITIATIVE



Environmental justice is a critical issue within the corridor. The dominance of industrial uses at some station locations disproportionately affects low income residents and residents of color, whose quality of life, property values, and neighborhood experience are impacted by this adjacency. In some cases, former industrial sites, now abandoned or in disuse, limit the capacity for new development because of long standing environment issues on the site. The corridor requires an approach to these challenges in the corridor that combines support for low-income and vulnerable groups with a focus on improved environmental quality.

There are a number of programs across the country that are combining a focus on access to jobs and training with the advancement of a green agenda for jobs and the reclamation of former brownfields for new uses. In Philadelphia, PowerCorps PHL

(circa 2013) is a partnership between Americorps and the city that connects at risk youth and young adults (18 to 26 years) to local jobs in environmental services. Jobs include the cleanup of public watersheds and landscaping. Also in Philadelphia, the Career-Connected Learning System, a public-private partnership between Hilco Redevelopment Partners (HRP) and the city, formalized in 2020, is a pledge to connect public school students in the area with preparatory training and jobs in a proposed logistic development center. The project is a 10 year commitment, and HRP is remediating a 1,300-acre former refinery for the center's development. Finally, in San Francisco, Roots of Success pays young people to attend 10 weeks of training in environmental jobs, from alternative energy to urban agriculture, and connects them to private sector employers in the area.




Roots of Success is a San Francisco based environmental literacy and job training program run by the non-profit Hunter's Point Family. The program's mission is "to connect youth and adults from communities with high rates of poverty and unemployment to environmental careers and post-secondary education." The program has its roots in Hunter Point, a historically Black neighborhood that has been impacted by industrial pollution. The program has been in place since at least 2017 and has successfully partnered



with over 60 area organizations and employers to connect participants to green jobs. Roots of Success serves both young people and adults, including formerly incarcerated individuals. Employers belong to a wide range of sectors, from construction, horticulture, water conservation, and renewable energy to recycling and waste management. For more information, please see <https://rootsofsuccess.org/about-us/>

Image: Root of Success students in a hydroponic gardening lab: <https://rootsofsuccess.org/>

05 TECHNOLOGY AND YOUTH CENTER





Program





Project

Type Supported





Objectives



Partner Cities, Workforce Development Boards, GRow1000, Kent Career Technical Center, area industries and businesses

Partners



Timeline

Short Term	Mid Term	Long Term
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Description: Create a new space in the corridor for youth and young adults to get access to education and technology training.

It is critical to establish opportunities for training and education for young people in academic fields as well as in expanding industries. Residents have suggested that programs and classes to support youth in tech and connect youth to jobs could be housed in a new Youth Tech Center (see Station Plans for proposed location of this facility). The location of this facility should leverage existing schools and areas of job density. Residents have also suggested that the following components be available at a Youth Tech Center:

- Coursework and instruction by affiliates with nearby colleges or universities. Institutions of higher academic education should have a presence here and offer further connections to and information about academic programs.
- A neighborhood staffing agency that can connect youth to jobs and internships (see

- also previous item on green jobs mentioned in Recommendation 4)
- Project-based partnerships with area industries that focus on providing youth with opportunities to engage in real life problem solving as they develop technical skills.

A variety of youth-focused job and training programs exist across the country. Increasingly, many are including a focus on tech literacy and training. In Chicago in 2013, the technology education non-profit Blue1647 received a grant from Google and a mention in Chicago’s Tech Plan because of its focus on increasing tech opportunities, such as coding boot camps, for students of color. The Gary Comey Youth Center, also in Chicago, has a media and tech center where students can learn about game production, web design, robotics, and more.




The Gary Comey Youth Center in Chicago has served area youth for over 15 years. In its long neighborhood tenure, the Gary Comey Center has improved academic outcomes for area students in grades 6 through 12 and has also increased the rate of first generation college students. The Center also provides adult programming and activities, and many community members serve as staff or volunteers. The Center provides a safe


and welcoming learning space to over 800 children and youth and over 200 adults, and is thus a good example of a youth-focused space that takes the whole family into consideration.

For more information please see: <https://nextcity.org/daily/entry/gary-comey-youth-center-creates-safe-and-constructive-environment-for-its-1>

06 ANTI-DISPLACEMENT PLAN




Program



Policy

Type Supported



N2


N3

N8

E2


C3

Objectives



GR Office of Equity and Engagement, Municipal Planning Departments, existing or future community land trust organizations or tenant organizations

Partners



Timeline

Short Term

Mid Term

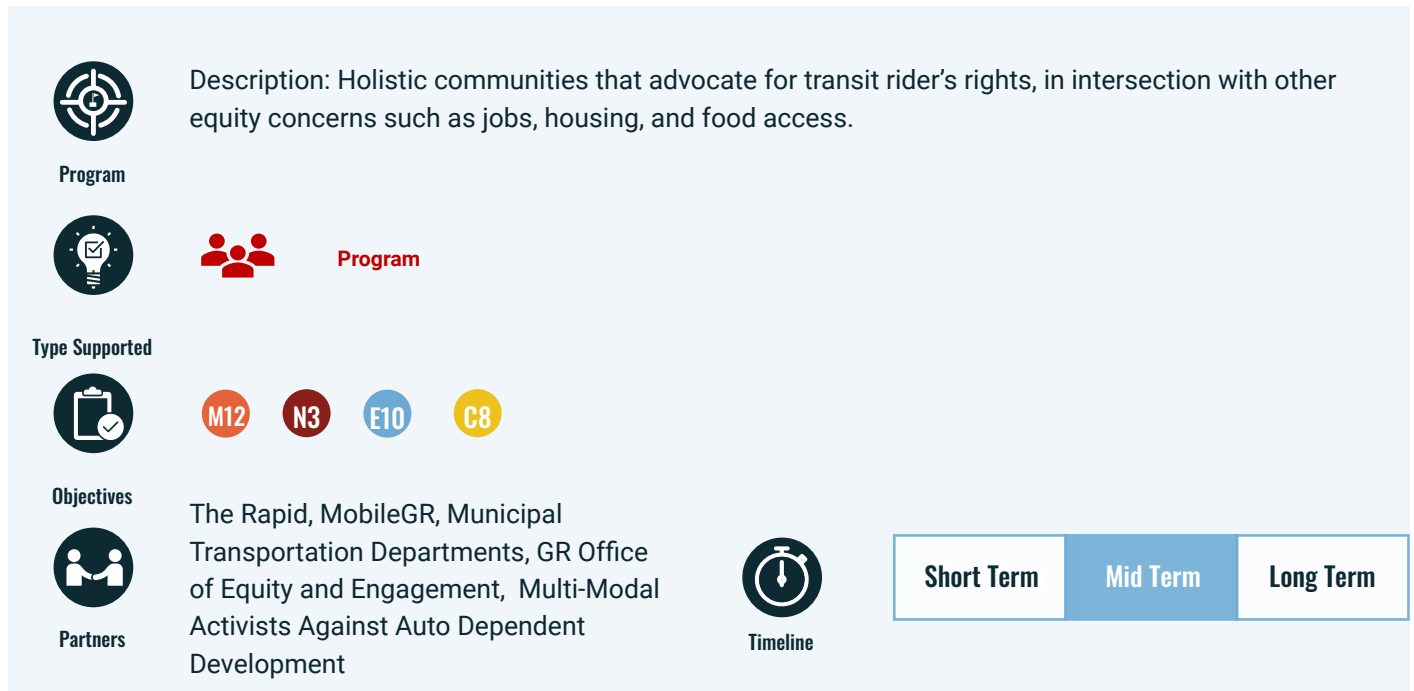
Long Term

The City of Milwaukee passed a Council Resolution directing their Department of City Development to prepare an Anti-Displacement Plan for neighborhoods surrounding downtown Milwaukee in preparation for pressures that would result from significant downtown development. The Plan recommends a mix of education, engagement, and assistance to current homeowners and renters in neighborhoods expected to see rising property values and increased displacement pressures. For example, Milwaukee has a loan program to assist homeowners in making needed repairs with a goal of relieving pressure to sell or use predatory loan services. Recommendations for preserving rental housing include creating a formal affordable housing preservation strategy and a program that preferences existing residents at risk of displacement when affordable housing is created in their neighborhood. The Plan also has recommendations specific to

creating affordable housing in transit-oriented development. Specifically, they recommend:

- Leveraging currently owned public land for affordable housing,
- Developing a Strategic Acquisition Fund to acquire land near transit for the creation of affordable and mixed income housing,
- Reviewing the Low-Income Housing Tax Credit requirements to identify barriers to creating low-income housing in locations where property values are rising, and
- Exploring models like community land trust, real estate investment trust, and other cooperative models, both for renters and owners (Refer to: Economic Development Toolkit).

07 TRANSIT-RIDERS' UNION




A transit riders' union, at its broadest definition, organizes and advocates for improved and increased public transportation service. Often transit riders' unions focus on the needs of those who most need transit, including transit-dependent riders, low-income riders, and minority riders. Transit riders' unions are generally grassroots organizations that may advocate with other coalitions around labor rights, environmental issues, disability rights, civil rights, and environmental justice.

In Pittsburgh, the group Pittsburghers for Public Transit has mobilized a diverse coalition of transit, labor, and environmental groups that advocate for fair fares, improved transit, and increased transparency. The group also conducts public engagement with transit riders to determine priorities and produces research to help in creating better transit. While there is not an existing transit riders'

union in the greater Grand Rapids area, seeking out the voices of the people who depend on transit most can help to improve equity in decisions about transit.



If possible, it is good to build on the work of organizations that are already active on transit issues in the metro area. The Rapid has a Consumers Advisory Committee that currently focuses on the impacts on elderly and persons with disabilities. The focus of this group could be expanded to include those who are mobility disadvantaged due to income level, language barriers and access (Refer to: Mobility and Connectivity Toolkit).

08 RACE EQUITY IMPACT ANALYSIS






Program

Description: Pre and post-project analysis to consider the equity implications and impacts of municipal decisions.





Project

Type Supported






Objectives



Partners

GR Office of Equity and Engagement,
Municipal Planning Departments.



Timeline


Short Term	Mid Term	Long Term
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The City of Minneapolis, MN uses a Racial Equity Impact Analysis to consider racial equity outcomes when implementing its own policies, projects, programs, and budgets. The analysis is divided into five sections: Background, Data, Community Engagement, Analysis and Evaluation.

- Background: Identifies which goals the project relates to and describes what will be done.
- Data: Documents the demographics of the neighborhood or study area and asks what that data says about how Black, Indigenous, and people of color (BIPOC) residents relate to the outcomes as compared to white residents.


- Community Engagement: Details the community engagement undertaken and how the engagement encouraged and sought out participation from BIPOC residents.
- Analysis: Details how the resulting project, plan, policy, budget, and so forth, achieves racial equity.
- Evaluation: Considers what impacts will be measured, how to measure them, and how to update individuals impacted by the project on progress.

09 PARTICIPATORY BUDGETING




Program


Description: Better engaging residents around the creation of municipal budgets through timely community outreach.



Type Supported



Policy




Objectives

E10


N3

C7



Partners

The Rapid, GR Office of Equity and Engagement, Municipal Budget Departments.



Timeline

Short Term

Mid Term

Long Term


Title VI requires the equitable distribution of transportation investments. Analyzing the State and Federal funds used for transportation for inequitable and disparate impacts can improve the transportation funding process.

Participatory budgeting is a process that includes the public in creating the budget for a city or agency so that the budget reflects community priorities. The Participatory Budget Project helps governments and organizations implement participatory processes.

In Los Angeles, the city has an annual Budget Day and community survey that engages residents in creating the budget for the city. This effort is



undertaken both to educate residents on the city budgeting process and to gather feedback from community residents about their priorities and ideas for the city.

10 TRACKING PUBLIC ENGAGEMENT







Description: The regular use of public surveys to track the demographics of participants, as well as accessibility of public meetings (as reported by participants).

Program





Policy

Type Supported







Objectives



GR Office of Equity and Engagement,
Municipal Planning Departments.

Partners



Timeline

Short Term	Mid Term	Long Term
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It is important to ensure that the demographics of those reached through public engagement mirror the demographics of those in the community. This is a key item generally, as well as one called out as critical by community members in the Division United project. Tracking who attends engagement events through a voluntary form—either print, digital with tablets/laptops, or both—will allow a comparison of public engagement demographics with community demographics. At a minimum, the form should ask about age, gender, race and zip code

to allow comparison with community demographics. However, the form presents an opportunity to ask other questions that can help to improve outreach such as language, how people traveled to the meeting, how they heard about the meeting, if the location is accessible/convenient, and if the time is convenient. These questions can inform where and when to hold meetings and how to improve outreach to certain communities. For example, see the Philadelphia Title VI Public Involvement Questionnaire on the facing page.

Figure 1. Philadelphia Rebuild Title VI Public Engagement Form



<p>Philadelphia Rebuild TITLE VI PUBLIC INVOLVEMENT QUESTIONNAIRE</p> <p>This form, under the Title VI of the Civil Rights Act of 1964 provides all citizens, regardless of race, color, age, gender, or national origin, the opportunity to participate in and respond to planning efforts, programs, and activities that may affect their community.</p> <p>To ensure that we are reaching this objective, we ask that you voluntarily provide us with information about your race, ethnicity, gender, age and language spoken. Providing this data allows us to monitor our compliance with federal nondiscrimination laws and will not be shared publicly.</p> <p>Philadelphia Rebuild's Project Coordinator will handle the information gathered as confidentially as possible. For further information, please contact</p> <p>Please print your responses:</p>	
Project/Meeting Name:	
Date (Month, Day, Year):	
Location of the Meeting (Address):	
How did you travel to this meeting? (Please circle all that apply)	
Car Bus Rail Trolley Bicycle Walked Other_____	
How did you find out about this meeting? (Please circle all that apply)	
Program Website Project Website Listserv Blog Flier Newspaper Other_____	
Did you find the meeting location to be accessible? (For purposes of location or disability)	
Yes _____ No_____ (If no, please explain)_____	
Name:	Gender (Please circle) Male/Man Female/Woman TransMale/Transman TransFemale/Transwoman Gender Variant/Non-Conforming Specify_____ Decline to Answer
District/Zip Code:	Email or Mailing Address:
What is your race/ethnicity? (Please circle as many as apply)	
African American/Black American Indian/Alaskan Native Asian/Pacific Islander Caucasian/White Hispanic/Latinx Middle Eastern Other_____	
What is your age? (Please circle)	
Below 18 years 18-24 years 25-34 years 35-44 years 45-54 years 55-69 years Above 70 years	
What is your primary language spoken at home: (Please circle one)	
English Spanish Chinese Vietnamese French/French Creole Hindi Russian Arabic Other (please specify)_____	
Comments/Concerns regarding this meeting or the project:(please write additional comments on back of page)	

11 EQUITY DASHBOARD FOR TOD






Program

Description: A public facing website that shows at-a-glance summary information about demography, inequality, and the location of infrastructure such as bus lines.





Project

Type Supported






Objectives



Partners

GR Office of Equity and Engagement,
Municipal Planning Departments,
Development Review Departments, the
Rapid



Timeline

Short Term	Mid Term	Long Term
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The Center for Neighborhood Technology (CNT) created a Transit Quality and Equity Dashboard to inform Transit-Oriented Development (TOD) in Chicago. The dashboard shows a transit performance score, total number of routes, high frequency routes, population, households, percent minority, percent low-income, percent without a high school degree, and jobs accessible within 30 minutes. If a developer selects a transit station and a parcel for development, the dashboard shows if the parcel is within a Federal Transit Administration (FTA)

defined TOD area; comparison to the average TOD site for accessible jobs, transit lines, and population; amenities; and wealth of demographic information. The role of the dashboard is to provide information about TOD opportunities both to developers and community members. It is one way in which information used to make planning and development decisions can be made more transparent to more parties in real time.

Station Areas

Compare transit quality and equity statistics within a ½ mile of over 300 CTA and Metra station areas throughout Cook County.


[Quality](#)
[Equity](#)
[Show all](#)

Search:

Compare	Station	Line(s)	Transit Performance Score	Total Routes	High frequency routes		Jobs within 30 Minutes
					Around the Clock	Full Day	
<input type="checkbox"/>	Washington-Blue	blue	9.95	55	36	21	1,140,469
<input type="checkbox"/>	Adams/Wabash	<div> <div>brown</div> <div>green</div> <div>orange</div> <div>pink</div> <div>purple</div> </div>	9.95	55	36	20	1,137,074
<input type="checkbox"/>	Monroe-Red	red	9.95	58	37	21	1,155,463
<input type="checkbox"/>	Monroe-Blue	blue	9.95	60	36	21	1,168,732
<input type="checkbox"/>	Clark/Lake (Elevated)	<div> <div>brown</div> <div>green</div> <div>orange</div> <div>pink</div> <div>purple</div> </div>	9.94	52	35	21	1,112,453
<input type="checkbox"/>	Van Buren St.	metra electric	9.94	50	33	19	1,105,299
<input type="checkbox"/>	Clark/Lake (Subway)	blue	9.94	52	35	21	1,112,453
<input type="checkbox"/>	Jackson-Blue	blue	9.94	58	34	20	1,136,438
<input type="checkbox"/>	Jackson-Red	red	9.94	56	34	20	1,131,696
<input type="checkbox"/>	Harold Washington Library	<div> <div>brown</div> <div>orange</div> <div>pink</div> <div>purple</div> </div>	9.94	55	34	19	1,118,978
<input type="checkbox"/>	LaSalle/Van Buren	<div> <div>brown</div> <div>orange</div> <div>pink</div> <div>purple</div> </div>	9.93	57	33	19	1,129,491
<input type="checkbox"/>	Quincy/Wells	<div> <div>brown</div> <div>orange</div> <div>pink</div> <div>purple</div> </div>	9.93	60	32	18	1,163,234



Image: TOD Equity dashboard from eTOD: <https://etod.cnt.org/station-areas.php>

12 EQUITY SCORECARD







Description: A tool to score development projects against desired equity outcomes and usable by both residents and city leadership.

Program





Program

Type Supported







Objectives



Residents, area developers, city planning staff, city commissions.

Partners



Timeline

Short Term	Mid Term	Long Term
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Equity scorecards are becoming a more common and tested feature of planning and development processes across many cities. Because many aspects of systemic inequality, from housing segregation to economic exclusion and judicial discrimination, are sustained by existing institutional structures and legacies, the patterns of inequality will repeat even if racial discrimination is no longer explicitly intended. Equity scorecards help integrate questions and concerns about racial equity into everyday processes, such as policy creation, budget-setting and project review; and are one way to continually consider and operationalize equity concerns. This tool can be used in a number of different ways. Planners and policy makers can use it to score a proposed development project, especially if the project requires certain community based criteria to meet its permit requirements. Community members can develop and use score cards for


visioning, evaluating project impacts to community, or suggesting policy changes, Scorecards can also used by residents, businesses, developers and city leadership to make decisions together. A proposed example equity scorecard that corresponds to the main strategy areas of this project (Mobility and Connectivity, Equitable Development and Placemaking) is included in Appendix B. These sheets are designed to be separated from the Toolkit document and used independently. In this project, the suggested score card might function as a way of scoring potential projects in the corridor.







It should be noted that the City of Grand Rapids already has one scorecard for the South Division Corridor Plan and another currently in development by the Economic Development Department. It will be up to each individual municipality to determine how to best utilize this new scorecard in their processes.


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APPENDIX A- GOALS AND OBJECTIVES


CATEGORY	GOALS	OBJECTIVES	ICON
 <p>TRANSPORTATION</p>	<p>Greater value and priority will be placed on transit service and facilities.</p> <p>GM1</p>	Reduced travel times, improved on-time arrivals, increased hours of service, and more frequent service to each bus stop.	M1
		Better access to connecting transit (e.g., at 28th, 44th).	M2
		Dedicated bus lane (painted, resin, dyed, or asphalt).	M3
		Improved maintenance of Silver Line stations and all bus stops (in addition to Silver Line stops) in the corridor.	M4
		Ensure equitable access to transit, in part by improving multi-lingual information on service.	M5
	<p>People will be safe from physical or vehicular harm while walking along and across South Division.</p> <p>GM2</p>	Reduce vehicle traffic along Division Avenue and in surrounding neighborhoods.	M6
		Improved pedestrian crossings at existing intersections and add mid-block pedestrian crossings at strategic locations.	M7
		Add streetscaping elements, including trees for shade and beautification, where pedestrians stand, sit and wait.	M8
		Reduce number of driveways and curb cuts.	M9
		Updated infrastructure that meets accessibility standards and best practices for pedestrians of all abilities.	M10

CATEGORY	GOALS	OBJECTIVES	ICON
 TRANSPORTATION	<p>Sustainable transportation options will be available for all ages to access surrounding neighborhoods.</p> 	Improved routes to schools that prioritize access for children walking, bicycling, skateboarding, and using scooters.	
		Support the creation or continued activation of a transit riders union or other community body to advocate for transit-reliant users.	
		Transit and micro-transit connectivity to major employers and institutions (esp. outside a 10 minute walking distance).	
		Better connected walking and bicycling networks to, from, and across South Division Ave.	

CATEGORY	GOALS	OBJECTIVES	ICON
 ECONOMIC DEVELOPMENT	<p>Programs will help long-standing residents and business owners generate sustainable wealth.</p> <p>GE1</p>	Develop more direct pathways for small-scale development and local business ownership.	E1
		Funding resources available to repair and allow improvement of existing homes / businesses.	E2
		Public land and assets offered to local residents / businesses.	E3
		Attract significant employers to the opportunity sites (esp. at south end of corridor).	E4
		Recruit minority-owned or local bank / credit union.	E5
	<p>Policies will encourage growth in a diverse set of jobs that are better connected to people living in the corridor.</p> <p>GE2</p>	Generate employment that supports a mix of uses.	E6
		Protect job-generating uses but better buffer them from surrounding community.	E7
		Link school and job training centers to surrounding industrial employers.	E8
	<p>Development processes will ensure that current residents are informed about and understand the impacts and benefits of development.</p> <p>GE3</p>	Seek or provide financial support to small, local and first time developers.	E9
		Create more transparent development process for residents, businesses, developers, and the general public.	E10

CATEGORY	GOALS	OBJECTIVES	ICON
 BUILT ENVIRONMENT	<p>New development will foster variety, enhance cultural diversity and grow the population.</p> <p>GB1</p>	Identify development opportunities for vacant and underutilized parcels in the corridor.	N1
		Support for existing businesses and commercial properties through storefront improvements, especially minority-owned.	N2
		Add additional outreach programs for existing residents and businesses.	N3
		Identify design guidelines that support the introduction of more walkable urban environments.	N4
	<p>The mix of land uses will continue to include residential, commercial, office, retail and industrial.</p> <p>GB2</p>	Support addition of job-generating uses, including industrial and commercial uses.	N5
		Better align building and zoning codes with likely smaller scale and more flexible building types.	N6
		Identify residential density targets needed to support corridor commercial and absorb housing demand at transit nodes.	N7
	<p>The housing mix will allow for people of all income levels and household sizes to have options for renting or owning a home.</p> <p>GB3</p>	Develop affordable housing programs to ensure delivery of a mix of affordable uses.	N8
		Add flexibility in code for additional housing types (missing middle housing).	N9

CATEGORY	GOALS	OBJECTIVES	ICON
 QUALITY OF LIFE	All residents will have access to safe, quality and well-maintained parks and public gathering spaces. GQ1	Programming of underutilized public sites or rights-of-way.	Q1
		Leverage publicly owned land for green space and recreational space.	Q2
		Improve access to parks and public spaces.	Q3
		Add programmed public open space in areas with limited amounts.	Q4
	Investments in community amenities will target improvements in physical and mental health. GQ2	Provide greater opportunities for physical fitness and recreation.	Q5
		Improve access to fresh and healthy food.	Q6
		Partner with corridor health institutions and land owners to recruit health and family services to corridor and connect residents to them.	Q7
	Environmental impacts on residents will be mitigated. GQ3	Identify public and private side strategies to improve pedestrian realm.	Q8
		Continue to monitor the impacts old infrastructure/ lack of improvements have had on residents.	Q9
		Buffer industrial uses from adjacent residential neighborhoods.	Q10

CATEGORY	GOALS	OBJECTIVES	ICON
 COMMUNITY AND IDENTITY	Familiar people, food and services will remain even as new development is constructed. GC1	Support and develop community events celebrating corridor history and culture.	C1
		Preserve iconic and historic buildings that add character to the corridor for adaptive reuse when possible.	C2
		Protect businesses that are consistent with future land use and provide programs for them to expand in place.	C3
	Community amenities and prominent indicators will reflect the history and culture of the corridor. GC2	Development of narratives and media that highlight the unique history of the corridor.	C4
		Invest in public art / place-making / third place.	C5
		Official or unofficial designation of under-appreciated community assets.	C6
	Public engagement will provide residents and property owners the power to influence decision-making process. GC3	Develop standards for engagement around new development projects.	C7
		Community engagement that reflects the diversity of the corridor.	C8
		Community engagement proposed by and run by residents.	C9

05

APPENDIX B- EQUITY SCORECARD

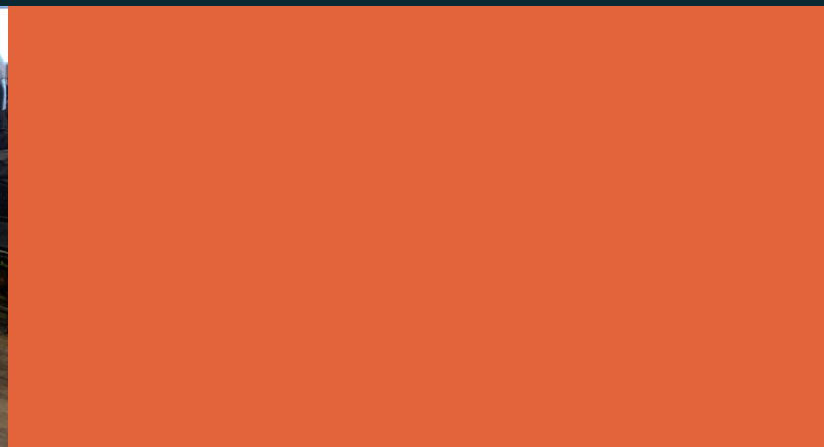


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DIVISION³

UNITED

Equity Scorecard





Equity Scorecard

Ensuring Equity in Implementation

The Division United project has included equity as a key focus since the beginning of the project and seeks to maintain that equity focus through the implementation of projects. This scorecard can be used for community visioning, scoring proposed projects, scoring projects in progress, and creating policy changes. This scorecard is intended to be used with the communities impacted by the project. The community engaged should reflect the demographics in the community profile.

The Division United Equity Scorecard includes four sections:

- Equitable Community Engagement Score
- Equitable Mobility and Connectivity Score
- Equitable Economic Development Score
- Equitable Placemaking Score

These sections can be used together or separately as they apply to projects. The community engagement section should be used for any project requiring community input.

Each section includes a series of questions that will encourage discussion about how and how well the project or policy is integrating equitable practices. Planners and community members should feel free to write notes, remove questions that do not apply to specific projects, and add new questions in the blank spaces to better represent the specific project in question.

This Scorecard is based on the Equitable Development Scorecard developed for the Twin Cities, MN. It is used under a Creative Commons license allows for non-commercial free distribution, and the right to share, use, and build upon requiring credit to the original document. Find the original scorecard here: <http://thealliancetc.org/wp-content/uploads/2016/06/EquitableDevelopmentScorecard.pdf>

Division United Equity Scorecard

Total Score

Project/Plan Name: _____

Location of Project/Plan: _____

Is the project part of a bigger land use plan? (circle) Y / N

If yes, please attach plan Public Investments(s):

☐ Public Subsidy Funding amount and source

☐ Tax abatement amount and source

☐ Public land sale and amount

☐ Zoning changes/variances

☐ Infrastructure improvements (sewer/water, street, sidewalk, etc.)

☐ Other: _____

Developer: _____

Developer Contact Info: _____

Public Agency: _____

Public Agency Contact Info: _____

Other Stakeholders: _____

Description of the Project:

Community Profile (demographics – please attach additional information to the Scorecard):

Using the Scorecard Scoring

Step #1: Fill out the Project information on the previous page.

Step #2: Customize each section's scoring criteria according to your community's priorities. Not all criteria may apply to your community or project. You should tailor this scorecard to be relevant to your specific purpose(s) and area.

Step #3: Review the Glossary of Development Terms.

Step #4: Hold conversations with your group around each criterion and give each one a score.

Step #5: Add up all the scores below for the Final Score, and you have completed the scorecard.

Scoring

1. Write the score from each section below, along with the maximum possible score for the section. (Points Earned/Max Possible)

___/___ Equitable Community Engagement Score

___/___ Equitable Mobility and Connectivity Score

___/___ Equitable Economic Development Score

___/___ Equitable Placemaking Score

2. Add up all of the above scores to get a Total.

___/___ Total (Points Earned/Max Possible)

3. Turn the Total into a Final Score.

a. Divide the total Points Earned by the Max Possible Points

b. Write the Final Score here: _____

4. Copy the Final Score into the "score" box on the scorecard cover page (previous). A higher score indicates a more equitable project.

Community Engagement Practices

Community engagement is a key process to ensure that residents can influence projects that impact their lives.

Fill out the criteria below. Score each criterion 1 through 5 (1=poor, 2=fair, 3=good, 4= very good, 5 = excellent). Feel free to take notes in the empty space and add, change, or cross out criteria that do not apply to your community or project.

___/___ Add up scores below for Equitable Community Engagement Practices Score

Score	Give each criterion on a scale of 1 (low) to 5 (high)	Responsible Sector (Developer/Community/Gov't)
___/5	To what extent was the project was initiated by the community?	
___/5	To what extent was community engagement used to establish priorities and criteria to guide the project?	
___/5	How often were local community members involved within the first 6 months of the planning process?	
___/5	To what extent does the community have authority in the decision-making process, such as community representation on project advisory team/task force/committee?	
___/5	To what extent does the project track public engagement and compare it to demographics of the study area?	
___/5	To what extent will significant changes to the scope of the plan and/or project trigger more community engagement?	
___/5		
___/5		

Equitable Mobility and Connectivity Practices

The goals of Division United's Mobility and Connectivity Strategy are as follows:

- Place greater value and priority on transit service and facilities to adequately serve the corridor community.
- Protect people from physical or vehicular harm while walking along and across South Division.
- Make sustainable transportation options available for all ages to access surrounding neighborhoods.

Equity Focus: How to ensure connections to stations are prioritized for transit-dependent populations and those most vulnerable to pressures from a lack of mobility.

Fill out the criteria below. Score each criterion 1 through 5 (1=poor, 2=fair, 3=good, 4= very good, 5 = excellent). Feel free to take notes in the empty space and add, change, or cross out criteria that do not apply to your community or project.

___/___ Add up scores below for Equitable Mobility and Connectivity Practices Score

Score	Give each criterion on a scale of 1 (low) to 5 (high)	Responsible Sector (Developer/Community/Gov't)
___/5	How well does the project provide safe, attractive, and convenient access to pedestrian, bicycle, and transit systems?	
___/5	How well does the project provide comfortable, accessible transit facilities? Examples include shelters, chargers, internet, bicycle storage, last mile connections like bike or scooter rental.	
___/5	How well does the project promote traffic calming and pedestrian safety? Examples include enhanced crosswalks, curb bump outs, pedestrian islands and medians, reduced curb radii, and Leading Pedestrian Interval signals. See "Pedestrian enhancements" in glossary for definition.	

___/5	<p>How well does this project improve and/or activate the pedestrian environment?</p> <p>Examples include limiting driveways, putting parking in the rear, adding trees, benches, lighting, and other streetscape elements.</p>	
___/5	<p>How well does the project improve or create wayfinding systems and information for pedestrians, bicyclists, and transit users?</p>	
___/5	<p>To what extent does the project increase the number of destinations that can be reached within 30 - 45 minutes by walking, biking, or taking transit?</p> <p>Examples of destinations include jobs, education, cultural resources, and shopping</p>	
___/5	<p>How well does the project incorporate universal design to improve accessibility to children, seniors, and individuals with disabilities?</p>	
___/5	<p>How well does the project incorporate feedback from a Citizens Advisory Committee, Transit Riders Union, and/or other community groups?</p>	

Equitable Economic Development Practices

The goals of Division United's Equitable Economic Development Strategy are:

- Help long-standing residents and business owners generate sustainable wealth.
- Provide access to capital for corridor residents, first-time business owners and those looking to invest access to capital-especially communities of color.
- Support a land use and housing mix that will allow for people of all income levels and household sizes to have options for renting or owning a home.
- Promote new development that fosters variety, enhances cultural diversity, and grows the population.
- Encourage growth in a diverse set of jobs that are better connected to people living in the corridor.
- Ensure that current residents are informed about and understand the impacts and benefits of development.

Equity Focus: How to limit displacement and minimize the economic burden that stems from development and investment on households that can least afford it.

Fill out the criteria below. Score each criterion 1 through 5 (1=poor, 2=fair, 3=good, 4= very good, 5 = excellent). Feel free to take notes in the empty space and add, change, or cross out criteria that do not apply to your community or project.

___/___ Add up scores below for Equitable Economic Development Practices Score

Score	Give each criterion on a scale of 1 (low) to 5 (high)	Responsible Sector (Developer/Community/Gov't)
___/5	How well does the project create and support opportunities for incremental development?	
___/5	To what extent does the project add or maintain density to promote better emerging amenities such as housing, jobs, business, education, and green space?	
___/5	To what extent does the project have an impact on environmental health, economic prosperity, and social vitality?	
___/5	How well does the project prioritize the health and safety of people using the roads and public space? Examples include adding or widening sidewalks, adding bike lanes, including trees, benches, and other amenities	

___/5	<p>How well does the design reflect distinct identities of local cultural heritage through the presence, preservation, or addition of architectural assets?</p> <p>Examples include preserving distinct buildings and/or maintaining an architectural style similar to existing buildings that give the area a distinct look</p>	
___/5	<p>Are local individuals initiating or do they own the development project?</p>	
___/5	<p>How well does the project prioritize community needs, especially on publicly owned vacant land?</p> <p>Examples include adding affordable housing types, pop-up commercial, and health and community services</p>	
___/5	<p>How well does the project provide housing that will be long-term or permanently affordable for extremely-low (30% AMI*), very-low (50% AMI), low (60% AMI), and moderate (80% AMI) income families?</p> <p>See glossary for definition. Describe which groups will be provided for and how.</p>	
___/5	<p>To what extent is new housing built with energy efficiency standards to reduce utility bill burden for residents?</p>	
___/5	<p>To what extent is new housing protected from environmental hazards and meeting environmental standards?</p>	
___/5	<p>To what extent is affordable housing located near amenities that promote walkability, livability, and health?</p> <p>Examples include health and social services, transportation, education, and quality job opportunities</p>	
___/5	<p>To what extent does affordable housing support building community and social networks?</p> <p>Examples include having a central green space that is near community gathering locations, or supporting urban design that is socially-oriented (such as stoops or porches)</p>	

___/5	<p>How well does affordable housing respond to community needs?</p> <p>Examples include number of 3-4 bedroom homes proportional to need, central green space, safety</p>	
___/5	<p>To what extent are displacement prevention strategies in place?</p> <p>Examples include community land trust, first right of refusal for new housing, community benefits agreement</p>	
___/5	<p>To what extent does the project create new capital and investment opportunities to promote local small business development, arts/cultural-based businesses, and entrepreneurial opportunities?</p>	
___/5	<p>How well does the project support high quality, diversified, and employee-intensive businesses owned by people of color?</p>	
___/5	<p>To what extent will lease agreements prioritize neighborhood business opportunities?</p>	
___/5	<p>How much does the project use local workforce/education programs to connect residents to project construction jobs and long-term employment within the project?</p>	
___/5	<p>To what extent is the local community given preference when hiring consultants, contractors, and developers?</p>	
___/5	<p>To what extent does public funding criteria reward applicants who ensure that their workers have living wages jobs with benefits and the right to organize for labor agreements without fear of retaliation?</p>	

Equitable Placemaking Practices

The goals of Division United's Placemaking Strategy are:

- Investments in community amenities will mitigate environmental impacts on residents and target improvements in physical and mental health.
- All residents will have access to safe, quality and well-maintained parks and public gathering spaces.
- Familiar people, food, and services will remain even as new development is constructed.
- Community amenities and prominent indicators will reflect the history and culture of the corridor.
- Public engagement will inform residents and property owners about the impacts of planning and provide residents and property owners the power to influence decision-making processes.

Equity Focus: How to ensure that cultural resources and quality of life improvements are prioritized for historically underinvested communities rather than communities with existing momentum.

Fill out the criteria below. Score each criterion 1 through 5 (1=poor, 2=fair, 3=good, 4= very good, 5 = excellent). Feel free to take notes in the empty space and add, change, or cross out criteria that do not apply to your community or project.

___/___ Add up scores below for Equitable Placemaking Practices Score

Score	Give each criterion on a scale of 1 (low) to 5 (high)	Responsible Sector (Developer/Community/Gov't)
___/5	To what extent does the project include placemaking elements like art, streetscape improvements, and enhanced design?	
___/5	To what extent do the placemaking efforts incorporate local artists?	
___/5	How well do the placemaking efforts improve accessibility from a universal design perspective? Examples include benches, interactive art, lighting.	
___/5	How well do the placemaking efforts improve and/or activate the pedestrian space? Examples include limiting driveways, putting parking in the rear, adding trees, benches, lighting, and other streetscape elements.	

___/5	Does the project include highlighting or preserving any cultural, historical, or other important destinations?	
___/5	To what extent is the placemaking inclusive? Does it make it clear the space is a welcoming place for the community?	
___/5	To what extent does the project ease the tensions between industrial land uses that create jobs and resident's health and quality of life concerns?	
___/5	To what extent does placemaking improve health? Examples include shade trees reducing urban heat island effect, green infrastructure reducing flooding	
___/5	How well does the project empower or create space for activating vacant land through community pop-ups of art, parks, commercial uses, or other spontaneous activity?	
___/5	How well does the project support businesses owned by people of color and small businesses? Examples include grants for renovations, repairs, façade improvements, and other things that help keep businesses owned by local POC open and thriving.	
___/5	To what extent does the program create or make use of a community ambassador program?	

Glossary of Development Terms

This glossary of development terms was written by the coalition that created the Equitable Development Principles and Scorecard for the Twin Cities, Minnesota. See the original scorecard here: <http://thealliancetc.org/wp-content/uploads/2016/06/EquitableDevelopmentScorecard.pdf>.

Not all terms are mentioned in the text of the scorecard document, however all definitions will be useful in informing a community discussion about equity in project and policy design and implementation.

Affordable Housing: In general, housing for which the occupant(s) is/are paying no more than 30 percent of his or her income for gross housing costs, including utilities. (U. S. Dept. of Housing and Urban Development, 2015)

AMI – Area Median Income: The amount that divides the area’s income distribution into two equal groups, half having income above that amount, and half having income below that amount. Income categories include: Extremely low income = 30% area median income; Very-low income = 50% area median income; Low income = 60% area median income; and Moderate income = 80% area median-income.

Complete Streets: Transportation policy and design approach that requires streets to be planned, designed, operated, and maintained to enable safe, convenient, and comfortable travel and access for users of all ages and abilities regardless of their mode of transportation. (CONNECT, 2015)

Community: When federal, state or county governments use the word community they are most often referring to cities and municipalities. In this document when we use the term community, we are referring a group of families and individuals who are in relationship to each other either by culture or geography.

Community Benefits Agreement: Contract signed by community groups, government and developer that requires the developer to provide specific amenities and/or mitigations to the local community or neighborhood. (Wikipedia, 2015)

Community Land Trust: Nonprofit corporations that develop and steward affordable housing, community gardens, civic buildings, commercial spaces, and other community assets on behalf of a community. (Wikipedia, 2015)

Comprehensive Plan: A geographic specific plan that includes all aspects necessary to guide future growth such as: land use, transportation, natural resources, parks and green space, housing, and economic development. Comprehensive plans are created for metropolitan regions, counties, and cities. A comprehensive plan may also include smaller neighborhood and site-specific plans such as: small area plan, master plan, and development plan.

Environmental Justice: The fair treatment and meaningful involvement of all people regardless of race, color, national origin, or income with respect to the development, implementation, and enforcement of environmental laws, regulations, and policies. (Environmental Protection Agency, 2015)

Environmental standard: State and federal laws that regulate pollution. See EPA <http://www2.epa.gov/lawsregulations>. For Michigan see <https://www.michigan.gov/egle/>.

Equity: Just and fair inclusion where all can participate and prosper. (PolicyLink, 2015)

Equitable development: A process for creating healthy, vibrant communities of opportunity. Equitable outcomes result when strategies are put in place to ensure that low-income communities and communities of color participate in and benefit from investments that shape their neighborhoods and regions. (PolicyLink, 2015)

Livability is the sum of the factors that add up to a community's quality of life—including the built and natural environments; economic prosperity; social stability, equity, and capital; educational opportunity; and cultural, entertainment and recreation possibilities. (Partners for Livable Communities, 2015)

Living wage affords the earner and her or his family the most basic costs of living without need for government support or poverty programs. A living wage is a complete consideration of the cost of living. Wages vary according to location, as costs of living vary. (Living Wage Action Coalition, 2015)

Mixed use development is a development that combines two or more different types of land uses, such as residential, commercial, employment, and entertainment uses, in close proximity. In some communities, mixed use may be defined as different uses contained within the same physical structure. (San Joaquin Valley Councils of Government, 2015)

Pedestrian enhancements improve safety for people walking, usually focused on street crossings because that is when a pedestrian is most at risk of being hit by a vehicle. Examples include:

- Enhanced crosswalks: This could include a flashing light signal for when people are crossing, raising crosswalks to be the same height as the sidewalk, or other improvements.
- Curb bump outs: A curb bump out extends the curb, usually even with street parking if it is present on the street, so that pedestrians waiting to cross will be visible to drivers. It also shortens the crossing distance for pedestrians.
- Pedestrian islands and medians: A raised curb, median, or island placed in the middle of a road where pedestrians can wait if they are unable to finish crossing during the walk cycle.
- Reduced curb radii: Reducing the radius of a curb means that a driver will have to take the turn at a slower speed, making it safer for pedestrians crossing at that curb.
- Leading Pedestrian Interval signals: The signal for pedestrians changes to walk before the signal turns green for vehicles. This allows pedestrians to begin walking before vehicles start turning, making pedestrians more visible to turning drivers.

Placemaking is a multi-faceted approach to the planning, design and management of public spaces. Placemaking builds on a local community's assets, inspiration, and potential, with the intention of creating public spaces that promote people's health, happiness, and well-being. (Project for Public Spaces, 2015)

Section 3: Housing and Urban Development requires that recipients of certain HUD financial assistance, to the greatest extent possible, provide job training, employment, and contract opportunities for low- or very-low-income residents in connection with projects and activities in their neighborhoods. (U. S. Department of Housing and Urban Development, 2015)

Social impact assessment is a process of evaluating the likely impacts and the consequences (beneficial and adverse) to human populations of any public or private actions that alter the ways in which people live, work, play, relate to one another, organize to meet their needs and generally cope as members of society. The term also includes cultural impacts involving changes to the norms, values, and beliefs that guide and rationalize their understanding of themselves and their society. (Interorganizational Committee on Principles and Guidelines for Social Impact Assessment, 2003)

Smart growth helps communities grow in ways that expand economic opportunity while protecting human health and the environment. (Environmental Protection Agency, 2015)

Streetscaping: Public works programs to improve streetscape conditions that can include changes to the road cross section, traffic management, pedestrian conditions, landscaping, street furniture (utility poles, benches, garbage cans, etc.), building fronts, and materials specifications. (North Central Texas Council of Governments, 2015)

Sustainable Communities: Urban, suburban, and rural places that successfully integrate housing, land use, economic and workforce development, transportation, and infrastructure investments in a manner that empowers jurisdictions to consider the interdependent challenges of 1) economic competitiveness and revitalization; 2) social equity, inclusion, and access to opportunity; 3) energy use and climate change; and 4) public health and environmental impact. (U. S. Dept. of Housing and Urban Development, 2015)

Tax abatement: Reduction of, or exemption from taxes granted by a government for a specified period, usually to encourage certain activities such as investment in capital improvements and development projects. A tax incentive is a form of tax abatement. (City of Cocoa, Florida, 2015)

Tax Increment Financing: Tax increment financing (TIF) is a method of financing the public costs associated with a private development project. Essentially, the property tax increases resulting from development are targeted to repay the public infrastructure investment required by a project. (State of Nebraska, 2015). TIF funds can be dedicated for the development of affordable housing.

Transit Oriented Development (TOD): Development of commercial space, housing, and job opportunities close to public transportation, thereby reducing dependence on automobiles. TODs are typically designed to include a mix of land uses within a quarter-mile walking distance of transit stops or core commercial areas. (U. S. Dept. of Housing and Urban Development, 2015)

Transit: Public transportation in the form of buses, bus rapid transit, streetcars, light rail trains, and commuter rail. Universal Design is the design of products and environments to be usable by all people, to the greatest extent possible, without the need for adaptation or specialized design. (Mace, 2015)

Walkability: A walkable community is one where it is easy and safe to walk to goods and services (i.e., grocery stores, post offices, health clinics, etc.). Walkable communities encourage pedestrian activity, expand transportation options, and have safe and inviting streets that serve people with different ranges of mobility. (Laura Sandt, 2015)

Zoning: The classification of land by types of uses permitted and prohibited in a given district, and by densities and intensities permitted and prohibited, including regulations regarding building location on lots. (Partnership for Working Families, 2015)

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