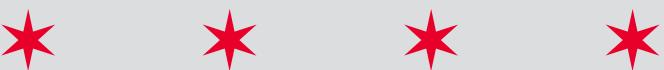




# MOVING CHICAGO FORWARD: A LOOK BACK ON EIGHT YEARS OF PROGRESS



MAYOR RAHM EMANUEL





LETTER FROM THE MAYOR



May 2, 2019

Dear Fellow Chicagoans,

It has been the honor of my lifetime to serve the people of this great city as mayor for eight years.

Together, we have addressed longstanding challenges, overcome old obstacles and confronted new headwinds. At the outset of my administration, Chicago was beset by fiscal, economic and academic crises. Many thought our best days were behind us, and that the ingenuity and ability to rise to meet great challenges that had defined our city for generations was part of our past, but not our future. In response, Chicagoans came together and showed the resolve and resilience that define the character of this great city.

Today, Chicago's fiscal health is stronger than it has been in many years, with a smaller structural deficit, a larger rainy day fund, true and honest accounting of city finances, and dedicated recurring revenues for all four city pension funds.

Our economic landscape is dramatically improved, with historic lows in unemployment, the highest level of jobs per-capita in the city in over five decades, and a record amount of corporate relocations and foreign direct investment.

Academically, Chicago's students are raising the bar for success and making our city proud. Every year for the past seven, a new record number of Chicago's students have graduated high school. More graduates than ever now go to college. Stanford University found CPS students are learning faster than 96 percent of students of all districts in the United States. A child who is born in Chicago today will get four more years worth of school than a child born a decade ago.

This progress is a sign that the whole city is doing something right together. For eight years we have worked together toward a brighter future for all the residents who live here, all the immigrants from around the world who flock here because they still see Chicago as a beacon of hope, and all the children and young people who are growing up here and will inherit this great city that we love.

When I first campaigned to serve as mayor of Chicago, the job of a lifetime, I was clear that I expected to be held accountable for my record in office. I hope you take the opportunity to review this assessment of the progress we have made together, and to use the lessons from this past progress to help shape a brighter future for this city we all love.

Thank you for giving me the honor and the opportunity to serve as mayor of the greatest city in the world, and thank you for all you do to make Chicago a great place to live, work and raise a family.

Respectfully,

*Rahm Emanuel*  
Rahm Emanuel

Mayor, City of Chicago



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## **EXECUTIVE SUMMARY**



## EXECUTIVE SUMMARY

In 2011, Mayor Emanuel campaigned on a promise to bring change to Chicago communities and to partner with government, residents and businesses to tackle the most pressing problems facing the city. When he took office, the City faced a financial crisis, with a \$635 million structural budget deficit, Chicago's students had one of the shortest school days in the nation, residents were facing record unemployment rates and a loss of confidence across the city.

Mayor Emanuel committed to reforming city government to be accountable, effective and efficient, to support a school system that expects every student to earn a diploma on a path to opportunity, to accelerate Chicago's economy so that every resident is able to find a job and to reinvest in safe and thriving communities where all Chicagoans have a place to live, work and raise a family.

From these core commitments, over the past eight years Mayor Emanuel has worked to take on the toughest issues that threatened Chicago's future, including:

- Bringing the City's fiscal house in order, by reducing the structural deficit and implementing balanced solutions to stabilize, strengthen and secure the city's pension funds;
- Delivering on his promise to create a longer school day and school year, which add up to four more years of class time for Chicago's students;
- Making record investments in Chicago Public Schools to boost access to high quality academic programming, expanding access to International Baccalaureate, STEM and selective enrollment schools across the city;
- Ensuring all Chicago's children can access a pathway to opportunity from cradle to career through both free universal full-day pre-k and free community college for hardworking CPS graduates;
- Accelerating our investment in infrastructure by investing \$35 billion into construction and renovation for schools, parks, transit and water/sewer main replacement, creating an estimated 150,000 jobs;
- Securing more than \$11 billion in investments to modernize O'Hare and Midway International Airports, and maintain Chicago's status as a leading transportation hub;
- Creating the Neighborhood Opportunity Fund to leverage downtown growth to make direct investments in commercial corridors across the city's South, West and Southwest side neighborhoods;
- Passing five sweeping ethics reform ordinances to bring a new level of accountability to City Hall and finally reaching compliance with the Shakman Accord, ending a decade of federal oversight and ensuring city hiring is about what you know, not who you know; and
- Strengthening law enforcement by investing in new resources and in smart policing strategies and committing the Chicago Police Department to a path to reform that will stand the test of time.

Over the past eight years, Mayor Emanuel and Chicago's residents and businesses have worked together to build momentum in every neighborhood – in public spaces, arts and culture, transportation, health and affordable housing -- and put Chicago on a path that guarantees its brightest days are ahead. Through these efforts, the city has:

- Harnessed the Chicago River as the city's new recreational frontier by significantly extending the Chicago Riverwalk, building four new boat houses and initiating development of the world's first floating eco-park;
- Set new records for tourism in Chicago, creating more than 22,000 new tourism-related jobs since 2011;
- Modernized CTA for the 21<sup>st</sup> century with \$8.5 billion investment including reconstructing the Red Line South, modernizing the Red and Purple lines north, upgrading tracks, signals and stations for smoother and faster service along the Blue Line O'Hare branch and becoming the first city in the nation to institute a fee on the rideshare industry dedicated specifically to mass transit improvements;
- Reduced youth access to tobacco products and e-cigarettes, resulting in a nearly 60 percent decline in youth smoking in 2018 over 2011;
- Helped create a thriving tech sector from the ground up and across all industries, attracted 58 corporate headquarters relocations and nearly 200 major business expansions translating to the creation of more than 50,000 jobs;

## \* MOVING CHICAGO FORWARD • A LOOK BACK ON EIGHT YEARS OF PROGRESS \*

- Invested over \$1 billion in capital throughout the city's parks system, including building or refurbishing over 300 playgrounds, launching Night Out in the Parks to deliver cultural events to neighborhood parks across all community areas, creating a separate trail for bikes and runners along 18 miles of the Lakefront, adding 1,000 new acres of new park land and building new student recreation centers across the city; and
- Supported access to affordable housing throughout Chicago's communities by expanding the affordable requirements ordinance, implementing transit-oriented development practices, delivering four innovative libraries co-located with housing, ending 53 years of court oversight of the Chicago Housing Authority and building or preserving over 60,000 affordable homes and apartments.

Through this tremendous collective effort, Chicago has seen a transformation that no one would have anticipated eight years ago. From the achievement of record academic gains for CPS students, including a record-high graduation rate, record high math scores, and the highest-ever college enrollment rate to historic lows in unemployment rates and the highest level of jobs per-capita in the City in over five decades.

Looking forward, the work that has been done over the past eight years represents a beginning and not an end. In the years ahead, the City will complete the replacement and modernization of 270,000 streetlights, experience a citywide expansion of the Divvy bike sharing system, execute the largest capital improvement project CTA has ever undertaken to completely rebuild the Red and Purple lines north of Belmont and build a new Global Terminal at O'Hare Airport, the first of its kind in the country.

From day one, Mayor Emanuel set his priorities to take on the hard work of securing Chicago's future. Eight years later, because Chicago worked together to do what was necessary, instead of what was easy, our city and our residents are in a better and stronger position to make the most of the future. Chicago's best days are not behind us, they are still to come.



# **STATE OF THE CITY: 2011 AND TODAY**

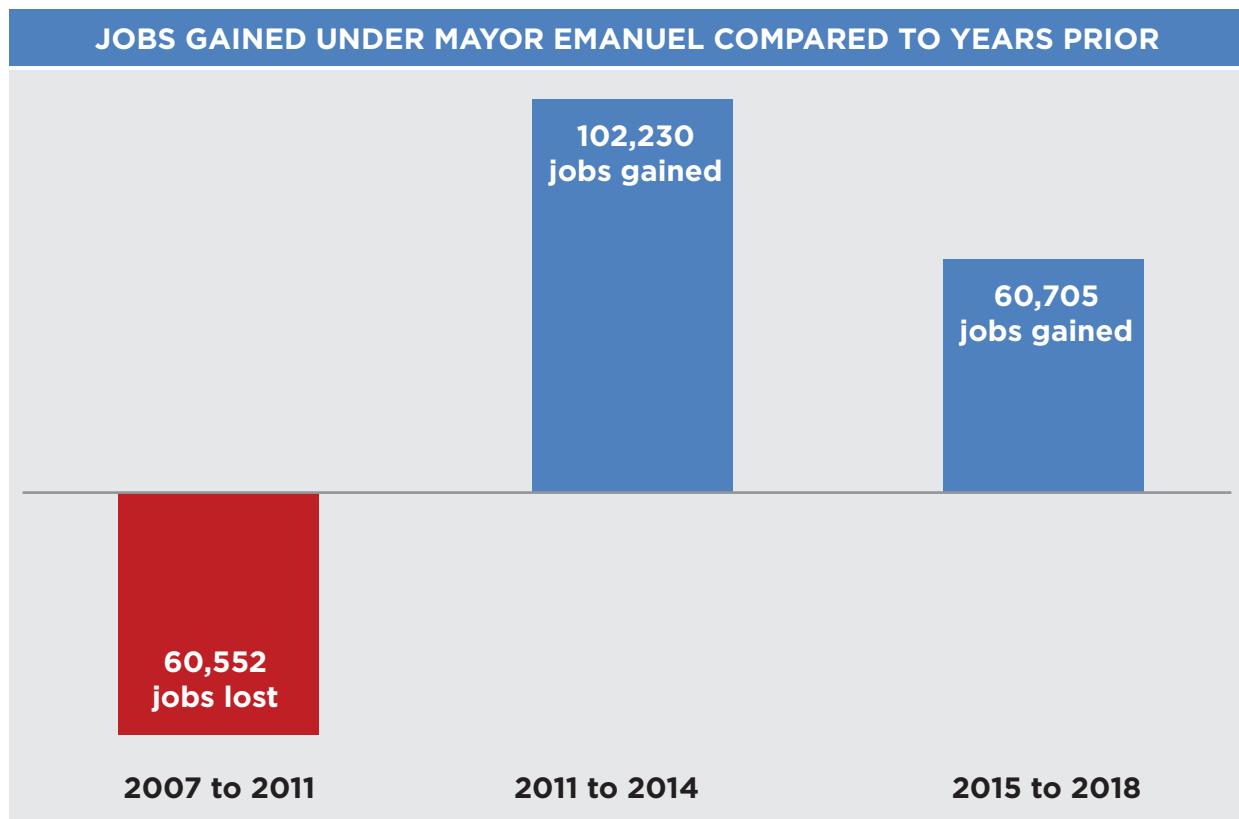


## BACKGROUND: STATE OF THE CITY BY THE NUMBERS

In 2011, Mayor Emanuel took office during a time of economic and social transition. Chicago was still experiencing significant impacts from the Great Recession and adapting to a near-decade trend of population loss. Over the past eight years, the city has undergone significant change in terms of demographics, employment, education and quality of life.

### JOBs

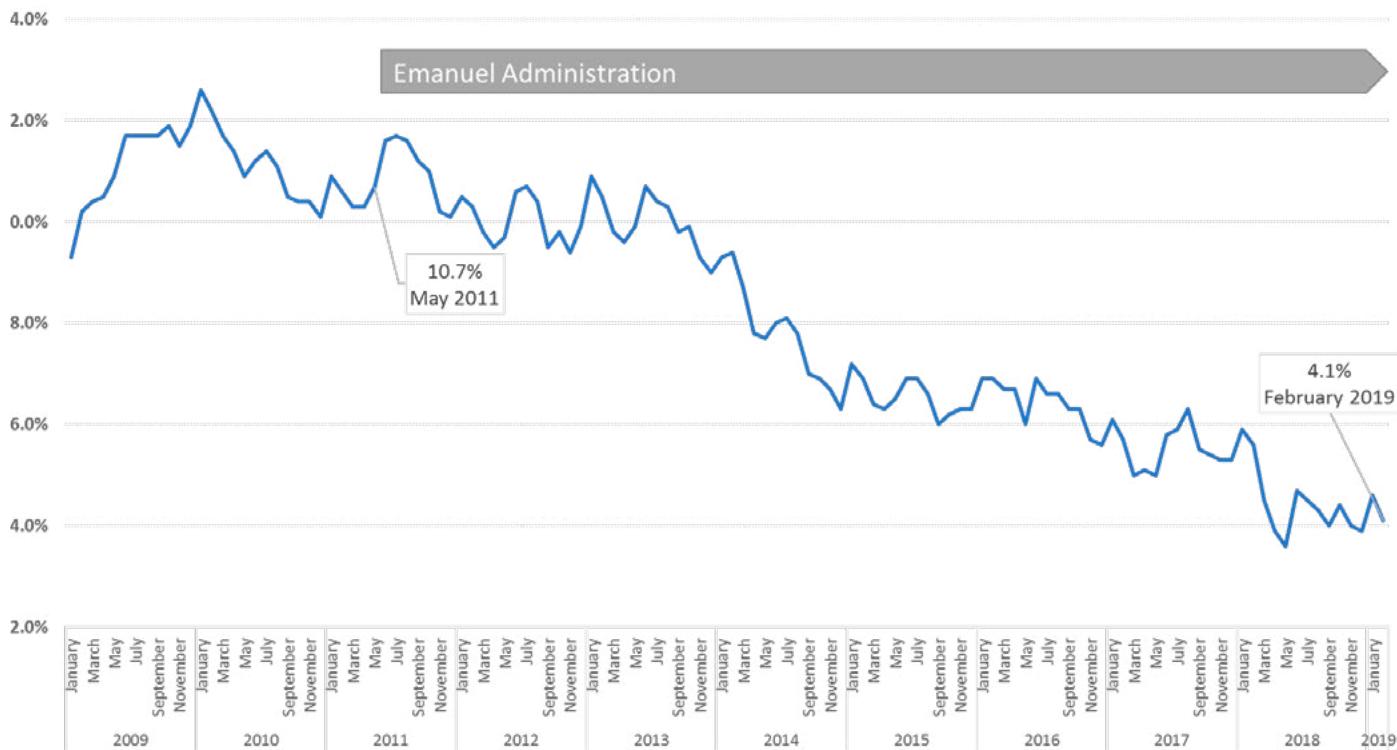
In 2018, the per capita rate for private sector jobs in Chicago reached its highest point since World War II. The number of jobs in the city has increased by over 160,000 from 1,034,196 in 2011 to 1,197,131 in 2018. These employment gains have been experienced both downtown and in neighborhoods across the city and reflect the growth of a diverse set of industries including health care (+33,652 jobs, a 19 percent increase), professional services (+33,055 jobs, a 20 percent increase), and transportation equipment manufacturing (+1,968 jobs, a 30 percent increase).



## UNEMPLOYMENT

At the height of the recession, Chicago's unemployment rate hit 12.6 percent, the highest rate ever recorded by the Bureau of Labor Statistics and nearly a full percentage point higher than the city had seen in the post dot-com recession. Since 2011, the unemployment rate in the city of Chicago has fallen by more than 60 percent, decreasing from 10.7 percent to 4.1 percent. Over the last year, Chicago has consistently posted record-low unemployment. And over the past eight years, the city also often experienced substantial multiyear improvements that exceeded those of large city peers.

Chicago Unemployment Rate 2009 - Present



## POPULATION

Since 2011, the city's population has increased by 9,339 residents, from 2,707,123 in 2011 to 2,716,462 in 2017, the most recent year available. Although the city's population has increased only slightly since 2011, this represents a stabilization from nearly a decade of population loss that occurred throughout the 2000s.



Additionally, over the past eight years, Mayor Emanuel has invested through coordinated strategies in schools, parks, libraries, infrastructure and transit in communities across the city. As a result of these efforts, communities like Washington Park, Woodlawn, Bronzeville and Humboldt Park, which experienced substantial population losses in the last decade, are experiencing neighborhood population growth. Across the city, nearly 70 percent of residents live in a neighborhood where population has grown since 2011.

## POVERTY AND INCOME

Throughout his Administration, Mayor Emanuel has worked to find ways to reduce the number of Chicago families experiencing poverty. Raising the minimum wage, passing the first citywide policy regarding paid sick time and working in Springfield to expand access to the Earned Income Tax Credit have provided meaningful supports for Chicago families.

Over the past eight years, Chicago has seen significant reductions in the number of families in poverty, falling from 19.7 percent of Chicago families in poverty in 2011 to 14.8 percent in 2017. For individuals, this number fell from 23.7 percent in 2011 to 18.6 percent in 2017 and in both cases these reductions were more significant for children. At the same time, median household income in Chicago increased to \$55,295 in 2017 from \$43,628 in 2011.

<b>Chicago Residents</b>	<b>2011</b>	<b>2017</b>	<b>Change</b>
<b>Individuals</b>	<b>629,464 (23.7%)</b>	<b>495,511 (18.6%)</b>	<b>-133,953 (-5.1%)</b>
<b>Children (Under 18)</b>	<b>219,860 (36.1%)</b>	<b>152,492 (27.3%)</b>	<b>-67,368 (-8.8%)</b>
<b>Families</b>	<b>19.7%</b>	<b>14.8%</b>	<b>-4.9%</b>
<b>Families with Children</b>	<b>29.5%</b>	<b>22.1%</b>	<b>-7.4%</b>

## EDUCATIONAL ATTAINMENT

Chicago Public Schools (CPS) are on the rise, and the district's rising graduation rate is only one of many key metrics that have been improving over the last eight years. Chicago's public high school graduation rate has doubled from 33.5 percent in 2011 to 78.2 percent in 2018. As our graduation rate has climbed, so has our college enrollment rate. For the past eight years, both have hit a record high only to be topped the following year.

<b>Freshman On Track to Graduate</b>	<b>89.4% (SY17-18)</b>	<b>69% (SY10-11)</b>
<b>High School Graduation Rate</b>	<b>78.2% (SY17-18)</b>	<b>56.9% (SY10-11)</b>
<b>Earned Early College and Career Credentials</b>	<b>46.6% (SY17-18)</b>	<b>31.2% (SY13-14)</b>
<b>Scholarship Dollars Earned</b>	<b>\$1.33B (SY17-18)</b>	<b>\$2.66M (SY10-11)</b>
<b>Students At or Above Attainment for Reading (NWEA)</b>	<b>61.4% (SY17-18)</b>	<b>45.6% (SY12-13)</b>
<b>Students At or Above Attainment for Math (NWEA)</b>	<b>56.6% (SY17-18)</b>	<b>45.1% (SY12-13)</b>

Additionally, across CPS, City Colleges and beyond, educational attainment has increased overall, with 33.5 percent of Chicago residents holding a bachelor's degree or higher in 2011 versus 38.8 percent in 2017. Chicago is now America's best educated big city, with more residents having postsecondary achievements than other major national peers.



**LOOKING BACK:**  
**2011 TRANSITION COMMITMENTS**



## 2011 TRANSITION TO TODAY

In 2011, Mayor Emanuel campaigned on a promise to bring change to Chicago communities and to partner with government, residents and businesses to tackle the most pressing problems facing the city. Throughout the 10 weeks leading up to Mayor Emanuel's inauguration, a transition committee of more than 100 leaders across a variety of issue areas met with key stakeholders throughout the city to consider more than 1,800 ideas to identify a set of actionable recommendations across four focus areas — government, communities, children and growth — that informed 55 initiatives to guide the administration in its early days.

In the spirit of hitting the ground running and continuing that momentum through his last days, Mayor Emanuel achieved substantial progress across all four focus areas in the first 100 days and made advancements on every initiative though eight years in office.

## GOVERNMENT

Eight years ago, the City of Chicago operated with substantial recurring budget deficits, with the gap between expenses and revenues projected to be \$635 million going into the 2012 budget. For years, budgets were balanced through one-time fixes, the structural drivers of this deficit remained unaddressed. Mayor Emanuel prioritized a transparent and accountable process to steer the City and its six sister agencies toward reinvention and fiscal stability. Key actions that laid the foundation for eight years of reform included:

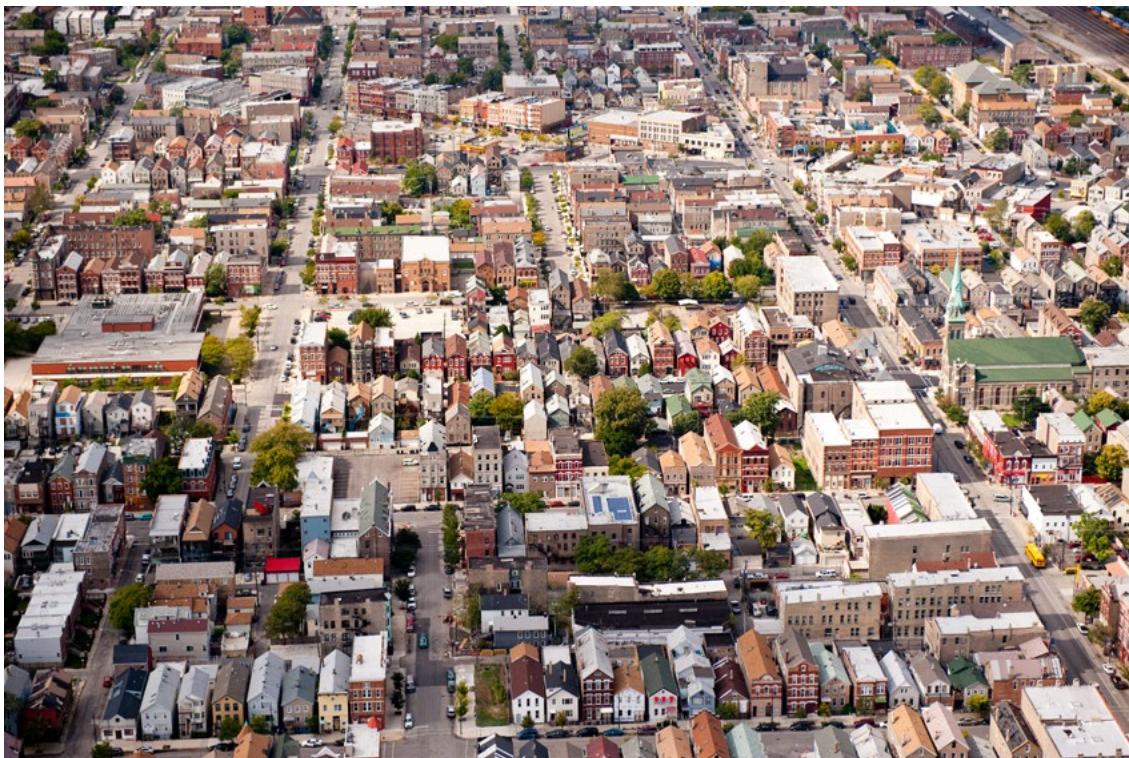
- **Implementing budget reform** by charging the city's Office of Budget and Management with producing each year a long-term financial analysis, the Annual Financial Analysis (AFA), that provides a framework for the development of the City's annual budget. The AFA provides a review of the City's revenues and expenditures for the past ten years, a forecast of the City's finances for the next three years and analysis of the City's reserves, pension contributions and conditions, debt obligations and capital improvement program. The AFA has been made available publicly each year since 2012 and helped guide the implementation of key financial reforms to improve its long-term financial stability.
- **Reforming TIF** through the TIF Reform Panel which posed comprehensive recommendations implemented by the City, including promoting transparency and accountability by publishing TIF data and budgets online, reducing the number of TIF districts and furthering innovative uses for TIF for transit. Since 2011:
  - Approximately 90 percent of TIF funds have been spent on neighborhood projects;
  - Roughly 80 percent of which was committed to public uses, including infrastructure schools, parks, public transit and affordable housing; and
  - \$1.2 billion in surplus has been returned to respective taxing bodies.
- **Setting high standards for open, participatory government** by publishing all Annual Appropriation Ordinances and budget documents on the City's Data Portal, issuing an Executive Order to require City departments to publish public data sets online and putting a spotlight on issues like lobbying and conflicts of interest by making all lobbying and financial disclosures public.
- **Simplifying fees, regulations and inspections** through a \$6 million grant from Bloomberg Philanthropies to build an Innovation Delivery Team that focused on reducing the time Chicagoans spend in line to access City Services, including licenses and permits. The team launched a license reform initiative that cut the number of business licenses by over 60 percent and saved businesses over \$1 million annually by simplifying fees and inspections.

In these initiatives, and throughout the work that has been completed by every department and agency, the priority to streamline government, without compromising quality and access to services the Emanuel administration prioritized streamlining.

## COMMUNITIES

From day one, Mayor Emanuel has fought to ensure residents on an individual and community level have access to the resources and supports in their neighborhoods to thrive. Strong neighborhoods make a strong Chicago. Investing in neighborhoods — to ensure access to resources and amenities, healthy foods, and safety — has been a priority throughout the Emanuel Administration. Key actions from the initial 2011 Transition Recommendations that began the momentum early on included:

- **Placing more police officers on active street duty** by initiating a plan to redeploy 500 police officers to the beat during the first week in office. Over 200 officers were redeployed in the following months. Additionally, in 2017, Mayor Emanuel and the Chicago Police Department began a two-year process to hire and deploy nearly 1,000 more police officers to safeguard neighborhood, while also filling vacancies left from retirements and promotions. By December 2018, the Department marked its 1,000th hire under this initiative. In addition to replacing officers who retired or moved on, the total hiring over the two-year period was 2,352 new officers. As new officers have been added, another 1,241 individuals were promoted to fill vacancies within the ranks.
- **Create a strong public health agenda for Chicago** by launching Healthy Chicago and Healthy Chicago 2.0 to outline the city's first public health agendas designed to improve the health of all Chicagoans.
- **Create a strategic and comprehensive response to the foreclosure crisis** through the collaboration of City, civic and philanthropic resources to stabilize and repopulate housing across the Chicago. The Micro-Market Recovery Program has supported nearly 3,000 housing units across 20 market areas.
- **Address the safety risks of vacant and abandoned buildings** by demolishing hundreds of buildings beyond reasonable expectations of repair and at significant safety risk to the community. Additionally, the Department of Buildings published the Building Code Scofflaw and Problem Landlords list to hold property owners accountable before buildings run into the risk of disrepair and vacancy.
- **Create a world class bike network** by installing over 200 miles of bikeways in the last eight years, including 22.5 miles of protected bike lanes, 108 miles of buffered bike lanes and 11 miles of neighborhood greenways. The City also finished significant bike and pedestrian infrastructure projects like the 606 Trail, Lakefront Trail separation, Navy Pier Flyover, new bike/pedestrian bridges at 35th, 41st and 42nd streets, and the creation of the Divvy bike sharing system.



- **Increasing access to public space** by adding more than 1,000 acres of parkland since 2011 and ensuring nearly every resident of Chicago lives within one-half of a mile of a park.

## CHILDREN

Every child in Chicago must have access to a world-class learning experience and a high-quality and safe learning environment. These objectives have been the core of the vision of Mayor Emanuel throughout the past eight years. Building a path to support children from birth through career has involved reforming education systems and services that provide children meaningful access to opportunity and promote progress at all points.

From the first five years to college credentials to safety at home and community, prioritizing Chicago's youth has guided the efforts of departments and agencies citywide. Key accomplishments from the 2011 transition that have evolved over the past eight years include:

- **Increasing instructional time for all students**, including fighting within the first 100 days to enact education reforms that paved the way for Chicago Public Schools to lengthen the school day. Totaling gains across all grades, including kindergarten and pre-k, Mayor Emanuel will have added four years of classroom time for every student since taking office.
- **Transforming early childhood education to reach more young children with quality programs** over the past eight years. CPS and DFSS have partnered to consolidate funding streams while improving funding for quality providers. The City launched the first-ever coordinated online application for preschool programs and is in the second year of implementing a four-year plan to provide free universal full-day preschool access for all four-year olds.
- **Giving parents and families the tools they need to demand high-quality schools for their children's education**, including instituting the new School Quality Rating Policy (SQRP) in to measure annual school performance, which allows CPS to communicate to parents and community members about the academic success of individual schools and the district as a whole.
- **Ensuring that Chicago immigrants can access available services effectively and that we deliver to Chicago's youth the promise of the Dream Act**, Mayor Emanuel established the Office of New Americans to improve services and engage Chicago's diverse immigrant and refugee communities. ONA has been critical for advocating for Chicagoans rights under DACA and fighting back against anti-immigrant



policies at the national level.

Chicago has built a model of supporting youth from cradle to career, and Mayor Emanuel has ensured that the City's budget reflects its values by increasing investments in youth programming and services in every budget.

## GROWTH

Chicago has long been an economic and cultural leader on a global scale. A hub for transportation and education, Chicago features key assets that make it a draw nationally and internationally. However, in 2011, the city faced challenges linking these assets to drive growth in the face of a decade of population decline and significant job losses from the global recession. Facing the decline of federal resources and increasing competition from peer cities across the U.S., Mayor Emanuel prioritized the creation of a regional strategy to support our infrastructure, educational assets, and economic engines to chart a course toward sustained economic progress. These early initiatives included:

- **Eliminating the head tax**, beginning with his first budget Mayor Emanuel began a two-year process to phase out the \$4 dollar per employee head tax, removing a deterrent for businesses to start and grow in Chicago. The City has added over 160,000 private sector jobs since 2011.
- **Improving and expanding Chicago's transit system** by investing more than \$8 billion since 2011, including the \$492 million Your New Blue program on the O'Hare branch of the Blue Line, the \$425 million complete reconstruction of the Red Line South branch, new stations at Morgan, Cermak-McCormick Place and Damen, forthcoming, which fill significant gaps between existing stations.
- **Preparing people for jobs that businesses need to fill** collaborating with Cook County to build the Chicago Cook Workforce Partnership, creating a centralized, transparent and efficient partner for businesses in the area, focused on job skills needed by employers and placement into those jobs.
- **Promoting innovation and entrepreneurship** at all stages by:
  - Enacting a comprehensive license reform ordinance within the first year which reduced the number of business licenses by 60 percent and lowered licensing fees for over 10,000 businesses in Chicago.
  - Partnering to launch 1871, a technology and entrepreneurship incubator driving growth of Chicago's diverse, digitally-enabled startups through access to space and connectivity, education, and training resources, early-stage and venture capital and customers. In 2018, 1871 ranked first in the world in a global study of more than 1,300 incubators.



- **Accelerating infrastructure projects that are critical to growth** by identifying projects that have transformational potential and focusing efforts to achieve its best possible value. This strategy successfully accelerated the O'Hare Modernization Program, launched the O'Hare 21 plan and will result in more than \$11 billion in airfield, terminal and infrastructure investments at Chicago's airports since 2011.
- **Developing a new cultural plan for Chicago,** Mayor Emanuel and the Department of Cultural Affairs and Special Events spent a nine-month process developing the first new plan for strengthening the city's arts and cultural sector in more than 25 years.

**These four areas represented a start a start and not and end.** Chicago is a city of constant evolution and reinvention, and over the past eight years the Emanuel administration has continued to make progress in government reinvention, our communities, our youth, and our economy. Building on these pillars, the city has seen transformational gains in the modernization of city services, driving toward a green and sustainable future, affordable housing for all, and the support of working families across the city.

**Living a better life. Thriving at work. Raising a family. Staying connected. While there is still work to be done, every one of our 77 neighborhoods has seen improvements in one or more of these areas.**

What follows in this report is a summary of the efforts of the Emanuel administration over the past eight years. Working together, City departments, sister agencies and community partners have made record gains in making Chicago a more vibrant, sustainable and thriving city to live, work and raise a family. The accomplishments and gains outlined here underscore the commitment Mayor Emanuel made in 2011, to work with anyone willing to partner in change and to roll up our sleeves and take on the hard work of securing Chicago's future. As a result, the City and its schools, parks, libraries and community spaces are in a better position to take on any challenge that lies ahead.

The investments and initiatives of the past eight years have supported stronger neighborhoods, and working together, we've built momentum that ensures Chicago's brightest days remain ahead of us.



## 2011 TRANSITION INITIATIVES AND ACCOMPLISHMENTS

	COMMITMENT	ACCOMPLISHMENTS
<b>OUR GOVERNMENT</b>	<b>Cut \$75 million from the structural deficit immediately.</b>	On his first day in office, Mayor Emanuel announced \$75 million in savings to the City's budget through cost-savings in senior management payrolls, merging functions and improving contract spending and grant management. Within first 100 days, \$51.3 million had been realized. Across all of Mayor Emanuel's budgets, the structural deficit was reduced from \$635 million in 2012 to less than \$98 million represented in the 2018 Annual Financial Analysis.
<b>OUR GOVERNMENT</b>	<b>Implement budget reform though transparent policy and specific long-term targets.</b>	Mayor Emanuel signed an executive order on long term financial planning that charged the city's Budget Department with conducting an Annual Financial Analysis (AFA) including a trend analysis of all City funds and a financial forecast analysis of City reserves, capital program, debt, liabilities and financial policies. The AFA has been made available publicly each year since 2012 and helped guide the implementation of key financial reforms to improve its long-term financial stability.
<b>OUR GOVERNMENT</b>	<b>Reform TIF to promote transparency and accountability.</b>	Within the first 100 days, Mayor Emanuel named the TIF Reform Panel to review the City's use of Tax Increment Financing (TIF), make recommendations for improving the transparency and efficiency of the City's use of TIF and identify ways to strengthen the ability of TIF to meet the City's economic development goals. In the first year, the Panel posed comprehensive recommendations that have been implemented in subsequent years, including promoting transparency and accountability by publishing TIF data and budgets online, reducing the number of TIF districts, and furthering innovative uses for TIF for transit. Since 2011, 84 percent of TIF dollars have been toward public uses, including infrastructure, schools, parks and public transit and \$1.2 billion in surplus has been returned to respective taxing bodies.
<b>OUR GOVERNMENT</b>	<b>Initiate ethics reform to eliminate corruption and waste reform the revolving door culture.</b>	As his first act in office, Mayor Emanuel signed six Executive Orders on ethics, including creating new rules prohibiting new appointees from lobbying City government for two years after leaving the Administration, protecting City employees against pressure to give gifts or make political contributions to their superiors, and prohibiting City lobbyists from making political contributions to the Mayor. Over the past eight years, Mayor Emanuel has passed five ethics reforms packages through City Council, repeatedly expanded the authority and scope of the Inspector General and successfully lead the city out from under the Shakman consent decree regarding hiring practices.
<b>OUR GOVERNMENT</b>	<b>Set high standards for open, participatory government to involve all Chicagoans.</b>	All annual Appropriation Ordinances have been made available on the City of Chicago's Data Portal, outlining budgeted expenditures, positions, salaries organized by department, and listing current City employees and salaries. Additionally, the City launched a dedicated open data portal that now houses over 1,000 data sets. Mayor Emanuel also issued an Executive Order requiring City departments to publish public data sets under their control, and update them on a regular basis, which has led to successful collaborations like the City's Plow Tracker app. The administration also put all lobbying data on City's website allowing citizens to track and find information on lobbyists, including what they are lobbying for and which government officials they have lobbied.

	<b>COMMITMENT</b>	<b>ACCOMPLISHMENTS</b>
<b>OUR GOVERNMENT</b>	<b>Simplify the structure of government internally through coordination and externally through partnerships with nonprofit organizations and other governments to strengthen the effective delivery of services and eliminate redundancies.</b>	In the first 100 days, Mayor Emanuel and Cook County Board President Toni Preckwinkle established the joint City-County committee to identify opportunities to reduce costs and improve services through intergovernmental collaboration. The report spurred efforts like the creation of the Chicago Cook Workforce Partnership, which consolidated separate employment assistance agencies, saving roughly \$2 million in administrative costs for the City and County. Internally, the City merged divisions of revenue and finance and general services and fleet management departments, in key areas of immediately providing greater efficiency.
<b>OUR GOVERNMENT</b>	<b>Simplify fees, regulations and inspections to make processes easier.</b>	The City secured a \$6 million grant from Bloomberg Philanthropies to build an Innovation Delivery Team that focused on reducing the time Chicagoans spend in line to access City Services, including licenses and permits. The team launched a license reform initiative that cut the number of business licenses by over 60 percent and saved businesses over \$1 million annually by simplifying fees and inspections.
<b>OUR GOVERNMENT</b>	<b>Centralize, professionalize and reform procurement.</b>	The Department of Procurement Services took immediate actions to curtail spending outside the centralized procurement processes. Additionally, the Mayor launched the Procurement Reform Task Force in partnership with the Inspector General to promote uniform, efficient and cost-effective procurement strategies. The Task Force has reported quarterly on its implementation of its recommendations. Additionally, Mayor Emanuel ordered all City and sister agency employees to stop using government-issued credit cards and terminate any credit card agreements that provide credit cards to individuals for general use.
<b>OUR GOVERNMENT</b>	<b>Integrate public performance targets with service delivery and cost effectiveness standards.</b>	The city set public performance benchmarks and key indicators for the Departments of Business Affairs and Administration, Streets and Sanitation, and 311 City Services. The benchmarks, released on the City of Chicago's Data Portal and department websites outline goals for services and requests such as granting a Limited Business License or Retail Food License, responding to a Tree Debris or Rodent Baiting Service Request or answering a call at the 311 Call Center.
<b>OUR GOVERNMENT</b>	<b>Invest in the health and wellbeing of City workers and their families.</b>	Over the past eight years, the city has restructured copays, deductibles, premiums and salary caps for the first time in over a decade, brought down the high prices of prescription drugs and put city employees on a wellness plan that has helped make our workforce healthier. While health care inflation in the last eight years is up 30 to 40 percent across the country, the City's healthcare budget was reduced by \$33 million.
<b>OUR GOVERNMENT</b>	<b>Ensure that worker safety is a top priority to reduce worker's compensation costs.</b>	The city developed a comprehensive safety program to hold agencies accountable for supporting and enforcing safety programs reduce worker compensation costs. These reforms saw consistent reductions in worker compensation costs in the City's budget.
<b>OUR GOVERNMENT</b>	<b>Introduce a consolidated, comprehensive capital planning and management process to maximize investments to deliver the best value to Chicago.</b>	In 2011, the Office of Budget and Management finalized a long-term capital planning process for the City that is based on performance metrics and return on investment standards.

	<b>COMMITMENT</b>	<b>ACCOMPLISHMENTS</b>
<b>OUR COMMUNITIES</b>	<b>Take action to address gun violence, advocating for stronger state and federal policy and increase efforts to trace weapons.</b>	Within the first 100 days, the administration joined Mayors Against Illegal Guns, a bipartisan coalition, along with 600 mayors across the country to crack down on illegal guns. In 2014, and again in 2017, Mayor Emanuel published reports tracing the impact of illegal guns in Chicago. Mayor Emanuel leveraged the findings of those reports and worked to enact legislation at the state level addressing penalties for repeat gun offenders and requiring licensing for gun dealers to stemming the illegal flow of guns into the state.
<b>OUR COMMUNITIES</b>	<b>Reduce summer violence, especially among youth, by expanding positive activities.</b>	The City launched One Summer Chicago, a collaborative effort between the City, County, foundations and the business community to provide summer programming for youth. Since 2011, the program has more than doubled paid summer job opportunities while diversifying work roles, with over 193,000 youth gaining valuable job training and work experience since the program began. Additionally, the City launched the One Summer Chicago website, to show all positive youth experiences and resources available throughout the summer.
<b>OUR COMMUNITIES</b>	<b>Reintegrate policing with the needs and priorities of communities by reinventing Chicago Alternative Policing Strategy (CAPS).</b>	Mayor Emanuel and Superintendent Johnson convened the Community Policing Advisory Panel to develop a new strategic plan for community policing. Additionally, the approved police reform consent decree that took effect on March 1, 2019, addresses and includes community policing reforms.
<b>OUR COMMUNITIES</b>	<b>Coordinate public safety efforts more effectively.</b>	Within the first 100 days, the administration integrated public safety plans among key departments. In 2014, the Mayor's Commission for a Safer Chicago began a process to build a strategic agenda with community leaders to develop solutions to violence. The commission outlined a shared vision, shared action and shared responsibilities. In his 2019 budget, Mayor Emanuel established a Mayor's Office of Violence Prevention to guide and coordinate efforts with CPD, community members, street outreach organizations and City services for greater impact.
<b>OUR COMMUNITIES</b>	<b>Eliminate food deserts in Chicago by making healthy foods more accessible.</b>	Within the first 100 days, Mayor Emanuel convened a food desert summit with CEOs from six grocery chains to discuss their plans to expand into communities that lack fresh food. The administration has fought to open or repurpose 11 grocery stores on the South side, and over 800,000 residents live within a 10-minute walk of a new grocery store opened since 2011. Over 190,000 residents from low-income communities are served by new community gardens growing healthy food.
<b>OUR COMMUNITIES</b>	<b>Improve public safety on the ground through a data-driven approach.</b>	Mayor Emanuel and the Chicago Police Department have instituted a smart policing strategy that leverages data and technology to address crime in police districts across the City. The strategy has included the installation of gunshot detection systems and high definition cameras, that provide critical information for better, more timely resource allocation. Additionally, Strategic Decision Support Centers consolidate those gunshot detection alerts, camera feeds and other sources of crime data into a single, usable platform to help district command staff and officers plan for patrol deployments or assist in the response to a call for service. The centers, staffed with a civilian data analyst, either employed by the University of Chicago Urban Labs or the City, who collects and analyzes data trends, have been established across the city. These investments have contributed to over two years of consecutive declines in violent crimes.

	<b>COMMITMENT</b>	<b>ACCOMPLISHMENTS</b>
<b>OUR COMMUNITIES</b>	<b>Place more police officers on active street duty.</b>	During his first week in office, Mayor Emanuel announced the redeployment of 500 police officers to the beat. Over 200 officers were redeployed in the following months. Additionally, in 2017, Mayor Emanuel and the Chicago Police Department began a two-year process to hire and deploy nearly 1,000 more police officers to safeguard neighborhoods, while also filling vacancies left from retirements and promotions and add 200 detectives and nearly 200 new field training officers. As a result, nearly 2,400 new officers have entered the training academy and over 1,200 officers have been promoted.
<b>OUR COMMUNITIES</b>	<b>Create a strong public health agenda for Chicago making public health a priority.</b>	Mayor Emanuel and the Chicago Department of Public Health launched Healthy Chicago and Healthy Chicago 2.0 to outline the city's first public health agendas designed to improve the health of all Chicagoans. Healthy Chicago 2.0's development and success are guided by four key principles: Health Equity, Collaborative Effort, Social Determinants of Health and Data and Surveillance. In the past eight years, the City has worked to achieve groundbreaking tobacco legislation, higher HPV vaccination rates, record low new cases of HIV, and strong response to the Ebola crisis.
<b>OUR COMMUNITIES</b>	<b>Create a strategic and comprehensive response to the foreclosure crisis leveraging banks, community organizations and governments.</b>	The City's Micro-Market Recovery Program was unveiled to bring value back to targeted areas. The Program combines several capital including City, civic and philanthropic resources to create a strategy and financial mechanism that brings groups of foreclosed or nearly-foreclosed housing units back into the market. Through two rounds of funding and touching over 20 market areas, the program has reoccupied over 1,000 properties, supporting nearly 3,000 units of housing.
<b>OUR COMMUNITIES</b>	<b>Address the safety risks of vacant and abandoned buildings and encourage redevelopment of vacant property.</b>	In 2012, the administration began demolishing hundreds of buildings beyond reasonable expectations of repair and at significant safety risk to the community. Additionally, the Department of Buildings published the Building Code Scofflaw and Problem Landlords list to hold property owners accountable before buildings run into the risk of disrepair and vacancy. The Micro-Market Recovery Program and Troubled Buildings Initiative have spurred the stabilization of thousands of units of housing that were vacant or at risk of vacancy.
<b>OUR COMMUNITIES</b>	<b>Make Chicago's accessibility code the most progressive in the nation.</b>	The City has adopted and updated the Illinois Accessibility Code. Additionally, through the Mayor's Office of People with Disabilities (MOPD), progressive accommodations for residents off all abilities have been incorporated into the design phase of new city infrastructure projects to ensure the broadest number of people of disabilities can access amenities such as the Loop Link, new CTA rail stations, the Riverwalk and City's summer music, movie and food festivals. MOPD has advanced policy developing accessible city emergency plans, incentivizing more wheelchair-accessible taxicabs to be on the road, and prioritizing the experience of residents with disabilities as the City incorporates new mobility options.
<b>OUR COMMUNITIES</b>	<b>Launch city-wide recycling.</b>	In October of 2011, Mayor Emanuel implemented a managed competition for recycling services to create efficiencies and reduce operational costs to taxpayers. By 2013, the city expanded blue cart recycling to every community, and in 2014, Chicago's Residential Blue Cart Recycling Program received the award for Outstanding Government Recycling Program from the Illinois Recycling Association.

	COMMITMENT	ACCOMPLISHMENTS
<b>OUR COMMUNITIES</b>	<b>Create a world-class bike network and increase cycling.</b>	Within the first 100 days, the administration selected a pilot location for the city's first-ever protected bike lanes. Over the last eight years, over 200 miles of bikeways have been installed, including 22.5 miles of protected bike lanes, 108 miles of buffered bike lanes and 11 miles of neighborhood greenways. The City also finished significant bike and pedestrian infrastructure projects like the 606 Trail, Lakefront Trail separation, Navy Pier Flyover, new bike/pedestrian bridges at 35th, 41st and 42nd streets and the creation of the Divvy bike-share system.
<b>OUR COMMUNITIES</b>	<b>Improve water efficiency, water quality and water infrastructure to reduce sewer overflow and basement flooding.</b>	Within the first 100 days, the administration accelerated the development of a multi-year water management plan. Since 2011, the Department of Water Management has replaced over 590 miles of old water mains, replaced or lined 458 miles of sewer mains, and implemented station modernizations saving the City millions in annual operating expenses. The City also completed the \$70 million construction of the Albany Park Stormwater Diversion Tunnel to alleviate the threat of neighborhood flooding and constructed multiple Resilient Corridors to reduce basement flooding risk by activating city-owned, vacant lots with green stormwater infrastructure.
<b>OUR COMMUNITIES</b>	<b>Conduct a review of City-organized festivals and cultural programming.</b>	The Department of Cultural Affairs and Special Events conducted an audit of City-organized festivals and cultural program to assess the City's investment in the arts and ensure it serves all Chicagoans, showcases Chicago's diverse neighborhoods, and promotes Chicago as a vibrant global tourist destination and a site for cultural innovation. The audit informed the 2012 Chicago Cultural Plan, which provided a framework to guide the City's future cultural and economic growth.
<b>OUR COMMUNITIES</b>	<b>Increase access to public space to get children and families outdoors.</b>	The City has added more than 1,000 acres of parkland since 2011, with more than 7,000 trees planted in the last 18 months alone. Since 2012, more residents now live within half of a mile of a park, improving the walkability score to parks to nearly 100 percent of the population.
<b>OUR CHILDREN</b>	<b>Increase instructional time for all students and enhance afterschool infrastructure.</b>	Within the first 100 days, Mayor Emanuel worked with Governor Quinn to enact education reforms that paved the way for Chicago Public Schools to lengthen the school day, and in 2012 worked to lengthen the school day for both elementary and high schools. By 2013, CPS instituted universal access to full-day kindergarten for the first time and is currently in the second year of a four-year plan to expand universal access to full day pre-kindergarten for four-year-olds in the district. Additionally, the City and CPS have invested in expanding safe passages, youth mentoring and afterschool programs and resources citywide.
<b>OUR CHILDREN</b>	<b>Recruit, support and retain high-performing school leaders and principals.</b>	In November 2011, Mayor Emanuel announced the Chicago Leadership Collaborative (CLC), in order to create a pipeline of highly qualified leaders to meet the District's needs well into the future. The CLC is a unique partnership between the Chicago Public Schools (CPS) and leading principal development programs. It provides the District with an unprecedented capacity to develop, attract and retain high-performing principals from internal and external sources, making Chicago a "destination of choice" for aspiring urban school leaders.

	COMMITMENT	ACCOMPLISHMENTS
<b>OUR CHILDREN</b>	<b>Recruit, support and retain high-performing school teachers.</b>	In the first 100 days, CPS launched a process to host 200 teachers focus groups and work with stakeholders to develop new teacher evaluation approach. CPS and CCC launched initiatives like the Teacher Residency program and Men of Color in Education to support and retain high quality teachers in Chicago.
<b>OUR CHILDREN</b>	<b>Transform early childhood education to reach more young children with quality programs.</b>	Mayor Emanuel convened an early childhood education task force that met to explore opportunities to streamline funding and create a first-of-its-kind program in Chicago that aligns program applications and goals across funding streams. Over the past eight years, CPS and DFSS have partnered to consolidate funding streams while improving funding for quality providers, launched the first-ever coordinated online application for preschool programs and initiated a four-year plan to support free universal full day preschool access for all four-year-olds.
<b>OUR CHILDREN</b>	<b>Increase the number of non-selective, world-class schools in every neighborhood.</b>	CPS has invested in key academic programs across all school types, including establishing a first-of-its-kind application process that empowered school communities to apply for new programming through a transparent application process. This year, students at 32 schools with a student population that is 80 percent low income will benefit from the largest-ever academic program expansion. Additionally, CPS has also more than doubled the number of students participating in International Baccalaureate programs, and more than tripled the number of STEM/STEAM program and Dual Language program offerings over the last eight years. In December 2018, CPS was named College Board's AP District of the Year for the second time in the last seven years and named to the AP Honor Roll for the sixth year in a row.
<b>OUR CHILDREN</b>	<b>Give parents and families the tools they need to demand high-quality schools and for their children's education.</b>	CPS launched the new School Quality Rating Policy (SQRP) in 2014 to measure annual school performance. The SQRP allows CPS to communicate to parents and community members about the academic success of individual schools and the district as a whole; recognize high achieving and high growth schools and identifying best practices; provide a framework for goal-setting for schools; identify schools in need of targeted or intensive support; and guide the Board's decision-making processes around school actions and turnarounds. Additionally, CPS launched Parent University, an innovative neighborhood-based program that uses a combination of in-person and online learning to help parents access more information about educational opportunities that can drive success for both parents and their children.
<b>OUR CHILDREN</b>	<b>Overhaul Chicago's public high schools with a focused strategy to improve graduation rates and better prepare students.</b>	Chicago Public Schools identified a new central office leadership structure to streamline processes and reflect policy priorities. Since 2011, the district has seen a record-high graduation rate, with 78.2 percent of students earning a diploma, growing nearly 19 percentage points since 2011, when just over half of CPS students earned a high school diploma. In 2018, the percentage of freshmen considered on-track to graduate is the highest measure on record at 89.4 percent, an improvement of nearly 15 percentage points since 2011. The Freshman OnTrack rate is a research-based measurement that is the single best indicator of whether a student will graduate, and it has risen for the seventh year in a row, signaling that more CPS students are likely to graduate than ever before.

	COMMITMENT	ACCOMPLISHMENTS
<b>OUR CHILDREN</b>	<b>Set a bold postsecondary completion goal that accelerates degree attainment.</b>	In 2017, Mayor Emanuel announced <i>Learn.Plan.Succeed</i> to guide student success by requiring that they work with counselors to develop a concrete postsecondary plan, inclusive of four-year university, City Colleges, trades/apprenticeships, military and/or internships, as a graduation requirement. CPS is the first large urban district in the country to require students to develop a postsecondary plan to receive a diploma. Additionally, The Star Scholarship was created in 2015 to provide Chicago Public Schools graduates from all economic backgrounds, including undocumented students, access to a viable pathway to the opportunity to pursue a degree or certificate at City Colleges no cost. Now in its fourth year, the Chicago Star Scholarship has helped more than 6,000 CPS graduates enroll in college at no cost, representing more than 75 zip codes and more than 200 high schools citywide.
<b>OUR CHILDREN</b>	<b>Foster an aggressive approach to innovation in Chicago education.</b>	Over eight years, CPS, City Colleges and DFSS have implemented numerous new and innovative programs to drive greater educational outcomes, including <i>Learn.Plan.Succeed</i> , the SQRP, the reinvention of City Colleges and the new performance based Chicago Early Learning funding process.
<b>OUR CHILDREN</b>	<b>Ensure that Chicago immigrant community can access available support and services effectively and that we deliver to Chicago's youth the promise of the Dream Act.</b>	Mayor Emanuel established the Office of New Americans (ONA) in the Mayor's Office to improve services and engage Chicago's diverse immigrant and refugee communities through enhanced collaboration with community organizations, academic institutions, and the private sector. ONA has been critical for advocating for Chicagoans rights under DACA and fighting back against anti-immigrant policies at the national level.
<b>OUR CHILDREN</b>	<b>Provide more options for youth that have dropped out of school.</b>	Mayor Emanuel and Chicago Public Schools (CPS) established Student Outreach and Reengagement (SOAR) centers, which partner with community-based organizations to reengage students in schools and provide access to supportive services. Additionally, the administration launched Thrive Chicago, a citywide collective impact initiative to convene and align partners to focus on as 16-24 - year-olds who are out of work and out of school and connect them with resources and a path to success. Finally, in 2018 the City began to provide funding support for Choose to Change, a program that delivers mentoring and counseling to youth who are at-risk of disengaging from school.
<b>OUR GROWTH</b>	<b>Integrate economic development planning with the City's business and financial management.</b>	The Mayor created the Mayor's Council on Economic, Budgetary, and Business Development. Led by the Deputy Mayor, who is charged with oversight of the City's finances and its Economic Development function, the Council ensured the City's finances and its economy are inextricably linked. Recommendations of the Council included the launch of an expanded and reformed World Business Chicago, an immediate cost savings in the city budget, a robust open data policy, and the first-ever Annual Financial Analysis.
<b>OUR GROWTH</b>	<b>Eliminate the head tax.</b>	In his first budget, Mayor Emanuel enacted a two-year plan to phase out the \$4 dollar per employee head tax, removing a deterrent for businesses to start and grow in the City. The city has added over 160,000 private sector jobs since 2011.

	COMMITMENT	ACCOMPLISHMENTS
<b>OUR GROWTH</b>	<b>Improve and expand Chicago's transit system.</b>	More than \$8 billion has been invested in the modernization and expansion of the transit system since 2011, including the \$492 million Your New Blue program on the O'Hare branch of the Blue Line, the \$425 million complete reconstruction of the Red Line South branch, new stations at Morgan, Cermak-McCormick Place and Damen and forthcoming, which fill significant gaps between existing stations.
<b>OUR GROWTH</b>	<b>Prepare people for jobs that businesses need to fill by improving alignment between workforce development programs.</b>	Mayor Emanuel and Cook County Board President Toni Preckwinkle launched the Chicago Cook Workforce Partnership to create a centralized, transparent and efficient partner for businesses in the area, focused on job skills needed by employers and placement into those jobs. Additionally, Chicago has established itself as a national leader in expanding non-traditional apprenticeships through public-private partnerships at City Colleges. Launched with Aon in 2016, CCC now serves about 100 students through apprenticeship programs at Aon, Accenture and Walgreens. City Colleges now offers more relevant programs in sought-after fields, and trains students in state-of-the-art facilities. Since City Colleges aligned campuses to specialize in high-demand industries, campuses now offer expanded programming in careers including: Cyber Security; Beverage Management; Medical Assistance; Early Childhood Certifications; and Aviation Sheet Metalworking.
<b>OUR GROWTH</b>	<b>Develop job growth strategies for target industries and clusters.</b>	In the first 100 days, the City partnered with World Business Chicago to support research on the Chicago economy and growth potential of specific industries and clusters. The Mayor appointed a reinvigorated World Business Chicago board and charged World Business Chicago with a broader mandate of economic development for all size businesses. This new structure created new short and long-term job creation and recruitment strategies within key industries such as food and beverage, innovation and entrepreneurship and advanced manufacturing.
<b>OUR GROWTH</b>	<b>Promote innovation and entrepreneurship by providing supporting start-ups and streamlining processes.</b>	Within the first year, Mayor Emanuel enacted a comprehensive license reform ordinance which reduced the number of business licenses by 60 percent and lowered licensing fees for over 10,000 businesses in Chicago. Mayor Emanuel also partnered to launch 1871, an incubator, to grow the number of technology jobs in Chicago by providing diverse, digitally-enabled startups with access to space and connectivity, education and training resources, venture capital and customers. In 2018, 1871 ranked first in the world in a global study of more than 1,300 incubators.
<b>OUR GROWTH</b>	<b>Develop a bus rapid transit network using existing streets, including dedicated bus lanes, signal priority, fare payment innovations and at-grade boarding.</b>	Identify which corridor can most benefit from piloting Bus Rapid Transit. CTA initiated the alternatives analysis process by placing on their website informing the public of the analysis to be performed on Western and Ashland avenues. The analysis will determine which corridor will benefit from bus rapid transit.

	COMMITMENT	ACCOMPLISHMENTS
<b>OUR GROWTH</b>	<b>Support transit-oriented development.</b>	Under Mayor Emanuel's leadership, Chicago has become a leader in transit-oriented development (TOD) as a way to encourage affordability of new housing options and promote sustainable transportation choices. Mayor Emanuel has sponsored multiple ordinances to reduce parking requirements, provide added height and density for new developments near transit stations and add additional incentives to encourage affordable housing units on site. Chicago recently became the first city to expand its TOD policy to high frequency, high capacity bus routes.
<b>OUR GROWTH</b>	<b>Accelerate infrastructure projects that are critical to regional growth and position Chicago as a global transportation hub.</b>	This strategy successfully accelerated the O'Hare Modernization Program and resulted in more than \$11 billion in airfield, terminal and infrastructure investments at Chicago's airports since 2011. Under Mayor Emanuel's leadership, \$35 billion has been invested in infrastructure construction and renovation for schools, parks, transit, water and sewer main replacement, creating an estimated 150,000 jobs.
<b>OUR GROWTH</b>	<b>Increase broadband access by providing affordable options for families and expand access in public facilities.</b>	Within the first 100 days, the administration met with key industry leaders to identify opportunities to expand broadband access, providing long-term solutions for families, businesses and individuals with limited access to high speed internet. Mayor Emanuel and Comcast launched Internet Essentials, which provides low-cost access to the Internet and affordable computers as well as digital literacy training to families with children eligible under the National School Lunch Program. Additionally, Chicago Public Libraries has launched the Internet to Go hotspot lending program to allow library patrons the ability to borrow a laptop or mobile device from more than 10 different CPL locations.
<b>OUR GROWTH</b>	<b>Develop a new cultural plan for Chicago.</b>	In 2012, the City of Chicago's Department of Cultural Affairs and Special Events (DCASE) launched a nine-month process to develop a cultural plan for Chicago to capture the full power of Chicago's art organizations and creative assets. Released in October 2012, the plan created a framework to guide the city's future cultural and economic growth.
<b>OUR GROWTH</b>	<b>Develop a strategy for creating and supporting cultural hubs in Chicago and cultural destination corridors.</b>	The Emanuel administration has been a champion of the City's cultural assets, dedicating a year of programming to both art and theater in every neighborhood of Chicago. Mayor Emanuel has also invested in supporting cultural corridors throughout the city through major projects like the Uptown Theater renovation, which anchors the Uptown entertainment district and retail corridor, and coordinated investments in affordable housing (Bronzeville Artist Lofts) and recreation (Ellis Park Arts & Rec Center) in Bronzeville to support the growth and accessibility of artist communities.
<b>OUR GROWTH</b>	<b>Refocus the Chicago Climate Action Plan on economic impact and jobs and capture the full economic benefits of sustainable investments.</b>	Working with energy and economic development experts, the update of the Chicago Climate Action Plan prioritized energy efficiency, clean energy and sustainable investments that directly produce economic benefits such as job creation, economic development and significant cost savings for families and businesses. From 2010 to 2015, Chicago saw a seven percent reduction in carbon emissions, while the regional economy grew by 12 percent over the same period.

	COMMITMENT	ACCOMPLISHMENTS
<b>OUR GROWTH</b>	<b>Promote energy efficiency and infrastructure retrofits to reduce energy costs and drive job creation and new funding.</b>	Through the Chicago Infrastructure Trust and the Department of Fleet and Facilities Management, the city implemented Retrofit Chicago which used an innovative, tax-exempt Energy Services Agreement to finance energy efficiency improvements in 60 City buildings. These improvements reduced energy use in the buildings by 18 percent while also enhancing the lighting, comfort, indoor air quality, and safety of the buildings. Under the Chicago Smart Lighting Program, the City is replacing more than 270,000 public lights with high-quality LED fixtures. The new lights will consume 50-75 percent less electricity than existing lights. The project is projected to save over 246 million kilowatt-hours of electricity per year, equivalent to powering nearly 20,000 homes in one year.
<b>OUR GROWTH</b>	<b>Promote development of underutilized buildings and vacant land.</b>	Since 2011, the City has negotiated over 500 sales of vacant or underutilized city land, bringing in over \$27 million. The city also launched the Large Lots program, which sells vacant, city-owned lots in targeted neighborhoods for \$1 to an owner on the same block, which are often converted into community gardens, side yards and other landscaped outdoor space. The city has also leveraged the sale of high value agency offices, like the Fleet Management headquarters on Throop St. and Park District headquarters in Streeterville to fund the relocation and construction of new modern facilities that bring high quality jobs and spur economic development on the south and west sides.
<b>OUR GROWTH</b>	<b>Build vibrant communities through development of local assets and institutional anchors.</b>	Within the first 100 days, the City created Memoranda of Understanding with the University of Chicago and Loyola University, resulting in long-term development plans that coordinate City investments with the private infrastructure expenditures of these community anchors. Eventually, this agreement included a total of nine community anchors. Further, the City and World Business Chicago partnered to launch Chicago Anchors for a Strong Economy (CASE) to implement a coordinated strategy that leverages the buying power of anchor institutions to support the economic growth of their neighborhoods by sourcing and qualifying local, small-to medium-sized businesses (with a focus on MBE/WBE firms) to supply the products and services to anchor institutions.



**BUILDING MOMENTUM  
IN EVERY NEIGHBORHOOD**

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## ACCOUNTABILITY, TRANSPARENCY AND ETHICS

From day one Mayor Emanuel has worked to restore faith in government by changing the culture in City Hall. The Mayor's first act in office was signing a series of executive orders to strengthen ethics rules and close the revolving door between lobbying and government. Since then, the City has passed five sweeping ethics reform ordinances, replaced the entire Board of Ethics, strengthened disclosure requirements for lobbyists, and established an independent budget office to serve as a watchdog for taxpayer dollars.

In addition, the administration has brought a new level of accountability to City Hall by creating an open data portal that contains a real-time lobbyist disclosure site, taking away employee credit cards, and going after companies that violate women- and minority-owned business requirements. Mayor Emanuel expanded the scope of the Office of the Inspector General (OIG), and during his Administration, for the first time, every city agency and department was under oversight by an Inspector General. Under Mayor Emanuel's leadership, the City of Chicago was dismissed from the Shakman lawsuit, ending a decade of federal oversight of the City's hiring practices.

## ENSURING THE HIGHEST ETHICAL STANDARDS IN CITY GOVERNMENT

### ***Signing Six Executive Orders on the First Day***

On his first day in office Mayor Emanuel signed six Executive Orders, including orders prohibiting new appointees from lobbying City government for two years after leaving the Administration, protecting City employees against pressure to give gifts or make political contributions to their superiors, including department heads and the Mayor, and prohibiting City lobbyists from making political contributions to the Mayor.

### ***Establishing Real-time Lobbying Disclosures***

In July 2011, City Council approved the Mayor's ordinance to further increase transparency through real-time lobbying disclosure and stricter limits on lobbying activities. In addition, the Mayor announced new rules to strengthen the content of economic disclosure statements, requiring filers to list the name(s) of all of their employees who were also City employees or served as City elected or appointed officials within the year prior to the filing of the form, as well as requiring filers to list all gifts given to City employees and officials within the year prior to filing.



### ***Appointing an Independent Ethics Reform Task Force***

In December 2011, Mayor Emanuel appointed an Ethics Reform Task Force charged with assessing the City's ethics ordinance, considering best practices on a national level, engaging local experts and the public and making recommendations on strengthening Chicago's ordinance to ensure appropriate oversight of government activity. After four months, the Task Force released recommendations focused on education and regulation. The recommendations incorporated input obtained through 60 interviews with content experts, two public hearings, two employee focus groups, and an online comment submission tool.

### ***Passing Two Major Ethics Reform Ordinances Based on Task Force Recommendations***

Based on recommendations from the Ethics Reform Task Force, Mayor Emanuel introduced and passed through City Council two major ethics reform ordinances. The ordinances strengthened the gift ban and rules for financial disclosures, eliminated honoraria, added a "reverse revolving door" restriction, added a whistleblower protection for reporting misconduct, penalized Political Action Committees (PACs) for knowingly accepting improper campaign contributions and increased penalties for violations of the ethics ordinance. In addition, the ordinances overhauled ethics enforcement and investigations by clarifying the roles of the Inspector General (IG), Legislative Inspector General (LIG), and Board of Ethics in ethics investigations. Finally, for the first time, the City Code contains a code of conduct, which strictly outlines the behavior expected of all City employees and officials. The code of conduct emphasizes the fundamental tenant of government service, that all City employees and officials must serve Chicago taxpayers as their first priority.

### ***Posting Lobbying Activities and Expenditures Online***

The City has posted lobbying data online in a new, easy-to-use, comprehensive, and searchable format that has enhanced transparency throughout City government. Prior to this initiative, lobbyist filings could only be obtained from the Board of Ethics through a FOIA request. For the first time, the data links client information and compensation so that the public can see who is paying which lobbyist, how much they were paid for that specific contract, who they lobbied, and what they lobbied for. In addition, in July 2011, City Council passed an ordinance to create the most comprehensive real-time lobbyist disclosure database in the nation and impose stricter limits on lobbying activities. In addition, in May 2012, a Lobbyist Database was launched, fulfilling the Mayor's commitment to create an online one-stop for lobbyist registration and reporting. Click [here](#) to view the City's ethics datasets, including lobbyist activities, expenditures, gifts, compensation, registrations, terminations, and activities.

### ***Expanding the Office of the Inspector General***

Under Mayor Emanuel, the authority and scope of the Office of the Inspector General has been expanded multiple times, including enhancing investigative authority for ethics, lobbying, and campaign finance violations, allegations of wrongdoing by Members of the City Council and their staff, and the creation of a new role of Deputy Inspector General for Public Safety, with the authority to conduct pattern and practice audits of the police department and police accountability agencies. Further, in 2014, the Office of the Inspector General was authorized to exercise its powers and duties with respect to any sister agency pursuant to an intergovernmental agreement, and in 2015 the Public Building Commission entered into an Intergovernmental Agreement with the City, transferring oversight of the Commission to the Inspector General and bringing all city departments and sister agencies under oversight of an Inspector General for the first time.

### ***Ending Federal Oversight of the City's Hiring Practices***

In 2014, Chicago was dismissed from the 45-year-old Shakman lawsuit to prevent political patronage hiring, ending a decade of federal oversight. To lead the City to substantial compliance under a federal monitor, the Emanuel administration focused efforts on reforming the City's hiring practices, including: filing City of Chicago, Police and Fire Hiring Plans; empowering the Office of the Inspector General to independently monitor and investigate all City hiring, promotion, and contracting practices for substantial compliance; requiring that City employees cooperate with OIG investigations; adopting regular reporting and auditing requirements related to hiring, promotion, acting-up, and contracting in order to increase public transparency and accountability; developing and conducting extensive training programs to educate City employees; creating a complaint hotline, formal reporting procedures, and whistleblower protections that support the investigative and disciplinary process and effectively detects and deters wrongdoing; and fostering a culture of professionalism and public accountability that extends to all levels of City government.

### ***Cancelling City Credit Cards, Banning Petty Cash, and Clamping Down on the Mileage Reimbursement Policy***

To protect against the abuse of taxpayer funds, Mayor Emanuel cut the number of credit cards used by the City and its sister agencies from 500 to 30. The use of petty cash has been banned entirely and a strict policy around reimbursements has been issued. In addition, for the first time, the City has a clearly defined, enforceable mileage and travel reimbursement policy that encourages employees to use public transportation. The policy has specifically-defined criteria that have already saved taxpayers approximately \$1 million.

### ***Reducing City Board and Commission Compensation***

Chicagoans who are appointed to a City board should be focused on serving the public, not profiting from public service. A new compensation policy resulted in a 50 percent reduction of compensation received by members of City boards and commissions, saving taxpayers more than \$1 million since the reforms were implemented.

### ***Strengthening Economic and Financial Interest Disclosure Statements***

New rules governing economic disclosure statements have increased transparency and accountability for City contractors. Filers are now required to list the name(s) of all employees who were also City employees or served as City elected or appointed officials within the 12 months prior to the filing of the form, and all gifts given to City employees and officials within the 12 months prior to filing. Additionally, elected officials must update financial interest disclosure statements within 30 days of gaining a new reportable financial interest such as outside employment, board service or business interests.

### ***Implementing Zero-Tolerance Gift Policies for Procurement Officials***

Managing the City and sister agencies' more than \$3.2 billion annual spend on goods and services budget should be about getting the best deal for taxpayers, not about securing gifts from vendors. Mayor Emanuel sent letters to top officials at five sister agencies - City Colleges of Chicago, Chicago Transit Authority, Chicago Housing Authority, Chicago Public Schools and the Chicago Park District - urging them to adopt a zero-tolerance gift policy for procurement professionals. The letter recommends that a full prohibition on all gifts from outside vendors be implemented for procurement professionals, bringing them in line with the City's Department of Procurement Services. In April 2012, top officials at the five sister agencies ensured that a zero-tolerance gift policy was in place for all procurement professionals, similar to the zero-tolerance already in place for the City's Department of Procurement.

### ***Expanding Whistleblower Protections***

In October 2012, City Council passed Mayor Emanuel's whistleblower protection ordinance that made Chicago the first major city in the nation to extend whistleblower protections to cover any individual who reports misconduct or unlawful behavior committed by a City employee, official, or contractor. The amendment protects individuals, City contractors, elected officials, and job applicants from retaliatory action taken against them as a result of disclosing or threatening to disclose unlawful conduct or violations of the law, or providing information in an investigation or hearing. Residents who are the victims of retaliation are now able to recover damages that they show directly resulted from the retaliation, including litigation costs and reasonable attorney's fees. In addition, if individuals have been denied any city application, such as for a permit or license, as a result of retaliation, they may have their applications reconsidered and reviewed. City contractors who are the victims of retaliation may be entitled to have the contract selection process repeated if the contract has not yet been awarded.

### ***Appointing a New Board of Ethics***

Mayor Emanuel replaced the entire Board of Ethics in October 2012, and introduced seven new appointments, including two former judges, a former patronage monitor, a General Counsel for a large company, and community leaders. With a new board and the most comprehensive set of ethics reforms in more than a decade, the Mayor established a clear priority to have stronger ethics enforcement.

### ***Requiring City Contractors to Report Any Corrupt Activity***

In February 2014, Mayor Emanuel introduced and City Council approved an ordinance that required city contractors to report any corrupt activity carried out by an employee, related to the contractor's business

with the City, to the Chicago Inspector General. If a City contractor knew of an employee's unlawful behavior and did not report it, the contractor will be in violation of the ordinance and will default on their contract with the City of Chicago.

#### ***Expanding Conflicts of Interest Disclosures Related to Rule 14***

Mayor Emanuel's final ethics package contained changes related to Rule 14, a City Council Rule that may be invoked by Aldermen to abstain from voting on matters in which they have a conflict of interest. The provision was expanded to provide that a Committee Chairman may not recuse themselves from matters before the committee because of a conflict of interest more than three times per calendar year and charged the Board of Ethics to review disclosures for sufficient detail, request further detail when necessary and assess penalties under the Ethics Ordinance for matters of noncompliance. Additionally, the changes explicitly prohibit an Alderman from presiding over proceedings related to a matter that will include a conflict of interest recusal.

### **GREATER TRANSPARENCY TO PROMOTE PUBLIC ENGAGEMENT**

#### ***Working with City Council to Create an Independent Budget Office***

In order to provide aldermen with independent analysis of financial efforts under consideration by City Council, Mayor Emanuel worked with Ald. Pat Dowell, Ald. Ameya Pawar, and Ald. Michelle Smith to create a comprehensive proposal to create the City Council Office of Financial Analysis (COFA) as part of the 2014 Budget proposal. The new office is independent of the executive branch and has the task of providing objective and independent analysis of the annual budget, proposed public-private partnerships, and major policy proposals under consideration by the City Council. Since the 2014 budget cycle, the office has employed six staffers with an annual budget of roughly \$500,000 per year.

#### ***Making City Data Available Online***

Mayor Emanuel has overhauled the City's data portal, [data.cityofchicago.org](http://data.cityofchicago.org), which now hosts nearly 1,300 datasets and has been viewed nearly 25 million times. Popular datasets include "Current Employee Names, Salaries and Position Titles," which publicly displays the salaries for every employee of the City of Chicago, "Business Licenses," and "Building Permits." Other notable additions to the data portal include the most comprehensive set of data on Transportation Network Providers like Uber and Lyft, a searchable version of the City's budget, and more than 6.85 million crime incident reports spanning back seventeen years. Chicago received a national transparency award from the Sunshine Review, a national nonprofit organization dedicated to government transparency, and the City of Chicago website received an A+ grade.

#### ***Shining a Light on TIF Expenditures***

To promote increased transparency and accountability in the Tax Increment Finance (TIF) program, the City under Mayor Emanuel has created a comprehensive online TIF database that tracks all projects in one place and provides public access to performance data and dashboards, and an online TIF Portal that provides an easy to navigate geography-based representation of TIF districts and project data. For the first time, City staff that manages the TIF program is able to use this comprehensive data in evaluating and managing TIF projects, and the public has a better picture of how taxpayer dollars are being spent. Additionally, every proposed private development TIF project will have an assessment report that will be posted online before City Council consideration and will outline the project's ability to create jobs and provide return on investment for the city. Using the TIF Portal, Chicagoans for the first time can review TIF project data on a map; by address, project name, TIF district name, and or a ward number.

#### ***Transferring Workers Compensation to the Comptroller***

In January 2019 the City Council passed Mayor Emanuel's ordinance to transfer jurisdiction over the City's workers' compensation program from the Committee on Finance to the City Comptroller, placing Chicago in line with most major cities that also house workers' compensation in the department that handles employee benefits, and, for the first time, bringing the program under the investigatory authority of the Inspector General just like a program within any other city department.

## ENSURING TRANSPARENT AND ACCOUNTABLE PROCUREMENT

### ***Non-Competitive Contract Transparency***

For the first time, in order to ensure transparency in government procurement, pending applications for non-competitive contracts are posted online for a period of three weeks for public review before the Non-Competitive Review Board's (NCRB) decision.

### ***Posting Bids and Subcontractors Online***

Since taking office Mayor Emanuel has enacted a series of procurement reforms aimed at streamlining the bidding process and increasing transparency. In 2013, the Department of Procurement Services (DPS) began for the first time posting all winning and losing bids submitted by vendors for competitive low bid contracts. Earlier that year, DPS also began posting the list of a bidder's proposed subcontractors along with the bid tabulation information, including M/WBE businesses. Additionally, DPS now sends contract award notification letters to the M/WBE subcontractors to alert them that the prime vendor committing to their utilization was the winner of the contract.

### ***Launching a Procurement Reform Task Force***

Mayor Emanuel launched a Procurement Reform Task Force (PRTF) in 2015, co-chaired by the Chief Procurement Officer and the Inspector General. The PRTF made 31 recommendations which increase transparency for the public, reduce administrative burden, increase competition, and lower barriers to entry for our small local businesses and save taxpayer money. To date, the PRTF has issued seven quarterly reports and two Annual Reports on the progress of the Findings & Recommendations, available at [www.cityofchicago.org/prtf](http://www.cityofchicago.org/prtf). As a result of implementation of the Task Force's recommendations, the City has been highlighted as a national leader of inclusive procurement practices such as the Diversity Credit Program, Mentor/Protégé Program, Small Business Initiative, Mid-Sized Business Initiative, Quarterly Buying Plan and the roster of workshops focused on procurement, certification and compliance topics.

TIMELINE OF ETHICS AND ACCOUNTABILITY REFORMS	
May 2011	Mayor issues 6 Executive Orders, prohibiting new appointees from lobbying City government for two years after leaving, protecting City employees from pressure to give gifts or make political contributions.
July 2011	City Council approves Mayor's ordinance to increase transparency through stricter limits on lobbying activities, including quarterly activity reporting, plus new rules re: economic disclosure statements (requiring filers to list all gifts given to City employees and officials within the year prior to filing).
July 2011	City Council passes ordinance to create real-time lobbying disclosure database.
Dec 2011	Mayor appoints Ethics Reform Task Force.
April 2012	Ethics Reform Task Force releases recommendations focused on education and regulation, informed by public hearings and employee focus groups.
April 2012	Five sister agencies adopt zero-tolerance gift policy for all procurement professionals.
May 2012	New Lobbyist Database launched.
Oct 2012	City Council passes Mayor's whistleblower protection ordinance to cover any individual who reports misconduct or unlawful behavior by a City employee, official, or contractor.
Oct 2012	Mayor replaces entire Board of Ethics, introducing seven new appointments.

Nov 2012	Ethics Reform Ordinances passed by City Council including new code of conduct for all employees and City officials, whistleblower protection, strengthened gift ban, eliminated honoraria, post-employment lobbying restrictions codified.
July 2013	Ethics Ordinance financial interest statement language amended to: reduce gift reporting limits from \$500 to \$250 and require disclosure in financial interest statements relationships to registered lobbyists, board service, improper gifts received and disposed of, relatives employed by or who have any ownership interest in City contractors.
July 2013	Ethics Ordinance conflict of interest language amended to: clarify the terms “economic interest,” “financial interest,” and “business relationship” with regard to conflicts of interest, and tighten rules regarding aldermanic recusals on matters involving persons from whom they have received any compensation in the past 12 months or expect to receive compensation in the next 12 months; bar officials and employees from working on matters involving a person with whom they are negotiating future employment; and add a “reverse revolving door” provision that prevents City employees from working on any matter that involves a former employer for the first two years of employment.
July 2013	Procedural Aspects of Ethics Ordinance amended to: provide that the Board of Ethics adjudicates all completed ethics investigations conducted by the Office of Inspector General, and for the first time ever, enable the Board of Ethics to make public the names of all violators and all penalties assessed.
July 2013	Office of the Inspector General’s ordinance expands to include investigative authority for ethics, lobbying, and campaign finance violations.
Jan 2014	Mayor partners to create the City Council Office of Financial Accountability (COFA), an independent budget office to provide objective analysis of the annual budget and major policy proposals being considered by City Council.
Feb 2014	Mayor introduces and Council approves ordinance requiring city contractors to report any corrupt activity carried out by an employee.
July 2014	City of Chicago is dismissed from the Shakman lawsuit, ending decades of federal oversight of the City’s hiring practices and initiating OIG Hiring Oversight.
Sept 2014	Office of the Inspector General authorized to exercise its powers and duties with respect to any sister agency pursuant to an intergovernmental agreement.
Jan 2015	Public Building Commission enters into an Intergovernmental Agreement with the City, transferring oversight of PBC to the OIG and bringing all city agencies and departments under IG oversight.
May 2015	Mayor announces the creation of the Procurement Reform Task Force, co-chaired by the Inspector General and the Chief Procurement Officer, to implement uniform best practices governing the award, management, and oversight of contracts.
June 2015	Ordinance passes that tightens recusal requirements for City officials and employees with regard to former businesses and other representative activity on behalf of former clients
Feb 2016	The OIG ordinance is amended to include investigatory authority over allegations of wrongdoing by Members of the City Council and their staff.
Oct 2016	The OIG ordinance is amended to create a new role of Deputy Inspector General for Public Safety, with the authority to conduct pattern and practice audits of the police department and police accountability agencies.

Dec 2018	Mayor introduces tightening of sexual harassment provisions to subject Mayoral appointees to the prohibitions.
Jan 2019	City Council passes Mayor's ordinance to transfer jurisdiction over the workers' compensation program to the City Comptroller, bringing the program under the investigatory authority of the Inspector General for the first time.
April 2019	City Council passes Mayor Emanuel's ethics reforms to strengthen Rule 14 disclosures, particularly for Committee chairmen, require greater frequency in reporting for new financial interests of elected officials, expand restrictions of campaign contributions from parties with matters before the City Council and require objections by an alderman to the issuance of a permit to be made in writing and state substantive reasons for the objection.

## BUILDING A GLOBAL CULTURAL POWERHOUSE

Since taking office in 2011, Mayor Emanuel has been an enthusiastic champion for the arts in Chicago. Mayor Emanuel's administration oversaw the design and implementation of the city's first cultural plan in 25 years, an inaugural Arts Education plan, plus city-wide campaigns to bring public art and theatre to every corner of Chicago. The Department of Cultural Affairs and Special Events (DCASE) now presents 2,000 cultural programs annually for an audience of more than 25 million residents and visitors, including farmers markets, concerts, film events, youth programming and exhibitions. These investments have positioned Chicago as a global cultural powerhouse and have garnered big tourism successes: a record-breaking 57.7 million people visited Chicago in 2018, driving \$15 billion into the economy and supporting more than 150,000 jobs. During Mayor Emanuel's time in office, Chicago has been named Condé Nast Traveler's "Best Big City in the U.S." and Time Out's "Best City for Having It All."

### CHICAGO'S CULTURAL ASSETS:

- **62 museums**
- **131 comedy clubs**
- **40 film festivals**
- **74 music festivals**
- **35 neighborhood food festivals**
- **700 works of public art**
- **15 neighborhood cultural centers**
- **250 live music venues**
- **200 professional dance companies**
- **200+ theatre companies**
- **26 Michelin-starred restaurants**
- **40 James Beard Award-winning restaurants**
- **52 Bib Gourmand-winning restaurants**
- **5 Tony Award-winning theatre companies**

### MAJOR ACCOMPLISHMENTS 2011-2019:

#### *Chicago's First Cultural Plan in 25 Years*

In his first year in office, Mayor Emanuel fulfilled a key campaign commitment by initiating the City of Chicago's first cultural planning process in 25 years. Completed in 2012, the Cultural Plan was guided by the Department of Cultural Affairs and Special Events and developed after months of engagement with artists, educators, creative professionals, funders, and community members. Since then, the plan has served as the primary blueprint for strengthening Chicago's arts and culture sector. Key priorities of the Cultural Plan include: fostering arts education and lifelong learning in the arts; elevating and expanding neighborhood cultural assets; attracting and retaining creative professionals; and amplifying Chicago's reputation as a global cultural destination. The plan received the Burnham Award for Excellence in Planning from the Metropolitan Planning Council and has become a national model for cities around the country including Boston and Pittsburgh.



#### *Chicago Public Schools' Inaugural Arts Education Plan*

In tandem with the new Cultural Plan, Chicago Public Schools and Ingenuity unveiled the city's first-ever Arts Education Plan in November 2012 with a guiding principle of bringing the arts to every child, in every grade, in every school. Six years into the plan's implementation, principals and educators report some of the nation's largest gains in arts education; 100,000 more students are enrolled in CPS schools with "Strong" or "Excelling" arts programs than in 2011. Nearly 600 arts partners are working in Chicago schools in the 2018-19 academic year, a 32 percent increase over 2012. The

district investment in the arts has increased by 30 percent since the launch of the Arts Education plan to nearly \$150 million in 2017-2018. More than 90 percent of schools now have a dedicated arts budget and 97 percent of schools are now being served by a community arts partner organization. In 2018, more than 550 educators received professional development in arts assessment, arts and technology, integration, and arts curriculum development. The Creative Schools grantmaking program through Ingenuity awarded \$1.1 million to 108 schools in the most recent academic year, helping close gaps in student access to arts education.

#### BY THE NUMBERS: INVESTMENTS IN ARTS EDUCATION

- \$1.1 million:** Amount of funding awarded to 108 schools in 2017 through the Creative Schools program
- \$9.5 million:** Total community investment in the arts from Chicago-based corporations and foundations
- 90:** Percent of CPS schools with a dedicated budget for arts education
- 575:** Number of arts partners now working in Chicago schools, a 32 percent increase since 2012

#### *Record-Breaking Tourism and Economic Impact*

Upon taking office, Mayor Emanuel set an ambitious goal of attracting 50 million visitors to Chicago by 2020. Two years ahead of schedule, visitors to the city reached 57.7 million in 2018, a new record and a 45 percent increase in just eight years. This positive momentum has helped fuel hotel industry growth, too, as Chicago opened seven new hotels in 2018 with nine more coming online in 2019. The city increased the number of hotel rooms occupied by 4.4 percent to a total of 11.8 million rooms in 2018. Conventions and meetings booked in Chicago in 2018 generated \$3.2 billion in economic impact. The realization of these tourism goals has resulted in 22,000 new tourism jobs since 2011 and hundreds of millions of dollars in additional revenue to the city and the region. Special events and programming, such as the James Beard Awards, the Laver Cup, Chicago Theater Week, the Chicago Architecture Biennial, and hundreds of other events contribute to Chicago's booming tourism industry.

#### BY THE NUMBERS: CHICAGO'S RECORD YEARS FOR TOURISM

- \$57.6 million:** Number of visitors to Chicago in 2018, a new record and a 43 percent increase over 2010
- 77.1 percent:** Chicago's 2018 hotel occupancy rate, a 4.4 percent increase over 2017
- \$3 billion:** Economic impact as a result of conventions and meetings booked in 2018
- 146,500:** Number of jobs supported by the tourism industry, a 17 percent increase since 2010

#### *Film, Television, and Media Production Boom*

During Mayor Emanuel's administration, Chicago has seen exponential growth in the local production of film, television, and other media. Last year saw nearly 2,500 permits issued to support 520 projects compared to 1,235 permits for 404 projects eight years ago. The number of jobs supported by the film industry in Chicago has more than doubled since 2011, from 5,000 to more than 13,000 in 2018. Over the last eight years, Chicago's film industry has generated a total economic impact of \$2.6 billion with 90,000 new jobs created and 3,700 projects produced. In 2018 alone, more than \$474 million in economic impact was created locally between job creation and production expenses, up from \$150 million in 2011. Film, television, and media production continued with record-level activity during the final year of Mayor Emanuel's administration, with nine full-season series plus portions of four others filming locally throughout the year. NBC's *Chicago Fire*, *Chicago PD*, and *Chicago Med*, FOX's *Empire*, Showtime's *The Chi* and *Shameless* all renewed for additional seasons. New series include *Proven Innocent* (FOX), *Red Line* (CBS), and *South Side* (Comedy Central). The pilot for *Lovecraft Country* was HBO's largest budgeted pilot to date, filming for two months in Chicago and throughout Illinois. DCASE and its Chicago Film Office supports independent filmmakers, too, through its Independent Film Initiative (Filmmaker in Residence Program and Producer Apprentice Program), the Millennium Park Film Series, and other workshops and industry development programs to grow the local filmmaker community.

## BY THE NUMBERS: CHICAGO'S RECORD YEARS FOR FILM, TELEVISION, AND MEDIA

**\$2.6 billion:** Total economic impact of the film industry between 2011-2018

**\$474 million:** Economic impact of film industry in 2018 alone, up from \$150 million in 2011

**13,000:** Number of local jobs supported by the film industry in 2018, up from 5,000 in 2011

**9:** Number of full-season series produced locally in 2018, including *Chicago Fire*, *The Chi*, and *Empire*

## ACTIVATION OF CHICAGO'S DOWNTOWN CULTURAL ASSETS

As part of the city's Cultural Plan, Mayor Emanuel's administration has worked collaboratively across sectors to fully activate the cultural assets in the heart of downtown: the Chicago Riverwalk, Millennium Park and the Chicago Cultural Center.

### *Chicago Riverwalk*

The Riverwalk has transformed downtown's waterfront into a vibrant, pedestrian-friendly cultural destination for more than 1.5 million visitors annually. Mayor Emanuel accelerated the expansion of the Riverwalk in 2012, establishing a vision for six "rooms" along the river, completed in phases through 2016. Designed by award-winning Ross Barney Architects, the first three rooms opened in May 2015, extending the Riverwalk west from State Street to LaSalle Street: 1) Marina Plaza, including restaurants and outdoor seating; 2) The Cove, including a kayak information center and new dock for river recreation; and 3) The River Theatre, a sculptural staircase and seating area linking Upper Wacker to the Riverwalk. Three additional rooms were completed in 2016: 1) The Water Plaza, a water feature for children and families; 2) The Jetty, a series of piers and floating gardens; and 3) The Riverbank, an accessible walkway and public lawn at the confluence of the river from Franklin to Lake Street.



The now 1.25-mile promenade has emerged as one of the city's most popular destinations for art, music, recreation, and dining; the Riverwalk generates \$1.2 million in City revenues annually. DCASE and the Department of Fleet and Facilities Management (2FM) have partnered to develop low-cost, high-impact programming for the Riverwalk including parades, riverboat performances, plus floating museums and gardens. As one example of the city's commitment to a comprehensive public art strategy for the river, the city commissioned a large-scale, site-specific public art installation by local artist Robert Burnier called *Black Tiberinus* for the confluence of the Chicago River between Franklin and Lake. And for the last two years, DCASE and 2FM have partnered with Choose Chicago and the Illinois Brewers Guild to produce Friday Night Flights on the Riverwalk, featuring 14 breweries from across the city and selling out every time. Buoyed by Mayor Emanuel's vision and investment, the Riverwalk has become a world-class addition to Chicago's downtown cultural district. In 2018, the project and its architects received the prestigious Institute Honor Award from the American Institute of Architects.



### ***Millennium Park Campus***

As part of DCASE's strategic plan, the Millennium Park Campus—including Millennium Park, Maggie Daley Park, the Chicago Cultural Center and the Art Institute of Chicago—are better connected to the Riverwalk and the city's downtown network of theatres, parks and museums. The campus concept has helped anchor the cultural landscape in a unified, cohesive downtown campus. At Millennium Park, DCASE now presents more than 80 free concerts, films and special events annually. The Park now welcomes more than 20 million visitors annually (up from five million when it first opened in 2004) and is considered among the top ten most-visited sites in the United States.

### ***Annual Thematic Programming***

In 2017, DCASE began to establish a guiding theme for its communication and programmatic strategies. 2017 became the Year of Public Art; 2018 was the Year of Creative Youth; and 2019 will be the Year of Chicago Theatre. These creative themes have offered renewed focus and clarity for DCASE's work and have spurred innovative partnerships across City agencies and within Chicago's artistic communities.

#### ***The Year of Public Art***

Through the Year of Public Art in 2017, DCASE oversaw the installation of 60 neighborhood public art projects, the completion of a major new artwork by Kerry James Marshall at the Cultural Center, plus new works at O'Hare Airport, Chicago Public Library branch locations, and CTA stations across the city. DCASE developed the city's first-ever Public Art Plan, including execution of Art on theMART which illuminated one of Chicago's most iconic buildings with the largest curated art projection in the world. More than 32,000 people attended the launch event in September 2018 to view the first-of-its kind digital installation covering 2.5 acres of the Merchandise Mart's river-facing façade.

#### ***The Year of Creative Youth***

Following the success of the Year of Public Art in 2017, DCASE designated 2018 as the Year of Creative Youth. Hundreds of organizations serving thousands of youth through creative programs and the arts were impacted through increased funding for youth and educator programs, community-building events, and a youth-centered arts showcase in Millennium Park. The Year of Creative Youth framework fostered new collaborations between DCASE and key partners: Chicago Public Schools, Chicago Public Libraries, the Chicago Park District, and more than 100 youth-serving arts organizations. DCASE also curated dedicated exhibition spaces for youth art installations at the Cultural Center plus dedicated stages for youth performances at the Chicago Blues

Festival, Chicago Jazz Festival, and Taste of Chicago. Throughout the year, DCASE convened 50 youth arts organizations, honored hundreds of arts educators, recognized dozens of creative youth as part of the Rising Star Honor Roll, awarded \$500,000 in grant funding for youth and educator projects, and unveiled 45 Flying Creatures, youth-created street sculptures on Wabash Avenue.

### **Expanded Reach of Events, Festivals, & Community Programming**

Mayor Emanuel's two terms in office saw significant growth in attendance at events, music and food festivals, street fairs, and other cultural events downtown and in neighborhoods. In 2015, DCASE hosted North America's first-ever architecture biennial at the Cultural Center. The event was widely lauded globally and earned top spots on multiple "best of the year" lists. The inaugural Chicago Architecture Biennial attracted nearly 900,000 guests. More than 100 architects from 30 countries had work on display at the Chicago Cultural Center. The event was repeated with great success in 2017; planning is underway for the 2019 exhibition.



An estimated 1.5 million residents and visitors attended the 2018 Taste of Chicago (300,000 more people than Mayor Emanuel's first year in office). DCASE received a record number of vendor applications for Taste in 2018, ultimately showcasing 72 local eateries including 25 new vendors, employing over 3,000 people, hiring 600 artists and performers, and contributing \$106 million to the local economy. The Air & Water Show saw 1.75 million residents and visitors flood the lakefront in 2018, and the Chicago Jazz Festival saw 100+ musical acts playing to 125,000 attendees. The Chicago Cultural Center hosted 18 exhibitions in 2018, including Keith Haring: The Chicago Mural, which attracted more than 150,000 visitors.

### **Community Programming**

Over the course of Mayor Emanuel's terms in office, the number of City and independently operated farmers markets has nearly doubled, from 31 in 2011 to 60 in 2018. Twelve of the 14 city-operated markets now accept SNAP and Link cards, offering opportunities for residents from low and very-low income communities to use nutrition assistance to purchase fresh produce and more. Chicago is a city of festivals, with more than 700 neighborhood events facilitated by DCASE annually. Night Out in the Parks, produced by the Chicago Park District with funding from DCASE, has also enjoyed significant expansion over the last eight years, now offering more than 2,000 cultural events in Chicago neighborhoods year-round.

Additionally, DCASE has made a concerted effort to diversify and amplify cultural programming, particularly for and by members of the Latinx community. In 2017, DCASE re-energized the Maxwell Street Market, launched the city's first International Latino Theatre Festival, and welcomed the Chicago Mariachi Festival and Ballet Folklorico for special performances in Millennium Park. By 2018, Latinx attendees at festivals and cultural venues increased significantly; a dedicated \$2 million investment garnered a 60 percent increase in attendance over previous years. And finally, DCASE launched "Free, Free, Free!" in 2016, an effort to curate free attractions, programs, and events happening in libraries, museums, cultural centers, and parks to be inclusive and welcoming for all audiences of all income levels.

## Expanded Cultural Grantmaking

In 2018, the DCASE Cultural Grants Program awarded 340 grants totaling \$1.7 million to artists and organizations in 90 percent of Chicago's wards—up from 70 percent in 2016. Cultural grantmaking is now administered through three programs:

- Individual Artists Program, assisting Chicago's professional artists in creating work that elevates their careers and brings value to the City of Chicago.
- CityArts Grants Program, encouraging the attainment of artistic excellence and financial stability and supporting arts organizations with general operating and project-specific support.
- ArtsSpace Program, new in 2018 to offer use of the city's cultural spaces and resources like Millennium Park and the Cultural Center to increase exposure and audiences for local visual arts organizations.

In addition to grant funding, DCASE also launched an Artist Residency Program at the Cultural Center in 2015, supporting local artists and attracting artists to Chicago through affordable spaces for them to create. Supported in partnership with the Joyce Foundation, residencies at the Cultural Center offer local artists the space to create and exhibit their work; this residency program is the only one of its kind in the heart of downtown.

### BY THE NUMBERS: INVESTMENTS IN COMMUNITY ARTS AND CULTURE

**340:** Number of grants provided through the DCASE Cultural Grants Program in 2018

**2,000:** Number of Night Out in the Parks events, bringing cultural programming to every neighborhood

**60:** Number of community farmers markets planned for 2019, doubled from 31 in 2011

**50:** Number of Chicago wards featuring public art as a result of DCASE's 50x50 Neighborhood Art Project

## EDUCATION AND YOUTH

Mayor Emanuel has made investments throughout the city's educational systems to give every child a strong foundation for success in education, career and life. Through the Mayor's vision, the city has seen improved outcomes across the education pipeline. Since 2011, Chicago Public Schools (CPS) students have outpaced the academic growth of national and state peers in both math and reading, while reaching historic highs for test scores, freshmen on-track to graduate, high school graduation and college enrollment, while City Colleges' graduation rates increased from 11 percent to over 24 percent.



The city's educational improvements extend beyond elementary and high school. Mayor Emanuel reinvented the City Colleges of Chicago (CCC), established a college-to-career focus through centers of excellence, created the Star Scholarship to give hardworking CPS students free tuition and books at City Colleges and helped establish dozens of employer partnerships with the community college system.

Over the past eight years, the City increased investments in youth programs more than threefold since 2011. These investments include the expansion of summer jobs and afterschool opportunities and the provision of high-quality mentoring programs to at-risk young men and women.

In the 2019 budget, the City of Chicago invested more than \$77 million in local funds for youth programs, an increase of \$56.4 million since 2011.

Throughout his tenure, Mayor Emanuel has remained committed to expanding high-quality programs, providing more Chicagoans with access to education and workforce opportunities, investing in student supports and ensuring that the city's educational facilities meet the needs of both students and industry partners.

## COMMITMENT TO EXPANDING HIGH-QUALITY PROGRAMS

### *Expanding Academic Programs*

In March 2019, CPS invested an additional \$32 million in 32 schools as part of the largest-ever program expansion in district schools. Since 2011, CPS increased the number of students participating in International Baccalaureate (IB) to 153 percent from 8,804 to 22,257 in the 2018-2019 school year. Next school year, nearly 18,000 elementary and high school students will engage in modern STEM and STEAM programming at 36 schools, an increase of more than 360 percent since the 2013-2014 school year. CPS increased Dual Language offerings by over 300 percent, from 1,130 seats in 2011-2012 to 4,557 seats in 2018-2019.

In December 2018, CPS was named College Board's AP District of the Year in the last seven years and named to the AP Honor Roll for the sixth year in a row. CPS is the only large district in America to earn the Honor Roll six consecutive years and remains the largest school district in America on the list. Between the 2011-2012 and 2017-2018 school years the number of students taking AP exams increased by nearly 44 percent, the number of exams taken increased by 49 percent and the number of students receiving a "3" or higher on at least one AP exam nearly doubled.

### *Establishing & Expanding Early College STEM Schools*

In his first term, the Mayor approached five global corporate partners who understood the importance of investing in the city's future workforce to create five Early College STEM High Schools, focused on honing students' skills in science, technology, engineering and math to prepare students for success in college and in life. With Cisco, IBM, Microsoft, Motorola Solutions and Verizon Wireless, these five Early College STEM Schools

connect high school, college, and the world of work. Since then, Mayor Emanuel has grown the number of Early College STEM Schools to eight, which included building relationships with three new corporate partners – Salesforce, Rush University Medical Center and Verizon. Next fall, the new Englewood High School will open as CPS' ninth Early College STEM School.

### ***Investing in and Expanding Arts Programming***

In partnership with the first Cultural Plan in 25 years, Chicago Public Schools developed the Arts Education Plan in 2012 to give all students the opportunity to develop into innovative thinkers and creative problem solvers through a comprehensive and sequential study of visual art, music, dance and theater from pre-K-12th grade. Since the creation of the Plan, the dedicated focus to arts education has paid off in substantial increases in arts access for CPS students. CPS increased its school-based funding for arts programming and instruction by over \$30 million from 2012. In addition, 35 percent more schools are meeting the recommended instructor-to-student ratio of 1:350; and there has been a 62 percent increase in the percentage of CPS high schools offering three or more arts disciplines.

### ***Expanding Early College Options for High School Students***

High school students who take college classes are shown to have higher rates of graduation and are more likely to succeed in secondary education. The Dual Credit Dual Enrollment program allows CPS students to earn City Colleges of Chicago credits free of charge either at their high school or by commuting to a nearby CCC college. More than 5,000 students at 72 high schools participate, an increase from the 550 students participating in 2011.



education, human and natural sciences (Truman College); culinary arts and hospitality (Kennedy-King College); and construction (Kennedy-King College).

### ***Established the First Early Learning Executive Committee***

Mayor Emanuel's Early Learning Executive Committee (ELEC) brought together Chicago's extensive early childhood expertise to advise the administration on early childhood priorities and strategies that would improve the lives of children and families using a comprehensive city-wide perspective. Through regular meetings, ad hoc committees and on-going conversations, this group guided and collaborated on Mayoral strategies across City agencies that were aimed at increasing quality, access and transparency across the City's early childhood policy landscape. This group was developed at the recommendation of the Early Childhood Task Force convened when Mayor Rahm Emanuel was elected in 2011 in order to bring a cross-agency lens to the early childhood work of the Mayor's Office. Throughout the Mayor's tenure, the ELEC advised on initiatives ranging from the strategic allocation of resources, recruitment of families to expanded preschool capacity and the implementation of Universal Pre-K.

### ***Launching Groundbreaking College to Careers***

College to Careers is a nationally-recognized initiative that Mayor Emanuel launched in December 2011, designed to ensure that students gain the skills and knowledge they need to succeed in the jobs of today and the careers of tomorrow in seven high-growth industries. Mayor Emanuel launched Centers of Excellence at each campus to align the campuses with in-demand industries, including: healthcare (Malcolm X College); transportation, distribution and logistics (Olive-Harvey College); business and professional services (Harold Washington College); engineering and advanced manufacturing (Daley College); information technology (Wright College);

## PROVIDING MORE ACCESS TO EDUCATION

### *Implementing a Full School Day and Longer School Year*

Mayor Emanuel transformed Chicago from having the shortest school day of any major city in the country, to a city with a full school day and longer school year that will provide a student entering kindergarten 2.5 additional years of instructional time by the time they graduate high school, putting Chicago's children on equal footing with the rest of the nation.

### *Launching a New Early Learning Portal*

The City developed an Early Learning Portal that serves as a one-stop-shop to help parents find programs, assess program quality and understand their child's eligibility for programs. The online portal ([www.chicagoearylearning.org](http://www.chicagoearylearning.org)) allows parents to apply to over 600 sites throughout the city from any computer or mobile phone, library or school site, with automatic feedback on availability and placement.

### *Creating Universal Pre-K for all Four-Year-Olds*

The Mayor committed to ensuring that there is universal access to free, full-day pre-K by the fall of 2021. As the next step in the city's plan, school budgets for the 2019-20 school year include funding to expand Pre-K to more than 100 additional classrooms, serving up to 2,800 additional four-year-olds in CPS schools. This expansion will ensure that families in 28 high-need communities will have universal access to free full-day Pre-K next school year. CPS plans to expand to universal access in an additional 35 communities in the fall of 2020 and the remaining communities in 2021.



### *Launching the Chicago Early Learning Workforce Scholarship*

The Mayor, City Colleges of Chicago and the Department of Family and Support Services launched the Chicago Early Learning Workforce Scholarship in spring 2018 with an initial \$2 million investment to address the need for an additional 1,500 early childhood professionals over the next three years as the City implements its four-year plan to provide a robust early childhood system. The program has enrolled over 300 students across multiple partner institutions to-date. Given the program's success, an additional \$4 million investment in 2019 will support additional interested students to pursue a career as teachers and teacher assistants in early childhood education, aligned with the goal of achieving universal pre-K by 2021.

## STRENGTHENING THE EARLY CHILDHOOD EDUCATION LANDSCAPE

### *Improving Early Childhood Funding*

Mayor Emanuel performed the first city-wide competition for early childhood funding across schools and community-based organizations to incentivize high-quality providers to support expansion of services across communities. This "Race to the Top for Early Childhood" brought in new providers to be part of the City's early childhood system, creating additional programs that parents could access in high-need communities, while eliminating funding to programs that were not able to meet the rigorous quality standards established across Chicago.

### *Implementing Rigorous Standards*

Throughout his tenure, Mayor Emanuel aligned quality standards across schools and community settings that exceeded state and federal minimums for early childhood education. These included ensuring evidence-based curriculum, screening and assessment tools are used consistently across the City and requiring all preschool teachers to have a minimum of a bachelor's degree to ensure children are being taught by highly skilled teachers during these critical years.

### ***Investing in High Quality Programs***

Mayor Emanuel targeted more than \$75 million to expand access and quality of early childhood education programs, including building the foundation that allowed Chicago to begin rolling out universal full-day Pre-K by establishing a full-day operational model and supports for both CPS and DFSS-funded programs.

### ***Securing Federal Grants to Serve More Students***

Mayor Emanuel won two competitive federal Early Head Start Grants, targeting capacity for an additional 1,300 children under the age of three and their families to access high-quality early learning services across the City. This included the nation's largest Early Head Start Child Care Partnership grant, which was an innovative program launch by President Obama to support the increase of quality in existing child care centers.

### ***Streamlining Funding for Community-Based Settings***

To lay the foundation for the implementation of universal Pre-K and to allow the Department of Family and Support Services to oversee federal, state and local investments, Mayor Emanuel streamlined the administration of funding for community-based settings to DFSS. This innovative approach reduced administrative and monitoring redundancies for community agencies and created \$3 million in administrative efficiencies that could be reinvested in programming.

## **INVESTING IN POSTSECONDARY EDUCATION & WORKFORCE OPPORTUNITIES**

### ***Creating the Star Scholarship***

Mayor Emanuel launched the Star Scholarship in fall 2015 to remove the financial burden of college for hardworking Chicago students. More than 1,000 Star Scholars have already earned an associate's degree, and more than 675 have gone on to earn more than \$3 million in scholarships to pursue a bachelor's degree at one of the 26 four-year colleges and universities that partner with CCC to provide significant transfer scholarships ranging from \$1,000 to \$50,000.

### ***Establishing More City Colleges' Transfer Partnerships with Universities***

The number of students transferring to four-year colleges and universities has grown by more than 100 percent, from less than 950 degree completers in 2011 to more than 2,110 in 2015. Nearly half of City Colleges graduates are continuing to pursue higher education at some of the top schools in the state and country, including: Northwestern University, University of Illinois Chicago, National Louis University, SAIC, Illinois State University, Illinois Institute of Technology and DePaul University. In addition to traditional transfer partnerships, CCC has partnered with 26 universities to offer Star Scholars additional scholarships to complete their bachelor's degree.

### ***Implementing Learn. Plan. Succeed.***

In 2017, Mayor Emanuel announced a groundbreaking initiative to guide student success by requiring that students work with counselors to develop a concrete postsecondary plan. Starting with the Class of 2020, students must have a postsecondary plan, inclusive of four-year university, City Colleges, trades/apprenticeships, military and internships, in hand as a graduation requirement. CPS is the first large urban district in the country to require students to develop a postsecondary plan to receive a diploma.

### ***Leading the Nation on Apprentice Programs***

Chicago has established itself as a national leader in expanding non-traditional apprenticeships through public-private partnerships. Launched with Aon in 2016, CCC now serves about 100 students through apprenticeship programs at Aon, Accenture and Walgreens. With the support of local funders, City Colleges of Chicago launched an office of Apprenticeship & Workforce Solutions that will help employers develop apprenticeship programs, recruit students to apprenticeship opportunities and implement academic curriculum for apprenticeship and work-based learning programs.

### ***Strengthening Relevant Workforce & CTE Programs through CPS & CCC Partnerships***

Through the strengthened relationship between CCC and CPS, Mayor Emanuel launched two programs that provide CPS students with access to courses that will launch them into a career after high school. Jumpstart to Jobs, an early college program that allows rising CPS seniors to take CCC dual enrollment courses for free,

allows them to graduate high school with a basic certificate. In its inaugural program year in 2018, Jumpstart to Jobs enrolled nearly 100 CPS students to earn free college credentials through programs in forklift, basic nursing assistant, logistics, banking, welding, A+ certification, Auto CAD, human development family services and early childhood education.

In 2019, Mayor Emanuel launched Summer Fast Track, a program that will provide high school seniors with the opportunity to complete high school and college level courses in a Career and Technical Education (CTE) pathway at no cost. Graduating high school seniors will enroll in City Colleges and complete one college level CTE course in either accounting, early childhood education, IT or criminal justice over the summer. Students also receive stipends during this program. Students are eligible to continue CCC courses and earn a basic certificate by the end of the Fall 2019 semester.

### ***Designing Relevant Programs for Industry Partners at City Colleges***

Mayor Emanuel worked with industry partners across Chicago to develop relevant programs and facilities to help connect employers with a highly-skilled workforce. Now City Colleges students are being recruited at top companies, including AON, Accenture, PepsiCo, United, UPS, FedEx, Rush, Northwestern Medicine, WaterSaver and more.

City Colleges now offers more relevant programs in sought-after fields, and trains students in state-of-the-art facilities. Since City Colleges aligned campuses to specialize in high-demand industries, campuses now offer expanded programming in careers including Cyber Security; Beverage Management; Medical Assistance; Early Childhood Certifications and Aviation Sheet Metalworking.

### ***Maintaining University Partnerships***

The Mayor has called on local colleges and universities to serve as key partners in supporting Chicago students. Beginning in 2011, the City and several area universities created 3-year memorandums of understanding (MOUs) between the universities and the City through the Department of Planning and Development. In 2019, the City and the universities expanded the MOUs to support multiple educational initiatives in areas that intersect with existing university programming, including supporting the City's universal pre-k initiative, supporting *Learn. Plan. Succeed.*, participating in steering committees focused on eliminating completion gaps between African American and Hispanic students and white students and exploring accepting an innovative high school math course as a placement mechanism into credit-bearing math courses for incoming university freshmen.

## **INVESTING IN STUDENT SUPPORTS**

### ***After School Programs and Jobs***

Mayor Emanuel has made significant investments in increasing summer jobs and after school programs. More than 32,223 youth held summer jobs during the summer of 2018 through the One Summer Chicago Program that is administered by The Department of Family & Support Services in partnership with other City agencies, more than double the 14,500 served in 2011. More than 110,000 youth will participate in after-school programming this year, up from 91,000 in 2012, through programs with Chicago Public Schools, Libraries, the Park District and other community partners.



### ***Expanding the "Becoming a Man" Program and the Mayor's Mentoring Initiative***

In 2016, Mayor Emanuel announced an aggressive effort to invest \$36 million in public and private funds over three years to expand mentoring programs to serve at-risk youth across the city. The mentoring initiative was based on the strong results of Youth Guidance's Becoming a Man (BAM) program, which found that BAM cuts violent crime arrests among youth in half and boosts the high school graduation rates of participants by nearly 20 percent. The Mayor's Mentoring Initiative served 8,605 young men and women across 105 CPS

schools in the 2017-2018 school year. The program, administered by DFSS, adheres to mentoring best practices and was delivered by fifty-five agencies, including Youth Guidance's Becoming a Man (BAM) and Working on Womanhood (WOW) programs. In 2018, Mayor Emanuel included an additional \$1.38 million in the 2019 budget to expand the initiative to universally cover mentoring for seventh grade boys. An additional 600 seventh graders will receive mentoring in 2019 to serve a total of 1,200 seventh graders. The program will receive a total of \$8.38 million in 2019.

### **Providing Safe Haven and Safe Passage**

In a joint effort, the Chicago Police Department and CPS have led an unprecedented effort to provide Safe Passage to students attending schools in some of Chicago's most dangerous neighborhoods. The district continues to expand its successful Safe Passage program, the city's collaborative effort that has proven to reduce crime and keep students safe during their daily commutes to and from school. This fall, CPS expanded Safe Passage to an additional 14 schools to cover a total of 159 schools, supporting over 75,000 students - nearly five times the number of schools served in 2012. In 2018, out-of-school suspension rates declined 3.4 percent, marking the district's fifth consecutive year of decreased suspensions. In 2018, CPS saw a reduction of 45 percent of the number of CPS students who became victims of gun violence, keeping in mind that these incidents do not happen on school grounds and generally happen outside of school hours.



### **Developing the Youth Quality of Life Framework**

Throughout 2018, Mayor Emanuel facilitated multiple meetings and one-on-one discussions with dozens of policy and research experts, city officials, and department and agency representatives to create the Youth Quality of Life Framework, a comprehensive "cradle to career" look at the lives of youth. This framework is the first time in any Chicago mayor's administration that multiple stakeholders from across the city agreed to a set of outcomes that the city needs to strive towards to improve the quality of life for young people in Chicago. The framework provides a list of essential outcomes that can have the most positive impact on the lives of youth, ages birth to 24, over time - helping them move across socioeconomic stratifications to become successful in a 21st century economy.

### **MODERNIZING FACILITIES**

Since 2011, CPS has funded overcrowding relief for multiple schools through the construction of new schools, new annexes, modular classrooms, leases and redesign of interior spaces. CPS has funded over \$1.5 billion at more than 70 schools to alleviate overcrowding across the district. CPS has funded over \$2.2 billion on school modernization including: major capital projects at over 600 schools including exterior and interior renovations and educational programmatic investments

Since 2011, City Colleges of Chicago has seen a more than \$560 million investments in City Colleges facilities and programs. Capital investments include the \$300 million, 1 million square foot facility and home to City Colleges Center for Excellence in health care education at Malcolm X College, which opened in January 2016. In January 2019, Daley College Manufacturing Technology & Engineering Center's facility opened, equipped to prepare students for careers in engineering and advanced manufacturing—industries that are expected to bring more than 50,000 jobs to the region over the next ten years. In Spring 2019, the 103,000 square foot Olive-Harvey College Transportation, Distribution & Logistics Center opened to provide high-tech, hands-on experience for students, and includes automotive and diesel engine laboratories, an engine dynamometer, classrooms, simulated driving facilities, a testing area and vehicle bays, among other features. Currently, the

satellite campus for Malcolm X College, the West Side Learning Center, is undergoing a \$5 million investment to add new science labs and renovate existing classrooms for students, and to update the 3,000 square foot multipurpose room for the community.



## ECONOMIC DEVELOPMENT AND SMALL BUSINESS

As a world-class city located at the center of the nation's air, rail and freight networks, Chicago has tremendous strengths that leave it poised to be a top global city in the 21<sup>st</sup> century. Mayor Emanuel is committed to ensuring every neighborhood benefits from these strengths and has focused on bringing new businesses and creating jobs across the City, cutting red tape and offering more resources to small businesses, investing in infrastructure, creating more affordable housing in our neighborhoods and modernizing the City's approach to training our workforce.

### DEVELOPING AND IMPLEMENTING A PLAN FOR ECONOMIC GROWTH AND JOBS

In early 2012, Mayor Emanuel and World Business Chicago released the City's first regional economic growth plan to drive Chicago's leadership in the global economy and articulate clear, actionable strategies for economic growth and job creation in every neighborhood. The plan contained ten strategies to help Chicago advance its economy and become a better destination for families and businesses, including becoming a leading hub of advanced manufacturing, increasing the region's attractiveness as a center for business

services and headquarters, enhancing Chicago's competitive position as a leading transportation and logistics hub and making Chicago a premier destination for tourism and entertainment.



Since the launch of the economic plan, the creation of initiatives aimed at driving inclusive economic and jobs growth have engaged over 100 leaders in the community and spurred successful programs building inclusive development through anchor institutions (Chicago Anchors for a Strong Economy, a dedicated effort to drive growth and opportunity in Chicago's technology community (Chicago Next) and Chicago's first manufacturing and innovation hub focused on business and product development (mHub).

### PROMOTING LOCAL COMMUNITY DEVELOPMENT AND JOB CREATION

While our central business district is thriving, the backbone of our economic prosperity has always relied on our small businesses. Responsible for half of the city's workforce, small businesses are what drives success and opportunity in all parts of our city. That is why Mayor Emanuel has implemented a strategy to support small business growth by becoming an active partner to small businesses, working to cut red tape, lowering costs for business owners and cultivating community partners that help small businesses get started and grow.

#### *Removing Barriers to Doing Business in Chicago*

Since coming into office, Mayor Emanuel has overhauled the way City Hall works with businesses in order to cut red tape and more effectively support economic development across Chicago's neighborhoods. Mayor Emanuel has worked with the City Council and departments to remove disincentives to doing business in Chicago, institute efficient building permit and license process reforms and reduce the time Chicagoans spend waiting in line for City services. In his first 6 months as Mayor, City Council voted to slash the City's anti-business "head tax," which was a deterrent for businesses to start and grow in the City. The Mayor slashed the tax by 50 percent in the 2012 budget and completely phased it out in 2013. This shift in policy saved Chicago businesses over \$40 million from 2012-2014 and now almost \$25 million annually.

In his first year, Mayor Emanuel opened the new City Hall Small Business Center and streamlined permit and licensing reviews so that small business owners and entrepreneurs across the city now have a "one-stop-shop" and dedicated staff working with them every step of the way to support their success. And under the leadership of a new Chief Small Business Officer, City Hall is now equipped to advocate for small business owners and entrepreneurs and ensure policies and procedures are implemented in a way that works for small business.

Mayor Emanuel has also worked to streamline small business services to make it easier for owners to get started and succeed. In 2011, Chicago had more license types than Los Angeles, Philadelphia, Phoenix, and Atlanta combined. Under his leadership, the City reduced the number of business licenses from 117 to 40, a decrease of more than two-thirds, saving small businesses more than \$1 million dollars in fees. These initiatives have allowed the City to spend less time citing businesses for failing to display the right licenses and more time focusing on problem businesses that defraud and deceive consumers, sell tobacco to minors, and break the law.

Additional efforts to improve services for businesses have included the launch of the Restaurant Start-up Program, which doubled health inspection passage rates and has helped participating restaurants open an average of 45 days faster. The City has also streamlined the process for permitting uses of the public way, including signs, canopies, awnings, and benches, reducing issuance time by 30 days most permits and issuing sign permits 60 percent faster.

#### ***Creating a Coordinated Strategy for Small Business Growth***

In 2013, Mayor Emanuel announced the launch of the Neighborhood Small Business Growth Strategy, to ensure that small businesses in every neighborhood receive the resources and support they need to successfully open and grow. Over the past eight years, the City developed and delivered a number of initiatives including launching a redesigned website devoted to small business services, partnering large anchor institutions to support local businesses through procurements, developing new tools such as Site Selector and ChiBizHub, which help connect small businesses to retail space and technical assistance and promoting innovative licenses and permits, including a “start-up” license fee, a first-of-its kind license for pop up restaurants and businesses and the modernization of the home-based business license.

#### ***Expanding Access to Capital Through Microlending***

To ensure that access to credit is available to entrepreneurs in low-income communities, Mayor Emanuel worked to form the Chicago Microlending Institute, a first-in-the-nation institute administered by ACCION Chicago that trained nonprofit and community-based organizations to make targeted loans to the city's smallest businesses. Since launching in May 2012, 427 loans have been offered for a total of \$4.1 million, from the City's investment \$1.8 million. A majority of these loans have been received by women, minority and South and West side business owners.

#### ***Launching the ‘Chicago Neighborhoods Now’ Plan***

In March 2013, Mayor Emanuel launched the “Chicago Neighborhoods Now” plan, which identified seven areas in the city for coordinated public and private investment initiatives. Based on previous targeted efforts in Woodlawn and the South Loop, the seven areas in the “Chicago Neighborhoods Now” plan included Bronzeville, Englewood, Rogers Park, Uptown, Little Village, Pullman, and the Eisenhower Corridor. These areas were identified by City departments and sister agencies that convened together to discuss how past, current, and future projects can foster quality-of-life synergies for area residents and businesses. Over \$4 billion in City, State, Federal and private funding was leveraged for a variety of economic development, housing and quality of life improvements within in each area, including:

##### **Whole Foods Market in Englewood**

As part of his administration’s economic development and food access plans, Mayor Emanuel partnered with Whole Foods Market to bring a full-service grocery store with healthy and affordable options into the Englewood community. Opened in 2016, the \$13.9 million, 18,000 square-foot store created 100 new jobs, the majority held by residents from the area, at the intersection of South Halsted and West 63rd Street. The Englewood Whole Foods Market has featured products from over 35 local suppliers.

##### **47<sup>th</sup> Street Shops and Lofts in Bronzeville**

The \$45.6 million “Shops and Lofts” project at 47th Street and Cottage Grove Avenue is part of a three-acre development that includes new homes, stores and employment opportunities. The project included a new five-story, 72-unit building with 55,000 square feet of retail space, which includes a Wal-Mart Neighborhood Market space.

### Method Projects Complex in the Pullman Neighborhood

In 2015, Method opened its first manufacturing facility in the U.S. in Pullman on Chicago's south side. The new, \$40 million facility employs 100 area residents and is the first new factory to be built in Pullman in more than 30 years. The 150,000 square foot facility is the first LEED-platinum certified factory in its industry and is home to Gotham Greens, a supplier of local, premium quality vegetables and herbs year-round for retailers, restaurants and institutional foodservice customers operating out of a 75,000 square foot greenhouse on Method's roof. After launching operations at Method, Gotham Greens has since expanded to add another 140,000 square foot greenhouse in Pullman. Area residents also have access to 22 acres of green open space on the factory's campus.

### Comprehensive Approach to Neighborhood Investment

Neighborhoods Now was only one strategy in Mayor Emanuel's overall approach to and impact on neighborhood development. Building on the foundations of investment in parks, schools, libraries, transit and safety, communities like Washington Park, Woodlawn and Humboldt Park are seeing population and employment increases for the first time in over a decade. XS Tennis in Washington Park and MetroSquash in Woodlawn have become new community centers for youth to excel and Jewel recently planted its flag, opening the first new full-service grocery store in Woodlawn in over 40 years. With hallmark investments in libraries, transit, schools and community spaces, in partnership with the community these neighborhoods have vibrant new spaces to enjoy for decades to come. These investments create the foundations of neighborhoods that are great places to live to work and to raise a family, and taken together, they help give the private sector the confidence to make their own investments.

### Neighborhood Opportunity Fund

Mayor Emanuel launched the Neighborhood Opportunity Fund in 2016, which generates revenue from developments in downtown Chicago to provide grants to small business owners and community and cultural institutions to start or grow their projects in neighborhoods lacking private investment on the South, Southwest and West sides. The program provides grants for up to 65 percent of eligible costs, and over \$170 million in private developer dollars have been committed pending a building permit to the fund since its creation. To date, approximately 200 projects have been awarded nearly \$50 million.

#### BY THE NUMBERS: NEIGHBORHOOD OPPORTUNITY FUND

- \$47M:** Granted to 191 projects across the South, Southwest and West sides of the city
- 14** coffee shops
- 33** sit-down restaurants
- 23** cultural venues
- Nearly 70%:** Share of grants received by African-American and Latinx entrepreneurs

### CAPITALIZING ON A GLOBAL ECONOMY

#### Creating Jobs at Leading Businesses

Chicago is a premier location for businesses to grow and thrive: our region has access to the world via our unique transportation system and central location, and we also have an unrivaled talent pool, fueled by our extensive higher education institutions. Over the past eight years, Mayor Emanuel has worked closely with companies who are looking to Chicago as a potential location to re-locate and expand. Owing to these efforts, for six consecutive years Chicago has been named the top metro area in the nation for corporate relocation and investment by *Site Selection Magazine* and the top destination in North America for foreign direct investment according to IBM's Global Location Trends.

*Since 2011, the Mayor has announced 58 corporate relocations and nearly 200 major business expansions, which translates into more than 50,000 jobs added as a direct result of these expansion and relocation efforts.*

### **Becoming a Leading Hub of Advanced Manufacturing**

Mayor Emanuel believes that Chicago can preserve and improve its competitiveness in manufacturing by capitalizing on the shift into high-tech products and processes underway in the manufacturing sector nationwide. As a crucial step in the development of Chicago as an advanced manufacturing hub, Chicago was awarded a highly competitive federal grant to build a Digital Manufacturing Design and Innovation Institute (DMDII). Since 2014, the Institute, now branded MxD, has invested approximately \$90 million in more than 60 applied research projects nationwide and was recently awarded \$10 million in additional funding from the Department of Defense this year and at least \$20 million more over the next five years to drive the digital future of manufacturing.

### **Promoting Development and Innovation in Chicago's Food and Beverage Industry**

Mayor Emanuel has worked to nurture Chicago's food and beverage industry, a consistent anchor of the regional economy, and build on the industry's strength. Since 2011, 64 food and beverage companies have relocated or expanded in Chicago, including 11 headquarters relocations. At the same time, Chicago has led the country in food manufacturing employment growth and outpaced the national average in output gains. In addition to significant investment from major corporate leaders including Conagra Brands, ADM, Mead Johnson, Beam Suntory Kraft Heinz, and McDonalds, venture capital investment in Chicago-based food start-ups has increased six times over in the last three years compared to the three years prior.

Recognizing Chicago's world class food scene, Mayor Emanuel brought the James Foundation Beard Awards to the city for the first time in 2015, and, owing to the extraordinary success of the Awards program over the past several years, the Foundation recently announced its commitment to keeping the Awards in Chicago through 2027. Additionally, in December 2018, Mayor Emanuel opened The Hatchery, a \$34 million food and beverage incubator in East Garfield Park providing affordable space to help local food entrepreneurs launch and develop their businesses.

### **Creating a Coordinated and Ambitious Tourism Strategy**

Since taking office, Mayor Emanuel has focused on tourism as a key driver of our economy and an area in which Chicago needs a comprehensive strategy and focus. When Mayor Emanuel took office, the City of Chicago had approximately 40 million visitors annually. After years of a disjointed tourism effort, the Mayor worked in his first year to merge the City's three tourism entities into a single organization - Choose Chicago - that combined the Chicago Convention and Tourism Bureau and the tourism portion of Chicago Office of Tourism and Culture. The reduction in overlapping services and costs has saved nearly \$2 million a year, which will be reinvested into annual marketing advertising efforts to attract out of market visitation.

In addition, Mayor Emanuel initially set an ambitious goal of attracting 50 million visitors to Chicago by 2020. In 2014, Mayor Emanuel increased the annual visitation goal from 50 million to 55 million visitors by 2020, and ultimately exceed the goal by 2017, three years early. Visitors to the city reached 57.7 million in 2018, a new record and a 45 percent increase in just eight years. This positive momentum has helped fuel hotel industry growth, as Chicago opened seven new hotels in 2018 with nine more coming online in 2019. The city increased the number of hotel rooms occupied by 4.4 percent to a total of 11.8 million rooms in 2018. Conventions and meetings booked in Chicago in 2018 generated \$3.2 billion in economic impact. The realization of these tourism goals has resulted in 22,000 new tourism jobs since 2011 and hundreds of millions of dollars in additional revenue to the city and the region. Special events and programming, such as the James Beard Awards, the Laver Cup, Chicago Theater Week, the Chicago Architecture Biennial and hundreds of other events contribute to Chicago's booming tourism industry.

#### **BY THE NUMBERS: CHICAGO'S RECORD YEARS FOR TOURISM**

**57.7 million:** Number of visitors to Chicago in 2018, a new record and a 43 percent increase over 2010

**77.1 percent:** Chicago's 2018 hotel occupancy rate, a 4.4 percent increase over 2017

**\$3 billion:** Economic impact as a result of conventions and meetings booked in 2018

**146,500:** Number of jobs supported by the tourism industry, a 17 percent increase since 2010

### ***Solidifying Chicago as a Leader in Conventions***

Mayor Emanuel has made it a priority to draw more convention business to the Chicago area. In his first year, Mayor Emanuel helped preserve Chicago's status as a premier convention destination thanks to important agreements with two McCormick Place labor unions that have given greater autonomy and flexibility to show managers and exhibitors, reduced parking rates, lowered food and beverage pricing, enhanced menu options and provided free Wi-Fi access. In 2013, in order to make Chicago a more attractive location for trade shows and conventions, he launched a historic investment in the downtown area, including the expansion and redevelopment of McCormick Place and Navy Pier, which have promoted Chicago as a business destination and created new permanent jobs in the industry for Chicagoans.

Choose Chicago booked 80 conventions and trade shows at McCormick Place in 2016. Of the 80 events booked, 60 were new events, a 16 percent increase from 2017. Of these, 15 meetings will convene in Chicago for the first time, and six of these meetings have not met in Chicago for 10 years or more. In total \$1.2 billion in additional economic impact is expected from the 60 new meetings booked at McCormick Place.

### ***Building Momentum in Chicago's Technology Sector***

Technology is critical for both job creation and improving quality of life for our residents and promoting the development of technology in Chicago has been a key area of focus for the Mayor's administration. Mayor Emanuel has supported innovative spaces like 1871, a top-ranking global incubator, to harbor and expand the tech industries of the future. In 2013, Mayor Emanuel launched the city's first ever technology plan, a framework that will allow the city to maintain its leadership in technology and build on a commitment to modern infrastructure, smart communities and technological innovation. In addition, Mayor Emanuel is working on attracting tech talent and venture capital from the coasts rather than watching them flow the other way. Now in its seventh year, the Mayor's ThinkChicago program invites top tech university students from around the country to take a VIP tour of Chicago's tech scene and attend Lollapalooza and Chicago Ideas Week.

In partnership with World Business Chicago, Mayor Emanuel launched ChicagoNEXT, a dedicated effort to drive growth and opportunity in Chicago's technology community, governed by a council of industry leaders. Through its vision of inclusive entrepreneurship, ChicagoNext strives for involvement of all entrepreneurs – particularly those in underrepresented communities – in order to create stronger communities, to close the opportunity gap, and to scale creative solutions to persistent citywide problems. Since 2014, ChicagoNext has hosted the annual Chicago Venture Summit, which highlights Chicago as a leading, global technology hub for investment, entrepreneurship, and innovation attracting 400 investors and featuring 100 emerging companies.

As evidence of the Chicago tech ecosystem's continued growth, local tech companies raised more than \$751 million as of June 2018, according to Chicago Inno, and had its strongest year in 2017 with companies raising more than \$1.73 billion. Investors can expect a high return rate, as a Pitchbook study released in March 2018 rated Chicago as the best city for VC investor returns. Additionally, Chicago had 14,014 tech businesses in 2017 and 341,600 tech workers across all industries – an increase of 4,000 according to CompTIA. Please insert additional paragraph below:

The net result: KPMG ranked Chicago as the sixth strongest tech hub in the world. Deloitte ranked Chicago as one of the top five financial tech hubs in the world. Modis called Chicago the world's number one emerging tech hub. The Harvard Business Review called the growth of Chicago's tech sector a model for other cities to follow.

### ***Promoting Chicago as a Global City***

#### **Attracting International Summits**

Mayor Emanuel has attracted numerous international summits that chose Chicago because of its easy access, world-class facilities and growing influence on the global stage.

Mayor Emanuel hosted the first US climate summit convened following President Trump's decision to withdraw the United States from the Paris Agreement. The *North American Climate Summit* brought together mayors from around the world to define collective, city-level actions and commitments to combat climate change in partnership with C40 and the Global Covenant of Mayors for Climate and Energy. Since the Summit, more than 70 cities have signed the Chicago Climate Charter, affirming their commitment to address climate change within their cities.

Leaders from around the world gathered in Chicago for the *North Atlantic Treaty Organization (NATO) Summit*. The Summit allowed the city to highlight its economic vitality and cultural attractions. This was the first time an American city other than Washington D.C. has hosted a NATO summit, and an estimated 2,000 journalists from across the world attended in Chicago to chronicle the events.

Chicago was the first North American city to host Nobel Peace Prize Laureates and global dignitaries for an annual summit on human rights, peace and individual activism. The *12<sup>th</sup> World Summit of Nobel Peace Laureates* was internationally recognized as among the most important annual events in the field of peacemaking, attracting hundreds of high-profile leaders and organizations from around the globe.

Chicago hosted an *OECD Roundtable of Mayors and Ministers*, which convened international mayors and national ministers to share best practices and identify roadblocks to mobilizing investment for urban sustainability and resilience.

### **Fostering Economic Development Opportunities with Foreign Nations**

Mayor Emanuel has sought out opportunities to foster positive economic development opportunities with China. During Mayor Emanuel's time in office, multiple prominent Chinese companies have started operations in Chicago. In December 2012, the Bank of China opened a branch in the city, making Chicago only the third city for it to locate in the United States. Multiple airlines also began new direct flights into Chicago O'Hare International Airport from China. Mayor Emanuel has met with numerous delegations including Mayor Tang Liangzhi of Wuhan, who signed a memorandum of understanding to promote further collaboration and dialogue between the two cities.

In November 2013, Mayor Emanuel traveled to Mexico, his first international trip as Mayor, to sign the Global Cities Economic Partnership with Mexico City Mayor Miguel Ángel Mancera, an agreement that will help foster trade, exchange and learning, while seeking to develop global trade and investment strategies. Mayor Emanuel will meet with civic and business leaders interested in the Chicago market. With the signing of the Global Cities Agreement, Mayor Emanuel and México City Mayor Miguel Ángel Mancera expanded the economic ties between the two cities and built on several market opportunities, such as shared industry specializations, existing foreign investments and strong research institutions.

### **Revitalized World Business Chicago through an Empowered Board of Directors**

The Mayor has dramatically expanded the World Business Chicago board and charged the reinvigorated organization with a broad mandate of economic development for businesses of all sizes. The board now features nearly 50 of the leading businesspeople in Chicago. Each board member has agreed to provide assistance on bringing business to Chicago, to sell and promote Chicago and Chicago businesses around the world and to provide ideas for economic development that enhances the city and creates jobs.

### **INVESTING IN A SKILLED WORKFORCE THAT MEETS EMPLOYER NEEDS**

Job training programs work when they are tailored to the needs of employers, but too many programs are disconnected from employers or the skills and requirements of the workplace. Mayor Emanuel's has worked to close the skills gap by launching, College to Careers, an innovating program at City Colleges partnering faculty and staff at City Colleges with more than 100 industry leaders to design curriculum and facilities and offer internships and job opportunities to ensure Chicagoans are ready to hit the ground running in fast-growing fields. Under Mayor Emanuel, the reinvention of City Colleges has also brought new first of the kind facilities like the Manufacturing Technology & Engineering Center (MTEC) at Daley College, the Transportation, Distribution and Logistics Center at Olive-Harvey College and the entirely new campus at Malcom X College, a center of excellence in health sciences.

### **Coordinating Resources to Launch Innovative Workforce Partnerships**

In 2012, Mayor Emanuel worked with Cook County to launch the Chicago Cook Workforce Partnership, the second largest public workforce system in the U.S., which administers more than \$70 million in federal, public and private fund and serves more than 12,000 job seekers and hundreds of businesses annually. The Partnership consolidates the city and county's workforce resources creating access for job seekers and business across the Chicagoland region. Mayor Emanuel also supported the growth of Skills for Chicagoland's Future, a program that identifies companies' immediate hiring needs and connects them with qualified, unemployed job seekers and/or the resources necessary to fund training programs to equip job seekers with the skills to fill those positions.

### ***Providing Cutting-Edge Cybersecurity Training***

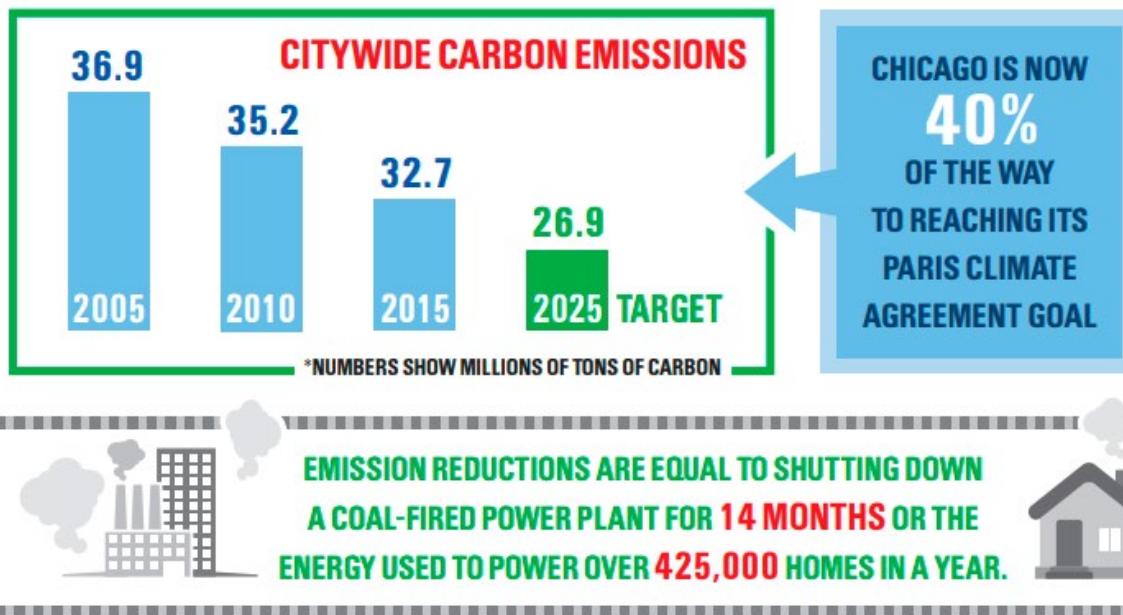
In 2017, Mayor Emanuel and City Colleges of Chicago (CCC) launched a cybersecurity training bootcamp at Wright College, the center of excellence in Information Technology at City Colleges. The state-of-the-art training initiative was launched in partnership with the US Department of Defense to prepare students for highly skilled jobs in the industry, and to enable them to sit for the Offensive Security Certified Professional Certification Test – a highly valued certification exam recognized by the National Security Agency and the Department of Defense. This cybersecurity training initiative made CCC the first and only community college system in the nation to adopt such training from the U.S. military. Since the successful launch, CCC has expanded to offer cybersecurity bootcamps at three colleges to meet the growing demand for students with these skills and experiences. As of early 2019, 60 students had completed the cybersecurity bootcamp program with CCC.



## ENVIRONMENT AND SUSTAINABILITY

Mayor Emanuel believes that sustainability and economic growth go hand in hand. By increasing the efficiency of buildings and transportation, Chicago saves money, conserves resources and reduces greenhouse gas emissions. During his two terms, Mayor Emanuel has directed historic investments in energy efficiency, environmentally-friendly transit options and green infrastructure that will create jobs and improve quality of life. The Mayor has also made the air residents breathe cleaner by closing the last two coal-fired plants in the City and cracking down on petroleum coke facilities on the Southeast Side.

While the Trump administration pulls back on protecting the environment and climate change, Chicago has doubled down on reducing emissions while also growing its economy. During his second term, Mayor Emanuel issued an Executive Order committing Chicago to reduce greenhouse gas emissions 26-28 percent compared to 2005 levels by 2025, the original commitment made by the Obama Administration to the Paris Agreement. The City has already achieved 40 percent of its Paris Agreement carbon goal and increased the number of jobs by 7 percent while reducing emissions. In December 2017, Mayor Emanuel convened North American Climate Summit, bringing together leaders from across the globe to sign the Chicago Climate Charter and commit to the fight against climate change on the local level.



Recently, Mayor Emanuel released *Resilient Chicago*, the City's first-ever resilience strategy and a roadmap for addressing the city's most pressing challenges through the lens of urban resilience. Resilient Chicago was developed over the course of two and a half years in partnership with local residents, civic and community leaders and a Steering Committee of over 40 leaders from the public, private, non-profit and philanthropic sectors. Organized into three pillars – Strong Neighborhoods, Robust Infrastructure and Prepared Communities – the strategy provides a blueprint of immediate and long-term actions to create a Chicago that is more connected and better equipped to face the challenges of the 21st Century.

## BUILDING AN ENVIRONMENT THAT IS HEALTHIER, GREENER AND MORE RESILIENT

### Making Chicago More Energy Efficient

Through the following initiatives, Mayor Emanuel worked to make Chicago more energy efficient, which will help Chicago to be the most affordable, competitive, attractive, livable and sustainable city of the 21st century.

- The Mayor's *Retrofit Chicago Residential Partnership* set a goal in August 2012 of retrofitting 7,750 residential units within 24 months. The program has now seen over 23,000 homes retrofitted since August 2012. Through simple actions such as upgrading to energy efficient lighting or installing air sealing and insulation, these retrofits will help residents save over \$9.0 million in annual energy costs.

- Ninety buildings representing over 56 million square feet have committed to reduce their energy use by 20 percent within 5 years through the *Retrofit Chicago Energy Challenge*. The members have now collectively achieved a 17 percent energy reduction, saving over \$11 million on annual energy costs. A third of the 90 buildings have reached their 20 percent energy reduction, and one property recently achieved a 35 percent reduction.
- In July 2013, Mayor Emanuel in partnership with CNT Energy and Midwest Real Estate Data LLC (MRED) announced that Chicago will be the first city in the nation to display annual and monthly gas and electric cost on home listings to help home buyers make more informed purchasing decisions.
- In September 2013, Chicago's City Council adopted a building energy benchmarking ordinance introduced by Mayor Emanuel to raise awareness of energy performance through information and transparency, with the goal of unlocking energy and cost savings opportunities for businesses and residents. The ordinance calls on approximately 3,500 existing municipal, commercial and residential buildings, those larger than 50,000 square feet, to track whole-building energy use, report to the City annually and verify data accuracy every three years. Energy benchmarking has accelerated Chicago's growth as a capital for green jobs by arming building owners, real estate companies, energy service companies and others with the information they need to make smart, cost-saving investments.
- In November 2017, the Chicago City Council passed the Chicago Energy Rating system, the first of its kind to put a 4-star energy performance rating on every large building in the City.
- Citing its status as a leader for accelerating energy efficiency strategies through local programs and policies, the City has earned a 2017 ENERGY STAR Partner of the Year Award. The honor is awarded annually by the U.S. EPA to organizations that have made outstanding contributions to protecting the environment via energy efficiency.
- In 2019, the City launched a new Property Assessed Clean Energy (PACE) program. Chicago PACE provides funds to help participating building owners make energy efficiency and renewable energy investments. Owners repay the funding over time through special assessments on their property tax bills. By state law, the program will be open to any commercial, institutional or residential building with five or more units, excluding condominiums. Chicago was the first municipality in Illinois to launch a program.

#### **BY THE NUMBERS: ENERGY EFFICIENCY**

**Over 56 million:** Square feet of large buildings that have committed to reduce energy use by 20 percent within 5 years

**Over 23,000:** Number of homes receiving energy retrofits

**\$61 million:** Energy savings through benchmarking since 2014

#### **Closing Two Coal-Fired Power Plants on the Southwest Side**

On his first day in office, Mayor Emanuel initiated a process for closing last two large coal-fired power plants in the City, and within a year, the owner of the sites, Midwest Generation, announced that it would retire the power plants as the result of an agreement forged with Mayor Rahm Emanuel and the City of Chicago in concert with community groups in Little Village and Pilsen.

#### **Forcing Petcoke and Manganese Handling Facilities to Clean Up or Shut Down**

Mayor Emanuel refused to allow Chicago to become a dumping ground for bulk solid petroleum coke, or "petcoke," and pursued a strategy to make these facilities clean up or shut down. Following reports of petcoke dust settling in residential areas on the southeast side, the City issued the most comprehensive set of regulations in the country that require facilities that store petcoke, coal, and other forms of coke to fully enclose their storage piles, set up 24/7 monitors and provide the City with monthly reports. In April 2014, the Mayor passed an ordinance that bans new petcoke, coke and coal facilities in the city and prohibits the expansion of existing facilities. In 2018 and 2019, the Mayor extended a similar restrictions and regulations to manganese-bearing facilities.



### Making Renewable Energy Affordable and More Accessible

- **Committing to 100 percent Renewable Energy in City Buildings by 2025.** In April 2016, Mayor Emanuel announced that all City buildings, in addition to buildings from Parks, CPS, CCC and CHA will use 100 percent of their electricity from renewables by 2025. This was the largest renewables commitment made of any U.S. city of their public buildings and is equivalent to the electricity used to power 295,000 Chicago homes.
- **Becoming the Largest City to Commit to “Ready for 100”.** In 2019, Mayor Emanuel released Resilient Chicago, a roadmap for addressing the city’s most pressing challenges through the lens of urban resilience. As the first action in implementing *Resilient Chicago*, Mayor Emanuel joined Sierra Club’s Ready for 100 campaign, committing Chicago to transition to 100 percent renewable energy in buildings community-wide by 2035 and to an electric CTA bus fleet by 2040. Memorialized through a City Council resolution that passed in April 2019, Mayor Emanuel’s commitment makes Chicago the largest city in the country to commit to renewable energy community-wide.
- **Launching Chicago Solar Express.** Chicago Solar Express created a streamlined and progressive permitting, zoning and interconnection process for residents and developers seeking to include solar panels on residential and commercial projects. This project slashed wait times for solar permits for small installations from 30 days to one day and cut fees by 25 percent.
- **Incentivizing Affordable Solar Energy on Vacant Lots.** In 2019, Mayor Emanuel and the Chicago Infrastructure Trust issued an RFP under the Chicago Solar-Ground Mount initiative, a multi-site solar energy development project for city-owned vacant lands. Approximately 30 acres of land in the communities of Austin, Englewood, West Pullman, Riverdale and South Deering were offered for solar development.

### Expanding Recycling and Reducing Waste

- **Expanding Recycling Citywide.** Recycling is now a reality for every neighborhood in every community of Chicago. Expansion was made possible by the savings and efficiencies generated through both the transition to grid-based garbage collection and the managed competition for recycling services. With the expansion of recycling citywide in 2013, 600,000 additional households across the city now receive recycling services.
- **Reducing Use of Disposable Bags.** In 2017, Chicago implemented a seven-cent tax on disposable paper and plastic bags. A recent study showed that Chicago’s disposable bag tax has reduced the number of bags used at major grocery stores by 42 percent.

## Advancing Water Infrastructure and Improving Stormwater Management

- In 2012, Mayor Emanuel launched a ten-year plan to replace 900 miles of old, leaky water mains, driving a two percent annual reduction in citywide water consumption. By committing to these improvements and policies we will be in much better position to reduce flooding in future storms and protect the environment going forward.
- The City also completed the \$70 million construction of the Albany Park Stormwater Diversion Tunnel to alleviate the threat of neighborhood flooding and constructed multiple Resilient Corridors to reduce basement flooding risk by activating city-owned, vacant lots with green stormwater infrastructure.

## Accelerating Sustainable Transportation and Local Development

Mayor Emanuel has led a reinvention of Chicago's transportation system through investments in infrastructure and sustainable transportation modes.

- **New Active Transit.** In 2013, Chicago launched Divvy, Chicago's bikeshare network and the first new public transportation system in the city in over 50 years. Divvy now includes more than 6,000 bikes at 600 stations; through a new partnership with Lyft, Divvy will be expanded citywide by 2021 and generate a guaranteed \$77 million in direct revenues for the City. Since its launch, riders have made 17 million Divvy trips spanning 36 million miles.
- **Promoting Transit-Oriented Development.** In September of 2013, Mayor Emanuel introduced a transit-oriented development ordinance, which reduced barriers to denser, less car-dependent property development near transit. By allowing more housing units to be developed near transit, the ordinance supports affordability and walkable communities. Mayor Emanuel has since led two major revisions to the ordinance, including extending transit served location incentives to high frequency, high capacity bus corridors.
- **Improving High Capacity Bus Corridors.** In 2019, Mayor Emanuel allocated \$5 million to launch the Bus Priority Zones program - starting with the South and West Sides. The new investment intended to eliminate bus "slow zones" at bottle-neck intersections and pinch points and began construction on targeted improvements on the #79 79th Street and the #66 Chicago Avenue lines, the City's two highest ridership bus lines, in the Spring of 2019. The City intends to grow the program through support of the American Cities Climate Challenge.
- **All Electric CTA Bus Fleet.** In February 2019, Mayor Emanuel and CTA announced their commitment to electrify the entire CTA bus fleet by 2040 and has already purchased 20 all-electric buses. CTA has launched a study, with support of the Joyce Foundation, to chart a course to full electrification in the coming years.



## MAYOR EMANUEL'S RECORD ON FINANCIAL MANAGEMENT

When the Emanuel Administration took office eight years ago, it inherited a structural operating budget shortfall of \$635.7 million for 2012 and a nearly bankrupt pension system built on false promises that threatened the financial security of our workers, retirees and citizens of Chicago. Through efficiencies, reforms, tighter spending controls and strong fiscal management, the shortfall was reduced by 85 percent by 2019. Over the last eight years, Mayor Emanuel has also taken steps to stabilize the City's pension funds, protecting City workers and taxpayers. Through balanced and measured financial reform, Mayor Emanuel has grown the City's reserves and improved its liquidity to mitigate current and future risks, emergencies or unanticipated budget shortfalls while continuing to make critical investments in improved city services and additional programs for our children. The Emanuel administration has reduced the structural deficit by reforming government operations, achieving savings and eliminating waste so that City government works better for all residents.

### RIGHITNG THE CITY'S FINANCIAL SHIP

#### *Passing Budgets That Improve Services While Saving Taxpayer Dollars*

In 2012, the City's structural budget was \$635.7 million; the structural budget shortfall for 2019 was \$97.9 million, which marks the eighth consecutive year of reducing the structural budget deficit and the lowest point since 2008. This 85 percent reduction is a direct result of sustained and balanced revenue growth from strategic revenue increases coupled with lasting savings and reforms made in each budget. Savings and efficiencies resulting from strategic energy and utility purchasing, reducing duplicative operations across departments (e.g., merging the departments of Revenue and Finance and merging the departments of General Services and Fleet Management), transitioning garbage collection and other services to a grid model, and healthcare

savings have reduced the City's structural budget deficit each year and have saved taxpayer dollars. In total, Mayor Emanuel has achieved over \$720 million in savings, reforms and efficiencies since taking office. In each budget, Mayor Emanuel has prioritized the education, health and safety of Chicago's children, including the expansion of afterschool and summer jobs for youth. For the last eight years, budgets have included investments in improving public safety, enhancing neighborhood services, increasing resources for infrastructure maintenance and repairs and services for both the City's most vulnerable and neighborhood businesses across the City that are vital to providing local jobs and keeping communities strong.



#### *Rebuilding the City's Reserves*

In 2009, the City began utilizing long-term reserves to subsidize the City's operating expenses. Utilizing these reserves reduced the principal balance substantially below the initial deposit and accordingly reduced the interest earnings generated. In 2012, Mayor Emanuel directed an ordinance establishing the reserves be amended to state that only interest generated from the reserves, and not principal, be transferred for this purpose. Mayor Emanuel has added to the City's reserves each year and has established additional measures to ensure financial stability. Since 2012, the City has added over \$50 million into its asset lease and concession reserves fund along with another \$20 million to its operating liquidity fund. These sources along with the prior year's unassigned fund balance, comprise the City's unrestricted budgetary fund balance, or budget stabilization funds. In 2019, the City will deposit an additional \$10 million in its operating liquidity fund.

#### *Converting Variable Rate Debt, Terminating Corresponding Swaps to Reduce Taxpayer Risk*

Starting in 2014, the City took steps to reduce taxpayer risk associated with swaps and variable rate debt by converting all taxpayer-backed variable rate debt to stable, fixed rate debt and terminating the corresponding

swaps. In total, the City terminated \$2.5 billion in swaps, averting a liquidity crisis triggered by ratings actions and moving the City toward sound financial footing. This action was a critical piece in the Mayor's commitment to mitigate risks on behalf of taxpayers.

#### ***Moving Operating Expenses off Long-Term Borrowing***

The City imposed greater fiscal discipline through the phasing-out of using bonds to pay for certain working capital expenses. Previously, the City used long-term debt to pay for certain working capital expenses such as retroactive salary payments, trees, library books, garbage carts and other similar expenses. Through strategic planning, the City has paid more than \$161 million in retroactive salary payments and \$58.2 million in working capital from the operating budget, instead of resorting to long-term borrowing.

#### ***Ending the Practice of "Scoop and Toss"***

In 2016, the City began a four-year phase out of the financial practice of scoop and toss, in which the City restructured near-term debt payments with long-term debt. Since as early as 1990, the City had utilized scoop and toss to avoid increasing property taxes to fund current debt service. Through the creation of the Sales Tax Securitization Corporation, the City was able to eliminate the practice of scoop and toss one year ahead of schedule in 2018.

#### ***Achieving Debt Service Savings Through the Sales Tax Securitization Corporation***

In 2017, Mayor Emanuel and the Chicago City Council approved an ordinance that created a securitization structure, the Sales Tax Securitization Corporation (STSC), providing a lower cost financing vehicle for the City. The ordinance also approved the issuance of up \$3 billion in bonds to refund existing high interest rate City debt at a lower cost. Debt service savings achieved from the successful execution of the STSC finance plan enabled the City to eliminate the use of scoop and toss and dramatically reduce the amount of Corporate Fund revenues that would be needed. The STSC financing plan was completed in January 2019, eight months earlier than originally planned. Across all STSC issuances, the City realized greater savings than initially projected. It is now projected the STSC will provide budgetary savings to the City of \$879 million between 2018 and 2022.

#### ***Reforming Tax Increment Financing***

Since 2011, the City has taken a comprehensive approach to reforming the City's Tax Increment Financing (TIF) program by investing in neighborhoods, terminating remaining TIF districts, improving transparency by posting TIF data online, developing a surplus strategy and freezing new non-infrastructure spending in seven downtown TIF districts. Under the Emanuel administration, approximately 90 percent of TIF funds were committed or have been committed to neighborhood projects and 80 percent to schools, infrastructure, parks, transit and affordable housing. In 2013, Mayor Emanuel signed an executive order requiring the City to declare a surplus from TIF districts annually that is at least 25 percent of the available cash balance leftover and returning those funds to the local taxing districts. The City receives approximately 34 percent of TIF surplus, CPS receives 55 percent, the Park District receives 5 percent, and the remaining is distributed to the other local taxing districts. Since 2011 and including the 2019 TIF surplus of \$175 million, the City will have returned \$1.2 billion in surplus to the local taxing districts, with 50 percent having gone to CPS.

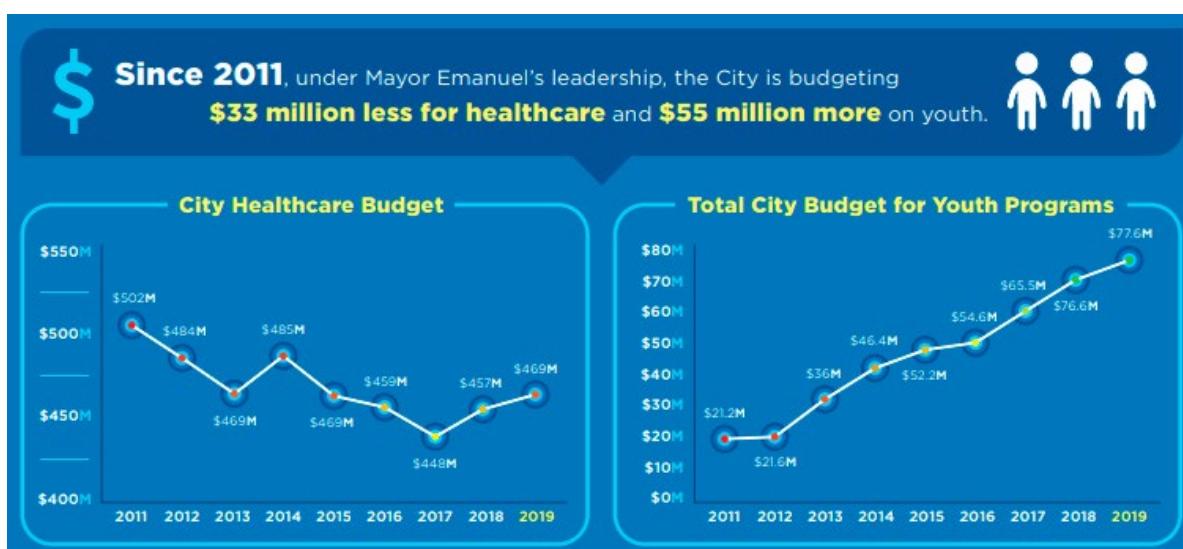
#### ***Achieving Pension Funding Reform***

Mayor Emanuel worked to develop long-term solutions to a series of pension problems that threatened the financial security of our workers and retirees and the very future of our city. Today, all four of the City's pension funds are on a path to stability through pension funding reform achieved by Mayor Emanuel in partnership with labor leaders and the Chicago City Council, ending decades of underfunding the City's obligations to its workers. All four funds are on actuarially-based funding plans set by state statute: Police and Fire pensions will reach 90 percent funding by 2055 and Municipal and Laborers pensions will reach 90 percent funding by 2058. In addition, each fund has a dedicated funding source in place, including an unprecedented \$543 million property tax increase for Police and Fire pension funds and a new water-sewer utility tax for the Municipal pension fund that will generate \$240 million per year when fully implemented. Without these reforms, the City's four pension funds would have gone insolvent in the 2020s.

### **Dedicating Revenues to Youth-Focuses Activities and Services**

Mayor Emanuel believes that a budget reflects values, and under his administration, the City has increased investments in youth programs more than threefold since 2011. These investments include the expansion of summer jobs and afterschool opportunities, providing quality mentoring programs to at-risk young men and women and full-day prekindergarten to low-income children.

- In 2019, the City invested more than \$77 million in local funds for youth programs, an increase of \$56.4 million since 2011.
- The City's 2019 investments will ensure more than 30,000 youth have access to summer jobs, more than doubling the 14,500 jobs available in 2011. Additionally, Mayor Emanuel expanded the number of young people who will be able to participate in One Summer Chicago (OSC) with \$500,000 of additional funding, bringing the total investment to \$18.1 million for 2019.
- These investments will also support afterschool programs for 120,000 youth, up from 91,000 in 2012.
- In 2019, an additional \$9.4 million was invested to sustain youth mentoring programs that have had demonstrable success in violence reduction. 7,600 young men will have the opportunity to participate in universal mentoring in 8<sup>th</sup>, 9<sup>th</sup>, and 10<sup>th</sup> grade. Mentoring opportunities for girls through Working on Womanhood (W.O.W.) will be expanded through this opportunity bringing the total number of girls served to 535 in 2019.
- This investment will create space for 3,700 more four-year old's in high quality, full-day preschool services across the City, bringing the total to more than 19,000 youth in full-day programming.



## HOUSING AND HOMELESSNESS

Since taking office in 2011, Mayor Emanuel has supported affordable housing in every neighborhood by expanding the Affordable Requirements Ordinance, implementing and expanding transit-oriented development and building or preserving more than 60,000 affordable homes and apartments. Mayor Emanuel elevated housing and homelessness as key policy issues when he launched the Department of Housing in 2018 and engaged stakeholders across the city in creating the new Five-Year Housing Plan. From 2011 to 2018, the annual Point in Time Count decreased by 17 percent, representing a substantial decline in the number of individuals experiencing homelessness. The City also piloted innovative programs like co-located public housing and library projects designed by world-class architects and new, effective homelessness interventions like the Flexible Housing Subsidy Program, rapidly linking frequent utilizers of emergency services to stable, supportive housing.

## BUILDING MOMENTUM TO ENSURE ALL CHICAGOANS HAVE A QUALITY PLACE TO CALL HOME

### *Five-Year Housing Plan*

In December 2018, City Council approved Mayor Emanuel's Five-Year Housing Plan, including \$1.4 billion in city support and leveraged resources for housing initiatives between 2019-2023. The plan details a commitment to improve and preserve more than 41,000 units of affordable housing with a focus on innovative programs to support homeownership, affordability and supportive housing for vulnerable populations. The plan includes a commitment of 1,600 units of permanent supportive housing for chronically homeless individuals. The plan was developed over a seven-month planning process with the assistance of approximately 120 housing professionals, more than twice as many as the previous five-year plan. Members of the public also added insight, participating in a public hearing and submitting more than 150 ideas through an online portal.

The plan seeks to create a more equitable neighborhood landscape, including the support of more affordable housing in gentrifying neighborhoods, more tools to help property owners combat displacement and incentives for new housing construction in under-invested neighborhoods. The plan's core priorities include:

- Investment in affordable rental housing stock across all markets
- Housing options for Chicago's most vulnerable residents
- Neighborhood-based housing investment strategies to address diverse community needs that range from markets facing gentrification to those struggling with disinvestment
- Expanded affordable homeownership opportunities



## **New Department of Housing**

In June 2018, Mayor Emanuel proposed the Chicago Department of Housing, a new City department exclusively focused on supporting access to housing as a core component of neighborhood development. The new department, up and running in 2019, is responsible for implementing Chicago's affordable housing strategies as defined in the 2019-2023 Housing Plan. The housing department will be a partner to the development and advocacy community to bring new solutions to the City's new challenges. The new department will also help the City address its housing needs equitably, particularly for vulnerable populations, as Chicago's economy continues to strengthen. The new department will administer several of the new programs identified in the Five-Year Housing Plan, including the *Building Neighborhoods and Affordable Homes Program* to help residents buy affordable homes on vacant City lots; targeted Affordable Requirement Ordinance strategies for neighborhoods experiencing gentrification pressures; and a new transit-oriented development policy for high ridership bus lines, among other initiatives.

## **Affordable Requirements Ordinance (ARO) Reform**

The Affordable Requirements Ordinance requires developers that receive zoning increases, land, or financial support from the City for residential properties of more than 10 units to either set aside a percentage of the units for affordable housing or pay an in-lieu fee to the Affordable Housing Opportunity Fund (AHOF). In 2015 under Mayor Emanuel, the City modified the ARO to raise the in-lieu fee in high-cost and downtown zones. Since its inception in 2007, the ARO has generated a total of 1,425 affordable units, including 832 units constructed and 593 units subsidized with ARO in-lieu fees. All but four of those units have been generated since Mayor Emanuel took office in 2011. Nearly \$93 million has been collected in ARO in-lieu fees.

## **Innovative Housing Policies**

### **Co-Located Library & Public Housing Projects**

In 2019, Mayor Rahm Emanuel, Chicago Public Library and the Chicago Housing Authority cut the ribbon on three innovative co-located housing and library developments: Roosevelt Branch, Independence Branch and Northtown Branch. Each of the three new co-located library branches features mixed-income housing, Early Learning Play Spaces, YOUMedia spaces for teens, plus dedicated workforce development support for job-seekers. The new branches will also have traditional library programs, such as book clubs for seniors and intergenerational educational and cultural programming. All three developments were designed by top architecture and design firms and were selected following a design competition, part of Mayor Emanuel's vision to bring world-class design to Chicago neighborhoods and break from the standard, cookie-cutter designs that are common to government buildings. All three architecture firms selected have strong Chicago roots and have won awards for design excellence and innovation.

### **Building Neighborhoods and Affordable Homes Program**

In June 2018, Mayor Rahm Emanuel announced a pilot program—Building Neighborhoods and Affordable Homes—to help residents purchase newly-built homes in Chicago neighborhoods where the housing market is still recovering. Through the program, eligible residents can receive assistance to buy homes that were built through City Lots for Working Families, selling vacant, City-owned lots to developers of affordable single-family homes for \$1 each. The new program is designed to help neighborhood residents purchase high-quality new homes while supporting and sharing in the neighborhood's growth and development. The \$5 million pilot program is funded through the City's Affordable Housing Opportunity Fund, which receives fees from developers that are subject to the Affordable Requirements Ordinance. The pilot program will include portions of Englewood, North Lawndale, South Lawndale, Humboldt Park/Garfield Park and Woodlawn.

### **Opportunity Investment Fund**

In June 2018, Mayor Emanuel and the Community Investment Corporation announced the Chicago Opportunity Investment Fund, a new initiative designed to create and preserve affordable rental housing across Chicago. The \$30 million fund will provide low-cost financing to developers purchasing existing multifamily buildings if they guarantee affordable units in their properties for the next fifteen years. The initiative is designed to expand access to neighborhoods where rental costs are continually rising for low income residents and families. The Community Investment Corporation has designed a streamlined model that catalyzes support from government, private lenders and social impact investors. The City of Chicago is providing \$5 million to leverage \$25 million in private and other investment for the fund. The fund is expected to create 1,500 mixed-income units, 300 of which will be affordable.

### ***Homebuyer Assistance Program***

In January 2016, Mayor Emanuel launched the new Home Buyer Assistance Program to help make homeownership possible for working families and individuals by providing support for down payment and closing costs. Through the program, qualified buyers from middle and low-income households can receive a grant for up to 5 percent of the total loan amount based on income. The city provided an initial \$1 million to launch the Home Buyer Assistance Program, which will become self-sustaining over time. The program is administered by the Chicago Infrastructure Trust, which works in conjunction with participating lending institutions responsible for accepting and processing applications, which are accepted on a first-come, first-serve basis.

### ***Micro Market Recovery Program (MMRP)***

Launched during Mayor Emanuel's first term in office, the Micro Market Recovery Program is a coordinated stabilization initiative for small geographic areas that are experiencing increased problems following the foreclosure crisis. The City of Chicago works with sister agencies and community partners to reoccupy vacant homes and allow existing residents to remain by connecting owners with home repair financial assistance, foreclosure counseling and legal assistance. The program is an example of the City's strong partnerships with nonprofit agencies and the impact that is possible through a focus on specific areas in a community. Since its inception in 2011, MMRP has reoccupied 1,204 properties (3,285 housing units) and saved 93 families from foreclosure.

### ***Preservation of Existing Affordable Rentals (PEAR)***

PEAR protects small and medium-sized naturally occurring affordable housing buildings in communities with rapidly increasing property values. Through PEAR, a building's new owner can refinance private sector debt at below-market rates for a commitment to keep at least 20 percent of the units affordable to tenants earning up to 80 percent of area median income over a 30-year period. Launched in 2018, PEAR has been used by mission-driven developers with vacant or foreclosed buildings, but it can also provide affordable financing that allows small developers to invest in their community while maintaining affordable housing.

### ***SRO Preservation Initiative***

Single Room Occupancy (SRO) buildings provide affordable housing opportunities for some of the city's most vulnerable residents and most at risk of homelessness. Passed in 2014 under Mayor Emanuel, the SRO Preservation Ordinance requires property owners to notify tenants and the City of Chicago within 180 days before sale or transfer of the property and must allow a buyer intending to maintain the building as affordable to tender an offer to purchase the property. The City's SRO Preservation Fund has maintained affordability for more than 1,400 units by working with nonprofit and mission-driven developers to acquire, preserve, and/or rehabilitate 11 SRO properties. The City has invested more than \$83.6 million in these buildings and has leveraged more than \$50.6 million in private resources.

### ***Transit-Oriented Development***

In early 2019, City Council approved Mayor Emanuel's plan to expand the City's Transit-Oriented Development (TOD) policy, making Chicago the first major city to pursue a city-wide expansion of transit-oriented development along high-ridership, high frequency bus corridors. Chicago's TOD policy was created in 2013 during Mayor Emanuel's first term to foster pedestrian-friendly neighborhoods by enabling new construction projects near rapid transit stations to have higher densities and less parking than is typically allowed by the City's zoning code. As part of the expansion to bus routes, the City will publish an Equitable Transit Oriented Development Policy Plan that assesses the policy's impact and recommends any revisions to address issues involving gentrification, congestion, transit investment needs and other issues, as well as opportunities to further enhance its goals. Since January 2016, more than 144 Transit-Oriented Developments containing more than 24,000 residential units have been approved as Planned Developments, Type 1 zoning amendments, or by the Zoning Board of Appeals.

## **Progress Serving Residents Experiencing Homelessness**

### ***Plan 2.0 to Prevent and End Homelessness***

Upon taking office in 2011, Mayor Emanuel launched a year-long effort between the Department of Family and Support Services (DFSS) and the Chicago Alliance to End Homelessness (now All Chicago) to redevelop Chicago's Plan to End Homelessness. This effort resulted in the August 2012 release of Plan 2.0, a seven-year action plan focused on homelessness prevention, the "housing first" model, and wraparound services for youth and families. Key priorities included a new regional network of drop-in centers for homeless youth, additional shelter beds, plus a new shelter for survivors of domestic violence. Since the plan launched, the City has housed 400 households via Rapid Rehousing, expanded shelter space for youth by 33 percent and established three regional drop-in centers which serve nearly 1,400 homeless youth annually.

### ***City-Wide Task Force to Reduce Homelessness***

In 2016, Mayor Emanuel launched a city-wide task force dedicated to addressing and reducing homelessness in Chicago. The Task Force to Reduce Homelessness focuses on improved coordination between city and sister departments, increased efficiencies in service delivery and identifying additional resources to devote to these efforts. The effort is chaired by the Commissioner of the Department of Family and Support Services but also includes leadership from the Chicago Department of Public Health, the Chicago Police Department, Chicago Public Schools, the Chicago Transit Authority, Chicago Public Library and many more.

### ***Shelter System Expansion***

In 2018, DFSS supported 47 programs operated by 32 delegate agencies across Chicago and received an additional \$1 million in corporate funding to improve equity and prevent shelter closures. Over the last eight years, Mayor Emanuel and the Department of Family and Support Services have directed strategic investments to expand the city-wide network of supportive housing for homeless individuals.

### ***Flexible Housing Pool***

In December 2017, Mayor Emanuel announced the Flexible Housing Pool (FHP) a one-of-a-kind supportive housing model that combines both housing/rental subsidy expertise and intensive case management to effectively house residents who are experiencing homelessness. The FHP establishes a rental subsidy source that allows the City of Chicago to quickly house and provide supportive services to some of Chicago's most challenging and costly homeless populations, including individuals who are high utilizers of emergency rooms and the criminal justice system. The program brought together an unprecedented partnership that includes the Chicago Housing Authority (CHA), the Chicago Department of Family and Support Services (DFSS), the Chicago Department of Public Health (CDPH), the Chicago Department of Planning and Development (DPD) and the Corporation for Supportive Housing. The FHP was launched with an initial investment of \$1.8 million to serve 50 individuals; the long-term goal is to scale the program to \$12 million to house 750 individuals.

### ***WINGS Metro Safe House***

In 2013, Vice President Biden, Senator Durbin, and Mayor Emanuel celebrated the groundbreaking of the WINGS Metro Safe House, a new domestic violence shelter on the Southwest Side. The shelter was completed in 2016, increasing the number of available beds in the city for survivors of domestic violence and their families by 36 percent, from 115 to 155. The WINGS project was the first new domestic violence shelter in nearly a decade and doubled the capacity of WINGS to provide emergency shelter services. Importantly, the Safe House features innovative suite-based housing to ease the inclusion of LGBTQ clients and survivors of trafficking. The City committing \$1.8 million to the project.

### ***Emergency Homelessness Assessment and Response Center (EHARC)***

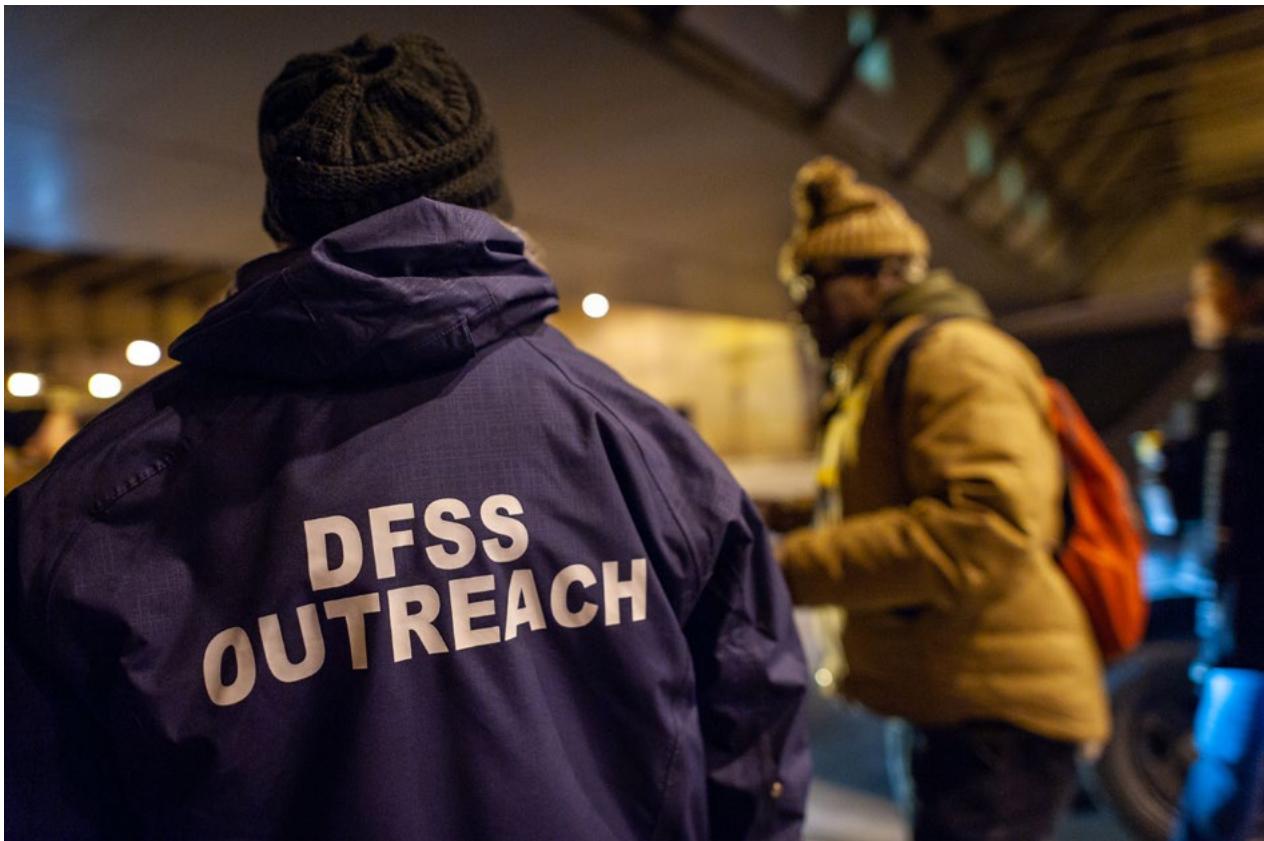
In 2018, DFSS opened the Emergency Homelessness Assessment and Response Center (EHARC) in partnership with the Salvation Army. The West Humboldt Park facility is the nation's first of its kind, specializing in triage services for families experiencing homelessness. The EHARC provides homeless families awaiting shelter placement with 24-hour centralized intake, assessment, triage and temporary shelter services. Through this innovative service model, EHARC will triage, divert, or place homeless households in more stable shelter programs as quickly as possible. EHARC has the capacity to house up to 90 family members at a time; since its opening in February 2018, the facility has served 3,895 individuals experiencing homelessness.

### ***Low-Barrier Navigation Center***

Clients engaged via the 2018 Homeless Encampment Strategy were referred to a new 40-bed low-barrier shelter in Pilsen. The facility, run by DFSS delegate agency Franciscan House, is the first model of its kind in the Midwest, specifically designed for individuals living in encampments who might previously have declined offers for shelter. Factoring into its enormous success has been the low-threshold, low-barrier nature of the facility. Unlike many traditional shelters, clients have access to the facility 24 hours a day and enjoy ample storage space for personal belongings and pets. Individuals can stay at the Navigation Center for up to 120 days and have access to a dedicated case manager plus support services including: a personal mailing address, showers, clothing, personal hygiene products, mental health services, substance use treatment, legal assistance, job training programs and referrals to permanent housing. Since its opening in July 2018, the Navigation Center has housed 90 individuals and placed six into permanent supportive housing. Through the Encampment Strategy more broadly, DFSS served 204 clients, provided more than 500 meals, and offered crisis counseling, transportation, food, and weather-related clothing in partnership with the Chicago Police Department, the Chicago Department of Public Health and other non-profit outreach workers.

### ***Family Homelessness***

In 2018, Mayor Emanuel announced the Families in Transition (FIT) initiative, an unprecedented joint program between the Department of Family and Support Services, Chicago Public Schools, the Chicago Coalition for the Homeless and the Corporation for Supportive Housing. The FIT program helps identify families, via CPS students, who are experiencing homelessness or are “doubled up.” Since its launch last year, the program has assessed more than 150 families and successfully placed 100 families into new supportive housing units from the Low-Income Housing Trust Fund. The program uses proceeds from the City of Chicago’s Airbnb revenue in addition to rental assistance provided by the Low-Income Housing Trust Fund. Families in the program receive housing navigation, counseling, plus case management provided through DFSS and its delegate agencies. Chicago is the first city in the nation to design this kind of program using data on homeless families from CPS and the Continuum of Care.



### ***Youth Homelessness***

In 2016, Chicago and Cook County were selected to participate in the Voices of Youth Count, a national initiative led by Chapin Hall at the University of Chicago to conduct a comprehensive and qualitative enumeration of homeless youth across the country. Importantly, the process revealed that one in ten young adults between the ages of 18 and 25 experience homelessness in a given year; LGBTQ youth experience homelessness at more than twice this rate. Following the count, in which DFSS was a critical partner, the Voices of Youth Count released a toolkit modeled in part on Chicago prevention and intervention practices to share nationally. Chicago has an active Task Force on Homeless Youth as well as a Youth Advisory Board comprised of community leaders with lived experience; these collaborative efforts have shaped a developmentally-appropriate menu of services for youth experiencing homelessness.

### ***Veteran Homelessness***

In 2015, Mayor Emanuel announced the End Veterans Homelessness Initiative (EVHI) coupled by the Plan to End Veteran Homelessness. DFSS lead a collaborative team of 21 nonprofit service providers and four public agencies to build a coordinated assessment and housing placement system that quickly matches homeless veterans to housing resources. DFSS also worked to create an innovative, by-name registry of all homeless veterans in Chicago by merging data from the Homeless Management Information System (HMIS) and the Jesse Brown VA Medical Center. The effort has helped house more than 2,500 veterans since January 2015.

## **INFRASTRUCTURE, TRANSPORTATION AND CITY SERVICES**

Chicago's rise was fueled by its place at the center of the nation's transportation system – from its role as a nexus for highways and railways, to its proximity to Lake Michigan and the Mississippi River, to the role of its airports as hubs for business and personal travel. Mayor Emanuel believes that the City's future depends on modern infrastructure. Through initiatives like Building a New Chicago, Building on Burnham, 311 modernization and historic CTA investment, the Emanuel Administration has ensured that Chicago will remain at the center of the global economy.

Whether it is renewing our parks or repairing our pipes, repaving our roads or rebuilding our rails, retrofitting our buildings or rehabilitating our bridges, the City's plans are comprehensive because our needs are comprehensive -- because no city in America relies on its infrastructure more than Chicago. While our infrastructure challenges are not unique, our resolve and determination to see them through is. This comprehensive approach to investment and reinvention has not only transformed our physical infrastructure but also ushered in key modernizations in City services and technologies.

In addition, today's companies and their employees expect new forms of transportation options. The administration has invested in modern transportation systems, like improved public transit, protected bike lanes, new bike sharing opportunities and safer pedestrian infrastructure. And the mayor has taken the fight to Washington D.C. and Springfield to fight for more transportation funding.

Over the last eight years, the administration has sought and secured more than \$4.6 billion in federal funding for Chicago transit. The mayor has directed \$35 billion of infrastructure to be spent on construction and renovation for schools, parks, transit, roads and bridges, water and sewer main replacement, which has created an estimated 150,000 jobs.

Through this unprecedented level of improvement to the build environment and City technologies, Chicago has continued to build momentum to ensure the City is better prepared to face the challenges and opportunities of the next century and beyond.

**By the Numbers: Infrastructure Investment Summary**

<b>Agency</b>	<b>Total Spent</b>	<b>Jobs</b>
Water	\$5.9B	24,664
CDA	\$11.7B	48,816
CDOT	\$4.0B	16,756
CTA	\$7.4B	31,019
City Colleges	\$605M	2,521
CPS	\$1.4B	6,100
CHA	\$1.3B	5,517
Parks	\$1.03B	4,292
PBC	\$1.9B	7,980
2FM	\$330M	1,375
<b>Total</b>	<b>\$35.7B</b>	<b>149,041</b>

## BRINGING CHICAGO'S INFRASTRUCTURE INTO THE 21ST CENTURY

### *Launched “Building a New Chicago” to Make a Historic Investment in Infrastructure*

Launched in 2012, *Building a New Chicago* is an \$8 billion infrastructure program, and one of the largest investments in infrastructure in the City’s history. The program has touched nearly every aspect of the city’s infrastructure network and will create and support more than 30,000 jobs. It has also involved an unprecedented level of coordination between City Hall, multiple city departments and sister agencies, private sector utilities and the public.

The Department of Transportation (CDOT), the Department of Water Management (DWM), private contractors and utilities will have resurfaced more than 2,165 miles of streets and alleys during Mayor Emanuel’s tenure. The Department of Water Management has replaced 590 miles of old water mains, replaced or lined 458 miles of sewer mains and lined 89,000 sewer structures.

### **Transformed Chicago’s Bicycle Infrastructure**

Mayor Emanuel has worked to improve our bicycling infrastructure to create the quality of life that will attract businesses and families to Chicago. He has achieved this goal by investing in bicycling infrastructure and promoting education, awareness and advocacy. Chicago now has more than 210 miles of on street protected, buffered and traditional bike lanes, many miles of off-street paths (including the 18.5-mile Lakefront Trail), more than 15,000 bike racks, and sheltered, high-capacity, bike parking areas at many CTA rail stations.

#### **BY THE NUMBERS: BICYCLE FACILITIES**

**317:** Miles of on-street bikeways and off-street trails

**129:** Miles of on-street protected, buffered and traditional bike lanes

**> 15,000:** Number of bike racks, and sheltered parking

**645:** Miles of on-street bikeways identified in the Streets for Cycling Plan 2020,  
placing every Chicagoan within 1/2 mile of the network

### ***Launching one of the Nation’s Largest Bike Share Systems***

In Spring of 2013, CDOT announced the launch of the city’s new bike share system – “Divvy” – another large step the mayor has taken to make Chicago the best big city in America for cycling. Divvy has provided Chicagoans and visitors access to a bike when they want one, without having to worry about storage or maintenance. It has also leveraged Chicago’s public transit system to help commuters complete the first or last few miles of their trip.

Through a partnership with Lyft, the mayor will modernize and greatly expand the Divvy system. Lyft will make a \$50 million capital investment to modernize and expand the Divvy system to all 50 wards by 2021, adding 10,500 bikes and 175 stations. As a result, the expanded system will have approximately 16,500 bikes and 800 stations. All new bikes will be electric pedal-assist bikes and have hybrid locking capabilities, so they can be locked at a Divvy station or to a regular bike rack. The growth of the bike share system will create more than 200 additional jobs with Divvy in Chicago. Lyft will also offer a job training program for youth and ex-offenders; expand the Divvy for Everyone program for low-income customers; and pilot an adaptive bike sharing program for people with disabilities.



#### **BY THE NUMBERS: DIVVY BIKE SHARE**

- 6,200: Number of Divvy bikes**
- 600: Number of Divvy stations**
- > 37,000: Number of annual Divvy memberships**
- > 17 million: Number of Divvy trips taken**
- > 36 million: Number of miles biked on Divvy**

#### **Lakefront Trail Separation**

Chicago's Lakefront spans 26 miles of the city and is one of the most utilized assets in Chicago's park system. To alleviate areas of congestion along the 18 mile trail, the Lakefront Trail Separation project was launched to create a separate bike lane for cyclists and pedestrian trail for those on foot. During summer weekends, an estimated 100,000 people per day use the Lakefront Trail. The funding was provided by the Chicago Park District and a generous donation from Ken Griffin, Founder and Chief Executive Officer of Citadel. Construction on the entire path from Ardmore Avenue on the north to 71st Street on the south was completed in 2018.

#### **Building Safer Streets**

Mayor Emanuel's administration has made a commitment to building "complete streets" to ensure that Chicago's roadways are designed and built in a balanced way to improve safety for all users, lower transportation costs, improve health and build stronger communities. Complete Streets give Chicagoans of all ages and abilities safer, cheaper and healthier travel options. Launched in Spring 2013, the Department of Transportation's *Make Way for People* initiative aims to create public spaces that cultivate community and culture in Chicago's neighborhoods through placemaking. *Make Way for People* supports innovation in the public way by opening Chicago's streets, parking spots, plazas and alleys to new programming and market opportunities via public and private partnerships. In addition to improving street safety and promoting walkable communities, the initiative supports economic development for Chicago's local businesses and Chicago's neighborhoods.



In 2012, CDOT released the Chicago Pedestrian Plan, the City's first-ever comprehensive plan that identifies infrastructure enhancements, policies and programs to increase safety, reduce pedestrian and vehicle conflicts, and make Chicago a healthier, more livable city. Beginning in 2017, CDOT, along with the Mayor's Office and more than 12 other City agencies, set ambitious goals through *Vision Zero* to eliminate death and serious injury from traffic crashes by 2026. Further, the City has committed to reducing deaths from traffic crashes 20 percent citywide by 2020 and serious injuries 35 percent by 2020.

Through the Chicago Smart Lighting Program, CDOT has replaced 100,000 street lamps and is on track to complete the replacement of 270,000 of Chicago's outdated High Pressure Sodium (HPS) lamps with modern, longer-lasting, more efficient LED fixtures over the next three years. The program is projected to save taxpayers \$100 million over the next 10 Years.

### **Building on Burnham**

Mayor Emanuel's Building on Burnham program outlined a comprehensive plan to invest in public spaces across the city. This built on expansions made since 2011 to Chicago's park systems, which now include 985 acres of new parkland, 365 new playgrounds under the Chicago Plays! program and generational park projects such as Maggie Daley, 31st St. Harbor, The 606 trail and park system and La Villita, the Big Park in Little Village. Nearly all Chicago residents now live with a 10-minute walk to a Chicago park or open space due to strategic park acquisitions.

### **The Chicago River**

The Riverwalk is a key component of Building on Burnham, Mayor Emanuel's comprehensive plan to invest in the Lakefront, the Chicago River, natural areas and recreational opportunities in neighborhoods across the city. To date, 5.5 miles of waterfront access have been developed under the mayor's vision, and in 2013, two new boathouses were delivered at Ping Tom and Clark Parks.

To reinvent and extend the Chicago Riverwalk, Mayor Emanuel worked with the United States Department of Transportation to identify funding for the continuation of the Riverwalk through Federal program called the Transportation Infrastructure Finance Innovation Act (TIFIA). \$98.6 million was secured to construct the final segment on the Main Branch of the Chicago River. State Street to LaSalle was completed in May of 2015 and LaSalle to Lake was completed in the fall of 2016. Using the iconic bascule bridges of Chicago to establish "rooms" each block is unique with design inspiration coming from river typologies.

In March 2017, Mayor Emanuel hosted 17 mayors from around the world in Chicago for a discussion on the challenges and benefits of developing urban waterways. The Riverwalk has emerged as a must-visit destination in the heart of Chicago, offering dramatic views of the city's "River Canyon"—its iconic architecture and beautiful bridges—and a uniquely-Chicago experience with bustling bars and restaurants, boating, live music, cultural events and public art.

### **Revitalizing Water Infrastructure to Improve Stormwater Management**

Flooding can have a devastating effect on families and their homes, and green infrastructure serves as a key piece of reducing risk to Chicago homeowners and residents. The City completed the \$70 million construction of the Albany Park Stormwater Diversion Tunnel to alleviate the threat of neighborhood flooding and constructed multiple Resilient Corridors to reduce basement flooding risk by activating city-owned, vacant lots with green stormwater infrastructure.

### **Investing in Chicago's Airports**

Since 2011, more than \$11 billion in airfield, passenger terminal, and infrastructure investments have been secured for Chicago's airports to ensure these vital contributors to the city's economy remain strong.

Chicago O'Hare, as the best-connected hub in the U.S. for three years in a row and second most connected in the world, continues to increase services to new and underserved regions across the country and throughout the world. A total of 37 new routes have already been announced for 2019, including new nonstop services to Athens, Barcelona, Lisbon, and Tel Aviv. This steady expansion builds on a record year in 2018—with nearly 50 new routes added in 2018, fueling record levels of passengers and cargo carried and propelling Chicago-O'Hare to surpass Atlanta for the most operations in the nation. The O'Hare Modernization Program resulted in two new runways opening since 2011 and three total new runways since the start of the program. The fourth and final new runway is now under construction and anticipated to open in the fall of 2020.

The Midway Modernization Program is a comprehensive plan to modernize concessions, parking and security infrastructure. Investments realized at Midway Airport under the mayor's tenure total \$266 million with an additional \$235 million in active projects currently in various stages of design and construction. The Midway Passenger Security Checkpoint Expansion Project consists of an expansion of the existing pedestrian bridge over Cicero Avenue to accommodate an expanded security checkpoint, a new dedicated pedestrian exit, a new queue hall and new emergency exits. The expansion widens the passenger bridge over Cicero Avenue from its current width of 50 feet to nearly 400 feet creating an 80,000 square foot security pavilion with a single TSA checkpoint.

### **Investing in CTA Repairs and Renovations to Ensure a Safe, Affordable, and Efficient Transit System**

A world-class transit system is a key component of our city's economic plan. Since the mayor took office, the CTA has announced \$8 billion in transit improvements, amounting to one of the largest in the history of the CTA. Among the improvements are new buses and rail cars, new and rebuilt rail stations, and technologies to improve the customer experience, like Bus and Train Tracker screens and 4G wireless in all CTA subways.

#### ***Modernizing the Red Line***

Mayor Emanuel has announced a number of projects to modernize and extend the Red Line, CTA's busiest rail line and the backbone of the CTA's rail system, since 2011. With a significant portion of the Red Line built more than a century ago, the improvements address the current need to expand capacity by building new infrastructure to accommodate growing ridership. Red Line modernization projects under Mayor Emanuel include:

- Successful \$425 million replacement of the Red Line South railroad in 2013, as well as station rehabilitations; created more than 1,500 jobs.
- \$86 million renewal and rehabilitation of seven far north side stations in 2012.
- \$203 million Wilson station reconstruction and track and signal replacement.
- \$1.7 billion Phase One of the Red and Purple Modernization program to rebuild the Red and Purple Lines from Belmont to Linden.
- Station reconstruction includes \$73.6 million rehabilitation of the Grand Avenue Red Line stop and an

\$86.6 million renovation Clark and Division Red Line stop.

- \$10 million renovation of Harrison station.
- Completion of the 95th Street Station through which the city has rebuilt 10 miles of tracks, between the Cermak-Chinatown Station to 95th Street.
- Modernization of the north and south terminals 95th street station. Work on the 95th Street Station created more than 760 construction jobs.

### ***Overhauling the Blue Line O'Hare branch***



Mayor Emanuel announced in December 2013 a comprehensive improvement plan for the CTA's Blue Line O'Hare Branch-*Your New Blue*- the largest comprehensive investment in the Blue Line since it was extended to O'Hare in 1984. The \$492 million plan includes several track and station improvement projects along a 12.5-mile stretch of the Blue Line O'Hare branch. The improvements will benefit more than 80,000 customers who use the O'Hare branch each weekday. In addition to station improvements, the project upgrades tracks and modernizes signal systems to speed train travel and make it more reliable. The project will also create more than 1,300 good-paying jobs in construction, engineering, design and other construction-related fields.

- Completed work:
  - Track work between Logan Square and Damen (March-August 2014)
  - \$31 million in renovations at Damen, Western, California stations (January 2015)
  - \$43 million in renovations at Addison, Irving Park, Montrose, Harlem and Cumberland stations (November 2016)
- Projects currently underway:
  - Jefferson Park Transit Center (\$25M)
  - Substation upgrades at East Lake, Milwaukee and Illinois (\$42.9M)
  - Signal Upgrades and special track work (\$207M)
- Future Projects
  - Grand, Division, Chicago station renovations (\$39M)
  - Logan Square station renovation (\$7M)

### ***CTA Station Investments That Have Driven Economic Development***

- Wilson Station helped kickstart economic development in the Uptown neighborhood. Within just a half mile of that new station, more than 1,300 new units of housing have gone up and more than 30 new business licenses have been issued.
- The investment in the new Morgan Street Station on the Green Line led to Fulton Market becoming one of the biggest development booms in the country. The new Google office, the new McDonald's



global headquarters, and new startups, restaurants and hotels would not have been possible without the City's investment in transit.

- A new infill station on the Green Line at Cermak Road has boosted ongoing development efforts in the South Loop and improved access to McCormick Place and Chinatown.
- Modeled after the Morgan Station, a new Green Line station at Damen and Lake that is starting construction in 2019 will fill in a mile and a half transit gap and has already helped catalyze growth and development on the Near West Side in the Kinzie Industrial Corridor.
- The Washington-Wabash elevated station, a gleaming new CTA station that replaced two stations that were more than a century old, and created a new gateway to the Millennium Park and the east side of the Loop.

#### ***Bus Service Improvements***

- Two inter-related projects in the CBD have improved multi-modal connections in the heart of the city: the Loop Link system of CTA only red bus lanes also features raised bus boarding platforms and the Union Station Transit Center, a weather protected bus boarding facility adjacent to Chicago Union Station.
- Other improvements in bus service include the Jeffrey Jump, Ashland Express bus service, Transit Signal Priority on Ashland and Western, the Belmont Blue pre-paid boarding pilot project and the CDOT-CTA Bus Priority Zone Project.

#### ***Modernizing our Rail and Bus Fleets***

Since 2011, CTA has replaced or overhauled nearly 70 percent of its entire rail fleet. The CTA also continues modernization of its rail fleet through the purchase of next generation railcars. CTA has replaced or overhauled over 80 percent of its entire bus fleet. On June 13, 2018, the CTA Board awarded a \$32 million electric bus contract to Proterra for 20 electric buses and 5 en route quick chargers, with an option to purchase an additional 25 buses.

#### ***Innovation and Technology to Improve Customer Service***

- Installed 4G wireless service throughout subway system.
- Installed free WiFi at downtown subway stations.
- Expanded Bus and Train Tracker screens systemwide. Since 2011, a total of 1,037 Train Tracker digital signs have been installed, nearly 350 Bus Tracker displays in bus shelters, 68 Bus Tracker displays at rail station transfer points and 60 Bus Tracker LCD displays at BRT stations and major bus terminals.
- Introduced Ventra, a new account-based fare-payment system that incorporates all three Service Boards (CTA, Metra, and Pace). The Ventra mobile app, which has more than 3.69 million downloads.
- Piloted prepaid fare payment pilots at various locations. This method for faster, easier boarding is also available at the newly redesigned Belmont Blue station.
- Installed thousands of high-definition security cameras. Since 2011, CTA has added over 2,500 cameras to rail stations to bring the total to date to nearly 4,100 station cameras and 1,000 facility cameras for a total of over 32,000 security cameras system-wide (including vehicle cameras).

#### ***Coordinating Projects with the Utilities to Provide More Services for Less***

With better coordination on infrastructure improvement projects through CDOT's Project Coordination Office, City departments and the utilities worked together to reduce the amount of project conflicts that would open up a street more than once. The City has realized a savings of approximately \$154 million through the coordination of projects with utilities and the requirements that they fully restore the roadways after their construction projects.

#### ***Branching Out: Building Libraries, Building Communities***

More than \$300 million in new investments have been made in Chicago Public Library under the "Branching Out: Building Libraries, Building Communities" initiative to develop and modernize community libraries throughout the city. Branching Out focuses on investing in key areas of neighborhood libraries including: modern facilities and infrastructure, and high-quality programming with librarians and administrators. Since 2011, 6 new libraries

have been built and significant updates have been made at 14 branches through the work of 2FM, PBC and CHA. By 2019, an additional 5 new libraries will be built and renovations at 4 libraries will be complete.

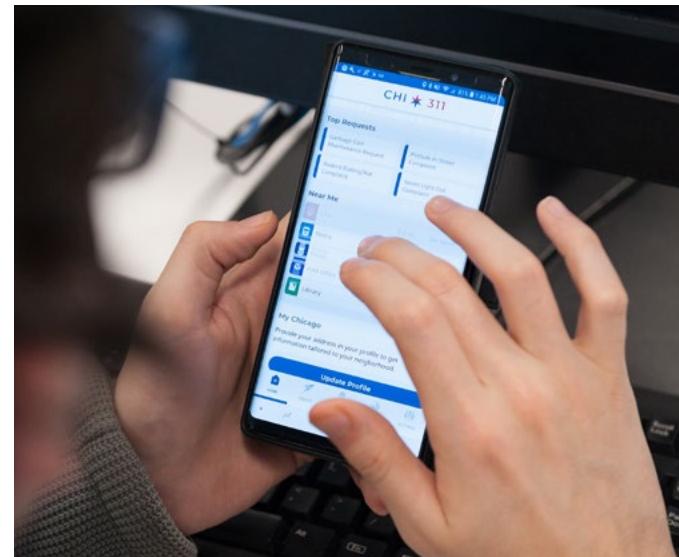
## MODERNIZING AND INNOVATING CITY SERVICES

### *Chicago Tech Plan*

In 2013, Mayor Emanuel unveiled the City of Chicago's first-ever Technology Plan, which laid out a strategy to establish Chicago as a national and global center of technological innovation. The plan outlined Mayor Emanuel's commitment to modern infrastructure, smart communities and technological innovation, and charted a course to realize Chicago's potential as a city where technology fuels opportunity, inclusion, engagement and innovation for all. Under the plan, the City realized key initiatives like the installation of Bus Tracker digital displays, the public release of Divvy trip data online and the launch of the Array of Things. The plan paved the way for smart and effective government and community initiatives like Windy Grid, Preventative Rodent Baiting, and Connect Chicago.

### **311**

In 1999, Chicago was one of the first cities in the nation to offer 311 services. Over the past eight years, 311 has been expanded, updated and modernized offering Chicago residents more ways than ever before to connect with government. In 2011, Chicago's 311 system began to allow residents to interact with 311 via text, bringing additional accountability, accessibility and efficiency to the City's services and increasing the ability of Chicagoans to interact with the City. In 2012, Chicago launched Open311, a public interface with the 311 system to not only modernize operations but allow for easy tracking of complaints.



In 2018, Mayor Emanuel announced the launch of the new, modernized Chicago 311 City Services (CHI 311), making it even easier for residents to access city services with an updated system that's more accessible, transparent, and user-friendly. CHI 311 will completely transform the resident experience for city services through enhanced transparency into City operations. Once a resident submits a request, they can see the estimated completion date and get automatic updates when work is completed. The new 311 will also allow residents to submit requests through multiple outlets, including the city's first ever mobile app.

### **Modernization and Consolidation of Systems**

Under Mayor Emanuel, it has been an ongoing City priority to make accessing City services as easy as possible for Chicagoans. In 2016, DoIT worked with the Department of Family and Support Services and Chicago Public Schools to launch an application portal for parents, streamlining the process of enrolling their children for early childhood education. Parents now can apply to any CPS pre-school via the portal.

In 2018, Chicago launched Chicago Business Direct, which took two existing business applications and centralized them into one website. This makes it easier for businesses to interact with the City by centralizing their interactions in one place and ensure that the city follows changes to web encryption security standards.

Finally, the City has developed applications to increase transparency in government. In collaboration with the Department of Streets and Sanitation, Plow Tracker allows residents to see when their street was last plowed and the location of various snow plows throughout the city. Based on Plow Tracker's success, the City released Sweeper Tracker, which shows the real-time location of deployed street-sweepers.

## CONTINUING MOMENTUM FOR THE FUTURE OF CHICAGO

The following initiatives that have been secured or accelerated under Mayor Emanuel's leadership will continue to move toward completion this year and beyond:

- The O'Hare 21 program will deliver the biggest terminal expansion in ORD's history. Over the next decade this \$8.5 billion program will usher in a number of capacity and connectivity enhancing projects in and around the terminals to streamline travel and upgrade the passenger experience from curb to gate.
- In 2019, CHA will invest over \$225M in capital and development projects to support upgrades at CHA properties and creation of new affordable housing to expand housing opportunities across the city.
- In 2019-2021, DWM will install over 275 miles of water mains and install or rehabilitate almost 200 miles of sewer mains. The department began construction work on Central Park Pumping Station, to convert the station from a steam-powered facility to an electric-powered facility, which will save an estimated \$4.5 million per year in utility spending.
- Building on the significant growth of natural areas in Chicago since 2011, the Park District will grow its natural area acreage from 1,850 acres to 2,020 acres by 2020.
- In 2019-2020, the Chicago Park District will open three new recreational hubs at Park 580 "Read-Dunning" (2019), the Exelon Recreation Center at Addams Park (2020), and the Gately Park Indoor Track and Field (2020). In partnership with the new Pullman Community Center and XS Tennis, these facilities are transforming recreation in Chicago and providing new opportunities for Chicago's youth.
- The Park District will continue to invest new technologies to renovate water/sewer and electrical infrastructure with goals for energy efficiency, environmental sustainability and economic benefit.
- 2FM continues to expand the City's fleet of environmentally-friendly vehicles to fulfill the commitments of the resilience strategy as well as the Chicago Area Clean Cities Coalition. The City has set a goal of attaining a passenger fleet that is 25 percent EV by 2023. To support this, \$15.5 million in Congestion Mitigation and Air Quality (CMAQ) program grant funding is being coordinated through the United States Environmental Protection Agency (USEPA). This funding will allow for the installation of 9 DC Fast Charging stations, 182 Level 2 Charging Stations and the purchase of 182 EVs to utilize these stations.
- In 2019, the City entered into an agreement with a developer to design-build Chicago's joint public safety training campus on the west side of the city for over 18,000 first responders with an investment cost of \$95 million, which will take about 20 months to build.
- On March 13, 2019, the mayor introduced to City Council a major update to the Chicago Building Code to better align the City's construction requirements with up-to-date model codes and national standards. The new code represents the first comprehensive revisions to the building code in 70 years and will enable safer, more affordable and innovative construction for buildings projects in the City.
- Work is continuing through 2019 on the Chicago Smart Lighting Program, a four-year project that will replace 270,000 of Chicago's street, alley and viaduct lights with highquality LED fixtures by 2021. The City expects to save more than \$100 million over ten years thanks to the energy efficiency of the new lights.
- In 2019, CDOT will complete the Navy Pier Flyover, begin work on a new pedestrian and bike bridge crossing S. Lake Shore Drive and the railroad tracks at 43rd Street, and complete work on 312 RiverRun. RiverRun work will include opening the Riverview Bridge and the addition of an underbridge at Irving Park Road, linking three parks with a single trail stretching for two miles on the North Branch of the Chicago River.
- In 2019, CDOT is expected to complete the second phase of the Wells-Wentworth Project, realigning the intersection of Wentworth and Cermak Road in Chinatown, and work will begin on the third phase of the project to create a new north-south section of Wells Street from 16th Street to Roosevelt Road, between Clark Street and the South Branch of the Chicago River. This phase is being coordinated with the development of the South Loop project known as "the 78."
- CTA continues to make progress on the Red Line Extension, a 5.3-mile continuation of the Red Line to 130th Street-to provide a vital new transit connection to the Far South Side. Construction will continue on the Red and Purple Modernization, which is rebuilding and modernizing the CTA's busiest rail line to meet the demands both current and future growth.

- CTA will continue to work with CDOT to explore improvements to bus service, including service enhancements, transit signal prioritization and dedicated lanes. CTA will also take delivery of the first of 20 new all-electric buses—the CTA’s first step toward implementing an all-electric fleet by 2040.
- CTA continues planning work for the first set of projects of the All Stations Accessibility Plan (ASAP), a strategic plan to make rail stations 100 percent accessible. Made every rail car and more than 70 percent of our rail stations fully ADA accessible, the highest number of any legacy transit system in the country. In early 2019, work was finished on the Quincy Station, the oldest station in Chicago.
- Work will begin in 2019 on a new CTA Green Line Station at Damen and Lake, creating an infill station that will meet the needs of the growing Near West Side and boost job creation and economic development in the Kinzie Industrial Corridor.
- In March 2019, CTA announced a partnership with Apple which will provide Ventra users the ability to use Apple Pay to ride CTA and Metra with a “virtual Ventra card” on the Ventra app. CTA is one of the first agencies in the country to offer this feature, which will allow Ventra users with Apple Pay to tap their phones to board a CTA bus or train beginning this summer.



## NEW AMERICANS

Mayor Emanuel has been committed to making Chicago the nation's most immigrant-friendly city by improving access to services, expanding new and existing immigrant businesses, and welcoming and celebrating Chicago's diverse immigrant communities. Throughout its history, Chicago has benefited from the immeasurable cultural and economic contributions of its immigrant populations, and from the rich fabric of distinct and vibrant neighborhoods they helped to create.

Over the past eight years, Chicago has built momentum and established itself clearly as a place where all are welcome to call home. Chicago's immigrants remain crucial drivers of the city's economic growth and cultural vitality. Mayor Emanuel has worked to help immigrants succeed in a safe and welcoming city and in building a 21st century economy.

## MAKING CHICAGO THE MOST IMMIGRANT-FRIENDLY CITY IN THE COUNTRY

### *Established the Office of New Americans*

The Office of New Americans (ONA) is dedicated to improving services for and engaging with Chicago's 560,000 foreign-born residents. The office serves global immigrant communities through enhanced collaboration with community organizations, academic institutions and the private sector. Through the creation of the ONA, the City has affirmed and strengthened its support for immigrant communities, entrepreneurs, and businesses. The ONA was established in 2011 and is the first office in the City dedicated to immigrant integration.

### *Chicago's First-Ever Legal Protection Fund*

In 2016, Mayor Emanuel allocated \$1.3 million toward the City of Chicago's first-ever Legal Protection Fund. Under the Legal Protection Fund, nine immigrant-serving organizations across the City receive funding to provide free legal services to all immigrants and refugees. Since the program was established, 60,000 immigrants and refugees have been served through "Know Your Rights" workshops, legal screenings with an attorney, and immigration clinics hosted across the City of Chicago.



### ***"Chicago Is With You" Immigration Task Force***

In January 2017, Mayor Rahm Emanuel convened the "Chicago is With You Task Force," a collaborative community outreach effort aimed at connecting immigrant and refugee communities to mental health and legal services, as well as providing diversity training for employers and educational institutions. In 2017, Task Force members trained Community Navigators to facilitate Know Your Rights workshops, educating immigrants and refugees on their legal rights. Through the task force, community-based organizations and City of Chicago governmental agencies/departments meet on a monthly basis to exchange information in an effort to better serve the city's immigrant and refugee community.

### ***City Key Card***

In 2016, Mayor Emanuel invested \$1 million to build the City of Chicago's municipal identification program and the Chicago CityKey in 2018. The Chicago CityKey is an optional, valid, government-issued ID card that reduces barriers to those who have difficulty accessing government-issued identification and includes discounts and other benefits for all of Chicago's 2.7 million residents. In addition to serving as a valid government-issued ID, residents can use their CityKey as their Ventra card, library card, and can get discounts on select prescription medication. In its first year, over 32,000 residents representing all 50 wards have accessed their CityKey.

### ***One Chicago City-Wide Campaign***

In May 2017, Mayor Emanuel announced One Chicago, a campaign with the purpose of telling the stories of the Chicagoans that make our city strong and contribute to our vibrant community, especially our immigrant and refugee residents. Chicago is proud of our unique culture and rich diversity, and One Chicago highlights stories from all over the world of those calling themselves Chicagoans, whether they came through the Great Migration, or across the Atlantic or Pacific.

### ***Created the Chicago New Americans Plan***

In December 2012, Mayor Emanuel announced the release of the Chicago New Americans Plan. The plan, the first of its kind in the country, is a comprehensive immigrant integration strategy that recommends 27 new programs and initiatives to improve the day-to-day lives of immigrants while promoting Chicago's economic growth and cultural vitality. In less than four years, the administration had implemented nearly every recommendation from the plan.

### ***Passed a Welcoming City Ordinance***

In September 2012, City Council approved Mayor Emanuel's Welcoming City Ordinance, which expanded the City's policy banning agencies and police officers from inquiring into the immigration status of crime victims, witnesses, or anyone seeking City services. The ordinance ensures that undocumented Chicagoans will only be detained if they are wanted on a criminal warrant by local or federal authorities or if they have been convicted of a serious crime and remain in the United States illegally.

### ***Launched Citizenship Corners at Chicago Public Libraries***

Citizenship Corners are a result of a partnership between the Mayor's Office, Chicago Public Libraries and US Citizenship and Immigration Services (USCIS) to host citizenship workshops and disseminate information on the naturalization process at select Chicago Public Library locations. The program is one of the first of its kind and most comprehensive in the nation, and a crucial resource to help residents obtain resources and guidance on the citizenship process. There are currently 12 Citizenship Corners which provide USCIS publications in the languages most spoken in Chicago as well as offer enhanced media collections on immigration and US citizenship. In addition, there are 17 Citizenship Hubs, which offer information and host immigration, English as a Second Language (ESL) classes and citizenship workshops. The hubs partner with the Board of Immigration Appeals, recognized legal service groups, and community organizations. To date, over 50 librarians have been trained on citizenship resources by USCIS staff and their community partners.

### ***Created the Restaurant Start-Up Guide***

The Restaurant Start-up guide and program streamlined the process of opening up a business in Chicago. The program simplifies the application process and ensures restaurants undergo the necessary zoning and location reviews up front, minimizing the risk that owners will need to make expensive course corrections.

Providing the guide in multiple languages ensures that the city removes one of the biggest barriers immigrants face when opening a business: language access.

***Launched the Chicago New Americans Initiative***

Launched in June 2012, the Chicago New Americans Initiative has offered naturalization assistance to 10,000 eligible, law abiding, permanent residents in Chicago through a collaboration of the City, state, and the Illinois Coalition for Immigrant and Refugee Rights.

***Created the New Americans Advisory Committee***

Mayor Emanuel has established the New Americans Advisory Committee, which is comprised of 50 leaders representing Chicago's business, academic, civic, and philanthropic communities. The committee is tasked with identifying challenges and barriers to immigrant integration and recommending strategies and solutions for integrating Chicago's immigrants.

***Hosted Naturalization Ceremonies in City Hall***

In June 2012, Mayor Emanuel hosted the first-ever Citizenship swearing-in ceremony in Chicago's City Council Chambers, in which 25 Chicagoans become naturalized citizens. Since then, Mayor Emanuel has hosted ten naturalization ceremonies at City Council Chambers, Harold Washington Library and the Chicago Cultural Center.

***Expanded ESL and GED offsite locations***

Through a partnership between the City Colleges of Chicago and community-based organizations, 34 new locations for ESL and GED locations are now open in neighborhoods from Brighton Park to Avondale. This initiative supports adults looking to earn a GED, improve their English language skills, or become college-ready.

***Launched an Immigration Fraud Enforcement Campaign***

In March of 2013, the Department of Business Affairs and Consumer Protection (BACP) inspected 54 known immigration service providers and found that 44 percent of the businesses visited by City inspectors were not in compliance with the City ordinance regulating immigration service providers. These businesses violated consumer protection requirements strengthened by Mayor Emanuel's licensing reform ordinance, which the City Council authorized in May 2012. The most recent campaign took place in May 2014 in which 31 immigrant service providers were audited and only one was found to be compliant, resulting in BACP issuing 59 Notice to Correct or warnings and 56 Administrative Notice of Violations or tickets. These undercover inspections are implemented to put an end to deceptive practices by organizations that are meant to help individuals achieve the American dream.



## PUBLIC SAFETY AND VIOLENCE PREVENTION

After seeing the fewest murders in Chicago in 2014 since 1965, the city endured a traumatic and unprecedented rise in gun violence in 2016. That September, Mayor Emanuel called on all Chicagoans to join in a comprehensive plan to confront gun violence that included strengthening law enforcement resources; increased investments in violence prevention; advocating for legislation to address gun violence; deepening economic development and employment opportunities to treat the root causes of violence; and building community trust and legitimacy between the Chicago Police Department and the communities it serves.

Since that call to action by Mayor Emanuel, CPD has added more officers, increased the numbers of sergeants, field training officers and detectives, substantially increased training, reformed oversight, and introduced state of the art technology to fight gun violence. Though much work remains, the strategy has led to a marked decline from the peak of violence in 2016.

### Key Facts

- A 32 percent decrease in homicides so far in 2019 compared to 2017.
- CPD officers have seized made more than 1,770 guns during arrests so far in 2019, a 13 percent increase over 2017.
- Reported robberies and burglaries are at historic lows since electronic record keeping began 20 years ago.

## STRENGTHENING LAW ENFORCEMENT RESOURCES

Mayor Emanuel's plan included new resources to strengthen law enforcement tools, including additional police offices, detectives and sergeants.

**Hiring more officers.** In late 2016, Mayor Emanuel announced a two-year hiring plan that would add nearly 1,000 new sworn positions to the force, in addition to filling current vacancies created by attrition or promotion across all ranks. The two-year hire plan consisted of the following new positions:

- 500 Police Officers
- 92 Field Training Officers (with an additional 100 FTOs in 2018)
- 200 Detectives
- 112 Sergeants
- 50 Lieutenants



With the existing vacancies, CPD had to hire just over 2,000 new police officers by the end of 2018 to complete the task. Once the hiring plan was announced, the Mayor's Office led a taskforce with CPD and the Department of Human Resources to plan a new entry exam and a recruitment campaign aimed at increasing the diversity of CPD. Since 2017, there have been four entrance exams (April 2017, December 2017, May 2018, December 2018). As a result, nearly 2,400 new officers have entered the training academy and over 1,200 officers have been promoted.

**Promotions expanded critical roles.** To date, CPD promoted over 1,200 officers from 2017-2018. This includes:

- 264 Field Training Officers
- 503 Detectives
- 364 Sergeants
- 96 Lieutenants

**Increased training.** For the first time in the Department's history, an in-service training program began in 2018, and which requires sworn members to complete the following each year as it builds to 40 hours of annual training:

- 2018: 16 required training hours
- 2019: 24 required training hours
- 2020: 32 required training hours
- 2021: 40 required training hours

Courses will focus on a wide range of topics such as implicit bias, developed with Anti-Defamation League and West Side NAACP, Procedural Justice, Mental Health Awareness, Law Enforcement and Medical Rescue Training (L.E.M.A.R.T.), Cultural Competency, Human Rights, Community Policing, Firearms/Tactics, Traffic Pursuits and Stops and more.

**Crisis Response.** One of the most difficult tasks officers face is responding to calls involving people who are living with mental illness or experiencing a behavioral health crisis. In 2017, the City of Chicago and CPE began taking important steps to improve its crisis response through CPD's Crisis Intervention Team program. The primary mission of the CIT Program is to build CPD's competency in addressing mental health needs through improved training as well as enhanced ability to respond to individuals during mental health emergencies. Improvements made to the program in 2017 included revisions to the 40-hour CIT training curriculum, after recommendations made by the National Alliance on Mental Illness Chicago, and an expanded cadre of civilian CIT instructors (bringing the total number to 20). In 2018, CPD implemented recommendations put forward by the Mayor's Mental Health Steering Committee (MHSC), a panel that includes leading researchers in the field, practitioners, and CPD's CIT leadership. These projects include doubling the capacity of the centralized CIT Training Cadre from eight to sixteen instructors; revitalizing the CIT Critical Response Unit (CRU); and establishing a CIT Advisory Group of mental health experts, community health organizations, search entities, and other community-based stakeholders. The work of the MHSC now continues as the Mayor's Crisis Intervention Advisory Committee.

**Investments in smart policing.** Mayor Emanuel and the Chicago Police Department instituted a smart policing strategy that leverages data and technology to address crime in police districts across the City through the creation of Strategic Decision Support Centers (SDSC). The strategy has included the installation of gunshot detection systems and high definition (POD) cameras that provide critical information for better, more timely resource allocation in 20 of 22 CPD districts. The SDSC consolidates gunshot detection alerts, camera feeds and other sources of crime data into a single, usable platform to help district command staff and officers plan for patrol deployments or assist in the response to a call for service. The centers are staffed with a civilian data analyst, either employed by the University of Chicago Urban Labs or the City, who analyzes data trends and works with Commanders, district intelligence officers and other staff to help them use the analysis to make deployment and mission decisions. Through the Mayor's leadership, the City established SDSCs in twenty of twenty-two CPD districts across the city. These investments have contributed to over two years of consecutive declines in violent crimes.

**Combatting car thefts.** In 2019, CPD deployed 200 additional patrol vehicles equipped with license plate reader (LPR) technology as part of the investments in technology in Mayor Emanuel's 2019 budget that enhance

public safety. The automated technology allows CPD to match license plates against the list of reported stolen vehicles sent to the LPRs daily by Office of Emergency Management and Communications (OEMC) and immediately notify officers. Alerts are also analyzed in district SDSCs. The investment increased the fleet of LPR cars to 244 in addition to 126 fixed LPR units.

**Improved street lighting.** Mayor Emanuel launched the *Chicago Smart Lighting Program* (CSLP) in 2017. This past March, a major milestone was reached with the installation the 100,000<sup>th</sup> LED streetlight. Not only will streetlights using LED technology save taxpayers more than \$100 million over the next decade, but they have an additional public safety benefit by providing higher quality, more reliable lighting. Because of the impact on safety brought about by the CSLP, Department of Transportation (CDOT) focused installations in the first 1.5 years in the South and West Side neighborhoods that have heightened public safety concerns.

**Increased transit surveillance.** CTA installed 1,000 high-definition surveillance cameras throughout Red and Blue line stations as part of CTA's *Safe and Secure* program funded by Mayor Emanuel's fee on ride-hailing services. Since 2011, the CTA camera network has more than doubled in size to 32,000 cameras system-wide. The cameras are an important tool in CPD's effort to deter and solve crimes on the CTA system. Since June 2011, CTA cameras have aided law enforcement in the investigation, arrest and charging of more than 1,300 individuals.

## INCREASED INVESTMENTS IN VIOLENCE PREVENTION

Policing alone will not reduce violent crime. In 2016, Mayor Emanuel stated that the City of Chicago must come together to invest in programs and supports that cut off the school-to-prison pipeline and ensure that more of our children remain on track to graduate and go to college.

**Mayor's Mentoring Initiative.** Youth mentorship has been a signature issue of Mayor Emanuel's second term. In March 2018, Chicago surpassed the three-year goal of delivering universal mentoring in 8<sup>th</sup>, 9<sup>th</sup>, and 10<sup>th</sup> grade and opened enrollment for 7<sup>th</sup> grade students. The 2019 budget expanded the Mayor's Mentoring Initiative (MMI) to universally cover 7<sup>th</sup> grade boys. MMI provides mentoring to youth in 22 neighborhoods and the support they need to remain on-track to graduate high school and avoid involvement in the criminal justice system. The Mayor's Mentoring Initiative served 8,605 young men and women across 105 CPS schools in the 2017-2018 school year. Research by the University of Chicago Urban Labs found that for CPS students participating in the MMI program, Becoming a Man, violent crime arrests were reduced by 45 percent, with participants 19 percent more likely to graduate from high school on time.

Mayor Emanuel has also expanded mentoring opportunities for girls through the Working on Womanhood (W.O.W.) mentoring program. Through a new \$611,000 investment in the 2019 budget, mentoring will be expanded to an additional 266 girls.

**Summer jobs.** During the summer of 2018, 32,223 youth held summer jobs, more than double the 14,500 served in 2011. Youth work on a variety of projects ranging from building mobile libraries, to working on neighborhood beautification projects, to participating in tech internships and more. Through the Department of Family and Support Services (DFSS), the Department of Streets and Sanitation (DSS), and CDOT, youth worked daily to help beautify Chicago neighborhoods. In 2018, work included:

- Revived 150 viaducts
- Mulched more than 2,500 trees
- Collected over 760 bags of debris
- Cleaned more than 50 boulevards

One Summer Plus is a summer employment program that is designed for at-risk youth and includes both a summer job as well as a coach to support social-emotional skill development. Participants receive a 20-hour per week, six-week work experience and are given additional assistance to help overcome identified barriers, complete the program and develop transferable career and life skills. The program was launched in 2012 and has served over 5,000 youth.

**Safe walks to school.** The Safe Passage Program was launched in 2012 and is a collaborative effort that has proven to reduce crime and keep students safe during their daily commutes to and from school. The Safe



Passage Program has expanded and thrived by utilizing a community-based model to promote successful outcomes. Safe Passage employs workers who live in the communities they serve, allowing them to understand community dynamics and leverage their positive relationships with students and families. To ensure that potential situations are handled strategically and cautiously, the District's Safety and Security team trains workers on how to manage different scenarios by using an array of de-escalation and conflict resolution strategies. To date, there have been no serious incidents involving a student during operational hours while Safe Passage workers are present.

#### Safe Passage by the Numbers:

- 160 Safe Passage schools
- 1,350 Safe Passage workers
- Close to 80,000 CPS students served
- 20 partnerships with community-based organizations
- Nine percent reduction in crime on Safe Passage routes since the 2016-17 school year

**Safe walks to summer programming.** Summer Safe Passage is a related program launched by Mayor Emanuel in 2016 as a pilot. Community members in the program ensure that more than 2,000 teens can travel safely back and forth as they participate in summer recreational programming at City parks. The program was expanded in 2017 to cover 31 parks, four days per week, and expanded to 40 parks in 2018.

**Job re-entry training.** CTA's Second Chance program is a nationally recognized program that provides valuable job skills and career opportunities to Chicago residents who are re-entering the work force after incarceration. Since 2011, the program has doubled in size to become the largest re-entry program in the country. More than 975 Chicagoans have received training through Second Chance and CTA has permanently hired 285 participants.

**Office of Violence Prevention.** The landscape of violence prevention efforts has changed substantially since the 2016 increase in violence, largely due to City and philanthropic investments in an interdisciplinary, problem-solving approach to the violence crisis primarily affecting communities on the South and West sides. Locally, partnerships between government agencies and research institutions have allowed the city to develop a deeper understanding of the drivers of violence. The Mayor created the Office of Violence Prevention within the Mayor's Office in the 2019 budget to further align strategies and investments for violence prevention and intervention across City departments and identify new investments in services and strategies that target individuals who are highly at-risk for violence involvement.

## Advocating for Legislation to Address Gun Violence

Much-needed reforms supported by Mayor Emanuel reduced sentences for low-level drug offenses in 2012, in the meantime, Mayor Emanuel advocated for tougher penalties for repeat violent offenders as well as stronger regulation of firearms dealers.

Within the first 100 days, the Administration joined Mayors Against Illegal Guns, a bipartisan coalition of 600 mayors across the country, to crack down on illegal guns. In 2014, and again in 2017, Mayor Emanuel published reports tracing the impact of illegal guns in Chicago. Mayor Emanuel leveraged the findings of those reports and worked to enact legislation at the state level addressing penalties for repeat gun offenders and requiring licensing for gun dealers to stemming the illegal flow of guns into the state. Shortly after he took office, Governor Pritzker signed the gun dealer licensing bill into law that Mayor Emanuel had championed.

## Building Community Trust and Legitimacy

**Body Worn Cameras.** In 2015, CPD launched a body worn camera pilot in the Shakespeare district (014) and then expanded to six more districts in 2016. By the end of 2017, more than 7,000 sworn CPD personnel, including all district-assigned CPD officers, tactical officers and supervisors, were equipped with body worn cameras. The roll-out was completed a full year ahead of schedule. The program is an integral part of the Department's commitment to strengthen CPD's crime fighting and investigatory tools, increase transparency and accountability, promote the safety of officers and residents, and rebuild trust with the communities that police serve.

**Video release policy.** The City adopted a new policy where all audio, video and documents from officer-involved shootings are released by COPA within 60 days of the incident.

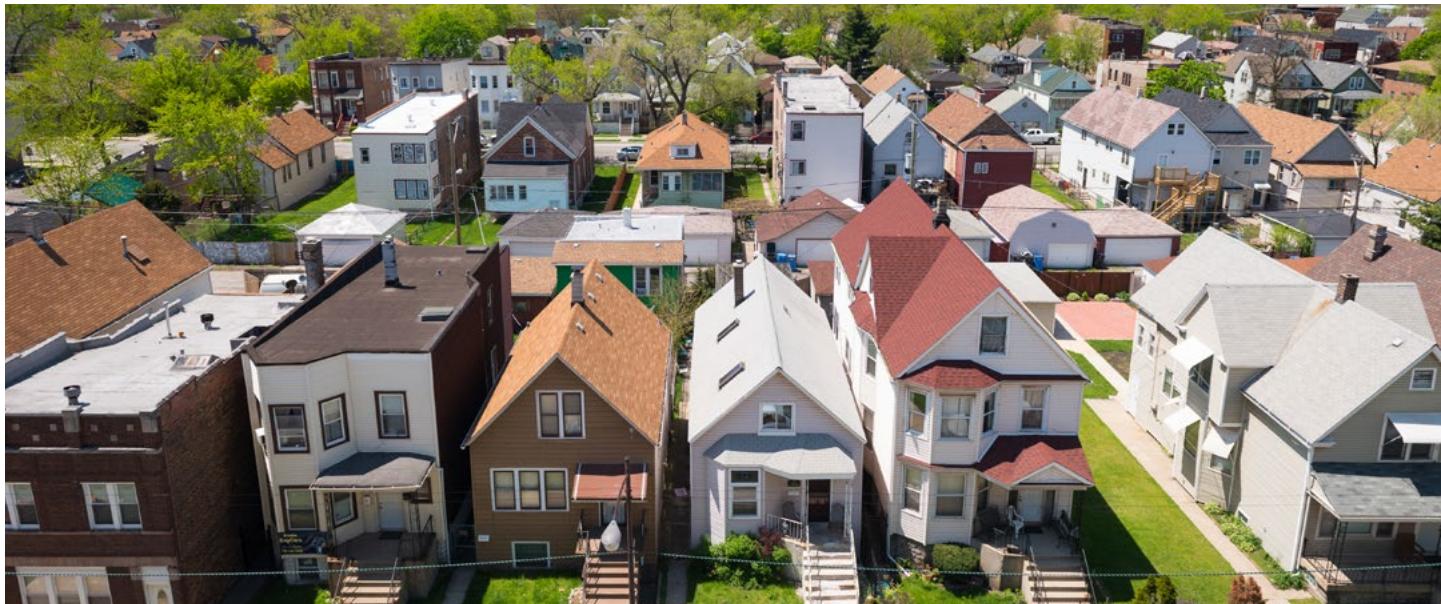
**Reformed police accountability.** Mayor Emanuel led a significant reform of the police accountability system. In October 2016, the City Council passed an ordinance that created the Civilian Office of Police Accountability (COPA) and the Public Safety Deputy Inspector General -- two new critical functions that Mayor Emanuel proposed to strengthen police accountability and transparency. COPA has the authority to investigate serious, individual incidents of police misconduct and makes recommendations for discipline and changes to the Police Department's practices and policies. In addition to use of force and officer-involved shooting incidents, COPA also investigates improper search and seizure, denial of access to counsel and other constitutional violations. The Public Safety Deputy Inspector General will monitor the entire police discipline system, including CPD, COPA and the Police Board, to detect potential patterns of abuse and ensure transparency and fairness across the accountability system. To insure each offices' long-term stability, the final ordinance includes funding floors for both COPA and the new Public Safety Deputy Inspector General.

**Addressing behavioral health responses.** Mayor Emanuel increased investments in strengthening bridges between residents and critical mental health services within their communities. The Mayor's 2019 budget for CDPH includes an investment in the National Alliance for Mental Illness (NAMI) Chicago Helpline to expand over-the-phone immediate mental health triage services to include nights and weekends, provide additional language options and connect the Helpline directly to the City's 311 system. This expansion will allow the NAMI Helpline to expand capacity and is expected to connect more than 15,000 residents a year to neighborhood mental health supports.

The Mayor invested in the Post Trauma Mental Health Community Response that provides mental health triage and rapid response services following traumatic or violent events. The Department of Public Health will work with established community-based providers to manage a coordinated and timely response when a tragedy strikes to ensure that residents in need are connected to quality care. The program is expected to serve 1,000 residents per year.

## QUALITY OF LIFE IN EVERY NEIGHBORHOOD

Improving quality of life for Chicago residents has been a central priority to Mayor Emanuel since taking office in 2011. From neighborhood development and expanded access to the lakefront to improved healthcare and efficient public transportation, Mayor Emanuel has invested in infrastructure, programs and services to make Chicago a better place to live, a better place to work and a better place to raise a family. This commitment means championing diversity and investing in quality of life for all residents across of Chicago's 77 neighborhoods. Since 2011, these investments have not only built vibrant spaces, where residents can share in their commitment to strengthening communities and creating a more connected Chicago, but have also built momentum for a brighter future.



## NEIGHBORHOOD ECONOMIC DEVELOPMENT

Mayor Emanuel's neighborhood investment and economic development strategy has been comprehensive in its reach, creative in its approach and coordinated in its execution. During the Mayor's eight years in office, this approach has created jobs, expanded economic opportunity, increased homeownership, stabilized blocks and generated community wealth that will strengthen neighborhoods for generations to come.

Mayor Emanuel has worked with the Department of Planning and Development to deliver a diverse array of programs that encourage and incentivize commercial development and stimulate growth of neighborhood-based businesses with capital and training. Their approach has advanced neighborhood revitalization through educational and financial assistance for home buyers and support for housing development and rehabilitation work to recover foreclosed and vacant property. Investment in Chicago's neighborhoods has taken the form of city infrastructure like transit, roads, airports, bike lanes, schools, and parks. This investment has created jobs for city residents as well as opportunities for minority business enterprises, women business enterprises and veteran-owned businesses.

- In 2016, Mayor Emanuel created the **Neighborhood Opportunity Fund** (NOF), directing revenues from downtown developments to commercial and cultural projects in South, Southwest, and West Side neighborhoods. To date, 90+ grants totaling more than \$12 million have been distributed through NOF, with entrepreneurs of color making up more than 75 percent of the recipients.
- 68 of the city's 77 community areas saw **decreases in commercial vacancy rates** between 2011 and 2017.
- The City has attracted 163,000 new jobs in the last seven years; **unemployment** has been cut in half.
- The Mayor's **Large Lots program**, launched in 2012, has sold 1,200 vacant residential lots for \$1 to community members for development.

## Diverse Neighborhoods

One of Chicago's greatest assets is its culturally-diverse neighborhoods and residents. Mayor Emanuel has touted Chicago's diversity as a strength—to national and international audiences—and as a unique driver of quality of life.

- Chicago has the third largest immigrant population in the United States with 20+ different languages spoken in more than 20,000 households.
- Chicago's job market has attracted highly qualified tech-oriented employees from India, Eastern Europe, China, the Philippines, and Latin America.
- Chicago's public policies encourage immigration, like the City's Global Entrepreneur-in-Residence university partnership program, helping immigrant entrepreneurs obtain H1-B visas to grow their companies in Chicago.
- Since taking office, Mayor Emanuel has launched a series of initiatives to improve immigrants' and refugees' access to services. Notable efforts include the creation of the Office of New Americans, the "Chicago is With You" Task Force, and the Cities for Citizenship Campaign with the Mayors of New York City and Los Angeles.

## Transportation and Mobility

A reliable and efficient transit system is essential for a 21st century city. It improves quality of life, allowing families to spend more time together and less time commuting. It also spurs economic development, helping to create jobs and attract relocating companies. Since 2011, an over \$8 billion historic investment in transit has led to more happy commuters than ever before, and this year, Mayor Emanuel's New Transportation and Mobility Task Force outlined a vision for mobility in Chicago in the years to come.

- Today 1.5 million commuters ride Chicago's trains and buses every day, with 91 percent of transit users reporting that they would recommend CTA services.
- The "L" has made a comeback, reversing decades of cost-cutting and neglect. Today, nearly one-third of Chicago's "L" tracks have been rebuilt for faster and smoother rides, and rail cars from the 1970's have been replaced with the latest models.
- More than three dozen "L" stations have been overhauled, many rebuilt into sleek, steel-and-glass outposts. There are new elevators, wider platforms, high-definition security cameras, and works by renowned artists.
- 13 Blue Line Stations enjoyed renovations as part of the \$492 million "Your New Blue" program.
- Mayor Emanuel opened the new 95th/Dan Ryan station and terminal—a \$280 million state-of-the-art facility that created more than 760 construction jobs.
- Mayor Emanuel broke ground on a new state-of-the-art, multimodal Green Line station at Damen and Lake that will close a 1.5-mile gap between Ashland and California, to be completed by 2020.
- More than 500 new buses have joined the CTA fleet since 2011, and a nearly \$60 million overhaul project is helping to keep buses operating efficiently, smoothly and reliably. This year, CTA announced its commitment to complete a transition to electric buses by 2040.
- Mayor Emanuel has prioritized the infrastructure of the City's airports, extending runways at O'Hare International Airport, expanding Terminal 5 at O'Hare, and adding high-quality concessions at O'Hare and Midway International Airport. Traffic at O'Hare continues to boom, making it the third-busiest in the United States and the sixth-busiest in the world. More than \$11 billion in airfield, passenger terminal, and infrastructure investments have been approved at Chicago's airports under Mayor Emanuel's tenure.
- In 2019, Mayor Emanuel announced that Studio ORD had been selected to design the new O'Hare Global Terminal and Global Concourse. The architecture team will lead the design of the \$8.5 billion expansion program for the airport, elevating the travel experience for more than 83 million passengers with state-of-the-art baggage systems, expanded public spaces and lounges, and more efficient connections between terminals.

## Accessibility

Since 2011, wheelchair accessible taxicabs have increased by more than 400 percent and nearly 150 accessible rideshare vehicles are on the road today. The number of accessible rail stations has grown from 94 to 103, making Chicago's CTA rail system 71 percent accessible. More than 67,000 ADA curb ramps have been constructed, and the city has established a policy ensuring that all new pedestrian signals are accessible.

## Rideshare Innovations

In 2014 the City licensed and created a regulatory structure for rideshare companies, ensuring every neighborhood has access to safe and reliable transportation options, while creating more than 66,000 jobs. Chicago also became the first city nationwide to implement a rideshare surcharge to directly fund public transit, with \$37 million in ride tax revenues dedicated to CTA infrastructure improvements that benefit all Chicago neighborhoods. The Mayor's New Transportation and Mobility Task Force worked to make recommendations with respect to the future of rideshare, and the Mayor recently announced an open data portal to make rideshare as safe and transparent as possible.

## Improving Bike Lanes

Over the last eight years Chicago has nearly doubled its on-street bicycle network to 276 miles while introducing innovative and high-quality designs into the mainstream, including protected bike lanes, neighborhood greenways, and bicycle traffic signals. Chicago cyclists and pedestrians have enjoyed new bridges to the lakefront at 35<sup>th</sup> Street and 41<sup>st</sup> Street plus upgraded off-street trails with the Chicago Riverwalk, 606, and the 18-mile Lakefront Trail separation. With the city's Divvy expansions, Chicago now has the largest system footprint of any bikesharing program in North America; the city's total network of bicycle infrastructure has grown to more than 320 miles during Mayor Emanuel's time in office. Of cities with more than 1 million people, Chicago now has the second-highest percentage of workers riding their bikes to work.

## Public Health

Since taking office in 2011, Mayor Emanuel has partnered with the Chicago Department of Public Health to pursue progressive policies and programs to improve the health of Chicago residents. Key efforts over the last eight years include: expanding access to healthy food; raising the age of tobacco sales to 21; reaching record low levels of teen pregnancy and HIV diagnoses; and championing the nation's strongest environmental protections. With the support of CDPH, Mayor Emanuel has focused on improving health equity and outcomes for every resident in every community.

- In 2016, Mayor Rahm Emanuel and the Chicago Department of Public Health (CDPH) launched **Healthy Chicago 2.0**, a plan focused on ensuring a city with strong communities and collaborative stakeholders, where all residents enjoy equitable access to resources, opportunities and environments that maximize their health and well-being.
- In 2017, Mayor Emanuel announced that HIV diagnoses in Chicago hit a new record low after 15 years of declines. The city's **HIV care expansion program**—a partnership between CDPH, University of Illinois at Chicago, and Howard Brown Health—is serving five times the number of individuals that were served in prior years.
- Under the leadership of Mayor Emanuel, the city has taken a series of steps to **prevent opioid addiction**, reduce overdose deaths, and end an epidemic that is destroying families in Chicago and across the country. In total, the Chicago Department of Public Health's substance use program has more than doubled its investments since 2015, with all new dollars going to combat the opioid epidemic.
- In early 2019, Mayor Rahm Emanuel and CDPH announced that **teen births** have reached a new historic low in Chicago. In 2016, the most recent year for which data are available, there were 24.6 births per 1,000 females aged 15-19. This is a 10.5 percent decline compared to the previous year and a 47 percent decline since 2011.
- In 2017, **youth cigarette smoking** hit a new historic low at 6 percent—a nearly 60 percent decline during the Mayor's time in office. Under Mayor Emanuel's leadership, the city incorporated e-cigarettes as part of the Clean Indoor Air Ordinance, banned the sale of flavored tobacco near high schools, raised the tobacco purchasing age to 21 and banned redemption of tobacco coupons.
- Mayor Emanuel added a \$1.4 million investment in the city's 2019 budget to strengthen bridges between residents and critical **mental health services** within their communities. More than 6,000 residents are

receiving mental health services from the Chicago Department of Public Health and its health center partners, roughly 1,000 more residents served than in 2011.

- Under the Mayor's leadership, Chicago has enacted some of the strongest **environmental protections** in the nation, including bulk materials regulations for storage and handling. The Emanuel administration banned new petcoke and coal facilities and has prohibited the expansion of existing facilities.

## **Food Access**

In 2011, fulfilling a commitment made in his transition plan, Mayor Emanuel and First Lady Obama convened a “food desert summit” of grocery store owners, social service agencies, and community members to better understand the scope of the food access problem in Chicago. To tackle issues of food insecurity and obesity, Mayor Emanuel called on the Department of Public Health and the Department of Family and Support Services to lead the development of a food plan called A Recipe for Healthy Places. The plan identified goals to build healthier neighborhoods, expand the network of community and school gardens, support small businesses producing healthy food and expanding access to food assistance programs. The administration has fought to **open or repurpose 11 grocery stores on the South Side**, and over 800,000 residents live within a 10-minute walk of a new grocery store opened since 2011. Over **190,000 residents from low-income communities are served by new community gardens growing health food**.

- Over the last eight years, Mayor Emanuel has fought to bring **new grocery stores** to neighborhoods across the city, especially in communities that had few options previously. Whole Foods opened its doors in Englewood in 2016 and a new Jewel open in Woodlawn in early 2019, the first grocery store in the neighborhood in 50 years.
- The number of City and independently operated **farmers markets** has nearly doubled, from 31 in 2011 to 60 in 2018. Twelve of the 14 city-operated markets now accept SNAP and Link cards, offering opportunities for residents from low and very-low income communities to use nutrition assistance to purchase fresh produce and more.
- There are now 34 community-managed **gardens and open spaces** where healthy food is grown—all added since 2011—including 62garden in Woodlawn and Dorchester Community Garden in South Shore.
- A federal grant from the USDA in 2012 supported the launch of **Fresh Moves Mobile Markets** in repurposed CTA buses through the **Urban Growers Collective**. By 2018 the program had reached 10,000 people across the city, expanding access to locally-sourced fruits and vegetables in underserved communities.
- Since 2011, Chicago Public Schools (CPS) introduced its **LunchStop program**, offering free meals during summer months plus free health and wellness programming to participants. Each summer CPS provides nearly 200,000 free meals across 100 locations.
- Since 2013, CPS has served \$20 million in **locally sourced foods** in its cafeterias including local green beans, corn, potatoes, and apples. Beginning with the 2014-2015 school year, CPS expanded its free lunch program to serve all students district-wide. Many schools offer breakfast in classrooms, too.
- More than 400 Chicago Public Schools now have a **school garden** to grow and harvest healthy produce. The Farm to School program launched as a pilot program in eight schools in 2013 and has expanded ever since.
- City Colleges of Chicago (CCC) partners with the Greater Chicago Food Depository to offer on-campus food pantries for students and their families. Currently, five City Colleges offer permanent food pantries on their campuses. CCC plans to expand the **Healthy Student Markets** program to its remaining campuses by the end of the year. The markets have served more than 11,000 households and distributed more than 220,000 pounds of food to date.
- Through its **Summer Food Service Program**, the Chicago Park District now serves an estimated 1.2 million meals during its summer day camps at 200+ parks city-wide.
- In 2017 the Park District launched a new **Child and Adult Care Food Program** (CACFP) serving more than 200,000 meals to youth in after-school programs. The program began two years ago with 17 sites and has since grown to 50.
- Chicago Public Libraries expanded its **summer meal program** by 20 percent in 2018, currently operating out of 25 branch locations across the city.

## Parks and Recreation

During his two terms in office, Mayor Emanuel has expanded and improved Chicago's park and recreation assets through his ambitious Building on Burnham Plan. Working with the Chicago Park District, Mayor Emanuel met—and exceeded—targets to increase residents' access to green spaces and waterfronts. Today, nearly every Chicago resident lives within a 10-minute walk of a park or open space. In 2018 alone, the Chicago Park District completed 18 miles of trail separation along the lakefront, built 24 soccer mini-pitches, renovated or built 10 playgrounds, renovated 16 basketball courts, expanded ice and roller hockey rink, renovated 14 fieldhouses and made improvements to 35 pools across the city.

- Mayor Emanuel's **Building on Burnham Plan** has guided the Park District in acquiring 1,000 acres of new parks.
- Mayor Emanuel has overseen the completion of **transformative urban park projects**, including the Riverwalk, the 606, Maggie Daley Park, and the 31<sup>st</sup> Street Harbor.
- The entire **18-mile Lakefront Trail** was successfully separated in 2018, offering two distinct paths for cyclists and pedestrians, increasing the safety of the 100,000 people who use the trail daily during summer weekends.
- The Park District's **Night Out in the Parks** series now delivers 2,000 cultural events to more than 300,000 Chicago residents across all 77 community areas and 50 wards.
- The Mayor's **Chicago Plays!** initiative has renovated or created 365 playgrounds across the city in five years, from Essex Park in South Shore to Murray Park in West Englewood.
- Enrollment in Chicago Park District **recreation programs** reached 410,000 direct enrollments in 2018 and 416,000 partnership enrollments, an all-time high and nearly double the number of enrollments when Mayor Emanuel took office in 2011.
- The Park District has developed **1,850 acres of natural areas**, including the Northerly Island Nature Preserve, now home to migratory birds and wildlife habitats.



## Branching Out

Under Mayor Emanuel's leadership, nearly \$300 million in new investments have been made in Chicago Public Library (CPL) under the "Branching Out: Building Libraries, Building Communities" initiative to develop and modernize community libraries throughout the city. Branching Out focuses on investing in key areas of neighborhood libraries including modern facilities, improved infrastructure and high-quality programming with librarians and administrators.

- Since 2011, seven **new libraries** have been built and significant updates have been made at 14 branches. By the end of 2019, an additional five new libraries will be built, and renovations at four libraries will be completed.
- CPL has expanded its programming to meet the needs of Chicagoans of all ages, including building 40 interactive early learning play spaces and launching "**Rahm's Readers**," reaching 110,000 participating

youth last year.

- CPL has invested in adult education as well, launching **CyberNavigators**, a digital skill building program that has helped thousands of people find new jobs in each of the last two years and has been replicated internationally.

### Investment in Chicago's Youth

Mayor Emanuel has made investments throughout the city's educational systems to give every child a strong foundation for success in education, career, and life. The city has seen improved outcomes across the education pipeline. Since 2011, Chicago Public Schools (CPS) students have outpaced the academic growth of national and state peers in both math and reading, while reaching historic highs for test scores, freshmen on-track to graduate rates, high school graduation rates, and college enrollment.

Moreover, the City has increased investments in youth programs more than threefold since 2011. These investments include the expansion of summer jobs and afterschool opportunities and the provision of high-quality mentoring programs to at-risk young men and women. In the 2019 budget, the City of Chicago invested more than \$77 million in local funds for youth programs, an increase of \$56.4 million since 2011.

- Mayor Emanuel committed to ensuring that there is universal access to **free, full-day pre-kindergarten** by the fall of 2021.
- Since 2011, Chicago Public Schools has funded more than \$1.5 billion at 70+ schools to **alleviate overcrowding** across the district. An additional \$2.2 billion has been invested in **school modernization efforts**.
- CPS has expanded its **Safe Passage Program** to keep students safe during their daily commutes to and from school. The program now covers a total of 159 schools and more than 75,000 students—nearly five times the number of schools served in 2012.
- Mayor Emanuel has invested \$36 million in public and private funds over three years to expand **mentoring programs** for at-risk youth; 8,605 young men and women across 105 CPS schools were served by the Mayor's Mentoring Initiative during the 2017-18 school year.
- More than 32,000 Chicago youth held **summer jobs** during the summer of 2018 through the One Summer Chicago program, more than double the number served in 2011.
- In 2018, Mayor Emanuel tasked city departments and policy experts to develop the **Youth Quality of Life Framework**, a first-of-its-kind cradle-to-career look at the lives of youth. The framework provides a list of essential outcomes that can help youth, ages birth to 24, become successful in a 21st century economy.

## FIGHTING FOR WORKING FAMILIES

Mayor Emanuel has long believed that every Chicagoan has a right to learn a living that gives them a shot at the middle class. As a member of House Democratic leadership, Mayor Emanuel worked with Democrats to pass the Fair Minimum Wage Act of 2007, increasing the federal minimum wage by 40 percent. This was the first increase in more than a decade, when as a senior advisor to President Clinton, Mayor Emanuel worked to pass a 17 percent increase in 1996.



Over the past eight years, Mayor Emanuel has made it a priority to generate jobs and growth in every part of Chicago and has fought to ensure that hard work pays off for all Chicagoans. The Emanuel Administration has worked to raise the bar for families outside the workplace through innovative programs that ensure children of all backgrounds have access to free, high quality educational options that provide a path to opportunity, because no parent should have to take out a second mortgage to send their kids to school.

Under the Emanuel Administration, the data has shown that the choice between good policy and a strong economy is a false one. The City of Chicago is home to more private

sector jobs per capita than any time in the past five decades, while poverty citywide has declined for five straight years, hitting its lowest level in over a decade. Further, Chicago continues to experience record-low unemployment, which has declined by more than 60 percent since the Mayor took office.

## ENSURING HARD WORK PAYS FOR CHICAGOANS

### *Raising the Minimum Wage*

In 2014, facing an environment where both the state and federal government had failed to take action to raise the minimum wage in manner that met the needs of Chicago families, Mayor Emanuel named a panel of community, labor and business leaders to develop a balanced plan to increase the minimum wage in Chicago. After six weeks of deliberation, the group endorsed a proposal to raise Chicago's minimum wage to \$13 per hour, phased in over a number of years.

In receiving the working group's recommendation, the Mayor took immediate action and issued an executive order requiring all city contractors and subcontractors to meet a \$13 minimum wage. Additionally, in December 2014, the City Council passed the Mayor's ordinance to raise the minimum wage to \$13 by July 2019. The Mayor's minimum wage increase is providing a 57 percent increase in wages for minimum wage workers in the city over a five-year period, at a time where the state's minimum wage remains flat.

**By the time the minimum wage reaches \$13 per hour this July, the ordinance is expected to have provided a wage increase for 410,000 workers and inject an additional \$860 million into the local economy.**

In addition to putting more hard-earned money in the pockets of Chicago families, independent studies have shown that the city's new minimum wage ordinance has had little to no impact on the number of jobs in the city, showing that good policy and a strong economy go hand in hand. In fact, despite the predictions that Chicago's minimum wage would stifle the economy, Chicago has added nearly 90,000 jobs since voting to raise the minimum wage, and over the same period 91,000 fewer Chicagoans, including most importantly 44,000 fewer children, are living in poverty.

### Paid Leave

As Chicago workers continued to recover from the substantial impacts of the 2008 recession, it became clear that the disproportionate impact on low-wage households continued to drive increasing financial and occupational instability among working families. A key driver of this disparity was revealed between workers who have access to benefits, particularly paid sick time, and those that do not, who often must choose between going to work while sick or finding outside care for a sick child versus foregoing a critical day of compensation.



Mayor Emanuel appointed the Working Families Task Force to investigate the issues facing working families in Chicago and to ensure that they have the rights and protections they need to have a fair shot at the middle class. Toward that end, the Mayor instructed the Task Force to develop recommendations for expanding access to earned sick time, and through deliberation with workers, business groups and community organizations endorsed the need for workers to have access to up to five days of paid sick leave annually. In June 2016, the City Council passed unanimously the Mayor's pro-work and pro-family ordinance providing more than 460,000 workers with the opportunity to earn up to five days of paid leave a year to seek medical treatment and care, while representing a less than 0.7-1.5 percent increase in labor costs for employers.

Additionally, during his first year, Mayor Emanuel implemented a uniform paid parental leave policy for non-represented city employees in order to modernize the City's human resource policies and bring Chicago in line with standards from the private and public sectors. Under the new policy, new mothers are able to receive four to six weeks paid leave after giving birth; adoptive parents are eligible to receive two weeks; and partners and spouses are eligible to receive one week. Prior to implementing the Paid Parental Leave Policy, the City of Chicago did not offer paid leave for city employees welcoming a new child into the home beyond leave available under the federal Family and Medical Leave Act (FMLA) and standard vacation and administrative leave available to city employees.

### Office of Labor Standards

The City's Department of Business Affairs and Consumer Protection (BACP) is charged with enforcing Chicago's 2014 Minimum Wage Ordinance, the Paid Sick Leave ordinance and the City's wage theft regulations as part of their general mandate to impel business compliance and protect Chicagoans. Mayor Emanuel's 2019 Budget charged BACP to create an Office of Labor Standards to serve as a dedicated bureau to promote, administer and enforce Chicago's labor laws. The new Office will process and investigate complaints, issuing fines and negotiating settlements as necessary, while also serving as an advocate for exploited employees by performing outreach, disseminating information and making recommendations on how to support Chicago workers. Since the Chicago Minimum Wage Ordinance passed, BACP has issued 1,518 citations, levied \$127,000 in fines, and directed over \$300,000 in back pay to employees from employers that have not complied with the minimum wage.

## CONNECTING CHICAGO FAMILIES WITH RESOURCES TO SUCCEED

### *Ensuring Chicago's Families Receive the Tax Credits They Have Earned*

Mayor Emanuel is committed to ensuring everyone eligible takes advantage of the Earned Income Tax Credit (EITC). Nearly 300,000 Chicago households benefit from federal EITC, with a total credit amount valued at \$785 million in 2015. However, each year approximately 1 in 5 eligible Chicago households does not claim the EITC, leaving unclaimed dollars that could help individuals provide for themselves and their families. Through the Department of Family and Support Services, the Center for Economic Progress and Ladder Up, Mayor Emanuel launched Tax Prep Chicago, a program that allows Chicagoans to access free income tax return

services at sites located throughout the city. Tax Prep Chicago has helped approximately 20,000 families and individuals receive nearly \$30 million in tax refunds and credits, including EITC, each year.

In 2014, the Chicago Housing Authority and the Center for Economic Progress (CEP) executed a pilot program with 343 CHA residents that allowed them to access 50 percent of their expected EITC payment in four quarterly payments during the year and the remaining value of the EITC upon filing their return during 2015 tax season. The pilot found that 90 percent of participants preferred the periodic payment structure to a lump sum, approximately 70 percent reported less stress in making ends meet and feeding their families, and 39 percent reported increases in savings. The top uses of funds were utilities, groceries, rent and paying down debts.

In addition, Mayor Emanuel's administration has taken concrete steps to ensure that commercial tax preparers are honest and upfront with consumers about their choices and rights. With passage of Mayor Emanuel's Taxpayer Protection Ordinance in 2012, every tax preparer is now required to provide consumers with a bill of rights and to properly disclose any fees or charges. In addition, the City launched an annual investigation during tax season to root out unscrupulous tax services. During the second year of the investigation, the City found that the number tax preparation businesses visited by City inspectors that were not in compliance with the City ordinance decreased by 30 percent.

#### ***Family Independence Initiative***

Last year, Mayor Emanuel and Google.org announced a combined \$2.6 million in grants to launch a new Family Independence Initiative (FII) site in Chicago with a goal to partner with 1,000 families across the city. FII is a national organization that takes a new approach to fighting poverty by investing directly in low-income families. The FII model trusts that families have the solutions for themselves and their communities and invests in those initiatives. In FII, families form cohorts from networks within their own communities. Families set goals they want to achieve, such as purchasing a home or continuing their education, and work together to help each other meet those goals. FII provides them with a community building technology platform, UpTogether, to connect with others, share information about their household, and track their progress. Families also gain access to unrestricted capital to accelerate their initiatives.

With sites in fourteen cities across the country, FII has partnered with over 3,000 families to invest in their solutions to escape poverty. On average, during two years of engagement with FII, families report a 22 percent increase in monthly income, a 55 percent decrease in subsidies such as TANF and SNAP, a doubling of their assets, and increased educational outcomes for their children.

### **DELIVERING AFFORDABLE PATHS TO HIGH QUALITY EDUCATION AND OPPORTUNITY FOR CHICAGO'S YOUTH**

#### ***Creating Free Universal Pre-K for all Four-Year-Olds***

The Mayor committed to ensuring that there is universal access to free, full-day pre-K by the fall of 2021. As the next step in the city's plan, school budgets for the 2019-20 school year include funding to expand Pre-K to more than 100 additional classrooms, serving up to 2,800 additional four-year-olds in CPS schools. This expansion will ensure that families in 28 high-need communities will have universal access to free full-day Pre-K next school year. CPS plans to expand to universal access in an additional 35 communities in the fall of 2020 and the remaining communities in 2021.



### ***Creating the Star Scholarship***

Mayor Emanuel launched the Star Scholarship to remove the financial burden of college for hardworking Chicago students, including undocumented students, by providing access to a viable pathway to college with the opportunity to pursue a degree or certificate at no cost. The Star Scholarship allows CPS graduates who earn a 3.0 GPA or higher and test nearly college-ready to pursue at no cost a degree or certificate at City Colleges of Chicago. More than 1,000 Star Scholars have already earned an associate degree, and more than 675 have gone on to earn more than \$3 million in scholarships to pursue a bachelor's degree at one of the 26 four-year colleges and universities that partner with CCC to provide significant transfer scholarships ranging from \$1,000 to \$50,000. The 6,100 students that have been awarded the Star Scholarship to date are from 75 zip codes and over 200 high schools. Of the current Scholars, 80 percent are first generation college students and students in the first three-year cohort graduated at a rate more than double the national community college average.

### ***Establishing More City Colleges' Transfer Partnerships with Universities***

The number of students transferring to four-year colleges and universities from City Colleges has more than doubled during the Emanuel Administration, growing from fewer than 950 degree completers transferring in 2011 to more than 2,110 in 2015. Nearly half of City Colleges graduates are continuing to pursue higher education at some of the top schools in the state and country, including: Northwestern University, University of Illinois Chicago, National Louis University, SAIC, Illinois State University, Illinois Institute of Technology and DePaul University. In addition to traditional transfer partnerships, CCC has partnered with 26 universities to offer Star Scholars additional scholarships to complete their bachelor's degree.

## **SNAPSHOT:**

### **SAVINGS AND EFFICIENCIES**



## SNAPSHOT: SAVINGS AND EFFICIENCIES UNDER THE EMANUEL ADMINISTRATION

Through the select actions outlined below, the City has generated over **\$450 million in savings and value** by increasing operational efficiencies, implementing cost-saving measures and realizing value through city-owned assets since 2011.

### HEALTHCARE

**\$33M**

Since 2011, the City has implemented several cost-saving measures, including reforms for active employees and retiree healthcare, which has resulted in a budgeted savings of approximately \$33 million.

### GRID GARBAGE

**\$30M**

The implementation of grid garbage in 2013 converted from the older ward-based system, resulted in an annual estimated savings for garbage services of \$30 million.

### CONSTRUCTION COORDINATION

**\$156M**

CDOT's new Project Coordination Office improved construction coordination efforts between City infrastructure departments, utilities, and private entities, saving the City \$156 million through the prevention of unnecessary and duplicative street construction and repairs since 2012.

### CHICAGO RIVERWALK

**\$14.5M**

Through the transfer of management of Riverwalk concessions to the City's Department of Fleet and Facilities Management and the substantial expansion of the Riverwalk as a world-class urban amenity, City revenue from food and beverages vendors rose to \$14.5 million in 2018 from \$1.2 million in 2014.

### HIGH-VALUE PROPERTY

**\$129M**

- The City sold six high-value properties for a total of \$124 million, relocating or eliminating City uses previously on the sites.
- The City entered into an agreement to sell the fire station at 55 W. Illinois for a new fire station and \$5 million.

### EQUIPMENT AND MATERIALS AUCTIONS

**\$14M**

- The City auctioned 5,257 units of surplus and obsolete equipment for \$13.7 million.
- The City auctioned 574 material lots for \$544,000.

### LEASED PROPERTY

**\$11.8M**

The City reduced its annual lease costs by \$11.8 million, including the new lease that impacts 30 N. LaSalle.

## RECYCLING CONTRACTS

**\$8.4M**

The City saved approximately \$8.4 million in annual costs by contracting a portion of City recycling services.

## LIGHT DUTY FLEET

**\$8.1M**

The City reduced its fleet of non-emergency vehicles by 275 units, avoiding \$6.88 million in capital spend and saving \$1.24 million in annual maintenance.

## ENERGY

**\$6.8M**

The City's average annual energy spend between 2015 and 2018 was \$6.8M less than the City's average energy between 2011 and 2015, attributable to, among other things, thoughtful pre-purchasing and energy efficiency improvements.

## GRAPHICS AND REPRODUCTION

**\$6.5M**

The City assumed printing and scanning tasks formerly contracted by DoIT for an annual savings of \$1.4 million reduced annual spending on multi-function devices by \$4.9 million, and eliminated unnecessary single user printers for an annual savings of \$200,000.

## OFFICE SUPPLIES

**\$3.8M**

Through better purchasing, the City saved a total of \$3.8 million on office supplies.

## PERMIT REVIEWS

**\$1.0M**

Since 2011, the City increasingly moved plan review for large developments directly to a third-party reviewer, saving approximately \$1 million.

## PHONES AND DATA MANAGEMENT

**\$1.2M**

The City assumed phone and data work previously contracted by DoIT for an annual savings of \$250,000, eliminated unused phone and data lines for an annual savings of \$310,000 transitioned from landlines to voice-over-internet-protocol (VoIP), saving the City at least \$600,000 in the 2019 budget.

## REDUCTION OF BOARDS AND COMMISSIONS

**\$1M**

More than \$1 million in budget savings were realized through the reduction of board and commission members receiving stipends and reform in the rules regarding eligibility to receive stipends since 2011.

## **WORKING TOGETHER:**

### ACCOMPLISHMENTS OF DEPARTMENTS AND AGENCIES

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## **FINANCE AND ADMINISTRATION**

### **OFFICE OF BUDGET AND MANAGEMENT**

The Office of Budget and Management (OBM) is responsible for preparing and executing the City's \$10.7 billion annual operating budget and evaluating the efficiency and efficacy of all City operations by driving management reforms that both improve the City's fiscal condition and increase taxpayer value. In addition, OBM oversees the City's Capital Improvement Program (CIP), Grant Management Program and Tax Increment Financing (TIF) program.

OBM also facilitates organizational change citywide to improve the City's fiscal condition by helping departments deliver services more efficiently and cost-effectively. Throughout the year, OBM monitors revenues and expenditures, analyzes economic conditions that impact City government, reviews pending legislation and makes budgetary or legislative recommendations as needed to manage the budget, operations and priorities of the City.

### **BACKGROUND**

In 2012, the City of Chicago was facing an operating budget shortfall of \$635.7 million. Under the leadership of Mayor Rahm Emanuel, through efficiencies, reforms, tighter spending controls and strong fiscal management, that shortfall was reduced by almost 85 percent in the 2019 budget, the lowest since 2008. With every budget since 2012, Mayor Emanuel sought to identify all available opportunities to reform government operations, achieve savings and eliminate waste.

Over the last eight years, savings and efficiencies resulting from strategic energy and utility purchasing, reducing duplicative operations across departments, transitioning garbage collection and other services to a grid model and healthcare savings have reduced the City's structural budget deficit each year. The City achieved this progress while concurrently phasing out the selling of city assets and raiding the reserves which had been used to balance budgets in years past.

In 2016, the City began a four-year phase out of the financial practice known as "scoop and toss" in which the City restructures its near-term debt payments with long-term debt. Through the creation of the Sales Tax Securitization Corporation, the City was able to eliminate "scoop and toss" as a budget gimmick one year ahead of schedule.

As part of the strategy to improve the fiscal management of the City, OBM has worked to move all four of the City's pension funds on a path to solvency through pension funding reform achieved by Mayor Emanuel in partnership with labor leaders and the Chicago City Council, ending decades of underfunding the City's obligations to its workers. Without these reforms, the City's four pension funds would have gone insolvent in the 2020s.

Since 2014, OBM has directed departments to begin the budget process using a zero-based spending plan that encourages strategic and creative thinking to provide top quality services while cutting extraneous costs. This strategy has resulted in departmental reductions for expenses in areas such as outside professional services, transportation costs, materials and supplies.

Additionally, Mayor Rahm Emanuel's Executive Order No. 2011-7 directs OBM to issue each year a long-term financial analysis that provides a framework for the development of the City's annual budget and guides the City's financial and operational decisions. The City's Annual Financial Analysis (AFA) is completed based on the critical understanding that in order to protect the health and safety of all Chicagoans, strengthen neighborhoods, maintain infrastructure and public spaces, and to foster a vibrant local economy, the City must be in strong financial health. In order to secure and maintain its fiscal health, the City must plan for the future with a clear view of the past. Each AFA published since 2011 takes an informed approach to financial planning, evaluating the City's past revenues, expenditures, policies and programs in light of conditions driving the broader economy and other factors impacting the City's future finances.

## INCREASING EFFICIENCY AND ACCOUNTABLE BUDGETING PRACTICES

The Office of Budget and Management has aggressively attacked waste and reallocated funds as needed over the last eight years. Specific accomplishments include:

- Reduced by 26 percent the rate of work hours lost due to overt absenteeism.
- Implemented zero-based budgeting.
- Retired 22 TIF districts.
- Returned \$1.2 billion dollars in TIF surplus to the various taxing districts.

By simultaneously pursuing both increases in efficiency in the form of cutting down on absenteeism and retiring TIF districts, OBM is ensuring that taxpayer funds are being used appropriately. Beyond retiring TIFs and reallocating surpluses, important work has also been done to focus spending in these districts on improving infrastructure in the districts for everyone's benefit. This important work allows the City to continue to leverage TIF districts as an important tool towards developing new neighborhoods and maintaining existing ones.

## CAPITAL PROJECTS

Beginning in 2011, OBM has led the development of the Capital Program Management (CPM) system to assist departments with project funding and coordination. CPM is a financial records system that allows departments to track funding setups, expenditures and balances for all capital improvement projects across funds, which has resulted in the enhancement of tracking and capital project management. Since its implementation, CPM has managed more than \$14 billion in capital projects.

To improve the coordination and sequencing of projects in the public right-of-away, OBM assisted with the funding and establishment of the Project Coordination Office (PCO) in 2012. The PCO, located within CDOT, allows the City, utility companies, and telecommunication providers to leverage cutting edge mapping technology to optimize construction coordination, refine project sequencing, reduce construction duration and duplicative work. In coordination with other City departments, OBM has optimized the efficient allocation of capital resources across multiple funding sources. CDOT estimates that the PCO has saved the City \$154 million since its implementation.

## PROGRAMS

**Absenteeism Task Force** – In late 2015, the City Council and Mayor Emanuel approved a resolution establishing an Absenteeism Task Force to study and address employee absenteeism. The Task Force was led by Alderman Smith and the Budget Director. It recommended specific changes to the City's time and attendance policies and approach to recordkeeping. It also called for the formation of a Workforce Management Group (WMG) with representatives from various departments who are charged with implementing the recommendations and driving reform. As a result of multiple reforms that have been implemented, the rate of work hours lost due to absenteeism was reduced by over 26 percent by 2018. Overt absenteeism, which occurs when employees fail to show up to work for a scheduled shift, has been reduced by over 24 percent through 2018. These reductions are the result of continued proactive management, policy clarifications, increased compliance with properly coding time and increased use of progressive discipline to address chronic absenteeism. OBM publishes department-specific absenteeism dashboards monthly and posts a public absenteeism report quarterly on the City's website for public review. OBM, DOF, DHR, and the Mayor's Office continue to meet with departments on a regular basis to monitor absenteeism and other workforce management initiatives. The dataset does not include the Chicago Fire Department, Chicago Police Department, Office of the Inspector General or the Board of Elections.

**Workforce Management Group** – Coming out of the Absenteeism Task Force, the WMG collaborates on a regular basis regarding absence management, in addition to a variety of other workforce management reform projects such as risk management, disciplinary review, policy management, training, and collective bargaining priorities that impact the workforce.

**Zero-based Budgeting** – Since 2015, OBM has utilized a zero-based non-personnel budgeting strategy that encourages strategic and creative thinking to provide top quality services while cutting extraneous costs

from department budgets. OBM has overseen expense reductions in areas such as professional services, transportation costs, and materials and supplies that have strengthened the City's overall fiscal position. It is estimated that the utilization of zero-based budgeting has saved the City more than \$20 million since the 2015 budget.

**Grants Management** – Over the last eight years, the Grants Management team has implemented new policies, procedures, and systems to reform the City's management of State and federal grants. The OBM Grants Management team completed full implementation of eProcurement for delegate agencies which allows for electronic submission of all request for proposals and invoicing. This has increased transparency, reduced waste, incorporated electronic document retention and improved the time and processing of payments. OBM also established the Executive Policy and Insight Committee (EPIC) as an advisory committee for grant policies and procedures, which includes key stakeholders from all grant-funded departments.

**Annual Financial Analysis** – In July 2011, OBM issued the City's first Annual Financial Analysis (AFA), pursuant to Executive Order 2011-7. The AFA examines the City's revenues and expenditures over the past ten years, forecasts the City's financial position for the coming three years, and provides relevant information on elements that are particularly important to the City's budget such as pensions, debt obligations, and TIF programming. The AFA also provides the public with a preliminary corporate fund budget gap for the upcoming annual budget, along with a projection of the gap for the subsequent two years. Since 2011, the scope of the AFA has grown to increase transparency by more fully capturing and communicating the status of the City's finances to both internal and external stakeholders.

**TIF Task Force** – In May 2011, Mayor Rahm Emanuel announced the formation of the TIF Reform Task Force. The TIF Reform Task Force was charged with reviewing Chicago's use of tax increment financing and making recommendations to bring transparency, accountability, and efficiency to the use of TIF in Chicago. The Task Force published a report with six broad recommendations in August 2011. In the Fall of 2011, the TIF Task Force was formalized to provide executive-level oversight for the use of TIF, review proposed projects, and provide internal approval for the use of TIF funds. The Mayor named the Deputy Mayor, Commissioner of DPD, Chief Financial Officer, Comptroller, and the Budget Director to the body. Since 2011, various reforms have been made which resulted in the termination of 22 TIFs, posting of TIF data on the City's website, development of surplus guidelines and freezing new spending in seven downtown TIFs. TIF surplus has generated more than \$1.2 billion in surplus since 2011, with more than 50 percent going to CPS.

**Performance Management** – In 2016, OBM established a permanent Performance Management team to assess select program and department operations, identify efficiencies and opportunities for service improvements and develop recommendations for the implementation and management of these programs. Projects the team has successfully managed include the property tax rebate program, assessment of the City's homeless housing programs, review of the Low-Income Housing Trust Fund operations and various work projects stemming from the Office of Inspector General reports and audits in areas including hiring, employee indebtedness, user fees, and City policies.

## LOOKING FORWARD

OBM will continue the efforts begun in 2011, including publication of the AFA, the utilization of zero-based non-personnel budgeting and the on-going implementation of TIF reforms. Efforts in grants management will also continue to be enhanced as the newly formed EPIC team continues to identify and implement process improvements. Multiple projects managed by the OBM performance management team will move towards full implementation through the end of 2019 and beyond, including addressing citywide time-to-hire challenges, identifying improvements to tax compliance and consumer protections and the full implementation of uniform and consistent review of user fees across the City.

## DEPARTMENT OF INNOVATION AND TECHNOLOGY

The Department of Innovation and Technology (DoIT) enhances delivery of City services through access to information and promotes Chicago's advancement through technology. DoIT is the central information technology organization for the City and provides technology services to City departments, City Council, sister agencies, residents, businesses and visitors.

### BACKGROUND

In 2011, DoIT's primary goal was to deliver IT services to city departments. The City had just launched an initiative to post datasets to the City's website, but there was little data published. Further, many digital services were not yet available online.

### IMPROVING GOVERNMENT SERVICES AND REDUCING COSTS, THROUGH TECHNOLOGY

Under Mayor Emanuel's leadership, Chicago has become one of the leading cities with regards to open data. Additionally, Under the Mayor's leadership, 311 was expanded and updated to make it more convenient for residents to connect with city services. Finally, DoIT has designed a series of applications to make resident's lives easier and to drive data-based decision making throughout city government, including:

- Releasing the City's first-ever Technology Plan, which laid out a strategy to establish Chicago as a national and global center of technological innovation.
- Launching a redesigned City of Chicago website in 2017, which provided critical changes to improve usability and accessibility, and provided the first major redesign since 2010.
- Launching online services to support key city processes like licensing, permitting and procurement.
- Implementing the Array of Things, an urban sensing project comprised of a network of interactive, modular sensor boxes installed around Chicago to collect real-time data on the city's environment, infrastructure and activity for research and public use.

### CAPITAL PROJECTS

#### *Smart Lighting*

In 2018, DoIT began deploying the Chicago Smart Lighting Project network, implementing lighting management software, and integrating the lighting management software with the City's new 311 system to automatically create tickets to replace lights, eliminating the need for residents to open 311 tickets to resolve lighting outages. The Chicago Smart Lighting Project, a City-wide modernization initiative, will deliver higher quality and more reliable, outdoor lighting by replacing approximately 270,000 high pressure sodium lamps with energy-efficient LED lights and installing a wireless lighting management system to provide real-time outage updates. To date, the City has installed over 100,000 streetlights, which saved the city \$12 million in rebates from ComEd plus an additional \$1.8 million in energy cost savings through the program.

#### *New Library Computers and Improved Wi-Fi*

In 2018, DoIT worked with Chicago Public Library to replace 552 of their 1647 public computers, and the remaining 1095 will be replaced by the end of this year. Add sentence: DoIT will also be upgrading WiFi at City facilities.

#### *Voice-over IP Migration*

DoIT will complete its three-year migration at the end of 2019, replacing a 25-year old Centrex phone system with a new Cisco system that will save the City over \$6.5 million within five years.

### PROGRAM AND STRATEGIC ACCOMPLISHMENTS

#### *Chicago Tech Plan*

In 2013, Mayor Emanuel unveiled the City of Chicago's first-ever Technology Plan, which laid out a strategy to establish Chicago as a national and global center of technological innovation. The plan outlined Mayor Emanuel's commitment to modern infrastructure, smart communities and technological innovation, and charted a course to realize Chicago's potential as a city where technology fuels opportunity, inclusion, engagement

and innovation for all. Under the plan, the City realized key initiatives like the installation of Bus Tracker digital displays, the public release of Divvy trip data online and the launch of the Array of Things. The plan paved the way for smart and effective government and community initiatives like Windy Grid, Preventative Rodent Baiting and Connect Chicago.

### **311**

In 1999, Chicago was one of the first cities in the nation to offer 311 services. Over the past eight years, 311 has been expanded, updated and modernized offering Chicago residents more ways than ever before to connect with government. In 2011, Chicago's 311 system began to allow residents to interact with 311 via text, bringing additional accountability, accessibility and efficiency to the City's services and increasing the ability of Chicagoans to interact with the City. In 2012, Chicago launched Open311, a public interface with the 311 system to not only modernize operations but allow for easy tracking of complaints.

In 2018, Mayor Emanuel announced the launch of the new, modernized Chicago 311 City Services (CHI 311), making it even easier for residents to access city services with an updated system that's more accessible, transparent and user-friendly. CHI 311 transforms the resident experience for city services through enhanced transparency into City operations. Once a resident submits a request, they can see the estimated completion date and get automatic updates when work is completed. The new 311 will also allow residents to submit requests through multiple outlets, including the city's first ever mobile app.

### ***Open Data***

In 2012, Mayor Emanuel signed the Open Data Executive Order, mandating that city agencies publish public data sets under their control as well as update them on a regular basis. The order also empowered the Chief Data Officer to develop additional datasets by working collaboratively with various city departments. As of April 2019, the data portal had been viewed over 54 million times and, in the last year, had over 450,000 users. Today, the data portal has over 1,300 datasets, ranging from detailed crime data to street permits. Most recently, Chicago became the first city in the country to publish detailed data on ride-sharing, including information on vehicles, drivers, and trips.

By making the City's data open and accessible, the City harnesses the power of the ever-expanding tech community to independently and collaboratively provide solutions to the residents of Chicago. Because of these and other efforts by Mayor Emanuel to improve accessibility of City data, Chicago received a national transparency award from the Sunshine Review, a national nonprofit organization dedicated to government transparency.

### ***Predictive Analytics***

Chicago continues to be a leader in using data to inform decision making processes. In 2016, DoIT piloted a model to increase the accuracy of when notifications are issued for elevated E. coli levels at Chicago's beaches. In early 2017, DoIT piloted a predictive analytics model using data collected by the Department of Buildings to anticipate where elevator violations could occur throughout the City and DoIT also collaborated with the Department of Public Health and the University of Chicago's Center for Data Science and Public Policy to develop a model that predicts when Chicago kids are most likely to be impacted by lead poisoning.

### ***Increasing Internet Affordability***

In 2012, Chicago launched its Broadband Challenge, which was designed to increase accessibility and affordability of internet service in underserved residential areas. DoIT has accomplished this through several programs.

- Internet Essentials provides low-cost high-speed internet to underserved communities. Since 2012, it is estimated that 85,000 people have enrolled in the program.
- In 2015, DoIT partnered with the Chicago Public Library to introduce the Internet to Go Program. The program allows anyone with an active library card to borrow a WiFi hotspot or Google Chromebook. Originally starting with three locations in 2015, the program has expanded to thirteen locations throughout Chicago.
- Connect Chicago was launched in 2012 to allow for greater public access to the internet. Now, it is a

network of over 250 locations where residents can access the internet and technology training. More than 8.6 million hourly computer and technology training sessions are provided on an annual basis to Chicago residents at libraries, senior centers, community service centers, workforce and youth centers and other non-profit organizations. As part of this program, the City has opened nearly 50 new centers, installed more than 3,000 new computers and improved broadband speeds at libraries and other public places.

- In 2019, the Connect Chicago Innovation Program grant was awarded to ISACA's She Leads Tech and AnitaB.org to conduct a pilot training program that aims to close the opportunity gap and provide pathways for retention and advancement for women in the cybersecurity field.

#### ***Modernization and Consolidation of Systems***

Under Mayor Emanuel, it has been an ongoing City priority to make accessing City services as easy as possible for Chicagoans. In 2016, DoIT worked with the Department of Family and Support Services and Chicago Public Schools to launch an application portal for parents, streamlining the process of enrolling their children for early childhood education. Parents now can apply to any CPS pre-school via the portal.

In 2018, Chicago launched Chicago Business Direct, which took two existing business applications and centralized them into one website. This makes it easier for businesses to interact with the City by centralizing their interactions in one place and ensure that the city follows changes to web encryption security standards.

Finally, the City has developed applications to increase transparency in government. In collaboration with the Department of Streets and Sanitation, Plow Tracker allows residents to see when their street was last plowed and the location of various snow plows throughout the city. Based on Plow Tracker's success, the City released Sweeper Tracker, which shows the real-time location of deployed street-sweepers.

#### **LOOKING FORWARD**

The work of DoIT is critical in ensuring Chicago remains on the forefront of smart city technology. To support overall planning efforts, the City will be conducting an IT assessment and building a new digital roadmap. The city continues to invest in its Smart Lighting program, which is scheduled to be completed by 2023. Once completed, Smart Lighting will save taxpayers \$100 million over the next ten years.

The next generation of data-informed decision making will come from the information collected from the Array of Things. First installed in 2016, the Array of Things is a network of sensors installed throughout Chicago to collect real-time data on the city's environment, infrastructure, and activity for research and public use. Over 100 nodes have been deployed thus far, meaning every citizen is within 2 km of a sensor, with more on the way. DoIT has convened a working group of city agencies and has held an internal hackathon to begin leveraging this data.

DoIT continues to work on improving its digital services and modernizing its applications. In 2019, DoIT will kick-off a redesign for Chicago.gov, the City's primary website, to continue to improve the way that staff, residents, business, and visitors access City services, as well as the usability of those services, including online permitting. Further, DoIT will continue to incorporate community feedback into the new CHI 311 system. Visit 311.chicago.gov to follow along on these improvements at the first of its kind public digital roadmap.

## DEPARTMENT OF FINANCE

The Department of Finance works to ensure a strong financial foundation for the City of Chicago and its residents. Its core mission includes collecting revenues, paying bills, administering payroll and benefits to City employees, and preparing financial statements. Over the two terms of Mayor Rahm Emanuel, the structural deficit has been reduced from \$635.7 million to a projected shortfall of \$97.9 million.

## BACKGROUND

When the Emanuel Administration took office eight years ago, it inherited a structural operating budget shortfall of \$635.7 million for 2012 and a nearly bankrupt pension system built on false promises that threatened the financial security of our workers, retirees and citizens of Chicago. The City was using numerous unsustainable financial practices, including transferring long-term reserves to subsidize operating expenses, using long-term debt to pay for working capital expenses like library books and utilizing a “scoop and toss” approach to debt service. Since 2011, the administration has eliminated these faulty practices while also achieving over \$720 million in savings, reforms and efficiencies.

## RIGHITNG THE FINANCIAL SHIP

The Department of Finance has not only substantially reduced the structural deficit of the City but also continues to more efficiently manage the tax revenue of the City while simultaneously cutting costs. Specific achievements include:

- Reducing the number of audit findings reported by external independent auditors in the City's Comprehensive Annual Financial Report from seven in 2010 to zero in 2017.
- Implementing a number of changes to employee healthcare to reduce the cost while maintaining high quality healthcare coverage. Since 2011, the City is budgeting \$33 million less for healthcare.
- Ending the practice of scoop and toss one year early.

## PROGRAM SPECIFIC ACCOMPLISHMENTS

The Department of Finance has achieved efficiencies and reforms in many key program areas. A summary of accomplishments in targeted areas is below.

### ***Employee Benefits and Healthcare***

- The City implemented an employee Wellness Program in 2012 with 80 percent of eligible participants currently enrolled. To date, program data indicates significant improvements in members' health. The number of participants at high-risk for developing cardiovascular disease in the next 10 years decreased by 17 percent and the number of participants at an elevated risk for developing diabetes decreased by eight percent. Furthermore, significant improvements also occurred in several key biometric health measures, including blood pressure, total cholesterol, fasting glucose and obesity. The improvements were observed in participants who were in the highest risk category at their initial measurement.
- The City implemented a number of changes to employee healthcare to reduce the cost while maintaining high quality healthcare coverage.
- The City phased out retiree healthcare for the majority of retirees in 2016 after a gradual three-year phase-out of the City provided subsidy. The annual savings attributed to the elimination of retiree healthcare is approximately \$100 million per year.

### ***Street Operations***

- DOF rolled out new handheld devices and predictive analytics software for our Parking Enforcement Aides (PEAs). The purpose of the new system is to use data to efficiently direct enforcement personnel toward areas where it is most needed.
- Redesigned the parking enforcement zones to facilitate more equitable enforcement across the City. Each zone size is based on enforcement needs (i.e. zones downtown are small and meant to be patrolled continuously throughout the day as needed).

### ***Tax Policy and Administration***

- Implemented the use of data analytics to select audit targets. The statistical analysis streamlined the audit target selection process and identifies anomalies, deviations and patterns in gross receipts, deductions and payments.
- Offered special voluntary disclosure programs for Transaction Tax and Amusement Tax. In 2016, 201 taxpayers participated in the Transaction Tax program for software and nonpossessory computer leases resulting in \$18 million of additional revenue. In 2017, 786 taxpayers participated in the Amusement Tax program for business subscribers of satellite programming resulting in \$1.08 million of additional revenue.
- Implemented the Liquid Nicotine Product Tax which was effective 1/1/16, making Chicago one of the first large cities to tax e-cigarettes and liquid vape products.
- Implemented the Checkout Bag Tax which was effective 2/1/17. This \$.07 tax on each checkout bag sold or used in the City was shown to reduce bag use by over 40 percent.
- Launching Chicago Business Direct, the City's new consolidated online tax and license system. The new site replaced BACP's and Finance's separate websites and combines all city license and tax needs in one place.

#### ***Accounts Receivable***

- Debt Checks
  - New License Debt Checks: Created a program to perform a debt check prior to the issuance of a new business license at BACP. This effort generated over \$2 million in collections in 2018.
  - Building Permit Debt Checks: Expanded debt check requirement to include more types of building permits. This improvement generated over \$1.2 million in collections in 2018.
  - Transportation Network Provider (TNP) Debt Checks: Created an annual debt check program for TNP drivers. Drivers are not allowed to drive for their companies until the debt is resolved. This initiative generated over \$2.8 million in collections in 2018.
- State Tax Offset Program: In a coordinated effort with the State of Illinois, a program was initiated which allows the State to withhold payment (i.e. vendor, tax refund, lottery, salary) from anyone who has parking or administrative hearings (AH) debt. Payment is instead made to the City directly and applied toward the delinquent debt. This program generated over \$13.4 million in collections in 2018 and a total of \$108 million since the implementation of the program in 2012.
- Administrative Hearing Payment Plans: In October 2017, DOF took over the responsibility of setting up payment plans for AH debt from the Law Department and enhanced customer service, plan terms, and payment options. This initiative generated over \$1.8 million since October 2017.
- Collection of Delinquent Building Inspection Fees: Built an interface between the Department of Buildings database (Hansen) and DOF's collections system (ARMS) for the notification, collection and referral of outstanding inspection fees. This initiative generated over \$3.1 million in collections in 2018 and over \$25 million since the beginning of the program.
- Improvement of Emergency Management Services (EMS) Billing:
  - Compliance Plan: DOF implemented a comprehensive compliance plan in conjunction with the Fire Department to ensure compliance with Federal Medicare and State Medicaid billing requirements.
  - New EMS Contract: Negotiated reduced fees and expanded auditing/reporting requirements. Total savings thus far is \$1.8 million. Yearly savings is expected to be over \$1.9 million per year.
  - Data Capture: DOF worked with CFD to improve data capture and to improve compliance with Medicare signature requirements. Efforts have generated \$2 million in revenue per year (over \$11 million since the programs were implemented).
- City/County Collaboration: Instituted an intergovernmental agreement with the Cook County Department of Revenue to collect their administrative hearing judgments for cigarette tax violations heard at the City's department of Administrative Hearings. Thus far, \$1.3 million has been collected by the City on behalf of the County.
- Employee Indebtedness Program improvements: Automated manual processes to streamline the employee debt check program conducted on a tri-annual basis. This program generates an average of

\$5 million in collections per year.

- Public Way Permit Collections: Improved the Department of Transportation's Public Way Permit billing process and reduced outstanding debt by \$19 million in 2018.

#### **Citation Administration**

- Online Payment Plans: Implemented online payment plan options via the City's website, which made it easier for motorists to enroll, track payments and save 22 percent in collection costs. In 2017/2018, this initiative increased the number of payment plans by approximately 40,000, the City collected an additional \$14 million, and saved motorists over \$600 million in collection costs.
- Early Payment Plans: Enhanced online payment plans by adding an early payment plan option, which provides extra time to pay before penalties are applied. In 2017/2018, this initiative increased the number of payment plans by approximately 19,000. The City collected an additional \$3 million and saved motorists over \$3 million in penalties.
- Email Notifications: Implemented email notification program to improve communication with motorists.
- Postcard Reminders: Collaborated with Ideas42 to create postcard reminders, which are sent to motorists before penalties are assessed. In 2017/2018 the City mailed 1.6 million postcards which resulted in payments on 200,000 tickets.

#### **Payment Processing**

- Implemented Service Fee program to offset credit processing costs with a service fee charged to a customer using a credit card for payment online. \$7.7 million was recouped (or 59 percent of qualifying 2018 costs) in 2018. Since implementation in 2015, nearly \$20 million has been collected in credit card service fees.
- Collaborated with the City Clerk to sell City Stickers at all DOF locations.
- Implemented credit card fraud prevention controls that significantly reduced returned payments and increased Payment Card Industry compliance.
- Implemented EZ Pay self-serve stations in support of underbanked community in both Spanish and English.
- Launched pay.chicago.gov for web and mobile payments of red light and speed camera tickets, parking tickets, public way use permits, special event licenses and multiple accounts receivable items.

#### **Cash Management**

- Electronic Procurement: Invoices and vouchers are currently saved and approved electronically in the City's payment system (FMPS). Prior to 2017, most of the supporting documentation for payments was on paper.

#### **General Accounting**

- We have been able to steadily reduce the number of audit findings reported by our external independent auditors in the City's Comprehensive Annual Financial Report or CAFR from seven in 2010 (five material weaknesses and two significant deficiencies) to zero in 2017.
- For the sixth consecutive year, the auditors found no material weaknesses in the City's Comprehensive Annual Financial Report or CAFR.

#### **Risk Management**

- NATO Summit - Chicago more than doubled policy limits, significantly improved coverage and saved over \$2.8 million in premiums.
- O'Hare Joint Use Consolidated Rental Car Parking Facility and ATS Fixed Facility (CRCF ATS) - Designed and placed an Owner Controlled Insurance Program with total construction work in excess of \$500 million.
- O'Hare and Midway Property Insurance - Risk Management engaged one of the largest property insurers

in the world and reduced the overall premium by \$2.7 million.

## LOOKING FORWARD

Through the last eight years, these reforms have put Chicago on a stronger footing financially and have ensured that Chicago's brightest days are ahead. From outright cost savings to shortened processing times, the message is clear that Chicago is rapidly modernizing how it does business.

## DEPARTMENT OF LAW

The Department of Law (“DOL” or “Law”) is responsible for providing legal counsel and representation for the City of Chicago, including Boards and Commissioners and City Council, and the Departments, officers and employees of the City, as they establish and administer policies and programs to benefit Chicago residents. The Department employs approximately 280 lawyers that handle litigation, transactional and legislative projects, and enforce the Municipal Code.

## BACKGROUND

The Department of Law is committed to the goals of the City, and its programs and services include work involving communities, the environment and economic development. DOL attorneys take responsibility for important cases in a variety of legal areas, and play a role in visible issues that have an impact on public policy. Law services take many forms, from helping communities through effective ordinance preparation and enforcement, to providing City departments with legal advice. With President Trump’s election in 2016, DOL was at the forefront of carrying out affirmative litigation, filing briefs or formal comments and advancing policy positions that uphold the underlying values of the City of Chicago and its residents.

## DEFENDING THE CITY’S LEGAL INTERESTS ON BEHALF OF ITS RESIDENTS

During Mayor Emanuel’s tenure, DOL filed several major lawsuits against the Trump Administration. First, DOL filed a lawsuit in August 2017 against the Trump Justice Department challenging new requirements around immigration enforcement that were placed on public safety grant funds. The District Court ruled in the City’s favor, holding the Trump Administration’s efforts unconstitutional. Another lawsuit fought the Trump administration’s attempt to politicize the 2020 census by adding an unnecessary citizenship question that will depress response rates in cities like Chicago with large immigrant populations, threatening those cities’ fair representation in Congress and the Electoral College, as well as billions of dollars in critical federal funds. Department attorneys authored a formal comment to the Trump Administration urging the Census Bureau to reconsider its decision in addition to joining a group of cities and states in filing a lawsuit to block the Trump Administration from demanding citizenship information in the 2020 Census. A federal judge ruled in Chicago’s favor to block the question, but the Trump Administration is appealing the decision.

Additionally, the DOL played a key role in the creation of the Chicago Police Department (CPD) consent decree. DOL negotiated with the Illinois Attorney General’s Office over the terms of the consent decree while helping the CPD move forward with reforms, including the rollout of body-worn-cameras, a new use of force policy and improved training. The federal judge overseeing the litigation approved the consent decree terms on March 1, 2019. Going forward, Law will continue to assist and support CPD, Civilian Office of Police Accountability (COPA), and Office of Emergency Management and Communications (OEMC) and others with making necessary reforms to implement the consent decree and will coordinate responses to the independent monitor, the Attorney General’s office and the court.

## PROGRAMS

DOL runs programs to continually improve its operations and outreach. The Affirmative Litigation Division was launched in 2018 to represent the City in a broad range of investigations and litigation matters in both federal and state courts to protect the interests of the City and the rights, health and safety of its residents. This area has taken the lead in fighting against policy decisions made by the Trump Administration, along with filing suit against e-Cigarette producers and sellers, settlements with rideshare companies and the pursuit of damages from opioid manufacturers.

Another key area is a focus on diversity, which includes speaking with diverse bar associations and holding an open house to recruit attorneys. DOL has also teamed up with the Diverse Attorney Pipeline Program to recruit diverse law students. As part of this initiative, diverse students spend one summer working for the Law Department and the following summer working for law firms that do a significant amount of legal work for the City.

## OTHER KEY ACCOMPLISHMENTS

- **Fighting Public Charge Changes.** Chicago's DOL is also leading a coalition of cities in preparing a comment opposing the Trump Administration's proposed rule changes that consider immigrants' reliance on certain government programs in determining immigration status, commonly referred to as the "public charge" rules. The proposed changes would expand the types of government programs that are considered in making the public-charge determination and would for the first time consider relatives' use of government programs. If the rules are adopted as proposed, Law will prepare a lawsuit seeking to enjoin the rules.
- **Filing Suit Against E-Cigarette Producers and Sellers.** Working with the City's Department of Business Affairs and Consumer Protection (BACP), DOL filed lawsuits against 35 online retailers of e-cigarettes and vaping liquids for selling products to minors. While this litigation continues, several companies have agreed to change practices or exit the Chicago market.
- **Preserving Safe and Habitable Residential Properties.** In 2018, the Law Department filed 892 new cases to address problems caused by vacant and abandoned buildings by either demolishing them or bringing them into compliance with the Building Code. Additionally, 274 cases were prosecuted in 2018 to restore heat in more than 3,240 residential units and 138 cases were brought to abate lead paint hazards.
- **Protecting the Affordable Care Act.** Together with several other cities and individual plaintiffs, the Law Department sued the Trump Administration and others in the District of Maryland. The complaint is the first lawsuit of its kind alleging that the Administration violated the Constitution's Take Care clause by sabotaging the Affordable Care Act (ACA), and that a federal rule implementing the ACA violates the Administrative Procedure Act.
- **Pursuing Damages from Opioid Manufacturers.** The Department of Law continues its groundbreaking litigation against manufacturers and marketers of highly addictive opioid-based pain relievers, the usage of which fueled a national health crisis. DOL also filed a complaint against the top three distributors of opioids for their role in the public health crisis. This litigation is now part of a multi-district litigation in Ohio.
- **Settlements with rideshare companies.** The Law Department, in conjunction with the Department of Business Affairs and Consumer Protection, negotiated more than \$10 million in settlements from rideshare providers Uber, Lyft and Via. These payments, along with internal changes made by the companies, settle allegations that the companies committed process violations by performing background checks that were not consistent with Chicago's standards as set by the City's rideshare ordinance.
- **U.S. Steel Violations.** The Law Department is pursuing litigation against U.S. Steel under the Clean Air Act for dumping toxic chemicals into Lake Michigan. The City recently successfully intervened in the federal government's case against U.S. Steel, and DOL is awaiting the court's decision on the City's motion to consolidate the City's case with the government's case.

## LOOKING FORWARD

DOL will continue to advance several ongoing initiatives on behalf of the City. They will continue their core function of supporting citywide initiatives including infrastructure and economic projects that will have a positive impact on the City, such as long-term development at O'Hare and projects of the Chicago Infrastructure Trust. Law also plans to expand pro bono and volunteer opportunities through outreach to outside firms and establishing partnerships with private law firms and attorneys to offer mentoring and training opportunities for city attorneys.

Another area of focus going forward is supporting CPD's reform efforts. This includes continuing to support the efforts of the consent decree and working with the independent monitor and Attorney General's office. They will also assist CPD, COPA, and the Police Board in implementing additional reforms to ensure that charges and recommended discipline are best positioned to survive Police Board, and ultimately judicial, review. Finally, they will continue work on the American Civil Liberties Union's (ACLU) investigatory stops agreement, and collaborate with CPD toward obtaining a determination by Judge Keys that CPD's policies and practices relating to investigatory stops are in substantial compliance with state and federal law.

Law has recently transitioned the Federal Civil Rights Litigation (FCRL) division into two separate sections — a City Defense Section and an Individual Defense Section. The cases that FCRL handles are becoming more complex, and this change will improve how cases are litigated by allowing attorneys to focus on very specific legal claims and discovery obligations. In addition, it will eliminate any appearance of a conflict of interest stemming from the Law Department's defense of individual police officers in civil litigation while at the same time representing the City in response to allegations of policies that led to constitutional violations.

Through their work in these important areas, Law will continue to protect Chicago's interests and the interests of its residents.

## DEPARTMENT OF HUMAN RESOURCES

The Department of Human Resources (DHR) manages the human resources functions for the City, including hiring, employee records, position classification and compensation, training and development, testing and diversity and equal employment opportunity. Using best human resources practices, DHR acts as a steward of change by establishing and maintaining fair, equitable, and transparent employment practices free of political influence. DHR manages nearly 300,000 applications per year, filling close to 6,000 positions in 2018. It also delivers 161 training sessions annually to approximately 4,600 employees.

## BACKGROUND

The City of Chicago's hiring and employment efforts had long taken place under a court-appointed monitor as a part of the Shakman Decrees, a series of federal court order regarding government hiring and employment in Chicago. These decrees sought to eliminate political considerations from City hiring. However, when Mayor Emanuel took office in 2011, there was still ample progress to be made to achieve the City's goal of recruiting, hiring and retaining a diverse and representative workforce.

## IMPROVING HIRING PRACTICES AND EMPLOYEE POLICIES

Under Mayor Emanuel's leadership, DHR was able to demonstrate substantial compliance with the Shakman Decrees in 2014, which ended federal oversight of City hiring practices. The City now self-monitors and maintains the same practices that were implemented through the consent decree. Additionally, DHR revised and issued Hiring Plans for the City of Chicago overall and for several departments as appropriate. DHR improved recruitment for minority candidates and improved protections for current employees by improving the Equal Employment Opportunity Policy.

## PROGRAMS

Below is a list of accomplishments made by the Department of Human Resources since 2011:

- Achieved a finding of substantial compliance by the Federal court in the Shakman v. Democratic Organization of Cook County in 2014 which ended Federal oversight of City hiring practices.
- Revised and issued Hiring Plans for the City of Chicago, the Chicago Police Department, the Chicago Fire Department and the Department of Law which were approved by the Federal Court (2011-2014).
- Conducted extensive minority recruitment campaigns for entry-level Police Officer which resulted in a substantial increase in applications from minority candidates (2016-2019).
- Drafted and released new Diversity & Equal Employment Opportunity Policy (known as EEO Policy) (March 2013), and updated this Policy in 2019 to clarify reporting procedures and responsibilities.
- Revamped staffing and investigative procedures for the EEO Division, including creating new title of EEO Officer and expanded staffing of Investigators.
- Created new title of Disability Officer to handle all accommodation requests under a consistent citywide process.
- Drafted and released new Reasonable Accommodation Policy (July 2015).
- Drafted and released new Violence in the Workplace Policy (February 2017) and provided extensive training for departmental Violence in the Workplace Liaisons.
- Drafted and released Reasonable Accommodation Policy Regarding Pregnancy, Childbirth and Related Conditions, known as Pregnancy Accommodation Policy (February 2019).
- Drafted and issued the City's first Paid Parental Leave Policy (2011).
- Drafted and issued a revised VESSA (Victim's Economic Safety and Security Act) Policy, and provided for four weeks of paid VESSA leave for City employees.
- Drafted and issued the City's first FMLA (Family and Medical Leave Act) Policy, which took effect May 1, 2017, and conducted extensive training for City departments on how to manage FMLA. Hired a Compliance Officer to audit the administration of FMLA and to serve as a resource for departments.
- Launched Chicago eLearning, a platform to allow online delivery of training courses Citywide.
- Launched a document management system that stores and maintains HR-related documents

electronically (2018).

- Created the position of Chief Diversity Officer, who works to bring more inclusive practices to recruitment and hiring.

## **LOOKING FORWARD**

The Department of Human Resources will continue to work on the following four ongoing projects:

- Case management: Continuing integration of LegalServer, a new resource to facilitate improved tracking of EEO complaints, tracking investigations and improving capability for reporting.
- Hiring Process Manual: As a means of helping to streamline the process, we are creating a Hiring Process Manual which will supplement the City's Hiring Plans and provide clearer guidance to departments on how to move through the hiring process.
- EEOP Implementation: Expanding the recruitment and retention of underutilized categories as identified in the EEOP which was filed with the Department of Justice.
- Additional Policies: Preliminary drafts of the following policies have been created: Religious Accommodation Policy, Lactation Policy, revised Drug and Alcohol Policies, Bed Bug Policy, Military Leave Policy.

## DEPARTMENT OF PROCUREMENT SERVICES

The Department of Procurement Services (DPS) is the contracting, certification and compliance authority for the City of Chicago. DPS maintains the highest commitment to diversity, transparency and innovation while continuously expanding the resources and programs that empower citizens to become involved in the contracting opportunities available at the City. DPS works with a variety of stakeholders to guarantee an open, fair and timely contracting process by establishing, communicating and enforcing superior business practices. DPS services 30 City departments, awards over 2,000 contracts, contract amendments and task orders with a combined value of approximately \$3 billion each year.

## BACKGROUND

The Department of Procurement Services (DPS) is continually modernizing procurement processes, improving interagency collaboration, streamlining certification procedures, increasing transparency and ensuring compliance with all laws and ordinances. Additionally, it trains and engages user departments and potential vendors on the procurement process.

## MODERNIZING PROCUREMENT PRACTICES

Under the leadership of Mayor Rahm Emanuel, DPS has created numerous programs to increase the pool of bidders on City contracts, incentivize the use of small minority and women-owned businesses, build capacity of local businesses and encourage the employment of local residents.

DPS works to have a local impact at all levels of the procurement process, developing innovative programs that affect prime contractors, subcontractors and individual residents. These programs and incentives are a direct result of the City's key priorities in procurement: creating opportunities for businesses of all sizes, and helping businesses grow so that they can participate in the business of Chicago.

## PROGRAMS

Below is a list of some of the most significant DPS accomplishments over the last eight years.

- **Procurement Reform Task Force (PRTF).** The PRTF was co-chaired by the CPO and Inspector General and was charged with developing recommendations to make procurement and contract management at the City and its Sister Agencies more uniform, efficient and cost effective, while increasing accountability. DPS maintains a leadership role in coordinating the activities of the member Sister Agencies in advancing the recommendations. Participating members include: Chicago Public Schools, Chicago Transit Authority, Chicago Housing Authority, City Colleges of Chicago, Chicago Park District, and Public Building Commission. The PRTF made 31 recommendations, the implementation of which increases transparency for the public, reduces administrative burden, increases competition, lowers barriers to entry for our small local businesses and saves taxpayer money. To date, the PRTF has issued seven quarterly reports and three Annual Reports and the Office of the Inspector General has issued two independent progress reports.
- **Increased MBE/WBE Program Goals.** Based on the results of a disparity study performed in 2015, the participation goals for the City's MBE/WBE Program in Construction were increased from 24 percent MBE and 4 percent WBE to 26 percent MBE and 6 percent WBE in 2016.
- **Guide to Bid Incentives and Programs.** To assist the vendor community in understanding the bidding opportunities available to them, the Bid Incentives and Program Guide was developed to include comprehensive information on multiple ways to grow a business, increase capacity and be more competitive on City contracts. The Guide details nearly 20 programs and incentives that have been put into place at DPS that are applicable to construction and non-construction projects, as well as a matrix to best guide vendors in pairing complementary incentives when bidding on contracts.
- **Consolidated Buying Plan.** DPS manages the publication of a quarterly Consolidated Buying Plan, which is a purchasing forecast that identifies contracting opportunities for the next 6 quarters. The Buying Plan has evolved over the years to include information for all City user departments as well as 12 additional local government purchasing entities. Entities that participate in the Consolidated Buying Plan are the following: Chicago Board of Elections, Chicago Housing Authority, Chicago Park District, Chicago Public Schools, Chicago Transit Authority, City Colleges of Chicago, Metropolitan Pier and

Exposition Authority, Public Building Commission, Cook County, Cook County Forest Preserves, State of Illinois and Illinois Tollway. This key transparency initiative has been nationally recognized and adopted by other cities.

- **Government Procurement Compliance Forum.** DPS initiated a series of meetings with the City's Sister Agencies and County, State, and Federal governments, non-profit assist agencies that represent the vendor community and the City of Chicago Affirmative Action Advisory Board. These meetings have grown into the Government Procurement Compliance Forum (GPC Forum), a strategic planning effort of working subcommittees, tasked with researching and reviewing best practices and recommending solutions to shared challenges in procurement, certification and compliance with the goal of implementing reforms to improve and standardize government procurement processes. The GPC Forum continues to meet monthly to discuss its continuous efforts and keep its mission relevant and moving forward.
- **eProcurement.** DPS and collaborating City departments continue significantly upgrading the technology systems that support contracting and payments. Focusing on innovation and efficiency, DPS spearheaded a start-to-finish purchasing modernization solution via the implementation of eProcurement. This initiative increases transparency at all stages of the procurement process as well as benefits vendors and potential vendors with new tools that will make it easier to do business with the City. The online portal for vendors, iSupplier, allows users to respond to bids, RFPs and RFQs online, view and track payments and invoices online. The iSupplier software implementation was completed and contract types are being rolled out in a phased approach.
- **Contract Compliance Field Analysts & Site Visits.** To aid in the enforcement of the regulations, dedicated Field Analysts were hired to conduct field site visits of all construction sites to ensure that vendors are honoring their commitments and meeting their obligations to Chicago's taxpayers. The analysts verify and monitor compliance requirements with: M/W/DBE, Equal Employment Opportunity, Chicago and Local Residency requirements and applicable municipal, state and federal laws. Field Analysts perform over 500 site visits annually, including construction site visits, certification site visits and contract-related site visits.

#### **Some of the most significant new programs impacting contracting are:**

- **Small Business Initiative.** Designed to encourage small businesses to participate in City-funded construction projects; bidding is exclusive to small businesses and limited to construction projects that are under \$3 million in total cost. The program was later enhanced to ensure very small businesses had a level playing field on which to compete with the establishment of the Small Business Initiative-2 program.
- **Mid-Sized Business Initiative.** Designed to provide further exclusive opportunities for small and mid-sized businesses to participate in City-funded construction projects (between \$3 and 10 million in total cost) at the prime level. The program was later enhanced to increase the number of opportunities to small and mid-sized businesses, raising the threshold of eligible projects to \$20 million.
- **Expansion of Local Business Incentive.** City-based businesses used to receive a flat 2 percent bid incentive on City-funded contracts. They now receive an incentive of 4 percent for being located in the City, 6 percent if a majority of the business's employees live in Chicago, and 8 percent if a majority live in socio-economically disadvantaged areas.
- **Phased Graduation.** Established M/WBEs that have exceeded the program's size standards can continue to participate for a period of 3 years to gradually exit the program, with 75 percent credit allowed in year one, 50 percent in year two, and 25 percent in year three.
- **Management and Workforce Diversity Bid Incentive.** Bidders with diverse management and workforce can now receive up to a combined 10 percent bid incentive on City-funded contracts.
- **Certification Program and Bid Incentives for Veteran-Owned Business Enterprises (VBE).** The VBE certification program mirrors the rigorous application process that is in place for minority and women-owned business enterprises (MBE/WBE). VBE certification is required to take advantage of the 2 bid incentive programs that were developed for VBE businesses.
- **Business Owned and Operated by Persons with Disabilities Enhancement (BEPD).** This program expanded an incentive for BEPDs.

- **Mentor Protégé Expansion.** Established and expanded program so that prime contractors are allowed to earn an additional credit towards their M/WBE utilization or bid preferences for facilitating the mentorship of an M/WBE.
- **Equal Employment Opportunity Bid Incentive.** Raised the maximum commitment to utilize minority and female journeyworkers, apprentices, and laborers from 50 percent and 10 percent to 70 percent and 15 percent, respectively, and provided 150 percent credit for hours worked by residents of socio-economically disadvantaged areas.
- **Project Area Subcontractors Bid Incentive.** Provided a bid incentive for prime contractors who utilize subcontractors from the project area on the contract.
- **Sweatshop-Free Procurement.** Requires contractors to report information about and certify that no sweatshop labor is used in their supply chain in the performance of a City contract.
- **Local Manufacturing Ordinance.** For any non-federally funded contracts for the supply of goods, provided a bid incentive to those bidders providing goods made or assembled in the City of Chicago.
- **Diversity Credit Program.** Private sector firms who also bid on public work may obtain up to 5 percent M/WBE utilization credit on a City contract for work performed by a certified firm on one or more of the prime's private sector contracts. For every \$3 spent with certified firms in the private sector, \$1 of credit issued for a future contract with the City.

## LOOKING FORWARD

In the coming months and years, DPS plans to:

- Create new forums and strategies to both enhance and increase participation in the Minority and Women-owned Business Enterprises Programs.
- Utilize existing resources and tools to foster strategic partnerships in increasing the City's vendor pool.
- Further enhance transparency with final roll out of eProcurement and identify technology resources to increase contracting process efficiencies.
- Continue collaboration with stakeholders to improve best practices across City government contracting.

## DEPARTMENT OF FLEET AND FACILITY MANAGEMENT

The Department of Fleet and Facility Management (2FM) supports the operations of other City of Chicago departments and agencies by providing high-quality and cost-effective asset management and services. 2FM ensures the safe and efficient use of the City of Chicago's assets through effectively managing the maintenance and repair of vehicles, equipment, and properties occupied by the City. In addition, the department is responsible for advancing energy efficiency and brownfield development, procuring utilities, coordinating document retention services, and providing graphic and mail services. 2FM manages more than 10,000 pieces of equipment or vehicles and more than 500 facilities with an annual budget of approximately \$396 million. 2FM manages the day-to-day operations and the concession program for the Chicago Riverwalk.

### BACKGROUND

The Department of Fleet and Facility Management was created in 2012 with the merger of the Department of General Services and the Department of Fleet Management. This consolidation eliminated redundancies and streamlined operations, reducing costs by millions of dollars per year. At this time, 2FM faced high employee injury rates and rising energy costs in addition to the ongoing work of maintaining aging facilities and vehicles.

### DELIVERING GREATER EFFICIENCY AND QUALITY OF SERVICE WHILE EXPANDING IMPACT IN NEIGHBORHOODS

Since 2012, 2FM has implemented dozens of policies and programs that have improved its quality of service while reducing costs. Most notably, 2FM has:

- Reduced annual lease costs by \$11.8 million.
- Invested in 118 new ambulances for out Chicago Fire Department (CFD) and 2,279 new patrol units for CPD.
- Sold six high-value properties, producing \$124 million in revenue.
- Implemented Retrofit One, a program to improve the energy efficiency of 60 City facilities, which has led to more than \$5 million in savings.
- Relocated Fleet Operations HQ to Englewood.
- Consolidated six light-duty shops into four, including one new north-side shop.
- Built a new fueling station on Goose Island and upgraded equipment at five other fuel sites.
- Reduced overt absenteeism from 11,955 hours in 2012 to 3,294 hours in 2018.
- Implemented a new incident management system and critical safety programs, which led to a 13 percent reduction in safety-related incidents between 2015 and 2018.

### CAPITAL PROJECTS

As the manager of the City's buildings and automobiles, 2FM has undertaken numerous capital projects, including:

- **Fleet Shop Improvements.** Consolidated six light-duty shops into four. Relocated off-road shop to a more suitable space. Built new north-side shop. Relocated Fleet Operations HQ to Englewood. Built new fueling station on Goose Island. Upgraded equipment at five of eleven fuel sites.
- **High Value Property Sales.** With Department of Planning and Development (DPD), sold six high-value properties for a total of \$124 million; relocated or eliminated City uses previously on the sites. With DPD, entered agreement to sell fire station at 55 W. Illinois in exchange for a new fire station and \$5 million.
- **Surplus and Obsolete Equipment, Materials and Supplies Auctions.** Sold 5,257 units of equipment for \$13.7 million and 572 lots of materials and supplies for \$544,000.
- **Light Duty Fleet Reductions.** Reduced the City's fleet of non-emergency light-duty vehicles by 275 units for a maintenance savings of \$1.24 million and avoided capital spend of \$6.88 million.
- **Improvements to Public Safety Fleet.** Invested \$18 million in 118 new ambulances for CFD, reducing the average age of the front-line fleet from 5.6 years to 3.5 years. Invested \$86 million in 2,279 patrol units for CPD, reducing the average age of the front-line fleet from 5.8 years to 3.8 years.

- **Improvements to Public Safety Facilities.** Invested \$2 million to build 20 Strategic Decision Support Centers. Invested \$1 million to build nine body-worn camera storage and charging rooms. Invested \$2 million to make exhaust extractors at all fire stations fully operational. Invested \$40 million on a variety of other improvement projects at 120 public safety facilities.
- **Improvements to Libraries.** Invested over \$45 million in significant improvement projects at Harold Washington Library Center, Woodson and Sulzer Regional Libraries, and 49 branch libraries.
- **Improvements to City Hall.** Invested over \$35 million in improvements to City Hall, including façade repairs, structural repairs, space consolidations and renovations, life safety upgrades, and accessibility upgrades, including making the Council Chambers ADA accessible.
- **Improvements to Chicago Animal Care & Control Facility.** Invested \$12.5 million in improvements to animal pavilions, HVAC systems, receiving area, and medical/surgical suite.

## PROGRAMS

2FM has implemented a number of programs that enhance its own workforce and the city-wide workforce, improve energy efficiency and reduce spending. These programs include:

- **Worker Safety.** Initiated incident management system to track work-related injuries, investigate root causes, and implement corrective actions to prevent reoccurrence. Rolled out 21 critical safety programs including hazard assessment, training, and personal protective equipment. This helped reduce total incidents in 2FM by 13 percent and 2FM's OSHA recordable injury rate by 4 percent between 2015 and 2018. Created citywide employee injury database for better OSHA reporting and injury trend analysis.
- **Retrofit One.** With the Chicago Infrastructure Trust, implemented Retrofit One by investing \$12.9 million to improve energy efficiency of 60 City facilities. Measured and verified results show a cumulative savings of \$3.9 million through 2017, which is \$300,000 more than anticipated.
- **Energy Savings.** Reduced annual energy costs by \$6.8 million between 2011 and 2018, which is partially attributable to thoughtful pre-purchasing and energy efficiency improvements.
- **Office Supply Savings.** Saved a total of \$3.8 million on office supplies; 94 percent of paper purchased by the City has recycled content.
- **Graphics and Reproduction Improvements.** Assumed printing and scanning tasks formerly contracted by Department of Innovation and Technology (DoIT) for an annual savings of \$1.4 million. Reduced annual spend on multi-function devices by \$4.9 million. Eliminated unnecessary printers for an annual savings of \$200,000.
- **Phone and Data Management.** Assumed phone and data work previously contracted by DoIT for an annual savings of \$250,000. Eliminated unused phone and data lines for an annual savings of \$310,000.
- **Technology Improvements.** Implemented M5 and Fuel Focus, state-of-the-art integrated fleet and fuel management systems. Implemented InforEAM, a state-of-the-art integrated facility inventory and work order management system.
- **Time & Attendance Improvements.** More effectively managed workforce to improve time and attendance. Reduced overt absenteeism from 11,955 hours in 2012 to 3,294 hours in 2018.
- **Healthy Vending.** Switched vending machine provider to a new provider with a focus on healthy alternatives; revenue to date from this contract is \$862,000.

## OTHER KEY ACCOMPLISHMENTS

- **Leased Property Reductions.** Reduced annual lease costs by \$11.8 million.
- **Chicago Riverwalk.** Served as lessor for food and beverage vendors along the Riverwalk, whose gross revenue increased from \$1.2 million in 2014 to \$14.5 million in 2018.
- **Senior Staff Reduction.** Reduced 2FM's senior manager count from 18 to 11 for an estimated annual savings of \$750,000.

## LOOKING FORWARD

The Department of Fleet and Facility Management has a number of current and planned initiatives that will continue to enhance its service to other City departments and the residents of Chicago. Most notably:

- **1685 N Throop Replacement Shops.** Complete and settle into the Read Shop and Englewood HQ. Start “domino” projects resulting from this work, like closing the shops at 101<sup>st</sup> & Stony Island and 104<sup>th</sup> & Vincennes.
- **Public Safety Training Academy.** Move into design phase for the Public Safety Training Academy. Begin site preparation work in the first half of 2020.
- **Chicago Riverwalk.** Complete the \$12 million improvement plan for east of State Street in time for summer 2019, recognizing work on smaller parts of the plan will continue through 2019. Implement the Riverwalk Marketplace with up to nine minority-owned vendors for the 2019 season.
- **Chicago Public Library.** Complete renovations at Douglass Library. Begin renovations at South Shore Library, Portage-Cragin Library, and Jefferson Park Library. Take full possession of the West Loop Library and the three libraries in CHA facilities: Northtown, Independence, and Roosevelt.
- **City-wide Environment, Health, and Safety (EHS) Management.** Roll out incident reporting software to all infrastructure departments to standardize the collection of incident data and initiate trend analysis. Provide infrastructure departments training and compliance assistance with eight additional OSHA standards. As part of Vision Zero, work with CDOT to develop and provide Defensive Driver training for employees that drive City owned or leased vehicles.

## INFRASTRUCTURE

### DEPARTMENT OF STREETS AND SANITATION

The Department of Streets and Sanitation (“DSS”) provides a clean, safe, and healthy environment on the streets and alleys of Chicago through the effective management of the collection and disposal of residential refuse; the sweeping and plowing of streets; managing a citywide residential recycling program; the timely removal of graffiti; the cleaning of vacant lots; the demolition of condemned garages; the efficient towing of illegally parked or abandoned vehicles; the mitigation and abatement of rodents; as well as the planting, trimming and removal of trees. Since 2011, DSS has accomplished several areas of efficiency, such as the adoption of a grid garbage collection system that serves 620,000 households and saves \$30 million annually.

### BACKGROUND

As one of the City’s largest service providers, efficiency in DSS is essential. Each year, DSS collects 80,000 tons of recyclables, sweeps 235,000 lane miles of Chicago streets, completes one million service requests, among other activities to serve the city’s residents and businesses. During his tenure, Mayor Emanuel made increasing efficiency and reducing costs in DSS a priority, while still delivering the critical services and resources needed to ensure communities citywide are safe and clean.

### PROMOTING QUALITY AND EFFICIENT SERVICES CITYWIDE

Under Mayor Emanuel, DSS switched from a ward-based garbage collection system to a grid-based system in 2012. This new system has saved the city over \$30 million annually due to increased operational efficiencies. DSS also facilitated the roll out of the Blue Cart Recycling program in 2012, allowing citywide recycling access. The new competitive bidding process decreased recycling costs from \$6.3 million to \$4.1 million. Additionally, the Chicago Recycling Ordinance was updated to support recycling efforts and provide educational materials for residents. Another focus area was coordinated neighborhood blitzes, where DSS, Chicago Department of Transportation (CDOT), and Department of Water Management (DWM) coordinate to efficiently fulfill service requests from residents at one time and address issues like rodent abatement and tree trimming on a larger scale.

### CAPITAL PROJECTS

Investments in DSS have saved the city millions of dollars over Mayor Emanuel’s tenure. A list of these can be found below.

- \$1.2 million to improve graffiti operations by funding three additional crews and 13 new pieces of equipment. This investment has helped to reduce the response time for graffiti requests from ten to four days or less.
- Replacement of over 9,000 black garbage carts in 2019.
- Provision of Blue Cart recycling bins to over 600,000 households.

### PROGRAMS

DSS has several ongoing programs and projects. DSS works closely with Aldermanic offices to deploy resources efficiently to areas with the highest need through the Extra Mile Initiative. It identifies and addresses normally untapped areas of concern in each ward such as alleys, parkways, vacant lots and viaducts. Another program is the citywide “Clean and Green” day of service through which residents and community groups can volunteer to help clean and beautify their neighborhoods. DSS provides bags and tools to support these efforts.

### OTHER KEY ACCOMPLISHMENTS

- Launch of CHI 311, a smart 311 system allowing residents to track requests and departments to better manage their work.
- Creation of the Recycle by City Chicago website (<https://www.recyclebycity.com/chicago>) to educate residents on recycling practices.

- Launch of FlashCam Program to use cameras to deter graffiti vandalism and fly dumping and enforce fine collection for offenders.
- Launch of Sweeper Tracker to allow residents to track street sweepers in real time and view schedules for their neighborhoods
- Addition of crews to the Forestry and Rodent Control bureaus to more quickly meet resident requests
- Support of CDOT logically in implementing the Smart Lighting Program in 2018

## **LOOKING FORWARD**

DSS will continue its ongoing commitment to delivering the critical services and resources that residents need to ensure communities citywide are safe and clean. DSS will continue to leverage new and existing technology to provide these services more efficiently and allocate resources more effectively across each bureau. Going forward, there are several key areas where DSS plans to focus resources, including:

- Development of a new application for use by both City and private crews to streamline recycling contamination reporting
- Improving recycling education through a focused marketing campaign
- Transition to a grid baiting system for rodent control
- Development of an interactive map to show before and after photos of neighborhood improvement work done through the Extra Mile initiative.
- Bureau of Forestry will conduct a citywide tree inventory to better manage trimming and removal requests and improve responses to heavy wind and rain storms
- Implementation of a turn-by-turn route system for residential snow plowing, piloted in ten wards during 2018/2019 snow season

## DEPARTMENT OF TRANSPORTATION

The Chicago Department of Transportation (CDOT) is charged with keeping the City's surface transportation networks and public way safe for all users, environmentally sustainable, in good condition and attractive. Over the past eight years, the Department of Transportation has invested \$4 billion in new and improved infrastructure across the City, including resurfacing 2,165 miles of streets and alleys, implementing over 200 miles of on-street bikeways and off-street trails, launching the Divvy bikeshare system and starting a project to replace 270,000 streetlights with energy efficient LED fixtures over four years.

## BACKGROUND

The Chicago Department of Transportation was created in 1991 to plan, design, construct, maintain and manage the City's surface transportation infrastructure, such as streets, alleys, sidewalks, curbs and gutters, bridges, viaducts and transit stations and to support and enhance neighborhoods and ensure safe and efficient travel. When Mayor Emanuel took office in 2011, the city was facing aging infrastructure and a need to transform the city's roadways and shared spaces to accommodate an active and multi-modal future.

## BRINGING CHICAGO'S TRANSPORTATION INFRASTRUCTURE INTO THE 21<sup>ST</sup> CENTURY

Over the last eight years, CDOT has delivered numerous projects that improve the quality of life for Chicagoans and modernize the city's infrastructure to support a safe and multi-modal future. Through both capital investment and new programmatic initiatives, Chicago is better equipped today to adapt to the evolution of transportation needs. Key successes have included:

- Resurfacing 2,165 miles of streets and alleys in the last eight years.
- Beginning the Chicago Smart Lighting Project to improve the reliability and efficiency of street lighting and save taxpayers \$100 million over 10 years.
- In partnership with the Chicago Transit Authority, CDOT has built or renovated four CTA train stations as well as building the infrastructure for the Loop Link system.
- Implementing over 200 miles of bicycle infrastructure including Chicago's first protected bike lanes, bicycle-dedicated traffic signals and neighborhood greenways. The city's network of on-street bikeways and off-street trails now extends nearly 320 miles and helped Chicago earn the title in 2016 of America's Best City for Biking.
- Launching the Divvy Bike Share system in 2013, which now includes more than 6,000 bikes at 600 stations; through a new partnership with Lyft, Divvy will be expanded citywide by 2021 and generate a guaranteed \$77 million in direct revenues for the City.
- Expanding and upgrading the Chicago Riverwalk, completed in 2016, to promote use as pedestrian walkway and activate the space as a public amenity, which has now become one of Chicago's most popular public spaces.

## CAPITAL PROJECTS

In the past eight years, the Chicago Department of Transportation has invested \$4 billion in new and improved capital, improving and modernizing infrastructure across Chicago, including:

- **Chicago Smart Lighting Project.** CDOT, in partnership with the Chicago Infrastructure Trust and the Department of Innovation and Technology (DoIT), launched the Chicago Smart Lighting Project in 2017. CDOT has replaced 100,000 street lamps and is on track to complete the replacement of 270,000 of Chicago's outdated High Pressure Sodium (HPS) lamps with modern, longer-lasting, more efficient LED fixtures over the next three years. The Chicago Smart Lighting Program is projected to save taxpayers \$100 million over the next 10 Years.
- **Major Roadway Improvements.** CDOT has rebuilt several major road configurations to improve safety, better manage intersections and eliminate at-grade rail crossings, including Wacker Drive, 130th & Torrence, the Damen/Elston/Fullerton intersection and the Wells/Wentworth Connector from Ping Tom Park to 19th St. It has eliminated two dilapidated overpasses, one at Ashland & Pershing and the other at Belmont & Western. Milwaukee Ave., Grand Ave. and Lake St. are also being completely rebuilt.

- **South Lakefront Bridges.** Beginning in 2016, CDOT has built or restored a series of bridges, creating new and better connections for South Side residents and visitors to reach Lake Michigan. CDOT has completed new pedestrian/bicycle bridges, at 35th Street and at 41st Street. A third pedestrian bridge that will replace the existing non-ADA compliant pedestrian bridge at 43rd Street will start construction in 2019. The Department is also replacing two vehicular bridges over the railroad tracks at 31st Street and 39th Street.
- **Albany Park Stormwater Diversion Tunnel.** This project completed in 2018 eliminated the threat of flooding in Albany Park, which had suffered several major floods over the past ten years. The system transfers overflow water from the North Branch of the Chicago River through a mile-long tunnel dug under Foster Ave. and deposits the overflow into the North Shore Channel at River Park.
- **Recreation and Riverfront Projects.** In 2015, CDOT completed the Bloomingdale Trail, also known as the 606, transforming an abandoned railroad line into a new park trail system. In 2016, the final phase of Riverwalk was completed, creating a new downtown recreation and entertainment center on 1.25 miles of riverfront. CDOT has also begun construction of two bridges connecting parks to bike paths. The first, under Addison Street to link Clark and California parks, part of 312 RiverRun, will provide more than a mile of continuous trails along the North Branch of the Chicago River is expected to be completed this year. The second is a new bridge connecting the bike path on the North Shore Channel, allowing bicycle riders and pedestrians to avoid the heavy traffic on Lincoln Ave. and providing the final link in a continuous 6.7 mile trail. It will also be complete this year. Finally, CDOT is working to complete the construction of the Navy Pier Flyover, improving safety along the Lake Front Trail.
- **CREATE.** The Chicago Region Environmental and Transportation Efficiency (CREATE) Program progressed from 11 of 70 total projects complete in 2011 to 29 complete at present (with 6 currently under construction, 5 in final design, and 11 in planning). CDOT and its partners secured \$132 million in Federal Infrastructure for Rebuilding America (INFRA) funding for CREATE to help complete the first half of the 75th Street Corridor Improvement Project (\$474 million total). CDOT also completed neighborhood-oriented reconstruction of deteriorated streets, sidewalks, curbs and drainage under railroad viaducts at more than 30 locations.
- **Streetscapes.** Since 2011, 44 streetscape improvement projects have been completed to support economic development, pedestrian and traffic safety, walkability, sustainability, place-making, community identity, and user connectivity. Streetscapes completed include the Argyle Shared Street, Roosevelt Road, Fulton Market, Uptown (Lawrence/Broadway), Lawrence Avenue and Cottage Grove.
- **Bike Program.** CDOT continues to expand the bikeways network throughout Chicago to ensure all citizens have access to safe and comfortable bikeways. Since 2011 CDOT has implemented over 200 miles of bikeways projects bringing the total network of on-street bicycle facilities and off-street trails to nearly 320 miles. In 2018, CDOT invested \$5.8 million on new bikeway projects utilizing State and Federal funding for 75 percent of the costs. Also, as part of the Streets for Cycling Plan implementation, CDOT has installed 23.5 miles of protected bike lanes, 106 miles of buffered bike lanes, and 11.5 miles of neighborhood greenways.
- **Bus Priority Zones.** Recognizing the vital role of bus service in Chicago's robust transportation network, Mayor Emanuel allocated \$5 million in 2019 toward unsnarling bottlenecks and pinch points to improve bus service along the #66 Chicago Avenue and the #79 79<sup>th</sup> Street as well as other targeted locations. The Bus Priority Zones program also enhances pedestrian safety and improves the flow of traffic for all road users along some of the City's most heavily traveled corridors. It also complements the Mayor's commitment to extend the City's transit oriented-development policy to high capacity bus corridors and prioritize bus service as a way to achieve the city's climate goals.
- **Other Bus Improvements.** These include the Loop Link system of CTA bus-only lanes, raised bus boarding platforms, connections to the Union Station Transit Center and a new weather-protected bus boarding facility adjacent to Chicago Union Station. Other improvements in bus service include the Jeffrey Jump, Ashland Express bus service and Transit Signal Priority projects on Ashland and Western.
- **Transit Station Investments:** CDOT has worked with CTA to construct new CTA stations at Morgan Street and Cermak Road on the Green Line and constructed the new Washington-Wabash L station in the Loop, replacing two stations more than a century old and creating a new gateway to Millennium Park and the east side of the Loop. It also renovated the Division Street subway station on the Red Line.

## PROGRAMS AND INITIATIVES

- **New Transportation and Mobility Task Force.** CDOT Commissioner Scheinfeld served on this task force to provide a comprehensive and focused vision for the future of transportation in Chicago. Released in March 2019, the Task Force report outlined a set of principles for government leaders and stakeholders to follow for forward-looking policy development, infrastructure planning, the launch of new programs and pilot studies and studies of new innovations and services.
- **Vision Zero.** The CDOT Vision Zero Chicago team is building a culture of traffic safety to reduce traffic related injuries and deaths, including educating residents and organizations in High Crash Areas at community-led events. The main goal of the outreach is to collect input from residents and develop strategies for implementing safe streets that reflect community priorities and also to help spread the message that one life lost to traffic violence is unacceptable.
- **Improved Project Coordination.** Recognizing that the scope of infrastructure work under the *Building a New Chicago* Program would require stepped up coordination, CDOT created a new Project Coordination Office that works with utilities and builders to efficiently coordinate overlapping work. CDOT has closely tracked these coordination efforts and estimates they have led to savings of \$153 million since 2012.
- **811 Chicago.** A free, 24-hour service to private contractors and homeowners within the City of Chicago to identify and prevent damage to underground facilities including gas, electrical and water lines. Anyone planning to dig within Chicago must obtain a “dig ticket” from 811 Chicago at least 48 hours prior to digging. In 2018, 811 Chicago received nearly 300,000 standard dig tickets resulting in 2.6 million notifications to utility owners. 811 Chicago also processed 8,500 emergency dig ticket requests resulting in 537 enforcement actions and \$463,000 assessed penalties. This program successfully resulted in 0.74 utility hits per 1,000 requests, well below the national benchmark of 1.76 hits per 1,000.
- **Contractor Diversity Participation.** In 2018, CDOT issued an RFP for Target Market Professional Design Engineering Services and another RFP for Professional Construction Engineering Services. Target Market is a program that is limited to certified minority and women-owned businesses. These contracts will provide CDOT with greater opportunities to award local-funded professional service contracts to M/WBE firms as primes. CDOT also awarded a \$60 million contract for a Project Manager Consultant that has more than 50 percent MBE participation.

## LOOKING FORWARD

In the coming years, CDOT will continue to execute and deliver on key projects initiated during the Emanuel Administration, including:

- Completing the Chicago Smart Lighting Program
- Completing the modernization and citywide expansion of the Divvy system
- Building the Damen Green Line Station
- Continuing the Bus Priority Zones program, in collaboration with CTA, along priority routes (#66 Chicago Avenue, #79 79<sup>th</sup> Street and more)
- Completing the Navy Pier Flyover
- Completing the 43<sup>rd</sup> and 31<sup>st</sup> Street Bridges over Lake Shore Drive
- Completing the Wells-Wentworth Project
- Completing Phase I of the North Lake Shore Drive redesign
- Rehabilitating viaducts along the Canal Street Corridor

## DEPARTMENT OF AVIATION

The Chicago Department of Aviation (CDA) manages all aspects of O'Hare and Midway International Airports, which are owned and operated by the City of Chicago and together comprise the centerpiece of the nation's aviation network. The Department of Aviation oversees more than 60 airlines, service to more than 270 cities worldwide, 26 cargo airlines, approximately 3,000 daily flights and over 1,800 aviation employees who work at both airports. Chicago's airports are economic engines of the city and generate more than \$60 billion in annual economic activity and 649,000 jobs for the region.

## BACKGROUND

O'Hare and Midway International Airports are significant drivers of Chicago's economy, supporting tourism and jobs. Chicago is uniquely positioned as the only city in America that is a hub to three of the nation's four largest airlines: Southwest, United and American Airlines. Under Mayor Emanuel's leadership, more than \$11 billion in investments in Chicago's airport infrastructure was secured to ensure these vital contributors to the city's economy remain strong.

In 2005, the O'Hare Modernization Plan (OMP) was launched to reconfigure O'Hare's intersecting runways into a more modern, parallel layout allowing for reduced delays and increased capacity well into the future. While the OMP brought forward significant improvements for runway capacity and on-time performance, the airport's terminal facilities dating back to as early as the 1960's have become aged and strained in spite of the rapidly growing traveler demand. Key areas of concern included congestion and aging infrastructure in O'Hare Terminals 1, 2 and 3. Terminals 2 and 3 were nearly a half century old and unable to meet passenger demand or support larger aircraft. Up to three million passengers were burdened each year with long and complicated transfers between Terminal 5 and the other domestic terminals. Prior to 2011, Midway last underwent a terminal redevelopment project in 2004.

To maintain Chicago's status as a leading transportation hub in the United States, significant improvements to both airports were needed. Starting in 2011, Mayor Emanuel's administration accelerated the execution of the O'Hare Modernization Plan, launched the Midway Modernization Plan, and began coordination of a series of projects for O'Hare – known as O'Hare 21 – to deliver the airport's largest expansion in its history and bring it into the 21st century.

## ENSURING CHICAGO REMAINS THE NATION'S LEADING TRANSPORTATION HUB

Mayor Emanuel has made it a top priority to ensure Chicago's airports are not only some of the busiest but are among the most connected and highest quality in the world. By introducing some of the biggest capital projects underway in U.S. Aviation, the Emanuel Administration has worked to improve capacity, connectivity and efficiency across both O'Hare and Midway International Airports. These investments will create new opportunities for residents, including tens of thousands of new jobs and other long-term economic opportunities to benefit Chicagoans for years to come.

The OMP continues to make great progress securing Chicago's position as the center of the global aviation system. Valued at \$6.6 billion today, the program has delivered three new runways, one runway extension and two airport traffic control towers. Major components of the OMP have been delivered since 2011, including: Runway 10C-28C in 2013; as well as the South Air Traffic Control Tower and Runway 10R-28L, both opened in 2015 and marking the completion of the south airfield modernization. Construction of Runway 9C-27C began in 2016 and will be completed in 2020. As a result of OMP's progress, O'Hare has experienced a 63 percent reduction in flight delays due to airfield improvements, while increasing peak capacity at the airport by 50 percent.

Among the core achievements of this administration are two major capital programs underway today to ensure the City's airports are prepared for future growth and to continue providing the best in service for over 100 million passengers served each year. Launched in 2015, the **O'Hare 21** program harnesses the improvements Chicago has made on the airfield to secure funding and the airline agreement to make investments in O'Hare's terminal facilities, increasing capacity to ensure O'Hare is equipped for the future. Announced in 2015, the **Midway Modernization Program** focuses on expanding the security checkpoint facilitates, redeveloping airport concessions and enhancing the terminal adjacent parking facility.

These programs place a strong emphasis on expanding passenger terminals, modernizing existing infrastructure and increasing capacity to incorporate the elements that today's travelers care most about: ease during security, robust offerings for dining and shopping and parking and baggage convenience. In addition to elevating the travel experience from curb to gate, these capital programs will maximize Chicago's leading connectivity so that connecting between flights in Chicago will become faster, more convenient and efficient.

Other accomplishments include the following projects:

- 2013: New consolidated rental car facility was also opened at Midway, providing better service to passengers.
- 2015: O'Hare South Air Traffic Control Tower (SATCT).
- 2016: Opened Northeast Cargo Development (Phase 1) at O'Hare.
- 2017: O'Hare Northeast Cargo Phase 2 opens.
- 2018: Signing the Use and Lease Agreement and launching the O'Hare Terminal Area Plan (TAP), part of an \$8.5 billion program to transform O'Hare from curb to gate through terminal renovations and upgrades and a new Area Plan.
- 2018: Opened five gates at O'Hare Terminal 3 expansion – first new gates in 25 years.
- 2018: Multi-Modal Facility at O'Hare.
- 2018: Opened new de-icing pad at O'Hare.
- 2019: Opened the largest aircraft maintenance hangar in the world at O'Hare operated by American Airlines.
- 2019: City selects lead architect to design O'Hare Global Terminal.
- 2019: City breaks ground on the Terminal 5 expansion, the first of a \$1.2 billion package of investments at Terminal 5.

## CAPITAL PROJECTS

In March 2018, the City of Chicago and its airline partners made history with the signing of an \$8.5 billion capital improvement plan for O'Hare. Through a new O'Hare Airline Use and Lease Agreement (AULA), the City has secured airline funding authority for the TAP and other pre-approved projects and allowances that will deliver the O'Hare's largest terminal expansion program to-date as well as provide funding for ongoing capital improvement projects and fund the last part of the OMP with the extension of Runway 9R.

As part of the overarching O'Hare 21 capital program, the recently approved capital program for O'Hare is set to increase the overall amount of terminal space from 5.5 million square feet to 8.9 million square feet, a net increase of over 60 percent over the existing terminal layout today. Over the next decade, O'Hare's expanded terminal capacity will provide 25 percent more gate capacity, modernize existing terminals and increase traveler options to fuel the city's leading global connectivity. At the center of these improvements, a new O'Hare Global Terminal will redevelop present-day Terminal 2 with a new modern-day facility. At 2.2 million square feet, the new O'Hare Global Terminal will become one of the largest terminals built in the U.S. and will connect domestic flights non-stop to destinations around the world, allowing for streamlined connections for passengers and airline growth at O'Hare. Between the new O'Hare Global Terminal, three new concourses, and a significant expansion of Terminal 5, a significant increase in gate capacity will enable O'Hare and its airline partners to more efficiently serve passengers, expand connectivity and handle a wider range of aircraft more efficiently. Not only will the AULA facilitate a larger terminal footprint for O'Hare, it also includes a 15-Year O'Hare Capital Improvement Plan (CIP), to establish a plan for making continuous investments as well as an annual allowance of \$40 million over 15 years and additional infrastructure reliability funding of \$168 million to ensure infrastructure remains safe and efficient over time.

Beyond the AULA, cargo services - just as well as commercial services - remain an important aspect of daily operations at O'Hare. With the added capacity of O'Hare's \$220 million Northeast Cargo Development, the airport has seen record-setting growth, handling an estimated \$200 billion in imports and exports each year, and catapulting O'Hare's position as the number one airport in all of the Americas for cargo by value.

At Midway, the \$400 million Midway Modernization Program is the largest capital improvement program

in two decades. These investments will position Midway to meet forecasted passenger demand through the expansion of the security checkpoint, total redevelopment of concessions offerings, and significant enhancements to modernize and improve ease of access to the terminal parking garage. By 2020, this program will deliver a world-class travel experience for Midway travelers as well as thousands of new opportunities for the surrounding community.

Each of the airport modernization programs will not use state or local taxpayer dollars, and will generate tens of thousands of new jobs and other long-term economic and airport growth opportunities that will benefit Chicagoans for years to come.

Other specific capital investments include:

- \$10 million - Airfield Lighting Infrastructure Improvements at O'Hare
- \$3.2 million - Taxiway A Extension at O'Hare
- \$841 million - Multimodal Facility (MMF) and Airport Transit System expansion at O'Hare
- \$75 million - Concessions Redevelopment at Midway

### **Record Setting Activity at Chicago's Airports**

Capital investments made over the past eight years have improved airport performance, facilitating more destinations served and higher passenger volumes than ever before. With more capacity and modern infrastructure, Chicago has improved efficiency, reduced wait times and increased its global connectivity.

Under the Emanuel Administration, Chicago has emphasized attracting new international air services to both airports, as international business, trade and leisure visitors make an increasingly important contribution to Chicago's economic growth. Comparing 2018 with 2011 service levels, Chicago has attracted 15 additional airlines covering 12 new countries. This includes key routes to destinations that had never before been served by Chicago—including Addis Ababa, Auckland and Budapest. Significant new international flights added since 2011—including the nearly 18 new nonstop international services added in 2018 alone—are estimated to have had an approximately \$2.7 billion annual impact on the Chicago-area economy.

The improvements made at O'Hare and Midway have also made Chicago's airport system one of the most connected in the world—with O'Hare named best connected airport for three years straight in the U.S., and second in the world only to London's Heathrow, according to the OAG Megahubs Report. In 2018, Chicago became the first U.S. city—and is now currently the only—to provide nonstop passenger service to all six major inhabited regions of the world. Also setting records, the total flight operations for O'Hare in 2018 topped 900,000 for the first time since 2007—surpassing Atlanta's Hartsfield-Jackson International Airport for most departures and arrivals in the nation.

With over one million flights in and out each year, O'Hare and Midway combined have welcomed record-setting passenger volumes in recent years. In 2018, the airports exceeded 105 million passengers served, surpassing the previous record set in 2017 where Chicago became one of only 11 airport systems to serve more than 100 million passengers annually. The rapid growth in passenger volumes—25 percent more passengers served today than in 2011—is consistent with the strong demand for air travel worldwide and confirms Chicago's status as a top-choice global hub. Even with more passengers served than ever before, Chicago's airports have continued to maintain among the lowest wait times in recent years—with wait times consistently 15 minutes or less on average, even during peak travel periods.

Cargo volumes have also continued to climb in Chicago year over year, with a 42 percent increase in metric tonnes handled at O'Hare between 2011 and 2018. This rapid growth in cargo processing, fueled by the increase in capacity at O'Hare's Northeast cargo center, has made Chicago an epicenter for trade, attracting five new cargo carriers and a nearly 78 percent increase in cargo goods by value since 2011. Today, O'Hare has become the preferred air cargo gateway for freight to and from China; and China is O'Hare's #1 trading partner with over 25 percent of annual volume and value with China alone.

## PROGRAMS

Outside of its core functions, CDA runs several other programs to provide benefits to Chicago residents.

- Through the Residential Sound Insulation Program (RSIP) and the School Sound Insulation Program (SSIP), which aim to reduce the impact of aircraft noise in homes and schools surrounding O'Hare and Midway International Airports, 11,540 homes and 124 schools around O'Hare and 10,175 homes and 41 schools around Midway have been insulated since 1995.
- CDA will also develop an economic inclusion plan that will drive higher utilization of services provided by small-, minority-, women-, Veteran-, ACDBE and disadvantaged businesses from across our 77 community areas on O'Hare's projects. For 2019, 29 O'Hare projects totaling \$124 million have been earmarked to be exclusively bid on by small or medium businesses. Additionally the CDA hosts a variety of career fairs and community engagement events to connect directly with the community and to engage residents in hundreds of currently available roles at the airports—ranging from cargo to concessions; information technology to construction.

## OTHER KEY ACCOMPLISHMENTS

Beyond ensuring high quality, efficient facilities for the millions of passengers traveling through Chicago's airports annually, CDA has worked to ensure Chicago's airports contribute to the sustainability and environmental health of the city and represent an economic engine for freight and logistics.

- Since 2011: CDA has continued to host the Airports Going Green Conference as a world-wide forum for airport sustainability
- 2011: Opened on-airport Apiary (beehives) at O'Hare (1st in U.S.)
- 2013: Created airport-wide Green Concession Policy (1st in U.S.)
- 2013: Began Grazing Herd initiative at O'Hare
- 2015: Opened 15th green roof structure at O'Hare (most in world)
- 2018: Chicago became the first U.S. city, and one of only six airports globally, to have nonstop passenger air service to all six major inhabited regions of the world (Africa, Asia, Europe, North America, Oceania, South America)
- 2018: O'Hare regained its status as the busiest airport in the world for aircraft operations
- 2019: The South Air Traffic Control Tower (SATCT), completed in 2015, received LEED Gold certification, becoming the sixth LEED-certified facility at O'Hare and one of the first LEED Gold-certified air traffic control towers in the U.S.
- 2019: CDA's Sustainable Airport Manual (SAM) guidelines will undergo review to incorporate construction, operations and maintenance guidelines for all proposed terminal expansion projects

A series of projects at O'Hare and Midway undertaken in recent years have generated new sustainable efficiencies while saving the City resources and energy. Since 2010, these improvements have reduced electricity and natural gas usage at Chicago's airports by more than 9.5 percent, even as passenger volumes have risen to all-time high levels, with more than 100 million travelers served each year. This energy savings is equivalent to the amount of energy used in 3,721 homes or the carbon sequestered by 36,577 acres of U.S. forests.

These projects were completed under the guidance of the CDA's Sustainable Airport Manual (SAM). In 2003, CDA became the first in the U.S. to develop a SAM, establishing guidelines for sustainable design and construction that are used by airports around the world. As the CDA continues to modernize facilities and O'Hare and Midway, it is also updating its SAM to expand its focus on sustainability strategies from the airfield and everyday operations to the development of terminal and commercial use facilities. SAM 4.0 will incorporate universal design goals and global partner feedback on the creation of construction, operations, and maintenance guidelines for all proposed terminal expansion projects. The review for SAM 4.0 will begin in 2019.

Signed in 2018, the new Airline Use & Lease agreement for O'Hare establishes a modern business arrangement to provide governance over airport operations for O'Hare's airline users and ensures the City of Chicago can recover the full cost of operating the airport through its anticipated growth.

## LOOKING FORWARD

Key priorities for the future of CDA include continuing the expansion projects at O'Hare and modernization projects at Midway.

- 2020 - An expansion of the Midway security checkpoint and the \$75 million redevelopment of the concessions program will continue through 2020.
- 2021 - The third phase of the NE Cargo development at O'Hare is slated to be delivered ahead of schedule.
- 2021 - A \$1.2 billion 350,000 square foot expansion of Terminal 5 makes way for ten new gates, a significant expansion of concessions and additional security screening lanes by 2021.
- 2021 - The final components of the OMP will be delivered by 2021—the completion of Runway 9C/27C in 2020 and the extension of 9R/27L in 2021.
- 2021 - Two new satellite concourses to be built west of Terminal 1, scheduled to break ground in 2021, will double the width of existing Concourses E and F being demolished with 70 percent more passenger space for waiting areas, circulation, restroom and concessions space and other amenities.
- 2023 - The \$2.2 billion new O'Hare Global Terminal, scheduled to break ground in 2023 and be completed by 2028, will ease travel for millions of passengers annually connecting between domestic and international flights.
- 2024 - The \$215 million new Western Parking Facility to be used for employee parking and security screening, representing the first development on O'Hare's western boundary. Employee Parking and Screening
- 2028 - A new underground tunnel system will connect the Global Terminal to the satellite concourses will be completed in 2028, providing pedestrian walkways, baggage rights-of-way, and utility corridors. The tunnel will also be sized to accommodate an automated people mover in a subsequent stage of development.

## DEPARTMENT OF WATER MANAGEMENT

The Department of Water Management (DWM) is responsible for the delivery of high-quality drinking water to the Chicago region, and for the management of waste and stormwater that is transported to the Metropolitan Water Reclamation District (MWRD). Operations rely on a network of purification plants, tunnels, pumping stations, valves, and water and sewer mains; all of which are built and maintained by DWM. DWM's two water plants treat and distribute the water through 4,330 miles of water mains via twelve pumping stations. To date, DWM has invested \$4.5 billion as part of the Mayor's 10-year Capital Improvement Program (CIP). On a daily basis, 5.4 million customers, or 42 percent of all Illinoisans, depend on DWM for clean drinking water.

## BACKGROUND

In 2011, faced with the city's aging and deteriorating water system, Mayor Rahm Emanuel announced an ambitious ten-year Capital Improvement Program (CIP) to modernize Chicago's water and sewer infrastructure - a plan that would save money, create jobs, protect health and safety, and create a foundation that could support Chicago's growth. Kicking-off in 2012, the plan called on DWM to replace 880 miles of water main, 220 miles of sewer main, and line 479 miles of sewer structures over the course of a decade. In addition to updating underground infrastructure, the CIP also called for the conversion of four of the city's original pumping stations from steam power to efficient electric power. The CIP is one of the largest municipal public-works initiatives in the country.

### 2011-2019 Water and Sewer Fund Growth

	2011	2019
Water Fund	\$493,100,000	\$762,900,000
Sewer Fund	\$209,300,000	\$373,400,000

Investments are primarily funded with revenue from water and sewer fees, as well as with proceeds from water and sewer revenue bonds. At the end of 2010, water and sewer fees generated almost \$650 million. In 2019, \$722 million in revenue is projected from water fees, and \$353 million from sewer fees. In 2011, the DWM funding allocation was \$252 million. This has increased to \$310 million in the 2019 budget.

## KEY ACCOMPLISHMENTS

The Department of Water Management (DWM) provides purified water to approximately 2.7 million customers in Chicago and 2.7 million customers in 125 surrounding suburbs. Through operations at the Jardine and Sawyer Water Purification Plants - two of the largest conventional treatment plants in the world - DWM purifies on average 850 million gallons of water a day. They also operate 12 pumping stations that distribute water through more than 4,300 miles of water mains. On the sewer side, the department transmits wastewater through more than 4,400 miles of sewer mains to the Metropolitan Water Reclamation District. DWM is also responsible for the repair and maintenance of approximately 250,000 catch basins and 47,500 hydrants.

As of 2019, DWM is currently in Year Eight of the Ten-Year Capital Improvement Program and is on track to meet its 2022 goals.

### Since 2011, key DWM accomplishments include:

- 590 miles of water main replacement
- 144 miles of sewer main replacement
- 335 miles of sewer lining
- 80,000 sewer structure linings
- 129,671 meters installed through the MeterSave Program (since 2009)

## CAPITAL PROJECTS

Through the Ten-Year Capital Improvement Plan (CIP) for infrastructure, DWM plans, designs, and supervises capital improvements to the sewer and water systems, including the replacement of aging infrastructure. Through these projects, DWM prioritizes environmentally-sound and cost-effective measures to help conserve Lake Michigan's water while protecting water quality. To date, 590 miles of water mains and 144 miles of sewer mains have been replaced, and 355 miles of sewer mains and 80,000 sewer structures have been lined.

Pre-CIP	CIP									
	2011	2012 Year 1	2013 Year 2	2014 Year 3	2015 Year 4	2016 Year 5	2017 Year 6	2018 Year 7	7-Year Completion	2019 Goals
Water Main Replacement (In-House & Contractor)	30 miles	70 miles	75 miles	85 miles	90 miles	90 miles	90 miles	90 miles	590 miles	90 miles
Sewer Main Replacement (In-House & Contractor)	9 miles	17 miles	17 miles	21 miles	22 miles	22 miles	24 miles	21 miles	144 miles	23 miles
Sewer Lining (Contractor)	40 miles	47 miles	49 miles	55 miles	50 miles	53 miles	39 miles	42 miles	335 miles	42 miles
Structure Lining (Contractor)	14,000	14,000	14,000	14,000	14,000	14,000	5,000	5,000	80,000	5,000
Install Meters	8,078	12,160	16,393	19,901	23,674	20,249	15,760	9,110	125,325	10,000

Additional capital investments to date:

- \$70 million, six-year project to convert the **Springfield Pumping Station** from a steam-based system to an electrically operated facility.
- \$10,753,000 for 21 **green infrastructure projects** between 2014 and 2018.
- \$4.5 million for **Thomas Jefferson Pumping Station** improvements.

The combined (water and sewer) capital program will reach \$622 million in 2019.

## PROGRAMS

**Pumping Station Conversions:** Per the CIP, DWM is on target to convert three of the city's pumping stations from steam power to electric power and is creating plans for a fourth. These conversions increase efficiency, save an estimated \$4.5 million per year per station in operating expenses, and reduce carbon emissions by nearly 70 percent.

**Water Purification & Distribution:** DWM continually monitors water quality and performs testing 24 hours a day, seven days a week. DWM treats almost 750 million gallons of Lake Michigan each day using a conventional treatment process that incorporates filtration, chlorine, blended phosphate and fluoride. This water is pulled into two of the world's largest purification plants from two cribs located approximately two miles out on Lake Michigan. After purification, DWM transmits water to 12 pumping stations located throughout Chicago, that pump water to neighborhoods and surrounding suburbs.

**MeterSave Program:** Since 2009, the MeterSave program has installed approximately 130,000 free water meters to single family and two-flat customers. Having a meter makes it possible for residents to conserve water and realize substantial savings on their water bills. Residents without a meter are billed based on a formula which estimates water usage.

**Water Quality & Testing:** Since 2016, DWM has distributed 45,329 free lead testing kits to residents who requested them. Samples are sent to an independent laboratory for analysis and results are shared with the customer. If follow up is required, DWM sends out a team to look for possible contributing causes and creates a customized action plan for the homeowner.

## OTHER ACCOMPLISHMENTS

**Satellite Facilities for Operational Improvements:** Beginning in 2019, DWM is utilizing satellite facilities located on the south and west sides of the City to reduce travel time, reduce overtime and increase productivity of water main repair crews and sewer main repair crews. Travel time is expected to be reduced by as much as 15 minutes per crew to and from the job site. In addition, DWM will be able to park 20 to 25 diesel vehicles inside these new satellite facilities during winter operations, reducing the need for employees to work overtime to ensure that the vehicles start despite extreme cold temperatures.

**LIUNA Apprenticeship Program:** DWM, CDOT and Laborer's Local 1092 partnered on a two-year on-the-job-training program to create a pipeline of highly trained laborers. With a minimum of 2040 work hours and 360 classroom hours, the paid apprentices graduated to journeyworker status as employees of DWM. Since the inception of the program, there have been over 250 graduates, who have contributed to the success of the Mayor's 10 year Capital Plan alongside the other trades represented by the 16 other unions at DWM.

**Staff Training:** DWM meets monthly with other City departments, labor unions, and utility providers to create coordinated training programs focused on safety. They offer training and mandatory refreshers to employees on hazard recognition for the operation of heavy equipment, and OSHA protocols in trenching, shoring, excavation and personal protection equipment.

## LOOKING FORWARD

Moving forward, the Department of Water Management will continue work on the ten-year Capital Improvement Program and is on set to meet its goals to replace 880 miles of century-old water mains, reline or rebuild more than 750 miles of sewer mains, reline 140,000 sewer structures, and upgrade four of the original steam-powered pumping stations to electric-power by 2022.

Between 2019 and 2021, DWM plans to install over 275 miles of water mains and install or rehabilitate almost 200 miles of sewer mains. Other planned or in-progress initiatives include:

- \$109 million and a four-and-a-half year timeline for construction costs to convert the Central Park Pumping Station to electric power (projected April 2022 completion)
- \$28 million for stormwater prevention (SWPPP) filter controls
- \$38.2 million power distribution improvements at Jardine Water Plant
- \$6 million chlorine system improvements and Jardine Water Plant
- \$44.7 million, 3-year replacement of switchgear and standby generators at Eugene Sawyer Water Plant
- \$8 million estimated for dehumidification system construction at Eugene Sawyer Water Plant
- \$52 million estimated for filter building roof replacement at Eugene Sawyer Water Plant (starting in 2019)
- \$16 million estimated for design of laboratory improvements at Jardine Water Plant (starting in 2019)
- \$1 million for two green infrastructure projects (in progress)

## 2018-2022 CIP Allocations

**Water System:** DWM is responsible for delivering potable water from pumping stations to the Chicago consumer, as well as to adjacent suburban communities. The Water Capital Improvement Program includes maintaining the City's two purification plants, maintenance and upgrades to 12 pumping stations, increasing available water supply through installation of new and replacement of old grid mains and various appurtenances, and replacing unreliable meters to ensure proper accountability of water use. DWM's goal is to replace 880 miles of aging water mains by 2022. The 2018-2022 Water System allocation is \$1.8 billion.

**Sewer System:** DWM is responsible for approximately 4,500 miles of sewers, 205,000 drainage structures and 148,000 manholes citywide. The Sewer System Capital Improvement Program includes the replacement of deteriorated or undersized sewers based upon physical inspection, maintenance and repair records, and hydraulic evaluation. Sewer lining and rehabilitation of large diameter sewers are also covered in the Sewer System's Capital Improvement Program. The total 2018-2022 Sewer System allocation is \$1.3 billion.



## PUBLIC SAFETY

### CHICAGO POLICE DEPARTMENT

The Chicago Police Department protects Chicago residents and serves the public, working with members of the community, community groups, and other City departments to proactively address crime and quality-of-life issues and to enhance a feeling of safety for our residents, business owners, and those who visit the City of Chicago.

### BACKGROUND

The City of Chicago has a responsibility to make Chicago safe for all residents. This is especially true for residents of certain South and West Side communities, where historical data show crime and violence are more likely to occur. Over the past eight years, Chicago has experienced homicide rates at their lowest level in five decades, as well as reversal of that trend and the persistence of fragmentation and mistrust in the critical relationship between communities and police. In 2011, Mayor Emanuel committed to ensuring a top to bottom review of public safety institutions and building a coordinated citywide strategy for reducing violence, especially gun violence.

### PROTECTING RESIDENTS, ENSURING LASTING REFORM

To this end, Mayor Emanuel's administration has invested in pushing forward the goals of public safety, community trust, professional development, and operation excellence at CPD, while promoting ongoing reform efforts focused on strengthening police accountability and oversight, restoring trust between police officers and residents of Chicago, and increasing transparency.

- Over the past two years, the Mayor's ambitious two-year hiring plan has exceeded its goal of employing 970 additional officers with the Department hiring more than 2,500 new officers since 2017.
- To increase transparency and community trust, all Chicago patrol officers have been equipped with a body worn camera and the City has adopted a new policy where all audio, video, and documents from officer-involved shootings and excessive force cases are released within 60 days of a complaint being filed.
- The Department has invested in technology and analytical tools to support smart policing, including station-based Strategic Decision Support Centers, district-wide ShotSpotter gunshot detection systems, POD crime cameras, mobile phone technology and license plate readers for 200 patrol vehicles.

Murders and shootings in Chicago have seen consistent declines over the past two years, with the city seeing the number of murders drop by 52 percent in the first quarter of 2019 compared to three years ago and other crimes, such as robberies, burglaries and vehicle thefts, at a 20-year low.

The City partnered with the State Attorney General's Office to negotiate a historic consent decree that will add independent oversight and lead to lasting reforms of CPD. After seven separate attempts at police reform in the last century, the reforms outlined in the consent decree are enforceable and align with Chicago Police Superintendent Johnson's vision to make neighborhoods safer and rebuild community trust. The reforms outlined in the consent decree are wide reaching in service of building trust between officers and communities and ensuring officers have the training, resources and support to perform their jobs safely and professionally. The Department and City are committed to implementing these reforms, which address community policing, recruitment and training, use of force, mental health support and counseling, accountability and transparency, data collection and crisis intervention for police officers.

Mayor Emanuel's comprehensive public safety strategy has extended beyond the efforts of CPD, and has included proactive intervention strategies, expanding youth support services such as mentoring for more at-risk youth, and stimulating neighborhood economic development with programs such as the Neighborhood Opportunity Fund. In this vein, the City has invested in summer employment opportunities such as *One Summer Chicago*, mentoring programs such as *Becoming a Man* and *Working on Womanhood*, and programs for creative self-development such as *After School Matters*.

## CAPITAL AND EQUIPMENT

Investments in law enforcement, equipment and infrastructure are imperative to ensure safety for Chicago residents as well as public safety officers. The Department has invested in critical facilities and equipment in recent years.

- **Public Safety Academy** To provide a world-class facility for CPD as well as other public safety officers to incorporate recommending training, including recruit, in-service, and pre-service promotion training, the City is investing in a new facility on a 30-acre campus in West Garfield Park. The facility will allow the department to incorporate active learning, problem-solving, scenario-based training, and other learning techniques into their training curriculum.
- **Body Worn Cameras** The Department completed the roll out of all Body Worn Cameras to the Bureau of Patrol, including 900 body worn cameras to accommodate new hires in 2018. This is the largest deployment of body worn cameras in the nation.
- **License Plate Recognition** The Department launched the use of new License Plate Recognition (LPR) technology. In addition, 46 fixed surveillance cameras equipped with LPR technology are now installed in SDSC Tier 1 districts. Working with the Department of Finance, police “hot lists” of wanted vehicles are or also pushed to 26 LPR-equipped boot vans. When operators receive a “hit” on a stolen vehicle, they will immediately notify police.
- **Vehicle Deployment** 1,146 new vehicles deployed to date in 2019.

## STRATEGIC INITIATIVES AND PROGRAMS

In January 2019, CPD published its first Strategic Plan in many years, including re-imagined versions of its mission and vision statements, and a list of guiding values. The Strategic Plan outlines the Department's roadmap for change over the next three years in improving performance in four key areas: (1) public safety; (2) community trust; (3) professional development; and (4) operational excellence. The plan outlines over a dozen strategies and projects to make progress in each of the areas. Additionally, the Department has driven toward ambitious goals in a number of areas, including:

- **Hiring** Beginning in 2017, CPD began working to increase the Department by nearly 1,000 sworn officers. The two-year hire plan consisted of 500 Police Officers, 92 Field Training Officers (with an additional 100 FTOs in 2018 for reform efforts), 200 Detectives, 112 Sergeants, and 50 Lieutenants.
- **Filling Vacancies from Attrition and Promotion** CPD, in conjunction with the Department of Human Resources, held four Police Officer Entrance Exams since 2017 and CPD promoted over 1,200 officers including 264 Field Training Officers, 503 Detectives, 364 Sergeants, and 96 Lieutenants.
- **Use of Force** CPD implemented a new Use of Force Policy in 2017. 95 percent of sworn members completed the 16 hours of in- service force mitigation and de-escalation training. In 2019, all sworn members will complete 24 hours of training.
- **In Service Training Implementation** For the first time in the Department's history, an in-service training program began in 2018, requiring sworn members to complete annual in service training schedule over four years, increasing from 16 required hours in 2018 to 40 required training hours by 2021.
- **Field Training Officer (FTO) Program** To improve oversight and align supervision and training, administration of the Field Training Officer (FTO) program was moved to the Bureau of Patrol. In addition, CPD promoted more than 100 new FTOs in 2017 and 2018. Over 75 percent of Probationary Police Officers (PPOs) are now training one-on-one with an FTO. FTO recruitment efforts continue to achieve the 1:1 PPO to FTO ratio.
- **Strategic Decision Support Center** Building on a core component of the CPD's successful crime fighting strategy, CPD is expanding Strategic Decision Support Centers (SDSCs) to seven additional districts by the second quarter of 2019. Once completed, SDSCs will be established in 20 of the Department's 22 districts.
- **Clearance Rates** Utilizing the SDSC model, CPD is undertaking a similar effort to advance technology resources for detectives. The Department launched its first Area Technology Center (ATC) in Area South in April 2019 and will bring video processing and cell phone technology to detectives in the field to assist them in solving cases in addition to bringing in experts from across the country. To further address the challenge of clearance rates, CPD is promoting 50 new sergeants to the Detective Bureau and is

partnering with the University of Chicago Crime Lab, Bureau of Justice Assistance, and Police Executive Research Forum to review its approach to clearing cases, and bring experts from across the country to provide advice on resolving crimes.

- **District Coordination Officer Program** Beginning in January 2019, the Department is piloting the Neighborhood Policing Initiative in the 25th District, a comprehensive crime-fighting strategy that relies on improved communication and collaboration between community stakeholders, patrol, detectives and specialized units. The initiative will provide officers more to interact with residents and create a new role within the Department that coordinates CPD personnel in responding to chronic safety issues.
- **Officer Wellness & Mental Health** To improve officer wellness, CPD is doubling its current staff in the Employee Assistance Program and adding new clinicians and an Assistant Director to service officers in need. The Department will also expand and formalize its peer support program, which connects members in need with fellow officers to address everyday challenges. The Department is also expanding the Mental Health Resource Officer program to provide services citywide. This project ensures that each area of the city will be staffed with an officer who can coordinate collaborative wraparound services for individuals in mental health crisis or in chronic need.
- **Office of Reform Management** To ensure that reforms are progressing, CPD created the Office of Reform Management, a new office of 18 budgeted positions under the Superintendent dedicated to continuing the work of developing and implementing crucial reforms laid out in the consent decree and beyond.
- **Federal Task Force** A new federal task force between CPD, the U.S. Bureau of Alcohol, Tobacco, Firearms and Explosives, the U.S. Attorney's Office, the Illinois State Police, the Cook County State's Attorney, and various of other local police departments, was launched to combat the rise in carjackings across the City and surrounding suburbs. This partnership allows for better collaboration between agencies when both preventing or stopping a carjacking to prosecuting individuals involved in carjackings.

## **LOOKING FORWARD**

Key priorities for the future of CPD include expanding upon the current projects to increase the geographical reach of the CPD's successful crime fighting strategy, prioritizing ongoing reform efforts in partnership with the federal monitor on the consent decree.

- **Strategic Decision Support Centers** In addition to completing the expansion of SDSCs to 20 of 22 police districts, the CPD is also working to improve the analytical capacity of the rooms ("SDSC 2.0") through adding a mobile application to SDSC phones, providing cell phones for more officers and adding technical hardware.
- **Time and Attendance** By Q4 2019, the Bureau of Technical Services (BTS) will roll out a complete time and attendance system, which will for the first time allow the Department to electronically track overtime and work hours for members across the city. BTS will also implement a new Learning Management (LMS) system, which will better track all human resources for employees, including training, career development and employee background information.
- **Community Policing** This year, the Department will formally announce its partnership with Elucd, a real-time survey system that measures if residents feel safe in their neighborhoods and how much they trust their local police. The partnership will better allow the Department to track community sentiment about CPD and test programs and strategies are effective.
- **Early Intervention System** By the end of 2019, the Bureau of Organizational Development will pilot its Officer Support System (OSS), which will identify officers in need of support and provide them with the resources necessary to avoid adverse outcomes. The project, which was developed in collaboration with the University of Chicago Crime Lab, will use state-of-the-art systems to track officer performance to determine those most in need.
- **Leadership Development** The Bureau of Organizational Development will, in partnership with PERF, launch an annual leadership program for 20-25 sergeants seeking to identify the next generation of leadership for the Department. The offsite four-week program will provide an intensive track of mentoring and education that will prepare members for roles as executive leaders at CPD.
- **Increasing Diversity** Starting in 2019, CPD will hold their entry exams to become a police officer at community colleges throughout the city as part of an effort to make the exam more accessible and to attract more minority candidates. This is one step in a long-term project as CPD re-evaluates its hiring process are determining what barriers it can eliminate to get more minority applicants onto the force.

## OFFICE OF EMERGENCY MANAGEMENT AND COMMUNICATIONS (OEMC)

The Office of Emergency Management and Communications (OEMC) was established in 1995 to coordinate the City's delivery of police, fire and emergency medical service resources to 911 calls and consolidate these operations at one facility. After September 11, 2001, OEMC also became the primary City agency responsible for coordinating the City's preparedness, response and communications efforts related to disasters, homeland security, and large-scale incidents. This past year alone, the OEMC modernized its 3-1-1 system for the first time in 20 years, and received over 4.1 million 9-1-1 calls and over 2.6 million 3-1-1 calls.

### BACKGROUND

In addition to providing assistance to residents 24 hours a day, 365 days a year, handling both emergency and non-emergency calls, OEMC supports public safety and other citywide operations through a variety of services. These services include issuing public alerts, conducting community outreach, hosting public safety workshops and exercises, overseeing a camera federation of over 32,500 cameras throughout the City, managing public safety radios, leveraging traffic management and crossing guards, and preparing for special events.

### MODERNIZING EMERGENCY RESPONSE FOR THE 21ST CENTURY

Mayor Emanuel's administration has focused on modernizing existing technology, expanding the City's surveillance network, and improving the city's homeland security and preparedness posture.

- In 2018, Mayor Emanuel's administration launched a modernized Chicago 3-1-1 system through which residents can request city services and track the progress of their request from beginning to resolution online and via the new CHI311 mobile app. This modernization involved partnering with the Department of Innovation and Technology (DoIT) to upgrade the 3-1-1 system for the first time in 20 years.
- Additionally in 2018, the OEMC launched Smart911, which allows residents to upload a wide range of information into their own individualized safety profile, like a schematic of their home, the names and pictures of household members, including pets and known medical conditions like diabetes, autism, Alzheimer's Disease, or a mental health condition. This information better assists both the public and first responders in an emergency.
- Furthermore, the OEMC has expanded the City's surveillance network, most recently by installing over 200 cameras (in addition to radio communications and other critical public safety technology) in support of CPD's Strategic Decision Support Centers; installing over 300 cameras in police districts; outfitting 200 CPD vehicles with License Plate Reader cameras; installing over 150 cameras at or near CTA stations; and installing over 100 cameras on the Riverwalk to provide additional coverage for residents and visitors.
- The OEMC also rolled out a video analytics program citywide to detectives and select representatives from CPD's SDSC rooms in 2019. This program provides the capability to search for specific criteria within recorded video by processing and compressing hours of video footage and identifying only that footage which is responsive to the search query.
- The OEMC has made great strides in expanding radio coverage and adding encryption capabilities to select components of the public safety radio network as well as improving communications for police officers in select underground subways. Additionally, over the last several years, the OEMC, in partnership with CPD and the Department of Homeland Security, has become a model for its outreach and training regarding Suspicious Activity Reporting throughout Chicago.
- In addition, OEMC has taken dedicated steps to reduce overtime ("OT") in the department; OEMC conducted a monthly trend analysis of all OT accruals, analyzing the source of OT and helping managers identify potential factors influencing these trends. Through this strategy, the OEMC has cut over 25,000 hours in overtime since 2016. Additionally, in 2018, the OEMC deployed a targeted strategy to better manage overt absenteeism and FMLA abuse department-wide.

## PROGRAMS

### ***Modernization of 311 System***

The City's 3-1-1 service is the primary way that residents interact with City departments, requesting services that are delivered by departments and agencies. The previous 3-1-1 system, which was created in 1999, was outdated and focused primarily on phone communication and a limited web portal. In 2018, Mayor Emanuel's administration launched a modernized Chicago 3-1-1 system through which residents can request city services and track the progress of their request from beginning to resolution online and via the new CHI311 mobile app.

### ***Smart 911 Program***

The OEMC's 911 operations handles all emergency calls for the City of Chicago, more than over 4 million calls per year. About 60 percent of these calls that require a police car, firetruck or ambulance dispatched to the scene. The 911 Center is responsible for dispatching all police, fire, and emergency medical services for the city. Mayor Emanuel's administration implemented Smart911 in the City of Chicago beginning in September 2018. Smart911 allows residents to upload a wide range of information into their own individualized safety profile, like a schematic of their home, the names and pictures of household members, including pets, and known medical conditions like diabetes, autism, Alzheimer's Disease, or a mental health condition. This information better assists both the public and first responders in an emergency. Currently, Chicago has over 11,000 registered profiles.

### ***Emergency Management***

The OEMC prepares Chicago for emergencies, provides assistance to people and institutions for disaster recovery, mitigates the effects of these events, and prevents emergencies and disasters from occurring or worsening whenever possible. The OEMC proactively plans for all hazards and all types of emergency operations, including contingency planning for incidents in the City's Central Business District and severe weather. The OEMC prepares the Emergency Operations Plan for Chicago, and a multitude of other emergency preparedness plans mandated at the state and federal level.

The OEMC also runs the City's 24/7/365 Operations Center ("OC"), which monitors public safety responses and serves as the nerve center for activities across the City. It coordinates critical information and City resources as incidents develop and monitors City response. The OEMC also activates the Emergency Operations Center (EOC) on an as-needed basis for large-scale events and extreme incidents that expand beyond the capabilities of the OC. The purpose of the EOC is to bring in relevant local, state, federal partners in both the public and private sector into one room to coordinate and respond to events.

### ***Urban Area Security Initiative (UASI) / Urban Area Working Group (UAWG)***

The UASI grant program is a FEMA homeland security grant. Through this federal grant, the OEMC receives over \$40 million annually, shared with CPD, CFD, and DoIT to address the unique planning, equipment, training and exercise needs of high-threat, high-density urban areas. The grant helps the City build a sustainable capacity to prevent, respond to, and recover from threats or acts of terrorism. UASI funding is governed by the UAWG, which OEMC chairs on behalf of the City of Chicago.

### ***Public Safety Workshops and Exercises***

Annually, the OEMC hosts, conducts, and attends 25-30 local training efforts, including workshops, functional courses, and full-scale exercises for its local, state, and regional partners in both the public and private sectors.

### ***Public Alerts and Outreach***

The OEMC is responsible for providing the residents and visitors of Chicago with the information they need to keep their families and communities safe. The OEMC disseminates preparedness messages through radio and print campaigns, press conferences and releases, social media, and community engagement throughout Chicago, in addition to Notify Chicago, OEMC's public messaging notification system.

### ***Camera Network***

The OEMC also manages the City of Chicago's federated network of video surveillance cameras, one that protects residents, visitors and critical infrastructure assets. This federated camera system boasts over 32,500 cameras throughout the city.

### ***Special Events Preparedness***

The OEMC plays a central role in hosting planning and coordination meetings, as well as developing multi-agency operational plans, for large-scale events throughout the city. OEMC plans for emergencies and monitors large gatherings throughout the City to make sure residents stay safe. OEMC coordinates over 1,200 events in Chicago throughout the year.

### ***Crossing Guard Program***

In 2016, the OEMC expanded its role in providing civilian support for public safety first responders by adding approximately 900 school crossing guards to its organization, previously under the police department. This workforce spans 750 intersections across the city.

## **OTHER KEY ACCOMPLISHMENTS**

Other accomplishments include the following projects:

- Expanded the training curriculum of its 9-1-1 operators to incorporate mental health awareness, active shooter, sexual assault, and courtesy training.
- Developed a multi-agency resource center and plan for evacuees in response to hurricanes in 2017, servicing approximately 1,500 individuals.
- Established the Vehicular Terrorism Task Force to address issues affiliated with these types of attacks.
- Became a nationwide best practice model for Suspicious Activity Reporting Training in partnership with CPD and DHS.
- Rolled out the Integrated Public Alert & Warning System (IPAWS) for Chicago in 2016 which allows OEMC to send geo-targeted messages to warn the public about serious emergencies.
- Created a Common Operating Picture Platform for use in the City's Operations Center and CPD's Strategic Decision Support Centers.
- The OEMC installed 313 cameras in prisoner lock-up areas and deployed new mobile data terminals to all districts.
- In 2018, the OEMC expanded public safety radio coverage by building 13 new sites and adding encryption capability for SWAT, K-9, Bomb, Special Functions, and CPD Command Staff.
- The OEMC led coordination and contributed to planning for the Chicago Cubs World Series Victory Parade and Rally in 2016, hosting a record-breaking crowd size along the route and in Grant Park, within a 36 hour turn-around time.
- The OEMC has focused efforts on increasing security at or near CTA stations by installing 164 cameras as well as on the Riverwalk by installing 103 cameras to provide additional coverage for residents and visitors.
- The OEMC added a radio frequency, used by Districts 001 and 018, into the subways providing improved communications for police officers.

## **LOOKING FORWARD**

Going forward, the OEMC will continue to address both the emergency and non-emergency needs of Chicago residents, and to develop its ongoing projects. The OEMC will further modernize the city's critical public safety systems that support our police and fire department. OEMC is currently in the process of a five-year consolidation plan for the public safety radio system to transform it into a single, modern, interoperable and encrypted core by 2022. The OEMC will continue building out the infrastructure and adding additional channels to increase capacity. The OEMC is also currently in the midst of revamping its entire 9-1-1 system, including the Computer Aided Dispatch (CAD) system, the 9-1-1 network, and the hardware and software for the 9-1-1 call handling system in order to be NextGeneration911 compliant by July 2020, allowing for new capabilities, including the ability to send and receive multi-media messages.

## CHICAGO FIRE DEPARTMENT

The Chicago Fire Department (CFD) is the second largest municipal fire department in the nation, with nearly 100 firehouses and approximately 5,000 members that are responsible for more than 228 square miles of the city.

### BACKGROUND

The CFD is comprised of five bureaus: Administration, Fire Suppression, Emergency Medical Services, Support Services and Fire Prevention. Collectively, these bureaus are responsible for the safety of residents and property by providing emergency services, including extinguishing fires, investigating causes of fires, enforcing the Fire Prevention Code and administering emergency medical care.

Since 2011, the CFD has focused on three major areas: (1) advanced training to prepare for and respond to critical events; (2) enhancing firefighting and emergency medical equipment; and (3) proactive life safety public education. The department has excelled in all three areas through the implementation of department-wide training programs, the City's \$30 million annual investment in CFD's equipment and fleet, and the hundreds of public education workshops and trainings that have impacted millions of residents.

In addition, the CFD continues to balance its manpower needs with its capacity to train new employees. In 2014, the CFD conducted its first firefighter exam in nearly a decade, which attracted tens of thousands of applicants. However, due the time it takes to train a firefighter (6 months) and capacity of the Fire Academy, the CFD has had difficulty keeping up with attrition, which has led to increased overtime. The CFD is currently undergoing an aggressive hiring plan to keep up with attrition, namely hiring a class of 100 firefighters every 3 months beginning March 2019. Moreover, to ensure a fresh candidate pool, the CFD intends to hold the next entrance exam in 2020.

### EFFICIENT, PREPARED AND READY TO RESPOND

Over the last eight years, the CFD has worked to improve its efficiency administratively and operationally through leveraging technology, coordinating response with other public safety agencies, and enhancing the equipment and fleet utilized by members.

#### *Improved Equipment & Response*

- In 2012, the CFD debuted a new Critical Care Bus to be used at mass casualty events with the ability to transport more than a dozen critically injured patients at a time.
- In 2014, the CFD upgraded its 15 Basic Life Support ambulances to an all Advanced Life Support (ALS) fleet. In 2018, the City purchased an additional five ambulances, for a total of 80 ALS ambulances in the CFD's fleet.
- In 2016, the CFD expanded its deployment of naloxone (Narcan) to all ALS ambulances, 73 ALS firetrucks, and 150 first line vehicles, and trained more than 4,000 members in naloxone administration in critical response to the opioid epidemic.
- In 2017, the CFD developed and implemented the Mobile Medical Response Team program, comprised of EMS and Fire Suppression personnel who staff bike and cart teams dedicated to the Central Business District, North Avenue and 31<sup>st</sup> street beaches, and all areas in between. The MMRT program provides emergency response care and initial patient contact while an ambulance or ALS engine or truck is en route for response.
- In 2017, CFD added a new fire boat for fast response rescue on Lake Michigan and the Chicago River System. In 2018, the CFD was awarded the Port Security Grant which will allow the CFD to procure a new boat and Hazmat equipment.
- Over the course of the last eight years, the CFD has leveraged grant funding to provide mass trainings and training equipment for their staff, including the State Training Grant and federal Homeland Security grants.

### **Operational Efficiencies**

- In 2016, the CFD procured an electronic staffing tool, Telestaff, to improve the management of their manpower needs in compliance with applicable collective bargaining agreements.
- In 2018, the CFD secured a patient tracking and mobile electronic patient care and reporting system (EPCR). The system allows CFD first responders to collect patient data in real time using a mobile tablet, replacing an inefficient paper process.
- In 2018, the CFD replaced all ambulance cots with motor elevated electronic units, which eliminated the need to manually load patients and cots into ambulances, and ultimately reduced the risk of duty injuries for CFD first responders.
- In 2018, the CFD procured a new software tablet system, Brycer, for building fire code inspections. The new system will greatly improve the number of annual inspections in commercial buildings and non-exempt residential structures to ensure the safety of those who occupy them.

### **Administrative Functions**

- In 2012, the City combined police and fire into a single public safety headquarters, saving administrative expenses, and providing better coordination between police and fire.
- In 2016, the CFD improved its administrative efficiency through the transition to electronic timekeeping, wherein uniform personnel are swiping once per day and civilians are swiping twice.

## **MAJOR CAPITAL INVESTMENTS**

Since 2011, the CFD has invested in key new facilities, including new stations, ambulances and lifesaving technology, including:

- **Bronzeville Fire Station:** In 2012, a new 19,725-square-foot LEED Platinum certified firehouse was constructed for Engine Company 16 in Chicago's Bronzeville neighborhood. To achieve LEED Platinum certification, the fire station was constructed with several energy saving elements, such as geothermal heat-exchange system, green and reflective roofs, clerestory windows, and recycled building materials.
- **West Pullman Fire Station:** A \$30 million investment was made in a new state-of-the-art facility for the Engine Company 115 fire station in Chicago's West Pullman neighborhood is part of the city's continued efforts to provide the latest tools, technology, and training for first responders. The new facility will be the second-largest fire station in the city, housing a Chicago Fire Department (CFD) District Office, an Office of Emergency Management and Communications (OEMC) radio communication tower and three ambulances.
- **Engine Co. 42 Station:** Through an innovative partnership, a new \$20.2 million firehouse will be constructed for Engine Company 42 in River North through an agreement with Friedman Properties to purchase and redevelop the old firehouse property once completed.
- **5 new ALS ambulances** were deployed in 2018, for a total of 80 ALS ambulances in CFD's fleet, to ensure efficient and rapid response.
- **New Fast Boat:** In 2018, the CFD was awarded \$1M through the federal Port Security Grant to develop trainings and exercises, and to procure a new fast boat and HazMat equipment.
- **Equal Access Upgrades:** In 2018, the City invested \$4.75M to begin large scale upgrades of firehouses to provide equal access compliant facilities (including separate lockers, bathrooms, and lactation rooms). In 2019, the City has provided \$2.7 million in TIF funding, and approximately \$14 million in bond funding to support the project.

## **PROGRAM ACCOMPLISHMENTS**

Over the past eight years, the CFD has implemented hundreds of public education seminars and community outreach programs that have impacted over one million attendees.

- **ABC 7 Chicago and the CFD – Save a Life Program:** In our efforts to increase fire safety awareness throughout the City, the CFD partners with ABC7 to develop a series of Public Service Announcements. This partnership has been in place for eight years and it is an important awareness program that benefits every Chicagoan.

- **Data Driven Smoke Detector Program:** The CFD targets wards with high numbers of fire incidents, injuries and/or deaths and will canvass selected neighborhoods with free smoke detectors and installation. Additionally, the CFD provides free smoke detectors that can be obtained from all firehouses and aldermanic offices. In 2018, the CFD gave out approximately 16,000 free smoke detectors to community members.
- **Community Outreach/Block Club Participation:** The CFD participates in citywide block clubs to provide information with smoke detectors, home escape planning, fire extinguishers, electricity, carbon monoxide, kitchen safety, barbecue, safety, people with physical challenges and senior citizens.
- **Home Depot Smoke Detector Program:** To achieve the goal that every person in every neighborhood in Chicago has access to working a smoke detector the CFD partners with Home Depot to have limited time \$1.00 smoke detector sales.
- **Firefighter for a Day:** The CFD has firefighter- and paramedic-for-a-day events, allowing different groups a chance to experience some of what is required of firefighters and paramedics. These days are held for members of the news media, members of the City Council, area CEOs, federal legislative aids, and women interested in public safety. In 2018, CFD expanded the Firefighter for a Day program and partnered with Girls, Inc. to bring 50 female students from CPS to CFD to participate in the program. In summer 2019, the CFD will build on its success and host 150 female CPS students for the Firefighter for a Day program.
- **Project Zero:** Through partnership between the Chicago Fire Department Foundation and Ogilvy, the CFD created an augmented reality tool to teach fire safety to at-risk populations.
- **Chicago Fire/Police Training Academy (CPFTA):** High school juniors and seniors can participate in this after school activity that teaches the basics of the fire and police departments. Six months is spent with each department. During student's time with CFD they are, amongst other activities, sent though EMT school and upon reaching age 18 can challenge the national EMT exam and be given a state EMT license. Since its inception, the CFD has graduated approximately 1,900 CPS students who are interested in a career in public safety.
- **Survive Alive House:** We believe that educating our children about safety does save lives. The Survive Alive House is a playhouse that allows children to learn about fire safety in the home by participating in various education stations and fire safety role-playing. This facility is open to the general public, schools and other organizations free of charge.
- **Child Safety Seat Installment:** Held once a year, the CFD invites the public to come to the Quinn Fire Academy to receive proper instruction on the installation of car safety seats. The public can also go to any firehouse to receive similar instruction. In 2018, the CFD conducted 341 car seat inspections.
- **Senior Citizen Program:** To increase fire safety awareness among Chicago's senior citizen population, the CFD visits senior citizen facilities and provides instruction on fire safety and the proper installation of smoke detectors. All attendees are provided free smoke detectors as well as free medical palm cards. Approximately 800 to 1,000 citizens are serviced annually at the Millennium Park fair, which is in addition to the many senior citizens programs provided at the request of community members and/or city council members. Additionally, the CFD conducted 394 senior risk assessments in 2018.
- **Active Shooter Program:** In 2015, the Chicago Police Department and the Chicago Fire Department, with significant coordination across multiple internal departments and bureaus, initiated a phased and sustained multi-year training and exercise program to address current and trending/emerging threats at vulnerable locations within the City of Chicago's priority Districts (Tier 1 Districts). Through this program, the CFD has training more than 5,000 members, including exempt/command and front-line staff.

## **LOOKING FORWARD**

A number of key projects and initiatives initiated under Mayor Emanuel will be completed in the coming years, including:

- New West Pullman Fire Station and Engine 115.
- Community Para-medicine program, wherein the CFD will be able to provide response to individuals needing assistance without an ambulance. This initiative will allow the CFD to free up its ALS ambulance fleet for emergency medical events, instead of responding to routine no-transport events. The CFD is currently partnering with the Illinois Hospital Consortium to develop SOPs and General orders.
- Equal Access Project, improving CFD facilities to be equal access compliant (including separate lockers, bathrooms, and lactation rooms).

## COMMUNITY SERVICES

### **CHICAGO DEPARTMENT OF PUBLIC HEALTH**

The Chicago Department of Public Health (CDPH) provides guidance, service and strategies that make Chicago a healthier and safer city. By working with community partners to promote health, prevent disease, reduce environmental hazard and ensure access to care, CDPH addresses the needs of the City's residents while working to develop creative and innovative solutions to emerging public health matters. CDPH's focus and duties include: identifying, analyzing and tracking ongoing health related issues and guiding public health action; inspecting food establishments; establishing a public health presence in city neighborhoods; delivering services directly or through delegate agencies; and promoting healthy living among residents through policy and public education campaigns.

### **BACKGROUND**

For the past several years, CDPH has pursued progressive policies and programs to improve the health of Chicago residents. Immediately upon taking office, Mayor Emanuel and the Chicago Department of Public Health implemented the *Healthy Chicago* initiative, updating the plan in 2016 with *Healthy Chicago 2.0*. The department has focused on improving health equity, working to ensure every resident in every community has the opportunities and resources necessary to stay healthy. This focus has led to record accomplishments and national recognition.

### **IMPROVING THE LIVES OF CHICAGO RESIDENTS**

In 2018, Mayor Emanuel and the Chicago Department of Public Health Commissioner Dr. Julie Morita accepted a Gold Medal Award from CityHealth for implementing policies that improve the health, well-being and economic opportunity of its residents. For the second year in a row, Chicago was one of only five cities nationally to receive a gold medal. The award celebrated public health successes across Mayor Emanuel's tenure in office including: establishing affordable and inclusionary housing policies, alcohol sales control, smoke-free indoor air and raising the age of tobacco sales to 21. The city also earned commendations for earned sick leave and healthy food procurement.

- Today, less than one percent of Chicago children have elevated **lead levels**, compared to 25 percent in the late 1990s.
- Chicago has become a national leader in the **fight against big tobacco**, cutting the teen smoking rate in half, raising the tobacco age to 21 and passing the nation's first restriction on flavored tobacco.
- Chicago's rate of **teen births** (24.6 per 1,000 females ages 15-19) is lower now than at any point in the city's history.
- The number of Chicago residents **diagnosed with HIV** reached a new record low in 2017 following five consecutive years of declines.
- New **environmental protections** championed by CDPH banned new petcoke, coke and coal facilities and new manganese-bearing material operations in the city.

### **KEY CAPITAL PROJECTS:**

Capital Project Name	Description	Fund Source	Fund Amount
Steinmetz High School	Build and support start-up costs for a school-based health center	100% e-cigarette tax dollars	\$500,000
Drake Elementary School	Build a school-based health center	100% e-cigarette tax dollars	\$500,000
Chicago Vocational Career Academy	Build a school-based health center	44% e-cigarette tax dollars; 66% TIF (Stoney Island Burnside)	\$900,000
New Englewood High School (TBD)	Build and support start-up costs for a school-based health center in the new high school	100% e-cigarette tax dollar	\$500,000

## NEW AND EXPANDED PROGRAMS:

### *Healthy Chicago 2.0*

In 2016, Mayor Rahm Emanuel and the Chicago Department of Public Health (CDPH) launched Healthy Chicago 2.0, a plan focused on ensuring a city with strong communities and collaborative stakeholders, where all residents enjoy equitable access to resources, opportunities and environments that maximize their health and well-being. Healthy Chicago 2.0 serves as the start for a new movement dedicated to improving health equity and making Chicago a connected, vibrant and healthy city for all residents. Healthy Chicago 2.0's development and its eventual success are guided by four key principles related to health equity, collaboration, social determinants of health and assessment.

In total, Healthy Chicago 2.0 outlines 82 objectives and over 200 strategies to help reach 30 goals. These priorities resulted from a robust community assessment process. In order to measure progress towards each goal, CDPH and community partners identified 75 indicators to serve as annual benchmarks towards 2020 targets. To aid in tracking, CDPH and Smart Chicago developed the Chicago Health Atlas, an interactive web-based platform that used public health data to describe and visualize health trends and the impact of social determinants on community level health outcomes.

### *Getting to Zero Illinois*

Getting to Zero Illinois is a statewide initiative to end the HIV epidemic by 2030. The plan was developed as a partnership between CDPH, the Illinois Department of Public Health, community organizations, healthcare providers, researchers and people living with and vulnerable to HIV. The City of Chicago has significantly expanded its HIV primary care service delivery during Mayor Emanuel's time in office. In 2017, Mayor Emanuel announced that HIV diagnoses in Chicago hit a new record low after 15 years of declines. The city's HIV care expansion program—a partnership between CDPH, University of Illinois at Chicago and Howard Brown Health—is serving five times the number of individuals that were served in prior years. This milestone is due, in part, to Mayor Emanuel's call for greater collaboration between CDPH and community service providers.

### *Fighting the Opioid Epidemic*

Under the leadership of Mayor Emanuel, the city has taken a series of steps to prevent opioid addiction, reduce overdose deaths and end an epidemic that is destroying families in Chicago and across the country. In addition to increasing funding for opioid addiction services and overdose reversal, CDPH has expanded outreach and education initiatives, including engaging residents through community health workers, spearheading the Heroin Task Force, educating thousands of healthcare providers in medication-assisted treatment and launching an online resource providing information about addiction, recovery and local services for residents, their family members and community advocates. In addition, the city filed a lawsuit against major drug manufacturers for deceptive marketing.

The City's \$250,000 annual investment in naloxone, a life-saving medication that stops an opioid overdose, helped the Chicago Recovery Alliance (CRA) reverse 1,544 overdoses between July 2016 and June 2017. CRA also distributed 4,541 naloxone kits that year using City funding. In 2018, the Chicago Police Department announced it will be providing naloxone to officers and training them on how to administer it to save a life if they witness an overdose. In 2015, the Chicago Fire Department, which has carried naloxone for decades, expanded its deployment of the medication to its entire fleet of responding vehicles, including 75 advanced lifesaving ambulances, 73 firetrucks and 150 front line vehicles. Naloxone is also available to all uniformed members.

### *Teen Pregnancy at Historic Low*

In early 2019, Mayor Rahm Emanuel and CDPH announced that teen births have reached a new historic low in Chicago. In 2016, the most recent year for which data are available, there were 24.6 births per 1,000 females aged 15-19. This is a 10.5 percent decline compared to the previous year and a 47 percent decline since 2011. Declines have been seen across every racial group, with the greatest declines among Chicago's African American teens, who historically face the greatest disparities. Teen birth rates among African American teens have been cut by more than half in just six years, from 64.2 in 2011 to 24.6 in 2017. Under Mayor Emanuel's leadership, CDPH launched a comprehensive effort to reduce the teen birth rate and promote equity for youth sexual and reproductive health in Chicago. That effort, incorporated into Healthy Chicago 2.0, the city's public health plan, includes a number of evidence-based strategies to ensure every teenager has access to information and resources.

### **Fight Against Big Tobacco**

With Mayor Emanuel's advocacy, the City of Chicago has made great strides in reducing cigarette smoking in the last eight years. In 2017, youth cigarette smoking hit a new historic low at 6 percent—a nearly 60 percent decline during the Mayor's time in office. Under Mayor Emanuel's leadership, the city incorporated e-cigarettes as part of the Clean Indoor Air Ordinance, banned the sale of flavored tobacco near high schools, raised the tobacco purchasing age to 21 and banned redemption of tobacco coupons. Under Mayor Emanuel, Chicago became the first big city to impose a tax on e-cigarettes. Since 2011, Chicago, together with County and State taxes, have increased the costs of tobacco so that today Chicago has the highest combined cigarette tax in the nation—which has proven to reduce smoking rates. In addition, Mayor Emanuel expanded Chicago's smoke-free environments to include all parks, marinas and beaches and more public housing, hospitals and college campuses.

### **Mental Health Investment**

Mayor Rahm Emanuel added a \$1.4 million investment in the city's 2019 budget to strengthen bridges between residents and critical mental health services within their communities. The investments will better connect residents to mental health service providers, expand the city's capacity for emergency psychiatric care and support coordinated mental health community responses following traumatic events. This budget proposal builds on mental health improvements and is aimed at filling remaining gaps in Chicago's larger mental health infrastructure. In 2018, more than 6,000 residents receive mental health services from CDPH and the department's four health center partners – roughly 1,000 more residents served than in 2011. These investments build on the gains made over the past six years and expand the capacity of community-based services throughout the city.

### **Nation's Strongest Environmental Protections**

In 2018, Mayor Emanuel announced that the City of Chicago was joining a lawsuit against the Environmental Protection Agency (EPA) for ignoring its legal duty to control emissions of methane—an extremely potent greenhouse gas—from existing oil and gas operations. This is the most recent instance of the City of Chicago challenging the Trump EPA for failing to protect Chicago residents. In November 2017, Chicago alerted the EPA to dangerous chromium spills coming from U.S. Steel's plant in Northwest Indiana and filed a lawsuit against the steel manufacturer. Chicago also continues to work with a coalition of state AGs and cities to defend the Clean Power Plan, carbon pollution standards issued by the EPA in 2015, from the Trump Administration's attempts to rescind it.

Under the Mayor's leadership, Chicago has enacted some of the strongest environmental protections in the nation, including bulk materials regulations for storage and handling. The Emanuel administration banned new petcoke and coal facilities and has prohibited the expansion of existing facilities. Furthermore, Mayor Emanuel created the "Climate Change is Real," website, disseminating information from the EPA's Climate Change website on the City of Chicago's servers after the Trump administration removed the content from federal websites.

### **Healthy Food Access**

In 2011, fulfilling a commitment made in his transition plan, Mayor Emanuel and First Lady Obama convened a "food desert summit" of grocery store owners, social service agencies and community members to better understand the scope of the food access problem in Chicago. To tackle issues of food insecurity and obesity, Mayor Emanuel called on the Department of Public Health and the Department of Family and Support Services (DFSS) to lead the development of a food plan called A Recipe for Healthy Places. The plan identified goals to build healthier neighborhoods, expand the network of community and school gardens, support small businesses producing healthy food and expanding access to food assistance programs. After four years of the plan, the number of Chicago residents in low-income communities living more than a mile from a grocery store decreased from 100,000 to 69,000.

### **PlayStreets**

The PlayStreets program launched in 2012 as a partnership between the Department of Public Health, the Chicago Department of Transportation, and World Sport Chicago. At PlayStreets events, neighborhood streets are closed off to traffic for three or more hours and transformed into a community-led, fun-filled day featuring sports, games, bounce houses, dances, fitness classes and more. More than 25,000 residents participate in 150+ events in a given year. The program has expanded throughout Mayor Emanuel's two terms in office; on July of 2017, the department celebrated the 100,000<sup>th</sup> participant since the launch of the program.

## OTHER KEY ACCOMPLISHMENTS/LOOKING FORWARD

CDPH will continue to collaborate with partners to improve trends on all the health priorities in Healthy Chicago 2.0 with a specific emphasis on obesity, violence, infant mortality and opioid use. In 2019, CDPH will continue to convene with key partners to identify new strategies to confront challenges and underlying conditions that lead to negative trends. The Departments work does not stop once a program is initiated requiring continued investment to achieve the desired goals.

### ***Maternal, Infant, Child, and Adolescent Health Services***

The Maternal, Infant, Child and Adolescent Health Bureau coordinates programs that promote maternal and child health through nurse home visiting, nutrition and school-based health (i.e., dental, vision, sexual and reproductive health) services. In 2019, this bureau will expand its work to pilot test an evidence-based universal home visiting program with a goal of creating a central intake system and expanding the program citywide in the near future.

### ***Universal Nurse Home Visiting Program***

Through this program, registered nurses will visit families within three weeks of the birth of a baby to conduct follow-up medical screenings of mom and baby, provide education about newborn care, assess the family's needs and provide a warm hand-off to additional resources and supports. In the pilot phase, CDPH aims to partner with three to five birthing hospitals to reach 3,000 to 4,000 families, representing diverse populations.

### ***Trauma-Informed City Practices***

Unresolved psychological trauma, starting in the earliest years of life, drives a large percentage of the most expensive and catastrophic health and social conditions for employees and consumers, alike. CDPH and its partners are customizing a strategic approach to help City of Chicago departments and community-based organizations respond to the call for Chicago to become a trauma informed city. CDPH's Trauma Informed Transformation Project (TiTP) team has already developed foundational training for employees and community service providers and organizational assessment and impact evaluation tools. Future work will yield additional decision making and implementation support as more city partners join this transformation movement.

## CHICAGO COMMISSION ON HUMAN RELATIONS

The Chicago Commission on Human Relations (CCHR) is charged with enforcing the Chicago Human Rights Ordinance and the Chicago Fair Housing Ordinance. The Commission investigates complaints to determine whether discrimination may have occurred and uses its enforcement powers to punish acts of discrimination. Under the City's Hate Crimes Law, the agency also aids hate crime victims. CCHR employs proactive programs of education, intervention and constituency building to discourage bigotry and bring people from different communities together.

### BACKGROUND

In 2011, the Chicago Commission on Human Relations had seven investigators and closed only a third of their investigations within 180 days. CCHR was significantly backlogged, with 45 investigations that had been open for two years or more. When Mayor Emanuel took office in 2011, CCHR prioritized closing older investigations, while ensuring that simpler, less complex investigations were concluded in a timely and efficient manner. By the end of 2018, CCHR had increased their investigation closing rate to 42 percent, within one year of filing.

### PROTECTING CHICAGO RESIDENTS AGAINST DISCRIMINATION

During his two terms in office, Mayor Emanuel has worked with the Commission on Human Relations to ensure and expand protections for Chicago residents against discrimination, bigotry, and hate crimes. In addition to reducing the backlog of pending investigations, CCHR also strengthened the Chicago Human Rights Ordinance and the Chicago Fair Housing Ordinance; introduced "Ban the Box" protections for individuals with criminal records seeking employment; helped draft and advocate for the new Hotel Workers Ordinance; and updated accessibility regulations for residents with disabilities. Additionally, the CCHR accomplished the following since Mayor Emanuel took office:

- CCHR was one of the first city departments to work with Mayor Emanuel's Office of New Americans to develop and implement a **language access plan** for residents with limited English proficiency. CCHR materials were subsequently translated into Spanish, Chinese, and Polish, Hindi, Arabic and Russian.
- The Commission's **Inter-Group Relations Unit** has significantly expanded its reach since 2011, diffusing tensions between groups based on racial, religious, economic and cultural differences.
- CCHR launched its **Equity Council** in 2012, designed to foster stronger relations between communities of varying racial and ethnic backgrounds; the Council has hosted workshops and events over the last six years focused on the implications of segregation and racism.
- CCHR championed **gender identity protections** through amendments to the Human Rights Ordinance; the "Bathroom Bill" allowed access, based on gender identity, to public restrooms, locker rooms, showers or other areas that are distinctly private in nature.

## PROGRAMS

### *Marketing*

In 2010 and 2011 CCHR developed a marketing strategy that included redesigning and translating the CCHR brochure into Spanish, Chinese, and Polish, Hindi, Arabic and Russian, creating new legal fact sheets to provide easy-to-read information about specific areas of discrimination, and developing a presence on social media. CCHR now has more than 1,000 followers on Facebook. CCHR also worked with the City Digital Network (CDN) to place information about reporting discrimination on 59 digital City Information Panels.

### *Legislative*

Ordinance amendments and procedural and execution improvements are integral to the CCHR's ability to remedy injustices in the context of employment, housing and public accommodations.

Since 2011, CCHR has strengthened city policy in the following ways:

- Amendment to the **Chicago Human Rights Ordinance** prohibited employers from using credit history as a basis for making employment decisions. (2012)

- To preserve the punitive objective of fines as a preventative to future discriminatory behavior, the minimal amount of a fine was increased from \$500 to \$1,000, so that fines were not interpreted to be the cost of doing business. (2013)
- To remove employment barriers for people with prior arrest and criminal records, the “**Ban the Box**” **Ordinance** prohibited questions about criminal background at the first stage of the hiring process and applies to all employers in the City of Chicago, regardless of size. (2014)
- **The Fair Housing Ordinance** was amended to protect individuals from retaliation for filing a complaint of discrimination with the CCHR. (2014)
- **Gender identity protections** were strengthened by amending the Human Rights Ordinance; the “Bathroom Bill” allowed access, based on gender identity, to public restrooms, locker rooms, showers or other areas that are distinctly private in nature. (2014)
- Enhanced **311 intake assessment** and training process to better identify military veterans and active duty service members, to more seamlessly connect them to existing services and resources. (2014)
- Updated **accessibility regulations** related to disabilities in public accommodations were approved the CCHR Board. The new regulations are better aligned with the Americans with Disabilities Act (ADA), and provide clarity and information which will help businesses better understand and comply with their responsibilities to be accessible, thereby providing more accessible stores, restaurants and other businesses for people with disabilities to visit. (2016)
- Protection for veterans was expanded by creating the **new protected class of military status**. The amendment prohibits discrimination against veterans, active duty military and members of the reserves in employment, housing, public accommodations and credit. Previously the ordinances only covered discrimination based on military discharge status. (2016)
- Chicago’s new **Hotel Workers Ordinance** prohibits hotels from retaliating against an employee for using a panic button or for exercising any of the protections granted in an anti-sexual harassment policy. (2017)
- Beginning in 2016 and finalized in 2018, CCHR in partnership with the Law Department, developed a policy and set of procedures for the **filing of Commission-initiated complaints** that will be executed in 2019. Commission-initiated complaints of discrimination have always been a power included in the enabling Human Rights Ordinance but were not used as a tool for enforcement. (2018)
- Amendment to the **Chicago Human Rights and Fair Housing Ordinances** that extend the statute of limitations for filing a complaint with the CCHR, from 180 days to 300 days. (2018)
- Amendment to the **Chicago Human Rights and Fair Housing Ordinances**, expanding retaliation protections. (2018)

### ***Advocacy for Victims of Hate Crimes***

During Mayor Emanuel’s first term in office in 2011, CCHR convened the Hate Crime Coalition to prevent violence and to advocate for hate crime victims. Members have included UIC violence researchers, the Cook County State’s Attorney’s Office, the Civil Rights Unit of the Chicago Police Department, the Anti-Defamation League, Center on Halsted’s Anti-Violence project and the FBI. Over the course of Mayor Emanuel’s two terms in office, this group has continued to meet, addressing issues like under-reporting of hate crimes, advocacy for victims and delivering a Hate Crime Summit in 2014 and 2017.

### ***Language Access***

In 2015, CCHR was one of the first City Departments to work with Mayor Emanuel’s Office of New Americans to develop and implement a language access plan for persons with limited English proficiency. Since that time, CCHR has identified several of its public-facing documents as essential for translation into Spanish, Polish, Mandarin, Hindi and Arabic. These documents include information like “How to File a Complaint” and information about hate crimes. By 2018, all of these documents were made available on the CCHR website. The Commission also began working with Language Line Solutions to provide telephone translation services for Limited English Proficiency (LEP) callers. As part of this project, flyers were produced explaining the translation services of Language Line in five languages and distributed to libraries, parks, schools and community organizations.

### ***Adjudication Division***

Between 2011 and the end of 2018, the CCHR nearly eliminated its backlog of investigations that were open for two years or longer. At the end of 2018, that number was down to just two cases.

### ***School and Community Workshops***

During Mayor Emanuel's first year in office, CCHR reviewed all of its trainings that were offered in schools and communities, submitted them to professional review, identified quantifiable learning objectives and then repackaged the training modules in both English and Spanish. Target markets for training materials include schools and community organizations with students, teachers, administrators and parents with the aim of fostering healthy and affirming environments. In 2018, CCHR conducted more than 70 workshops, many at CPS schools with high populations of students of color.

### ***Inter-Group Relations Unit***

The Inter-Group Relations Unit (IGR) of the Chicago Commission on Human Relations addresses discrimination and tensions that may arise between groups based on racial, religious or economic bias. The IGR works in communities to prevent tensions from escalating into hate crimes and other acts of violence. During Mayor Emanuel's first year in office, the CCHR revamped its IGR education program to be more proactive, and created marketable, bilingual workshops for youth and adults as a means to prevent acts of hate and violence in schools and communities. Since 2011, IGR has expanded its workshops to reach across race, culture and language barriers, particularly to African-American and immigrant communities, LGBT communities and Muslim-serving organizations. CCHR has also strategically partnered with other government agencies, non-profit organizations, churches, and mosques to conduct Know Your Rights workshops, and has hosted On the Table discussions and museum tours to engage people in dialogue about history, culture, and human relations.

### ***Outreach to Muslim Communities***

In response to an increase in reported hate incidents nationwide, CCHR's Inter-Group Relations Unit expanded its outreach in 2017 to the Muslim community to reassure them that the City stands with them against all forms of bigotry and hate. The IGR also helped to build bridges by co-hosting, with Mayor Emanuel, several interfaith Ramadan Iftars. The Iftars create safe and respectful opportunities for shared learning and dialogue, while building stronger communities.

### ***U Visa and T Visa Certification:***

In 2017, the CCHR began the process of holding itself out as an agency that could, under the right circumstances, certify for U Visa and T Visa applications. Both the U Visa and a T Visa are forms of temporary, non-immigrant status available to non-citizen victims of certain crimes. Throughout 2017 and 2018, CCHR staff conducted outreach to advocates and community organizations working on behalf of Chicago's immigrant and refugee community. To date, the CCHR has received and certified two applications for U Visas.

## **OTHER KEY ACCOMPLISHMENTS**

### ***The Equity Council***

The Equity Council of the Commission on Human Relations was formed in 2012, including individuals from the Arab, Asian, Latin American and African descendant communities, to help foster strong relations with communities of varying racial and ethnic backgrounds. Council members attended events such as Fiesta del Sol, the Bud Billiken Parade, the Cameroon National Day Celebration Gala Event, African Caribbean Festival of Life, Vietnamese Tet New Year Festival, African Festival of the Arts, Korean American Day and the Asian American Business Expo. The Council have assisted with CCHR outreach efforts, visiting organizations – the Latino Housing Acuerdo, Arab American Family Services, Latin United Community Housing Association, the Indo-Pak Church and the South African Consulate – and hosting events, including discussions on the implications of segregation and racism on African American health and well-being, and storytelling events with themes on home and community.

### ***CCHR Board of Commissioners***

The CCHR Board of Commissioners, appointed by the Mayor, receives reports on the work of the Commission from staff and helps improve services to the public. The board also makes final rulings in all fully litigated discrimination cases. Since 2011, the board has made a final ruling in 58 cases. Due in part to more effective

mediations, the number of cases that proceed to the board have decreased during Mayor Emanuel's time in office. In 2011 the board made the final ruling in 16 cases; in 2018, the board made a final ruling in only three cases.

#### ***Veterans Advisory Council***

CCHR's Veterans Advisory Council convenes monthly to discuss issues and concerns while sharing valuable information about new programs and initiatives to benefit the city's veterans. In 2014 the Veterans Advisory Council was instrumental in the creation of an enhanced 311 intake assessment and training process to better identify military veterans and active duty service members to connect veterans to existing services and resources. In 2016, the Veterans Advisory Council assisted in amending the City of Chicago's anti-discrimination ordinances and expanding Military Discharge Status protections to more comprehensive Military Status.

#### ***Fair Housing Report***

Pursuant to a contract with CCHR, the Chicago Lawyers' Committee for Civic Rights Under Law conducted fair housing testing and training in six Chicago communities in 2017 and into 2018. The primary purpose of the testing was to identify the prevalence of income discrimination in Chicago, particularly as it relates to Housing Choice Vouchers. In conjunction with the testing, the Lawyers' Committee also conducted fair housing training to real estate professionals, property managers and landlords. The goal of the training was to equip housing providers with information about fair housing laws to limit violations of the Fair Housing Ordinance.

## MAYOR'S OFFICE FOR PEOPLE WITH DISABILITIES

The Mayor's Office for People with Disabilities (MOPD) promotes total access, full participation and equal opportunity in all aspects of life for people with disabilities. Since its inception, MOPD has advocated for people with disabilities who live in, work in and visit Chicago, and supported the efforts of other City departments, sister agencies and the private sector to ensure accessibility and inclusion. This past year alone, MOPD has provided over 30,000 people with the resources and referrals they need to remain independent.

### BACKGROUND

From its beginning, Chicago has always been a Welcoming City. For the City to be welcoming to residents and visitors of all abilities, MOPD works with other city departments, the Mayor's office, and Sister Agencies to ensure programs and policies reflect those values of inclusivity.

#### Working to Make Chicago the Most Progressive City for Accessibility

MOPD, along with its partners in city government, has made significant strides in increasing transportation access for people with disabilities.

- **Emergency preparedness** - It has been the priority of the Emanuel administration to ensure that the needs of people with disabilities are included in all emergency preparedness plans. MOPD works closely with OEMC to ensure that the City's Emergency Operation Plan include provisions for individuals with disabilities in communication, sheltering, transportation and mitigation. MOPD also assisted with the implementation of Smart911, which is a free, voluntary and secure service that allows individuals, families and facilities to provide personal, medical or situational information when they call 9-1-1 to help first responders better assist in an emergency.
- **Accessible vehicles** - MOPD worked with BACP to develop regulations and incentives to promote accessible taxi and rideshare vehicles. In 2011, there were only 91 wheelchair accessible taxicabs available in the city. Now, that total has increased to 374 vehicles, which is one of the largest wheelchair accessible taxi fleets in the country, though a concerted effort to incentivize affordability for medallion owners.

The Administration has also made strides in improving the customer experience for those needing wheelchair-accessible vehicles. Since 2016, the City has centralized the dispatching of wheelchair accessible taxis. It has dramatically improved timeliness and service delivery to wheelchair users needing taxicab service.

Every taxi now has an accessible credit card machine for passengers who are blind or low vision.

Additionally, Chicago became the first city in the nation to pass a city ordinance that requires rideshare companies to provide wheelchair accessible service. 150 accessible rideshare vehicles are now on the road delivering over 6,000 rides per year to wheelchair users.

- **Chicago Human Rights Ordinance** - MOPD crafted new disability regulations for the Chicago Human Rights Ordinance. The regulations were approved by the Commission on Human Relations and went into effect on July 1, 2017. The regulations will give the disability and business communities a better understanding of their obligations under the Ordinance.

### CAPITAL PROJECTS

Over the past eight years, MOPD has worked to make Chicago's built environment more accessible to residents of all abilities. The Department has collaborated on major capital and technology upgrades to make the city more inclusive, including:

**Access Upgrades at CTA Stations:** Working with the CTA, the Emanuel administration has increased the number of accessible train stations. Since 2011, 15 stations have become wheelchair accessible, which means 71 percent of the system is now accessible. This past July, the Mayor announced the City's commitment to make Chicago's transit system 100 percent accessible by 2039. The All Stations Accessibility Plan (ASAP) provides a blueprint for the CTA to increase accessibility by prioritizing high need and low complexity projects.

**Pedestrian Improvements:** Since 2011, the City of Chicago has installed 103,000 ADA compliant curb ramps across the city. It is now standard practice for all new pedestrian signals to include accessible features. Finally,

in conjunction with CDOT, MOPD has secured over \$3 million to ensure implementation of up to 50 accessible pedestrian signals throughout Chicago. MOPD and CDOT will hold a public hearing on the proposed locations for signal replacement later in 2019.

## PROGRAMS

MOPD has also supported key programs and regulations to promote equal opportunity for residents with disabilities, including:

- **HomeMod** supports people with disabilities under the age of sixty looking to make modifications to their living environment, including: ramps, porch and stair lifts, roll-in showers, widened doorways, accessible sinks and cabinets. MOPD has supported an average of 80 projects in the program per year over the last eight years. In 2018, 101 home modifications were completed, the most ever performed in a year.
- **Driving More Inclusive Employment and Economic Opportunities:** MOPD established a Mayoral Task Force on Employment and Economic Opportunity for People with Disabilities to address the disproportionately unemployed and under-employed people with disabilities in Chicago. In addition, MOPD and the City Treasurer's Office established the Financial Advisory Committee on the Empowerment of People with Disabilities (FACED) Council to address the high percentages of people with disabilities who are unbanked in traditional financial institutions.

Inclusivity is not only a financial endeavor. MOPD has worked to improve accessibility at all summer festivals. That work includes: increased accessible and companion seating, ensuring vendor booths are at the required heights, enhanced paths for travel access and, for the first time, providing captioning of all Millennium Park movies for visitors who are deaf or hard of hearing.

## LOOKING FORWARD

Going forward, MOPD will work closely with the CTA to advocate for the state and federal funding needed to implement the All Stations Accessible Plan, making the remainder of our rail stations accessible. Today, 103 of 145 rail stations are accessible. If this can be accomplished, Chicago would be the first city in the nation to have a 100 percent accessible legacy rail system.

MOPD and BACP are working to increase the number of wheelchair accessible taxis to 400 by 2020 and increase wheelchair access to rideshare vehicles.

MOPD is now leading the implementation of the Employment Task Force recommendation by working with key City departments, sister agencies and Chicago's disability and workforce organizations.

Finally, MOPD with the Department of Innovation and Technology will begin implementing the recommendations of the Maturity Model -- a benchmarking assessment of Chicago's progress towards becoming a technologically accessible Smart City. The project is funded by Microsoft and the Global Initiative of Inclusive Information Communication Technologies. In October 2018, Chicago was named as the world's first city to pilot the assessment.

## DEPARTMENT OF FAMILY AND SUPPORT SERVICES

The Chicago Department of Family and Support Services (DFSS) connects Chicago residents and families to resources that build stability, support their well-being, and empower them to thrive. DFSS provides direct assistance and administers resources to more than 300,000 Chicagoans each year via a citywide network of more than 360 community-based delegate agencies.

### BACKGROUND

The Department of Family and Support Services plays a critical role in advancing Mayor Emanuel's priorities across seven key programmatic divisions: children's services, youth services, domestic violence, homelessness, human services, seniors and workforce development. DFSS implements new and creative solutions to support some of the city's most vulnerable residents using an outcomes-centered and data-driven approach to its service delivery. DFSS has increased its number of delegate contracts from 976 in 2011 to 1,331 in 2018, a 27 percent increase in funding to nonprofit delegates since Mayor Emanuel took office. In 2016, the Department of Family and Support Services began to transition to a more outcomes-oriented and date-driven approach, one that moves the department beyond measuring how many people receive services to focus, instead, on whether these vulnerable Chicagoans are better off after being connected to the programs and services that DFSS funds.

### SUPPORTING RESIDENTS' STABILITY, WELL-BEING AND EMPOWERMENT

Key accomplishments by DFSS during Mayor Emanuel's term include: creation of the City-wide Task Force to Reduce Homelessness; participation in the national End Veteran Homelessness campaign; the release of "Plan 2.0: A Home for Everyone," an update to Chicago's Plan to End Homelessness; growth in critical programs like One Summer Chicago, the Mayor's Mentoring Initiative, and universal pre-kindergarten. DFSS has also advanced key efforts related to food security, domestic violence, immigrant and refugee populations, Chicago's aging residents and returning citizens.

- DFSS has championed **critical capital projects** including the city's first domestic violence center in a decade, the nation's first rapid-response emergency housing center and an innovative low-barrier homeless shelter for chronically homeless individuals.
- **One Summer Chicago** has more than doubled its reach since 2011; the youth jobs program now engages more than 32,000 each summer, an increase from the 14,000 eight years ago.
- By fall 2021, **pre-kindergarten** will be universal for all 4-year old children. Once implemented, Mayor Emanuel will have added 4 years of classroom time since taking office in 2011.
- DFSS has led the city's efforts through the **End Veteran Homelessness Initiative**, housing more than 3,000 veterans since the Mayor's launch of the campaign in 2015.
- The **Families in Transition** program, launched in 2018, launched an unprecedented partnership between DFSS and Chicago Public Schools to connect families with children enrolled in CPS to stable housing via the Low-Income Housing Trust Fund. One hundred families for a total of more than 500 individuals were housed during the first year of the program.
- The city's **Legal Protection Fund** has served a record 50,000 immigrants through community-based outreach, legal services, and courtroom representations.

### KEY CAPITAL PROJECTS

#### *WINGS Metro Safe House*

In 2013, Vice President Biden, Senator Durbin and Mayor Emanuel celebrated the groundbreaking of the WINGS Metro Safe House, a new domestic violence shelter on the Southwest Side. The shelter was completed in 2016, increasing the number of available beds in the city for survivors of domestic violence and their families by 36 percent, from 115 to 155. The WINGS project was the first new domestic violence shelter in nearly a decade and doubled the capacity of WINGS to provide emergency shelter services. Importantly, the Safe House features innovative suite-based housing to ease the inclusion of LGBTQ clients and survivors of trafficking. The City committing \$1.8 million to the project.

### ***Emergency Homeless Assessment and Response Center (EHARC)***

The Salvation Army partnered with DFSS to open the Shield of Hope Family Shelter in 2018. It is the nation's first rapid-response Emergency Housing and Response Center, providing intake services and interim care for families awaiting shelter placement. Through this innovative service model, families are triaged and assessed with the goal of connecting them to more stable living situations within 14 days. The facility can provide shelter for as many as 75 family members, with 20 bedrooms that have private bathrooms, and may accommodate an additional 55 emergency overflow beds. Since the facility opened in March 2018, 928 people have been served. EHARC is an integral part of Mayor Emanuel's "Plan 2.0: A Home for Everyone." The \$10 million facility is located at 825 N. Christiana Avenue and was built at no cost to the City.

### ***Low-Barrier Navigation Center***

Clients engaged via the 2018 Homeless Encampment Strategy were referred to a new 40-bed low-barrier shelter in Pilsen. The facility, run by DFSS delegate agency Franciscan House, is the first model of its kind in the Midwest, specifically designed for individuals living in encampments who might previously have declined offers for shelter. Factoring into its success has been the low-threshold, low-barrier nature of the facility. Unlike many traditional shelters, clients have access to the facility 24 hours a day and enjoy ample storage space for personal belongings and pets. Individuals can stay at the Navigation Center for up to 120 days and have access to a dedicated case manager plus support services including: a personal mailing address, showers, clothing, personal hygiene products, mental health services, substance use treatment, legal assistance, job training programs and referrals to permanent housing. Since its opening in July 2018, the Navigation Center has housed 90 individuals and placed six into permanent supportive housing. Through the Encampment Strategy more broadly, DFSS served 204 clients, provided more than 500 meals, and offered crisis counseling, transportation, food and weather-related clothing in partnership with the Chicago Police Department, the Chicago Department of Public Health and other non-profit outreach workers.

### ***New Early Childhood Center***

As part of the Mayor's \$36 million commitment to expanding access to high quality early childhood education, DFSS provided \$2 million to support the opening of the Metropolitan Family Services Learning and Wellness Center in the Englewood and Back of the Yards communities in February 2014. The city's new early education center, housed in the annex of Libby Elementary School, offers full-day pre-k for 94 children ages 3-5 and full-day early learning and care for 28 children ages 0-3, plus home-visiting programs for 36 new families. In addition, the facility provides a Family Wellness Center, parental engagement and family-focused wraparound supports, and integrated health and mental health services.

## **NEW AND EXPANDED PROGRAMS**

### ***One Summer Chicago***

Mayor Rahm Emanuel's One Summer Chicago (OSC), the City's youth jobs program, provided more than 32,000 youth ages 14-24 with job and internship opportunities in 2018. OSC has significantly expanded, more than doubling the 14,000 opportunities offered in 2011, while diversifying work opportunities for youth around the City. OSC has expanded unsubsidized corporate placements from 50 opportunities in 2017 to 358 in 2018. DFSS has prioritized these placements as a way of expanding the reach of OSC and is actively working with companies to secure additional opportunities.

### ***Mayor's Mentoring Initiative***

In 2016, Mayor Emanuel announced a bold effort to invest \$36 million in public and private funds over three years to expand mentoring programs for at-risk youth across the city. The Mayor's Mentoring Initiative (MMI)—with programs like Becoming a Man (BAM)—has become a core component of the City's public safety strategy. In partnership with nearly 60 community-based agencies, MMI creates pathways for youth in 22 neighborhoods experiencing high level of violence to receive additional support to graduate and avoid the criminal justice system. As of October 2018, the Mayor's Mentoring Initiative had served 7,300 young men in 8th, 9th, and 10th grades at Chicago Public Schools.

Since taking office, Mayor Emanuel has made mentoring universal for young men in high crime areas, has more than doubled the size of the city's youth summer jobs program and has expanded after-school programming every year of his two terms in office. Research by the University of Chicago Crime Lab suggests mentorship

has been proven to be an effective strategy for increasing high school graduation rates and reducing violence. In two randomized controlled trials, the Crime Lab found that Becoming a Man reduces violent crime arrests among youth in half and boosts the high school graduation rates of participants by nearly 20 percent.

### ***Universal Pre-Kindergarten***

In 2018, Mayor Emanuel announced plans to implement universal full-day pre-kindergarten for 4-year-olds, starting with an expansion for an additional 3,700 children in CPS. Access to universal full-day pre-kindergarten will roll out more each year over the next four years, prioritizing communities with the most children in need. By the fall of 2021 pre-kindergarten will be universal for all four-year-olds in Chicago. Once implemented, Mayor Emanuel will have added 4 years of classroom time since taking office in 2011, when he began shifting away from the shortest school day and the shortest school year in Illinois. Under the Mayor's ambitious plan, an additional 180 full-day CPS classrooms will be added for this fall and will serve the families most in need – or roughly 15,000 of the city's 4-year-olds. In the first year, expanded programming will focus on families of four who make less than \$46,435 per year. Before the Mayor took office, less than 6,000 4-year-olds had access to pre-K; this plan will ensure that 24,000 children are served.

### ***Homeless Encampment Response Initiative***

DFSS, in collaboration with City, sister and community partner agencies through the Mayor's Interagency Homeless Taskforce to Reduce Homelessness, has developed a homeless engagement strategy with a focus on improving service delivery to this vulnerable population. This multi-agency encampment response initiative is a mobile initiative that moves throughout the City, as needed. Services include crisis and mental health counseling, case management, shelter placement, transportation, substance abuse treatment, medical assessment and treatment. In addition, persons experiencing homelessness are fed and provided with socks and other weather-related clothing when needed. Clients engaged at the encampments are referred to the new 30 bed no-barrier shelter located in the Pilsen community. This is the first model of this kind in the Midwest.

### ***Flexible Housing Subsidy Pool***

The Chicago City Council passed an ordinance in January, 2018 to create the Flexible Housing Subsidy Pool (FHSP) and appropriate funding from the Department of Planning and Development, DFSS and the Chicago Housing Authority, making the City the foundational investor in the program. The broader vision of the FHSP is to grow and sustain the fund and eventually expand the number of people served by securing nontraditional and cross-sector investors such as hospitals, health care systems and philanthropic organizations. The FHSP is a tool to create more units of permanent supportive housing for individuals who are experiencing homelessness and frequent utilizers of the crisis response systems like jails, emergency rooms and hospitals. Referrals for housing through the FHSP will take place through the Coordinated Entry System. With the initial investment of \$1.8 million in 2018, the FHP will serve an estimated 50 individuals.

### ***Community Justice Initiative***

Inspired by the Legal Protection Fund and its work with undocumented citizens, the City of Chicago Community Justice Initiative (CJI) was launched in 2018. CJI is a program aimed at educating and providing resources to address legal challenges faced by many Chicago residents. CJI works with juveniles, young and emerging adults and the general population in each ward. The initiative focuses on providing services for those that are: in police custody, facing criminal charges, on probation or parole, formerly incarcerated, returning citizens, and any person or organization that advocates on behalf of this population. The \$1 million initiative served approximately 10,000 people in 2018 and plans to reach 20,000 in 2019.

### ***End Veterans Homelessness Initiative***

In 2015, Mayor Emanuel announced the End Veterans Homelessness Initiative (EVHI) coupled by the Plan to End Veteran Homelessness. DFSS lead a collaborative team of 21 nonprofit service providers and four public agencies to build a coordinated assessment and housing placement system that quickly matches homeless veterans to housing resources. DFSS also worked to create an innovative, by-name registry of all homeless veterans in Chicago by merging data from the Homeless Management Information System (HMIS) and the Jesse Brown VA Medical Center. The effort has helped house more than 3,000 veterans since January 2015.

### **Families in Transition**

In 2018, Mayor Emanuel announced the Families in Transition (FIT) initiative, an unprecedented joint program between the DFSS, Chicago Public Schools, the Chicago Coalition for the Homeless, and the Corporation for Supportive Housing. The FIT program helps identify families, via CPS students, who are experiencing homelessness or are “doubled up.” Since its launch last year, the program has assessed more than 150 families and successfully placed 100 families (528 individuals) into new supportive housing units from the Low-Income Housing Trust Fund. The program uses proceeds from the City of Chicago’s Airbnb revenue in addition to rental assistance provided by the Low-Income Housing Trust Fund. Families in the program receive housing navigation, counseling, plus case management provided through DFSS and its delegate agencies. Chicago is the first city in the nation to design this kind of program using data on homeless families from CPS and the Continuum of Care.

### **Day for Change**

Mayor Emanuel launched the pilot of the Day for Change program in September 2016. The initiative seeks to provide employment opportunities plus wraparound supportive services for individuals experiencing homelessness. The pilot ran in partnership with A Safe Haven Foundation, operating two work vans to do daily work recruitment at the viaducts and underpasses where a concentrated population of homeless individuals resides. In less than three months, the pilot helped 225 individuals to earn wages via landscaping and cleaning, in addition to receiving meals, transportation, behavioral health services, job training, and interim housing. Based on the success of the pilot, Mayor Emanuel doubled the program’s capacity the following year, expanding the geographic footprint to serve the Central Business District in addition to viaducts along Lake Shore Drive. The Day for Change program is funded by the housing sharing surcharge enacted in 2016 by Mayor Emanuel.

### **Legal Protection Fund**

At the close of 2018, Mayor Emanuel joined community volunteers and civic leaders to celebrate Chicago’s Legal Protection Fund serving a record 50,000 immigrants through community-based outreach, education, legal consultations, and courtroom representation—surpassing all goals for the year. The fund was first established by Mayor Emanuel in January 2017 to assist immigrants and refugees threatened with deportation after the 2016 election. The FY2018 city budget benefited from \$1.3 million in unused property tax rebate funds which were redirected to continue providing critical legal services to keep immigrant populations safe and supported by the city.

Via partnerships with the National Immigrant Justice Center, The Resurrection Project and pro bono support from more than ten local law firms, the Legal Protection Fund has provided residents support on how to protect their families and obtain legal status and has offered counseling via the Community Navigator Program. More broadly, Mayor Emanuel has championed a set of initiatives since taking office that improve the immigrant community’s access to service, expand new and existing immigrant businesses, and that welcome and celebrate Chicago’s diverse immigrant communities. These initiatives include launching the Cities for Citizenship Campaign with the Mayors of New York City and Los Angeles, which has grown into a bipartisan effort which works with nearly 71 City and county leaders across America.

### **Roadmap to Reduce Food Insecurity**

In 2011, fulfilling a commitment made in his transition plan, Mayor Emanuel and First Lady Obama convened a “food desert summit” of grocery store owners, social service agencies and community members to better understand the scope of the food access problem in Chicago. To tackle issues of food insecurity and obesity, Mayor Emanuel called on the Department of Family and Support Services to lead the development of a food plan called *A Recipe for Healthy Places*. The plan identified goals to build healthier neighborhoods, expand the network of community and school gardens, support small businesses producing healthy food and expanding access to food assistance programs. The number of Chicago residents in low-income communities living more than a mile from a grocery store decreased from 100,000 to 69,000.

Carrying this work into the next decade, DFSS and the Greater Chicago Food Depository formed a task force to review the work of nine city agencies involved in fighting hunger. The task force agreed to raise awareness of existing food assistance programs, strengthen partnerships that break down silos of service, and expand access to nutritious food. In 2018, the task force released a document called *Forward Together: A Roadmap to Reduce Food Insecurity Across the City of Chicago*, detailing strategies to provide high-quality nourishment for food insecure residents of Chicago as effectively as possible.

## OTHER KEY ACCOMPLISHMENTS

### ***Plan 2.0 to Prevent and End Homelessness***

Upon taking office in 2011, Mayor Emanuel launched a year-long effort between the DFSS and the Chicago Alliance to End Homelessness (now All Chicago) to redevelop Chicago's Plan to End Homelessness. This effort resulted in the August 2012 release of Plan 2.0, a seven-year action plan focused on homelessness prevention, the "housing first" model, and wraparound services for youth and families. Key priorities included a new regional network of drop-in centers for homeless youth, additional shelter beds, plus a new shelter for survivors of domestic violence. Since the plan launched, the City has housed 400 households via Rapid Rehousing, expanded shelter space for youth by 33 percent and established three regional drop-in centers which serve nearly 1,400 homeless youth annually.

### ***City-Wide Task Force to Reduce Homelessness***

In 2016, Mayor Emanuel launched a city-wide task force dedicated to addressing and reducing homelessness in Chicago. The Task Force to Reduce Homelessness focuses on improved coordination between city and sister departments, increased efficiencies in service delivery, and identifying additional resources to devote to these efforts. The effort is chaired by the Commissioner of the DFSS but also includes leadership from the Chicago Department of Public Health, the Chicago Police Department, Chicago Public Schools, the Chicago Transit Authority, Chicago Public Library and many more.

### ***Voices of Youth Count***

In 2016, Chicago and Cook County were selected to participate in the Voices of Youth Count, a national initiative led by Chapin Hall at the University of Chicago to conduct a comprehensive and qualitative enumeration of homeless youth across the country. Importantly, the process revealed that one in ten young adults between the ages of 18 and 25 experience homelessness in a given year; LGBTQ youth experience homelessness at more than twice this rate. Following the count, in which DFSS was a critical partner, the Voices of Youth Count released a toolkit modeled in part on Chicago prevention and intervention practices to share nationally. Chicago has an active Task Force on Homeless Youth as well as a Youth Advisory Board comprised of community leaders with lived experience; these collaborative efforts have shaped a developmentally-appropriate menu of services for youth experiencing homelessness.

### ***Hurricane Maria Emergency Relief***

In partnership with the Office of Emergency Management and Communication, DFSS hosted a Multi-Agency Resource Center ("MARC") for Hurricane Maria evacuees at the Humboldt Park Fieldhouse. From November 2, 2017 through May 1, 2018, MARC operated as a "One Stop Shop" for all the services residents evacuating from Puerto Rico needed, including: Federal Emergency Management Agency information, housing, education, medical support and employment assistance. More than 40 City, State and federal government agencies and local community-based organizations provided services at the MARC. DFSS continues to provide services to evacuees at the Trina Davila Community Service Center. Through this initiative, over 928 families and 1,744 individuals have been served. DFSS is tracking these evacuees through a delegate agency to determine services that may still be needed through 2019.

### ***Domestic Violence Homeshare Surcharge***

Through DFSS, the City operates 140 shelter beds for domestic violence victims and funds approximately 30 programs that provide direct services to victims of domestic violence. The new homeshare surcharge approved by City Council in 2018 will generate approximately \$1.3 million in annual revenue by collecting a two percent surcharge on the gross rental or leasing charge of any shared-housing unit or vacation rental through both existing and new providers. This new, dedicated revenue source allows the City to improve and increase the number of available temporary housing for victims of domestic violence, while also supporting long-term services and outreach directed towards the needs of domestic violence survivors.

## CHICAGO PUBLIC LIBRARY

Chicago Public Library (CPL) operates and maintains 81 public library locations throughout the City, providing equal access to information, ideas, and knowledge. Along with overseeing a collection of more than 9 million books, CPL provides materials, services, technologies and tools that Chicagoans need to achieve their personal goals and to maintain the city's position as a competitive force in the global economy. By the end of this year, CPL will have 12 new library buildings and 18 additional locations with major renovations and expansions, reflecting a nearly \$300 million commitment since 2011.

## BACKGROUND

The Chicago Public Library has served Chicagoans since 1873. In 2011, CPL operated 78 locations, employed 1,128 Full-time Equivalent (FTE) positions with a budget appropriation of \$63.4 million. CPL grew to 81 locations by 2019, employing 992 FTE positions with a budget appropriation of \$71.0 million.

### Branching Out

Under Mayor Emanuel's leadership, nearly \$300 million in new investments have been made in Chicago Public Library under the "Branching Out: Building Libraries, Building Communities" initiative to develop and modernize community libraries throughout the city. Branching Out focuses on investing in key areas of neighborhood libraries including modern facilities, improved infrastructure, and high-quality programming with librarians and administrators.

- Since 2011, seven new libraries have been built and significant updates have been made at 14 branches. By the end of 2019, an additional five new libraries will be built, and renovations at four libraries will be completed.
- CPL has expanded its programming to meet the needs of Chicagoans of all ages, including building 40 interactive early learning play spaces, launching "Rahm's Readers," which reached 110,000 participating youth lasting, and growing Homework Help from a small but successful program in 2012 to the largest and most comprehensive free homework help program in the nation, delivering nearly 120,000 help sessions annually.
- CPL has invested in adult education as well, launching CyberNavigators, a digital skill building program that has helped thousands of people find new jobs in each of the last two years and has been replicated internationally.

## CAPITAL PROJECTS

By the end of 2019, CPL will have 12 new library buildings and 18 additional locations with major renovations and expansions, reflecting a nearly \$300 million commitment. Below is a partial list of capital projects undertaken during Mayor Emanuel's tenure.

- **Innovative Libraries and Housing Partnership at Little Italy Branch, Northtown Branch and Independence Branch Libraries.** Three new libraries were opened in new public housing developments, designed through a citywide design competition, under an innovative partnership with the Chicago Housing Authority. The libraries all include early learning spaces, YOUMedia centers for teens, technology and computers, community meeting spaces and study rooms.
- **West Loop Branch Library.** A new 16,500 square foot library, designed by Skidmore Owings and Merrill (SOM), opened to serve the fastest growing neighborhood in Chicago. The \$2.3 million project was supported with \$976,000 in Neighborhood Opportunity Bonus Fund assistance and private donations.
- **Whitney Young Branch Library.** Renovations included a 3,000 square foot expansion and full gut renovation of the existing interior. The library includes a YOUMedia space and a Maker Lab.
- **Chicago Bee Branch Library.** Located in a landmarked building in Bronzeville, the library received \$2.32 million for a complete renovation and an expansion of library services to the second floor of the building.
- **Kelly Branch Library.** The 15,000 square foot branch received a \$1.95 million rehab and renovation project, funded by the Englewood Neighborhood TIF. The scope included improvements to the envelope of the building as well as a complete refresh of the interior and development of an early learning play space and YOUMedia space for teens.

- **Sulzer Regional Library.** CPL's north regional library underwent a \$7.5 million maintenance and repair project, which included complete exterior tuck-pointing and roof replacement, new flooring and paint, additional power and data receptacles, improved lighting, a new AV system in the auditorium, a new mechanical system, and an early learning play space.
- **Thomas Hughes Children's Library.** A \$2.5 million grant from Exelon Corporation funded major renovations to the 24,000 square foot flagship children's library in the Harold Washington Library Center. This was the largest individual gift in the history of the Chicago Public Library Foundation.
- **Chinatown Branch Library.** The new 16,370 square foot branch, designed by SOM, opened in 2015 and has become the busiest branch library in Chicago, serving more than 22,000 visitors per month. The \$19.1 million construction project was funded through the 24th/Michigan TIF district and features a community gathering space, an event space, meeting rooms, a children's reading room, a YOUMedia space, an early literacy and learning space, and special services for new Americans.
- **Back of the Yards Branch Library.** The new 8,300 square foot branch is co-located with Back of the Yards College Preparatory High school and is shared by students and the community.
- **Early Learning Play Spaces.** By the end of 2019, 40 branch libraries throughout the city will feature spaces that incorporate interactive play and discovery, offering the youngest learners an inviting and engaging environment in which to begin their path to literacy.

## PROGRAMS

CPL provides programs for people of all ages. Programs that were established or expanded under the leadership of Mayor Emanuel and Commissioner Brian Bannon include:

- **Rahm's Readers.** More than 110,000 participating youth – an 83 percent increase over 2012 – read for a combined 108 million minutes in summer 2018.
- **Homework Help.** The largest and most comprehensive free homework help program in the nation provided nearly 120,000 homework help sessions that supported students' after school learning. The program has grown by 90 percent in the last five years. A recent study by the University of Chicago found that the Teacher in the Library Program successfully reaching students most in need of supplemental academic support, such as English Language Learners and students who receive free/reduced lunch.
- **YOUMedia.** The digital media program has grown from one location in 2010 to twenty-three locations across the city in 2019, serving approximately 5,200 students. Preliminary analysis indicate that YOUMedia students outperform their peers on the ACT and enroll in college at higher rates.
- **Digital Skills for Adults.** CyberNavigators, a basic computer skills program, has helped at least 1,000 people find new jobs in each of the past two years. Learning Circles, in-person study groups for adult learners enrolled in free online courses, was piloted in 2015 and has been replicated in more than 40 libraries internationally. It won a Digital Inclusion Leadership Award in 2017.

## LOOKING FORWARD

The Chicago Public Library will continue to improve programs and services for Chicagoans of all ages in all neighborhoods. Some of the most significant current projects include:

- **Legler Regional Library.** A \$11.5 million investment will upgrade West Garfield Park's library into a regional library, giving the West Side its first regional library in 40 years. The 36,000 square foot library will undergo extensive renovation to bring in more collections, state-of-the-art technology, new community and study rooms and accessibility improvements. With its "regional" status, it will add Sunday hours and later weekday hours, host an artist in residence program, include YOUMedia and Homework Help programs, add an early learning play space and offer more cultural programs.
- **The Altgeld Branch Library.** A new 12,150 square foot branch library will be built to replace the existing Altgeld Branch Library. The branch was designed by Koo Architecture and will be co-located with the New Horizons Day Care Center in Altgeld Gardens and constructed through a partnership with the Chicago Housing Authority.
- **Merlo Branch Library.** The 15,000 square foot space is being renovated to provide the Lakeview community a modern, state-of-the-art learning space. Completion is expected in summer 2019.

- **Douglass Branch.** The \$2.15 million project includes exterior and interior renovations, including roof and skylight work, new flooring, and paint throughout. Construction is underway.
- **The Obama Presidential Center Branch Library.** In partnership with the Obama Presidential Center, CPL will open a 5,000 square foot branch library that will house a multimedia collection with a focus on civic engagement and offer programming to engage community members.

## CITY DEVELOPMENT

### **DEPARTMENT OF CULTURAL AFFAIRS AND SPECIAL EVENTS**

The Department of Cultural Affairs and Special Events (DCASE) is dedicated to enriching Chicago's artistic vitality and cultural vibrancy. This includes fostering the development of Chicago's non-profit arts sector, independent working artists and for-profit arts businesses; providing a framework to guide the city's future cultural and economic growth via the Chicago Cultural Plan; marketing the city's cultural assets to a worldwide audience; and presenting high-quality, free and affordable cultural programs for residents and visitors.

### **BACKGROUND**

The Department of Cultural Affairs and Special Events serves more than 25 million residents and visitors by presenting 2,000 cultural programs annually, including farmers markets, concerts, film events, youth programming and exhibitions. These investments have positioned Chicago as a global cultural powerhouse and have garnered big tourism successes: a record-breaking 57.7 million people visited Chicago in 2018, driving \$15 billion into the economy and supporting more than 150,000 jobs. During Mayor Emanuel's time in office, Chicago has been named Condé Nast Traveler's "Best Big City in the U.S." and Time Out's "Best City for Having It All."

### **A GLOBAL CULTURAL POWERHOUSE**

- DCASE guided the development of Chicago's first **Cultural Plan** in 25 years, setting out key priorities for arts learning, elevating neighborhood cultural assets, retaining creative professionals, and amplifying Chicago's reputation as a global cultural destination.
- Under Mayor Emanuel, Chicago Public Schools and Ingenuity unveiled the city's **first-ever Arts Education Plan** with a guiding principle of bringing the arts to every child, in every grade, in every school.
- The **Creative Schools grantmaking program** through Ingenuity awarded \$1.1 million to 108 schools in the most recent academic year, helping close gaps in student access to arts education across the entire city.
- Through the **50x50 Neighborhood Arts Project**, the City of Chicago commissioned dozens of local artists to create new sculptures, murals, site-specific performances and community-engaged work in all 50 wards—representing a \$1 million investment in artist-led public art projects.
- During Mayor Emanuel's time in office, the number of City and independently operated **farmers markets** has nearly doubled, from 31 in 2011 to 60 in 2018. Twelve of the 14 city-operated markets now accept SNAP and Link cards, offering opportunities for residents from low and very-low income communities to use nutrition assistance to purchase fresh produce and more.
- Chicago is a city of festivals, with more than **700 neighborhood events** facilitated by DCASE annually including performances, films, festivals, and youth programming.

### **CAPITAL PROJECTS**

#### ***Chicago Riverwalk***

The Riverwalk has transformed downtown's waterfront into a vibrant, pedestrian-friendly cultural destination for more than 1.5 million visitors annually. Mayor Emanuel accelerated the expansion of the Riverwalk in 2012, establishing a vision for six "rooms" along the river, completed in phases throughout 2016. In 2018, the project and its architects received the prestigious Institute Honor Award from the American Institute of Architects. The now 1.25-mile promenade has emerged as one of the city's most popular destinations for art, music, recreation, and dining; the Riverwalk generates \$1.2 million in City revenues annually.

Additionally, DCASE and the Department of Fleet and Facilities Management have partnered to develop low-cost, high-impact programming for the Riverwalk including parades, riverboat performances, floating museums and gardens. As one example of the city's commitment to a comprehensive public art strategy for the river, the city commissioned a large-scale, site-specific public art installation by local artist Robert Burnier called *Black Tiberinus* for the confluence of the Chicago River between Franklin and Lake. And for the last two years, DCASE and 2FM have partnered with Choose Chicago and the Illinois Brewers Guild to produce Friday Night Flights on the Riverwalk, featuring 14 breweries from across the city and selling out every time.

## **Millennium Park**

As part of DCASE's strategic plan, the Millennium Park Campus—including Millennium Park, Maggie Daley Park, the Chicago Cultural Center, and the Art Institute of Chicago—are better connected to the Riverwalk and the city's downtown network of theatres, parks, and museums. The campus concept has helped anchor the cultural landscape in a unified, cohesive downtown campus. At Millennium Park, DCASE now presents more than 80 free concerts, films, and special events annually. The Park now welcomes more than 20 million visitors annually (up from five million when it first opened in 2004) and is considered among the top ten most-visited sites in the United States.

## **PROGRAMS**

### **Night Out in the Parks**

In 2013, Mayor Emanuel launched the Night Out in the Parks series in partnership with the Chicago Park District and the Department of Cultural Affairs and Special Events. Last year marked the 6<sup>th</sup> season for the program, delivering 2,000 cultural events to neighborhood parks, creating safe, vibrant hubs of cultural activity and free programming across all 77 community areas and 50 wards. In summer 2018 alone, the Night Out in the Parks series brought more than 1,200 world-class events to Chicago neighborhoods including 230 films, 102 dance showcases, 301 concerts, and 184 theatre performances. In 2017, Night Out in the Parks engaged over 315,000 participants citywide with hours of free cultural programming and provided a total of 131 Chicago-based cultural arts organizations and 2,424 artists with \$915,000 in grant dollars to activate the parks and showcase their talents for new audiences.

### **DCASE Film Office**

During Mayor Emanuel's administration, Chicago has seen strong growth in the local production of film, television, and other media. The number of jobs supported by the film industry in Chicago has more than doubled since 2011, from 5,000 to more than 13,000 in 2018. Over the last eight years, Chicago's film industry has generated a total economic impact of \$2.6 billion with 90,000 new jobs created and 3,700 projects produced. In 2018 alone, more than \$474 million in economic impact was created locally between job creation and production expenses, up from \$150 million in 2011.

Film, television, and media production continued with record-level activity during the final year of Mayor Emanuel's administration, with nine full-season series plus portions of four others filming locally throughout the year. NBC's *Chicago Fire*, *Chicago PD*, and *Chicago Med*, FOX's *Empire*, Showtime's *The Chi* and *Shameless* all renewed for additional seasons. New series include *Proven Innocent* (FOX), *Red Line* (CBS), and *South Side* (Comedy Central). The pilot for *Lovecraft Country* was HBO's largest budgeted pilot to date, filming for two months in Chicago and throughout Illinois. DCASE and its Chicago Film Office supports independent filmmakers, too, through its Independent Film Initiative (Filmmaker in Residence Program and Producer Apprentice Program), the Millennium Park Film Series, and other workshops and industry development programs to grow the local filmmaker community.

### **Neighborhood Public Art**

Through the 50x50 Neighborhood Arts Project, the City of Chicago commissioned dozens of local artists to create new sculptures, murals, site-specific performances, and community-engaged work in all 50 wards—representing a \$1 million investment in artist-led public art projects. 50x50 was an unprecedented, city-wide effort—part of the 2017 Year of Public Art—to galvanize Chicago artists in bringing public artwork to every neighborhood across the city. An accompanying mobile app and public art catalogue offered residents and visitors tools to track the stories behind each installation. Project highlights included lightboxes in CTA Green Line stations featuring photographs by Chicago artists Tonika Johnson and Clifton Henry; a garden of biodegradable sculptures along the South Side lakefront by Jenny Kendler; murals by Cyd Smillie and students from Henderson Elementary School in West Englewood; and nature-inspired mosaics in the West Ridge Nature Preserve by Green Star Movement, a community organization fostering teamwork and self-esteem through public art.

### **Public Art in Parks**

In partnership with the Department of Cultural Affairs and Special Events, the Park District facilitated the installation of a growing number of public art pieces in parks. Recent highlights include the Out of Sight hopscotch installation in Maggie Daley Park and Walsh Park plus the “Art in the Parks” initiative in Jackson Park and along the 606.

### **Kerry James Marshall at the Cultural Center**

Kerry James Marshall, internationally-renowned Chicago artist and MacArthur Fellow, unveiled his large-scale mural on the Chicago Cultural Center in December 2017. The mural honors 20 women who have shaped the city’s vibrant cultural landscape including writer and literacy icon Gwendolyn Brooks; choreographer and dancer Ruth Page; and Margaret Burroughs, founder of the DuSable Museum of African American History. The 132-foot by 100-foot mural is the largest artwork Marshall has ever created. Kerry James Marshall is a deeply accomplished artist known for referencing African American culture and history in his work; he has been included in international exhibitions like the Whitney Biennial and Venice Biennial. His retrospective *Mastery* opened at the Museum of Contemporary Art in April 2016 and included 80 original pieces spanning his 35-year career.

### **Art on theMART**

Mayor Emanuel developed the vision for Art on theMART, illuminating one of Chicago’s most iconic buildings with the largest curated art projection in the world. More than 32,000 people attended the launch event in September 2018 to view the first-of-its kind digital installation covering 2.5 acres of theMART’s river-facing façade. Since its launch, Art on theMART has quickly become a celebrated landmark along the Chicago River and Riverwalk. The expansive and permanent piece of public art furthers Chicago’s legacy of providing residents and visitors with exceptional art experiences that are free and accessible to all. Beginning in May 2019, the nightly projections will expand from five nights a week to seven nights a week, kicking off with new work inspired by and aligned with the Year of Chicago Theatre.

### **2018: The Year of Creative Youth**

Following the success of the Year of Public Art in 2017, DCASE designated 2018 as the Year of Creative Youth. Hundreds of organizations serving thousands of youth through creative programs and the arts were impacted through increased funding for youth and educator programs, community-building events and a youth-centered arts showcase in Millennium Park. The Year of Creative Youth framework fostered new collaborations between DCASE and key partners: Chicago Public Schools, Chicago Public Libraries, the Chicago Park District and more than 100 youth-serving arts organizations. DCASE also curated dedicated exhibition spaces for youth art installations at the Cultural Center plus dedicated stages for youth performances at the Chicago Blues Festival, Chicago Jazz Festival, and Taste of Chicago. Throughout the year, DCASE convened 50 youth arts organizations, honored hundreds of arts educators, recognized dozens of creative youth as part of the Rising Star Honor Roll, awarded \$500,000 in grant funding for youth and educator projects and unveiled 45 Flying Creatures, youth-created street sculptures on Wabash Avenue.

### **2019: The Year of Chicago Theatre**

Mayor Emanuel, DCASE and the League of Chicago Theatres have designated 2019 as the Year of Chicago Theatre. This city-wide, year-long focus on theatre is the first of its kind in the United States. The initiative includes performances and special events throughout the city, including theatre-themed events in all 77 community areas as part of the Chicago Park District’s “Night Out in the Parks” series. The City of Chicago and its partners will also launch a marketing campaign; provide additional financial grants to theatre projects; encourage dialog around inclusion and equity; and call on civic, philanthropic, arts and business leaders to support the theatre community. More than 100 theatre professionals and other community stakeholders have volunteered to serve on advisory committees for marketing, special events, partnerships, inclusion and “legacy,” ensuring that the Year of Chicago Theatre has an impact on the industry for many years to come.

### **Expanded Reach of Events, Festivals, Markets, and Performances**

- In 2015, DCASE hosted **North America’s first-ever architecture biennial** at the Cultural Center. The event was widely lauded globally and earned top spots on multiple “best of the year” lists. The inaugural

Chicago Architecture Biennial attracted nearly 900,000 guests. More than 100 architects from 30 countries had work on display at the Chicago Cultural Center. The event was repeated with great success in 2017; planning is underway for the 2019 exhibition.

- An estimated 1.5 million residents and visitors attended the 2018 **Taste of Chicago** 300,000 more people than Mayor Emanuel's first year in office. DCASE received a record number of vendor applications for Taste in 2018, ultimately showcasing 72 local eateries including 25 new vendors, employing over 3,000 people, hiring 600 artists and performers and contributing \$106 million to the local economy.
- The **Air & Water Show** saw 1.75 million residents and visitors flood the lakefront in 2018.
- In 2018, DCASE extended the **40th Annual Chicago Jazz Festival** from four days downtown to 10 days citywide, including free concerts in 10 neighborhood venues playing to 125,000 attendees.
- The Chicago Cultural Center hosted **18 exhibitions** in 2018, including Keith Haring: The Chicago Mural, which attracted more than 150,000 visitors.
- Over the course of Mayor Emanuel's terms in office, the number of City and independently operated **farmers markets** has nearly doubled, from 31 in 2011 to 60 in 2018. Twelve of the 14 city-operated markets now accept SNAP and Link cards, offering opportunities for residents from low and very-low income communities to use nutrition assistance to purchase fresh produce and more.
- Chicago is a city of festivals, with more than 700 **neighborhood events** facilitated by DCASE annually including performances, films, festivals and youth programming.
- **Night Out in the Parks**, produced by the Chicago Park District with funding from DCASE, has also enjoyed significant expansion over the last eight years, now offering more than 2,000 cultural events in Chicago neighborhoods year-round.

### **Diverse Cultural Programming**

DCASE has made a concerted effort to diversify and amplify cultural programming, ensuring that festivals, events, and exhibitions reflect the vibrant diversity of the City of Chicago. DCASE continues to celebrate Chicago's Black music legacy through its House Music, Gospel Music, Blues and Jazz festivals. The city has also dedicated \$2 million to expand programming for and by members of the Latinx community. In 2017, DCASE re-energized Maxwell Street Market, launched the city's first International Latino Theatre Festival and welcomed the Chicago Mariachi Festival and Ballet Folklorico for special performances in Millennium Park. In 2018, Latinx attendees at festivals and venues increased significantly, by more than 60 percent over previous years. Overall, Latinx audiences account for 18 percent of the attendance at DCASE programs—and is much higher at Maxwell Street Market (55 percent) and Chicago SummerDance (39 percent). Partnerships between DCASE and partners like the National Museum of Mexican Art, the Puerto Rican Arts Alliance, Segundo Ruiz Belvis Cultural Center, the Chicago Latino Theater Alliance and the Chicago Latino Film Festival have extended and deepened through collaborations, performances and cultural grantmaking.

### **Expanded Cultural Grantmaking**

In 2018, the DCASE Cultural Grants Program awarded 340 grants totaling \$1.7 million to artists and organizations in 90 percent of Chicago's wards—up from 70 percent in 2016. Cultural grantmaking is now administered through three programs including the new ArtsSpace Program, offering use of the city's cultural spaces and resources like Millennium Park and the Cultural Center to increase exposure and audiences for community-based organizations and local artists. In addition to grant funding, DCASE also launched an Artist Residency Program at the Cultural Center in 2015, supporting local artists and attracting artists to Chicago through affordable spaces for them to create. Supported in partnership with the Joyce Foundation, residencies at the Cultural Center offer local artists the space to create and exhibit their work; this residency program is the only one of its kind in the heart of downtown.

## **OTHER KEY ACCOMPLISHMENTS**

### **Tourism**

Upon taking office, Mayor Emanuel set an ambitious goal of attracting 50 million visitors to Chicago by 2020. Two years ahead of schedule, visitors to the city reached 57.7 million in 2018, a new record and a 45 percent increase in just eight years. This positive momentum has helped fuel hotel industry growth, too, as Chicago opened seven new hotels in 2018 with nine more coming online in 2019. The city increased the number of hotel

rooms occupied by 4.4 percent to a total of 11.8 million rooms in 2018. Conventions and meetings booked in Chicago in 2018 generated \$3.2 billion in economic impact. The realization of these tourism goals has resulted in 22,000 new tourism jobs since 2011 and hundreds of millions of dollars in additional revenue to the city and the region. Special events and programming, such as the James Beard Awards, the Laver Cup, Chicago Theater Week, the Chicago Architecture Biennial and hundreds of other events contribute to Chicago's booming tourism industry.

#### ***Organizational Efficiencies***

After years of a disjointed tourism effort, the Mayor worked in his first year to merge the City's three tourism entities into a single organization—Choose Chicago—that combined the Chicago Convention and Tourism Bureau and the tourism portion of Chicago Office of Tourism and Culture. The reduction in overlapping services and costs has saved nearly \$2 million a year, which continues to be reinvested into annual marketing advertising efforts to attract out-of-market visitation.

#### ***Visitor Experience Team***

Newly established in 2018, the DCASE Visitor Experience team manages the first impression and overall experience of guests. The team manages DCASE's Volunteer, Education and Tour programs – and consider the wayfinding, amenities, customer service and more at city festivals, events, and venues. Last year, DCASE's volunteer corps increased from 62 to 104—a gain of 42 volunteers.

#### ***Marketing and Communications Team***

The DCASE marketing division has made great strides using digital media to advance the arts agenda of the City of Chicago—increasing its social media engagement (576,000+ total followers), e-news subscribers and app downloads. Additionally, the communications team generates a significant amount of press coverage for Chicago's culture locally, nationally and internationally.

#### ***Diversity and Inclusion***

In 2018, DCASE partnered with the Department of Human Resources and their Diversity Office to deepen the department's commitment to equity and inclusion in its hiring practices. For each open DCASE position, a specific minority recruitment plan will now be developed and implemented.

## DEPARTMENT OF PLANNING AND DEVELOPMENT

As the principal planning agency for the City of Chicago, the Department of Planning and Development (DPD) promotes the comprehensive growth and sustainability of the City and its neighborhoods. The department also oversees the City's zoning and land use policies and employs a variety of resources to encourage business and real estate development. The department also was tasked with promoting the creation and preservation of affordable housing across the city, now the core function of the new Department of Housing. Since 2011, the Department of Planning and Development has administered programs and negotiated development deals that have resulted in billions of dollars of new investment throughout Chicago and the creation or preservation of more than 60,000 units of affordable housing.

### BACKGROUND

As Mayor Emanuel took office 2011, Chicago was still reeling from the effects of the Great Recession, which impacted communities across the city, with many residents and families experiencing displacement, unemployment and loss of substantial wealth. In addition to the enduring impacts on neighborhoods that experienced concentrated levels of home foreclosures and business distress, Chicago's sluggish recovery compared to peer cities left many communities experiencing stagnation years after other areas had begun to bounce back.

### PROMOTING VIBRANT COMMUNITIES ACROSS THE CITY

Over the last eight years, Mayor Emanuel and the Department of Planning and Development have executed a variety of developments and initiatives enhancing the livability of the City's neighborhoods. Growing from initial charges in 2011 to reform Tax Increment Financing, strategically address vacant land and properties and promote healthy, vibrant communities, the work of the department and the Administration has developed new tools that have put Chicago on a steady path of progress, including:

- Introducing the Neighborhood Opportunity Bonus leverage downtown development to support neighborhood businesses and cultural institutions;
- Shepherding large scale land developments and marquee property redevelopments including the Old Main Post Office, Union Station and the former Michael Reese Hospital that have channeled billions of dollars of new investment in Chicago; and
- Focusing on innovative projects that build momentum in communities and fill critical gaps in neighborhood services, amenities and opportunities like the Shop and Save in South Shore, the Hatchery and the Flexible Housing Subsidy Pool.

### DEVELOPMENT PROJECTS

Over the past eight years, the Department of Planning and Development has advanced a variety of catalytic projects that have resulted in unprecedented investment throughout the city. From new megadevelopments to revitalized landmark properties and coordinated development efforts that build momentum in Chicago's communities, these projects have and will transform Chicago for decades to come.

**Large Scale Developments** Over the past four years, the Department has led developer negotiations and shepherded approvals for several major developments that will bring a level of investment unprecedented in Chicago's history. All together, they account for tens of billions of dollars in private investment, more than 4,000 units of affordable housing, and tens of thousands of permanent and temporary jobs.

- **Lincoln Yards:** A \$6 billion, 14.5-million-square-foot mixed-use master plan by developer Sterling Bay for 53 acres along the North Branch of the Chicago River. Public benefits at full build-out include new bridges and roadways, 34,000 permanent jobs, 21 acres of public open space, more than \$120 million in zoning and density fees, and 1,200 affordable units, half of which must be on site.
- **The 78:** A \$7 billion, 12.9-million-square-foot mixed-use master plan by developer Related Midwest for 62 acres at Clark and Roosevelt along the South Branch of the Chicago River. The project includes a \$26.3 million payment to the Neighborhood Opportunity Bonus system, 2,000 affordable housing units, and 11 acres of public open space, including a 100-foot-wide riverwalk. The project will generate up to 24,000 permanent jobs at full build-out and more than 15,000 temporary jobs during construction.

- **The River District:** A \$2.5 billion residential project that will bring more than 4,000 residential units to the site of the Chicago Tribune Freedom Center at 777 W. Chicago Ave. At full build-out, the project will generate more than 29,000 permanent and temporary jobs, 800 on-site affordable units, as well as \$67 million for DPD's Neighborhood Opportunity Bonus system and \$13.7 million for the Industrial Corridor System Fund. About 50 percent of the 33-acre site is planned as public open space.
- **Old Main Post Office:** A City-led initiative to revitalize the building fostered the private sale of the 2.5-million-square-foot landmark to a viable developer. 601W is three years into a five-year, \$600 million rehabilitation plan that will target office users attracted to the building's 18-foot ceilings and 250,000-square-foot open floor spaces. The construction work will generate about 1,500 jobs over the project's lifespan, and at full occupancy, the building could house 12,000 workers. In June 2018, Walgreens was announced as the first major tenant. The Deerfield-based pharmacy giant will employ 1,800 corporate employees at the Old Main Post Office. Ferrara Candy is also relocating its Oakbrook Terrace headquarters to the building, bringing with it 400 jobs.
- **Union Station:** DPD staff worked with stakeholders from the City, Amtrak and private developers to shepherd the redevelopment of Chicago's historic Union Station and adjacent land. The plan will renovate floors four to eight of the Head of House building and add a ninth story addition to accommodate two hotels with a total of 400 rooms between them. It also includes a 1.5-million-square-foot, 50-story office tower and a 1.5-acre public park on land adjacent to the station that is currently occupied by an Amtrak parking garage.
- **Michael Reese Site:** The 85-acre Michael Reese/MPEA site in the Douglas community area will be developed according to the goals of a DPD-led RFP that resulted in the selection of Farpoint as master developer in 2017. Investment will leverage the site's proximity to McCormick Place, Bronzeville, and the lakefront with a mix of logistics, commercial, residential, and other uses that will facilitate the expansion of downtown along the South Side lakefront. It is anticipated that the project will be broken into five phases, with the first phase consisting of office and research center uses and more than 250 residential units.
- **116th/Avenue O:** A \$164 million, 2.2-million-square-foot transportation, distribution and logistics center on the Southeast Side from developer NorthPoint. At full buildout, the project will create more than 1,300 temporary and permanent jobs. The development team broke ground in February 2019.

**Inclusive Neighborhood Opportunities:** DPD has also focused on place-based development activities that are helping to revitalize community focal points for disinvested neighborhoods. Each initiative was citizen-led and leveraged existing community assets.

- **63rd/Halsted:** This important transit-oriented intersection in Woodlawn is being revitalized through private and public improvements. In partnership with CTA, the Green Line station was modernized and made more accessible to the community, while partnerships with the Preservation for Affordable Housing through a federal CHOICE grant are bringing more mixed-income housing and density to the area. Recent City-supported projects include Metrosquash, Hyde Park Day School, the Harris Park Fieldhouse, Trianon Lofts and a newly opened Jewel-Osco.
- **63rd/Halsted:** Building upon the hub of Kennedy-King College, DPD worked to bring retail and housing to an area of Englewood that is well served by transit. A Whole Foods market anchors a new retail area that incorporates a historic firehouse and other retail the neighborhood had been lacking.
- **Pullman:** Former President Barack Obama designated a National Monument in Pullman in 2015, and the new National Park Service visitor center is serving as an anchor of the community. DPD leveraged that historic news by partnering with Chicago Neighborhood Initiatives to increase job and retail opportunities through more than \$250 million in public and private investments.

**Grocery Stores** DPD-led efforts and financing brought four grocery stores to the South lower case side since 2012, replacing food deserts with high-quality options that provide jobs and strengthen neighborhoods.

- **Whole Foods in Englewood:** Opened in 2016, the 18,000-square-foot store at 832 W. 63rd St. employs more than 100 people and offers products from dozens of local suppliers on its shelves. Additional tenants at the development, known as Englewood Square, include Starbucks, Chipotle, Wing Street, Dress Code and Oak Street Health. City support for Englewood Square included \$12 million in TIF for

site preparation, \$10.5 million in New Market Tax Credits, and the sale of City-owned land, valued at \$3.1 million, for \$1.

- **Mariano's in Bronzeville:** Opened in 2016, the 74,000-square-foot grocer at 3859 S. King Drive created 400 jobs, including approximately 100 for Chicago Housing Authority residents. City support included \$2.1 million in site preparation and road improvements.
- **Jewel-Osco in Woodlawn:** Opened in 2019, the 48,000-square-foot store at 61st and Cottage Grove is Woodlawn's first full-service grocer in decades. The store employs more than 300 full- and part-time workers, and offers residents fresh produce, a deli counter, ready-to-eat meals and a drive-through pharmacy. City support included \$11.5 million in New Market Tax Credits.
- **Shop & Save in South Shore:** Expected to open later this year, the full-service grocer will occupy a space formerly used by Dominick's, which shuttered all its locations in 2013. It will anchor the 8.5-acre Jeffery Plaza shopping center, creating 85 permanent jobs and retaining 59 other jobs in the plaza. City support includes \$10 million in TIF to complete the \$25 million purchase and rehabilitation project. Prior the beginning of this Programs section, please insert three other development projects as paragraphs, not bullets.

**John Pennycuff Memorial Apts.:** The \$23.6 million John Pennycuff Memorial Apartments by Metropolitan Housing Development Corp. is creating a mix of studio, one- and two-bedroom affordable apartments targeted toward LGBTQ tenants in Logan Square. Forty-one of the units in the triangular, seven-story building will be offered to residents with incomes up to 60 percent of AMI and the remainder will be leased to Chicago Housing Authority (CHA) tenants. On-site amenities include a community room, laundry facilities, management offices, an outdoor patio, and ground-floor commercial space. City assistance includes \$16 million in bonds and \$5.7 million tax credit equity.

**KLEO Art Residences:** KLEO Art Residences in Washington Park will include 58 units for artists and families and 5,000 square feet of retail and artist studio space on the ground floor. The \$23.5 million, L-shaped building will feature a translucent facade designed to provide residents with ample sunlight during the day and give the structure a glow in the evening hours. Forty-nine of the residential units will be rented to households earning up to 60 percent of area median income with the remaining nine units offered at market rents. City assistance includes \$15.4 million tax credit equity, \$6.4 million TIF, and a \$925,000 land write-down

**CRRC Sifang America:** \$100 million, 380,994-square-foot facility on Southeast Side assembles the CTA's new 7000-series with approximately 170 factory jobs. The rail cars are the first to be made in Chicago since 1964. City assistance includes a \$3.6 million property tax incentive.

## PROGRAMS

The Department of Planning and Development and, now, the Department of Housing have launched and maintained a variety of programs under the Emanuel Administration that support development throughout Chicago. These programs have touched every part of the City and resulted in more than a billion dollars in new investment, thousands of jobs and more than 60,000 units of affordable housing created or preserved since 2011.

**Neighborhood Opportunity Fund:** The Neighborhood Opportunity Fund is a grant program that helps South, Southwest and West Side small business owners start or grow their businesses. Financed by density bonus fees paid by downtown construction projects, the program provides grants for up to 65 percent of eligible costs. DPD has negotiated more than \$170 million in private developer dollars to the fund since its creation in 2016. To date, 100 projects have been awarded a total of \$21.2 million. This public investment is leveraging \$93.6 million in total investment on the South and West sides of Chicago. Additional grant winners are expected to be announced in April 2019.

**Tax Increment Financing:** Commonly known as TIF, the 30-year-old program provides direct financial assistance for infrastructure and other projects within areas that are blighted or in danger of becoming blighted. Funds are generated by growth in the Equalized Assessed Valuation (EAV) of properties within designated districts over a period of 23 years. From 2011 to 2018, more than 75 percent of TIF expenditures went to transit facilities, schools, parks, municipal facilities and other public infrastructure. During that same period, the City surplused more than \$1.2 billion in TIF, roughly half of which was allocated to the Chicago Public Schools system.

**Small Business Improvement Fund:** Commonly known as SBIF, the program uses TIF revenues to help owners of commercial and industrial properties repair or remodel their facilities for their own businesses or on behalf

of tenants. Since 2011, SBIF has leveraged more than \$71 million in TIF to support 1,200 businesses in the creation or retention of more than 15,000 jobs.

**Open Space Acquisition and Development:** DPD has acquired and assisted in the creation of more than 800 acres of open space in the last 20 years, including the 606 Trail, more than 600 acres in Calumet, more than 200 acres of neighborhood parks and more than 100 community gardens and parks. Current projects include the acquisition of El Paseo in Pilsen and Little Village and the 59th Street elevated line in Englewood, the Wild Mile on the Near North Side, a joint housing-open space project at the western edge of The 606 and a new ball field in Washington Park.

**Large Lots:** The Large Lots program allows residents who own property on the same block to apply for the opportunity to purchase vacant, City-owned residential lots for \$1. Residents and block clubs can use the land to expand the yards around their homes, to create community gardens, or for other beautification- or housing-related purposes. To date, 1,248 lots have been sold through the program. Another 750 sales are in process.

**Land Sales:** DPD offers City land to the public through several additional programs, including the Adjacent Neighbors Land Acquisition Program (ANLAP), Negotiated Sales and Sealed Bid programs. Since 2011, the Real Estate Division has closed 509 transactions, bringing in \$27.3 million. For larger value land sales, DPD utilizes the Negotiated Sales for Redevelopment program to leverage private investment through the sale of City owned properties. Since 2011, 60 such projects were approved by City Council which resulted in total investments of more than \$1.15 billion and the creation of more than 4,000 new jobs.

**TIF Monitoring and Compliance:** The Monitoring and Compliance group was created in 2012 following a recommendation from the TIF Reform Panel convened by Mayor Emanuel. The primary task of this group is monitoring the long-term compliance of approximately 300 TIF projects, including all private redevelopment agreements. The effort has resulted in the City reclaiming more than \$60 million from non-compliant development teams, including those that fail to meet inclusionary workforce hiring requirements.

**TIFWorks:** TIFWorks provides TIF funding for workforce development projects. Since 2011, the program has awarded about \$19.9 million in TIF-funded grants to more than 350 businesses, training 6,300 Chicagoans, including nearly 1,000 newly hired workers.

**Neighborhood Opportunity Bonus:** Approved in 2016, the Neighborhood Opportunity Bonus simplifies and updates the downtown floor area bonus system; accommodates ongoing central area growth through an expanded downtown zoning district; and provides new funding sources to encourage commercial development in neighborhoods lacking private investment. Since its adoption, downtown developers have committed more than \$210 million to the bonus system.

**Industrial Corridor Modernization Initiative:** DPD initiated a public process in spring 2016 to refine land use policies for continued growth and private investment in the citywide Industrial Corridor system. The multi-year process is incorporating community-based goals, market data, infrastructure assessments, financial planning, and other criteria into framework plans that will guide future public and private investments within each of the City's 26 designated industrial corridors. North Branch, Ravenswood, Kinzie, Pilsen and Calumet corridors have been or are in review.

**Affordable Housing Financing:** Through financing programs such as Low-Income Housing Tax Credit Equity (LIHTC), Housing Revenue Bonds, and federal HOME loans, DPD provides a series of loans, tax credits and tax exempt bonds that are critical financing elements of multifamily affordable housing development projects. These financing streams have supported the creation or preservation of nearly 7,000 units of affordable housing since 2011.

**Neighborhood Lending Program (NLP):** Administered on behalf of DOH by Neighborhood Housing Services of Chicago, NLP provides affordable loans for purchase, purchase-rehab, home improvement and refinancing for emergency repairs. Federal Community Development Block Grant (CDBG) funds are used to provide direct assistance to low- and moderate-income homeowners and to leverage additional loan capital from a consortium of private lenders. Since 2014, the program has provided \$54.4 million in assistance to more than 950 units.

**Homebuyer Assistance Program:** Launched by Mayor Emanuel in partnership with the Chicago Infrastructure Trust (CIT), the program provides up to 7 percent of the purchase price for down payment and closing costs assistance. It has provided \$2.2 million in assistance to more than 350 homebuyers since its inception in 2016.

**TaxSmart Mortgage Credit Certificate Program:** Reduces federal income taxes by allowing a tax credit for a portion of a homeowner's mortgage interest paid per year. The current rate of annual savings is 25 percent for new home purchases or 50 percent for home improvement or rehab loans. The tax credit is capped at \$2,500 annually. Since 2014, nearly 500 households have received a total of \$80 million in benefits under the program.

**Roof and Porch Repair Program:** Provides grants for roof and porch repairs to eligible owner-occupants of 1- to 4-unit residential buildings. Assistance is limited to one time for the life of the building, and funding is limited so residents must enter a lottery. Interested parties must register on a date in September and the lottery typically takes place at the end of October. With an average grant of \$10,300, the program has served more than 2,100 units since 2014.

**Emergency Heating Repair Program:** Provides grants to eligible owner-occupants of 1- to 4-unit residential buildings to assist with emergency heating repairs during colder months. The program runs from November 1 to April 1. With an average grant of \$7,000, the program has served more than 800 households since 2014.

**Heat Receiver Program:** When a building does not have functional heat and/or hot water, the City initiates a process for appointing a receiver to make necessary repairs and restore heat and hot water to tenants. The program has served more than 250 households since 2014.

**Small Accessible Repairs for Seniors (SARFS):** Provides enabling devices to 1- to 4-unit residential buildings occupied by low- and moderate-income seniors at least 60 years of age. The program provides accessibility upgrades including grab bars, ramps, and other repairs so seniors can maintain their independence. Grants range from \$1,000 to \$4,999. Since 2014, SARFS has provided \$6.1 million in grants to nearly 2,600 households.

**TIF-NIP:** The Tax Increment Financing-Neighborhood Improvement Program (TIF-NIP) provides home repair grants for both single and multi-family residences in eligible Tax Increment Financing (TIF) districts. More than 500 households have received TIF-NIP home improvement grants since 2014.

**Chicago Neighborhood Rebuild Program:** An anti-violence, workforce development and community improvement program to provide rehab financing for small, local developers in the high-crime 7th, 10th and 11th Police Districts. It is a partnership with the Chicago Community Loan Fund, CARA and the Safer Foundation that also provides workforce training and placement for at-risk individuals in the same target areas

**Community Receiver Program (CRP):** In partnership with the Dearborn Realist Board, an African-American real estate trade association, the CRP focuses on building the capacity of local businesses, including contractors, investors and developers, by providing training and technical assistance in the acquisition and development of distressed properties in their neighborhoods that use the Circuit Court forfeiture and receivership processes. The CRP has engaged more than 300 local stakeholders and businesses to date.

**Micro-Markets Recovery Program (MMRP):** Originally a response to the Great Recession's foreclosure crisis, the MMRP has continued to focus on improving targeted neighborhoods by providing resources and engaging communities. Through ten community partner organizations, MMRP programming includes purchase and home improvement grants, foreclosure outreach and counseling, vacant building inventorying, acquisition and redevelopment facilitation, energy efficiency improvement grants, neighborhood marketing, the coordination of lenders, brokers and developers, and neighborhood data analysis. Since its inception in 2011, the program has re-occupied more than 920 vacant residential buildings, accounting for 2,700 units. It has also provided financial assistance to more than 300 residents, and foreclosure and homeownership counseling to more than 900 households.

**Preservation of Existing Affordable Rental (PEAR):** Developed in 2018, this program provides reduced-rate refinancing for private debt on residential properties with six or more units, ensuring that at least 20 percent of units remain affordable to tenants below 80 percent AMI for a minimum of 30 years. The first project under this initiative supported the rehabilitation of 42 units in 18 Albany Park properties through a \$2 million loan

that will maintain affordability of 15 units for at least 30 years.

**606 Neighborhood Improvement Program:** Rolled out in October 2018 in response to gentrification pressures brought on by the 606 Trail, the program seeks to help long-time homeowners address deferred maintenance and home improvements to create a suitable living environment and stay in their neighborhoods. DOH is currently reviewing 256 applications for the program.

**Building Neighborhoods and Affordable Homes Program** Mayor Emanuel launched this pilot program to bring single-family homebuyers to five targeted neighborhoods: Englewood Square, North Lawndale, South Lawndale, Humboldt Park/Garfield Park and Woodlawn. The program provides purchase assistance to buyers of homes constructed under the City Lots for Working Families program. The maximum grant amount is \$60,000.

## OTHER KEY ACCOMPLISHMENTS

Over the past eight years, the Department of Planning and Development has promoted a number of other strategic initiatives that foster the growth and vibrancy among Chicago's communities, innovative development, and efficiency and accountability in City processes.

- **TIF Transparency Reform:** In an ambitious effort to improve the transparency of TIF deals, DPD began making project data and documentation readily available online through the interactive TIF portal launched in 2015 and available at [chicago.gov/tif](http://chicago.gov/tif). The web app, which is updated daily, goes above and beyond requirements in the State of Illinois' 2009 Sunshine Act by providing a full set of legislative materials for all redevelopment agreements, intergovernmental agreements and TIF designations. Additional content available at [chicago.gov/tif](http://chicago.gov/tif) include materials reviewed by the Community Development Commission, compliance materials and annual reports.
- **Transit-Served Location Ordinance:** Chicago's transit-oriented development (TOD) policy was created in 2013 to foster pedestrian-friendly neighborhoods by enabling new construction projects located within 660 feet of rapid transit stations to have higher densities and less parking than is typically allowed by the City's zoning code. In 2015, this policy was expanded to capture development within a half-mile of the same train stations. In 2019, Chicago became the first city in the country to expand TOD policy to high-ridership, high-frequency bus routes. Since 2016, about 150 projects have taken advantage of the TOD policies, leading to an anticipated total investment of more than \$13 billion, more than 4,700 residential units in the neighborhoods and more than 20,000 residential units downtown.
- **Plan Commission Implementation of M/WBE Goals:** Mayor Emanuel signed an Executive Order in August 2017 that requires the Plan Commission to encourage applicants for planned developments, the City's largest construction projects, to solicit and hire minority- and women-owned business (MBE/WBE) and to track MBE/WBE participation on planned developments at certain stages of development. Through March 2019, 79 projects have committed to meeting a 26 percent MBE goal, a 6 percent WBE goal, and a 50 percent City resident goal on their developments, accounting for \$23.5 billion in investment and more than 62,000 construction jobs. DPD staff reports these statistics to the Plan Commission quarterly.
- **CHA-CPL Projects:** In 2017, DPD, Chicago Public Library and the Chicago Housing Authority announced the winners of a design competition for three, co-located branches and affordable housing projects on the North, Northwest and Near West sides. The goal of the competition was to bring world-class design to Chicago neighborhoods that break from the standard, cookie-cutter designs that are common to government buildings. Each complex includes state-of the-art library resources on their ground floors and affordable housing on the floors above. The recently completed developments are the 73-unit Taylor Street Apartments and Roosevelt Branch at 1342 W. Taylor St., the 44-unit Northtown Apartments and Branch at 6800 N. Western Ave., and the Independence Apartments and Branch at 4022 N. Elston Ave.
- **The Hatchery:** Opened in December 2018, the \$32.4 million food incubator features 56 kitchens, dry-cold storage, loading docks and meeting space aimed at nurturing local food-startups. The \$56 million facility, built by the Industrial Council of Nearwest Chicago, Accion and IFF, was supported by \$7 million TIF and the sale of City-owned land for \$1. The Hatchery employs 150 people and it is expected to create up to 900 jobs in its first five years.

- **Fulton-Randolph Market Landmark District:** Chicago's oldest and last remaining public market is being preserved and revitalized through a 2015 landmark district designation. The 74-acre Fulton-Randolph Market District encompasses 142 properties, including 86 contributing buildings.
- **2FM Relocation:** DPD launched a two-phased effort in 2017 to sell the headquarters of the Department of Fleet and Facility Management (2FM) at 1685 N. Throop St. and relocate it to Wentworth Avenue and 69th Street in Englewood.
- **Whole Foods Distribution Center:** Opened in 2018, the 140,000-square-foot distribution center in Pullman employs more than 100 people and serves 70 Whole Foods locations throughout the Midwest and southern Canada. The \$32 million project replaced a previous distribution center located in nearby Munster, Indiana, to better leverage Chicago's transportation network and workforce. City assistance included \$8.4 million in TIF.
- **Sustainability Policy Reform:** In 2016, DPD worked in conjunction with an advisory committee made up of developers and sustainability experts to rework its sustainability policy. The new system provides a broader menu of sustainable development options from which developers can use to meet City standards, such as electric vehicle charging stations, bike parking, and stormwater management systems, in addition to a variety of certification options from independent organizations like LEED.
- **North Branch Framework:** The first corridor to be reviewed under the Industrial Corridor Modernization Initiative was the North Branch. As a result, new land use regulations adopted by City Council in 2017 for the 760-acre North Branch corridor have enhanced economic development opportunities along the Chicago River while providing new resources for transportation and open space improvements. Developed through a year-long community engagement effort that culminated with the Chicago Plan Commission's adoption of the "North Branch Framework and Design Guidelines," the regulations replaced outdated zoning restrictions with contemporary designations that accommodate a wide mix of modern business uses. Recommendations for transportation and open space improvements were also identified to support the land use changes. Its implementation is ongoing.
- **Resilient Chicago:** Chicago is one of the Rockefeller 100 Resilient Cities and this year completed "Resilient Chicago," a strategy to ensure the city is well-positioned to respond to the shocks and stresses associated with climate change. Four pressing resilience challenges were identified: reducing disparities between Chicago's neighborhoods; addressing the root causes of crime and violence; ensuring the provision of critical infrastructure; and promoting engaged, prepared and cohesive communities.
- **ZBA Reforms:** The department passed an ordinance in 2016 that permitted garage roof access stairs by right. Staff also instituted finding of fact and statement of objection forms at meetings of the Zoning Board of Appeals (ZBA). Together, these reforms dramatically reduced wait times from application to ZBA hearing date, from three to five months down to one to two months. In 2018, ZBA took in nearly 700 applications, totaling \$468,000 in associated filing fees.
- **Green Healthy Neighborhoods:** Adopted in 2014, Green Healthy Neighborhoods is a 10- to 20-year planning strategy to maximize the use of vacant land and other neighborhood resources within Chicago's Englewood, West Englewood, Washington Park and Woodlawn community areas, as well as parts of the New City, Fuller Park and Greater Grand Crossing community areas. Outcomes of this plan included creation of the Large Lot program with more than 300 lots sold in the area, acquisition of the 1.7 mile elevated rail line along 59th Street, and four new urban agriculture sites under development.
- **Chicago River Design Guidelines:** The plan, updated in January 2019, outlines how properties along the Chicago River should be developed and improved to create a more unified aesthetic, to enhance the natural environment, and to provide public access and recreational opportunities, while balancing the needs of active industrial uses critical to the city's economy.
- **'One Chicago' (2019-2023):** The Five Year Housing Plan for 2019-2023, titled "One Chicago: Strategies for a Thriving City," was developed with extensive public input as well as market and demographic data analysis from the Institute for Housing Studies at DePaul University. The plan focuses on a set of guiding principles promoting diversity, equity and affordability; expanding homeownership; supporting vulnerable residents; engagement with communities; and promoting innovation. The plan outlines commitments of nearly \$1.4 billion in City and leveraged resources to create, preserve and assist more than 40,000 households.
- **Affordable Requirements Ordinance:** The Affordable Requirements Ordinance (ARO) requires residential developments of ten units or more that receive City assistance to provide 10 percent of units

at affordable prices, either with actual units and/or with in-lieu fees. In 2015, the ARO was improved to require at least 25 percent of the required affordable units to be physical units on-site or within two miles. The ordinance also increased the “in-lieu” fees paid by private developers to \$125,000 per unit in higher income areas and \$175,000 per unit downtown and reduced to \$50,000 in low-moderate areas.

- **ARO Pilots:** The Department is implementing three pilot programs to enhance housing affordability in gentrifying neighborhoods: Near North/Near West, the Milwaukee Corridor, and Pilsen/Little Village. The pilots require 15 to 20 percent affordability on site for all projects with 10 or more residential units. Through Q4 2018, 14 projects in the Near North-Near West ARO Pilot are projected to produce about 1,300 new affordable units, and ten projects in Milwaukee Corridor Pilot Area are projected to produce about 100 new affordable units. The first two pilot programs, Near North/Near West and Milwaukee Corridor, were launched in 2017, and will sunset on Dec. 31, 2020. The Pilsen/Little Village pilot program, which began in January 2019, sunsets on Dec. 31, 2023
- **Affordable Housing Opportunity Fund (AHOF):** AHOF, largely funded by ARO in-lieu fees, has provided critical funding for more than 30 affordable housing projects, supporting the construction of 2,500 units of affordable housing in neighborhoods across the City. It has also provided about 1,200 annual rental subsidies for very-low-income households through the Chicago Low-Income Housing Trust Fund. In addition, AHOF has provided funding for a range of affordable housing programs, including the Opportunity Investment Fund, P.E.A.R., the Micro Market Recovery Program, Community Receiver and Neighborhood Rebuild, the Flexible Housing Pool, and the 606 Neighborhood Improvement Program.
- **Large Scale ARO Commitments:** Over the past year, ARO staff worked in conjunction with DPD to secure substantial affordability commitments from three major development projects: Lincoln Yards, The 78 and the River District. Lincoln Yards requires a 1,200-unit commitment at full build-out, half of which must be met on site. An additional 300 units may be built within three miles, and the final 300 units will be met with a \$39 million payment to AHOF. The 78 triggers a 2,000-unit ARO requirement at full build out, at least 500 of which will be on site. The balance will be built within two miles of the nearby Pilsen/Little Village Pilot Area, and by an AHOF payment topping \$85 million. The River District, at full build out, will require more than 800 affordable units, all built on site.
- **Opportunity Investment Fund (OIF):** Provides low-cost loans to buyers of multi-family buildings in targeted areas in return for commitment to make a minimum of 20 percent of units affordable for at least 15 years.
- **Lathrop Homes Redevelopment:** A Tax Increment Financing (TIF) district created on the North Side in 2016 is supporting the redevelopment of the historic Julia C. Lathrop Homes public housing complex as a mixed-income community. Located on 21 acres along the Chicago River’s North Branch, the project includes approximately 1,100 units built over multiple phases. The \$170 million first phase includes the renovation of 14 buildings into a mix of 413 family and studio apartments. Flexible Housing Subsidy Pool
- **Flexible Housing Subsidy Pool (FHSP):** is a one-of-a-kind supportive housing rental subsidy model that combines housing and rental subsidy expertise with intensive case management to effectively house residents who are experiencing homelessness. Mayor Emanuel launched the FHSP to establish a rental subsidy source that allows the City of Chicago to quickly house and provide supportive services to some of Chicago’s most challenging and costly homeless populations, including individuals who are high utilizers of emergency rooms and the criminal justice system. The program brings together an unprecedented partnership that includes the Chicago Housing Authority (CHA), the Department of Family and Support Services (DFSS), the Department of Public Health (CDPH), the Chicago Department of Planning and Development (DPD) and the Corporation for Supportive Housing.
- **Low Income Housing Trust Fund QAP Update:** The LIHTC Qualified Allocation Plan was last updated in 2017 to address issues of housing segregation. Priority tiers and preferences encourage development in both opportunity areas and transition areas, while also seeking projects that emphasize income diversity. This was the first LIHTC round completed since 2011. The City committed to hosting rounds every two years in an effort to promote better transparency and predictability and subsequently reduce development costs.

## LOOKING FORWARD

In the coming years, the Department of Planning and Development and now the Department of Housing will continue to implement initiatives outlined during the Emanuel administration that will deliver key projects and programs transforming Chicago neighborhoods.

- **Department of Housing:** Over the coming year, the Department of Housing will continue to operationalize teams focusing on policy development and coordination of the delivery of affordable units for vulnerable populations.
- **Five Year Housing Plan:** The Department of Housing is leading the city-wide strategy to build or preserve 41,000 units of housing over the next five years.
- **Continued Implementation of the Industrial Corridor Modernization Initiative:** Launched in 2016, this program has led to zoning changes or framework plans in North Branch and Ravenswood. A framework plan in Little Village is still pending. The intention is to review all 26 industrial corridors as to their ongoing effectiveness in a multi-year effort.
- **Federal Review of Jackson Park Improvements:** The City, through DPD and CDOT, is working on several roadway improvement projects in Jackson Park that will support the Obama Presidential Center (OPC) and the South Lakefront Framework Plan update.
- **River Ecology Governance Group Launch:** The group, formed by Mayor Emanuel through executive order, hosted its first meeting in March 2019. The goals of the group are to provide coordinated planning, investment, management, stewardship, and programming along the Chicago River, North Shore Channel, Sanitary and Ship Canal, Little Calumet River and Des Plaines River.
- **Urban Agriculture:** DPD is currently soliciting proposals from non-profits to assist individuals in historically underserved community areas to grow food for both their own use and for sale. The work will include outreach efforts, including mentoring, coaching, workshopping, and the expansion of online resources through the Chicago Urban Agriculture Mapping Project.
- **Wild Mile:** The North Branch Canal, located east of Goose Island in the Near North Community, will be the site of the City's first in-stream park. A framework plan for the park will be completed this spring.
- **Magid Site:** DPD is acquiring a 4.5-acre property at the western edge of The 606 to create an affordable housing project and a public park. The project is located in an area with a demonstrated need for affordable housing. Pursuant to the ordinance that authorized the acquisition, the redevelopment of the site must create a minimum of 150 affordable units and to preserve 50 percent of the site for public parkland.
- **Affordable Requirements Ordinance:** Department of Housing staff are tracking a potential 136 projects that would be subject to the ARO that could generate up to 1,000 additional units of affordable housing, if developed.
- **Pilsen and Little Village ARO Pilot:** The Pilsen Little Village ARO Pilot was developed following engagement and meetings with affordable housing developers active in Pilsen and Little Village. Since it went into effect on January 1, DOH and DPD staff have met with groups in Little Village to engage local organizations in implementing programs that will be funded by the Pilot, and DOH will continue to engage grassroots local organizations to ensure that the Pilot is implemented effectively.
- **Assessment of Fair Housing:** The City's Commission on Human Relations, Department of Housing and OBM, in conjunction with regional partners including Cook County Government, Chicago Housing Authority, and surrounding municipal jurisdictions, have agreed to partner in the assessment of fair housing in accordance with AFH regulations. The City is developing a Consolidated Plan, as a requirement of the CDBG program, which will include the assessment of fair housing. For this purpose OBM has identified \$125,000 and executed a grant agreement with Enterprise Community Partners, an Illinois nonprofit, to lead, coordinate and engage community outreach.

Additionally, the following affordable housing developments financed under the Emanuel Administration will close in 2019:

- **KBK's Englewood MF** is a multi-family affordable housing development for low-income families being built on City-owned land at 5900 S. Halsted St.
- **Holsten-Parkside** is a multi-family affordable housing development with the CHA at 1029 N. Cleveland Ave.

- **Casa VeraCruz** is a multi-site refinancing project at 967 W. 19th St.
- **Hope Manor Village** is a multi-family affordable housing development for homeless veterans at 6200 S. Green St.
- **Roosevelt Vet Safe Haven** is a multi-family affordable housing development for homeless veterans at 2920 W. Roosevelt Road.
- **Celadon-Roots** is a multi-family affordable housing development rehabilitation in an appreciating area at 4921 N. Whipple St.
- **Teachers Square** is a multi-family affordable housing development for teachers in an appreciating area at 2620 W. Hirsch St.
- **C.A.R.E. (Corinthian) Manor** is a multi-family affordable housing development for families at 4531-55 W. Washington Blvd.
- **Oakwood Shores** 2B is a multi-family affordable housing development with the CHA for families at 534 E. Pershing Road.
- **NHP Covent** is an SRO rehabilitation project at 2653 N. Clark St.
- **Emmitt Street** is a multi-family, transit-oriented affordable development at 2620 N. Milwaukee Ave.
- **Edge Alliance** is a multi-family affordable preservation project at 1251 S. Sawyer Ave.
- **18th & Wabash SRO** is an SRO rehabilitation project at 1800 S. Wabash Ave.
- **Grace Manor Apartments** is a multi-family affordable housing development at 1345 S. Kedvale Ave.
- **Pershing Oakwood** is a single-family development at 3901 S. Lake Park Ave.
- **312Moxie Builders** is a single-family development at 4426-34 S. Vincennes Ave.
- **Bloom on Marquette** is a single-family development at 1345-57 E. Marquette Road.

## REGULATORY

### **DEPARTMENT OF BUILDINGS**

The Department of Buildings (DOB) enhances safety and quality of life for residents and visitors of the City of Chicago through easy permitting, thorough inspections, trade licensing and rigorous enforcement of the Chicago Building Code. By fulfilling its mission, DOB ensures that the City is encouraging industry investment, and over the past eight years, the department has modernized its processes, ushered through comprehensive revisions to the Electrical and Building Codes and overseen a development boom that has seen the department receive a record-high level of building permit applications (more than 48,000 in 2017) and a 400 percent increase in tower crane usage in construction sites since 2010.

### **BACKGROUND**

In 2010, the City operated under a 60-year-old building code that was inconsistent with modern national standards. This created unnecessary burdens to developers and slowed the building process. The City was suffering from tens of thousands of vacant buildings, many of which served as hubs of crime in distressed neighborhoods. Economic growth and development were stagnant as the City experienced the height of the recession.

### **Modernizing City Code and Streamlining Process**

Over the past eight years, DOB has modernized the Chicago Building Code to bring Chicago in line with national models, while ensuring the safety and quality of building in the city. The department has launched new processes, to ensure operations are streamlined and friendly for applicants and stepped up efforts to enforce against bad actors and protect residents.

- In 2019, City Council adopted a comprehensive rewrite of the Chicago Building Code for the first time since 1949. This overhaul set Chicago closer to national standards in key areas such as building planning, fire safety, building rehabilitation and promotion of energy efficiency. The modernization of construction codes also dually serves to encourage new development as well as preservation of historic buildings.
- In 2017, Chicago became one of the first major cities to align with the 2017 National Electrical Code, which can reduce renovation construction costs as well as update the code to the latest national standards for sustainable technology.
- In 2017, DOB expanded the Structural Peer Review Program which allowed permit applicants to submit a certification from a third-party structural engineer in lieu of a full in-house structural review by DOB.
- In 2012, Chicago became the first city to go to a 100 percent electronic submission and review for permit application design plans. This process allows for simultaneous review by multiple disciplines and departments as well as allowing design professionals real-time access to plan corrections. This resulted in a significant decrease in the time to permit.
- In 2013, DOB further reduced the time to permit by allowing design professionals to certify plan corrections thereby eliminating another and timely round of plan reviews by City staff.

### **By the Numbers**

The DOB's issuing of more and more permits year by year signals an increase not only in construction work City-wide, but also an increase in operational efficiency within the department.

- Since 2014, total building permits issued have increased by about 1,000 annually, from 44,414 in 2014 to 47,994 in 2018.
- The DOB had a record-breaking 48,408 permits issued in 2017. Thus far in 2019, the total building permits issued is on track with the previous two years of record-breaking permit totals.
- In 2017, the City had a record-high 62 construction cranes operating, up from a low of 12 in 2010.
- DOB has issued more than 425 permits under the Direct Developer Services pilot since the program launched.
- The DOB completed more than 1,000 demolitions in high crime districts in 2017 and 2018 combined.

## PROGRAMS

Since 2011, the Department has launched multiple programs to make the development process easier, both for applicants on the front end and with new streamlined technology in inspections.

- **Expedited Single-Family Renovation Permits:** In 2015, DOB made it a priority to expedite single family home renovation permit applications with plans. Now, most single-family renovation permits are issued in 30 days or less.
- **Easy Permit Program:** The Department also launched the Easy Permit Program to allow home and building owners to obtain a permit to repair or replace existing features of a building or make minor modifications without providing architectural plans.
- **Direct Developer Services (DDS) Permit Program:** The Department also worked to streamline plan review for moderate to complex construction projects, launching the Direct Developer Services (DDS) permit program. Through DDS, the time it takes to permit large projects can be reduced from several months to only a matter of weeks.
- **Hand-held tablets for Inspectors:** Over 100 field inspectors now enter results in real time using hand-held tablets, rather than requiring inspectors to return to their office to manually input results. This technology results in reduced overall costs for the City and reduced time for permit approvals, creating a smooth and efficient permitting process.
- **Alternative Plumbing Materials Pilot Program:** In fall 2017, the DOB launched a pilot program to allow the use of alternative plumbing materials on new buildings which are completely residential up to four stories and existing buildings up to four stories. More than 600 have participated and the program has saved nearly \$15 million for building owners and small developers.

## Other Key Accomplishments

- **Vacant Building Demolition:** The DOB and the CPD worked together to expedite the demolition of vacant buildings in police districts with high crime rates. These buildings were not only a danger to community members because they were structurally unsound; they could also be used as centers for illegal gang activity.
- **Bad Actor Ordinance:** In 2017, the City Council gave the DOB additional tools to discipline contractors who are caught breaking the rules or endangering public safety. To date, the “Bad Actor” ordinance has resulted in the suspension of permitting privileges for nearly 75 contractors whose illegal work was compromising safety for workers and the public. The DOB has also issued cease and desist orders to 15 unlicensed contractors.
- **Restoring heat in apartment buildings:** During periods of extreme cold in 2014 and 2019, Mayor Emanuel directed DOB to utilize its full police power to take immediate action to restore heat in apartment buildings. From 2018-2019, the City filed more than 100 court cases for 620 units to ensure property owners restored heat and hot water. In some cases, the Commissioner of Buildings appointed a receiver to make emergency repairs for tenants suffering from a lack of heat.

## LOOKING FORWARD

Over the next two years, the Department of Buildings will continue to implement multi-year efforts to upgrade the Department’s technology system, to modernize systems internally as well as move processes entirely online for residents.

- The DOB is continuing its efforts to modernize its permitting and inspection systems via a transition to the IPS 11 platform. DOB is collaborating with the Department of Innovation and Technology to eliminate any remaining in-person permitting and payment processes, while also providing public data about permits, licenses and inspection results. This is scheduled to be completed by 2020.
- Through 2020, the Department will also continue to implement the comprehensive update of the Chicago Building Code that was passed in April. The Department will phase in requirements, communicating with the building community.

## DEPARTMENT OF BUSINESS AFFAIRS AND CONSUMER PROTECTION

The Department of Business Affairs and Consumer Protection (“BACP”) promotes and ensures a fair marketplace for both businesses and consumers in Chicago by creating a regulatory environment that promotes business growth and consumer rights. In the last eight years, BACP has worked to modernize and streamline business processes, improve access to capital and provide technical expertise and education to help residents start and grow their small businesses.

### BACKGROUND

In 2011, BACP administered over 100 individual licenses types and numerous regulations that were cumbersome for businesses to navigate and in many cases imposed duplicative or unnecessary requirements. Mayor Emanuel promised to take a focused look at streamlining these processes and ensuring both safety and ease of business. BACP has continuously improved the licensing process, making it easier for consumers and businesses to navigate through the system faster and more seamlessly without jeopardizing safety and due diligence.

#### **Ensuring City Hall is a Partner, Not a Problem, for Business**

BACP has improved the efficiency of the City to better serve consumers and has continuously promoted business growth in a dynamic economy. The department has partnered to take a targeted approach to reduce the time needed to obtain certain licenses, particularly restaurants, by improving work flow, eliminating redundancy, enhancing education and outreach. BACP has also overseen the implementation and enforcement of ordinances pertaining to labor standards, including the Minimum Wage and Paid Sick Leave Ordinance, as well as tobacco. It has also leveraged the growth of emerging businesses (e.g. rideshare and houseshare) to create dedicated funds to invest in city infrastructure and services for the homeless.

- **Licensing Reform** - In 2011, Chicago had 117 different license types – more than double that of New York or Philadelphia. Through a two-part reform effort, the total number of licenses was reduced to 46. As part of the reform efforts, BACP also worked with the Department of Public Health to implement a Restaurant Startup Guide, which simplified the process for individuals looking to launch a restaurant and greatly improved first inspection for restaurants. Since 2011, the City has seen improvement in licensing rates, with more overall business locations today than in the past. Licensing Reform 2.0, which started in 2017, has further expanded the business opportunities by providing licenses for home-based businesses and reducing fees for food cart owners. These rounds of reform have resulted in 10,000 businesses experiencing a reduction in license fees and 2,000 businesses seeing a reduction in required inspections.
- **Launching the Small Business Center (SBC)** - Early in his administration, Mayor Emanuel restructured the department to launch the Small Business Center as the one-stop-shop for the City’s business community to obtain the necessary licenses and permits for business operations. The SBC manages approximately 60,000 business licenses issued by the City, of which, approximately 35,000 were processed in 2018. The SBC also manages 15,000 public way permits, of which 4,200 were processed in 2018. The SBC is also responsible for the City’s shared housing registration system for hosts like Airbnb and other intermediaries, of which there are currently 5,700 approved registrations and several more pending.
- **Chief Small Business Officer** - Mayor Emanuel established the City’s first-ever Chief Small Business Officer and the Small Business Advocacy program to serve as an advocate for small business owners and entrepreneurs throughout Chicago. The team develops educational programs and business friendly policies that strengthen the small business landscape as well as streamlines the City’s (and other resource providers) interactions with businesses. Additionally, the team is responsible for overseeing the Neighborhood Business Development Centers (NBDC) program, which is a \$3.4 million grants program to 69 business service organizations that give businesses the technical advice and resources they need to grow and flourish.
- **Outreach and Education for Small Business “On the Road”** - BACP’s Outreach and Education team supports the growth of Chicago’s small businesses by hosting events and providing resources to help entrepreneurs respond to the needs of a changing world. The Emanuel Administration launched the Small Business “On the Road” expo series, holding five small business expos across the City each year.

Other programs include roughly 100 free business education workshops hosted twice a week at City Hall, consumer awareness campaigns and the Chicago Food Truck Fest series. In 2018, the division provided business assistance to more than 5,500 individuals and businesses.

- **Chicago Microlending Institute** – Created in 2012 and managed by BACP, the Chicago Microlending Institute is a revolving loan fund that helps entrepreneurs access small amounts of capital outside the scope of traditional lenders. To date, 427 loans have been offered for a total of \$4.1 million. So far, the City has invested \$1.8 million.
- **Regulation of the New and Emerging Economy** – Through the Small Business Center and Public Vehicle Licensing bureaus, BACP is responsible for adapting Chicago's regulatory environment to an ever-changing economy. BACP regulates these industries with the Emerging Business Permit, which was launched during the License Reform initiative in 2012 to allow the BACP Commissioner to monitor/test new industries that do not fall into existing licensing categories by establishing requirements that align with new concept. In the future, it is anticipated that BACP will be at the forefront of regulations for peer-to-peer car sharing, automated vehicles, drone delivery, and other emerging industries through this new innovative permit process.

### **Protecting Residents and Consumers**

- **Labor Standards** – BACP is responsible for enforcing Chicago's landmark Minimum Wage ordinance, passed in 2014, which raised the current minimum wage to \$12/hour and that will increase to \$13/hour on July 1, 2019. Through these enforcement efforts, BACP has issued 1,518 citations, levied \$127,000 in fines, and directed over \$300,000 in back pay to employees. Additionally, in 2019, the Office of Labor Standards (OLS) was established, which is solely dedicated to enforcing Minimum Wage, Paid Sick Leave, and Wage Theft laws.
- **Tobacco Enforcement** – BACP has enacted numerous initiatives designed to curb illegal activity related to tobacco use including raising the age to 21, passing the nation's first restriction on flavored tobacco and taxing e-cigarettes. These initiatives have included creating a dedicated Tobacco Enforcement Team in 2016, to ensure the strong enforcement of these regulations leading to fines and, at times, license revocations.
- **Rideshare Regulations** – Established in 2014, and updated in 2016, BACP has developed landmark regulations to ensure that rideshare companies are operating in a safe, reliable, and equitable manner. The regulations, which are among the strictest in the nation, require background checks, vehicle inspections, quarterly detailed data reports, insurance, driver training, and per trip fees. Current fees are \$0.60 per trip Ground Transportation Tax (plus \$5.00 per trip to and from the airports, McCormick Place or Navy Pier), a \$0.10 per trip Accessibility Fee, and a \$0.02 per trip Administrative Fee.
- **Taxicab Reforms** – Through numerous reform efforts, BACP has prioritized the modernization and support of the taxicab industry including: offering a universal taxi app service allowing users to order and pay for a ride with the app, increasing the taxi fare by 15 percent to put money in drivers' pockets, and reducing driver fines and fees. These reforms have spurred innovation, reduced the financial and regulatory burden, and eliminated unnecessary red tape.
- **Wheelchair Accessibility** – Rideshare regulations and taxicab reforms have supported the City's Accessibility fund, leading to increased wheelchair accessibility under Mayor Rahm Emmanuel. In 2011, there were only 91 wheelchair accessible taxicabs, but through a concerted effort to incentivize accessibility, BACP has increased that total to 374 today. Additionally, there are now 141 wheelchair accessible vehicles available on TNP platforms.
- **Houseshare Regulations** – As part of BACP's efforts to ensure resident safety and protect consumers in the emerging marketplace, BACP created legislation to regulate the houseshare industry in 2016. This breakthrough regulation established a Shared Housing Intermediary license, obtained by houseshare companies, and a Shared Housing Operator license for operators that rented out multiple shared housing units. BACP created a proprietary Houseshare Registration System to onboard units and ensure that they meet the requirements of the ordinance. The ordinance established a Prohibited Buildings List, mandated that no more than 25 percent of the units in a building are used for shared housing with a maximum of six units, and allowed precincts to outlaw shared housing. As BACP learns more about the industry's operation, they are looking at ways to improve regulations.

## LOOKING FORWARD

BACP will continue to evolve to ensure the license process is promoting business growth efficiently. Additionally, consumer protection will remain a priority as work flows continue to progress and lie at the core of enforcing regulations. The department will stay alert to emerging businesses, making every effort to implement regulations before they start conducting business in the City.

- **Office of Labor Standards** – Created through a 2019 ordinance and funded in the 2019 Budget, the Office of Labor Standards will be a new division in BACP dedicated to the enforcement and regulation of Chicago's labor standards laws, including minimum wage, paid sick leave, and wage theft. The Office will be led by a Director, appointed by the BACP Commissioner, and consist of five total staff. BACP will be building the Office this year.
- **Active Compliance Program (ACP)** – This year, BACP is piloting the Active Compliance Program. Under this program, a newly-licensed business operating at a location where a license was previously revoked receives a one-time educational visit from an investigator to promote responsible business ownership, consumer protection and neighborhood safety.
- **Emerging Business Permits** – BACP is currently monitoring three active EBPs—mobile boutiques, electric three-wheeled vehicles (TukTuk), and electric ridesharing mobility. These permits may need to be shifted into a permanent license category. BACP is also reviewing a shared electric-scooter proposal for a pilot program to be launched later in 2019.

## CHICAGO ANIMAL CARE AND CONTROL

Chicago Animal Care and Control (CACC) protects public safety and ensures the humane care of animals through sheltering, pet placement, education and animal law enforcement. Annually, there are more than 40,000 calls to 311 from the public with animal-related inquiries and service requests, such as incidents of animal cruelty and abuse, stray animals, unwanted animals and wildlife nuisances. Further, CACC is dedicated to removing stray, injured, and potentially dangerous animals from the public way. CACC operates and manages the Animal Care and Control facility, containing a complete medical complex, full radiology and surgical capabilities for the care of its animals. The facility houses approximately 17,500 stray animals, lost pets, animals involved in court cases, animals available for adoption and non-domestic animals. In addition, CACC provides public outreach via vaccine clinics, wildlife education and adoption events throughout the city.

## BACKGROUND

Since Mayor Emanuel took office in 2011, CACC has seen a significant increase in “live outcomes” for dogs and cats, meaning that the animals have been rescued, adopted or returned to their original owners.

## CONNECTING ANIMALS TO FOREVER HOMES

- More than twice the number of animals are being **rescued, adopted, or returned** to their original owners today than in 2011 (95 percent compared to 44 percent in 2011).
- **Dangerous animal cases** have declined from 118 in 2011 to 60 in 2018.
- Following the implementation of a new adoption protocol, and through a partnership with the University Wisconsin Madison shelter medicine experts, CACC’s **cat adoptions** increased 50 percent between 2018 and 2019 alone.
- In 2018, Mayor Emanuel and the CACC launched a new program that allows animal control officers to use **mobile microchip scanners** in the community to quickly return stray animals to their home before entering the city’s shelter system.
- Field service calls have decreased for CACC from more than 50,000 in 2011 to around 37,000 in 2018 attributed, in part, to **expanded community services** and in-field vaccine clinics.
- **Tails of Redemption** is an innovative partnership between the CACC and the Cook County Sheriff’s Office through which detainees earn a dog training certificate while offering basic training to long-term dogs, increasing the likelihood of adoption.

## CAPITAL PROJECTS

### *CACC Shelter*

In 2017, the Chicago Animal Care and Control hosted a grand reopening of its shelter at 2741 South Western Avenue after completing a multi-million dollar renovation. Improvements included new kennels, upgraded ventilation, and more natural light in all dog pavilions.

### *Medical Center Rehabilitation*

CACC is working with the Department of Fleet and Facility Management and the University of Illinois College of Veterinary Medicine to rehabilitate CACC’s medical facility. Work began in late 2018 and is scheduled to be completed by early 2019. The project will enable CACC to serve patients that require surgery or isolation and to expand its medical practice to include University of Illinois externs and other volunteer veterinarians. The city is investing \$2 million in Tax Increment Financing (TIF) to support the project.

### *Adoption Center*

CACC is working with the Department of Fleet and Facility Management to renovate the front entry of the Adoption Center to allow for more efficient workspace, creating space for the public to more safely and comfortably interact with CACC animals.

## NEW AND EXPANDED PROGRAMS

### *Clear the Shelters*

In 2018, CACC participated for the third time in the nationwide Clear the Shelters Event, seeing record level adoptions for dogs and cats. Mayor Emanuel announced with CACC that during the 2018 event, 59 pets (26 dogs and 33 cats) were adopted into forever homes. On average, CACC does five adoptions per day, so nearly 60 adoptions in one weekend makes a significant impact.

### *Microchip Program*

Mayor Emanuel and CACC announced a new initiative aimed at returning lost animals faster while diverting them from the shelter system. As of August 2018, animal control officers can now utilize mobile microchip scanners, donated by Best Friends Animal Society and Animal Farm Foundation, to scan lost pets in the community and return them to the corresponding home address without being processed in the city shelter. The program is one of CACC's "before the door" strategies and a key component in the department's goal of achieving successful outcomes for as many animals as possible. Return-to-owner rates have increased by 169 animals between 2017 and 2018.

### *Chicagoland Rescue Intervention and Support Program (CRISP)*

Over the last three years, a coalition called the Chicagoland Rescue Intervention and Support Program was developed to divert animals from coming into CACC. CRISP assists owners by providing medical care and other supportive treatment to discourage surrender of animals to CACC and works with a network of homeward bound rescue partners to quickly divert animals who are surrendered to the shelter. An estimated 234 animals were kept with families as a result of the program and 684 animals were sent immediately to rescue.

### *Tails of Redemption*

In August 2018, Mayor Emanuel joined the CACC and Cook County Sheriff's Office to launch Tails of Redemption, a new partnership where Cook County Jail detainees provide training to shelter dogs to support the dogs' behavioral health and overall well-being. Tails of Redemption is an eight-week training initiative that pairs dogs from the CACC shelter with detainees; those participating in the program will acquire practical work experience that can be applied to future employment opportunities. The Sheriff Office's K9 unit provides training and additional support. CACC has continued this program into 2019.

### *Volunteer Programming*

CACC now has approximately 300 volunteers that help CACC care for the animals by providing dog walking, in-kennel enrichment, playgroups and assistance with off-site events. CACC also partners with the West Side Health Authority, a jobs training program that shows at-risk individuals how to clean and care for the animals. Additionally, CACC trains volunteers from Heartland Alliance's READI program, engaging men who are most impacted by gun violence and connecting them to transitional jobs, cognitive behavioral therapy and support services.

### *Homeward Bound Animal Placement Program*

CACC partners with other state-licensed animal shelters and rescue groups to increase the chances of animals being adopted. Through the program, CACC works with more than 200 partners to transfer nearly 7,000 animals each year.

### *Special Adoptions*

In 2018, CACC partnered with Safe Humane Chicago's dog trainer to assess more large dogs for safe direct adoption and to assist rescues in finding homes for dogs with special needs. Working with a team of networking volunteers and a behavioral assessor, CACC has increased direct adoptions of its dogs by 320 as of September 2018. Rescue transfers have also increased in 2018 by 277 for dogs and 336 for cats as of September 2018.

## OTHER KEY ACCOMPLISHMENTS

### *Increasing Live Release Rate*

In 2018, Mayor Emanuel helped announce CACC's record-high Live Release Rate (LRR) of 91 percent, up from 89 percent in 2017 and 72 percent in 2014. The increased LRR is even more notable as intake has also increased over the last two years (see chart below). In 2018, CACC sheltered over 16,000 animals, adopted out nearly 1,900 pets, transferred nearly 9,000 animals to rescue groups, and returned over 1,500 pets to owners.

	LRR Dogs	LRR Cats	Total
2018	91%	91%	91%
2017	88%	90%	89%
2016	73%	85%	79%
2015	65%	83%	74%
2014	67%	76%	72%

### *Growing Community Medical and Adoption Events*

As of September 2018, CACC has provided 2,822 low cost vaccines, implanted 668 microchips and processed 843 City dog license applications through the Low-Cost Vaccine Clinics. These initiatives generated an estimated \$50,000 in revenue, aiding CACC's mission to help more animals in Chicago. CACC also hosted 18 adoption events and promotions both off- and on-site, and helped partner organizations to host corporate events that promote adoption opportunities for animals within CACC's care. A total of nearly 500 dogs and cats have been adopted and/or transferred through these events.

## BOARD OF ETHICS

The Board of Ethics interprets, promotes, administers, and enforces the City's Governmental Ethics Ordinance and the standards embodied in that law, and provides confidential advice to those covered by the Ordinance. It also designs and conducts seminars and online ethics training programs, oversees the annual filing of Statements of Financial Interests and other publicly available documents filed by City employees, officials, and lobbyists, and make determinations into whether persons have violated the ethics laws.

## BACKGROUND

Mayor Emanuel was elected into office with a mandate to reform city government and change the way business is conducted at City Hall. He has worked to restore faith in government by changing the culture in City Hall through a series of Executive Orders, lobbying reforms, the creation of an Ethics Reform Task Force, strengthening of disclosure requirements, and providing sexual harassment training to City employees and officials, among other significant changes.

## FOLLOWING THE NORTH STAR OF PUBLIC SERVICE

Mayor Emanuel has enacted significant ethics reform since his election in 2011, including five comprehensive ethics reform packages. Early in his first term, Mayor Emanuel also introduced seven new appointments, signaling a new day for ethics and accountability in Chicago.

- Within his first six months in office, the Mayor issued executive orders to close the revolving door between government service and lobbying and prohibit lobbyists from making political contributions to the Mayor.
- In the pursuing years, further progress was made with the creation of an online lobbying database and registration and disclosure system, and stricter disclosures required by conflicts of interest and annual financial disclosure sections in the Ethics Ordinance.
- Mayor Emanuel's commitment to ethics reform continued through his final meeting presiding over the City Council, where the Council passed a package of legislation designed to strengthen conflicts of interest disclosures and limit campaign contributions from parties with matters before the Council.

### *Executive Orders*

Upon entering office, Mayor Emanuel immediately issued three new executive orders to increase transparency and ethics in city government. The first Executive Order prohibited new appointees from lobbying City government for two years after leaving the Administration. Lower level employees were barred from lobbying the departments or agencies in which they work, and appointees to boards and commissions were barred from lobbying the board or commission on which they sit. The second Executive Order protected City employees against pressure to give gifts or make political contributions to their superiors, including department heads and the Mayor. Finally, the third Executive Order prohibited City lobbyists and contractors and subcontractors and their owners from making political contributions to the Mayor. Three additional executive orders re-committed the administration to ethics actions outlined via executive orders of the previous administration.

### *Lobbying Reform*

In July 2011, the Chicago City Council passed an ethics ordinance introduced by Mayor Rahm Emanuel which created an unprecedented level of transparency in Chicago's city government. The ordinance created a searchable online system for registration and reporting of lobbyist activity, doubled the frequency from semi-annually to quarterly in which lobbyists must report on their activity, required lobbyists to disclose all campaign contributions in its activity report form, and prevented lobbyists from providing gifts worth more than \$50 per year to city employees or officials.

### *Ethics Reform Task Force*

In December 2011, Mayor Emanuel announced the creation of an Ethics Reform Task Force. The Task Force was charged with assessing the current ordinance, considering best practices on a national level, engaging local experts and the public and making recommendations on strengthening Chicago's ordinance so there is appropriate oversight of government activity. Over the next year, the task force released two separate reports

with 55 recommendations on how to improve the ordinance and increase government transparency.

Over the next 18 months, many of the recommendations made by the Task Force were adopted by the Council. Those amendments included: strengthening the gift ban and rules for financial disclosures, adding a “reverse revolving door” restriction, adding whistleblower protection for reporting misconduct, penalizing candidates’ political committees for accepting campaign contributions in excess of the yearly limit, and increasing penalties for violations of the ethics ordinance.

#### ***Strengthening Disclosure Requirements for Conflicts of Interest of City Council Members***

In Mayor Emanuel’s last City Council meeting, the Council passed a series of measures designed to strengthen conflicts of interest disclosures and limit campaign contributions from parties with matters before the Council. A Committee Chairman may not recuse themselves from matters before their committee because of a conflict of interest more than three times per calendar year, after which they must either eliminate the conflict or resign their chairmanship. It also clarifies that they cannot chair proceedings wherefrom which they must recuse themselves. Finally, under the updated ordinance, persons with matters before the council may not contribute to a city politician for 6 months before starting a project and for 6 months after appearing before the council.

#### ***Provide Sexual Harassment Training to City Employees and Officials***

The City of Chicago is leading initiatives to prevent sexual harassment and maintain a professional, respectful workplace for all. The Board has produced training covering this critical topic for all employees and elected officials and completed the program for all appointed officials. It is anticipated 31,000 City employees, more than 800 registered lobbyists, and 750 appointed officials will complete this training.

### **LOOKING FORWARD**

While there have been many accomplishments, further opportunities remain for tightening conflicts of interests standards and public disclosures. In his last package of reform measures, Mayor Emanuel ensured that elected officials would have to report on new conflicts of interest within 30 days, instead of on an annual basis, promoting real time transparency of City officials.

## SISTER AGENCIES

### CITY COLLEGES OF CHICAGO

City Colleges of Chicago (CCC) is Illinois' largest community college system, connecting people from across Chicago's communities to economic opportunity and a path to upward mobility. City Colleges serves approximately 80,000 students each year at seven colleges and five satellite sites across the city. Each City College is a comprehensive community college with a Center of Excellence in a high-demand industry area. Since 2011, City Colleges of Chicago has aligned its curriculum with in-demand, growing industries and invested in modern, 21st century facilities to better provide students with the training and education necessary for today's workforce. With these reforms and investments, several outcomes significantly increased – including City Colleges' graduation rate, which jumped from one of the worst in the nation to a projected record-high 24.3 percent in 2018.

### BACKGROUND

In 2011, City Colleges faced waning support from the city and its community. It had one of the worst graduation rates in the country – eleven percent. Several of the City Colleges' campuses and satellite sites were out of date and were not aligned with industry needs. Beyond that, City Colleges was not accessing one of the strongest potential partnerships in the city – that with Chicago Public Schools – to generate more interest and stronger outcomes for young people who seek additional learning opportunities to generate more college credits and industry credentials in their academic careers.

**Since 2011, Mayor Emanuel restructured City Colleges to provide aligned career pathways, relevant and up-to-date facilitates, and new programs to strengthen outcomes for CPS and CCC students, including creating the Star Scholarship.**

Mayor Emanuel strengthened relationships between CPS and City Colleges, and he launched the Star Scholarship to provide hardworking CPS students with access to a free college education.

- **The Star Scholarship** was created in 2015 to provide Chicago Public Schools graduates from all economic backgrounds, including undocumented students, access to a viable pathway to college with the opportunity to pursue a degree or certificate at no cost. The Star Scholarship allows CPS graduates who earn a 3.0 GPA or higher and test nearly college-ready to pursue a degree or certificate at City Colleges of Chicago at no cost. Star Scholars receive free tuition and books for three years or until the completion of an associate degree, whichever comes first.
- **Expanding Early College Programs.** The Dual Credit Dual Enrollment program allows CPS students to earn City Colleges of Chicago credits free of charge either at their high school or by commuting to a nearby CCC college. Nearly 5,000 students at over five dozen high schools participate, an increase from the 550 students participating in 2011.

Mayor Emanuel and City Colleges worked with industry partners to design facilities and programs that best meet the needs of employers and universities.

- **Centers of Excellence.** Mayor Emanuel launched the Centers of Excellence to align its campuses with in-demand industries, including: healthcare (Malcolm X College); transportation, distribution and logistics (Olive-Harvey College); business and professional services (Harold Washington College); engineering and advanced manufacturing (Daley College); information technology (Wright College); education, human and natural sciences (Truman College); culinary arts and hospitality (Kennedy-King College); and construction (Kennedy-King College).
- **Apprenticeships.** Chicago has established itself as a national leader in expanding non-traditional apprenticeships through public-private partnerships. Launched with Aon in 2017, CCC now serves about 100 students through apprenticeship programs at Aon, Accenture, Rush, McDonald's, Freedman Seating, AAR Corp and Walgreens. With the support of local funders, City Colleges of Chicago launched an office of Apprenticeship & Workforce Solutions that will help employers develop apprenticeship programs, recruit students to apprenticeship opportunities and implement academic curriculum for apprenticeship and work-based learning programs.

- **Expanded programs.** City Colleges now offers more relevant programs in sought-after fields and trains students in state-of-the-art facilities. Since City Colleges aligned campuses to specialize in high-demand industries, campuses now offer expanded programming in careers including: Cyber Security, Medical Assisting, Early Childhood Certifications and Aviation Sheet Metalworking.
- **Industry partnerships.** Mayor Emanuel worked with industry partners across Chicago to develop relevant programs and facilities to help connect employers with a highly-skilled workforce. Now City Colleges students are being recruited at top companies, including: Aon, Accenture, PepsiCo, United, UPS, FedEx, Rush, Northwestern Medicine, WaterSaver and the list is growing.

Through these investments, City Colleges has seen its students succeed at historic levels.

- The graduation rate has risen steadily at CCC since 2011. The projected graduation rate for FY18 now stands at over 24 percent, an all-time high.
- There has been an 80 percent increase in the number of students earning their associate degree annually between 2011 and 2018.
- The number of students transferring annually grew by more than 100 percent between the FY2011 degree completers and the FY2015 degree completers.

## CAPITAL PROJECTS

Since 2011, City Colleges of Chicago has seen more than \$560 million investments in City Colleges facilities and programs.

- **Malcolm X College School of Health Sciences.** The brand-new \$300 million, 1 million square foot facility and home to City Colleges Center for Excellence in health care education opened in January 2016. The campus, located next door to the Illinois Medical District, was designed with the input of employers and lead partner Rush University Medical Center.
- **Daley College Manufacturing Technology & Engineering Center.** The new 57,000-square foot facility, which opened January 2019, is equipped to prepare students for careers in engineering and advanced manufacturing, industries that are expected to bring more than 50,000 jobs to the region over the next ten years. The facility houses: a manufacturing high bay space, CNC machining equipment, a maker space, classrooms, engineering and manufacturing labs, computer labs and administrative space.
- **Olive-Harvey College Transportation, Distribution & Logistics Center.** Students will be able to take courses in this first-of-its-kind facility in Illinois in summer 2019. The 103,000 square foot facility provides high-tech, hands-on experience for students, and includes automotive and diesel engine laboratories, an engine dynamometer, classrooms, simulated driving facilities, a testing area and vehicle bays, among other features.
- **West Side Learning Center.** The satellite campus for Malcolm X College is undergoing a \$5 million investment to add new science labs and renovate existing classrooms for students, and to update the 3,000 square foot multipurpose room for the community.

## PROGRAMS

### **Chicago Public School students can now earn an associate degree for free through the Star Scholarship.**

Now in its fourth year, the Chicago Star Scholarship has helped more than 6,000 CPS graduates enroll in college at no cost, representing more than 75 zip codes and more than 200 high schools citywide.

- **Demographics of Star Scholars:**
  - 80 percent are first generation college students
  - 67 percent are Hispanic
  - 18 percent are African American
  - 62 percent are female, 37 percent are male

- **GPA.** Star Scholars have higher grade point averages than the general CCC population. As of this year:
  - Star Scholars have a **2.91 GPA**.
  - The general CCC population, including Star Scholars, has a **2.75 GPA**.
- **Retention Rates.** Star Scholars have a higher retention rate than the general CCC population.
  - Star Scholars have an **86 percent retention rate** for the fall 2017-2018 cohort.
  - The CCC population has a **44 percent retention rate** for the same cohort.
- **Graduation Rates.** Star Scholars are expected to graduate **at a rate double the national average**. According to the Integrated Postsecondary Education Data System (IPEDS), 47 percent of Star Scholars in the first (FY18) three-year cohort graduated within three years, more than double the latest available national community college average (23.6 percent).
- **Three Year Shot Clock:** Students can access Star for up to three years after they graduate high school, or until they earn their associate degree, whichever happens first. This means the part-time students – students who have work or family obligations – have access to a scholarship that will allow them to balance their busy schedules. This timeline also pushes students to complete their degree, or transfer to a four-year institution in a timely manner.
- **Transfer Partners:** City Colleges has 26 Star transfer partners among four-year colleges and universities who offer additional scholarships to Star Scholars to continue their bachelor's degree, including: The Chicago School of Professional Psychology, University of Illinois at Chicago, Columbia College, DePaul University, Dominican University, Elmhurst University, Governors State University, Illinois Tech, Illinois State University, Kendall College, Loyola University, Marquette University, National Louis University, North Park University, Northeastern Illinois University Northern Illinois University, Northwestern University, Robert Morris University, Roosevelt University, Saint Xavier University, School of the Art Institute of Chicago, Southern Illinois University Carbondale, Chicago State University, Florida Memorial University, Stillman College and University of Chicago.
- **Star Corporate Partner:** CME Group, the Star program's first corporate partner, has provided students with fifty \$5,000 scholarships and connected CCC students with paid summer internships at elite trading firms.
- **Star Ambassadors:** A new Star Ambassador program will help current Star students give back to their communities by sharing their Star experience with students at their former high schools, encouraging more students to see the benefits of a City Colleges education.

### **More Chicago high school students have access to college through early college programs**

The following programs are part of City Colleges' extensive partnership with the Chicago Public Schools, which has grown significantly over the last eight years and is critical to supporting the success of Chicago's young people:

#### ***Dual Credit/Dual Enrollment***

- Students in early college programs, like dual enrollment and dual credit, take college credit courses for free while they are still in high school
- The number of students collectively in dual enrollment and dual credit programs grew ten-fold to more than 5,000 students
- The number of CPS schools offering dual credit grew from five schools in 2011 to 72 schools in 2018.
- In 2017-18, 89 percent of early college students passed their class with a grade of C or better, thereby earning college credit.
- More than 500 students earned at least 15 credits (a semester's worth of college credit) because of the early college program.
- More than 25 students have earned an associate degree at the same time as their high school diploma

### ***Early College STEM High Schools***

- CCC provides college degree credit to students enrolled in CPS' eight Early College STEM High Schools, which connect high school, college, and the world of work to prepare students for technology jobs of the future.

### ***Jumpstart to Jobs***

- In its inaugural program year, Jumpstart to Jobs has enrolled nearly 100 CPS students to earn free college credentials through programs in forklift, basic nursing assistant, logistics, banking, welding, A+ certification, Auto CAD, human development family services, and early childhood education. Jumpstart to Jobs is an early college program that allows rising CPS seniors to take CCC dual enrollment courses for free, allowing them to graduate high school with a basic certificate in one of the aforementioned programs.

### ***Summer Fast Track***

- Summer Fast Track will provide up to 200 high school seniors with the opportunity to complete high school and college level courses in a Career and Technical Education (CTE) pathway at no cost. Graduating high school seniors will enroll in City Colleges and complete one college level CTE course in either accounting, early childhood education, IT, or criminal justice at no cost over the summer. After School Matters will provide stipends to students in this program. Students will also be eligible to continue CCC courses and earn a basic certificate by the end of the Fall 2019 semester.

### ***Post-Secondary Navigators***

- Seven CCC postsecondary navigators are helping CPS students create plans for life after high school, supporting the *Learn.Plan.Succeed.* graduation initiative.

### ***Transitional Math***

- Using standards set by City Colleges and with professional development and mentoring from a CCC faculty member, CPS offers fourth-year math courses that are designed to prepare students to automatically place into a college credit-bearing math course.

### ***With feedback from employers, universities and other partners, City Colleges has launched innovative programs.***

### ***Work-based Learning/Apprenticeships***

- In addition to the aforementioned programs, City Colleges is a partner to the Chicago Apprentice Network, a group of companies and philanthropies engaged in growing apprenticeships in Chicago
- CCC has set an ambitious goal to ensure that 50 percent of its completers participate in a work-based learning opportunity either before they graduate or immediately after.

### ***Chicago Early Learning Workforce Scholarship***

- The Mayor, City Colleges of Chicago and the Department of Family and Support Services launched the Chicago Early Learning Workforce Scholarship in spring 2018 to support students in pursuing careers as teachers and teacher assistants in early childhood education, aligned with the goal of achieving universal pre-K by 2021. The program had an initial \$2 million investment and has enrolled over 300 students across multiple partner institutions to-date. Given the program's success, an additional \$4 million investment in 2019 will support additional interested students.

### ***Men of Color in Education (MCE) Initiative***

- A first of its kind program in Chicago, this initiative will support men of color pursuing careers in the education field. MCE will launch on three distinct tracks in summer 2019, and will provide students with college coursework, mentorship, and work-based learning experiences.

### ***DePaul Harold Washington Academy***

- The Academy will provide students with an affordable pathway to a bachelor's degree. Classes will be held on the downtown campus of DePaul University but will be City Colleges classes taught by Harold Washington College faculty. The plan is to serve approximately 100 Chicago Star Scholars in the program's first year.

### ***Cyber security boot camps***

- City Colleges launched non-credit five-month cyber security boot camps based off a US Department of Defense model at three City Colleges campuses to prepare students for careers in this high-demand field.

### ***iOS Coding boot camps***

- Launched non-credit coding boot camps at three colleges to equip students with programming skills.

### ***Goldman Sachs 10,000 Small Businesses Program***

- Harold Washington College operates this free, application-based, grant-funded program designed by Goldman Sachs and Babson College, which helps local small business owners hone their skills and grow their businesses in Chicagoland.

### ***Partnerships leading to greater student supports***

- Piloting CTA transit (U-Passes) for part-time students (in addition to those passes full-time students already receive)
- Launched permanent food pantries with the Greater Chicago Food Depository at five colleges to date
- Offered space to Year Up Chicago to operate from Harold Washington College and provide City Colleges additional supports and connections to internships at major area companies
- Memorandum of Understanding with All Chicago: Making Homelessness History for an emergency fund program for City Colleges students

### ***Daley College Manufacturing Technology & Engineering Center - SIU Carbondale Transfer Partnership***

- Starting this fall, students who graduate from Daley College or have otherwise earned an associate degree can stay at Daley's state of the art MTEC facility to earn a Bachelor of Science in Industrial Management and Applied Engineering (IMAE) from Southern Illinois University Carbondale.

## **OTHER KEY ACCOMPLISHMENTS**

- City Colleges revised its tuition structure in 2018 to provide more equity to its part-time students.

## **LOOKING FORWARD**

City Colleges will continue to focus on creating more robust student experiences that prepare Chicagoans for a successful career. City Colleges continues to strive to implement more work-based learning opportunities for its students and create more meaningful partnerships with local employers.

## CHICAGO PUBLIC SCHOOLS

Chicago Public Schools (CPS) serves approximately 361,000 students in 644 schools. It is the nation's third-largest school system. The mission of CPS is to provide a high-quality public education for every child, in every neighborhood, that prepares each for success in college, career and civic life. Since 2011, CPS has seen significant growth in its students' high school graduation rates, freshmen on track rates, and elementary math and reading scores, in addition to students' early college and career credentials attainment.

## BACKGROUND

When Mayor Emanuel took office in 2011, he focused on strengthening the academic and financial outcomes at CPS. Since 2011, CPS has added an additional four years of classroom instruction by extending both the school day and year and providing access to universal full-day pre-K and kindergarten. During that time, Chicago Public Schools students have outpaced the academic growth of national and state peers in both math and reading, while reaching historic highs for test scores, freshmen-on-track to graduate, high school graduation and college enrollment rates.

## RECORD-HIGH STUDENT SUCCESS

Mayor Emanuel has led CPS to achieve significant growth in student outcomes since 2011. Through his leadership, he has implemented additional early college programs, crafted a four-year plan to provide free, full-day pre-K for every four-year-old in Chicago and increased graduation and college enrollment rates. Stanford Professor Sean Reardon found that Chicago's growth outpaces the nation, and students earn six years of growth in five years of instruction. Growth on other metrics include:

<b>Freshman On Track to Graduate</b>	<b>89.4%</b> <b>(SY17-18)</b>	<b>69%</b> <b>(SY10-11)</b>
<b>High School Graduation Rate</b>	<b>78.2%</b> <b>(SY17-18)</b>	<b>56.9%</b> <b>(SY10-11)</b>
<b>Earned Early College and Career Credentials</b>	<b>46.6%</b> <b>(SY17-18)</b>	<b>31.2%</b> <b>(SY13-14)</b>
<b>Scholarship Dollars Earned</b>	<b>\$1.33B</b> <b>(SY17-18)</b>	<b>\$2.66M</b> <b>(SY10-11)</b>
<b>Students At or Above Attainment for Reading (NWEA)</b>	<b>61.4%</b> <b>(SY17-18)</b>	<b>45.6%</b> <b>(SY12-13)</b>
<b>Students At or Above Attainment for Math (NWEA)</b>	<b>56.6%</b> <b>(SY17-18)</b>	<b>45.1%</b> <b>(SY12-13)</b>

- **Record-High Graduation Rate:** Students earning a diploma hit an all-time high of 78.2 percent this year, with the biggest improvements coming from African American and Hispanic males. The graduation rate has steadily risen over the past seven years, growing nearly 19 percentage points since 2011, when just over half of CPS students earned a high school diploma.
- **Record-High Freshman On Track:** In 2018, the percentage of freshmen considered on-track to graduate is the highest measure on record at 89.4 percent, an improvement of nearly 15 percentage points since 2011. The Freshman On Track rate is a research-based measurement that is the single best indicator of whether a student will graduate, and it has risen for the seventh year in a row, signaling that more CPS students are likely to graduate than ever before.

- Record-High Math Scores and Strong Reading Gains:** More Chicago elementary students than ever before are meeting or exceeding national attainment standards for math, and reading scores have held steady at their previous record high. In 2018, a record 56.6 percent of students met or exceeded the national average in math scores, and 61.4 percent of students met or exceeded the average in reading scores on the 2017-18 Northwest Evaluation Association (NWEA) Measures of Academic Progress (MAP) assessment.
- Record-High Scholarship Dollars Earned:** The class of 2018 earned more than \$1.33 billion in scholarship offers—\$90 million more than 2017 and five times more than 2012, when CPS students earned \$266 million in scholarship dollars. This dramatic increase is consistent with the district's strategic expansion of postsecondary initiatives and college-level programming such as IB, STEM, AP and dual credit and dual enrollment in schools across the city.

## CAPITAL PROJECTS

Since 2011, CPS has funded overcrowding relief for multiple schools through the construction of new schools, new annexes, modular classrooms, leases and redesign of interior spaces.

- CPS has funded over \$1.5 billion at more than 70 schools to alleviate overcrowding across the District, including both completed and ongoing projects.
- Additionally, CPS has funded over \$2.2 billion on school modernization including: major capital projects at over 600 schools including exterior and interior renovations and educational programmatic investments
- CPS is providing funding to the following Illinois not-for-profit corporations for the construction of new early learning educational facilities for children in pre-K or in birth through three-year-old programs.
  - Asian Human Services: \$1.3 million
  - GADS Hill Center: \$1.4 million
  - Little Angels: \$2.6 million
- Finally, CPS has sold or repurposed 38 of the 49 schools closed in 2013.

Capital Project Name	Description	Fund Source	Fund Amount
New Hancock Replacement School	New Construction	Capital Budget	\$80,000,000
New Belmont Cragin Replacement School	New Construction	Capital Budget	\$44,000,000
Dirksen ES Annex & Roof/Envelope	New Construction/Facility Renovation	Capital Budget	\$34,000,000
Curie HS - Roof / Envelope / Mechanical	Facility Maintenance/Renovation	Capital Budget	\$28,950,000
Science Lab Program - Phase I	Programmatic Investments	Capital Budget	\$28,000,000
Waters ES Annex and Roof/Envelope	New Construction	Capital Budget	\$27,500,000
Hyde Park HS Roof/Envelope	Facility Maintenance/Renovation	Capital Budget	\$20,000,000
Rickover High School Education Program	Facility Renovation	Capital Budget	\$20,000,000
Decatur Classical ES Annex	New Construction	Capital Budget	\$20,000,000
Palmer ES Annex	New Construction	Capital Budget	\$20,000,000

<b>Capital Project Name</b>	<b>Description</b>	<b>Fund Source</b>	<b>Fund Amount</b>
Rogers Elementary School Annex	New Construction	Capital Budget	\$20,000,000
Corliss High School Renovation (Roof/Envelope)	Facility Renovation	Capital Budget	\$19,000,000
Locke Elementary School Renovation (Roof/Envelope - Dever)	Facility Renovation	Capital Budget	\$18,000,000
Palmer envelope	Facility Maintenance/Renovation	Capital Budget	\$17,000,000
Washington High School Renovation (Roof/Envelope)	Facility Renovation	Capital Budget	\$15,700,000
Lovett Elementary School Renovation (Roof/Envelope - Dever)	Facility Renovation	Capital Budget	\$15,400,000
Pre-K Program - Phase I	Programmatic Investments	Capital Budget	\$15,000,000
Sawyer Roof/Envelope	Facility Maintenance/Renovation	Capital Budget	\$15,000,000
McDade Classical ES Annex	New Construction	Capital Budget	\$15,000,000
Poe Classical ES Annex	New Construction	Capital Budget	\$15,000,000
Clinton envelope	Facility Maintenance/Renovation	Capital Budget	\$14,600,000
Lindblom HS - Roof/Envelope	Facility Maintenance/Renovation	Capital Budget	\$13,200,000
Phillips Academy High School	TBD	Capital Budget	\$13,200,000
Kenwood Academy High School Renovation (Mechanical)	Facility Renovation	Capital Budget	\$12,800,000
Prosser Career Academy Renovations (CTE)	Facility Renovation	Capital Budget	\$12,000,000
Bouchet Roof/Envelope	Facility Maintenance/Renovation	Capital Budget	\$11,700,000
Nobel - Roof/Envelope	Facility Maintenance/Renovation	Capital Budget	\$11,500,000
L. Ward - Mechanical	Facility Maintenance/Renovation	Capital Budget	\$10,000,000
Senn	Programmatic Investments	Capital Budget	\$10,000,000
McCutcheon ES Annex	New Construction	Capital Budget	\$10,000,000
Whitney Young mechanical	Facility Maintenance/Renovation	Capital Budget	\$9,700,000
Whitney Roof/Envelope	Facility Maintenance/Renovation	Capital Budget	\$8,700,000
Sumner - Roof/Envelope	Facility Maintenance/Renovation	Capital Budget	\$8,000,000
Piccolo - Roof/Envelope	Facility Maintenance/Renovation	Capital Budget	\$7,300,000

<b>Capital Project Name</b>	<b>Description</b>	<b>Fund Source</b>	<b>Fund Amount</b>
Haugan mechanical	Facility Maintenance/Renovation	Capital Budget	\$7,100,000
Belding - IB	Programmatic Investments	Capital Budget	\$7,000,000
Agassiz - Roof/Envelope	Facility Maintenance/Renovation	Capital Budget	\$7,000,000
Healy - Roof/Envelope	Facility Maintenance/Renovation	Capital Budget	\$6,800,000
Ella Flagg Young - Roof/Envelope	Facility Maintenance/Renovation	Capital Budget	\$6,700,000
Mitchell - Roof/Envelope	Facility Maintenance/Renovation	Capital Budget	\$6,000,000
Coles - Mechanical	Facility Maintenance/Renovation	Capital Budget	\$6,000,000
Bateman mechanical	Facility Maintenance/Renovation	Capital Budget	\$6,000,000
Brooks College Preparatory Academy Turf Field Repairs & Athletic Facilities	Facility Site Improvements/TBD	Capital Budget	\$6,000,000
Mayer mechanical	Facility Maintenance/Renovation	Capital Budget	\$5,700,000
Chopin - Roof/Envelope	Facility Maintenance/Renovation	Capital Budget	\$5,500,000
Reavis - Mechanical	Facility Maintenance/Renovation	Capital Budget	\$5,400,000
Reinberg - Roof/Envelope	Facility Maintenance/Renovation	Capital Budget	\$4,600,000
Whitney Young	Facility Site Improvements	Capital Budget	\$4,300,000
Washington H - Roof/Envelope	Facility Maintenance/Renovation	Capital Budget	\$4,000,000
Audubon - Roof/Envelope	Facility Maintenance/Renovation	Capital Budget	\$4,000,000
Prescott - Roof/Envelope	Facility Maintenance/Renovation	Capital Budget	\$4,000,000
McLellan	Facility Site Improvements	Capital Budget	\$4,000,000
Cassell envelope	Facility Maintenance/Renovation	Capital Budget	\$3,600,000
Higgins - Mechanical	Facility Maintenance/Renovation	Capital Budget	\$3,500,000
New Southside Turf Field Construction (potential site Kenwood)	Facility Site Improvements	Capital Budget	\$3,500,000
Taft	Facility Site Improvements	Capital Budget	\$3,500,000
Green - HVAC Upgrades	Facility Maintenance/Renovation	Capital Budget	\$3,200,000
Columbus - Roof/Envelope	Facility Maintenance/Renovation	Capital Budget	\$3,150,000
Christopher - Mechanical	Facility Maintenance/Renovation	Capital Budget	\$3,000,000
Schurz - Field	Facility Site Improvements	Capital Budget	\$3,000,000

<b>Capital Project Name</b>	<b>Description</b>	<b>Fund Source</b>	<b>Fund Amount</b>
Burnham - Mechanical	Facility Maintenance/Renovation	Capital Budget	\$2,500,000
Dore Elementary School pre-K Expansion	Facility Renovation	Capital Budget	\$2,500,000
Peterson - Site Improvements	Facility Site Improvements	Capital Budget	\$2,000,000
Ashe - Space To Grow (incl. outside funding)	Facility Site Improvements	Capital Budget	\$1,550,000
Nash - Space to Grow (incl. outside funding)	Facility Site Improvements	Capital Budget	\$1,550,000
Ninos Heroes - Space To Grow (incl. outside funding)	Facility Site Improvements	Capital Budget	\$1,550,000
Webster - Space to Grow (incl. outside funding)	Facility Site Improvements	Capital Budget	\$1,550,000
Westcott - Space to Grow (incl. outside funding)	Facility Site Improvements	Capital Budget	\$1,550,000
Pritzker - site improvements	Facility Site Improvements	Capital Budget	\$1,300,000
Perez - pre-K expansion	Programmatic Investments	Capital Budget	\$1,000,000
Fiske - IB	Programmatic Investments	Capital Budget	\$750,000
Hawthorne	Facility Site Improvements	Capital Budget	\$510,000
Bright ES - Playlot	Facility Site Improvements	Capital Budget	\$400,000
Mitchell - Playlot	Facility Site Improvements	Capital Budget	\$350,000

## PROGRAMS

- **Learn.Plan.Succeed.** In 2017, Mayor Emanuel announced a groundbreaking initiative to guide student success by requiring that they work with counselors to develop a concrete postsecondary plan. Starting with the Class of 2020 students must have a postsecondary plan, inclusive of four-year University, City Colleges, trades/apprenticeships, military, and internships, in hand as a graduation requirement. CPS is the first large urban district in the country to require students to develop a postsecondary plan in order to receive a diploma.
- **Summer Reading Initiative:** In February 2019, Mayor Emanuel launched the Summer Reading Initiative to keep 3rd, 4th and 5th grade students academically engaged over the summer months. The program will launch at 50 schools this year and is expected to grow in subsequent years. For this initiative, 3rd, 4th and 5th grade teachers will assign contemporary, culturally relevant summer reading to incoming students, which creates early relationships between students and teachers while helping foster independent reading. Approximately 8,500 books will be provided to students free of charge before the school year ends, and the reading assignments will dovetail with the Summer of Learning theme.
  - The Summer Reading Initiative builds on the success of Chicago Public Library's Rahm's Readers Summer Learning Challenge, which last summer engaged more than 110,000 students who read more than 108 million minutes and completed more than 1.3 million learning activities.

- **Universal Pre-Kindergarten:** Because of Mayor Emanuel's proposal, CPS expanded full day opportunities by 3,700 full day seats (52.9 percent increase) in the 2018-2019 school year. Over the next three years, CPS will expand services to ensure universal access to free, full-day pre-K by the fall of 2021. As the next step in the City's plan, school budgets for the 2019-2020 school year include funding to expand pre-K to more than 100 additional classrooms, serving up to 2,800 additional four-year-olds in CPS schools. This expansion will ensure that families in 28 high-need communities will have universal access to free full-day pre-K next school year. CPS plans to expand to universal access in an additional 35 communities in the fall of 2020 and the remaining communities in 2021. For more information, see [Chicago's Roadmap to Implementing Universal pre-K \(UPK\)](#)
- **Universal Enrollment:** In the 2017-2018 school year, CPS launched GoCPS, a platform that allows families to apply to nearly every CPS school and program using one site, one application and one deadline. Last year approximately 93 percent of CPS students used the new application system. More than 50 percent of students received their first choice during Round One. Most students received one of their top three choices.
- **Longer School Day:** In 2012, elementary schools adopted a 7-hour day and high schools adopted a 7 1/2-hour day, moving CPS from the shortest school day and year of any major city to a calendar aligned with national averages. By the time students graduate, they are getting an additional ~2.5 school years
- **Investing in Key Academic Programs:** In 2018 the district established a first-of-its kind application process that empowered school communities to apply for new programming through a transparent application process. In March 2019, CPS invested an additional \$32 million in 32 schools as part of the largest-ever program expansion in district schools.
  - International Baccalaureate: Since 2011, CPS increased the number of students participating in IB by 153 percent from 8,804 in 2010-2011 to 22,257 in 2018-2019.
  - STEM: Next school year, nearly 18,000 elementary and high school students will engage in modern STEM and STEAM programming at 36 schools, an increase of more than 360 percent since the 2013-2014 school year.
  - Dual Language: Since 2011, CPS has increased Dual Language offerings by over 300 percent, from 1,130 seats in 2011-2012 to 4,557 seats in 2018-2019
  - Dual Credit: Since 2012, CPS has increased the number of students enrolled in Dual Credit course by 21 percent, from 205 in 2012-2013 to 3,127 students in 2018-2019.
  - Advanced Placement: In December 2018, CPS was named College Board's AP District of the Year for the second time in the last seven years and named to the AP Honor Roll for the sixth year in a row. CPS is the only large district in America to earn the Honor Roll six consecutive years and remains the largest school district in America on the list. Between the 2011-2012 and 2017-2018 school year:
    - The number of students taking AP exams increased by nearly 44 percent
    - The number of exams taken increased by 49 percent
    - The number of students receiving a "3" or higher on at least one AP exam nearly doubled
- **Keeping Students Safe:** Today, CPS students feel safer, are safer, and are better supported as a result of CPS's investments in the Office of Student Protections and Title IX, security personnel, training, Safe Passage, restorative practices, supportive school environments and trauma support service referrals. On campus violent incidents have declined 18 percent since 2016 and CPS is on track for a further reduction this year. During that same time, the share of parents that feel their children are safe at school has risen to over 95 percent. The district continues to expand its successful Safe Passage program, the City's collaborative effort that has proven to reduce crime and keep students safe during their daily commutes to and from school. This fall, CPS expanded Safe Passage by an additional 14 schools to cover a total of 159 schools, supporting over 75,000 students - nearly five times the number of schools served in 2012.
- **Keeping Students Healthy:** CPS introduced its [LunchStop](#) program in 2011, offering free meals during summer months plus free health and wellness programming to participants. Each summer CPS provides nearly 200,000 free meals across 100 locations.
  - Over the last eight years, CPS has stepped up its efforts to serve healthy foods in its school cafeterias. Schools now serve chicken products without antibiotics and fresh fruit and vegetables. Since 2013,

CPS has served \$20 million in locally sourced foods including local green beans, corn, potatoes, and apples. Beginning with the 2014-2015 school year, CPS expanded its free lunch program to serve all students district-wide. Many schools also offer breakfast in classrooms.

- More than 400 Chicago Public Schools now have a school garden to grow and harvest healthy produce. The Farm to School program launched as a pilot program in eight schools in 2013 and has since expanded significantly.

## OTHER KEY ACCOMPLISHMENTS

- **Budget accomplishments:**
  - Elimination of a \$1.1 billion deficit in two years
  - \$900 million in new revenue over two years
  - \$200 million in management efficiencies from FY17
  - Improved cash flow due to education funding reform
  - Reduced reliance on short-term borrowing by \$250 million
- **Quality Data and Accountability Practices:** Over the last several years, CPS has made great strides in its data and accountability practices. In instituting the School Quality Rating Policy (SQRP) in 2014, the district became a national exemplar in rating school practice. Multiple school districts (Boston, Denver, etc.) have sought to learn from CPS's experience.
- **School Quality is Improving:** Based on the SQRP ratings, the number of district-run schools in good standing increased compared to last year, and the number of schools on intensive support decreased to the lowest number of schools since SQRP was adopted, with 10 percent of district schools moving to a higher accountability tier. Based on the 2018-2019 SQRP ratings:
  - 398 schools are in good standing;
  - 66 schools will receive provisional support; and
  - 57 schools will receive intensive support

## LOOKING FORWARD

CPS will continue to grow and strengthen its academic programs. It is currently in the second year of the four-year universal pre-K roll-out, and will have free full-day, universal pre-K in all 77 community neighborhoods by the fall of 2021.

## CHICAGO TRANSIT AUTHORITY

The Chicago Transit Authority (CTA) is the nation's second-largest public transit agency, carrying more than 1.5 million customers on an average weekday and more than 450 million customers each year. It is a regional transit system, providing bus and rail service to 35 suburbs as well as the City of Chicago. Since 2011, CTA has made over \$8 billion in investments, including service enhancements, infrastructure modernization, fleet modernization, technology upgrades and workforce development and disadvantage business enterprise programs.

## BACKGROUND

In 2011, the CTA was struggling with three consecutive years of lower-than-projected revenue due to the Great Recession and had recently shifted more than \$200 million in capital funds to cover operating expenses, while the backlog of facilities needs was growing. CTA was forced to make service reductions, layoff employees and defer salary increases. At the same time that CTA was forced to make service reductions, ridership numbers reached their highest levels in 20 years. These two factors – service reductions and high ridership – forced CTA to create efficiencies wherever possible.

## TRANSFORMING CHICAGO'S TRANSIT SYSTEM

More than \$8 billion has been invested in the CTA in the last eight years. The Red Line South, made up of 10 miles of tracks and eight stations, was completely rebuilt in 2013. The "Your New Blue" modernization project upgraded stations and has provided faster and more reliable service along the O'Hare Branch of the Blue Line. More than \$2 billion in funding was secured for the Red and Purple Modernization Project (RPM), which will rebuild track served by CTA's busiest rail line, which is near the end of its useful life and at capacity.

CTA's fleet has been significantly upgraded since 2011. More than 70 percent of the rail fleet has been upgraded, including 716 new 5000-series railcars that now make up half of the entire fleet. More than 80 percent of the bus fleet has been replaced or significantly upgraded since 2011. Technology improvements like 4G wireless service, the Ventra payment system, free Wi-Fi and high-definition security cameras have made riding the CTA safer and more pleasant. CTA has awarded hundreds of millions of contract dollars to Disadvantage Business Enterprises (DBE) and has expanded workforce development programs like the Second Chance Program, which has trained and employed almost 1,000 returning citizens.

Despite significant reductions in state funding to support CTA, and the lack of a state capital funding bill since 2009, CTA has consistently proposed balanced budgets while holding the line on fares, without supporting day to day operations with capital funds. Since 2015, CTA has achieved more than \$150 million in cost-cutting savings, operational efficiencies and additional non-farebox revenues while investing in the systems values, including public art and an environmentally friendly fleet.

## CAPITAL PROJECTS

CTA has invested heavily in capital projects, which have made an immediate impact on ridership experience and will continue to benefit Chicagoans for decades.

### *Infrastructure Modernization*

- Completely rebuilt the Red Line South, including 10 miles of tracks and eight station rehabs.
- Launched the largest capital project in CTA history, the Red and Purple Modernization Project (RPM)
  - In 2016, Chicago passed the Transit TIF, the first funding mechanism of its kind in Illinois devoted solely to supporting public transit infrastructure. The TIF, unanimously approved by City Council, is providing crucial funding for the RPM project, and is also a potential funding source for the Red Line Extension, the rebuilding of the Blue Line Forest Park Branch and Union Station renovation.
  - In 2017, CTA was awarded \$1 billion in federal grant funds for Phase One of RPM.
  - In 2018, CTA awarded a \$1.3 billion design-build contract.
  - The Red Line, CTA's busiest rail line, is nearing 100 years old. It is at the end of its useful life and has reached its capacity. RPM Phase One will completely rebuild the Lawrence, Argyle, Berwyn and

Bryn Mawr stations and all the tracks and support structures for more than a mile adjacent to the stations. RPM Phase Two, which is currently unfunded, will include infrastructure from north of the Red-Purple Bypass to Wilson station, and then from north of Bryn Mawr station to Linden station in Wilmette.

- Created and implemented the “Your New Blue” modernization project, the largest comprehensive investment in the Blue Line since the line was extended to O’Hare in 1984.
  - This \$492 Million project includes 14 station renewals, signal system upgrades and track work for smoother and faster service.
  - Renovated the Belmont Gateway rail station, improving the bus turnaround site and customer waiting areas. Will improve the Grand, Chicago and Division Stations.
  - The Jefferson Park Transit Center Improvement Project improved patron access, safety and convenience when transferring between bus and rail service.
  - Upgraded substations at East Lake, Milwaukee and Illinois, which has increased power capacity and improved service reliability, which will accommodate future service increases.
  - Replacing obsolete signal systems between Jefferson and O’Hare that will eliminate a “slow zone” while improving safety and reliability.
- Committed to making all rail stations accessible in the next 20 years.
  - To date, CTA has achieved 71 percent vertical accessibility at stations, one of the highest percentages amongst legacy transit systems in the U.S.
  - 2018 *All Stations Accessibility Plan (ASAP)* provides a blueprint to reach 100 percent accessibility.
- Completely rebuilt or rehabbed nearly 30 percent of the rail stations in CTA’s system, including:
  - The 95<sup>th</sup>/Dan Ryan Red Line terminal which now features wider bus lanes, an elevated pedways over 95<sup>th</sup> street, ADA accessibility, wider platforms and bus and train tracker signs.
  - The Wilson Red and Purple Line Station, which was upgraded to a transfer station and now features ADA accessibility, wider platforms with full canopy and new artwork.
  - The Illinois Medical District Blue Line Station improved entrances and rebuilt the stationhouse. The station is now ADA accessible and features improved lighting and security.
  - The Quincy Loop Station, which now has elevators for ADA accessibility.
- In partnership with CDOT, opened new stations at Washington/Wabash, Morgan and Cermak McCormick Place and will open an upcoming Damen station on the Green Line on the Near West Side.
- Made unprecedented progress on the federal process for the Red Line Extension (RLE), including route planning and the selection of a project manager.
- Expanded CTA’s Public Art Program, doubling in size and featuring more than 80 works of art and significant architectural details across the system. With the completion of projects currently planned, this network of art and architecture will expand to nearly 100 CTA facilities in the coming years. CTA’s extensive collection of art includes mosaics, art glass and sculptures created by nationally and internationally acclaimed artists, many of whom are local.

#### **Vehicle Fleet Modernization**

- Since 2011, CTA has replaced or overhauled nearly 70 percent of its entire rail fleet.
  - Purchased 716 new 5000-series railcars, nearly 50 percent of CTA’s entire rail fleet.
  - In March 2016, awarded a \$1.3 billion bid for up to 846 next-generation 7000-Series railcars to CRRC. The base order of 400 railcars will cost \$719 million. In 2018, CTA engineers participated in 68 design review meetings and made several visits to CRRC’s Chinese manufacturing facility as part of the design process of the 7000-series. CRRC completed the construction of their state-of-the-art final assembly facility at 135th and Torrence in December 2018 and expect the assembly of CTA’s prototype cars to begin in early May 2019. As part of the U.S. Employment Plan that CTA included in this procurement, CRRC has committed to create at least 169 jobs.
  - In 2018, CTA finished the overhaul of the 3200-series fleet that began in 2015. A total of 255 cars were overhauled during that time period. The overhaul included the installation of LED interior

lighting, new color destination signs, new HVAC units and other operating-system improvements.

- Since 2011, CTA has replaced or overhauled over 80 percent of its entire bus fleet.
  - In May 2017, CTA approved a \$54 million contract to Cummins for the full overhaul of 208 60-foot accordion-style buses, some of the oldest in the fleet. This overhaul has continued through 2018 and is set to be complete in Q1 2019. Currently over 160 buses have been completed.
  - In October 2017, the CTA exercised a \$13.9 million option for 25 additional 40-foot diesel buses to conclude the contract with Nova Bus that delivered a total of 425 buses.
  - In June 2018, the CTA Board awarded a \$32 million electric bus contract to Proterra for 20 electric buses and five en-route quick chargers, with an option to purchase an additional 25 buses.
  - In collaboration with the Joyce Foundation, CTA is undertaking a study to identify the actions CTA would need to take to transition to an all-electric bus fleet. CTA has committed to complete this transition by 2040.

### **Technology**

- Installed 4G wireless service throughout subway system.
- Installed free Wi-Fi at downtown subway stations.
- Installed 1,037 Bus and Train Tracker screens.
- Installed thousands of high-definition security cameras at subway stations. Upgraded cameras on rail fleet.

## **PROGRAMS**

CTA has expanded and improved service options, improving the customer experience. It has also intentionally made sure that contracts and employment opportunities are more equitably distributed throughout the City.

### **Service Enhancements**

- Reintroduced express bus routes on Ashland and Western.
- Implemented the first-of-its-kind Jeffrey Jump express bus route on the South Side.
- Invested in \$6 million of new and expanded bus service on the South Side.
- Added AM and PM rush trips on Blue Line to meet demand.
- Worked with CDOT to implement the Loop Link bus rapid transit corridor, improving travel through downtown.
- With CDOT, developed detailed Bus “Slow Zone” improvement concepts to improve speed and reliability by addressing pinch points on high ridership routes such as on Chicago Avenue (#66) and 79th Street (#79).
- Halsted Bus/Bike-Only Lane Pilot - In coordination with CDOT, installed bus-bike only lanes on Halsted Street between Chicago and Division in both directions to mitigate the traffic.

### **Customer Experience**

- Introduced Ventra, a new account-based fare-payment system that incorporates all three Service Boards (CTA, Metra and Pace). The Ventra mobile app has been downloaded more than 4 million times.
- Piloted prepaid fare payment pilots at various locations. This method for faster, easier boarding was made permanent at the newly redesigned Belmont Blue station.
- In March 2019, CTA announced a partnership with Apple which will provide Ventra users the ability to tap their phones to ride CTA with a “virtual Ventra card” on the Ventra app.

### **Workforce Development and Disadvantage Business Enterprises**

- In 2018, CTA awarded over \$100 million in contracts to DBE firms, including \$12.4 million million in contracts awarded to DBE firms to perform as the prime contractors (up from \$4.9 million in 2016). This success is in part because of CTA’s Small Business Enterprise set aside program, which has doubled in size since it began in 2016.
- Significantly increased DBE opportunities for architectural engineering firms by adding separate DBE

goals to the design portion of contracts.

- Implemented diversity outreach scoring on major RFPs, where proposing prime contractors can earn bonus points for submitting innovative and aggressive strategies for DBE outreach, workforce diversity and development and minority and community banking.
- Increased job opportunities for individuals who are economically disadvantaged or from disadvantaged communities, as well as apprenticeship opportunities, by adding workforce goals on major projects.
- Launched CTA's DBE Advisory Committee, which serves as a forum for fostering open communication about the concerns of DBE firms, small businesses, non-minority contractors and others. The Committee consists of six DBE firms, three non-DBE firms (primes), four Technical Assistance Agencies and CTA Diversity Programs staff.
- Expanded outreach programming, such as the mentor-protégée program, to help connect prime contractors with DBEs and small businesses.
- Launched the CTA Small Business Program, which creates prime contracting opportunities for Small Business Enterprises (SBEs) on projects under \$3 million (\$13.1 million prime contract awards to SBEs since 2013).
- Created unique partnerships with workforce partners like Chicago Cook Workforce Partnership and the Chicago Urban League to increase workforce diversity on large projects.
- Created the “Green Line Small Business Initiative” Program, under which CTA provided training and assistance to help Small and Disadvantaged Business Enterprises (DBEs) compete for business on CTA projects.
  - Six firms that graduated from this program secured work on a \$12 million project to improve four Green Line stations (51st Street, Halsted, Cottage Grove and Kedzie) in Fall 2018, plus work on the Garfield Gateway project.
  - CTA has since launched the Your New Blue Educational Series (August 2018) to educate and promote opportunities for small businesses on the “Your New Blue” Program.
- Expanded the Second Chance Program, a national model for ex-offender programs, which gives nonviolent ex-offenders and those facing other barriers to employment an opportunity to obtain full-time, temporary employment, training and coaching through positions cleaning CTA's buses, trains and facilities. To date, nearly 1,000 people have participated in CTA's Second Chance Program.
- Participated in a Federal pilot program that allowed for the placement of local hiring goals on the Garfield Gateway Construction Project, resulting in 63 percent minority hiring participation (the goal was 19.6 percent), 19 percent neighborhood hiring (the goal was 7.5 percent), and 51 percent of the workforce were City of Chicago residents.

## **LOOKING FORWARD**

Priorities for the future include:

- Complete Phase 1 of the RPM project, which includes a complete rebuild of four stations and miles of track, the addition of ADA accessibility and the construction of a “flyover” where the Brown Line intersects the Red and Purple Lines.
- Continue to explore and plan for the Red Line Extension from its current terminal at 95<sup>th</sup>/Dan Ryan to 130<sup>th</sup> Street. The 5.3 mile extension would include four new stations. CTA will pursue \$1.1 billion in federal New Starts funds and would need \$1.2 billion in local funds to come from state or local sources.
- Implement bus priority projects, which include dedicated lanes, special signals for buses and minor changes to roadway configuration to improve operations. There are 10 projects slated for construction in 2019. Additionally, develop a citywide Bus Priority Network Plan.
- Complete the All Stations Accessibility Program (ASAP), the plan to make the remaining 42 rail stations fully accessible over the next two decades.
- Continued purchase and operation of electric buses, with goal of converting entire fleet of more than 1,800 buses to all-electric by 2040.

## THE CHICAGO HOUSING AUTHORITY

Chicago Housing Authority (CHA) is the primary municipal agency responsible for providing housing assistance to low-income families and individuals in Chicago including the elderly, veterans and those in need of supportive housing. CHA serves more than 63,000 low-income households and more than 135,000 individual residents through the Public Housing, Housing Choice Voucher and Project-Based Voucher programs with housing options in every community area of Chicago. CHA has a budget of over \$1 billion with 98 percent coming from the U.S. Department of Housing and Urban Development. CHA is the second largest housing authority in the country and the largest owner of rental housing in Chicago.

## BACKGROUND

When Mayor Emanuel first took office in 2011, the Chicago Housing Authority was still under federal oversight as part of the landmark Gautreaux case, mandating fair housing in all communities. In January 2019, a U.S. District Court judge signed the order ending 53 years of federal court oversight at CHA. Under the terms of the settlement, CHA agreed to continue offsetting the impacts of racial segregation by constructing mixed-income communities, strengthening its voucher program to better enable mobility for families and develop early childhood development programs at public housing complexes.

## SUPPORTING HOUSING IN EVERY COMMUNITY

Mayor Emanuel's legacy for helping create one of the world's most livable cities is rooted in Chicago's diverse cities and strong housing stock, supported in large part by the Chicago Housing Authority. From new housing for seniors, veterans and families to rehabbed apartments across Chicago, CHA builds stronger communities and a better foundation for the future of all Chicagoans. The Gautreaux case spurred critical changes by the CHA in recent years: replacement of Chicago's large, 100 percent public housing projects (Cabrini Green, Robert Taylor Homes) with new mixed-income communities; development of new or rehabilitated public housing apartments across the entire city; and creation of a voucher program to provide subsidized housing in private markets across all of Chicago's community areas. Additional accomplishments by CHA during Mayor Emanuel's time in office include:

- In 2011, CHA updated the Plan for Transformation, underscoring CHA's commitment to delivering more than 25,000 new or renovated housing units. To date, 24,216 of the units have been delivered. An additional 1,068 units are in progress and scheduled for delivery in 2019, which will bring CHA's total unit count to more than 25,000.
- In 2017, CHA reached its goal of **90 percent occupancy** in its public housing portfolio for the first time since the Plan for Transformation began in 2000.
- New **mixed-income housing** at seven redeveloped CHA public housing sites, including Lathrop, Cabrini, Horner, Ida B. Wells, Stateway Gardens and Robert Taylor has stimulated unprecedented economic development and renewal throughout those communities, resulting in jobs and services that create sustainable neighborhoods
- By partnering with private developers and other government agencies to expand housing opportunities, CHA has **investment in 76 of the city's 77 community areas**.

## CAPITAL PROJECTS

Since 2011, CHA has invested more than \$800 million in capital projects at its properties to upgrade and modernize thousands of units in the CHA portfolio, including updated HVAC, life safety systems, elevators and more. The Elevator Modernization Program represents CHA's largest undertaking in more than 20 years, involving all 150 elevators in 86 CHA properties resulting in improved living conditions for residents. Notable CHA capital projects during Mayor Emanuel's time in office include:

### *Co-Located Library & Public Housing Projects*

In 2019, Mayor Rahm Emanuel, Chicago Housing Authority, and Chicago Public Library cut the ribbon on three innovative co-located housing and library developments: Roosevelt Branch, Independence Branch and Northtown Branch. Each of the three new co-located library branches features mixed-income housing, Early Learning Play Spaces, YOUMedia spaces for teens, plus dedicated workforce development support for job-seekers. The new branches will also have traditional library programs, such as book clubs for seniors

and intergenerational educational and cultural programming. All three developments were designed by top architecture and design firms and were selected following a design competition, part of Mayor Emanuel's vision to bring world-class design to Chicago neighborhoods and break from the standard, cookie-cutter designs that are common to government buildings. All three architecture firms selected have strong Chicago roots and have won awards for design excellence and innovation.

### ***City Gardens***

In 2017, Mayor Emanuel and Chicago Housing Authority marked the grand opening of City Gardens, a mixed-income rental community on the former site of the Maplewood Courts public housing complex on the city's Near West Side. City Gardens is a full block development, offering 76 market rate, affordable and CHA apartments in seven 3-story buildings. Designed by Landon Bone Baker, each unit features Energy Star-rated appliances, private outdoor space, plus a community garden, recycling center and courtyard. The community has a focus on sustainability with features like a solar trellis and a composting area. The project was made possible in part by \$7 million in funding from CHA.

### ***Altgeld Gardens***

Construction is starting on the Altgeld Gardens Branch Library and Child Care Center, a \$20 million investment at one of CHA's largest family developments. The project, undertaken in collaboration with Chicago Public Library (CPL), offers a major resource for families and youth on the Far South Side. The new building will provide expanded library services with early learning programs, CPL's teen-focused YOUMedia digital center, youth enrichment and on-site child care center to support Altgeld residents.

### ***Casa Querétaro***

In 2016, Mayor Emanuel joined the Chicago Housing Authority and The Resurrection Project to celebrate the opening of Casa Querétaro, a new family housing development in Pilsen. The \$15 million development brought a four-story, 45-unit apartment building for families to the neighborhood, expanding affordable housing options for residents through \$4 million in TIF and other public assistance. The building has 15 units dedicated to CHA tenants; the remaining 30 apartments are affordable for families earning up to 60 percent of the area median income. In addition to TIF, project financing included a \$4.5 million CHA loan and an additional \$6.5 million in loans, tax credits and land from the City. Casa Queretaro was built on a vacant, city-owned lot, sold for \$1 through the Dollar Lots Program. In 2018, the project won the prestigious Richard H. Driehaus Foundation Award for Architectural Excellence in Community Design as part of the annual Chicago Neighborhood Development Awards.

### ***Pennycuff Memorial Apartments***

In 2018, Mayor Emanuel and Chicago Housing Authority broke ground on the Pennycuff Memorial Apartments, named for prominent Chicago LGBTQ activist John Pennycuff. The project will bring 88 units of affordable housing to the heart of Logan Square. Developed by the non-profit Metropolitan Housing Development Corporation, the seven-story building will include 41 affordable apartments and 47 CHA project-based units. Additional amenities will include a community room, an outdoor picnic area and a furnished lobby. There will also be 2,500 square feet of commercial space on the first floor. City support for the project includes up to \$16 million in Multi-Family Housing Revenue Bonds for construction financing and Low-Income Housing Tax Credits that will generate \$5.7 million in equity for the project. Additional funding includes \$13 million in loans from the CHA.

### ***Concord at Sheridan***

In 2017, Mayor Emanuel and Chicago Housing Authority broke ground on the Concord at Sheridan, a transit-oriented, mixed-use development in Rogers Park. The seven-story development will include 111 apartments and 30,000 square feet of retail space (with Target as its anchor tenant), all steps from CTA's Loyola Red Line Station. Sixty-five of the apartments will be supported by CHA's Property Rental Assistance program to guarantee long-term affordability; the remaining will be market rate rentals. The project replaces a parking lot and the outdated senior center community room at the adjacent CHA Caroline Hedger Senior Apartments. A new CHA senior center and community room will be built and will include a new, private rooftop deck, providing outdoor green space for residents. The Concord at Sheridan will create 450 construction and related jobs as well as 80 permanent jobs; more than \$650,000 will be generated annually in new property and sales tax revenue.

### **Ogden Commons**

In 2017, the Chicago Housing Authority awarded The Habitat Company, Sinai Health System and Cinespace Chicago Film Studios the opportunity to redevelop vacant land on the sites of the former Ogden Courts East and Lawndale public housing complexes. Ogden Commons, the resulting new development, will be a mixed-use, mixed-income community over four city blocks with nearly 400 units of housing; 75,000 square feet of commercial, retail and office space; and dedicated community health resources. Space in the development will also house Cinespace's incubator program for Chicago-based filmmakers. Two African American-owned sit-down restaurants—Ja' Grill and Steak 'n Shake—will also join the development as main tenants. The projected received \$2.5 million in Neighborhood Opportunity Fund funding for the buildout of the two-ground floor restaurant spaces. The development is expected to be one of the first in the city to utilize the federal Opportunity Zones program.

### **Lathrop Development**

In 2017, CHA broke ground with Lathrop Community Partners—a collaboration between Bickerdike Redevelopment Corporation, Heartland Housing and Related Midwest—on the new Lathrop Development on the Chicago River. The project will ultimately bring more than 1,000 mixed-income residential units to the area plus green space, expanded access to the Chicago River, a new dog park, playground and kayak launch. The development will preserve 19 of 31 existing historic structures within Lathrop Homes, remodeling 414 units with contemporary floor plans and fixtures. Lathrop's revitalization will create more than 17 acres of open space including a state-of-the-art landscaped Riverwalk.

### **SRO Preservation**

CHA remains a strong partner in the City's SRO Preservation Initiative that helps to restore formerly dilapidated SROs into quality affordable housing. CHA has invested 241 project-based vouchers in newly redeveloped SRO buildings with an additional 256 units approved by the CHA Board of Commissioners to be delivered in 2019 and 2020, helping to preserve housing for some of the city's most vulnerable residents. One example is the \$27 million restoration of the Carling Hotel in 2018, preserving 80 units of SRO housing in Chicago's Near North Side plus on-site services including workforce development and mental health counseling.

### **Housing for Vulnerable Populations**

In total, CHA subsidizes 1,200 supportive housing units for Chicago's most vulnerable populations including the homeless, disabled, chronically mentally ill and those living with HIV/AIDS. CHA is on the leadership committee for the City's Ending Veteran's Homelessness Initiative and the Mayor's Interagency Homelessness Task Force. Working with advocacy groups, CHA has created 306 supportive housing units that provide housing assistance for veterans, including 81 VASH units that assist chronically homeless veterans in partnership with the US Department of Veteran's Affairs. An additional 75 VASH units are under contract to begin construction with units to be delivered in 2020. In addition to VASH, CHA has supported 450 additional veterans with housing vouchers.

## **NEW AND EXPANDED PROGRAMS**

### **Community Development**

CHA has partnered with the City of Chicago and other agencies, like the Chicago Park District, to fund and build community recreational assets across the city. Notable recreation projects during Mayor Emanuel's time in office include:

- XS Tennis, a 112,000-square-foot facility at 54th and State in Washington Park connects more than 5,000 students to the sport of tennis and features 10 courts, a fitness center, a running track and classrooms to support recreational and educational opportunities for area residents.
- U.S. Bank Pullman Community Center, located at 10355 S. Woodlawn Ave., is the region's largest indoor sports and education facility featuring three indoor turf playing fields for baseball, soccer, football and lacrosse and three hardwood courts for volleyball and basketball. CHA's \$2 million investment will ensure access to the center for CHA residents from several Far South Side family developments.
- Williams Park Fieldhouse, a 10,000-square-foot facility under construction in the heart of Dearborn Homes in Bronzeville features a half-court gym and multi-purpose rooms for art, education, performances, meetings and exercise. Funded by CHA, Chicago Park District and City of Chicago.

- Arts and Recreation Center at Ellis Park, a 32,000+ square foot field house and community arts and recreation center. The \$17.5 million facility will serve the greater Oakland, Douglas and Bronzeville communities. Developed by the Chicago Park District, Chicago Housing Authority and The Community Builders, Inc. the center was funded by TIF funds and New Market Tax Credits, along with CHA funds.

### ***Housing Choice Vouchers***

CHA is an economic engine helping to drive a strong rental market in Chicago. Each year, CHA sends approximately \$500 million into Chicago's rental market by providing payments to 14,000 landlords in the Housing Choice Voucher (HCV) Program. This not only helps low-income renters find housing of their choice in every one of Chicago's 77 community areas, but keeps buildings occupied and neighborhoods strong and stable.

### ***Workforce Development***

CHA's investment in workforce programs has helped residents find and keep employment. CHA households are achieving higher levels of income and employment than ever before. As of 2019, 63 percent of CHA's public housing work-able residents are employed, on par with the State's labor participation rate. By the end of 2018, the average annual wages earned by CHA residents was nearly \$22,000, up five percent over 2017. The Section 3 Field Office, established in 2017, now serves as a blueprint for the way public housing Section 3 programs are managed around the country. The office provides training, employment and economic opportunities to low-income businesses, helping resident-owned small businesses gain access to contracting opportunities. In 2018, CHA provided \$127 million in contracts to these business owners.

### ***Energy Efficiency***

CHA has set an ambitious goal to have all public housing be powered by 100 percent renewable energy by 2025. The agency has undertaken a \$31 million energy efficiency project to replace outdated systems in its housing portfolio, allowing for improvements in more than 9,000 apartments; these have allowed the CHA to decrease its overall energy usage by 10 percent since 2014. Improvements have included new heating distribution, replacement of furnaces and hot water heaters, replacement of exterior and interior lighting and upgrades to energy efficient appliances.

### ***Academic Programming***

CHA champions academic growth for its residents through a variety of initiatives:

- Project SOAR (Students Opportunities Achievements Results) is funded by HUD and administered by CHA. SOAR is a tutoring and mentorship program allowing public housing residents to receive one-on-one coaching to support post-secondary enrollment. The program currently has more than 150 active student participants.
- In 2018, the CHA Scholarship Program awarded 235 college students attending 105 universities a total of \$265,000 in scholarships. Since 2013, CHA's Scholarship Program has awarded more than \$1.2 million to CHA residents, helping them enroll and stay in college.
- CHA's Partners in Education program supports residents attending City Colleges with tuition, books and fees.
- CHA offers STEM Camp in partnership with the University of Illinois Chance Program to allow up to 25 current high school students the opportunity to explore science, technology, engineering and math learning while preparing for college.

### ***Operation Warm***

CHA has been partnering with national non-profit Operation Warm for the last decade to give away new winter coats to children living in public housing and to participants of the Housing Choice Voucher program. In that time, CHA has distributed 90,000 coats to 24,000 families.

## **OTHER KEY ACCOMPLISHMENTS**

### ***Awards***

CHA has been awarded the Certificate of Achievement for Excellence in Financial Reporting by the Government Finance Officers Association (GFOA) in recognition of outstanding accounting and financial reporting

management. 2018 marked the 21<sup>st</sup> consecutive year CHA received this award. CHA won the ULI Vision Award in 2018 for its preservation of Presbyterian Homes as affordable housing.

### **Project Labor Agreement**

In July 2017, CHA announced its first-ever Project Labor Agreement, guaranteeing that CHA residents will be provided access to training, union apprenticeships and jobs and the opportunity to join Chicago area unions. The agreement also reserves opportunities for Section 3 contractors and establishes hiring goals of 30 percent of apprenticeships or interns for CHA residents and would require that 10 percent of construction craft labor hours be filled by CHA residents in training and skills development programs.

### **Rental Assistance Demonstration Program**

The transition of 11,000 public housing subsidized units to HUD's Rental Assistance Demonstration (RAD) program allows CHA to tap into the more predictable and stable Section 8 funding stream to improve housing and services offered to residents. CHA has converted more than 5,000 units to date.

## **LOOKING FORWARD**

Notable CHA capital projects to be completed in 2019 and beyond include:

<b>Project Name</b>	<b>Community Area</b>	<b>Description</b>
<b>Cabrini Green</b>	Near North Side	Multi-phase, mixed-finance housing at the former Cabrini Green site will commence construction in summer 2019.
<b>Concord at Sheridan</b>	Rogers Park	Construction began in October 2017 on a new mixed-income, mixed-use development. Includes 30,000 square feet of first-floor retail and 111 new housing units, 65 CHA and 46 market rate.
<b>Martinez Apartments (formerly Diversey Manor)</b>	Belmont Cragin	Construction began in October 2017 on a subsidized development offering 98 new rental apartments, 45 CHA and 53 affordable.
<b>Harold Ickes Homes</b>	Near South Side	Project will redevelop the former Hickes site as a mixed-income, mixed-use development including a minimum of 200 CHA family units as well as other commercial and recreational components.
<b>Pennycuff Apartments</b>	Logan Square	In December 2017 the development team closed on financing for this RAD PBV subsidized development that will create 88 new rental units, including 47 CHA and 41 affordable.
<b>Lathrop Homes</b>	Lincoln Park	Construction began in 2017 providing 414 new housing units, including 151 CHA, 101 other affordable and 162 market rate. The next phase of Lathrop should close in 2020.
<b>Emmett Street</b>	Logan Square	This transit-oriented RAD PBV subsidized development will create 100 new housing units, including a mix of CHA and other affordable units.
<b>Northtown Apartments</b>	West Ridge	This RAD PBV subsidized senior development will create 44 new rental units, 30 CHA and 14 other affordable.
<b>Ogden Commons</b>	North Lawndale	Ogden Commons will be a mixed-use, mixed-income community on the former site of Ogden Courts East and Lawndale; will provide community health resources and 400 units of housing along with new retail and commercial space.
<b>Parkside of Old Town</b>	Old Town	Part of the Cabrini North Extension replacement housing, the project will provide a total of 190 mixed-income housing units, both homeownership and rental.
<b>Ravenswood Senior Living</b>	Ravenswood	Construction will begin in 2019 on this RAD PBV subsidized development to create 74 new CHA senior units, 4 of which will be fully accessible and 12 of which will be adaptable.
<b>4400 Grove</b>	Washington Park	This development is expected to create 84 new rental units, including 21 CHA, 38 affordable and 25 market rate.

## CHICAGO PARK DISTRICT

The Chicago Park District is one of the largest municipal park managers in the nation, owning more than 8,800 acres of green space and offering a vast array of facilities and amenities for all ages and interests, including parks, playgrounds, lakefront beaches, pools, cultural centers, fitness centers, golf courses, museums and harbors. Investments in parks and play are investments in communities, as they provide spaces for children to play, neighbors to gather and community bonds to form.

## BACKGROUND

Chicago's park system has expanded dramatically over the last decade to add over a thousand of new acres, millions of dollars in capital investment, and thousands of new events and program offerings. From basketball courts and renovated field houses to transformational projects like the 606 and 312 River Run, the Chicago Park District creates hubs of positive, vibrant activity, ensuring that all Chicago residents can pursue safe, healthy recreational activities. The Park District has been awarded the National Recreation and Parks Association Gold Medal for Excellence.

## CREATING ACCESS TO VIBRANT PARK SPACES

During his two terms in office, Mayor Emanuel has expanded and improved Chicago's park assets through his ambitious Building on Burnham Plan. Working with the Chicago Park District, Mayor Emanuel met—and exceeded—targets to increase residents' access to green spaces and waterfronts. Today, nearly every Chicago resident lives within a 10-minute walk of a park or open space. In 2018 alone, the Chicago Park District completed 18-miles of trail separation along the lakefront, built 24 soccer mini-pitches, renovated or built 10 playgrounds, renovated 16 basketball or tennis courts, expanded ice and roller hockey rinks, renovated 14 fieldhouses and made improvements to 35 swimming and spray pools across the city.

- Mayor Emanuel's **Building on Burnham Plan** has guided the Park District in acquiring 1,000 acres of new parks.
- Mayor Emanuel has overseen the completion of **transformative urban park projects**, including the Riverwalk, the 606, Maggie Daley Park and the 31<sup>st</sup> Street Harbor.
- The entire **18-mile Lakefront Trail** was successfully separated in 2018, offering two distinct paths for cyclists and pedestrians, increasing the safety of the 100,000 people who use the trail daily during summer weekends.
- The Park District's **Night Out in the Parks** series now delivers 2,000 cultural events to more than 300,000 Chicago residents across all 77 community areas and 50 wards.
- The Mayor's **Chicago Plays!** initiative has renovated or created 365 playgrounds across the city in five years, from Essex Park in South Shore to Murray Park in West Englewood.
- Enrollment in Chicago Park District **recreation programs** reached 410,000 direct enrollments in 2018 and 416,000 partnership enrollments, an all-time high and nearly double the number of enrollments when Mayor Emanuel took office in 2011.
- The Park District has developed **1,850 acres of natural areas**, including the Northerly Island Nature Preserve, now home to migratory birds and wildlife habitats.

## CAPITAL PROJECTS

### *Save Chicago's Treasures*

In 2017, Mayor Emanuel and Chicago Park District Superintendent Michael Kelly announced \$26 million in improvements to 20 Park District facilities via the new "Save Chicago's Treasures" initiative. Through the program, historic fieldhouses and facilities across the city enjoy major rehabilitations including roof restoration, masonry improvements and ADA accessibility. Projects are paid for by the Illinois Department of Natural Resources and Park District capital funds. The "Save Chicago's Treasures" program improves cultural and recreational buildings like the South Shore Cultural Center, the Hamilton Park Cultural Center and Fieldhouse in Englewood and La Follette Park Pool and Fieldhouse in Austin.

### **Lakefront Improvements**

The lakefront, which spans 26 miles across the city, has seen continued investment throughout Mayor Emanuel's administration. To improve access for all residents to the lake, reconstruction of the 31st Street, 39th Street and 43rd Street bridges are currently underway. Just two blocks south of Oakwood, CDOT is constructing a pedestrian and bike bridge at 41st Street over South Lake Shore Drive. In 2016, CDOT completed work on the architecturally striking new pedestrian and bike bridge at 35th Street. Park assets like the 31st Street Beach Harbor and Steelworkers' Park at 87th Street support continued investments on the South Side.

In November 2018, Mayor Emanuel announced the completion of the Lakefront Trail Separation project, separating Chicago's entire 18-mile lakefront trail from Ardmore Avenue on the north and 71<sup>st</sup> Street on the south. The trail now offers two distinct paths for cyclists and pedestrians to increase safety and alleviate congestion. Chicago's Lakefront Trail is one of the busiest in the country. Used by cyclists, joggers and visitors, it is estimated that more than 100,000 people use the trail every day during summer weekends.

The historic Theater on the Lake was recently transformed from a summer programming site to a year-round performance and event venue and restaurant, now serving as the hub for the Chicago Park District's citywide theater and cultural programs. Theatre on the Lake also benefited from the \$31.5 million Shoreline Protection Project, stabilizing the shore and managing wave flows.

### **Maggie Daley Park**

Maggie Daley Park, just east of Millennium Park, was opened and dedicated in June 2015. Maggie Daley Park offers unique activities and new open spaces, adding to Chicago's vibrant downtown cultural center. The 20-acre park features signature elements like rock-climbing sculptures, a skating ribbon and a three-acre play garden. The park also includes a variety of event and open recreation spaces including open lawn areas, a café and picnic groves. The \$60 million park was funded with \$38 million from the Chicago Park District and \$22 million from private donors. Nearly 250 construction jobs were created by the project, and approximately 60 permanent jobs have been created to sustain the park.

### **312 RiverRun**

Mayor Emanuel broke ground on the new 312 RiverRun development in late 2017. The project will create one of Chicago's largest recreational hubs by connecting the Irving Park, North Center, Avondale and Albany Park neighborhoods to three parks with one path to nearly two consecutive miles. Once completed, 312 RiverRun will extend across 95 acres with facilities and programming for every athletic activity supported by the Chicago Park District including: the ice rink, softball fields, fitness centers, playgrounds, tennis courts, boat houses and more. A key feature of the development is the Riverview Bridge, crossing over the North Branch of the Chicago River and under the Addison road bridge, providing a new connection for runners, cyclists and pedestrians.

### **Chicago Riverwalk**

The Riverwalk has transformed downtown's waterfront into a vibrant, pedestrian-friendly cultural destination for more than 1.5 million visitors annually. Mayor Emanuel accelerated the expansion of the Riverwalk in 2012, establishing a vision for six "rooms" along the river, completed in phases through 2016. Designed by award-winning Ross Barney Architects, the first three rooms opened in May 2015, extending the Riverwalk west from State Street to LaSalle Street: 1) Marina Plaza, including restaurants and outdoor seating; 2) The Cove, including a kayak information center and new dock for river recreation; and 3) The River Theatre, a sculptural staircase and seating area linking Upper Wacker to the Riverwalk. Three additional rooms were completed in 2016: 1) The Water Plaza, a water feature for children and families; 2) The Jetty, a series of piers and floating gardens; and 3) The Riverbank, an accessible walkway and public lawn at the confluence of the river from Franklin to Lake Street. The now 1.25-mile promenade has emerged as one of the city's most popular destinations for art, music, recreation, and dining; the Riverwalk generates \$1.2 million in City revenues annually.

### **The 606 and Bloomingdale Trail**

In June 2015, Mayor Emanuel and Senator Durbin marked the opening of the 606 park and trail system on Chicago's northwest side. The transformative project turned an old railroad embankment into a recreational trail and park system featuring six ground-level parks, an observatory, public art installations and more. The 606 now offers an urban oasis for the 80,000 people including 20,000 children who live within a 10-minute walk of the park system. The trail connects four neighborhoods: Bucktown, Wicker Park, Logan Square and

Humboldt Park, with plans to ultimately extend further east. The project was more than a decade in the making; the concept was called for in the City's Logan Square Open Space Plan back in 2004. Mayor Emanuel accelerated the project, activated public-private partnerships and broke ground in August 2013.

### ***Chicago Plays!***

Mayor Emanuel's "Chicago Plays!" initiative built or renovated more than 325 playgrounds between 2013-2015, bringing the project to completion a year ahead of schedule. On average, \$135,000 was invested in the construction of new playgrounds at each park for a total investment of \$44 million across the city. Playgrounds were customized based on community input. Neighborhoods across the entire city benefited from the initiative.

### ***Student Recreational Facilities***

Since 2011, six student recreational facilities have been announced and built across the city. Project highlights include:

- **Exelon Student Recreation Center:** In the summer of 2018, Mayor Emanuel broke ground on the new Exelon Student Recreation Center in Addams Park on the Near West Side. The new 100,000 square foot multi-purpose indoor facility will house an indoor track, basketball courts, and community rooms. Additional investments in Addams Park include fields for baseball, football, lacrosse and soccer. The improved park is expected to serve an estimated 7,500 new residents moving into Roosevelt Square, the adjacent mixed-income residential development.
- **XS Tennis:** In the spring of 2018, Mayor Emanuel joined tennis coach and pro Kamau Murray to open XS Tennis Village, a state-of-the-art athletic complex in Washington Park. The tennis training facility will serve more than 4,000 young athletes from the South Side and beyond. The 118,000 square foot complex features 27 indoor and outdoor tennis courts, a 10,000 square foot gym, and a 5,000 square foot academic center. The site was formerly part of the Robert Taylor Homes public housing complex; the City contributed nearly \$17 million in support for the project, including \$2.9 million in TIF assistance.
- **Pullman Community Center:** After years of planning and building, the new \$20 million, 135,000 square foot Pullman Community Center officially opened in November 2018. The complex features indoor playing fields, basketball courts, batting cages, plus year-round recreational and educational programs. More than 1,000 young people are expected to use the Community Center every week; it will support more than 100 new jobs.

## **PROGRAMS**

### ***Night Out in the Parks***

In 2013, Mayor Emanuel launched the Night Out in the Parks series in partnership with the Chicago Park District and the Department of Cultural Affairs and Special Events. Last year marked the sixth season for the program, delivering 2,000 cultural events to neighborhood parks, creating safe, vibrant hubs of cultural activity and free programming across all 77 community areas and 50 wards. In Summer 2018 alone, the Night Out in the Parks series brought more than 1,200 world-class events to Chicago neighborhoods including 230 films, 102 dance showcases, 301 concerts and 184 theatre performances. In 2017, Night Out in the Parks engaged over 315,000 participants citywide with hours of free cultural programming and provided a total of 131 Chicago-based cultural arts organizations and 2,424 artists with \$915,000 in grant dollars to activate the parks and showcase their talents for new audiences.

### ***Community Recreation***

Every year, more than 350,000 people participate in thousands of sports, recreational, cultural and environmental programs offered by the Chicago Park District. Summer camps, fitness classes, aquatics programs and other health and wellness programs are available for Chicago residents of all ages and abilities, in neighborhoods across the city. Direct enrollment in Park District programs reached 410,000 last year, an all-time high and nearly double the enrollments when Mayor Emanuel first took office.

As only one example of the broad reach of the Park District's community recreation programs, the Aquatics division is the nation's leading provider of Learn to Swim lessons among public institution, managing 78 swimming pools and 26 miles of Chicago's lakefront. The team also runs the Endeavor Chicago sailing program

in partnership with the America's Cup, the first of its kind in the country to combine hands-on experience in STEM learning with sailing. The program offers a specialized curriculum for youth from diverse socioeconomic backgrounds and was first launched in summer 2016 when Mayor Emanuel won the bid to host the America's Cup on Lake Michigan.

### **Pianos in the Parks**

Mayor Emanuel brought music education and performance into Chicago's green spaces through the Pianos in the Parks program, launched in summer 2015. The Chicago Park District, in partnership with Chicago Public Library and the International Music Foundation, runs the six-week program each summer in which pianos are installed in five parks to inspire residents to make music. The pianos are available to the public for free and everyone is encouraged to play, decorate and program around the pianos. In 2018, pianos were located in Buttercup Park, Jackson Park, Washington Square Park, McKinley Park and Mozart Park in July and August.

### **Public Art in Parks**

In partnership with the Department of Cultural Affairs and Special Events, the Park District facilitated the installation of a growing number of public art pieces in parks. Recent highlights include the Out of Sight hopscotch installation in Maggie Daley Park and Walsh Park plus the "Art in the Parks" initiative in Jackson Park and along the 606.

### **Nutrition and Wellness**

The Chicago Park District has played a critical role in providing access to healthy meals for young people and their families. An estimated 1.2 million meals are served annually across 232 parks through the Summer Day Camp program. An additional 234,000 meals are served at 50 parks through the Chicago Park District "Park Kids" after school program; the program started in 2017 at 17 sites and has since grown to 50. In Mayor Emanuel's first year in office, the Park District had 18 community vegetable gardens and 16 harvest gardens; today, the city is home to 28 community gardens and 18 harvest gardens. First Lady Amy Rule and the Greater Chicago Food Depository, in partnership with the Park District, helped guide the 2018 process of creating Chicago's "Food Access Road Map." In 2018, the Park District piloted "We Move Chicago," a new series of summer fitness classes across 100 fieldhouses.

## **OTHER KEY ACCOMPLISHMENTS**

### **Park District Headquarters Relocation**

In 2018, Mayor Emanuel announced a plan to move Chicago Park District headquarters from Streeterville to Brighton Park. The plan reflects the Mayor's concerted effort to move city staff and assets into Chicago neighborhoods. The relocated headquarters will move approximately 200 existing Park District jobs to Brighton Park and will feature new recreational assets including a field house, playground and artificial turf soccer fields. The Chicago Park District would be the third city department or agency to move its headquarters to a neighborhood in the past two years. In January 2018, City Colleges announced the intended sale of its downtown headquarters to shift more resources to its campuses in Chicago neighborhoods. Most staff was moved to Kennedy-King College in Englewood and Dawson Technical Institute in Bronzeville. In August of 2016, Mayor Emanuel announced that the Chicago Department of Fleet and Facility Management (2FM) would relocate its headquarters, along with its operations and at least 200 existing jobs, to Englewood.

### **Digital Access**

As part of the Mayor's Broadband Challenge launched in 2011, WiFi has been expanded to Chicago parks, beaches and community centers across the city. Mayor Emanuel's challenge sought to create a gigabit-speed fiber network in targeted commercial and industrial corridors, establish free wireless service in parks and public spaces and increase the accessibility and affordability of internet service in underserved areas across the city. Recent wireless expansion included 31<sup>st</sup> Street and 57<sup>th</sup> Street beaches, Foster and Montrose Beaches, Garfield Park and the South Shore Cultural Center.

### **Special Olympics 50<sup>th</sup> Anniversary**

In 2018, the Chicago Park District hosted the 50<sup>th</sup> Anniversary Celebration for Special Olympics. The event marked the launch of the Special Olympics in Chicago, at Soldier Field, five decades ago. Mayor Emanuel

joined Special Olympics athletics, families and volunteers from around the world to commemorate the historic occasion and light the Eternal Flame of Hope. The subsequent summer games featured six days of programs and events with 24 countries represented and 50,000 people.

***Future Capital Projects***

- Williams Park, 11,200 square foot field house done in spring 2019
- Gately Running Track Facility done in spring 2020
- Addams Park, new 100,000 square foot rec center done in December 2019
- Ford Calumet Environmental Center at Big Marsh, 9,200 square foot done in December 2019
- Maplewood Field House, 2,806 square foot done in spring 2019
- Read-Dunning Park, new park and artificial turf field done in spring 2019

## PUBLIC BUILDING COMMISSION

The Public Building Commission (PBC) is a uniquely structured, full-service public developer designed to deliver improvements to both capital and infrastructure projects for entities across the Chicago metropolitan area, including Chicago Public Schools, the Chicago Public Library, the Chicago Park District and the Chicago Transit Authority. Since 2011, the PBC has completed nearly 300 projects, exceeding \$2.7 billion in investments across the city and achieving 31.15 percent MBE participation (\$382,414,988) and 8.61 percent WBE participation (\$105,740,421) as paid to date.

## BACKGROUND

At the beginning of the Emanuel Administration, the PBC had been in operation for more than 50 years, delivering quality public facilities through construction projects across the city. Mayor Emanuel committed to working with the Commission to decrease costs, create jobs, double the number of LEED certified buildings delivered through PBC and continue to build the infrastructure that strengthens the neighborhoods and communities that make Chicago a world-class city.

## STRENGTHENING CHICAGO COMMUNITIES THROUGH REMARKABLE FACILITIES

As a public developer, the PBC tracks project delivery with an eye toward continuous improvement and ability to drive value for Chicago communities on multiple fronts. Since 2011, the PBC has served as a steward of the public fund by delivering:

- \$2.7 billion completed and in development for new and renovated facilities and infrastructure, including 90 municipal projects and 195 education projects.
- Nearly \$500 million in MBE and WBE participation paid to date, achieving 31.15 percent MBE participation and 8.61 percent WBE participation, respectively.
- More than doubling the number of LEED certified facilities constructed by the PBC, from 39 in 2011 to 86 at the end of 2018.

In recognition of these accomplishments, the PBC has received over 120 industry awards since 2011 validating the Commissions' approach to public development and highlighting its strengths delivering innovative architecture, superior technical skill and excellence in government accountability.

## CAPITAL PROJECTS

The PBC's total multi-year program authority for capital construction completed and in development since 2011 exceeds \$2.7 billion. For these programs, projects have trended under budget by 5 percent, representing \$155 million under the original undertaking budget.

The PBC has completed nearly 300 projects over the past eight years, including 90 municipal projects (police stations, firehouses, park district facilities and libraries) and 195 education projects (public schools). Major completions have included:

- Energy retrofits to 60 public buildings through the **Retrofit One** program.
- New educational facilities at **Zapata Academy**, **South Loop Elementary**, **Dore Elementary**, **Ogden International Schools**, **Sarah K. Goode STEM Academy** and the first of its kind **Daley College Manufacturing, Technology & Engineering Center**.
- Completing hallmark library facilities like the **Whitney Young Branch Library Expansion**, **Chinatown Branch Library**, **Albany Park Branch Library** and more.
- **The “Save Chicago Treasures” Initiative** to complete \$26 million in improvements to 20 aging Chicago Park District facilities. These improvements, which will be complete by the end of 2019, include major rehabilitation of roofs, masonry and ADA accessibility modifications at parks across the city including Austin Town Hall Park, Columbus Park, Eckhart Park and the South Side Cultural Center.

## PROGRAMS

Since 2011, the PBC has used its position to prioritize the enhancement of the economic opportunity and human sustainability components of its projects to ensure its projects are accessible to the community and owing to its role as a responsible steward of public funds.

- **MBE/WBE Contracting.** In 2016, the PBC raised its MBE/WBE participation goals to 26 percent and 6 percent, respectively, from 24 percent and 4percent. The PBC has achieved 31.15 percent MBE Participation (\$382,414,988) and 8.61 percent WBE Participation (\$105,740,421) as paid to date over the last eight years.
  - **Exceeding MBE/WBC goals,** the PBC has conducted specific outreach events each year to qualify more MBE/WBE firms and expand participation. In 2018, completed projects achieved 33.63 percent MBE participation (\$38,927,723) and 11.93 percent WBE participation (\$13,810,426), vastly exceeding the Commissions goals of 26 percent and 6 percent respectively.
  - **Beginning in 2011, PBC began tracking MBE/WBE participation in professional services** such as, information technology, insurance, legal services and office and property management. The PBC has consistently exceeded its goals, with 45.99 percent MBE/WBE participation achieved in services in 2019. MBE participation was comprised of 36.56 percent or \$4,487,960 and WBE participation was comprised of 9.43 percent or \$1,157,713.
- **Expanding accessibility through Job Order Contracting (JOC).** Prior to 2018, PBC's JOC Program only had 3 firms. Last year, PBC launched an outreach and public advertisement to expand participation through JOC and qualify more firms with previous subcontracting experience to lead PBC projects. Through PBC's most recent RFP, the PBC recommended 21 firms be appointed in three tiers.

## OTHER KEY ACCOMPLISHMENTS

- **Commitment to the environment and sustainability.** At the end of 2011, the PBC had developed 39 LEED certified public facilities. Under the Emanuel Administration, this number has more than doubled, with PBC now having delivered 86 LEED certified public facilities. These include hallmark projects like the Chinatown branch library and the Ping Tom Memorial Park fieldhouse, which both achieving LEED Platinum certification.
- **Leveraging public funds to create jobs and support economic stability,** the PBC focuses on economic sustainability in project and program development. The PBC establishes city residency and community area hiring requirements for each construction project, guaranteeing at least 50 percent of the total hours worked on a project comes from City of Chicago residents. In 2018 alone, PBC conducted more than 26 outreach events, working closely with elected officials, stakeholders and community partners to raise awareness of our community hiring sessions.
- **Increasing efficiency and financial stability of PBC.** Through workplace efficiencies, improvement to processes and securing future capital work, the PBC is in a better financial position for the future. The Commission has decreased its administrative budget by 4 percent and achieved more than \$400,000 in ongoing savings over its previous year's budget.

## LOOKING FORWARD

PBC has over \$596 million in projects for the City of Chicago, Chicago Park District, Chicago Public Libraries, the Fire Department and CPS currently in the pipeline for 2019. These projects initiated during the Emanuel administration are scheduled for completion throughout the year.

Capital Project	Description	Fund Amount
Read Dunning Salt Storage Facility	New Construction	\$4,100,000
Austin Town Hall Facility Rehabilitation	Existing Building Rehabilitation	\$1,365,361
Austin Town Hall Facility Rehabilitation	Existing Building Rehabilitation	\$1,968,132
Williams Park Field House	New Construction	\$8,768,615

<b>Capital Project</b>	<b>Description</b>	<b>Fund Amount</b>
Merlo Branch Library Renovation	Existing Building Rehabilitation	\$5,200,000
Legler Branch Library Renovation	Existing Building Rehabilitation	\$9,000,000
New Engine Company 115	New Construction	\$30,000,000
Dore ES pre-K Expansion	Existing Building Rehabilitation	\$2,250,000
Prosser Career Academy Renovation (CTE)	Existing Building Rehabilitation	\$10,800,000
Rickover HS Education Program Renovations	Existing Building Rehabilitation	\$18,000,000
Read Dunning School	New Construction	\$71,000,000
Lake View High School	Existing Building Renovation and Athletic Site Amenities	\$22,786,650
South Side High School	New Construction and Athletic Site Amenities	\$82,500,000
Brooks College Prep Athletic Field Repairs	Renovations and Enhancements to Existing Athletic Site Amenities	\$5,400,000
Decatur ES Annex & Renovation	New Annex and Existing Building Renovation	\$1,800,000
McCutcheon ES Annex	New Annex	\$9,000,000
McDade Classical ES Annex & Reno	New Annex and Existing Building Renovation	\$3,500,000
Palmer ES Annex & Renovation	New Annex and Existing Building Renovation	\$18,000,000
Poe Classical ES Annex and Renovation	New Annex and Existing Building Renovation	\$13,500,000
Rogers ES Annex and Renovation	New Annex and Existing Building Renovation	\$18,000,000
Waters ES Annex & Renovation	New Annex and Existing Building Renovation	\$24,750,000
Corliss HS Renovation	Existing Building Renovation and Athletic Site Amenities	\$17,100,000
Kenwood Academy HS Renovation	Existing Building Renovation and Athletic Site Amenities	\$11,520,000
Locke ES Renovation	Existing Building Renovation and Athletic Site Amenities	\$16,200,000
Lovett ES Renovation	Existing Building Renovation and Athletic Site Amenities	\$13,860,000
Washington HS Renovation	Existing Building Renovation and Athletic Site Amenities	\$14,130,000
Hancock Replacement High School	New Construction	\$80,000,000
Dirksen ES Annex & Renovation	TBD	\$30,600,000
Belmont Cragin School	New Construction	\$39,600,000
Phillips Academy HS Athletic Amenities	TBD	\$11,880,000





City of Chicago



Mayor Rahm Emanuel