



CHANGING CHICAGO TOGETHER

A FIRST-YEAR PROGRESS REPORT

MAYOR RAHM EMANUEL

URBS IN HORTO



LETTER FROM THE MAYOR



Dear Friends:

When I became Mayor, I pledged to take on the challenges that will shape the future of our city: the quality of our schools, the safety of our streets, the cost and effectiveness of city government, and the urgent need to create and keep the jobs of tomorrow right here in Chicago. I continue to believe that the decisions we make in the next two or three years will determine what Chicago will look like in the next twenty or thirty.

In one year we have made significant progress toward securing Chicago's future. We have worked to make our government more effective, to deliver better services at a more competitive price, and to open government to the public. We have implemented a diverse set of initiatives to strengthen the communities and neighborhoods that make Chicago so vital and vibrant. We have developed a strategy to provide Chicago's youth with an education that prepares them for lifelong opportunities and a safe environment in which to learn and live. Moreover, we have laid the groundwork for developing Chicago's assets as a center for commerce and industry and deploying the infrastructure needed to support that growth.

In all of these areas, we have been helped by the ideas and participation of our business and labor communities, academic and non-profit organizations and, most of all, by the many residents of Chicago who love their city and are committed to its future.

It's been a busy year. Although there is still much to do, I am more confident now than ever that the challenges for the city of Chicago are no match for the character of the people of Chicago. With a steady sense of urgency, hope, and our distinctive Chicago tenacity, we will continue to renew and strengthen our city – community by community, neighborhood by neighborhood, business by business and block by block.

A handwritten signature in black ink that reads "Rahm Emanuel". The signature is written in a cursive, flowing style.

Mayor Rahm Emanuel

OUR GOVERNMENT

When we took office a year ago, Chicago taxpayers faced a \$635.7 million budget gap, and the temporary fixes of the past were no longer available. The administration's first budget went directly at the longstanding structural deficit and took on the status quo. For the first time in three years, the independent Civic Federation endorsed the City budget, saying that it moved the City's finances in a positive direction by limiting the City's reliance on one-time revenue sources, directing focus on lowering the cost of the City's operations, and reforming the way in which government services are delivered.

We seized the opportunity to make fundamental changes that not only reversed the deficit, but enhanced critical services and delivered better value to Chicago taxpayers. As part of this reinvention, we set clear service priorities, measured the effectiveness and cost, and sought partnerships with other local governments

and nonprofit organizations to improve service quality and reduce costs.

We also opened government to all Chicagoans. For the first time, the public was asked to participate in the budget process, and submitted more than 10,000 ideas to balance our collective books. We established a long-term financial planning process for the City, and adopted publicly-reported performance measures. An independent panel recommended significant changes to the TIF process, which we are now implementing, and a group of leading good-government advocates has recommended dozens of changes to our ethics code that we are now proposing to turn into law.

This new level of accountability and transparency is changing the way people interact with Chicago government and helping promote a sense of shared responsibility as we tackle our common challenges.

AN HONEST AND EFFICIENT BUDGET

Cut \$75 million from the 2011 budget on day one

On his first full day in office, Mayor Emanuel announced a goal of \$75 million in savings from the 2011 budget. The City achieved and exceeded this goal, saving more than \$83 million by implementing a variety of cost-saving measures, such as cutting senior management payrolls (\$5.5 million), reducing outside legal counsel expenses (\$3.3 million), merging overlapping functions across departments (\$3.7 million), freezing all non-essential contract spending (\$23.8 million), and improving grants management (\$34.2 million)

Passed an accountable 2012 budget that improved services while saving taxpayer dollars

Mayor Emanuel's \$8.2 billion 2012 budget plan filled a \$635.7 million budget deficit by cutting wasteful

spending and implementing efficiencies without increasing property or sales taxes. Rather than protecting the status quo by asking more of Chicago's taxpayers, the City was able to avoid new taxes by identifying innovative reforms, efficiencies, revenue enhancements and investments while adding \$20 million to the City's rainy day fund. The Mayor also cut 510 senior and middle management positions and vacancies throughout City government to save more than \$34 million in the 2012 budget. The City Council voted unanimously in support of the budget plan.

Reforming the procurement and contracting process

The City has announced a series of reforms to ensure more transparency, accountability and cost-effectiveness in the City's procurement and contracting process. A new Reverse Auction initiative allows open and competitive bidding online in a format that feels like eBay in reverse, where vendors have more than one chance to bid on a contract. Non-competitive contract applications,

known as sole-source applications, will be posted online for public review prior to the Non-Competitive Review Board's (NCRB) decision to allow time for public feedback and ensure more accountability. The City is also working with Accenture to conduct a complete evaluation of the City's contracts, which will save the City up to \$25 million by 2013. In addition, City Council approved an ordinance providing for an expedited intergovernmental agreement process that increases the Chief Procurement Officer's ability to work with other governmental entities on purchasing agreements. According to the new ordinance, Chicago can work with other governments by entering into multi-party purchasing agreements or it can order through contracts previously awarded by other government entities.

Revamping online auctions

The Department of Procurement Services (DPS) collected \$3.6 million in 2011 from selling City surplus materials through its online auction system. Through increased coordination and outreach between City departments, DPS doubled the \$1.8 million it collected in 2010. In addition, DPS has projected that it will increase that amount in 2012 for a total of \$4.6 million in revenue.

Implementing Tax Increment Financing (TIF) Reform

Immediately upon taking office, the Mayor convened a committee to propose reforms to the City's Tax Increment Financing (TIF) program. Based on the group's recommendations, the City will – for the first time – align TIF investment within Chicago's multi-year economic development plan, ensuring taxpayer dollars are spent on high-impact projects. Every proposed private development TIF project now has an assessment report that is posted online before City Council consideration and outlines the project's ability to create jobs and provide return on investment to the City. To enhance accountability, long-term monitoring of TIF private development projects will be moved to the Department of Finance, which will hire independent auditors to perform random audits on developers to ensure they meet their obligations. The TIF Task Force, which considers all proposed TIF deals, was broadened to include the Comptroller, Chief Operating Officer,

and Chief Financial Officer to ensure finance and infrastructure expertise is incorporated into every TIF decision. The Task Force, which considers all proposed TIF expenditures, will be charged with certifying the value of proposed TIF deals for the City at the beginning of the negotiating process. In addition, the City has released a RFP to build an online TIF database, which will track all projects in one place and provide public access to performance data and dashboards. City staff who manage the TIF program will be able to use this comprehensive data in evaluating and managing TIF projects, and the public will get a better picture of how taxpayer dollars are being spent. Finally, the Department of Housing and Economic Development has published new TIF Policy Guidelines on its website governing the eligibility and use of TIF funds for private development. The guidelines follow the recommendations of the TIF Reform Committee.

Merging departments to improve services and save money

The Revenue and Finance and the General Services and Fleet Management departments have been consolidated to provide greater efficiency and cost savings. The formation of the Department of Fleet and Facility Management (2FM) has enabled the City to achieve cost savings by cancelling leases, negotiating better prices for alternative fuels, eliminating the Shared Cost Lease Program for vehicles, reducing administration and senior management staff, and thoughtfully procuring natural gas to take advantage of historic low prices. The consolidation yielded \$8.1 million in savings in 2011 and an additional \$10.1 million reflected in the 2012 budget. The merger between the Finance and Revenue Departments has created a leaner organization to more effectively safeguard the City's financial position by maximizing revenues, managing benefits and risk exposure, overseeing the debt portfolio, and issuing and reporting audited financial information. Consolidation in key areas such as human resources, administration, contract management, budget management, performance management and executive leadership have already led to \$2.2 million savings in the 2012 budget.

Strengthening City-County collaboration

The City and County governments are working together for the first time to streamline services, improve residents' interactions with government, and reduce costs. Important areas of advancement include homeland security, streamlining purchasing and tax collection, and workforce development, in which the City and County are combining forces into a single regional workforce board to better match employers with job seekers across the region. To help small businesses save time and money, the two governments have launched a reciprocal certification for minority- and women-owned businesses, allowing these companies to be certified by one government and have that certification accepted by both entities. Both programs will now cost a onetime fee of \$250, utilize the same application, and certify the companies for a period of three years. In addition, joint enforcement of unstamped cigarette sales will encourage tobacco retailers to purchase and pay all taxes due and punish retailers who attempt to sell cigarettes that do not have proper tax stamps. A Joint Committee has estimated that the City-County collaboration could result in total savings the range of \$66 million – \$140 million by 2014, and in the first six months the two governments were already able to secure more than \$20 million in savings or additional revenue.

Cancelling City credit cards and banning petty cash

To protect against the abuse of taxpayer funds, the number of credit cards used by sister agencies of the City has been cut from 500 to 30. The use of petty cash has been banned entirely and a strict policy around reimbursements has been issued.

Reducing City board and commission compensation

Chicagoans who are appointed to City board should be focused on serving the public, not profiting from public service. A new compensation policy will result in a 50 percent reduction of compensation received by members of City boards and commissions, saving taxpayers more than \$314,000 a year.

Clamping down on the mileage reimbursement policy

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 will save taxpayers approximately \$1 million in 2012.

Reforming the debt collection process

The City has implemented a new approach to improve collections owed to the City by those who have broken laws or failed to pay their bills – many of whom live in the suburbs. The City will bring in about \$30 million in collections by the end of 2012 from improved tax audit collections (\$24 million), individual debt consolidation (\$5 million), increased collections on bank property fees and fines (\$2 million), a complete overhaul in parking fee collections (\$1 million), and better enforcement of permit and licensing holds on companies who owe the City money (\$1 million). The City will also recover \$3 million from outstanding debt owed by City and Sister Agency employees, \$2.5 million by effectively identifying illegal billboards and improving collections on amounts owed to the City by their owners, and \$15 million owed by neighboring suburbs for unpaid water services. Thanks to state legislation and a City Council ordinance, the City will now collect \$8.5 million in outstanding debt from Illinois residents by deducting it from the state income tax. The resulting revenue will be used to fund nearly 20,000 additional youth opportunities this summer and 50 new cadet slots in the June 2012 police academy class.

Overhauling grant funding management

The Office of Budget and Management (OBM) has implemented aggressive and comprehensive reforms to ensure the City is maximizing and spending its federal and state grant dollars to save \$20 million in corporate revenue funds in 2012. Those savings are generated by properly charging grants for the personnel that support grant programs, restructuring the grants reimbursement process, and properly charging grants for administrative

support. OBM's new Grant Management Unit oversees management, coordination and expenditures of all federal and state grant funding, which is currently spread throughout the multiple departments.

Consolidating billing and collections

The City has begun the process of consolidating all billing and collection systems in the Department of Finance. Historically, several City departments have performed their own separate billing and collection functions, which is duplicative and inefficient. Streamlining these functions achieves higher rates of collection and makes the process far more effective. To date, all billings and collections for the Department of Water Management and certain billings and collections for the Department of Transportation have been consolidated within the Department of Finance, and plans are underway to expand to additional departments.

ENHANCING SERVICES THROUGH INNOVATION

Launching Citywide wellness program

For the first time, the City of Chicago will offer a comprehensive wellness program to City employees and their families – creating the largest municipal wellness program in the country. The program, developed jointly by labor unions and City officials, will offer free wellness services, check-ups, and counseling for City workers and will save taxpayers at least \$20 million during the first year of implementation. In addition to City employees, employees from five sister agencies will also participate in the wellness initiative: the Public Buildings Commission, Chicago Park District, Chicago Housing Authority, City Colleges of Chicago, and Chicago Public Schools. To date, a total of 47,000 employees and eligible spouses will participate in the program.

Implementing managed competition

The City launched a managed competition strategy between the municipal recycling crews and two private sector companies to ensure that Chicago's taxpayers

receive the best and most efficient recycling collection. The city was divided into six zones for the competition, four serviced by private sector companies and two serviced by City employees. During the six months of managed competition, the City of Chicago has saved \$2.2 million in recycling service costs, witnessing a 35 percent reduction in costs, using flexible scheduling, more efficient routes, and fewer crews. As a result of this success, the City will implement a managed competition process for two additional service areas – tree trimming (DSS) and street marking (CDOT) – and roll out citywide blue cart recycling services, expanding service to 340,000 remaining households in Chicago.

Reinventing service delivery

The Departments of Streets and Sanitation (DSS) and Transportation (CDOT) have increased productivity in delivering important City services by coordinating planning and synching street maintenance and reconstruction schedules. Between November 2011 and January 2012, DSS reduced the backlog of open requests for tree trimming and removal services by more than 25 percent after instituting a new method of "blitzing" neighborhoods using a ward-based grid system to improve efficiency and increase productivity. Building off the success of this strategy, DSS has chosen to expand it to include other City services, beginning with graffiti removal. In just the first week of the new system, graffiti-removal crews visited a total of 18 wards, blasted more than 1,000 pieces of graffiti from buildings and other structures, and painted over another 1,400. At the end of February, CDOT announced that it had eliminated the backlog of open requests for pothole repair within three months and is now keeping pace with daily calls for service, by using new mapping technology to build daily grid routes to address the open calls for service in both streets and alleys, allowing crews to concentrate their efforts.

Promoting efficient government with a new Innovation Loan Fund

In his first budget, Mayor Emanuel announced a new \$20 million Innovation Loan Fund that will make loans to City

departments for projects that are not in standard budget and that achieve cost savings or revenue gains, and service improvements. Each department is responsible for repaying the loan over a number of years using the savings achieved. In the first quarter of implementation, seven departments submitted applications and three were awarded loans totaling \$2.04 million. The Department of Buildings will use its loan to improve the scheduling of inspections, Business Affairs and Consumer Protection will lead a crowd-sourcing initiative to map, identify and register all private benefit signs throughout the City, and the Department of Finance will consolidate the City's web-payment systems and expand its network of payment locations to include grocery stores and other easily accessible neighborhood locations.

Slashing wait time for licenses, permits, and inspections

With support from Bloomberg Philanthropies, the Mayor's Office created a dedicated Innovation Delivery Team to focus on reducing the time Chicagoans spend to access City services. The team is focused on streamlining and improving the licensing, permitting, and inspections processes. Working across city government, the team helped prepare an ordinance introduced in April that cuts the number of business license categories by 60%, saving businesses time and money by reducing the number of licenses they need to operate.

ENSURING THE HIGHEST ETHICAL STANDARDS

Strengthening ethics rules

On his first day in office Mayor Emanuel signed three Executive 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. In July, City Council approved an 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 12 months prior to the filing of the form, as well as requiring filers to list all gifts given to City employees and officials within the 12 months prior to filing. Previously, contractors were not required to disclose gifts.

Appointing an independent Ethics Reform Task Force to explore further reforms

The Mayor 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 its first set of recommendations focused on education and regulation. The recommendations incorporated input obtained through 60 interviews with content experts, two public hearings, and two employee focus groups. The Task Force also solicited public input via its website and email account. The Mayor has committed to introducing these changes to City Council this summer.

Recommendations included strengthening public confidence in each ethics body by making the Board's findings transparent, clarifying the gift ban rules and rules for financial disclosures, eliminating honoraria, prohibiting elected officials and City employees from receiving or giving loans to lobbyists, adding a whistleblower protection for reporting misconduct, and increasing and enforcing penalties for violations of the ethics ordinance.

Enhancing the zero-tolerance gift ban 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. All agencies have committed to enact the policy at their next board meeting.

Placing lobbying data online

The City has posted lobbying data online in a new, easy-to-use, comprehensive, and searchable format that will enhance transparency throughout City government. Prior to this initiative, lobbyist filings could only be obtained from the Board of Ethics through 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.

GREATER TRANSPARENCY TO PROMOTE PUBLIC ENGAGEMENT

Completing a transparent 2012 budget process

To ensure that all Chicagoans could participate in the discussion about our City’s budget and long-term fiscal health, Mayor Emanuel signed an Executive Order that tasked the Office of Budget and Management with preparing a first-ever Annual Financial Analysis to make the City’s financial planning process more transparent and accountable. In addition, Mayor Emanuel launched Chicagobudget.org, a new interactive website where people across Chicago can engage in the budget process by submitting ideas and discussing solutions. During the 2012 budget process, more than 3000 people posted 10,000 ideas and comments generating 62,000 votes; the City also responded to more than 400 questions online, developed an infographic and posted videos of the budget address, town hall meetings and key proposals. In addition, the administration held

a series of town halls so that people in communities across Chicago had an opportunity to share their ideas with the Mayor directly. Following passage of the 2012 Budget, the City committed to releasing Quarterly Budget Reports spanning ten years to detail progress made on major budgetary initiatives.

Making City data available online

Mayor Emanuel has overhauled the City’s data portal, data.cityofchicago.org, which now hosts nearly 350 datasets and has been viewed more than one 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, “Police Stations,” and “Building Permits.” Other notable additions to the data portal include City Employee Reimbursements, a searchable version of the City’s budget, more than 4.6 million crime incident reports spanning back ten years, and average daily absenteeism of workers at the Department of Streets and Sanitation. Thanks to these and other efforts to improve transparency and accessibility of City data. 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.

Driving private sector innovation and improving City services through data sharing

Mayor Emanuel has pursued a series of initiatives to encourage developers and residents to use the City’s data to create innovative solutions and experiment with applications that can make all of our lives better. In June, the Mayor launched Apps4MetroChicago, a collaborative open data competition facilitated by the Metro Chicago Information Center, to prompt developers to create web and mobile applications using nearly 200 data sets provided by the City, County, and State. The competition featured over \$50,000 in prizes from the MacArthur Foundation, \$10,000 in awards from Motorola Mobility, and was supported by the Chicago Community Trust, the Illinois Science and Technology Coalition, and other organizations.

To improve City services through data driven decision making, the Mayor launched a citywide data collection project led by Chapin Hall and financed through a \$300,000 grant from the MacArthur Foundation to document citywide data and consolidate it into a singular data platform that will improve City operations, services and analytical decision-making. In addition, the City, State, and County have joined forces to launch MetroChicagoData.org, the nation's first "convergence patch" site that brings public data from multiple governments into a single open portal to help increase service efficiencies, access to vital information and new innovation.

Promoting accountability through performance dashboards

To help the public monitor and evaluate City services, the City has launched performance dashboards featuring 66 different metrics on City services for 15 departments including pothole repair, licensing and permitting, and 311 calls. These datasets are available online at cityofchicago.org/performance.

Opening up 311 to better serve Chicagoans

As the recipient of a Code for America fellowship, Chicago received a team of fellows to create and implement an "Open311" system, which will modernize and improve the City's current service request system. The new system will revolutionize the way Chicagoans make service requests to the City by opening up access to dozens of web and mobile applications. Through "Open311," Chicagoans will be able to easily track the status of their requests, and City officials will be allowed to monitor these requests more efficiently and respond more quickly.

Increasing innovative public forums

The Mayor's Office has launched Twitter, Facebook, Foursquare, YouTube and Google+ accounts, chicagobudget.org, social toolbars on the City of Chicago website, and an interactive mapping tool called "City Hall in Your Community." To date, the Twitter account has more than 11,000 followers, the Facebook page has nearly 8,000 fans, and AskChicago has had 1,000 unique viewers. The Mayor's Office has recently

added two new networks: Storify, a social media storytelling tool, and Instagram, a photo sharing tool. Altogether, Mayor's Office social accounts have more than 20,000 followers and fans. The City Hall in Your Community tool has provided an easy way to see how our leaders are interacting with residents across the city, with nearly 200 points already posted. Since May, the Mayor has participated in four town hall meetings, one by phone, one on Facebook, and two in person fielding questions submitted through the City's website and social media platforms.

The City also launched a retirement security website featuring an interactive "Property Tax Calculator," where Chicagoans can enter in their last complete annual property tax bill and receive an estimate of what their property tax bills will look like in 2017 if the City pension system is not reformed. The site also has, real time tickers showing the growing unfunded liability and the pension burden on each new child born in Chicago. Chicagoans can submit their thoughts and ideas about potential solutions to the pension problem and learn important information about the City's six pension funds and the factors that led to the current pension crisis.

Launching ChicagoShovels.org and "Adopt a Sidewalk" shoveling initiative

ChicagoShovels.org brings together various City and public resources to help navigate winter and snow-related issues. From snowplow tracking to shovel sharing, ChicagoShovels.org is designed to help Chicagoans work together in the midst of winter weather as well as keep track of how the City is taking care of its responsibilities in the streets. The launch of Chicago Shovels resulted in a large spike in traffic—46,731 visitors on January 3rd and 65,744 visitors on January 12th, two records for the City website since its creation in 2010. The "Adopt-A-Sidewalk" web app feature allows neighbors to connect with each other to help shovel sidewalks and offers a platform for sharing resources. Neighbors "adopt" a sidewalk near their home by claiming it on an interactive map. They can also see the status of surrounding sidewalks and connect with their neighbors to help keep their sidewalks clear.

OUR COMMUNITIES

Chicago is a vibrant city with distinct neighborhoods and dynamic communities. Well renowned for its livability and beauty, Chicago boasts a unique blend of ethnic and cultural diversity, a stunning lakefront, a creative vibrancy of hundreds of arts organizations, and many opportunities to pursue an active and healthy lifestyle. However, despite progress made in recent years, numerous challenges are still faced by many residents on an individual and community level.

In this first year, we have tackled many of our most pressing challenges head-on. We have set the city on a path that ensures basic needs, such as nutritious food, health, and safety, will be met for every Chicagoan, and we have worked with communities to strengthen and sustain Chicago's existing resources.

The streets of our city belong to our children and the law-abiding residents of Chicago, not to gangs. The administration has initiated a top to bottom review of the City's public safety institutions, formed a coordinated citywide strategy for reducing overall violence, and deployed law enforcement resources to the communities where they are needed most.

SAFER NEIGHBORHOODS THROUGH PROACTIVE CRIME STRATEGIES

Pursuing gun control reform to keep illegal guns off the streets

Since taking office, the Mayor has carried out a series of actions to crack down on the spread of illegal guns. New gun legislation introduced in Springfield would require handgun registration and titling in the State of Illinois, providing law enforcement officers with essential information about guns used to commit a crime, reducing illegal firearm transfers, and creating a fair system of accountability for gun owners. This legislation would help to prevent the illegal transfer of guns by requiring handgun owners to contact local law

enforcement if their gun is lost or stolen, and requiring sellers to report all handgun sales and transfers. In addition, Mayor Emanuel joined Mayors Against Illegal Guns - a bipartisan coalition of more than 600 mayors dedicated to making America's streets safer by targeting illegal guns.

Protecting the health of all Chicagoans is critical to the productivity of our communities and schools. That is why we developed the Healthy Chicago plan, the City's first-ever comprehensive strategy to improve public health outcomes citywide. As part of that plan, the City has developed an aggressive strategy to eliminate food deserts and ensure all Chicagoans have access to nutritious and affordable food options.

Parks and trails, arts and culture, and opportunities for safe and healthy recreation all play an important role in building communities and quality of life. We have sought to expand and improve Chicago's existing community assets that offer beauty, recreation, sustenance, and health to all Chicagoans. Funding has been secured for an additional 180 acres of new parklands, a groundbreaking elevated trail, a substantial expansion of the city's bike network, and a historic renovation of the Chicago River. In addition, the newly launched Chicago Cultural Plan will see to it that the arts reach deeply into all Chicago neighborhoods.

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Reducing youth violence with a multi-disciplinary approach

Mayor Emanuel has launched an unprecedented collaborative effort to reduce youth violence by partnering with a broad range of civic, faith, community, business and philanthropic leaders. Released in April, Chicago's Youth Violence Prevention Plan introduces a combination of prevention, intervention, response and re-entry initiatives.

The Mayor also passed a revision to Chicago's curfew ordinance establishing an earlier curfew for children under the age of 12, who are now required to be at home or under parental supervision after 8:30pm on weekdays and 9:00pm on weekends.

Working with County President Toni Preckwinkle, the Mayor launched the One Summer Chicago pilot program in collaboration with the County and business and foundation communities. The pilot served an additional 2,800 youth in four neighborhoods with traditionally high crime rates: Little Village, Woodlawn, Garfield Park and Englewood. That same summer, Chicago Public Schools (CPS) expanded its "Safe Haven, Safe Summer" program, a partnership between CPS and members of Chicago's faith community, providing an additional 4,000 youth with engaging activities throughout the summer. This coming summer, the City will continue to expand One Summer Chicago, providing 17,000 summer jobs and 168,000 educational and recreational opportunities to keep Chicago's youth safe.

In October, City Council approved an ordinance to establish the Chicago Youth Shooting Review, a multi-agency evaluation panel that will seek to develop targeted violence intervention and prevention strategies by examining shooting cases and identifying patterns in two pilot project police districts.

CPS has made investments in the Culture of Calm Program, which has successfully reduced misconduct and disruptive behavior at 38 CPS schools with high safety needs. Over 44,000 students are served through the program and CPS will fully fund it at \$16.6 million next year. Additional efforts to reduce youth violence include increasing the number of school security officers at the request of principals, committing \$7 million to install a state of the art security camera system at 14 schools, and maintaining Safe Passage funding at \$10 million. CPD and CPS are also collaborating to launch the start of a school-based CompStat program for high schools. CPD and CPS will jointly implement the program designed to increase safety and reduce crime in and around schools.

After the state legislature passed a bill allowing the City to establish "safety zones" near schools and parks, City Council approved in April a plan to establish a Children's Safety Zone program that will use automated speed cameras to enforce the posted speed limits in zones designated as within 1/8th of a mile from Chicago schools or parks. Locations will be chosen based on available data regarding traffic, speeding, and accidents, and with the input of an advisory committee that will include the Chairman and Vice-Chairman of City Council's Pedestrian and Traffic Safety Committee, and religious, academic, public safety, and medical community leadership. The City will establish six geographical regions wherein no fewer than ten percent of speed enforcement cameras will be located in each region. All revenue from the program will be used for programs that enhance the safety of children, including afterschool, anti-violence and jobs programs; crossing guards and police officers around schools; and infrastructure improvements, such as signs, crosswalk markings and other traffic safety improvements.

Applying violence reduction resources where they are needed most

A new Violence Reduction Initiative is concentrating Police resources from several bureaus to coordinate efforts in the Englewood (7th) and Harrison (11th) Districts, which combined accounted for nearly 25 percent of all murders and shootings citywide in 2011. Officers in each district will be dedicated to identifying areas to undertake aggressive patrol measures including foot patrol, street and vehicle stops, and enforcement of outstanding warrants. The Violence Reduction Initiative will be supported by partnerships with federal law enforcement agencies, including the U.S. Attorney's Office, Federal Bureau of Investigation (FBI), Drug Enforcement Administration (DEA), Bureau of Alcohol, Tobacco, Firearms, and Explosives (ATF), and the U.S. Marshals Service. The partnerships will provide opportunities for joint investigations, increased information sharing, and stronger penalties related to federal prosecution.

Tackling gang violence

To address Chicago's unique gang problem, Mayor Emanuel tasked the Chicago Police Department, the Chicago Public Schools and social service agencies with developing a comprehensive strategy for prevention and enforcement. For the first time, the group is performing a comprehensive "gang audit" to identify gang conflicts, territories and factions, and better gather and share information to prevent retaliatory events. One recent success of the new strategy, "Operation Triple Threat," targeted 35 of the most violent members of the Four Corner Hustlers street gang and culminated in March with the recovery of more than \$1.6 million in narcotics and eight firearms in the city's West Side.

Many liquor stores serve as hotbeds of criminal and gang activity. Using his executive authority, Mayor Emanuel revamped the City's enforcement processes to more effectively target these stores. For the first time, the City will pull data from multiple enforcement departments to spot trends in complaints about liquor and convenience stores – moving from a reactive approach after a major incident to a proactive approach.

Mayor Emanuel also advocated for legislation in the Illinois General Assembly that will give local law enforcement the power to prosecute gang leaders for crimes they order others to commit, closing dangerous loopholes that have allowed many of the most violent gang leaders to escape punishment for their crimes.

Strengthening partnerships with community and faith based organizations

The Chicago Police Department relies on community and faith-based organizations as partners to help stem crime before it begins. To give these organizations the tools they need to help keep our neighborhoods safe and secure, Mayor Emanuel launched "A Force for Good," a two-year partnership that provides 25 community- and faith-based organizations across Chicago with skill development classes, technical assistance, and mentorship to increase their capacity to identify, obtain and manage grants and resources. Each organization

will benefit from individualized assessments to identify specific organizational challenges and ways to address them, instructional sessions to improve technical skills for staff members, training and assistance from specialists during the grant application process, and a mentorship and support network made up of other community-based organizations. To be eligible for "A Force for Good," a community based organization must serve Chicago communities experiencing higher than average rates of violent crime and provide services that address violent crime, those who commit violent crimes, or the underlying conditions that contribute to high violent crime rates.

Deploying more cops to the beat

Since taking office, Mayor Emanuel has moved 1,019 officers from desk jobs and special units to beat patrols in our neighborhoods. Every police district across the city has received additional officers, and those districts with the most crime have experienced the biggest increases.

IMPROVING QUALITY OF LIFE FOR EVERY RESIDENT

Eliminating food deserts and promoting urban agriculture

Mayor Emanuel is working to improve access to affordable, healthy foods for all Chicagoans by adding grocery stores and expanding farmers markets in food deserts, and legalizing urban agriculture throughout the city. In October 2011, Mayor Emanuel hosted First Lady Michelle Obama and executives of major grocery chains for a food access summit. At the event, grocery stores announced plans to open 18 new traditional stores and retrofit 18 existing Walgreens stores with fresh fruit and vegetables. In the first six months, a new store has opened, another has broken ground, five more are expected to open in the next year, and the eighteen Walgreens stores will be retrofitted to sell fresh produce. Once all stores are open, Chicago's food desert regions will be reduced by nearly 25 percent.

To supplement the stores, the City has partnered with Kraft, Safeway Foundation, and several community

partners to add five new farmers markets to the city's West Side food deserts this summer. The markets will be strategically located near high foot traffic points like community centers and churches, and will allow customers to redeem SNAP benefits. Next year, the City aims to add another five to South Side neighborhoods that lack farmers markets.

In addition, the Mayor introduced and passed an ordinance to fully legalize community gardens and urban farms to promote economic development, create jobs and increase access to healthy food options. New forms of urban agricultures are now legal in the city, one aquaponics facility has gone into business and a few more are in the pipeline. Chicagoans can now do limited growing of crops in their yards, and can establish community gardens for both recreational and business purposes. Aldi and Walgreen's have already entered MOUs with Chicago urban growers to source from city farms beginning this summer.

Improving pedestrian safety

The City is currently completing its first pedestrian plan for release this spring and implementing a federally-funded pedestrian safety campaign. The year long, citywide campaign kicked off in late summer and will urge both drivers and pedestrians to pay attention on Chicago's roads and create a safer city. To date, the campaign has installed 32 mannequins in the public way to represent the pedestrians killed the previous year and installed provided crossing flags at ten uncontrolled intersections near schools, senior centers and hospitals throughout the city. The temporary, inexpensive flags are designed to make pedestrians more visible to motorists and raise awareness of the safety needs of the most vulnerable users of the public way. City Council has also approved an ordinance to better protect pedestrians and make Chicago's streets more walkable. The ordinance amends the Chicago Municipal Code to require drivers to come to a full stop when a pedestrian is crossing at an uncontrolled crosswalk (a crosswalk with no traffic signal or stop sign).

Launching a comprehensive public health agenda

Healthy Chicago is the first-ever citywide comprehensive plan for public health. The plan addresses 12 priority areas and establishes concrete tactics and metrics for achieving these goals and for measuring success. Priority areas include reducing tobacco use, obesity prevention, violence prevention, access to care, adolescent health, HIV prevention, and heart disease. Since announced by Mayor Emanuel last August, 85 percent of the 193 Healthy Chicago strategies have been completed or initiated, including a new smoke-free campus policy at all City Colleges and new nutrition and physical activity guidelines at early childcare centers throughout the city. The Department of Public Health also created an Office of School Health and worked with Chicago Public Schools on the appointment of a new Chief Health Officer to help drive the implementation of Healthy Chicago in our schools.

Launching an LGBT action plan

Chicago is the first major city to launch a comprehensive LGBT Community Action Plan that outlines strategies to address the specific health needs of Chicago's Lesbian, Gay, Bisexual, and Transgender Community. The action plan specifies 22 strategies to improve the overall health of the LGBT community, including improving data collection, addressing violence within the community, improving cultural competency about LGBT-specific concerns among Chicago's health providers, and improving overall inclusion of the LGBT community across the city in order to better connect members with health resources and information. The LGBT Community Action Plan serves as a supplement to Healthy Chicago, the City's public health agenda.

Improving food protection efforts by initiating self-certification

To improve the City's restaurant inspection process while maintaining health standards, conserving resources, and easing the burden on new and existing food businesses, the City initiated a self-certification pilot program for low-risk food inspections and introduced

policies to improve the efficiency of City inspectors. The Commissioner of Public Health will now have the ability to create an alternative certification system for low-risk food retailers so that they can self-certify, thereby saving taxpayer dollars while maintaining current health requirements to protect consumers.

Ensuring safety in high-rise residential buildings

Mayor Emanuel reformed Chicago's Building Code to hold building owners accountable for disclosing safety information to residents, to increase fines for noncompliance, and to improve transparency and accountability among building owners. Building owners who are required to conduct a Life Safety Evaluation (LSE) must now inform prospective tenants before they sign a lease about their building's compliance with safety standards. In addition, Mayor Emanuel has directed the Department of Buildings to post LSE statuses online for hundreds of high-rise residential buildings so that residents may easily search to find whether their building has submitted an LSE report. Finally, the Department of Buildings has implemented an expedited permit process that will ensure work being done to bring buildings into compliance is approved by the City within ten days and started swiftly by building owners.

Improving accessibility for people with disabilities

Mayor Emanuel is working to modernize the City's Accessibility Code and bring it in line with new federal Americans with Disabilities Act standards. A new Chicago Accessibility Code Committee – comprised of designers, builders, members of the disability community, and other key stakeholders – is working to provide recommendations for making Chicago's Accessibility Code the most progressive in the nation. To deter fraudulent abuse of disability placards by motorists, the Mayor passed an ordinance that will increase fines and authorize the Chicago Police Department to impound vehicles as an additional penalty for using fraudulent placards or misusing a placard of an authorized user. Since passage of the new ordinance, the Chicago Police Department has delivered two targeted disability placard enforcement operations, and is planning additional operations in the coming months.

In addition, the City has begun promoting the first-ever purpose-built accessible and green (MV-1s) taxicabs and can now boast the largest number of universally designed accessible taxicabs of any other city. For the first time ever, the Chicago Fire Department is installing accessible (vibrating) smoke detectors in the homes of Chicago residents who are deaf and hard of hearing. Finally, the City has completed a major capital project to construct an accessible (ADA compliant) ramp to City Council chambers that will enable those with mobility disabilities to equally participate in City Council meetings and public hearings.

PROMOTING PROSPEROUS AND LIVABLE NEIGHBORHOODS

Combating the foreclosure crisis by stabilizing key neighborhoods

To combat the foreclosure crisis, the City has implemented a recovery and stabilization program in seven neighborhoods. The Micro-Market Recovery Program is addressing foreclosures and stabilizing property values by targeting small geographic areas that are experiencing higher-than-normal problems with foreclosures. The City is working to foster the reoccupation of the foreclosed or vacant properties by coordinating multiple incentive programs, not-for-profit intermediaries, and for-profit capital sources, and by providing financing to approved developers and end-users. Seven out of the nine identified target zones are now active in the program: West Pullman, Belmont Cragin, Chatham, Chicago Lawn, Auburn-Gresham, West Pullman, and West Humboldt Park. So far, 399 vacant buildings have been identified, 23 buildings have been acquired and are in rehab, and 177 units are slated to be turned into new homes for families. An estimated \$23 million in public investment has already gone towards redeveloping these vacant buildings into new homes.

Cracking down on banks that fail to maintain their vacant properties

To strengthen lender responsibility for vacant buildings, City Council passed an ordinance to hold

banks responsible for maintaining vacant properties in neighborhoods across Chicago. The ordinance defines that mortgagees are required to implement routine maintenance on properties such as boarding and securing entrances to a building, responding to complaints relating to the building, cutting grass, and shoveling snow. In its first three months, the ordinance has resulted in a doubling of fines imposed on banks for failing to upkeep their vacant properties. The Mayor is pushing for similar legislation in Springfield.

Establishing the Chicago River as the city's next recreational frontier

Mayor Emanuel is committed to tapping the economic and recreational potential of the Chicago River by improving water quality and increasing recreational access for residents. To help create anchors for the river's future development, the Chicago Park District, with private sector partners, will construct four new boathouses along the river that will line up with ongoing improvements the Chicago Department of Transportation is making to extend trails along the river, providing easier and more consistent river access for runners, bikers, and walkers. The boathouses will be designed by Chicago architects Jeanne Gang and Chris Lee, who will be assisted by Illinois Institute of Technology students. The first two boathouses – at Clark Park and Ping Tom Park – will begin construction this summer. To improve water quality in Chicago area waterways, Mayor Emanuel joined Governor Quinn and U.S. EPA Administrator Jackson to announce \$10 million in state funding to the Metropolitan Water Reclamation District (MWRD) of Greater Chicago. This is the first time the MWRD has invested in comprehensive water treatment technology, heralding a new day for river water cleanliness.

Creating an extensive network of protected bike lanes

As a major step toward making Chicago the most bike-friendly city in the nation, Mayor Emanuel has committed to installing 100 miles of protected bike lanes. The first two miles of protected bike lanes has been developed and opened for public use on Kinzie Street in the downtown area, 18th Street in Pilsen, Jackson

Boulevard in the West Loop, and Wabash Avenue in the South Loop. The lanes will allow bikers to travel safely along roads without impeding motorists, pedestrians, or parking availability. The protected bike lane on Kinzie Street connects the two most popular streets in Chicago for bikers – Milwaukee Avenue and Wells Street. The pilot program on Kinzie Street is being observed closely by the Chicago Department of Transportation (CDOT) and the Mayor's office. Initial findings indicate that a large majority of riders feel safe on Kinzie, that morning rush-hour bicycle ridership has increased 55 percent post-construction, and that evening rush hour travel times for vehicles in both directions have slightly decreased. CDOT has completed designs for the next 20 miles and will install them in the coming months.

Installing one of the largest bike share networks in the country

As part of the administration's effort to expand transportation options throughout the city, the Mayor announced the city's first large-scale bike sharing program to link communities to each other and to downtown. The bike sharing program will enable users to pick up a bike from a self-service docking station, ride to their destination and drop off the bike at the nearest station, providing a convenient, easy-to-use transit option envisioned for point-to-point short trips. In addition, annual, weekly and daily memberships will offer flexible options for users. Once completed, the bike sharing system will be one of the largest in the country and include 3,000 bikes and 300 docking stations this year. In addition, through a competitive federal grant won in fall 2011, the system will expand to 400 stations and 4,000 bikes by 2013. On April 18th, City Council approved a plan to enter into an agreement with Portland, Oregon-based Alta Bicycle Share, Inc. to operate the program.

Improving parks and expanding open spaces for all residents

Mayor Emanuel has launched a coordinated citywide effort to invest \$290 million over the next five years to complete more than 800 projects in parks, recreational

areas and green spaces in neighborhoods across the city. Under this plan, nearly every Chicago resident will see a capital improvement within a 10 minute walk from their home, and the work will create 1,200 construction jobs. Projects slated for completion during 2012 and 2013 include 180 acres of new acquisitions, 100 “Slam Dunk” basketball court renovations, 12 new parks or major park developments, 6 new community buildings, 8 new artificial turf fields, and 20 new playgrounds. The Chicago Park District will also rehabilitate 100 basketball courts by August and build eight new artificial turf fields across the city in 2012. To make it easier for families to get outdoors and enjoy Chicago’s world-class public spaces, the City created a web-based map to showcase and inventory boulevards, campus parks, habitats, NeighborSpace Gardens, malls, plazas, and provide an inventory of city trees in a user-friendly format. The City also released an update to the 2006 Nature and Wildlife Plan, which reviewed progress since the original plan and set priorities for the next five years to improve conditions for nature and wildlife in Chicago.

Reinvigorating an abandoned railroad into an active urban park

The 2.65-mile Bloomingdale Trail will be a multi-use recreational trail and linear park built along an elevated rail line atop Bloomingdale Avenue on Chicago’s northwest side. Once completed, the Bloomingdale Trail will be the longest elevated trail in the world, providing a major tourist draw to the northwest side and significantly increasing open space and transportation options for residents. The Trail just began its final engineering and design phase, with construction to begin in early 2013 and reach completion by fall 2014. This next phase is made possible by the first round of private donations – \$5 million from Exelon, and \$1 million each from CNA and Boeing, which made the first donation. The nonprofit Trust for Public Land has established a Leadership Council that will continue to work with the City to raise \$35 million in private support for construction and stewardship. The City has also secured \$37 million in federal transportation funds and \$2 million in Park District funds, for a total of \$46 million.

Expanding arts and cultural programming to every neighborhood

The Department of Cultural Affairs and Special Events (DCASE) conducted an audit of City-organized festivals and cultural programs to assess the City’s investment in the arts and ensure that it serves all Chicagoans, showcases Chicago’s diverse neighborhoods, and promotes Chicago as a vibrant global tourist destination and site for cultural innovation. The audit showed that 75 percent of DCASE programs serve people in the downtown or central neighborhoods. The audit also showed that there are redundancies between programs and services offered by DCASE and by the Chicago Office of Tourism and Culture on DCASE’s behalf. In January, drawing upon the insights gleaned from the program audit, DCASE launched an initiative to develop a 2012 Cultural Plan for Chicago. Since then, DCASE has hosted four town halls and over 20 community meetings in neighborhoods across the city to assess the state of culture in Chicago and our residents’ hopes for the future. Over 2,500 people have attended these meetings in person and thousands more have participated online. Chicago’s creative economy generates more than \$2 billion annually and employs 150,000 people, and the Cultural Plan will be the centerpiece of efforts to continue to elevate the city as a global destination for creativity and further build on Chicago’s vast cultural assets and vibrant community through the collaborative partnerships formed with the public and private sectors and civic community. A draft 2012 Chicago Cultural Plan is scheduled to be released for public input in July 2012.

Updating the City’s public housing agenda through a transparent process

Building on his work to craft the first Plan for Transformation a decade ago, the Mayor announced that the Chicago Housing Authority (CHA) will recalibrate the Plan to better reflect today’s housing market and resident needs. The process will engage stakeholders in an open process, using the same type of crowd-sourcing efforts the City used in preparing the 2012 budget. In addition to public meetings and other community engagement,

CHA has launched a website (thecha.ideascale.com) to encourage and collect input from visitors. Chicago is also one of just five cities nationwide to receive the first-ever Implementation Grants awarded under HUD's Choice Neighborhoods Initiative, a new strategic approach intended to help transform high-poverty, distressed neighborhoods into communities with healthy, affordable housing, safe streets, and access to quality educational opportunities. Through this initiative, Chicago will receive \$30.5 million to redevelop the distressed housing at Grove Parc Plaza and revitalize the Woodlawn neighborhood.

Enacted tougher restrictions on predatory tax return preparation

A new ordinance introduced by Mayor Emanuel and approved by City Council protects Chicago taxpayers from bad business practices by unscrupulous tax preparers. The ordinance focuses on businesses that take advantage of taxpayers unfamiliar with the filing process and saddle them with hidden charges, unfair repayment rules and misleading information that forces consumers to use alternative, more expensive products. The businesses being targeted by the new ordinance primarily prey on taxpayers eligible for the Earned-Income Tax Credit, a critical economic support that allows hardworking low-income families to keep more of what they earn. The ordinance mandates that tax preparers offer a detailed explanation of their available services, disclose the price of each offered service, as well as any and all fees, and make clear to consumers the total charges they are incurring for the services chosen.

Challenged the 2010 Census to secure additional federal funding

In its first submission to the Census' Count Question Resolution Program, the City presented 66 census blocks covering 23 wards which the City estimates may contain as many as 1,160 additional housing units and as many as 2,350 additional people. The city stands to gain as much as \$1,200 per year in federal funds over the next ten years for every additional person added to its count. A gain of this size in population could

result in an increase in federal funding by \$2.8 million annually. The Census counts determine the geographic distribution of a substantial proportion of federal assistance, particularly in the form of grants to aid low-income households and support highway infrastructure.

Fostering a culture of volunteerism to provide for those in need

Chicago will host the 2012 National Conference on Volunteering and Service, the world's largest gathering of volunteer and service leaders, from June 18-20. Thousands of service sector leaders will participate in workshops and plenary sessions to discuss best practices and creative ideas to spur civic engagement across the globe. Conference attendees will also get a "taste" of Chicago's robust social service community through special events and service projects held in neighborhoods throughout the city. In addition, Mayor Emanuel has continued the City's ongoing campaign to promote volunteerism and encourage civic engagement by residents through One Good Deed Chicago, a volunteer-matching website where hundreds of nonprofits post skills-based, one-time and ongoing volunteer opportunities. One Good Deed focuses on making volunteerism more accessible and impactful by better aligning residents with existing nonprofits, building nonprofit capacity to more effectively use volunteers, and nurturing a culture of service and philanthropy in the City of Chicago. In April, Chicago took part in National Volunteer Week by participating in volunteer fairs, park cleanups, service projects at schools across the city. Last fall, the City also partnered with the Greater Chicago Food Depository to launch One City, One Food Drive, which encouraged people across Chicago to donate nonperishable food for those in need. The drive ran from November 21 through December 16, and donation barrels were located at over 150 locations throughout the city.

OUR CHILDREN

Nothing is more important than ensuring every child in Chicago has access to a world-class learning experience. We have made incredible progress over the last year: our kids will finally have a full school day that keeps them competitive with their cousins in other cities; more turnaround, International Baccalaureate and STEM schools will ensure more kids have access to world-class learning opportunities; and graduates from our community colleges will have a degree that prepares them to prosper in the 21st century economy.

These early successes at the Chicago Public Schools have happened because of the common fight of parents, teachers, principals and school leadership. They have made Chicago a national locus for education

innovation, demonstrating leadership in emerging and effective methods to improve urban education. But much work is left to be done, and all parties will have to be at the table fighting for reforms that put our children first.

The same energy focused on reforming elementary and high school education has been applied to the City Colleges of Chicago, which serve nearly 130,000 Chicagoans every year but boast an embarrassingly-low graduation rate. As the largest workforce preparation system in Chicago, the City Colleges continued on the path toward overhauling the way it prepares students for the workforce by teaming with private companies to create curriculum specifically intended to train for the next generation of good-paying jobs.

A WORLD CLASS EDUCATION FOR EVERY CHICAGO STUDENT

Implementing a full school day

Although CPS currently has the shortest school day and year of any major city in the country, Mayor Emanuel's full school day initiative will soon provide Chicago's students with a schedule and calendar on par with national averages. Beginning next fall, all Chicago Public School elementary students will move to a 7 hour school day, and high school students will move to a 7 1/2 hour school day, with a 75 minute early release one day a week. Students will also have ten additional days of school each year. With the full school day, a student entering kindergarten next year will receive nearly 2.5 additional years of instructional time by the time they graduate high school, particularly in core subjects such as math, reading and science.

Fifty schools containing a total of 22,000 students implemented the full school day during the 2011/2012 school year under the Full School Day Pioneer Program. About three-quarters of the 90 additional instructional minutes taught at these schools have been spent focusing

on core subjects, while 29 percent have been spent on enrichment activities. In addition, CPS has announced Innovation Grants for schools that identify pioneering uses for the additional time provided by the full school day. All schools will be eligible to apply, and grants of \$100,000 will be awarded to up to 30 schools.

Reforming early childhood education

Based on recommendations made by the Early Childhood Task Force, the City will overhaul early childhood education programs in an effort to serve the most at-risk children in high-quality programs and increase transparency and accountability. The City is working with the State to improve the Quality Rating Improvement System. In addition, the City is launching an Interactive Early Childhood Web Portal that will be a one-stop-shop to help parents find programs, assess program quality based on the rating system, understand their child's eligibility for programs, and provide an interactive platform for parents to provide input regarding programs. Mayoral-appointed Executive Council members have been charged with coordinating the new initiatives moving forward.

Expanding turnaround schools

Since 2006, The Academy for Urban School Leadership (AUSL) has developed a strong overall track record of increasing student academic achievement within its 12 turnaround schools. AUSL Turnarounds build successful students because of a top-to-bottom school transformation and comprehensive teacher training that prepares teachers to tackle the challenges of growing student achievement within low-performing schools. Now, the Academy for Urban School Leadership (AUSL) will implement their turnaround strategy at six schools serving nearly 3,200 students during the 2012/2013 school year. This past year, AUSL elementary schools showed test score gains that were more than double the district's average – eight percentage points vs. the district's growth of 3.8 points. Additionally, the CPS Office of School Improvement (OSI) will implement the turnaround strategy at four other schools serving 2,650 students. Test scores for OSI elementary schools grew nearly 70 percent more than the district's average – 6.3 points vs. the district's growth of 3.8 points.

Expanding International Baccalaureate diploma programs

Responding to a report detailing the success of Chicago's International Baccalaureate (IB) Diploma Programs, CPS has announced it will create ten new IB programs in high schools across the city. The new IB programs will be located in existing neighborhood high schools. Each of the District's five regional collaborative will receive one new IB campus that solely offers IB curriculum. Five additional schools will offer the IB curriculum in addition to the traditional curriculum. CPS will also launch a community engagement process to allow stakeholders from all communities to provide feedback on the location of these new IB high schools. The five full school IB programs and five additional IB programs within schools will open in fall 2013 with final authorization set for 2016.

Incorporating Common Core State Standards

More than 80 Chicago Public Schools have applied for one of 35 positions to serve as Early Adopters of the

Common Core State Standards, underscoring a strong desire among Chicago's principals and teachers to embrace a more rigorous curriculum to boost student achievement. These new standards, designed to prepare all students for success in college and careers, will transform the quality of instruction in all classrooms, guiding what is taught at every grade level in literacy and math. All Early Adopter schools will create and share the examples of standards-based unit plans, grade-level tasks and exemplars of student work that will help guide schools across CPS in implementing the Common Core.

Facilitating educational innovation to encourage classroom reforms

The Chicago Public Education Fund is a nonprofit that invests in building high performing teams of principals and teachers, improving evaluation and accountability systems, and reinventing classrooms with the innovative use of time, technology and talent. Funding will align with the administration's priority areas of reform and support projects like performance incentives of CPS principals, placing Chicago as a national leader in school innovation.

Re-engaging out of school youth

High school graduation increases a student's earning potential and leads to healthier and often safer lives, yet too many – nearly half – of Chicago's youth never graduate. To provide more options for youth that have dropped out of school, CPS has authorized four to five new charter and contract schools that will specifically target out-of-school and at-risk students. By employing a targeted strategy to re-engage out-of-school youth, CPS will work to ensure that students who have left the school system, or who are at risk of doing so, will be provided with the tools and guidance they need to achieve graduation.

Installing state of the art security cameras to keep our students safe

New high-definition security cameras have been added at 14 public high schools. The cameras were added

to more schools after a successful pilot was completed at Fenger High School during the 2010/2011 school year. At Fenger, misconduct cases declined by 59 percent from the previous school year, while arrests dropped by 69 percent and index crimes declined by 67 percent. False fire alarms at Fenger also dropped from eight in the 2008 school year to zero last year. The high schools that received the cameras through this installation include Clemente, Hyde Park, Sullivan, Morgan Park, Orr, Marshall, Dunbar, Manley, Bogan, Wells, Senn, Juarez, Julian, and Farragut. The project finished ahead of schedule and under budget.

Expanding high performing charter schools

Building on the Mayor's commitment to expand choice for Chicago parents, CPS approved 12 new charter school campuses to provide a higher quality school option for 9,200 students in high-need communities on the South and West Sides. Approved charters include Noble Charter School Network (two for 2012 and two for 2013), UNO Charter School Network (three for 2013), and LEARN Charter School Network (three for 2012 and three for 2013)

Investing in back-to-school efforts

During the lead up to the 2011/2012 school year, numerous corporate sponsors agreed to support CPS's back-to-school efforts through generous donations including \$25,000 from Walmart to support the CPS Door-to-Door campaign, \$120,000 from Clear Channel to promote CPS's back-to-school messages, \$3,000 from Target to the school with highest first week attendance, \$12,000 from Harris Bank to sponsor Safe Haven, and \$45,000 from Chartwells-Thompson Hospitality to purchase Back to School Kits. CPS also utilized grassroots tactics, advertising, and social media strategies, including door to door outreach, robo-calls, phone bank calls, and a CTA ad campaign as part of its comprehensive back-to-school campaign. Results were extremely positive, with attendance increasing at both Track E (88.1 percent, up from 86.8 percent in 2010) and Track R schools (94.7 percent, up from 92.9 percent in 2010).

Introducing affordable broadband access for eligible students

Mayor Emanuel joined Comcast to launch Internet Essentials, a public-private partnership offering families of the 330,000 students who receive free lunches at Chicago Public Schools access to broadband Internet at home at a reduced rate. Participating families are able to purchase broadband Internet service at \$9.95 per month and computers for \$150, a fraction of the price of regular broadband packages.

EMPOWERED SCHOOL LEADERS AND TEACHERS

Implementing principal training opportunities and performance incentives

In order to attract and retain the best principals, the public schools have launched a new principal training program and new principal performance incentives. In August, CPS launched the Chicago Leadership Collaborative (CLC), a principal training and support program that will recruit, train, and retain effective principals, creating a pipeline of highly qualified and highly skilled leaders to meet the district's growing needs. Under the new program, CPS will triple the number of residency program seats available to aspiring school leaders from 32 to 100. In November, CPS announced new performance metrics to enhance accountability among principals and school leaders, with the goal of boosting student achievement district-wide. Principals will receive awards of up to \$20,000 for leading academic progress in their schools by significantly boosting student academic achievement and driving the district's mission to graduate every CPS student college ready.

Introducing signing bonuses for new principals to attract the best talent

A strong school begins with a strong leader, and added incentives are often needed to recruit the best talent. To lure more world-class leaders, CPS announced a

\$25,000 signing bonus for up to 50 new principals. The signing bonus will help CPS recruit up to 50 principals to serve in low-performing schools. CPS will conduct a nationwide search for principals and provide \$5,000 bonuses to current CPS leaders who recruit high-performing principals. The money to support this effort will be privately raised.

Expanding teacher training academies

The Academy for Urban School Leadership (AUSL) will double the number of its teaching academies from seven to 14 within the next two years. This will allow 200 residents to be trained and prepared to teach in some of Chicago's most challenging schools.

Implementing a new teacher evaluation system

CPS launched REACH Students (Recognizing Educators Advancing Chicago's Students) a new, comprehensive teacher evaluation system, designed over the course of 90 hours of meetings in collaboration with the Chicago Teachers Union, that will provide teachers with unprecedented tools and support to improve their practice and better drive student learning. As mandated by state law, the new comprehensive teacher evaluation system will be inclusive of both teacher practice and student growth.

ENGAGING PARENTS AND COMMUNITIES

Enabling parent engagement through greater transparency

Newly published School Report Cards will empower parents to hold schools accountable for performance and provide them with another opportunity to be engaged in the education of their children. In November, CPS released school progress reports, which tell the story of a school's performance by providing information about key indicators including academic performance, teachers and staffing, school culture and climate, and parent satisfaction. Additionally, the public will have

access to all school progress report cards through a comprehensive online map. Parents will be able to view all schools within their area and click on the "push-pin" associated with their school to view key facts from the progress report card.

Increasing participation in after school activities

Beginning with the 2012/13 school year, parents and students will now be able to visit a single website to find and register for a wide variety of after school programs offered by City departments, agencies, community groups and nonprofits. The site will provide a one-stop-shop on out-of-school activities and programs for youth ages six to 21. Parents and students will be able to sort programs by interest categories, ranging from academic and creative programs to volunteering activities. For the first time, the roughly 250,000 youth who attend these organizations' programs annually will be able to apply in one location.

Launched the CPS Office of Family and Community Engagement

The new office of Family and Community Engagement (FACE) will help the District better engage with families. CPS hired 18 community managers to engage and interact with families and schools, gather input from neighborhood stakeholders, and build lasting relationships with members of the community. FACE is now undertaking the task of training parents on how to read the School Progress Report Card, empowering parents to work with CPS to create quality education throughout the District. The first training was held April 17th with 160 parents in attendance.

Created CPS Parent Support Centers

CPS has developed five Parent Support Centers across the District – one in each Collaborative – to ensure parents' questions and concerns are resolved effectively and efficiently. Parents can now call into a support center and speak to a Parent Support Administrator who will work with them to find a resolution to their issues and log their tickets into a tracking system for

future follow-up. Since the February 27 launch, Parent Support Centers have received 495 calls, and PSA staff has resolved and closed 410 tickets for an 85 percent performance rating.

ENHANCING CITYWIDE CAREER DEVELOPMENT

Launched College to Careers to prepare students for jobs in high-growth industries

The newly launched City Colleges' College to Careers initiative will bring industry experts and City Colleges together through the creation of industry training programs to ensure that Chicago residents are ready for jobs in high growth industries – jobs that are available today but remain unfilled because of a skills gap. The partnerships will initially focus on two fields, healthcare and transportation, distribution and logistics, and will grow to include programs in other high-demand sectors. The City Colleges have announced plans for a \$251 million Allied Health Academy at Malcolm X College and a \$42.2 million Transportation, Distribution and Logistics Center at Olive-Harvey College. The Allied Health Academy will strengthen ties to the Illinois Medical District and prepare Chicagoans for the expected 84,000 local job openings in healthcare over the next ten years by offering instruction in a wide variety of health disciplines including nursing (licensed practical and registered nursing), pharmacy tech, hospital pharmacy, dental hygiene, and respiratory therapy. The transportation, distribution, logistics center at Olive-Harvey will provide instruction in repair and maintenance of heavy equipment, expanded commercial drivers' license, forklift, supply chain management including freight expediting, warehousing and logistics information technology, sheet metal technician, automotive technology, avionics tech, and applied engineering. A \$479 million five year capital plan developed by the City Colleges to support City Colleges of Chicago's College to Careers program will also include an additional \$77 million in academic enhancements, \$16 million for life safety and security systems, and \$135 million in long-deferred maintenance.

Introducing Early College STEM Schools

CPS students will have the opportunity to attend five Early College STEM Schools (ECSS) that focus on technology skills and career readiness – as well as earn college credits – under a partnership agreement with five technology companies, CPS and City Colleges of Chicago. The five companies, IBM, Cisco, Microsoft Corporation, Motorola Solutions and Verizon Wireless, will help develop a unique curriculum at each new school to teach students the skills required in that marketplace, as well as provide mentors and internships. The five lead partners will share industry specific expertise to the unique curricular development of their respective schools. CPS and CCC will also take advantage of recommendations from a new playbook created by IBM showing other cities how to adopt a new education model blending high school, college and career. All of the new schools will open in September 2012 with a class of ninth graders. Each student will be able to graduate in four years with a high school diploma with college credits, with a goal of graduating within six years with an Associate of Science (AS) degree in Computer Science or an Associate in Applied Science (AAS) in Information Technology. The college courses will be taught by professors from CCC.

Expanding the Dual Enrollment Program for City College and CPS

The City Colleges has expanded its Dual Enrollment program that allows eligible CPS high school students the opportunity to take college courses, free of charge. The expansion will add 100 seats at each of the College's seven campuses, which will allow twice as many Chicago Public Schools juniors and seniors to earn college credit for free while still in high school. Upon high school graduation, the earned college credit can be applied to a degree program at one of the City Colleges of Chicago or transferred to a four-year college or university.

OUR GROWTH

Chicago sits at the center of air, rail, and freight networks, has world-class universities and educational institutions, and is home to a cultural and culinary scene that attracts young talent, builds vibrant neighborhoods, and draws international interest and tourism. During his first year in office, Mayor Emanuel has focused on improving these natural assets and highlighting them more aggressively to attract more business and entrepreneurs.

Through an ongoing dialogue with business leaders and entrepreneurs, we also removed barriers to business creation and growth, and invested in a local workforce that can compete globally so that we can attract companies locally.

Today's companies demand new forms of infrastructure. The administration has invested in modern transportation

options, like improved public transit, protected bike lanes, and new bike sharing opportunities. We have also taken the fight to Washington DC and Springfield to fight for transportation funding.

Chicago is facing new and different competition from other cities both in the U.S. and globally. Competitor cities are increasingly operating as unified metropolitan regions in collaboration with their suburbs to build infrastructure, attract investors, promote exports, and draw federal funding. Chicago's global success – for employers, for jobs, for students, for tourists – increasingly depends on cooperation within the Chicago region. A new regional plan has helped set that course for better collaboration and growth.

CAPITALIZING ON A GLOBAL ECONOMY

Creating a coordinated tourism strategy

After years of a disjointed tourism effort, the Mayor worked to merge the City's three tourism entities into a single organization – Choose Chicago – and set the goal of attracting 50 million visitors per year by 2020, which will result in nearly \$4 billion annually in additional revenues for Chicago's economy. The merger will save nearly \$2 million in annual administrative costs that will be reinvested in opening three new offices overseas in Brazil, Germany, and Japan. The City has also set a goal of moving into the top five cities for overseas visitation by adopting an international focus and emphasis on cultural tourism. In the first quarter of 2012, Chicago is the fastest growing American market in terms of rooms sold and revenue per room.

Promoting Chicago as a global city

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

global stage.

Leaders from around the world will gather in Chicago for the *North Atlantic Treaty Organization (NATO) Summit*. The Summit will allow the city to highlight its economic vitality and cultural attractions. This will be the first time an American city other than Washington has hosted a NATO summit, and more than 2,000 journalists from across the world are expected 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 *12th 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. To kick off the Summit, Nobel Peace Prize Laureates visited 17 Chicago public high schools to engage students on the issues of peace and human rights around the world. The event was co-chaired by former Soviet President Mikhail Gorbachev and Hon. Walter Veltroni, the former Mayor of Rome, and Mayor Emanuel served as the honorary co-chair.

Chicago hosted the fourth meeting of the *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. During the one-day conference, Roundtable participants shared their experiences on how to use existing resources more effectively and how to tap into new funding, such as carbon and structured finance, user and developer fees, and other private sources of finance. They noted, too, that cities should work together to develop expertise about arrangements for public-private partnerships.

In May, Chicago will host the *"1,000 Days to Change the Future" Summit* to address child malnutrition. The half-day international summit will convene leaders from across the globe in the business, foundational, academic and nonprofit communities and feature a robust discussion among leading voices working to address the challenges of child malnutrition in the U.S. and throughout the world. The Summit will be hosted by 1,000 Days, along with partners Concern Worldwide, Feeding America, the Greater Chicago Food Depository, Harris School of Public Policy at the University of Chicago, the World Food Programme, the City of Chicago, and World Business Chicago.

Launching the Chicago Export Strategy to double Chicago exports

Mayor Emanuel's Chicago Export Strategy will double the exports of Chicago's small and medium sized businesses over the next five years, creating nearly 100,000 high-paying jobs and generating crucial economic advances for the city. Chicago has close to 100,000 small businesses, but only five percent of them currently export overseas. To help expand exports, the Mayor's strategy will include five elements that match existing priorities with the needs and opportunities facing small and medium sized businesses in the city. A newly launched Chicago Sister City Export Initiative will tap into an established network of partners across the world in 28 major cities that span five continents. Each Sister City Committee, working through World Business Chicago, will be tasked with submitting an

export plan to the Mayor's office in four months that will include analyses of key industry sectors and demand opportunities, key economic contacts in business and government, and opportunities for leveraging current cultural connections for Chicago businesses. In addition, Chicago will become the Export-Import Bank's newest City partner to help facilitate increased usage of the Bank for all Chicago businesses, specifically targeting our small and medium-sized businesses. The Export-Import Bank will work with the City and World Business Chicago to train staff in best practices in export assistance, and conduct joint outreach campaigns and local conferences to increase Chicago's SME awareness and participation in Export-Import Bank services.

Revitalizing 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.

Solidifying Chicago as a leader in conventions

Chicago will preserve its status as the nation's premier convention destination thanks to important agreements with two McCormick Place labor unions. Under the agreements, the major reforms passed in 2010 will remain intact, such as giving greater autonomy and flexibility to show managers and exhibitors, reducing parking rates, lowering food and beverage pricing, enhancing menu options, and providing free Wi-Fi access. As a result of this new labor dispute resolution, the Car Wash Show, the world's largest car wash convention and trade show with 6,000 attendees from more than 30 countries, has announced it will move from Las Vegas to Chicago in 2014.

PROMOTING LOCAL ECONOMIC GROWTH AND JOB CREATION

Developing a plan for economic growth and jobs

Mayor Emanuel and World Business Chicago released the first draft of a regional economic growth plan to drive Chicago's leadership in the global economy and articulate clear, actionable strategies for economic growth and job creation. The plan contains ten strategies that will help Chicago advance its economy and become a better destination for families and businesses. The strategies include 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, making Chicago a premier destination for tourism and entertainment, making Chicago a nationally leading exporter, developing Chicago's workforce in a demand-driven and targeted manner, supporting entrepreneurship and fostering innovation in mature and emerging sectors, investing to create next-generation infrastructure, developing and deploying neighborhood assets to align with regional economic growth, and creating an environment in which businesses can flourish.

Achieving job creation at leading businesses

Since May, the Mayor has announced a total of 13,600 jobs at 21 leading businesses. General Electric has announced 1,000 additional jobs, United Airlines 1,300 jobs, Motorola Solutions 400 jobs, Allscripts 300 jobs, SeatonCorp 400 jobs, EMC Inc. 200 jobs, Merge Healthcare 200 jobs, Walgreens 600 jobs, Chase bank 400 jobs, Accenture 500 jobs, Ernst & Young 500 jobs, Dow Chemicals 400 jobs, Lawson products 400 jobs, Northwestern Memorial Hospital 1600 jobs, Chase bank 400 jobs, Sara Lee 500 jobs, ComEd 40 jobs, Coyote Logistics 400 jobs, PNC 400 jobs, and Aon 750 jobs. ThyssenKrupp will create 100 jobs at new North American Headquarters located in Chicago. Ford has announced the addition of 1200 jobs, and the City will make an initial purchase of 100 Ford "Interceptor"

sedans and SUVs for the City's law enforcement fleet, an investment totaling \$3.5 million.

Coordinating development plans with Chicago universities

The City has signed a Memorandum of Understanding (MOU) with the University of Chicago, Loyola University and DePaul University. The MOUs commit the City to creating a plan for development of the public infrastructure surrounding the universities, to integrate with a similar plan from the university, and reduce the amount of time needed for permitting and licensing. The Mayor's Office will also create an inter-agency task force to ensure a high level of ongoing collaboration between the universities and the City. The City has additionally outlined approximately 50 construction projects it will undertake in the area as part of these multi-year plans.

Removing barriers to doing business in Chicago

Mayor Emanuel is working 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 November, City Council voted to slash the City's anti-business "head tax," which is a deterrent for businesses to start and grow in the City. The Mayor slashed the tax by 50 percent in the 2012 budget, and will completely phase it out by 2014. In April, Mayor Emanuel proposed an ordinance that cuts the number of business licenses from nearly 120 to less than 50, a 60 percent reduction that will result in a simpler, smarter licensing system that works better for small business. The proposal will save businesses time and money and allow 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. The Department of Buildings is moving forward with plans to implement the "E-Plan," a review system that will allow architects to submit plans electronically. In addition, more than 5,000 projects a year are now required to go through the Certified

Plan Corrections (CPC) process, which will cut down on turn-around time. The Department of Buildings has also implemented a 50 percent deposit on estimated permit fees up front and a requirement that architects and engineers resubmit corrections in less than 20 days.

Fostering economic growth in all neighborhoods

To ensure that access to credit is available to entrepreneurs in low-income communities, the City has formed the Chicago Microlending Institute, a first-in-the-nation institute administered by ACCION Chicago that will train nonprofit and community-based organizations to make targeted loans to the city's smallest businesses. The CMI will support the smallest businesses in Chicago with targeted microlending. Once graduated from the program, the new microlenders will receive funds from a \$1 million Small Business Loan Fund as seed capital to lend to small businesses. In addition, the Treasury Department has awarded \$65,000,000 in New Market Tax Credits to the Chicago Development Fund, which will use these tax credits to invest in projects with the goal of saving and creating jobs and spurring economic development in distressed communities.

Implementing procurement reforms to spur small and minority-owned business development

Four innovative new programs will save taxpayers money and increase the amount of contracting with small, minority- and women-owned businesses. The first program, called the Small Business Initiative, is designed specifically to encourage small businesses to have an opportunity to participate in City-funded construction projects. The second, known as the Diversity Credit Program, is designed to increase the use of minority and women-owned businesses on contracts issued in the private sector by providing Supplier Diversity participation credit on City contracts for contracts awarded in the private sector: for every \$3 of private sector contracts, \$1 in credit will be issued to the contractor, which can then be used to provide up to 5 percent participation credit on a subsequent City contract. Further improving the economic climate for Chicago businesses, the City Council passed the

"ChicagoFirst" procurement ordinance, which creates a local manufacturing incentive and expands a bidding preference given to Chicago-based businesses on City contracts. This will benefit both the manufacturing and service industries in Chicago by giving them preference over out-of-town companies that submit equivalent bids. Finally, an innovative "phase-out" program will help minority- and women-owned businesses "graduate" from the City's M/WBE program and transition into the marketplace. The M/WBE program's goal will be to help businesses grow from small businesses in the program, to self-sustaining medium or large businesses that succeed beyond the program.

Joining the 10,000 Small Businesses initiative to assist local small businesses

Chicago has joined the Goldman Sachs 10,000 Small Businesses initiative, which will help Chicago's small businesses gain crucial education, business support services, and access to capital. The initiative, which is already in place in five other cities, will help local small businesses create jobs and stimulate economic growth by committing \$25 million for small business loans, business education and grants for supporting community partners.

Launching the ThinkChicago program to attract top tier college students

In October, the Mayor's Office led the "ThinkChicago" program, which brought top students from regional universities to Chicago for meetings, lectures and interactive sessions designed to foster a better understanding of Chicago's world-class business climate. The two-day program consisted of meetings with industry leaders and visits to business headquarters around the city, including Microsoft, Google, Groupon, Threadless, Excelerate Labs, GrubHub, and Accenture. Additionally, every participating student received free admission to Chicago Ideas Week, where they heard from and interacted with leaders on all manners of topics, from education to technology to architecture.

Making Chicago the most immigrant-friendly city in the country

Mayor Emanuel created the City's first Office of New Americans (ONA) dedicated to improving services and engaging Chicago's global immigrant communities through enhanced collaboration with community organizations, educational institutions and the private sector. In its first few months, ONA has led an initiative to make the City's website available in 64 languages via Google Translate, launched an immigrant small business initiative, and helped support the launch of the IL DREAM fund. In March, the Office launched its New Americans Small Business Series, an innovative series of quarterly events that will foster small business growth in immigrant communities throughout Chicago by creating temporary one-stop locations to foster small business growth and expansion. Each stop will give immigrant entrepreneurs in these communities a chance to get the information they need for their businesses to succeed, including how to start a small business, navigate the licensing process, comply with tax laws, and interact with chambers of commerce. Mayor Emanuel was committed to the passage of the Illinois DREAM Act, which establishes a scholarship account funded entirely by private dollars to ensure that children of immigrants have a shot at the American Dream. ONA is actively supporting the launch of the Illinois DREAM fund to ensure immigrant students in Chicago Public Schools have more opportunities to achieve a higher education. ONA will work to establish a centralized language access policy for the City of Chicago that ensures access to important information about education, public safety, healthcare, and City services, to expand immigrant parent engagement throughout Chicago Public Schools, to expand English language educational resources and opportunities in community settings, and to promote U.S. citizenship by working with community organizations and federal agencies that provide immigration and citizenship services.

ACHIEVING LONG-TERM PROSPERITY THROUGH INFRASTRUCTURE INVESTMENTS

Launching "Building a New Chicago" to make a historic investment in infrastructure

"Building a New Chicago" is the most comprehensive infrastructure plan in Chicago's history, involving an unprecedented level of coordination between City Hall, multiple City departments and sister agencies, private sector utilities, and the public. The \$7 billion, ten-year program will touch nearly every aspect of the city's infrastructure network and create more than 30,000 jobs. Many of the projects are paid for through reforms, efficiencies, cuts in central offices, direct user fees, and the recently announced Chicago Infrastructure Trust.

Improvements will include CTA repairs and renovations; the creation of the first six miles of Bus Rapid Transit Route on Jeffrey Boulevard, with future routes being developed for the Central Loop; a \$1.4 billion investment in O'Hare airport over the next three years, creating 5,900 jobs, including opening two new runways by 2015; a five-year, \$290 million capital plan for the city's parks; the 2014 completion of the Bloomingdale trail; the completion of four new boathouses within the next two years on the Chicago River; a massive upgrade of the city's aging water infrastructure; the reform of the Aldermanic Menu, and tax increment financing, so that these tools better match the city's infrastructure needs; a \$660 million investment in Chicago Public Schools, and a \$479 million investment in the City Colleges of Chicago; and "Retrofit Chicago," a \$225 million dollar effort to retrofit City buildings and other assets.

Replacing and repairing Chicago's aging water infrastructure

The 2012 Budget increased rates for water and sewer services in order to finance a historic investment in the City's infrastructure, providing necessary upgrades to Chicago's water and sewer system. Over the next ten years, the Mayor's plan provides for replacing 900

miles of century-old water pipes, relining or replacing 750 miles of century-old sewer lines, reconstructing 160,000 catch basins, and creating 18,000 jobs. The City currently replaces 32 miles of water mains and 11 miles of sewer mains each year; this plan will more than double that, installing approximately 88 miles of new water mains and 25 miles of sewer mains a year. In addition to replacements and repairs, the Department of Water Management (DWM) will increase its efforts to line sewers from 40 miles to 49 miles a year, convert four of 12 pumping stations from steam power to electricity, and line 14,000 catch basins and structures annually for the next ten years. This work will result in 113 miles of new streets each year, and provide an annual savings of \$7.5 million in maintenance, personnel, and energy costs.

Completing CTA repairs and renovations to ensure a clean, efficient transit system

The CTA is pursuing numerous initiatives aimed at cleaning up rail stations, improving safety, eliminating slow zones, repairing tracks, and overhauling stations on the Red and Purple lines. The CTA has improved station safety by more than doubling the number of security cameras to ensure that all 143 rail stations are now equipped with cameras. In spring 2012, the CTA will also deploy 50 full-time police officers to patrol rail and bus stations across the city. A combined investment of \$1 billion in state, local and federal funds will go towards rebuilding sections of deteriorated tracks, replacing or repairing aging stations, and installing new power systems on the Red Line and portions of the Purple Line. Construction starts in 2012 and will last three years. The first project in this initiative will be an \$86 million station improvement project involving seven CTA North Red Line stations: Jarvis, Morse, Granville, Thorndale, Berwyn, Argyle, and Lawrence. A station renewal initiative will provide a facelift to 100 CTA rail stations by September 2012. CDOT will also substantially rehabilitate the Clark/Division Red Line Station and will combine two stations to create a Wabash/Washington super-station on the Brown/Pink/Green/Orange lines. A \$73.6 million rehabilitation of the Grand Red Line station was recently completed, and a new station will open this spring at Morgan on the Green/Pink lines. In

addition, the City has announced plans to create a new Green Line station at Cermak to serve McCormick Place and the Near South Side, including the planned Motor Row entertainment district, which CDOT will construct in 2013.

Implementing CPS capital improvements to create modern educational environments

CPS has approved a \$660 million capital program that includes significant investments to promote school safety, expand early childhood learning in underserved communities, bring school technology systems into the 21st century and relieve significant overcrowding at overenrolled schools, among others. Some specific projects include \$18 million for information and technology services, \$7.7 million to purchase state-of-the-art digital security camera systems at 14 high schools, and \$3.9 million to replace non-functioning equipment in school kitchens across the city. In addition, CPS completed a facilities plan in July to understand how its schools facilities are currently used. The plan will act as a roadmap to dramatically increase the number of world-class schools in all Chicago neighborhoods. By taking an inventory of current use, this plan will allow CPS to better utilize and invest in existing school facilities, accelerate the transformation of underperforming schools, and build new schools where gaps exist.

Reforming the Aldermanic Menu to better match the city's infrastructure needs

For the first time, the City will share with Aldermen a list and comprehensive map of all planned projects that will be completed in their communities by the Department of Water Management (DWM), Chicago Department of Transportation (CDOT), all sister agencies (Chicago Public Schools, Chicago Park District, CTA, CHA, and City Colleges), as well as private utilities. To ensure that "Menu" projects are in line with the city's most critical needs, Aldermen will also receive a recommended list of the most urgent and highest priority projects from which to select. The City will also enact a stricter timeline for project selection, and prohibit the carrying-over of "menu" funds from previous years.

Developing new opportunities for financing infrastructure investments

The Chicago Infrastructure Trust was launched to provide City leaders with the broadest array of financing tools to jumpstart transformative infrastructure projects that fuel our economic growth. The first infrastructure trust ever launched by local government in the United States, the Trust will better align the pools of capital interested in financing infrastructure investment with the projects that can transform our city and region. Each project undertaken by the Trust will be coordinated with the City and its sister agencies. Already, investors around the world have provided indications of interest in Trust projects with an investment potential topping \$1 billion. The Trust will enable the City to leverage private sector resources alongside debt financing and grants. Individual projects will repay both the Trust and the private sector investors, depending on how each project is structured.

Creating economic growth through sustainable development and energy efficiency

The City is actively investing in energy efficiency and sustainable infrastructure to create jobs and spur economic development in our communities. As the first major project of the Chicago Infrastructure Trust, the City has launched "Retrofit Chicago," an ambitious initiative that will aggregate energy efficiency projects across the City and its sister agencies by tapping into \$200-\$225 million of private investment in an effort to reduce energy consumption of participating City assets by 20 percent, save more than \$20 million annually, and create nearly 2,000 jobs.

The Mayor has pledged to double the number of municipally owned LEED certified buildings over the next four years, and nine buildings have achieved LEED certification to date. In October, the City re-launched the Waste to Profit Network, a by-product synergy project in which wastes and under-valued resources at one facility are matched with users at another, resulting in cost savings for the participating businesses while diverting waste from landfills, reducing energy use and CO2 emissions and helping create and retain jobs. In November, the City received \$4.9 million from the Illinois DCEO in

2011 for energy efficiency on City assets and is currently employing these funds to deliver energy conservation measures in buildings and other City assets. The City also received a federal SunShot grant that will be used to reduce soft costs for small solar installations throughout the city by addressing permitting and other constraints.

Enacting taxi industry reforms to improve safety while benefiting drivers

Mayor Emanuel enacted a broad set of reforms to taxi industry regulations that will increase safety for passengers, drivers and pedestrians, revamp regulations for effective enforcement, and provide financial incentives to put more fuel-efficient and wheelchair-accessible taxis on the road. Reforms include mandatory swipe machines for credit cards, installation of GPS in cabs, a tiered lease system that will incentivize fuel-efficient and wheelchair-accessible vehicles, a limitation to no more than 12 hours of consecutive driving each day for drivers, and denial of renewal for drivers with three moving violations in a 12-month period. This new innovative approach to regulation creates an industry supported fund to encourage and increase the number of wheelchair accessible vehicles and requires the industry to work with the City to assure that taxi drivers provide safe and secure transportation throughout the city.

Forged an agreement to retire coal-fired power plants on Chicago's southwest side

As the result of an agreement forged with Mayor Emanuel and the City of Chicago in consultation with community groups and aldermen, Midwest Generation agreed to retire the Fisk and Crawford coal-fired power plants on the city's southwest side. The Fisk Station at 1111 W. Cermak Road will be closed no later than the end of 2012, and the Crawford Station at 3601 S. Pulaski Road will be closed by the end of 2014. The Mayor has appointed the Fisk and Crawford Reuse Task Force, a committee that will work to solicit community input and develop a comprehensive plan to ensure the retired facilities are redeveloped effectively to spur long-term economic development and job creation in the Pilsen and Little Village neighborhoods.

Creating a framework for transit oriented development

Within the first 100 days, Mayor Emanuel issued a policy directive that establishes clear and consistent principles for transit-oriented development, including incentives such as expedited permitting, set asides of City-owned property, and expanded use of tax credits and loan guarantees. Prioritizing transit oriented development will help the City revitalize neighborhoods, encourage business growth, and improve street life by placing communities in close proximity to transit and jobs.

Updating the heliport ordinance

The City Council passed an update to the ordinance governing heliports in the City of Chicago, which will modernize and improve heliport construction, fire prevention safety standards and protect the quality of life in Chicago neighborhoods. The current City ordinance was last substantively revised in 1973, and these reforms bring it in line with current building and fire codes. It also updates and expands planned development elements and zoning codes, while ensuring that the City's ordinance governing heliports is consistent with Illinois Department of Transportation and Federal Aviation Administration jurisdiction over air transportation.

