



CHANGING CHICAGO TOGETHER

MIDTERM 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 few years will determine what Chicago will look like in the next twenty or thirty.

In two years we have made tough decisions that will help us secure Chicago's future as a 21st century global capital. We increased the length of our school day and have extended a full day of kindergarten to every student as we work to ensure every child in every neighborhood has access to a high quality education. We developed a comprehensive public safety strategy that is focused on prevention, smarter policing, empowering parents and effective penalties. We attracted dozens of companies to Chicago and helped to build the next generation of start-ups, while investing in the infrastructure and amenities that make Chicago a great place to live, work, and play: our parks, roads, public transportation system, and cultural institutions. 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.

This level of change does not come from my administration alone. We have been working with Chicagoans across this great city – from leaders of our business and labor communities, to thinkers at our 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.

Together, we have started to deliver on our vision of Chicago. Although there have been a few bumps along the way, 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 purpose, and our distinctive Chicago tenacity, we will continue to renew and strengthen our city - neighborhood by neighborhood, business by business and block by block.

Sincerely,

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

Mayor Rahm Emanuel

TRANSFORMING VISION INTO REALITY

While having a vision is important, a vision does not bring change. In order for a vision to become a reality, there needs to be a plan. Since taking office, Mayor Emanuel has delivered on his plan to provide every child a strong education, promote economic development throughout the city, keep our streets safe, rebuild trust in government, modernize our infrastructure, and improve the quality of life in Chicago.

MODERNIZING OUR SCHOOLS AND TRAINING A 21ST CENTURY WORKFORCE

Mayor Emanuel believes that every child in every neighborhood in Chicago deserves a high quality education that prepares them to succeed. But for too long, that had not been happening. Just two years ago, Chicago schools had the shortest school day of any major city in the country, not every student had access to a full day of kindergarten, thousands of kids were turned away from after-school programming, and only 7% of City College students who came for a credential earned one. Since taking office, Mayor Emanuel has focused on providing Chicago children with the educational opportunities they need to excel from early childhood education to college. These efforts have inspired attention from across the nation and globe – from Washington DC’s pursuit of a longer school day to the World Bank’s review of the City Colleges’ new College to Careers program.

Key Milestones

Full School Day. Elementary school students will have more than 200 additional hours of school each year.

Early Education. The Mayor has implemented universal full-day kindergarten and introduced reforms that will provide 5,000 additional children over the next three years with early education opportunities. These early childhood services also include wraparound services like parent coaching, literacy support, nutrition workshops, and referrals to social services that support children and their families. Additionally, the City will establish a new Early Learning Center in Englewood that will serve 370 children by offering early learning and wraparound services.

High Quality Public School Options. The Mayor has provided Chicago families with more opportunities for high quality education by establishing 5 Early College STEM schools focused on technology and career readiness, expanding the city’s International Baccalaureate diploma program to 10,000 additional students; tripling the number of dual enrollment high schools, and offering an additional 14,500 students the opportunity to obtain City College credit while in high school.

Strengthening our Professional Educators. The Mayor has focused on improving teacher and principal quality and accountability by implementing key teacher evaluation reforms that focuses on classroom results and launching a first-of-its kind principal evaluation system that measures student performance and school management skills.

Creating Career Pipelines. The Emanuel Administration worked to merge the City and County workforce training programs and brought together a growing list of more than 100 local and international corporations to launch the Colleges to Careers program to create jobs training pipelines for CCC students. The College to Careers program is being studied by the World Bank as an example of educating a modern work force. By better coordinating the City's workforce development programs, millions of dollars that were once spent on maintaining various bureaucracies have been reinvested in helping Chicagoans train for jobs of the future.

RESTORING ECONOMIC GROWTH

From day one, Mayor Emanuel has worked to accelerate Chicago's economic growth so that all Chicagoans have a fair shot at finding a job. Since taking office, his administration has created thousands of jobs by investing in infrastructure, attracted new businesses to our city, improved the business environment by cutting red tape, and launched a comprehensive neighborhood investment strategy.

City on the Move: By the Numbers

- 70:** Number of companies that moved to Chicago
- 14:** Number of corporate headquarters making the move
- 21.4%:** Increase in home sales from 2011-2012, above national average of 9.2%
- 2%:** Growth in average wages from 2011-2012, greater than NYC or LA
- \$24M:** Savings per year for Chicago businesses, resulting from eliminating of the City's head tax

A Global City: By the Numbers

- 114%:** Increase in Foreign Direct Investment in 2012
- 44 million:** Visitors to Chicago in 2011, a 13% increase from 2010
- 10%:** Increase in hotel revenue per room
- 4.2%:** Increase in hotel occupancy in 2012

MAKING OUR STREETS SAFER

To ensure safe and prosperous communities, Mayor Emanuel is implementing a four-part strategy that focuses on prevention, policing, parenting and stricter penalties for the most serious gun crimes.

Prevention and Parenting

Reducing violence on our streets must begin in our homes, schools, and communities. Mayor Emanuel believes the most important door a child will ever walk through is the front door of her home and that with strong parenting and role models, there is no limit to what our children can accomplish. He also knows that it is far better to prevent violent crime in the first place by providing our young people with opportunities for growth and advancement. This is why the Mayor has launched an all-of-the-above strategy for prevention:

Uniting All Chicagoans to Support Proven Programs. The Mayor has taken several steps to strengthen programs that provide positive opportunities for youth and young adults. For example, through the Mayor's Public Safety Action Committee, Chicago's business and philanthropic communities will come together to raise \$50 million over three years to seed successful community-based programs that serve at-risk youth. Chicagoans of all walks of life united to support Windy City Hoops, a program that provides evening basketball opportunities in parks across the City, through an online fundraising campaign. Finally, the Mayor tripled the City's funding for the B.A.M. (Becoming A Man™) Sports Edition program, an initiative developed and implemented by Youth Guidance and World Sport Chicago that has proven to reduce violent crime arrests by over 40 percent, increase graduation rates by approximately 10 percent, and reduce failing grades by 37 percent, according to a University of Chicago Crime Lab evaluation.

Expanding After School and Summer Job Opportunities. Each year, the Mayor has worked with County President Toni Preckwinkle to increase the number of summer job and after-school opportunities. This year, the One Summer Program will provide 18,000 jobs for Chicago youth and 190,000 additional learning opportunities. Additionally, the Mayor invested \$1 million in NATO legacy funds to provide 400 more young people with job opportunities.

Engaging Parents in Their Children's Education. Mayor Emanuel, along with CPS and representatives from Microsoft and United Way of Metropolitan Chicago (UWMC), opened 12 new Parent Engagement Centers in CPS schools across the city to serve families of over 9,300 students. The centers are aimed at closing the digital divide by helping parents learn the digital and technology skills they need to support their children's learning. In addition, Mayor Emanuel launched the New Early Learning Portal (chicagoearlylearning.org) to empower families to make decisions about hundreds of quality early learning programs available across the city.

Policing

Mayor Emanuel, along with Superintendent Garry McCarthy, have worked to implement smarter policing strategies that focus on putting more cops on the beat while taking guns, gangs and drugs off the street. In the last two years, more than 1000 police officers have been moved from desk jobs to beat patrols, a new saturation strategy has been implemented to focus our policing on impact zones where the risk of violence is highest, and the Chicago Alternative Policing Strategy (CAPS) program has been revitalized by empowering residents with 21st century tools to communicate with their local beat officer.

Penalties

Mayor Emanuel believes that we should be putting the most serious criminals in jail while keeping out those who are only guilty of minor crimes – saving taxpayer dollars and police hours that can be reinvested in putting more cops on the street. While he believes that the penalties for serious offenses like illegal gun possession and crimes committed with guns should be steep, minor offenses such as possession of small amounts of marijuana should be less severe and include a fine rather than jail time.

Stiffening Penalties to Deter Gun Violence

New Gun Penalties. City Council passed a series of amendments introduced by Mayor Emanuel expanding reporting requirements for firearms, increasing penalties for failure to report as required, and increasing penalties for other types of firearms-related violations.

New Mandatory Minimums for Gun Crimes. Mayor Emanuel joined Cook County State's Attorney Anita Alvarez and Police Superintendent Garry McCarthy to push for statewide gun safety legislation that would increase minimum sentencing for the most serious gun crimes and require offenders to serve at least 85 percent of the imposed sentences.

REBUILDING TRUST IN GOVERNMENT

Beginning on his first day in office, Mayor Emanuel set about transforming the culture within City Hall by balancing the budget without gimmicks, improving City services, increasing transparency and accountability, and fighting on behalf of taxpayers.

Changing the Culture in City Hall

As his first act in office, Mayor Emanuel signed six executive orders that closed the revolving door between City Hall and the private sector, established a duty to report wrongdoing, and protected City employees against pressure to give gifts or make political contributions. He then appointed a respected Ethics Reform Task Force to go further, and ultimately passed nearly all of their recommendations to increase protections for whistleblowers, strengthen the city's gift ban, impose strong new rules on candidate political action committees, eliminate honoraria, and increase penalties for violations.

Righting the Fiscal Ship

During its first year, the Emanuel Administration closed the \$635.7 million deficit it inherited by making tough choices and delivering better services for less. The Mayor held the line on property and sales taxes for two straight years, ensuring business owners and residents get the best possible return on their tax dollars. At the same time, he eliminated the anti-jobs Head Tax that makes Chicago companies pay additional taxes for every new employee they hire.

Fighting for Taxpayers

Eliminating Employee Abuse. Mayor Emanuel eliminated hundreds of employee credits cards, banned the use of petty cash entirely and tightened mileage and travel reimbursement rules.

Fighting to Change the Meter Deal. From day one, Mayor Emanuel made clear he would have never proposed or signed the parking meter deal. It was bad for the city, poorly structured, and at 75-years, the length of the deal was just too long. While he recognized that no mayor could turn this bad deal into a good deal, he promised to do everything he could to improve the contract. The City and company reached an agreement that, if passed by City Council, will eliminate more than \$1 billion of additional taxpayer charges over the life of the contract, provide for free parking in Chicago neighborhoods on Sundays and will introduce a pay-by-cell option that will provide convenience for parkers choosing to use it.

Bringing Stronger Oversight and Transparency to Tax Increment Finance (TIF). Based on recommendations from the Mayor’s TIF Task Force, the City has – for the first time – aligned TIF investment within Chicago’s multi-year economic development plan, and public infrastructure projects now go through an objective evaluation based on industry standards to ensure taxpayer dollars are spent on the most high-impact projects. Every proposed private development TIF project now has an assessment report that is posted online and outlines the project’s ability to create jobs and provide return on investment to the City.

Better Services for Less

The Emanuel Administration has succeeded in delivering better services for less. By taking the politics out of garbage pickup through grid garbage, the City is saving \$18 million annually and reducing average daily truck deployment from nearly 360 trucks to less than 320 trucks each day, freeing up additional resources for recycling services. And by introducing managed competition into service delivery, City Hall has decreased recycling costs by \$4.7 million and paved the way for the citywide recycling expansion. Starting a business in Chicago has never been easier – Mayor Emanuel streamlined the process to open a business through the establishment of the Small Business Center, and slashed the number of business licenses to make the process simpler and quicker.

City Service Improvements – By the Numbers

49	Number of business license types in May 2013, a 60 percent reduction from 117 in 2011
74%	Reduction in number of days to launch a full service restaurant with a liquor license and/or construction, following the launch of the Restaurant Start-up Program
\$25.3M	Savings resulting from Accenture’s complete evaluation of City contracting
22%	Increase in number of graffiti removal requests completed per day, from 20.4 jobs per crew to 24.8
11%	Increase in number of forestry requests completed per day, from 11.3 per crew to 12.5
31%	Reduction in price per recycling cart collection, from \$4.77 to \$3.28
12%	Reduction in number of garbage trucks needed to collect residential refuse per day, from 358 to 317 on average

Opening up City Hall

The Emanuel Administration is a national leader in open data, making unprecedented amounts of information about government available to the public. To improve transparency, non-competitive contracts are now posted online for public review to allow time for public feedback and ensure more accountability, and all documents related to the advertisement and award of competitive low bid contracts are now posted on the City website. A new Reverse Auction initiative has allowed 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, resulting in significant savings and greatly increasing the number of bid submittals per specification.

BRINGING CHICAGO'S INFRASTRUCTURE INTO THE 21ST CENTURY

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

Building a New Chicago – By the Numbers

70.7	Average miles per year of sewer, water main, and sewer lining replacements in 5 years prior to Building a New Chicago initiative
355.6	Total miles of water main, sewer main, and sewer lining replacements completed in Mayor's first two years
\$1.1B	Department of Water Management (DWM) investments in capital improvements 2011-2013, with an average of \$382M invested per year from 2011-2013 compared to \$222.5M per year in 2009-2010
53,140	Street and alleyway lights repaired in the first two years, compared to 44,240 in the two years prior
272.5	Miles of arterial and residential resurfacing in the first two years, compared to 189.91 in the two years prior
10	Bridges and viaducts reconstructed in the first two years, compared to 4 in the two years prior.
58	Miles of bike lanes constructed, including 30 miles of protected, compared to 8 miles of bike lanes constructed 2009-2010
3	Fully reconstructed CTA stations, and the first CTA reconstructions since 2008

Investing in CTA Repairs and Renovations to Ensure a Clean, Efficient Transit System

Chicago is making major investments in its transit systems aimed at cleaning up rail stations, improving safety, eliminating slow zones, repairing tracks, and overhauling stations on the Red and Purple lines.

Leading the Way in Infrastructure Finance

The Mayor established the Chicago Infrastructure Trust, the first of its kind in the United States, to leverage private funding sources for City investments in infrastructure. Individual projects will repay both the Trust and the private sector investors, depending on how each project is structured. To ensure that the Trust operates in an accountable and transparent way, the Mayor appointed an independent oversight panel.

IMPROVING QUALITY OF LIFE IN CHICAGO

The quality of life that comes with widespread access to parks and an abundance of cultural amenities is critical to Chicago's future as a global city. Mayor Emanuel has been making critical investments in each of these areas.

A 21ST Century City in a Garden

The Emanuel Administration is developing hundreds of acres of new park projects and rebuilding, repairing, or refurbishing 300 playgrounds in communities across the City. By the time these projects are complete, every child in Chicago will live within a ten-minute walk of a rebuilt playground or park. Through innovative projects like the Maggie Daley Park green roof, the Northerly Island habitat, the Celotex superfund-to-park conversion, the Bloomingdale Trail rails-to-trails conversion, and the Rosehill cemetery-to-park conversion, Chicago will be building the equivalent of five Millennium Parks over the coming years. To make the Chicago River the next recreational frontier in the city, 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.

Parks Investments – By the Numbers

- 190** Acres of new parkland acquired in 2012
- 200** Acres of new parkland to be acquired in 2013
- 85%** Share of lakefront reserved for the public
- 10%** Chicago land set aside for parks and playgrounds

Parks Investments – Key Milestones

- Bloomingdale Trail** Longest urban elevated rails-to-trails conversion in the world
- Rosehill** Largest modern day cemetery-to-park conversion
- Celotex** Largest EPA superfund-to-park conversion in a major U.S. city
- Maggie Daley Park** 2nd largest green roof in the world after Millennium Park
- Northerly Island** Largest creation of new habitat on the Great Lakes

Redesigning Chicago's Riverwalk as a Center of Recreation and Commerce

Mayor Emanuel and U.S. Department of Transportation (USDOT) Secretary Ray LaHood announced that USDOT invited the City of Chicago to submit a formal application for a \$100 million federal loan to complete the Chicago Riverwalk along the main branch of the Chicago River. The invitation moves the project to the last stage of USDOT's rigorous review process, making the Chicago Riverwalk the first project to reach this stage since Congress significantly expanded the USDOT's Transportation Infrastructure Finance Innovation Act (TIFIA) program last year.

Transforming Chicago into a Cultural Capital

The Emanuel Administration issued the Chicago Cultural Plan 2012, the first new plan for strengthening the city's arts and cultural sector in more than 25 years, to serve as the central planning document for enhancing Chicago's thriving arts and culture sector, supporting creativity, innovation and excellence in the arts.

