

CHICAGO 2011

TRANSITION PLAN



May 10, 2011

Dear Friends:

During the campaign for Mayor of Chicago, I pledged to bring change to city government. Change starts as a vision, but to become reality, it needs to be embedded within a plan. This report is a road map for building a better city government for Chicago.

After February's election, I felt that we had no time to waste because the status quo is not working for the people of Chicago. So we conducted a comprehensive review of the City's operations and developed workable proposals for improvement.


I assembled a transition team, a diverse and experienced group of Chicago leaders tasked with creating the document you see today. They worked tirelessly to craft proposals that address the core challenges facing our city: how to provide services at a lower price for taxpayers, ensure that our children get a world-class education, and make Chicago's streets safer.

This report outlines major initiatives the City will undertake during the first 100 days, first year, and first term of my administration. The ideas within build on Chicago's strengths as they lay out a vision that will help our city thrive for years to come.

This transition plan represents a true team effort. I am thankful to all of the transition committee members for donating their time and energy. And I am thankful to the many individual Chicagoans who contributed by sharing their ideas on the Chicago 2011 website, www.chicago2011.org. Additionally, scores of organizations provided input to the transition committees. All of their contributions were invaluable to creating the plan you see here.

As you read this plan, I hope that you, too, will visit www.chicago2011.org to share your thoughts for moving Chicago forward.

Yours,

A handwritten signature in black ink that reads "Rahm Emanuel". The signature is fluid and cursive, with the first name "Rahm" and last name "Emanuel" clearly distinguishable.

Rahm Emanuel

TRANSITION COMMITTEES

We would like to thank the many people who worked tirelessly to develop our plan and to accelerate a successful transition. In the past 10 weeks, the transition committees met a total of 29 times in committee and subcommittee sessions to develop and submit recommendations for consideration in this transition plan. As part of their process, the committees met with key stakeholders in neighborhoods throughout the city and analyzed and considered more than 1,800 ideas, including 1,185 suggestions submitted via our public web site. The quality and depth of the comments submitted on-line were truly impressive and added greatly to our deliberations. Thank you for lending your good ideas to this process.

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CHICAGO TODAY

No American city can match what Chicago offers.

Today, as one of the world's largest commercial and financial leaders and an academic stronghold that is home to some of the world's best universities, Chicago sits solidly among the top global cities. In fields from aviation to pharmaceuticals, from management consulting to risk management, and from wind power to the power of the daily deal, local companies lead the world. Chicago's three million residents make up one of the most ethnically and culturally diverse populations anywhere.

It's no wonder, then, that the city contributes so impressively to many of the world's great innovations and influences music, arts, and dining around the world. Here at home, Chicago's beautiful natural assets and soaring architecture make experiencing our city unforgettable.

Chicago is rich with history. We have always been the City of Big Shoulders, and always will be. But Chicago is also becoming the City of Big Ideas, a place where new business models take root and revolutionize entire industries. Our city combines unparalleled access to transportation with top-notch talent, affordability, and outstanding quality of life.

But despite our city's underlying strengths, we will need to make significant changes to reach our full potential – as an economic powerhouse; as a network of thriving, safe communities throughout our neighborhoods and region; and as a place where our children and their families can succeed in school and long beyond.

To promote economic development and attract new business, we must begin by tackling the City's growing budget deficit. The simple but jarring truth is that the City of Chicago will face a budget deficit of more than \$1 billion within a few short years. Next year the gap between expenses and revenues is projected to be nearly \$700 million. Government expenditures have been growing rapidly, far outstripping the growth in revenues. The economic recession has exacerbated this problem. In the past few years, the budget has been balanced mainly through one-time fixes such as depleting asset reserve funds, instituting employee furlough days, and restructuring debt. These short-term approaches are no longer available – nor should they be our answer to a problem that goes much deeper.

If ever there was a time for urgent change, the time is now. And change we will. We will reduce our costs. We will hold ourselves accountable – and ask you to do the same – for high

standards of efficiency and performance, from potholes to public safety. We will form new partnerships to make services more effective and equitable. And we will open up our government to the public with unprecedented access to data and information.

Chicago is at a turning point: the decisions we make in the next four years will shape the next 40. Fixing our finances, spurring economic development, and strengthening our communities go hand in hand. Indeed, this is a time of great opportunity for Chicago to take bold action:

- To address the structural deficits in the City's budget and lay the foundation for a financially healthy and vibrant city
- To build our economy – and the jobs, educational attainment, and opportunities of our residents
- To find new ways to support communities and help them prosper
- To strengthen our competitiveness in the region and in the world

We need to create an economic climate that draws businesses to invest and build here, a system of high-performing neighborhood schools that keep families in the city, and safe, stable communities where residents have access to good jobs and lifelong careers.

Chicago can only succeed as a city if every part of Chicago succeeds. Our future depends on communities that stretch from Devon Avenue to 130th Street, from the Loop to Austin. City government is part of a much larger fabric. Businesses create jobs. Parents guide their children. Nonprofit organizations provide essential services. Governments, big and small, can collaborate. And Chicago won't move forward unless we all work to move forward together. Success will be measured by asking whether all of our communities are thriving.

Together, we will bring our city to new heights.

TRANSITION INITIATIVES

The following pages outline the initiatives we will launch during the coming weeks, months, and years. We have grouped the initiatives into four categories:

- **Our Government.** Our plan to make government more effective, to deliver better services at a more competitive price, and to open government to the public.
- **Our Communities.** Our outline of initiatives that will strengthen the communities and neighborhoods that make Chicago so vital and vibrant.
- **Our Children.** Our 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.
- **Our Growth.** Our plan to develop Chicago's assets as a center for commerce and industry and to develop the infrastructure needed to support that growth.

These plans are highly interdependent. For how can we even begin to think about the way our government should be structured and run without deep consideration of the supports that communities need and the best way to deliver those services? How can we grow without strong communities? How can we ponder what is best for our communities without thinking hard about the challenges our children face?

In 100 days, we will report to you on the status of these plans. That report will be the first of many regular updates about the progress we are making together.

OUR GOVERNMENT

Our local government is living beyond its means. The annual budget of Chicago's City government is more than \$8 billion, which includes the corporate fund, enterprise funds, and grants. Next year, the City will face a projected \$700 million budget gap, and the one-time fixes of the past are no longer available. The deficit is structural: without change to the underlying framework of government, it will continue to grow, reaching more than \$1 billion within just a few years. The longstanding and acute structural budget deficit can no longer be ignored and must be addressed. Failure to do so will undermine Chicago's quality of life and economic competitiveness.

The good news is that the changes needed to balance the budget – while ambitious and difficult – are indeed achievable. And as we make the budget healthy, we will be able to ensure the success of programs, services and growth in the long-term.

Chicago's government will be reinvented to reverse the deficit, enhance performance, improve critical services, and deliver better value to Chicago taxpayers. As part of this reinvention, Chicago will set clear service priorities, measure the effectiveness and cost of those services, and seek partnerships with other local governments and nonprofit organizations to improve service quality and reduce costs.

The public and City Council will be partners in the process of reinvention and will have timely access to accurate and complete information on the performance of City services and the status of City finances.

To ensure transparency and accountability, Chicago will establish a long-term financial planning process for the City, as will its six sister agencies, which include Chicago Public Schools, Chicago Transit Authority, and City Colleges of Chicago. The City will adopt a formal budget policy with measurable standards, and revise the budget document and process to increase understanding of the choices the City faces. Performance measures will be publicly reported, and evaluation will be driven by continuous improvement of both service quality and efficiency.

As a result of our reinvention efforts, the City of Chicago will fully meet its obligations to protect the health, safety, and welfare of Chicago residents, businesses, and its dedicated employees – through fiscal responsibility and a structurally balanced budget across all funds.

What will success look like?

- A more efficient and effective government that deploys its resources wisely and equitably for the long-term health of the city, its residents, and businesses
- Programs, services and internal operations that set, achieve, and maintain high standards for performance
- Opportunities and expectations that all Chicagoans will be involved in our city's future, with broad access to information, easier ways to give feedback, and participation in improvements

Our Government

Index of Initiatives

Number	Initiative
1	Cut \$75 million immediately
2	Implement budget reform
3	Reform TIF
4	Initiate ethics reform
5	Set high standards for open, participatory government to involve all Chicagoans
6	Simplify the structure of government <ul style="list-style-type: none"> <li data-bbox="326 999 1062 1031">a. Internally, by centralizing and coordinating services <li data-bbox="326 1052 1195 1125">b. Through partnerships with nonprofit organizations and other governments, to strengthen the effective delivery of services
7	Simplify fees, regulations, and inspections
8	Centralize, professionalize, and reform procurement
9	Integrate public performance targets with service delivery and cost effectiveness standards
10	Invest in the health and well-being of City workers and their families
11	Ensure that worker safety is a top priority
12	Introduce a consolidated, comprehensive capital planning and management process

Initiatives

1. Cut \$75 million immediately

Why do this? The City of Chicago has a structural deficit – its costs are growing far more quickly than its revenues can keep up. The economic recession has only made matters worse. In recent years, one-time fixes such as financial reserves and stimulus funds have been used to plug the gap, but that approach is not sustainable or advisable. Before quality of services becomes threatened, the City must act immediately to drive down government spending. Chicago’s 2011 budget – this year’s budget – is the best place to start.

How will we do this? First, the administration will freeze spending. At the same time, department heads will be charged with developing a plan to cut costs, improve performance, and launch immediate efficiency measures

throughout City government. The biggest early opportunities are likely to be in the consolidation of administrative support services and elimination of duplicative tasks across departments and agencies.

What will be different?

100 Days: Structural changes totaling \$75 million will be made to the current 2011 budget.

Year 1: Attention to the 2011 budget is just the beginning of a process to reverse the City’s structural deficit. In the 2012 budget, the goal is more efficient, high-quality services throughout Chicago government.

2. Implement budget reform

Why do this? Chicago needs a more disciplined, exacting, and transparent budget policy that sets specific annual and long-term targets for financial performance. In this way, the City will be able to develop balanced budgets that are realistic and understand how decisions today affect the Chicago's financial health in years to come.

How will we do this? The City will issue an executive order to establish a formal, long-term financial planning process. The administration will also ask City Council to pass a resolution adopting a budget policy that guides the process for spending and budget decisions.

Relying on involvement and input from the public and City Council, the new planning process will incorporate financial best practices.

What will be different?

100 Days: The executive order will be executed, and the City Council budget policy resolution will be introduced.

Year 1: Beginning with the 2012 budget, City budgets will be developed in the context of a five-year forecast, with clearly described assumptions and a formal policy about withdrawals from asset reserve funds, debt ratios, and growth in the City's fund balance.

3. Reform TIF

Why do this? Tax increment financing (TIF) is an important tool for capital investment and economic development in Chicago. However, although nearly \$500 million in property tax dollars flow into the TIF pool yearly, the TIF system makes its investments without sufficient transparency or accountability about the return on this important investment. The potential for wasteful and inefficient spending of tax dollars is simply too great.

How will we do this? The City will appoint a panel of experts and charge it with developing a policy for how the City invests these funds. The panel will identify return-on-investment performance goals for TIF districts and TIF-funded projects and develop guidelines for TIF transparency, including standards for an annual TIF report and audit, to be made public.

What will be different?

100 Days: The TIF panel will launch. Within 100 days, the group will develop guidelines and processes to ensure TIF transparency, set standards for future TIF investments, and develop measurable performance criteria.

Year 1: The TIF panel will assess performance of current TIF districts and make recommendations regarding next steps for each district and the program as a whole.

TIF recommendations and process changes will be built into the FY 2012 budget. Financial and spending information will be posted on-line in a user-friendly format. Future decisions regarding TIF spending will be made and evaluated according to a clear set of return-on-investment expectations.

4. Initiate ethics reform

Why do this? The City owes it to the taxpayers to provide superior services, free of corruption and waste.

How will we do this? Transparency and accountability are the best guards against unethical behavior. In addition to opening vast quantities of information to the public, such as data about lobbyist activities and interests, the administration will issue an executive order banning all mayoral

appointees from lobbying their former colleagues for two years.

What will be different?

100 Days: With the executive order, the “revolving door” between government service and lobbying will close.

Year 1: Residents will be able to access information about lobbying activity online. (See Initiative 5.)

5. Set high standards for open, participatory government to involve all Chicagoans

Why do this? Without access to information, Chicagoans cannot effectively find services, build businesses, or understand how well City government is performing and hold it accountable for results.

How will we do this? The City will post on-line and in easy-to-use formats the information that Chicagoans need most. For example, complete budget documents – currently only retrievable as massive PDF documents – will be available in straightforward and searchable formats. The City’s web site will allow anyone to track and find information on lobbyists and what they are lobbying for as well as which government officials they have lobbied. The City will out-perform the requirements of the Freedom of Information Act and publicly report delays and denials in providing access to public records.

The City will also place on-line information about permitting, zoning, and business licenses, including status of applications and requests. And

Chicagoans will be asked to participate in Open311, an easy and transparent means for all residents to submit and monitor service requests, such as potholes and broken street lights. Chicagoans will be invited to develop their own “apps” to interpret and use City data in ways that most help the public.

What will be different?

100 Days: A searchable version of the City budget will be posted on-line, after a full review to ensure that its presentation is clear and easy to understand.

Year 1: Open311 and “Apps for Metro Chicago” will launch. Also a broad spectrum of new information will be made available to residents and business owners to enable them to track lobbying activity, as well as status of permits, licenses, and zoning change requests. Starting with the 2012 budget, the budget document will be reformed, simplified, and tied to performance.

6. Simplify the structure of government

The City must streamline and rethink government so that it delivers better services to taxpayers at a more competitive price.

a. Internally, by centralizing and coordinating services

Why do this? With roughly 40 departments, the sprawling bureaucracy of Chicago City government is inefficient and diverts scarce resources from critical services. By streamlining the structure and eliminating unnecessary layers of management and bureaucracy, the City can modernize how the government operates.

This is not about simply consolidating department or cutting positions – it’s about rethinking the way that City government is structured and operates.

How will we do this? This work will target those functions and departments where closer alignment can remove unnecessary bureaucracy, consolidate redundant tasks, and provide better service.

Already, the administration has identified a need to combine the revenue and finance functions of City government to facilitate better planning and coordination. Additionally, the combination of general services and fleet management will centralize the City’s infrastructure, assets, and

property management under one strategic manager. Consolidation of additional internal operations – such as IT and procurement – into centralized “shared” services will further streamline government. (See Initiative 8.)

What will be different?

100 Days: The transition to new structures for revenue / finance and general services / fleet management will begin immediately upon inauguration. Planning for additional shared services opportunities will also begin immediately, including benchmarks for key activities and the development of cost reduction targets.

Year 1: Further centralization of internal services and consolidation of operations – and the significant cost reductions they can produce – will be implemented in 2012. With unnecessary bureaucracy and redundant activities stripped out, performance and accountability can improve for all City services.

b. Through partnerships with nonprofit organizations and other governments that strengthen the effective delivery of services

Why do this? Resources go further and effectiveness increases when governments work together and when they partner with nonprofit organizations that are also committed to serving the community. In a time of scarce resources, it makes absolutely no sense not to partner with others.

The key is to determine which services the City can deliver best and which are more effectively delivered by partners. The City already works with many nonprofit organizations that serve as delegate agencies, providing direct services such as job training and support services to residents. In these situations, the nonprofits themselves are better situated to deliver effective services.

How will we do this? By identifying which services the City should continue to provide directly, and which nonprofits and local partners can do better, the City can expand its work with delegate agencies at the same time that we institute better monitoring and auditing of these programs to hold the nonprofits accountable to ensure that residents are receiving the services effectively.

The Mayor-elect has already joined Cook County President Toni Preckwinkle

to announce a joint effort to evaluate a host of opportunities where they might collaborate. The panel is reviewing potential City-County collaboration in health care, technology, purchasing, administration, and many other areas. The goal is to identify how to improve services and streamline redundant activities.

What will be different?

100 Days: City staff will conduct a comprehensive review of all City services to prioritize opportunities to partner with nonprofit organizations and other governments on service delivery. At the same time, the City-County Joint Committee on Collaboration will release their report with recommendations on which collaboration opportunities to pursue and prioritize.

Year 1: Initial efforts to collaborate with the County will be launched. Plans for a more robust system of nonprofit partnership will be developed.

First Term: Partnerships with other governments and nonprofits, including a better approach to the full partnership process (from contracting, invoicing and payments to oversight and monitoring of programs) will become an integral part of the way that the City does business.

7. Simplify fees, regulations, and inspections

Why do this? Inconsistent enforcement of City regulations and a time-consuming, unpredictable licensing and permitting process deter businesses from opening in Chicago. And the sheer quantity of fees and regulations can be frustrating if not downright debilitating to business owners. With more than 600 regulations, the City's regulatory environment for businesses has significant room for improvement. In addition, the City conducts roughly 2 million inspections every year, many of which do little to improve public health and safety.

By simplifying the number and types of fees and regulations and introducing new processes that make it easier for business owners to get licenses and permits, the City can help businesses by getting out of the way of their growth.

How will we do this? Improvements will begin with a comprehensive review of fees, regulations, and inspections that involve business owners and non-profit delegate agencies, as well as the processes they must navigate.

What will be different?

100 Days: The review of regulations and fees will identify a set of quick, easy streamlining steps that can be implemented rapidly, especially related to business licensing. The administration will develop and introduce ordinance changes to implement the reforms requiring legislation.

Year 1: Businesses will find interactions with the City much simpler, both when launching a new business and when periodically renewing licenses. The licensing process will be further streamlined, and the City will take a comprehensive look at inspections.

8. Centralize, professionalize, and reform procurement

Why do this? Chicago's government is one of the largest consumers of goods and services in the city, processing contracts valued at nearly \$1.6 billion last year alone. But the City's procurement process is antiquated, slow, and not transparent.

Increased coordination of procurement efforts will improve response and processing times. And expanding joint purchasing with the sister agencies and other entities can lead to dramatic cost savings. Also, directing the purchasing power of the City toward local businesses will also help small businesses stay and grow right here in Chicago.

How will we do this? Attention to performance metrics will force improvements in the quality of contracts and the effectiveness and speed of the contracting and payment processes.

Streamlining disparate processes will result in common forms, standards, and reporting requirements so that companies – and small businesses in particular – face lower entry barriers to city contracts. Similarly, by working with other governments to adopt a

common approach to minority- and women-owned business certification, the City can increase the opportunities for these businesses.

Strategic sourcing and shared services will be developed as extensively as possible with other partners, such as the City's sister agencies and the County. (See Initiative 6.)

What will be different?

100 Days: The City will quantify and commit to procurement savings for the 2012 budget, based on an evaluation of everything it buys and a plan for process improvements and savings. Purchasing will be consolidated within the City.

Year 1: The 2012 budget will reflect a new approach to procurement, with lower costs, better response time, and as a result more opportunities for small businesses. The City will identify a credible and effective standard certification for minority- and women-owned businesses across multiple agencies.

The City will also develop joint approaches to purchasing with the largest sister agencies to take advantage of greatly expanded buying power.

9. Integrate public performance targets with service delivery and cost effectiveness standards

Why do this? A thriving performance management system allows for greater department innovation, autonomy, flexibility, transparency, and accountability. When performance management ties its metrics to the unit cost of services (for example, dollars spent per pothole repaired) and benchmarks services against other comparable public and private sector leaders, productivity improves and service provision becomes inextricably linked to the outcomes it is meant to achieve.

And when the public is given the opportunity to track these outcomes, the increased scrutiny and accountability further drive and improve performance.

How will we do this? The City will tie performance measures to a limited number of clearly defined goals for the City. Managers will be held accountable for meeting or beating goals and employee training and evaluation will be driven by continuous improvement of both service quality and efficiency.

To support continuous improvement, critical services will be prioritized and benchmarked against other comparable cities and public and private sector top performers for both the quality and cost

of service. There will be measurable cost reduction and service improvement targets for each performance measure. These targets will be reported to the public and City Council, and quarterly progress reports will be issued.

What will be different?

100 Days: From day one, the administration will hire professionals who are driven by performance. Performance benchmarks will be established to develop reasonable standards for City services, such as garbage collection, construction activities, maintenance, repairs, and infrastructure services. Performance will be posted on-line for the public to view.

Those department leaders who significantly outperform their performance targets will be given greater autonomy and control within their departments. The first cohort will be announced within the first 100 days.

Year 1: Transparent performance management will become fully integrated into the operations and oversight of the City, as part of the 2012 budget and beyond.

10. Invest in the health and well-being of City workers and their families

Why do this? Health care costs for city employees are growing far faster than the rate of inflation and outstripping growth of Chicago's revenue. In 2011, taxpayers will spend nearly \$500 million on health care costs for city employees, their families, and retirees. In Chicago, just 4% of government employees generate more than 60% of the City's health care costs.

Health and wellness programs have been shown to promote better working conditions and employee health while reducing costs.

How will we do this? Under the plan, every employee will have access to an initial screening that emphasizes preventing and managing chronic conditions – such as hypertension, asthma, diabetes and coronary artery disease – that affect the quality of life

of employees. These are also the same chronic illnesses that drive the majority of health care costs.

Participants will receive early and ongoing support to manage their health, and significant incentives to stay healthy.

What will be different?

Year 1: The Chicago health and wellness plan will be developed and rolled out.

First Term: Employees will be better equipped to prevent and manage chronic illnesses. The City's health care costs will decline dramatically. Successful programs have seen a return of nearly \$3 for every \$1 invested in these types of health and wellness programs.

11. Ensure that City worker safety is a top priority

Why do this? The City has the responsibility to maintain a safe workplace to reduce the risk of injuries and care for employees who are hurt carrying out their duties.

Private sector programs address worker compensation by focusing on worker safety and making worker safety the top priority. In Chicago, however, the rate of workplace injuries is unacceptably high. As a result, the costs incurred by the City are far out of line with industry standards. Each year, the City spends more than \$100 million on worker's compensation costs.

The elements of the current City worker compensation and safety programs are spread among various departments and City Council. The result is a lack of coordination and a program that is focused primarily on the payment of claims.

How will we do this? The City will shift to a comprehensive safety program focused on worker safety from the start. Each department will be accountable for enforcing safety programs and reducing their worker compensation costs. Their success will

be measured against the industry standard.

The existing return-to-work program will expand and include a vocational rehabilitation that returns employees to productive work as soon as possible. The City will also institute a professionally-managed claims management program which is fully integrated with the safety program and return-to-work program.

What will be different?

100 Days: Based on industry standards for worker's compensation claims and worker safety, the City will develop a worker safety program and departmental benchmarks for the infrastructure departments.

Year 1: The return-to-work program will expand, and the professional vocational rehabilitation program will be implemented.

First Term: We will create a workplace where safety and accident prevention are an absolute priority. Based on the experience of the first year, benchmarks will be reevaluated and adjusted to further decrease workplace accidents and to achieve additional savings of at least \$10 million.

12. Introduce a consolidated, comprehensive capital planning and management process

Why do this? Currently, there is no clear and comprehensive view of Chicago's infrastructure needs or to effectively deliver projects with limited resources. When City departments and sister agencies plan projects in isolation, they miss opportunities to coordinate investments, reduce costs, attract outside resources, and reduce the disruption to Chicago residents and businesses that often comes with extended construction projects.

How will we do this? The best-planned cities develop a 25-year vision and prioritize investments into five-year capital improvement plans using a multitude of investment options, including leveraging private resources and capital. Using this framework, all investments will be maximized and sequenced to reach their full potential and deliver the best value to Chicago. An investment management center will plan, coordinate, and oversee all

Chicago infrastructure projects across a multi-year horizon. Relevant partners and regional entities will be integrally involved in planning and coordination.

All new investments will be structured to maximize benefits and achieve the greatest value for each project. Clear metrics will track the performance and return on capital investment.

What will be different?

100 Days: Performance metrics and ROI standards will be developed for all capital projects.

Year 1: Department and agency capital improvement plans will be rolled up into a Chicago capital plan with a multi-year time horizon identifying timelines, goals, plans, and partners for upcoming projects, including the Red Line expansion.

OUR COMMUNITIES

Looking at Chicago with a broad view masks the strengths and richness of the city's many communities: a wealth of ethnic and cultural diversity living in distinct and vibrant neighborhoods that together create the mosaic of Chicago.

A broad view, unfortunately, also masks the challenges faced by many residents on an individual and community level. A fraying safety net means that many people, sometimes entire communities, live in extreme poverty. Public health issues, such as obesity and diabetes, are rising dramatically. Many communities lack access to affordable, fresh food. Far too many Chicagoans still live in homes, neighborhoods, and communities where fear and violence persist. Despite progress in recent years, violence in Chicago, and gun violence in particular, exacts an enormous toll and exacerbates almost every other problem the city faces.

As a city, we can and will do better.

Making Chicago the safest and most vibrant big city in America will take hard work. It must begin with a top to bottom review of the City's public safety institutions and the formation of a coordinated citywide strategy for reducing overall violence, especially gun violence. It requires a comprehensive plan to meet basic human needs and to support people's path to self-sufficiency and healthy lives. Residents must be engaged and take an active role in their communities.

These efforts will be bolstered by attention to many of the assets that get Chicago recognition as a top livable city and that offer beauty, recreation, sustenance, and health: Lake Michigan, with its stunning lakefront and quality drinking water; the creative vibrancy of hundreds of arts organizations; and the many opportunities available to Chicagoans to pursue an active and healthy lifestyle, such as public spaces and cycling networks.

What will success look like?

- Basic human needs – housing, food, health, and safety – will be met for all Chicagoans.
- Every resident, business owner, and visitor will be safe, and feel safe, in all neighborhoods. Every young person will have the safe and secure home, school, and community necessary to realize their dreams and aspirations.
- The arts will reach deeply into all Chicago neighborhoods.
- Chicago will be acknowledged as one of the world's most beautiful and sustainable cities.

OUR COMMUNITIES

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Initiatives

13. Take action to address gun violence

Why do this? More than 80% of the murders in Chicago in 2010 were committed with a gun. That same year, the Chicago Police Department seized nearly 8,000 firearms.

How will we do this? The administration will advocate for stronger state and federal policy reforms to control the flow of firearms into the city.

Firearm laws will be strictly enforced in Chicago.

The City will increase efforts to trace weapons that are used in crimes and push to publicly release that information: a new data-collection and data-sharing initiative will gather complete data about gun crimes, lethal gun use, and gun offenders in Chicago. Data will be made available to the public through existing technology platforms.

What will be different?

100 Days: The administration, including the Chicago Police Department and the Chicago Department of Public Health, will develop a comprehensive data collection plan regarding gun usage and crimes. Working with the community and local and federal law enforcement, the City will develop a plan for the use and dissemination of data.

The Mayor-elect will join Mayors Against Illegal Guns and work with them to develop and advance a state gun policy agenda.

Year 1: The new firearm database will provide the Chicago Police Department with better information to target gun enforcement programs.

The administration will continuously work to promote stricter gun laws at the state and federal levels.

14. Reduce summer violence, especially among youth

Why do this? Of the 435 murders in Chicago last year, nearly half of the victims were between the ages of 10 and 25. Youth are particularly vulnerable, especially during the summer. Summer in Chicago is a time for young people to be engaged in athletics, recreation, academics and a broad range of activities that are fun, healthy, and safe. Unfortunately summer in Chicago also is a time when young people are at greatest risk for becoming involved in gun violence, either as a victim or a perpetrator. During the summer months, gun violence is typically about 60% higher for school age youth than it is during the non-summer months.

How will we do this? The Mayor-elect has already partnered with Cook County Board President Toni Preckwinkle and a broad range of civic, faith, community, and philanthropic leaders to launch an

unprecedented summer initiative, One Summer Chicago (www.onesummerchicago.com). By providing a wide range of academic, recreational, arts education, jobs, and mentoring programs to a greater number of at-risk teens, One Summer Chicago will provide Chicago's youth with positive activities to help ensure a safe and productive summer.

What will be different?

100 Days: The summer safety initiative will expand on successful summer programs to engage greater numbers of at-risk youth. Summer 2011 is just the first phase of a long-term, comprehensive, annual summer initiative for youth. The City will closely evaluate what worked and what didn't.

Year 1: Programs will scale up to work in conjunction with other City programs. Based on data from the first summer, the City will adapt and adjust the program in subsequent summers.

15. Reintegrate policing with the needs and priorities of communities

Why do this? The original aspiration of the Chicago Alternative Policing Strategy (CAPS) program – to build a trusted partnership between police officers and the community – is as imperative now as it was when it was launched nearly 20 years ago. Unfortunately, in recent years, CAPS has begun to falter from its once prominent national role as an effective community-policing program. The time has come again for Chicago to step to the forefront in community policing by revitalizing and re-inventing CAPS.

How will we do this? New structures will reinforce the participation of community members and local nonprofit organizations with strong community networks and influence.

What will be different?

Year 1: The new approach to CAPS will be piloted in two to five districts. The City will evaluate the success based on community-level crime data.

16. Coordinate public safety efforts more effectively

Why do this? Every City agency must have public safety as a central focus.

How will we do this? The City will work with the County, foundations, community groups, businesses, and others to coordinate anti-violence efforts in every neighborhood and throughout the region. The administration will launch a coordinated public safety strategy review involving the Chicago Police Department, Chicago Fire Department, and the Office of Emergency Management, among others.

What will be different?

100 Days: Key departments will have integrated safety plans. Neighborhood efforts will be coordinated throughout the summer as One Summer Chicago (see Initiative 14). The immediate goal will be to reduce summer violence, especially involving youth.

Year 1: The City will publish a plan, in collaboration with many other stakeholders, for sustainable reduction in violence. Greater efficiency and effectiveness will ensure maximum impact of first responders, with more personnel dedicated to front-line positions.

17. Eliminate food deserts in Chicago

Why do this? More than 600,000 Chicagoans cannot access – or afford – fresh foods within a reasonable distance from their homes. Beyond inconvenience, food deserts play a major role in obesity and chronic health issues.

How will we do this? By tackling the obstacles of access, availability and affordability of fresh food, while stimulating demand through nutrition education. Because this is far beyond a grocery store issue, we will convene not only the grocery owners, but also convenience stores, farmers markets, shelters, pantries, WIC sites and community based providers that address hunger to understand how we can work together to feed hungry people and eliminate Chicago's food deserts. Changes to licensing and permitting restrictions may be required to make real change.

The City will also seek out new partners and distribution channels to increase access and affordability of fresh food. Many of Chicago's vibrant ethnic communities have affordable access to fresh foods regardless of their income demographics and we will leverage the

entrepreneurial spirit and know how to extend these markets throughout Chicago.

Additionally, the City will fix zoning regulations that limit or prohibit urban agriculture and aquaponics, a sustainable farming practice that raises fish and plants together.

What will be different?

100 Days: The City will convene a food desert summit that brings together all the players in the food distribution chain from grocery store CEOs to food depositories and community groups to create a strategy. Coupled with a public nutrition awareness campaign, the strategy will identify specific partnerships with businesses and nonprofits.

First Year: There will be a strategic plan for the five communities with recognized food deserts. Restrictions on urban agriculture and aquaponics will be lifted, and more of these local food producers will be established on the south and west sides. Foundation and non-profit partners will be engaged to help create vibrant market spaces throughout Chicago.

18. Improve street safety

Why do this? Chicago's streets have many users – pedestrians, people with disabilities, cyclists, motor vehicles of all shapes and sizes – and they all converge on roads and crosswalks. While it has improved, Chicago's traffic fatality rate is higher than that of many other large cities.

How will we do this? The City will carefully review data to understand where, when, how, and why street incidents are occurring. Through public education campaigns, clear enforcement of safety laws, and better use of technology and engineering solutions that have been proven to work, the City will be able to reduce street fatalities and injuries significantly – while further embracing pedestrian and bicycle use and encouraging the human scale of neighborhoods. By introducing protected bike lanes and other safety measures that support multiple uses of

the roads in the most problematic areas, overall street safety can dramatically improve.

What will be different?

100 Days: The City's plan to develop an extensive Chicago bike network, including protected bike lanes, (see Initiative 25) will incorporate a strategy for better overall street safety.

Year 1: Data review will identify where the City should launch initial pilots or expand use of technological and engineering solutions to street safety. Coupled with public education campaigns, these actions will produce immediate results.

The City's first pedestrian plan will also be completed. Certain parkways will be opened to pedestrians, bicyclists, and other non-motorized uses on weekends to encourage multiple use and active neighborhoods.

19. Place more police officers on active street duty

Why do this? Investing in Chicago's police ranks has a direct impact on community safety. Research suggests that each 10% increase in the size of the police force reduces violent crime by 4% and property crimes by 5%. In fact, each extra dollar spent on policing can generate up to \$8 in long-term savings. More cops on the street also can create better relationships between law enforcement and communities.

How will we do this? By removing extra management layers, by enforcing

stricter oversight of medical leave and limited duty, by reestablishing a robust police cadet program, and by eliminating unnecessary processes and paperwork, the City can re-assign hundreds of officers to street duty.

What will be different?

Year 1: Hundreds more police officers will be actively working on beat patrol, and not behind desks. Administrative efficiency will be dramatically improved.

20. Create a strong public health agenda for Chicago

Why do this? The modern city must see public health as more than what can be treated in a hospital. Violence, food deserts, post-traumatic stress disorder and trauma, along with teen pregnancy, sexually transmitted diseases, HIV, obesity, and diabetes must be addressed with an integrated strategy for all Chicago, especially our young people.

Public health has traditionally taken a back seat to clinical care in the medical community and public policy. But it is now impossible to ignore the impact that poor public health – whether it be obesity or violence has on our families, communities and our economy.

How will we do this? Strong leadership, backed by clear priorities and measurable objectives, will guide Chicago's public health strategy, raise health awareness of residents, and better coordinate services and resources by being actively engaged in

all our communities. A true focus on public health will leverage all of the City's assets – the school system, police department and parks department to combat public health deficiencies.

There is far more federal financial aid available to Chicago than it currently receives. Strategic private sector partnerships can facilitate access to new funding to carry out a strong public health agenda.

What will be different?

100 Days: A strategy will identify ambitious public health goals and a comprehensive plan to address those goals will be executed.

First Term: Significant progress toward targeted outcomes of the public health goals will be achieved, attracting new funding to Chicago's public health goals. Strategic decisions will be made in regards to healthcare collaboration with Cook County.

21. Create a strategic and comprehensive response to the foreclosure crisis

Why do this? There were almost 25,000 foreclosure filings in the City of Chicago last year and an additional 25,000 in surrounding Cook County. Foreclosures are taking a toll on Chicago's communities, families and compromising the economic health of the city and surrounding municipalities.

Until now, the response has been scattered and uncoordinated. We need to leverage the banks, community based organizations, and surrounding governments to create a robust response that expands upon the court and community-based mediation programs to create innovative and forceful tools that turn the tide of foreclosure and stabilize communities.

How will we do this? Other cities around the country are taking a variety of approaches to mitigate this urgent problem and we can learn from their experience. The approaches include ongoing efforts to reduce foreclosures, including pre-foreclosure counseling programs; court-appointed mediation for foreclosures in process (such as the program overseen by Cook County), and public or quasi-public acquisition and subsequent disposition of foreclosed units, as in the City's Neighborhood Stabilization Program;

and other innovative public and private initiatives.

The new administration will move quickly to adopt an at-scale and comprehensive program to address the crisis. In particular the program will address the problem of foreclosed properties that are bank- or investor-owned, and vacant and abandoned, by focusing on the capitalization, ownership and market disposition of the properties and the organizational structure that will be required to bring these properties back to useful status.

Echoing the City-County collaboration and the City's commitment to engage the business community, nonprofits, the legislature, and other public partners, this effort will leverage the talents and resources of many partners to address this problem together.

What will be different?

100 Days: The administration will convene lenders, policy makers, realtors and community agencies to develop an aggressive strategy with a goal of reducing foreclosure and its negative effects on communities in Chicago.

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Year 1: The strategy will be implemented. The City will also explore legislative changes that would enhance the City's strategy, including for example, the creation of a fast-track disposition program that would bring foreclosed properties back to productive use in a more economic and efficient manner than is possible now.

First Term: A coordinated public-private response, innovative legal and commercial options, and aggressive policy will help reduce foreclosure filings, stabilize the residential real estate market in Chicago neighborhoods, and increase the value of Chicago's property tax base.

22. Address the safety risks of vacant and abandoned buildings

Why do this? Chicago has made significant progress in addressing blighted property, yet abandoned and vacant buildings continue to threaten the public safety of Chicago citizens. This issue is made worse by the dramatic rates of foreclosure that continue to challenge the economic health and safety of neighborhoods.

How will we do this? The City will encourage the redevelopment of abandoned and neglected property in the neighborhoods, encouraging use for residential redevelopment, start-up businesses, urban agriculture, spaces for local artists, and other uses that leverage community assets. Concurrently, efforts to register, prioritize, and remove unsafe structures will be improved. Existing City initiatives, such as the Fast Track Abatement Program, Troubled Buildings Initiative, the Vacant Buildings Program, and the Homeownership Preservation Initiative, will be reinvigorated with new partnerships and processes. We will coordinate the flow of vital information from key City departments, and the Office of Emergency Management and Communication will become the repository of information regarding on abandoned and vacant properties. As a result, when first responders are called

to a structure, they will have the property status made available to them.

What will be different?

Year 1: A full inventory of abandoned buildings will be completed. The City's Fast Track building abatement program will be restored. This will result in either the securing or demolishing dangerous properties and structures. The Fast Track legal process will also enable the City to take possession of an abandoned property and turn it over to a developer, community housing organization or other affordable housing partner to afford a family an affordable housing option and restore communities.

The negative impact of increased foreclosures will begin to be reversed. New ideas for use of those properties will be solicited. We will establish a dashboard for identifying properties that are likely to become abandoned by identifying triggering events. For example, properties in certain zip code zones are highly likely to become abandoned when property taxes become delinquent. By creating an early alert system, the goal is to provide families with foreclosure prevention and other resources.

23. Make Chicago's accessibility code the most progressive in the nation

Why do this? Six hundred thousand people with disabilities live in Chicago. The Americans with Disabilities Act was enacted nearly 21 years ago to create sweeping civil rights legislation protecting the rights of people with disabilities. A commitment to an accessible Chicago for all residents means that local code needs to be aligned to support and further the federal

How will we do this?

The City will convene an advisory committee, including architects, developers, building industry leaders, and members of the disability community, to review Chicago's Chapter 18-11 accessibility code. The advisory committee will make

recommendations for improvements that will strengthen accessibility and make Chicago's code consistent with the new, federal ADA regulations.

What will be different?

Year 1: The advisory committee will submit their recommendations to update and strengthen Chicago's accessibility codes. The goal will be to underscore the City's commitment to ensure compliance and full accessibility for Chicago's disability community.

24. Launch city-wide recycling

Why do this? Four million tons of waste are trucked from Chicago to landfills across the Midwest every year. Separate collection of recyclables has been introduced, but not everywhere: Chicago's recycling lags far behind other major cities. Currently, only about one third of households with City-operated garbage service have access to separate collection ("blue carts"), and access at buildings with private collection is inconsistent.

How will we do this? The City will determine the most effective and affordable strategy for expanding recyclables collection to households across the city. Community participation will maximize

opportunities for neighborhood economic development. An economic review will study how Chicago can derive economic benefits from its waste and reuse.

What will be different?

Year 1: The City will create a plan to provide separate collection of recyclables throughout Chicago.

First Term: As the recycling effort takes hold and expands, consideration will be given regarding whether the program should be broadened to include other types of waste, such as food waste and organic material.

25. Create a world-class bike network and increase cycling

Why do this? More than 60% of trips in Chicago are three miles or less, and bicycles are an increasingly popular mode of transportation, particularly on short commutes. Biking also provides a viable way to help residents access public transportation nodes, especially in areas with limited car parking capacity.

While the City has been consistently adding new bike lanes each year, Chicago's 125 miles of bike lanes cover a small portion of the city's 5000 miles of roads.

Chicago needs a bike lane network that allows every Chicagoan to feel safe on city streets. The administration will help Chicago become a pioneer in the creation and expansion of protected bike lanes, which are separated from traveling cars and sit between the sidewalk and a row of parked cars that shield cyclists from street traffic. The City will prioritize the lanes on major thoroughfares that link communities to downtown and each other.

How will we do this? To support full implementation of Chicago's Bike Plan, the City will initiate a review of its goals and timelines to expand and accelerate its pace of implementation. For example, the City will dramatically

increase the miles of bike lanes added each year, from 8 to 25 miles, and the 2.65-mile Bloomingdale Trail for cyclists and pedestrians will be completed. The City will also establish a robust public bike share program.

What will be different?

100 Days: The City will select a pilot location for the first two miles of protected bike lanes. The site choice will be based on locations where there is high community demand and cycling activity, combined with sufficient physical room to create protected lanes.

Year 1: Beginning in the first year, 25 miles of protected bike lanes will be built each year to create bikeways that are comfortable for all ages and abilities.

A public bike share program will make thousands of public bikes available at stations throughout the city.

First Term: Featuring pedestrians and cyclists, the Bloomingdale Trail will also be completed to provide safe routes to schools for thousands of children, bike and pedestrian paths that link communities, and public space for neighborhoods.

26. Improve water efficiency, water quality, and water infrastructure

Why do this? Chicago sits next to one of the most reliable and beautiful sources of fresh water in the world. While we admire and protect Lake Michigan, residents continue to view the Chicago River as a wastewater conduit, rather than as an asset. The system of combining storm water with sewage is outdated, increasing both pollution and basement flooding.

Additionally, Chicago has approximately 9,000 miles of water and sewer pipe, much of which is well beyond its useful lifespan.

How will we do this? The City will work with the Metropolitan Water Reclamation District to develop a multi-year plan to reduce sewer overflow and basement flooding and to protect Chicago's water infrastructure. The plan will include water meter installation in homes along with a true cost accounting for the cost of water collection, treatment, delivery, and

reclamation, so that planning takes into account the upkeep of the systems and protection of Chicago's water asset.

What will be different?

100 Days: The City will accelerate the development of the multi-year plan, which will look at water meter installation and overhaul of water mains, in addition to incentives for permeable pavement, green infrastructure, rainwater re-use, among other options.

Year 1: The plan will be rolled out. The City will also develop a water pricing plan that can ensure the security, quality, and conservation of the water supply.

First Term: Chicagoans will see decreased basement flooding, fewer beach closures, and fewer wastewater overflows, all of which will help protect Lake Michigan and the Chicago River.

27. Conduct a review of City-organized festivals and cultural programming

Why do this? Chicago offers a diverse and vast portfolio of events, festivals, and programs, including more than 2,000 events that are produced by the City. Additionally, the City owns, manages, and programs 10 cultural facilities. This diversity and breadth of programming has grown exponentially in the past two decades, adding to the city's vibrancy and saving important landmarks to spur cultural development.

However, to ensure the greatest value from the City's investment in the arts, it is important to evaluate these activities and properties against measurable criteria linked to the City's overall objectives and cultural plan (see Initiative 50.)

How will we do this? The evaluation will develop performance standards and criteria to inform the selection of festivals, programs and venue

management to support the City's objectives and brand. Criteria may include cultural richness, fiscal responsibility, economic development, community engagement, and effectiveness of strategic partnerships.

The audit and analysis will balance a dual focus on 1) serving all Chicagoans and showcasing Chicago's diverse neighborhoods, and 2) promoting Chicago in the global marketplace as a vibrant tourist destination and a site of innovation.

What will be different?

Year 1: Performance criteria will be developed and applied to guide the City's selection and continuation of current events and programs.

First Term: Recommendations for future events, such as a new signature festival, will be based on the performance criteria and overall objectives.

28. Increase access to public space

Why do this? Chicago is renowned for its spectacular lakefront, regional parks, and forest preserve system—all legacies of the Burnham plan. Yet despite increases in park acreage, many neighborhoods remain underserved.

How will we do this? A task force of public space experts will create a vision and plan for city spaces. Part of their charge will be to shape a campaign to get children and families outdoors and engaged in stewardship.

Also, innovative public space and transportation projects like the Bloomingdale Trail, a 2.65-mile elevated park and trail system, have the potential to ignite a groundswell of community support for similar projects.

What will be different?

100 Days: The task force will deliver their recommendations. A web-based map of existing public spaces will demonstrate and inventory Chicago's parks and open space.

Year 1: Based on the task force's plan, a campaign will focus on bringing children and families to Chicago's parks for stewardship activities.

First Term: Urban agriculture farms and City-sponsored garden spaces can expand the opportunities for residents to participate in public open space, with a special emphasis on food desert communities.

OUR CHILDREN

Every child in Chicago must have access to a world-class learning experience. We owe our children a high-quality and safe learning environment. We will all benefit when we achieve this.

The path that leads a child from birth through a postsecondary credential and into a career should be guided by a seamless educational system that helps children access opportunities and find lifelong careers. Yet today, there are many places along that continuum where Chicago's children get lost – and in astonishing numbers. Despite some progress at all points on this continuum, improvements in performance have come slowly, and not at a rate that will allow Chicago's youth to participate in a global economy.

First 5 Years: Research shows that the first five years of life are a critical period for a child. Yet while many strong programs are offered, the early childhood system in Chicago is diverse to the point of distraction: programs are offered by countless service providers with minimal alignment on quality curriculums, and are supported by disparate funding streams that divert focus from educational outcomes.

K-12: Nearly 410,000 students attend Chicago Public Schools (CPS) public elementary and high schools throughout the city. CPS has a national reputation for urban school reform, the result of many efforts, some at significant scale, to create schools that work. Over the past 11 years, the high school graduation rate has increased from 47% to 56% – however, 10,000 students from every freshman class still drop out before graduation. Although also improving, most students who graduate from high school still fall short of college-level proficiency. A growing budget gap, which will leave the public schools more than \$700 million short in their next budget, dramatically complicates the search for solutions.

Higher Education: Chicago has a bounty of top-notch, independent, four-year universities and a sprawling community college network, City Colleges of Chicago, which serves nearly 130,000 Chicagoans every year. City Colleges, which operates with a half-billion-dollar budget, constitutes the largest workforce preparation system in Chicago, receives more graduates from the Chicago Public Schools than any other institution of higher education, and is the most accessible path to higher education for Chicago residents. Last year, City Colleges announced an ambitious Reinvention effort, designed to tackle issues such as low student completion and transfer rates, severe under-preparation of incoming CPS graduates, and a need to strengthen ties with the business community.

Youth safety: Without a safe learning environment, a child will not be able to take advantage of Chicago's education system, even if it improves markedly. Youth in Chicago are disproportionately impacted by violence. In less than two years, from September 2008 to June 2010, nearly 600 CPS students were shot, 64 fatally. During roughly the same period, an additional 157 school-aged youth

who were not enrolled in a CPS school were also shot and killed. The male homicide rate for high school dropouts is 50% higher than the victimization rate of those who graduate from high school. Conversely, for students who can navigate the education system despite the violence, the risks begin to drop: the homicide rate for those who attend some college is one-sixth the rate for youth who have never attended college.

A more effective education system will not only enable each child to fulfill his or her own potential but will also significantly boost Chicago's vitality, growth, and competitiveness.

Fixing Chicago's education system will require participation by everyone:

- Parents who, once armed with information about the school choices available to them, demand quality education for their child
- Educators who are aligned in their pedagogical approach and have the support, autonomy, and accountability required to ensure world-class learning experiences for every child
- Communities that collaborate and partner for change
- Businesses that provide internships, resources, and real-world experiences for students
- All City agencies reaching toward the same vision for children and families and working in partnership with the Chicago Public Schools, the City Colleges of Chicago, Chicago Police Department, and one another to achieve this vision

What will success look like?

The City will work closely with Chicago Public Schools, City Colleges of Chicago, other City departments, and partners in the community, including parents and families, to ensure that:

- Every child has access to a world-class learning experience from birth
- Chicagoans experience a transparent and accountable education system that is focused on student success
- Chicago is the national locus for education innovation, demonstrating leadership in emerging and effective methods to improve urban education
- College coursework prepares students for success in the workforce
- All students are safe in school and as they travel to and from school

OUR CHILDREN

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30	Recruit, support and retain high-performing school leaders and principals
31	Recruit, support and retain high-performing school teachers
32	Transform early childhood education to reach more young children with quality programs
33	Increase the number of non-selective, world-class schools in every neighborhood
34	Give parents and families the tools they need to demand high-quality schools and for their children's education
35	Overhaul Chicago's public high schools
14	Reduce summer violence, especially among youth <i>(repeated from Our Communities section)</i>
36	Set a bold postsecondary completion goal that accelerates degree attainment
37	Foster an aggressive approach to innovation in Chicago education
38	Ensure that Chicago's immigrant community can access available support and services effectively and that we deliver to Chicago's youth the promise of the Dream Act
39	Provide more options for youth that have dropped out of school

Initiatives

29. Increase instructional time for all students

Why do this? Students in Chicago spend fewer hours in school than those in most other urban districts. For example, the current school schedule means that a student graduating from high school in Chicago has had four fewer years of instructional time than his peer in Houston. Closer to home, many of Chicago's suburbs have an extra 30 to 45 minutes in the school day. Not only do Chicago students lose, but the shorter schedule constrains time for teacher collaboration and planning, especially at the elementary level.

How will we do this? Legislation currently pending at the state level will enable CPS to lengthen its school day and benefit all children. Increased learning time will include academic, arts, and sports programs. With more classroom time, high schools will be able to take advantage of technology that adjusts and individualizes instruction for students.

After-school programs will continue to provide additional instructional time to students. Chicago's existing after-school infrastructure will be evaluated to determine how existing structures can be enhanced, developed, or complemented.

What will be different?

100 Days: The Mayor-elect will continue to champion the state legislation.

Year 1: With a clear plan for the structure of the additional time and its funding, the longer day will first be piloted and subsequently rolled out across all Chicago Public Schools by the 2012/13 school year, allowing students more time in the classroom and giving teachers more time to prepare and plan.

First Term: The ultimate measure of the effectiveness of the longer school day will be greater academic outcomes for students.

30. Recruit, support and retain high-performing school leaders and principals

Why do this? Strong principals can help even the most challenging schools succeed. Effective school leaders will be critical in closing the achievement gap and integrating schools with communities.

However, in 2009, Chicago Public Schools (CPS) projected 220 principal vacancies over the next two years. One third of the schools will need to hire new principals by fall 2011. This is a trend expected to continue, and current principal training programs cannot meet this high demand.

How will we do this? To recruit, support, reward, and retain high-performing principals, these school leaders will be empowered with more autonomy for school operations and for the professional development of their teachers, and with more accountability for student outcomes.

Giving high-performing principals the freedom to make managerial decisions appropriate to their schools and holding them accountable to improved outcomes will not only retain Chicago's top principals, but can attract a new cadre of emerging principals.

A new Chicago Leadership Academy will coordinate the many principal preparation programs locally and focus on greatly increasing the number of new principals trained and ready to lead.

Principals will be supported by a leaner central office dedicated to service, support, and accountability.

What will be different?

100 Days: CPS will develop a strategic plan for the Chicago Leadership Academy and partners will be announced.

Year 1: The Chicago Leadership Academy will launch with the 2012-13 school year. The principal eligibility process will be evaluated and revamped.

First Term: More high-quality principals will enter and stay in Chicago's schools. Principals will be able to manage their schools in ways that are appropriate to the circumstances and community of their schools.

31. Recruit, support and retain high-performing school teachers

Why do this? Chicago's children deserve nothing less than the most exceptional teachers in the country. With more than 25,000 teachers, Chicago Public Schools' evaluation system does not link the performance of teachers to the academic outcomes of their students, despite a state requirement to do so. By neglecting this link to student outcomes, the CPS evaluation system does not recognize and respond to both the diversity of talent and the professional development needs of teachers across the system. This does not fairly serve schools, teachers, or students.

How will we do this? A clear teacher evaluation system will be designed to recognize and reward effective instruction and to make more transparent the qualities of great teaching.

The teacher evaluation, once created, will also provide a means by which to evaluate the various teacher training programs that prepare new teachers for work in CPS. Knowledge about which programs are producing exceptional teachers will determine

which ones warrant more substantial investment as part of efforts to increase the supply of newly trained teachers coming to CPS.

What will be different?

100 Days: All stakeholders will be engaged in the development of a new approach to evaluating teacher quality at CPS.

Year 1: At the start of the 2012-13 school year, the new teacher evaluation system will launch, including a plan for professional development that supports the individual needs of teachers. High-performing teachers will be recognized for their achievements. Also, a report card will be created to assess the teacher training programs, using currently available data.

First Term: The teacher evaluation system will be refined to provide increasingly sophisticated performance-based supports directly to teachers. Based on evaluation of the teacher training programs, CPS may invest to increase the number of exceptional new teachers.

32. Transform early childhood education to reach more young children with quality programs

Why do this? Each year, thousands of eligible children are not able to access early learning opportunities in Chicago. Those enrolled in programs experience variable quality and a fragmented delivery system that sometimes requires them to transfer their children to a new location mid-day or mid-year.

Broadly accessible, high-quality early education beginning at birth for at-risk children makes closing the achievement gap possible. Early childhood programs prepare children to succeed in kindergarten and beyond, and they engage new parents as they begin a lifelong role as their child's first and most important teacher.

How will we do this? Currently, early childhood education programs occur in a multitude of settings, both community-based and school-based.

The City will facilitate the work of key stakeholders to identify and advance necessary changes, such as funding streams that are unified in support of child and family outcomes and an aligned curriculum and outcomes focus for early childhood programs.

What will be different?

100 Days: The City will assemble a task force of key stakeholders at the federal, state, and local levels, including parents, teachers, and program providers. This group will recommend policy changes and develop a strategy to align funding streams toward better outcomes.

First Term: With more consistent approaches to curriculum and resources re-allocated where they are most needed, significantly more children will be reached through early childhood education programs by 2015.

33. Increase the number of non-selective, world-class schools in every neighborhood

Why do this? In Chicago, every child deserves access to a world-class learning experience from birth. As a result, every neighborhood in Chicago must have high quality school options for parents and students. Although Chicago boasts some of the most outstanding public schools in the state, the city is also home to dozens of chronically underperforming schools that will not improve without dramatic intervention. The low-performing schools are often clustered in the same neighborhoods, leaving many parents and students without any quality options near their homes.

There are many examples of thriving schools here in Chicago and elsewhere – those models must be allowed to grow and replicate. We cannot allow bureaucratic processes to get in the way of our children getting the best possible education.

How will we do this? CPS will work to dramatically increase the number of world-class schools in the Chicago by investing in existing schools, giving those schools the support and structure they need to succeed, and accelerating the transformation of underperforming schools. CPS will also introduce new school options that have demonstrated powerful impact in other cities. And to ensure that all of

these schools thrive, CPS will encourage innovation and increase school-level autonomy and accountability for student outcomes. In other words, school leaders will be encouraged to innovate within their schools, but they will also be held to exceptionally high standards for student outcomes, with school results tracked and monitored publicly via the school report card.

How will we do this?

100 Days: CPS will complete a facilities plan to understand how its schools facilities are currently used and to plan for the 2012-13 school year.

Year 1: Comprehensive research will identify which external and internal school management initiatives excel and should be scaled throughout the system, and which are failing our students and should be abandoned. The application process for new schools will be carefully reviewed and streamlined.

First Term: Beginning in the 2012-13 school year, school management structure will change to give high-performing CPS schools more operational autonomy. Concurrently, strategies to accelerate the transformation of underperforming schools will be introduced.

34. Give parents and families the tools they need to demand high-quality schools for their child's education

Why do this? A child's best chance at success depends on an engaged parent or guardian. With a better understanding of the school their child attends and how that child is progressing within that school, parents and families cannot play this much-needed role effectively. Families need access to objective data presented in an understandable, accessible format on school performance and alternative options. Without better tools and information, parents will continue fight to keep bad schools open, inhibiting the deployment of better options.

How will we do this? Family and community engagement will become an explicit and integral part of the CPS structure. As part of a communications toolkit, parents will receive a report card that grades their child's school. The report card will rate school improvement and organization, school safety, student attendance, staff attendance, graduation rate, and entry

of students into postsecondary education.

In turn, families will be expected to use this information to play their roles more effectively. Parents and teachers will sign a parent-teacher agreement at the beginning of the school year, with clear expectation for how families should provide extended educational opportunities at home.

What will be different?

100 Days: A vision will be created for parent and community involvement and the structure of the report card, communications toolkit, and parent/teacher agreements needed to support that vision.

Year 1: Principal and teacher evaluations will include parent and community involvement as explicit components.

35. Overhaul Chicago's public high schools

Why do this? Only half of the students who enter high school as freshmen graduate within five years. Those who do are not well-prepared for college. Only 8% of students who enter CPS high schools graduate with a bachelor's degree by the time they are 25 years old. The numbers are worse for many minorities: only 3% of African-American boys in Chicago complete a four-year college degree before they are 25.

How will we do this? A focused high school strategy is critical, but for real impact, it must be implemented in conjunction with many of the other initiatives described in this section, such as investments in school leadership, autonomy coupled with accountability, introduction of innovative models and approaches, engagement with City Colleges of Chicago, and a longer school day with more quality instructional time.

Incorporating these approaches and working with stakeholders, the new

strategy will design a comprehensive overhaul of CPS high schools to drastically improve graduation rates and better prepare students for post-secondary education and careers.

What will be different?

100 Days: CPS will identify a leadership structure to facilitate the development of the high school strategy and to integrate it into overall CPS priorities.

Year 1: The strategy will be designed and launched in close coordination with other transformative initiatives. High-performing school administrators will be given more autonomy to implement the strategy.

First Term: Within three years, impact on student outcomes, specifically high school graduation rates, will be demonstrable.

36. Set a bold postsecondary completion goal that accelerates degree attainment

Why do this? As the skills necessary for individual workers and cities to compete in a global economy have evolved, the importance of community colleges has increased dramatically. No longer can a high school graduate expect to secure a job that will support a family and a career. Rather, all workers need some postsecondary credential, certificate, or degree to compete in today's economy.

Yet more than 90% of Chicago's incoming community college students need some form of remediation. City Colleges of Chicago loses 54% of degree-seeking students before completion of their first 15 credit hours. And on average, only 7% of City Colleges students who came for a credential actually earn it. Less than one-third of Chicago's population has a four-year degree. Additionally, 300,000 adult Chicagoans have earned college credits, without completing their degree or certification.

How will we do this? City Colleges of Chicago have launched their Reinvention process, the most ambitious transformation effort at any community college system in the nation. Chicago's local system has not, in the past, met the needs of its

students and the businesses that might want to employ them. Reinvention aims for nothing less than to make the City Colleges an economic engine of Chicago.

With new leadership at the executive and Board levels, it is critical that the public, private, and non-profit communities engage with and support City Colleges to help make the Reinvention effort successful.

What will be different?

Year 1: City Colleges' Reinvention effort has successfully convened its network of partners to share a common goal, execute strategies, and report their progress toward that shared goal. The next step is to create similar alignment along the full postsecondary spectrum, from preparation of students at CPS to City Colleges to four-year institutions, and to begin to create multiple pathways to education attainment linked to real employment opportunities (see Initiative 43).

The administration will also partner with local back-to-college efforts to re-engage these residents in pursuing their postsecondary education.

14. Reduce summer violence, especially among youth

This initiative is repeated from the Our Communities section above. This and all of the public safety initiatives included in this transition plan are of critical importance to the health and well-being of Chicago's children.

Why do this? Of the 435 murders in Chicago last year, nearly half of the victims were between the ages of 10 and 25. Youth are particularly vulnerable, especially during the summer. Summer in Chicago is a time for young people to be engaged in athletics, recreation, academics and a broad range of activities that are fun, healthy, and safe. Unfortunately summer in Chicago also is a time when young people are at greatest risk for becoming involved in gun violence, either as a victim or a perpetrator. During the summer months, gun violence is typically about 60% higher for school age youth than it is during the non-summer months.

How will we do this? The Mayor-elect has already partnered with Cook County Board President Toni Preckwinkle and a broad range of civic, faith, community, and philanthropic leaders to launch an unprecedented summer initiative, One Summer Chicago (www.onesummerchicago.com). By

providing a wide range of academic, recreational, arts education, jobs, and mentoring programs to a greater number of at-risk teens, One Summer Chicago will provide Chicago's youth with positive activities to help ensure a safe and productive summer.

What will be different?

100 Days: The summer safety initiative will expand on successful summer programs to engage greater numbers of at-risk youth. Summer 2011 is just the first phase of a long-term, comprehensive, annual summer initiative for youth. The City will closely evaluate what worked and what didn't.

Year 1: Programs will scale up to work in conjunction with other City programs. Based on data from the first summer, the City will adapt and adjust the program in subsequent summers.

37. Foster an aggressive approach to innovation in Chicago education

Why do this? If Chicago becomes the national leader in school innovation, it will be able to attract and retain top talent while expanding the footprint of proven school models in Chicago Public Schools.

Chicago struggles to attract and retain top teachers and principals. Additionally, there is a need for innovative and proven school models to grow and expand. On top of budgetary pressures, a lack of seed capital forces educational entrepreneurs to look elsewhere before launching or expanding their efforts in Chicago.

How will we do this? Incentives will encourage the most talented principals and teachers to go where students need them most and to drive innovation at the school level.

The administration will launch the Chicago Education Innovation Fund to spur reforms in practice in classrooms and schools

across Chicago. Using private capital raised from local businesses and the philanthropic community, the Chicago Education Innovation Fund will entice schools from across the city to compete to achieve the most – measured by their ability to involve parents, train and support teachers, and achieve student results in new and innovative ways.

What will be different?

100 Days: Priorities of the Chicago Education Innovation Fund will be determined, and we will work with funders and partners to launch fundraising efforts.

First Term: The first round of Innovation awards will be announced. Results of innovation grants will be tracked closely with the intent of scaling efforts that demonstrate measurable results.

38. Ensure that Chicago's immigrant community can access available support and services effectively and that we deliver to Chicago's youth the promise of the Dream Act

Why do this? The number one reason people do not go to college is cost. By failing to support the youth of Chicago's immigrants, we deny them access to the low-interest loans that make college a possibility for others.

How will we do this? The administration will support the Illinois DREAM Act and raise funds to supplement the state program.

The City will also establish an Office for New Americans that will provide information to immigrants about schools, public safety, healthcare, and all City and non-profit services. The Office will coordinate within City government and with non-profits to ease access to available resources and programs.

What will be different?

100 Days: The City will define the Office of New Americans infrastructure, including strategy, outcome and funding goals, accountability for execution, and a pathway – a web site, office, and dedicated personnel for immigrants to navigate the processes and access the resources they deserve and to which they are entitled.

Year 1: Chicago's immigrant youth will be able to tap into funds that make their dreams of higher education a reality. As part of the effort, the City will call on businesses and individuals to participate in the establishment of a revolving loan fund that can support the program on an ongoing basis.

39. Provide more options for youth that have dropped out of school

Why do this? 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. There are currently 60,000 youth, ages 13-21, that have left the school system.

How will we do this? The administration will support and accelerate a multiyear strategy to re-engage out-of-school and at-risk youth and help them to graduate. Alternative

schools, including charter and contract schools, may be the best option.

What will be different?

100 Days: Authorization of new charter and contract schools will incorporate the strategy to re-engage out-of-school youth.

First Term: Over several years, CPS' capacity will grow to serve an additional 10,000 out-of-school youth and help them achieve graduation.

OUR GROWTH

Rich in diversity – of communities, industry, and assets – Chicago has been recognized for its economic and cultural significance on a global scale. Its position at the center of air, rail, and freight networks give Chicago an undeniable advantage. World-class universities and educational institutions attract top researchers and students from all over the world. And Chicago’s cultural scene attracts young talent, builds vibrant neighborhoods, and draws international interest and tourism.

Yet the city’s strength is far from inviolable. Chicago’s population has declined by 200,000 people in the past 10 years. Our schools are not yet graduating students who are prepared to participate in today’s global economy, and the income gap between Chicago’s most and least wealthy is wide and growing.

Through an ongoing dialogue with business leaders and entrepreneurs, Chicago will remove barriers to business creation and growth and will attract and support the growth of new and existing businesses. At the same time, we will develop a local workforce that can compete globally, and in doing so, we will make Chicago a more equitable city, with greater opportunities for economic mobility. These strategies are inextricably linked, since thriving businesses create jobs and those that fail shed them.

Chicago needs modern transportation and infrastructure: the city’s unique transportation assets and infrastructure, while suffering from deferred maintenance and age, still hold a key to future growth and an unrivaled quality of life. But the days of generous federal funding are over, and we must be creative to ensure that investments reap the maximum benefit – with every dollar spent advancing multiple objectives to achieve smart urban planning, economic growth, housing, environmental and social goals.

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 export, and draw federal funding. Chicago's global success – for employers, for jobs, for students, for tourists, and so on – increasingly depends of cooperation within the Chicago region.

What will success look like?

- As the strong anchor of a thriving metro region, Chicago will become increasingly known for its approach to fostering innovation.
- Businesses will find it easy to start and expand their operations, working with a streamlined City Hall that is predictable and transparent.
- Residents will have access to education and programs that prepare them for quality jobs.
- New transportation options will be available.
- Enhanced transit, cultural and educational anchors will create momentum for development in neighborhoods.

OUR GROWTH

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Initiatives

40. Integrate economic development planning with the City's business and financial management

Why do this? The health of the City's finances and Chicago's economy are inextricably linked and interdependent.

How will we do this? The City will create a Mayor's Council on Budget, Business Development, and Economic Issues that will be tasked with providing better services, promoting efficiency, and identifying strategies, such as the development of priority industry clusters, to spur economic

growth and create jobs through close collaboration with businesses and community development organizations throughout Chicago.

What will be different?

100 Days: The Mayor's Council will bring together senior financial staff and the economic development team to conduct a comprehensive assessment of the City's budget and its ability to facilitate growth and jobs.

41. Eliminate the head tax

Why do this? For medium-sized businesses, the so-called "head tax" penalizes job creation by charging \$4 for every new employee. This runs directly counter to the City's economic growth goals of generating new jobs for Chicagoans.

How will we do this? The City will eliminate the head tax, and offset the

lost revenue by reductions in duplicative regulatory requirements.

What will be different?

First Term: The administration will fully phase out the head tax over four years.

42. Improve and expand Chicago's transit system

Why do this? The Red Line is the backbone of Chicago's rail transit system, carrying nearly 250,000 riders each workday and accounting for 40% of all CTA rail trips. The Red Line must undergo a complete overhaul that includes extension, modernization, and rehabilitation of existing track.

How will we do this? The administration will overhaul the Red Line by extending the line south to 130th Street, renovating and modernizing stations and track north of Belmont Avenue, and rebuilding deteriorating tracks south to 95th Street by leveraging innovative forms of project delivery and financing. Red Line improvements are a first step in improving the system, including bus, rail, and paratransit service, and will be done in parallel with efforts to bring the system to a state of good repair and to modernize services.

What will be different?

Year 1: Full scale planning for development of the Red Line project will be completed. The administration will participate in active and sustained lobbying to ensure Chicago's fair share of state and federal funding for transit improvements. The City will identify other financing sources, including value-capture around transit stations, and will consider innovative project delivery methods, including public-private partnerships.

First Term: The complete Red Line overhaul will extend beyond the first term, but initial improvements will begin to reduce travel time and increase access for riders commuting from the far south neighborhoods to the Loop.

43. Prepare people for jobs that businesses need to fill

Why do this? Improving the alignment between workforce development programs and the actual jobs for which businesses are hiring will employ significantly more people in better jobs.

How will we do this? The City will facilitate partnerships to address skill gaps and improve economic growth in priority industries. It will also overhaul the system of administering Workforce Investment Act funding to ensure that it is maximally leveraged to address skill gaps. The Chicago Workforce Investment Council will be charged with defining the roles of the entities involved to develop an approach that integrates workforce development and job growth efforts.

What will be different?

100 Days: Coordination between the workforce development efforts and the business community may require a new, more consolidated approach. The City will analyze the best structure to manage the system, better leverage public funding streams, and produce implementation plans with impact measures clearly identified.

Year 1: A public report will demonstrate the return on investment and what was accomplished. This report will be released annually, and programs will be realigned to better achieve workforce development goals.

44. Develop job growth strategies for targeted industries

Why do this? Currently, there is no long-term regional economic growth plan to help ensure resources are used efficiently and effectively to promote job growth and a higher tax base in Chicago.

How will we do this? The City will work closely with partners, stakeholders, and the private sector to develop a plan for job growth that focuses on targeted industry sectors and clusters. To make more efficient use of resources, the plan will emphasize job growth, expansion, and retention in partnership with workforce development and trade efforts. Candidates for industry clusters to be explored first may include information technology, financial trading, advanced materials, manufacturing, and tourism and hospitality. Resources, such as workforce training funds, data, and infrastructure, will be prioritized toward those sectors and industry clusters where job growth potential is the highest.

Implementation of sector studies is often a key hurdle. The City will work with partners to review how we

organize ourselves at the city and regional levels to develop the most promising sectors – and to tie in workforce development and job training as fundamental components of the strategy.

What will be different?

100 Days: The City will support analysis and review of the growth potential, including jobs, of targeted industries. The review will also lead to recommendations for a structure to best support implementation of the strategies. Business leaders will convene to develop short- and long-term job growth strategies within their industries.

Year 1: An economic dashboard will be developed to track Chicago's progress within the context of comparable economies, based on size and sectors. Additional industry clusters will be targeted for job growth.

45. Promote innovation and entrepreneurship

Why do this? Entrepreneurial firms are key drivers of job growth. From 1992 –2008, 3.6 million jobs were created in Chicago from the launch of new companies. Providing support and removing hurdles can make all the difference to start-ups that aspire to rapid growth and prominence.

How will we do this? The most important thing the City can do is to create conditions for entrepreneurs to thrive by: streamlining permitting, licensing, and regulations processes (see Initiative 7); operating a predictable and transparent purchasing system that allows access to new firms (see Initiative 8); and encouraging venture capital networks and flow of information to entrepreneurs.

The City will also accelerate Chicago’s growth as a global hub of technology innovation and start-ups, supporting

the establishment of a technology innovation campus to promote collaboration and help technology businesses succeed.

What will be different?

100 Days: Partners will be identified to develop and implement a coordinated strategy to support entrepreneurs, to engage minority and women entrepreneurs broadly, and to benchmark Chicago new business formation against other markets. The City will locate the site for a technology campus secure the funding needed to build it.

Year 1: Efforts to improve the hurdles that face all businesses interacting with the City – such as permitting, licensing, regulations, and purchasing – will be well under way, as described in other sections.

46. Develop bus rapid transit

Why do this? Bus rapid transit is a cost-effective strategy used around the world to expand transit service without having to build expensive rail lines. A fully developed bus rapid transit system operates like a train without tracks.

How will we do this? The City will develop a bus rapid transit network using existing streets to better connect residents, employees, and neighborhoods and supplement our existing rail network. Maximum impact will be achieved by dedicated bus lanes, signal preemption, pre-paid boarding or on-board fare verification, multiple entry and exits points on the buses, limited stops, and at-grade boarding.

What will be different?

100 Days: The City will initiate an “alternatives analysis” – to be completed during year one – on Western and Ashland Avenues to determine which corridor can most benefit from piloting the expanded service of bus rapid transit.

Year 1: Opportunities to bring additional enhancements to the existing system, such as dedicated bus lanes, will be identified and pursued.

Term: A full bus rapid transit pilot can be completed within two to three years.

47. Support transit-oriented development

Why do this? Transit-oriented development encourages growth of businesses and residential density around transit sites. Placing people in close proximity to transit and jobs revitalizes neighborhoods and improves street life in a community.

How will we do this? The City will support development near transit stations, including zoning changes to enable transit-oriented development.

What will be different?

100 Days: The Mayor-elect will issue an executive order that establishes clear and consistent principles for transit-oriented development, including options such as expedited

permitting, set-asides of City-owned property to expand car sharing and bike parking, expanded use of tax credits and loan guarantees, and opportunities for the City and the private sector to jointly invest with CTA on transit upgrades.

The City's Transit-Oriented Work Group will work establish clear policies and guidance to make this type of development successful.

First Term: The Work Group's report will be released and guide transit-oriented development projects in a diverse group of neighborhoods.

48. Accelerate infrastructure projects that are critical to regional growth

Why do this? Investments in improving Chicago's infrastructure, such as the CREATE program for freight rail, the O'Hare Modernization Program, airport express rail to O'Hare, and high-speed rail will not only ensure Chicago's position as a global transportation hub and allow people and commerce to flow, but will also create jobs. Few government investments have greater returns to people and the region than capital infrastructure investments.

How will we do this? CREATE (Chicago Region Environmental and Transportation Efficiency Program) targets reduced delays and improved speed of freight rail through the region. The O'Hare Modernization Program will reduce flight delays, increase choices for passengers, and improve access to the airport from the western suburbs.

The City will advocate for the funding and completion of these efforts. As with all Chicago's capital investments, the City will ensure that every capital investment achieves its best possible value and will evaluate effective delivery models to ensure the best investment.

What will be different?

100 Days: The City will review submissions to the current Request for Information issued for the O'Hare Modernization Program to understand the feedback from potential developers, financiers, and operators.

Year 1: Working with partners, the administration will lobby the state and federal governments to fully fund these initiatives and expedite their implementation.

49. Increase broadband access

Why do this? Currently, Chicago has insufficient broadband infrastructure to provide affordable access throughout the city. Yet broadband access is vitally important to economic vitality. Many of the fastest-growing industries depend on high-speed broadband capabilities. Broadband applications are integral to core education, health care, and public safety functions today.

How will we do this? The City will work with major broadband providers to offer affordable packages to families who lack the economic resources to afford current options.

Chicago will also build public computer centers, provide broadband in public institutions, offer computer literacy training, and provide technical assistance to nonprofit organizations.

What will be different?

100 Days: The City will convene a meeting with business leaders and executives from internet service providers to identify strategies to improve Chicago broadband access.

Year 1: Smart Chicago Public Centers and Smart Chicago Sustainable Broadband Adoption Programs will be completed. As a result, more public computer centers and more public institutions such as schools, libraries, and police and fire stations will be wired with broadband internet access. Computer literacy training and technical assistance programs will be operating.

50. Develop a new cultural plan for Chicago

Why do this? In 1985, under Mayor Harold Washington, the City developed a cultural plan for Chicago. The plan, which viewed cultural development as essential to economic growth and neighborhood vitality, has guided the City's cultural efforts for more than two decades.

Today, Chicago has the third largest creative economy in the U.S., with 24,000 arts enterprises, including nearly 650 nonprofit arts organizations, generating more than \$2 billion annually and employing 150,000 people. Chicago's creative vibrancy creates jobs, attracts new businesses and tourists, and improves neighborhood vibrancy and quality of life.

How will we do this? An updated cultural plan for Chicago will create a strategy to capture and build the full economic power of Chicago's arts organizations and creative assets.

Development of the cultural plan will engage many stakeholders, including artists and arts leaders, residents, members of the hospitality and tourism sector, and many others, in discussions, interviews and focus groups. The cultural plan will assess the role of Chicago's cultural assets in economic development and where the City should play a role in their growth.

What will be different?

100 Days: The administration will conduct a full audit of current programs, solicit feedback on performance, and identify improvements.

Year 1: After extensive input from stakeholders, the cultural plan will be completed. The plan will chart a roadmap for Chicago's cultural and economic growth and will become the centerpiece for building Chicago's reputation and brand as a destination for creativity, innovation, and the arts.

51. Develop a strategy for creating and supporting cultural hubs throughout Chicago

Why do this? As a creative capital, Chicago's cultural life provides economic benefits and jobs, generates neighborhood development, and contributes to an urban vibrancy that draws residents and tourists to the city. In fact, a rich arts and culture scene is embedded into the very fabric of life in Chicago. One hallmark of Chicago's arts community is that the bulk of cultural activity occurs in the city's neighborhoods, not just at iconic downtown locations.

From the downtown theater district to neighborhood arts businesses, local arts activity is integral to economic development in communities. Many examples demonstrate the role that arts organizations have already played as anchor organizations in building Chicago's communities.

How will we do this? Many communities already have cultural assets solidly in place. A strategic approach to developing these assets will enable them to evolve into branded cultural destinations – corridors that can serve as centers of leisure activity for both residents and tourists.

The City will develop and execute a strategy for creating and supporting cultural hubs across the city, which leverages abundant cultural assets for economic growth and maximizes the impact of investments in arts and culture.

Much as the downtown theatre district has created a destination for theatrical entertainment, the concentration of artistic activity and assets in certain neighborhoods can be shaped into cultural hubs and creative industry centers.

What will be different?

Year 1: An overarching strategy, including site criteria and performance metrics, will help identify three neighborhood pilots whose existing artistic assets can form the basis for cultural hubs.

First Term: Working with local artistic and neighborhood partners, the new cultural hub pilots will be created, branded, and evaluated as models for the development of further cultural hubs.

52. Refocus the Chicago Climate Action Plan on economic impact and jobs

Why do this? Since its release in 2008, the Chicago Climate Action Plan (CCAP) has received international attention for its scientific and community-based approach. Continued implementation of the Plan can be reprioritized and accelerated to capture critical economic benefits, such as jobs, increased investment, and decreased costs of living through energy efficiency, clean energy, and sustainable investments.

How will we do this? Led by the Green Ribbon Committee, the many involved stakeholders in the Plan will capture the economic benefits of sustainable development and deliver a more aggressive implementation strategy.

What will be different?

100 Days: Economic impact goals for the revised plan will be released. City leadership will challenge and work with

the broader community to meet the goals of the plan.

Year 1: The City will develop policies to help increase local employment and entrepreneurship around energy, sustainable infrastructure, waste reduction, and other green industries. City Commissioners and others will be tasked with developing plans for departmental and agency goals that advance the plan.

Neighborhood events will showcase how communities can participate and benefit in their daily lives. City leadership will draw attention to these issues by participating in events at a local, regional, national, and international level.

53. Promote energy efficiency and retrofits to reduce energy costs and drive job creation and new funding

Why do this? Investments in energy efficiency upgrades for buildings create jobs, lower household utility bills, make Chicago businesses more competitive, and lessen impact on the environment. Reducing Chicago's energy demand also keeps money in people's pockets and in the region's economy. Residential, commercial, and municipal buildings represent 65% of Chicago's total energy consumption, and making them more energy efficient presents the most immediate potential for savings.

How will we do this? The City will create a small fund from savings in other environmental spending areas. This money will be used to leverage much larger utilities money and private sector funds. Partnerships with communities, business groups and others will expand participation in the efficiency programs.

Anchor institutions will help bring together the diverse businesses and residents within their neighborhoods. The City will work with them to set clear targets for energy savings and jobs created and to help building owners access funding and workers.

Regional entrepreneurs and scientists will be invited to showcase new technology solutions in demonstration sites around the city to help speed the path to market for innovative solutions and to help support this growing sector of the business community.

What will be different?

Year 1: Energy retrofits will be well underway in neighborhoods and in municipal buildings. Building owners will already see the impact on their energy costs, and new jobs will be created.

54. Promote development of underutilized buildings and vacant land

Why do this? Underutilized buildings and land can provide additional tax revenue, jobs, and community assets.

How will we do this? When buildings and land are inactive, economic potential can be wasted. The success of many of the strategies outlined in this transition plan – such as the development of business and job growth strategies, or the creation of a technology hub and other neighborhood centers – depend at least in part on the availability of and access to appropriate land and buildings for development. The City will conduct a review to understand how to support development efforts, to identify which current planning and zoning policies are succeeding, and where improvements can be made. Working in partnership with manufacturing leaders, aldermen, and community stakeholders, the City will include a look at the Planned

Manufacturing District (PMD) policy, according to a provision in the original law that the districts be reviewed periodically to ensure their continued effectiveness and strength. PMDs were created in the 1980s as a zoning tool to provide a stable business climate for heavy industrial companies. In general, they have made an effective contribution to Chicago manufacturing, at a time when retaining good manufacturing and industrial jobs in the city has been challenging.

What will be different?

Year 1: A list of dormant government-owned properties will be created and prioritized according to size and near-term development potential. The City will also work with stakeholders to conduct a review of the zoning policies that impact underutilized properties and vacant land.

55. Build vibrant communities through development of local assets and institutional anchors

Why do this? Many communities already have existing institutional anchors, or natural and commercial assets, which can be leveraged for growth. For example, arts institutions have become local centers of neighborhood growth. (See Initiative 51). Parks, restaurants, and commercial centers such as technology parks or business districts hold similar potential.

How will we do this? The City can facilitate this development through strategic use of many tools, such as

zoning, tax-increment financing, distinctive branding, and partnerships. The key is to ensure transparency and accountability for the progress of each effort within City Hall.

What will be different?

100 Days: In developing a community anchors strategy, the City will identify one to three communities in which to pilot.

First Term: Pilot communities will experience more people coming to visit, invest, or live there.