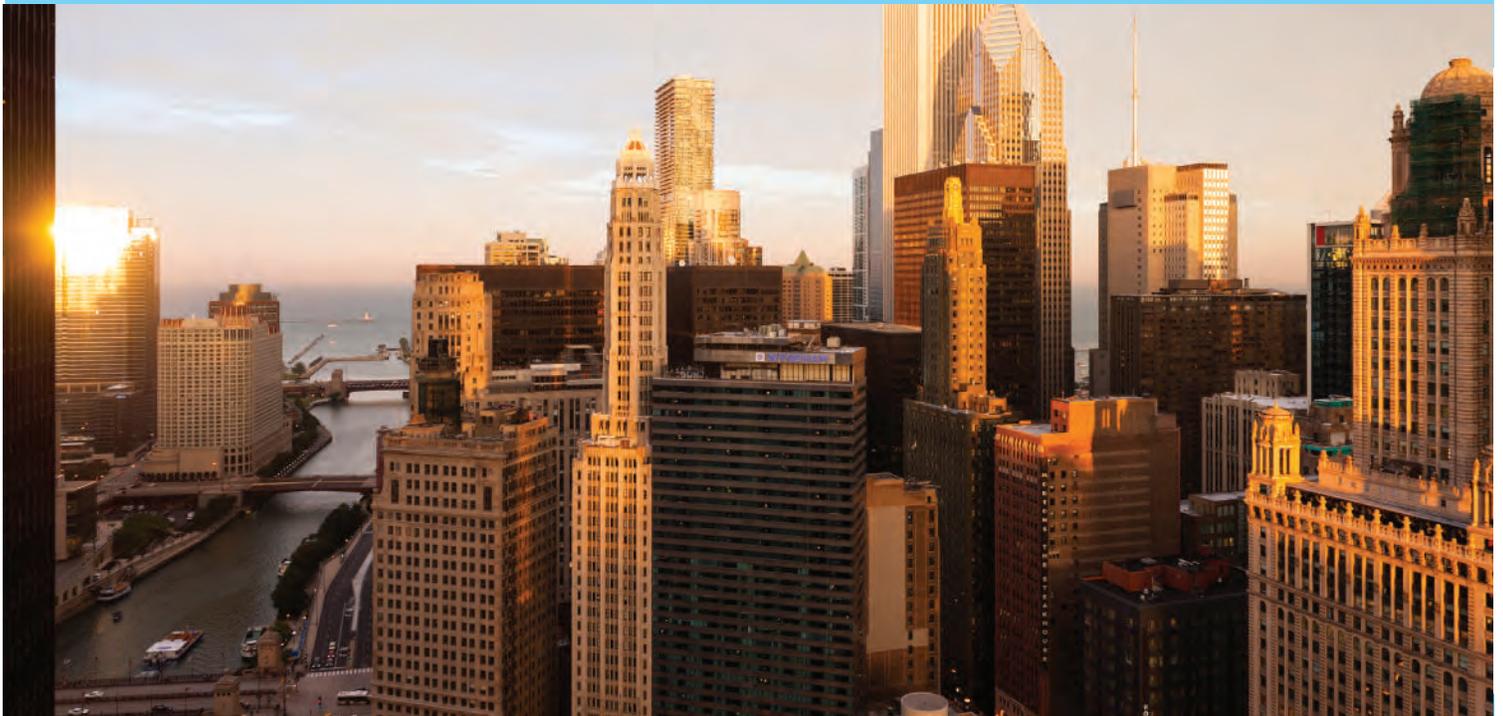


# EMANUEL ADMINISTRATION

## SECOND TERM PRIORITIES COMMITTEE



RECOMMENDATIONS FOR THE NEXT FOUR YEARS

**AUGUST 2015**

City of Chicago  
Rahm Emanuel  
Mayor





## BACKGROUND ON THE SECOND TERM PRIORITIES COMMITTEE

On April 14, 2015 Mayor Rahm Emanuel appointed a panel of respected business, community, nonprofit, and labor leaders to develop recommendations for making progress on three of the Administration's top priorities: expanding public engagement, accelerating neighborhood economic growth, and moving toward universal pre-kindergarten (pre-K).

### Committee Members:

- ***Sarah Pang, Transition Chair; Senior Vice President, CNA Insurance***
- Frank Clark, President, Business Leadership Council
- Gillian Darlow, Chief Executive Officer, Polk Bros. Foundation
- Sol Flores, Executive Director, La Casa Norte
- Deborah Graham, Former Alderman, 29th Ward
- Dorri McWhorter, Chief Executive Officer, YWCA Metropolitan Chicago
- David Munar, President and CEO, Howard Brown Health Center
- Jorge Ramirez, President, Chicago Federation of Labor
- Michael Sacks, Vice Chair, World Business Chicago
- Juan Salgado, President and CEO, Instituto del Progreso Latino

### Support Provided By:

Civic Consulting Alliance  
M.A. Rood Company  
Bacon Volpe Communications

### The Committee Thanks the Following Organizations for their Input:



Affinity Community Services, Apostolic Church of God, Chatham Business Association, Chicago Cook Workforce Partnership, Chinese American Service League, Community Organizing and Family Issues (COFI), Chicago Public Schools Office of Early Childhood Education, Chicago Child Care Society, Chicago Commons, Chicago Urban League, Community Assistance Programs, CS Strategies, Edgewater Development Corporation, Hollywood Dreamers Foundation, Institute of Cultural Affairs (ICA), Instituto Del Progreso Latino, International Association of Facilitators (IAF), Chicago Chapter, Kids off the Block, K.L.E.O. Center, La Villita Community Church, Latin American Chamber of Commerce, Mujeres

Latinas en Accion, Northern Illinois Conference of the United Methodist Church, Pulaski Elston Business Association, Pride Action Tank, The Resurrection Project, Tiedstone Full Gospel Baptist Church, Trinity United Church of Christ, United Africans Organization, West Point Missionary Baptist Church, University of Chicago Urban Education Lab, YWCA Metropolitan Chicago



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## INTRODUCTION



Mayor Emanuel won re-election on a platform of continued investments in our children, our neighborhoods, and our infrastructure – while working with Springfield, organized labor, and residents to right the City’s financial ship.

The Mayor appointed the Second Term Priorities Committee to develop a set of recommendations focused on three topics of great interest to residents during his re-election campaign: strengthening City Hall’s public engagement strategy, driving neighborhood economic growth, and expanding pre-K opportunities. These three issues represent important areas for the Administration to re-examine the implementation and development of key important policy priorities.

At the same time, the Committee recognizes that there are other critical issue areas like public safety, infrastructure, and improving our public schools where the Administration is working separately to identify second term opportunities for reform and improvement. The work of the Committee is one part of a broader effort by Mayor Emanuel to develop a second term agenda that continues to move Chicago forward. The Administration will continue to work on a broad range of issues outside of the scope of the Committee.

### **Process**

The Committee comprises leaders and experts from business, government, labor, healthcare, education, and community organizations. The Committee engaged in a rigorous process from April 2015 through July 2015. Divided into subcommittees focused on the three priority areas, the members reviewed background data and research, past initiatives, and results. City departments briefed committee members on current programs and submitted ideas for second term priorities and initiatives. They reviewed ideas submitted via the CHIdeas website and conducted community meetings and focus groups. This process gave the Committee feedback, insight and opinions from community and faith leaders, business owners, parents, and youth – all to ensure perspective that is both broad and deep on all three critical issues.

The 18 recommendations that come from the Committee will provide guidance for the Mayor and his administration as the second term moves forward.



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## EXPANDING PUBLIC ENGAGEMENT

Effective government depends on hearing from and representing the residents it serves. This requires making robust public engagement a critical component of his agenda. City Hall must actively listen to residents in order to provide quality services and develop policy initiatives that address our city's biggest challenges and to give people a voice in efforts to strengthen their communities. The second term provides an opportunity to implement new systems to ensure policies and investments are developed in consultation with the public. The Mayor asked the Committee to help his Administration strengthen this area of work through new strategies.

The Mayor's Office leverages public engagement and outreach in three primary areas: 1) developing new policies, 2) informing community leaders, stakeholders, and residents about City initiatives, and 3) soliciting feedback and ideas from residents. The Committee examined the challenges and opportunities in each of these areas in preparing the recommendations contained in this report.

### Top Challenges and Opportunities

While the Administration has made progress in strengthening its public engagement strategy, more can be done. In the course of preparing this report, the Committee met with more than 50 community, non-profit, faith, education, and business leaders from across Chicago and convened two summits comprising approximately 50 youth. These stakeholders gave the Committee important context, ideas, and feedback in developing its recommendations.

## DEVELOPING NEW POLICIES

The Administration has worked to engage stakeholders and the public in the development and implementation of the most important components of new policies and programs. For example, the City held public meetings in preparing the Mayor's first budget, creating a youth violence reduction strategy, and drafting the first-ever plan for making Chicago a welcoming city for New Americans. These are positive examples of an approach that the Committee believes must be expanded across all issue areas.

### The Mayor's Commission for a Safer Chicago.

The Commission engaged more than 130 community leaders, faith leaders, parents, and youth to jointly develop a comprehensive youth violence prevention plan for the City. During these meetings, the Commission made recommendations in five important areas that address solutions to violence including: increasing youth employment, expanding health and healing initiatives, creating restorative school communities, expanding safety and justice for young adults, and creating safe spaces and activities for Chicago's youth.



## Office of New Americans.

In an effort to make Chicago the most immigrant-friendly city in the nation, the Mayor established the Office of New Americans. The goal is to engage immigrant communities across Chicago in important policy initiatives affecting them. Since its inception in 2012, the Office of New Americans has hosted numerous community meetings to gain insights into the needs of immigrants and their families. These meetings provided a sounding board for new programs and policies, and supported the implementation of new initiatives.

## Challenges and Opportunities

While the Administration has engaged residents in a variety of formats and venues to develop some of its most important policy initiatives, many Chicagoans still feel disconnected from City Hall. On issues from education to economic development, many residents believe that decisions are made for them, rather than in consultation with them. Addressing this concern is critical to ensuring residents' perspective is reflected in decision-making.

## INFORMING CONSTITUENTS

Since 2011, the Administration has established new processes for keeping residents informed about City services and policies. Regular communication between City Hall and residents is the foundation for building the trust in government that facilitates successful implementation of policy initiatives. Currently, the City keeps residents and stakeholders updated on City programs and initiatives through:

- **Community and Policy Roundtables.** On a regular basis, the Mayor's Office hosts groups of stakeholders representing a wide range of interests and constituencies for candid conversations with staff.
- **Letters from the Mayor.** More than 3,000 community, non-profit, business, faith and labor leaders receive personalized letters from the Mayor about upcoming City initiatives, policies, and legislation.
- **Social Media.** Facebook, Twitter, and Instagram postings reach and inform residents about City initiatives and the Mayor's activities.
- **Website.** The important things Chicago residents need to know about policies, initiatives, services, City Departments, and news are posted on the City's website.

## Challenges and Opportunities

The City can expand on the gains of the past few years with a focus on strengthening the connection between the Mayor and his cabinet and communities across the City. City Hall's current approach helps ensure that leaders and stakeholders remain updated on new policy initiatives, but strengthening trust in City government will require direct, sustained engagement by Administration leadership.



## INVITING FEEDBACK

Feedback from residents and stakeholders on current City initiatives, policies, and services improves outcomes and provides taxpayers with a channel for expressing their views. Examples of programs and the ideas that have come from them include:

- **CHIdeas.** This online forum engages Chicago residents and businesses in a discussion. More than 1,000 participants have generated almost 400 ideas. To date, CHIdeas has launched 15 questions on topics including minimum wage, supporting small businesses, using art to enrich our neighborhoods, emergency preparedness, promoting healthy lifestyles and how libraries can be used to strengthen our communities.
- **Open311.** Chicago's new Open311 system offers an unprecedented level of openness, innovation and accountability to the delivery of City services. Open311 gives access to dozens of web and mobile applications and revolutionizes the way Chicagoans make service requests to the City. Through Open311, residents can easily track the status of their requests, and City officials can monitor these requests more efficiently and respond more quickly.
- **Community & Neighborhood Lunches.** The Mayor hosts monthly community and neighborhood lunches where conversations with various leaders and stakeholders focus on a range of issues. The City's "Summer of Faith and Action" campaign originated in a lunch with faith leaders.

### WELCOME TO CHIDEAS JOIN OUR COMMUNITY.

We're looking to engage our community to solicit feedback from a broad group of residents. The first round of discussions is now closed, but you can view them in the archived topics section. Please check back soon to see new topics.



## Challenges and Opportunities

The Administration benefits from a number of established channels for soliciting feedback from Chicago residents. Those channels should continue to be expanded and diversified, with an emphasis on providing more opportunities for the Mayor and his cabinet to hear directly from residents and stakeholders.

## WHAT WILL SUCCESS LOOK LIKE?

- Enhancing confidence among residents that their voices have been heard and reflected in City Hall programs and initiatives
- Creating a greater connection between the neighborhoods and City
- Strengthening the City's connection with Chicago's youth
- Creating a more systematic approach to public engagement that builds in multiple opportunities for residents to have a voice in policy formation and implementation



## EXPANDING PUBLIC ENGAGEMENT

### INDEX OF INITIATIVES

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- 4. Build a Neighborhood Ambassadors Network Across the City**
- 5. Strengthen the City's Engagement with Youth**

### **Initiative #1. Better Embed Public Engagement into the City's Programs and Operations**

#### **Why do this?**

An effective public engagement strategy can make or break the success of a mayoral initiative. To ensure that public engagement is part of the decision-making process in City Hall, Mayor Emanuel should consider several structural and procedural changes.

#### **How?**

There are several options for institutionalizing public engagement as an important component in strategy development and decision-making. Options include:

- **Ensure every initiative has a public engagement strategy.** The Office of Public Engagement should develop a public engagement approach for every major new initiative, program, and ordinance. This will require the Office of Public Engagement to work with senior staff and department leaders to review developing and ongoing initiatives and programs to ensure that each has a robust public engagement strategy.
- **Require every City department to develop a public engagement strategy.** The Office of Public Engagement should work with every City department to develop a public engagement strategy. This is particularly important for those departments that do not have dedicated engagement staff. The Office should then oversee implementation of these strategies through regular meetings and reports.

#### **Timeline**

- **120 Days:** The Office of Public Engagement will work with each City department to develop a public engagement strategy and an accountability system with clear metrics and regular reporting.



## ***Initiative #2. Institutionalize the Regular Engagement of Residents in Developing New Policies***

### **Why do this?**

On a number of important initiatives and issues such as youth violence reduction, raising the minimum wage and reducing red tape for small businesses, the Administration has implemented robust public engagement processes. The City should standardize this approach to engagement in the development of all initiatives and establish standing mechanisms to seek public input. This will ensure that residents have regular, reliable opportunities to influence the development of policy.

### **How?**

The Mayor's Office should build upon the policy roundtables it conducted on an ad hoc basis in the first term by creating standing committees comprising critical stakeholders who represent a broad range of issues. On a regular basis, the Mayor's Office and departmental leadership should brief committee members on City initiatives, solicit ideas and respond to new efforts and proposals. The Mayor's Office of Public Engagement should issue an annual report to the public on the new program.

### **Timeline**

- **30 Days:** The Mayor's Office of Public Engagement will prepare a plan for institutionalizing engagement on policy development. This will include the appointment of standing committees on a range of issues and the establishment of a process and timeline for consultation on the Mayor's agenda.
- **60 Days:** Initial meetings with committees take place over the course of several weeks.



### **Initiative #3. Increase City Hall's Presence in the Neighborhoods**

#### **Why do this?**

Too many residents believe that City Hall is not a factor in their lives. This sense of distance undermines the City's ability to serve the public on issues from public safety to education. A closer connection between residents and the City will improve services and increase quality of life.

#### **How?**

The Committee recommends that the Mayor's Office of Public Engagement develop a strategy for strengthening the connection between City Hall and Chicago residents. Based on stakeholder feedback and the Committee's own research, we recommend the following approaches as part of this new strategy:

- **Require the Mayor's senior staff and cabinet heads to attend at least one community meeting a month.** It is too easy for senior officials to lose touch with the residents they serve due to their busy schedules and significant responsibilities. Other cities have found success in making sustained public engagement a critical component of working at City Hall.
- **Improve connections with block clubs, neighborhood associations, and other organizations that have not been engaged by City Hall in the recent past.** These organizations are close to the lives of residents and often do not engage with City government beyond advocacy for improved services. Strengthening these relationships will provide residents with more options to become involved with their city.
- **Strengthen the Mayor's presence in neighborhoods.** The Mayor's Office should regularly schedule opportunities for the Mayor to meet with residents for discussions about City programs and services. City staff or local partners can solicit discussion topics in advance to ensure that these meetings are focused and productive. Other cities have accomplished this through diverse approaches. For example, Boston Mayor Marty Walsh hosts Twitter town hall meetings and holds frequent community meetings that rotate through city neighborhoods.

#### **Timeline**

- **60 Days:** The Mayor's Office of Public Engagement will work with senior staff and department heads to establish a policy of regular community meetings.
- **120 Days:** The Mayor's Office will identify opportunities for additional ways to engage residents after implementing the new City policy.



## 4. Build a Neighborhood Ambassadors Network Across the City

### Why do this?

Navigating City Hall is a challenge for many residents. While the City has made significant strides in simplifying access to City services – from Open311 to reducing red tape – residents would benefit from having additional options for engaging with local government. By creating a broad network of credible local leaders and dedicated residents who can learn more about how City Hall works and help serve as communicators in the neighborhoods, residents will be able to learn more about City government and news from trusted voices.

### How?

The Mayor's Office of Public Engagement should establish an open application process for becoming a Neighborhood Ambassador. The City can raise awareness and encourage applications by consulting with community organizations, aldermen, faith leaders, and other stakeholders. Once selected, the Ambassadors will become part of an information network and be provided the tools they need to play this role. One approach the City could take would be to follow the example of Philadelphia's Citizen Engagement Academy, a course designed to help those who serve in a leadership role in their neighborhoods. Here they learn more about local government and gain ideas to make their neighborhoods stronger. This helps them develop a better understanding of City initiatives so they can inform their neighbors.

### Timeline

- **60 Days:** The Mayor's Office of Public Engagement will develop a plan for creating a network of Neighborhood Ambassadors, including options for a structured approach to giving participants the training and information they need to support the program..
- **90 Days:** The Mayor's Office will launch an application process for residents to become Neighborhood Ambassadors.
- **1 Year:** Mayor Emanuel will hold a virtual town hall with members of the Neighborhood Ambassadors network.



## 5. Strengthen the City's Engagement with Youth

### Why do this?

Youth can be one of the most challenging segments of the population to mobilize around City issues. Yet youth are critical our city's future, and are also some of the most affected by crime and unemployment. To ensure that City Hall implements policies that benefit the city's youth, the Administration must improve and institutionalize its engagement with youth across Chicago.

### How?

The Administration can improve its outreach to youth through:

- **Appointments.** The Mayor should expand the number of boards and commissions with youth representation. This will ensure a youth voice at the table on a wider range of issues.
- **Quarterly meetings.** There are several youth-focused leadership boards including the Mayoral Advisory Council facilitated by Mikva Challenge, the Park District's Teen Advisory Council, and the Chicago Task Force on Homeless Youth. Mayor Emanuel should convene these boards for a listening session on a quarterly basis.
- **Neighborhood Ambassadors.** As the Mayor implements the Committee's recommendation to establish a citywide network of Neighborhood Ambassadors, he should include a strong presence of youth leaders.
- **Ward Councils.** The Administration and the City Council should also consider establishing youth councils at the ward level. This would allow for regular engagement at a neighborhood level.

### Timeline

- **120 Days:** Youth representatives will be added to more boards and commissions.
- **6 Months:** The Mayor will hold his first quarterly meeting with youth leaders.
- **1 Year:** Mayor Emanuel will hold a virtual town hall with members of the Neighborhood Ambassadors network.



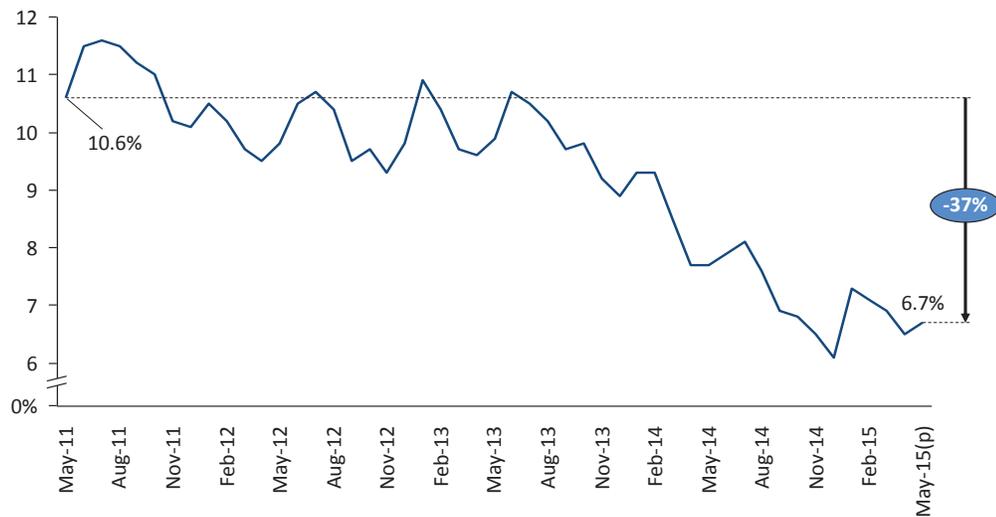
## FOSTERING NEIGHBORHOOD ECONOMIC GROWTH



Mayor Emanuel took office on the heels of the worst recession since the Great Depression and a decade during which 200,000 Chicagoans left the City. With Chicago's strength and economic vitality directly tied to the health and livability of its neighborhoods, the Mayor has focused on the critical elements that make a neighborhood economically vibrant, including healthy business activity, transportation networks to job centers and workforce training to obtain jobs.

During the Mayor's first term, the work to develop the Mayor's Plan for Economic Growth and Jobs began with a five-month process involving community and business as well as elected and faith leaders. The plan capitalizes on Chicago's advantages in order to bring new businesses to Chicago and create jobs in neighborhoods throughout the city.

### Chicago's Unemployment Rate Dropped Nearly 40% During the First Term

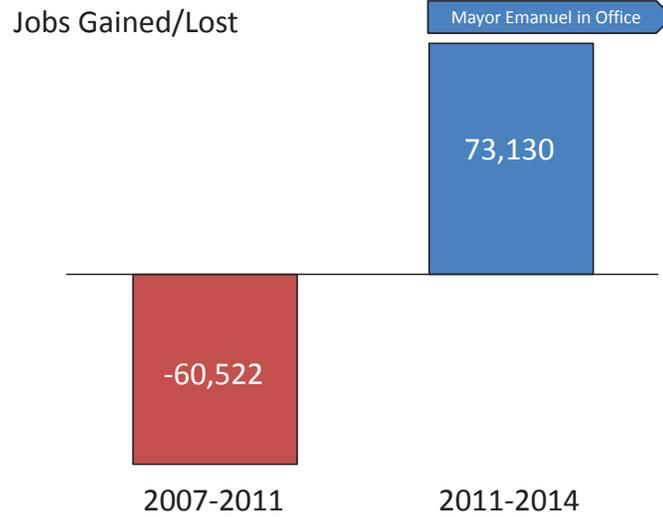


Source: Bureau of Labor Statistics, Local Area Unemployment Statistics

These efforts have reduced unemployment, which has fallen by more than a third, and helped create 73,000 new jobs. Yet more work remains in order to meet Mayor Emanuel's goal of ensuring that every Chicagoan shares in the City's growth.



## More Jobs Were Added During the First Term Than Had Been Lost in the Four Years Prior



Source: Illinois Department of Employment Security, "Where Workers Work." 2007-2014

### Top Challenges and Opportunities

Over the past four years, the Administration has focused on neighborhood economic growth. Yet too many neighborhoods still suffer from double-digit unemployment rates, vacant properties and insufficient access to the amenities and resources they need to attract and retain residents and businesses. The Second Term Committee's work provided the opportunity to re-examine efforts and to engage communities in developing new strategies.

The Committee focused on the following subject areas in developing its recommendations. As part of its review process, the Committee heard from dozens of stakeholders and residents through meetings and comments submitted to the CHIdeas website.



## ENGAGING COMMUNITIES IN ECONOMIC DEVELOPMENT AND INVESTMENT PLANNING

During the Mayor's first term, the Chicago Neighborhoods Now program launched to focus on seven neighborhoods on the threshold of rapid growth. Led by the Department of Planning and Development, this multi-agency initiative coordinated public planning and financing of more than \$4 billion for public and private community improvement projects and support of more than 35,000 jobs. Included in the effort were Rogers Park, Uptown, Eisenhower Corridor, Little Village, Bronzeville, Englewood, and Pullman.

### ***Among the most notable projects completed as part of the CNN process are:***

- The \$18.4M Pete's Fresh Market in the Eisenhower Corridor
- The \$23.5M Hope Manor II Veteran's Family Housing project in Englewood
- The \$40.8M Method® soap factory in Pullman
- The \$86M Red Line North station improvements in Rogers Park / Loyola and beyond
- The \$2.3M Lincoln Park Athletic Field project in Uptown
- The \$18.9M La Villita project in Little Village
- The \$45.6M Shops and Lofts development in Bronzeville

### **Challenges and Opportunities**

Along with the success of CNN in the targeted seven neighborhoods came the perception among many residents in other areas that the Administration was less concerned about their communities. Moreover, many residents believe that the Mayor's primary focus is on bringing jobs and businesses to downtown. This belief amplifies the need to engage residents from neighborhoods across the entire City to expand and enhance economic development planning.

## RE-IMAGINING CURRENT TOOLS FOR ECONOMIC GROWTH

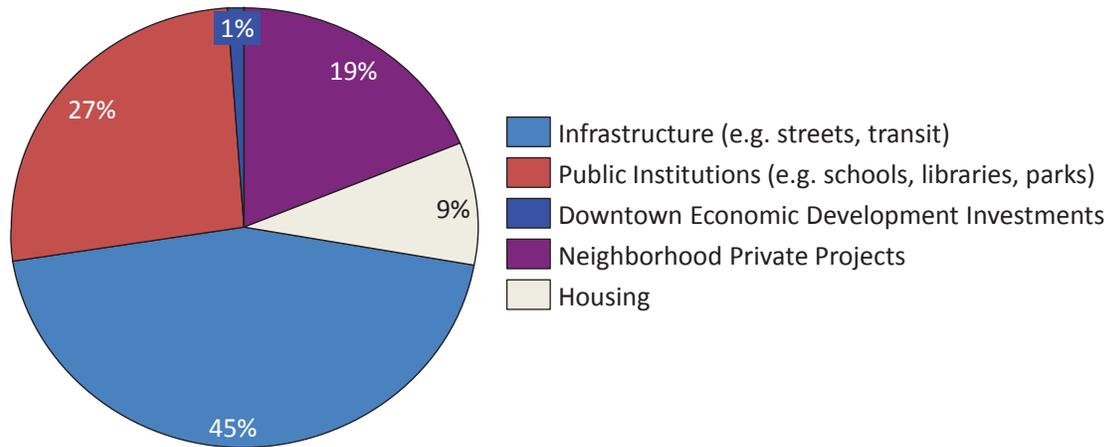
The City of Chicago has a number of tools at its disposal for encouraging economic growth. Tax Increment Financing (TIF) is the major economic development tool available - though it is limited by geography and usage. Other tools include tax abatements targeted at industrial and commercial corridors as well as the strategic deployment of the City's zoning authority to promote goals like manufacturing growth, transit-oriented development and other means of economic growth.

### **Tax Increment Financing**

TIF districts are used to finance improvement projects by harnessing incremental property tax growth within a TIF district's boundaries. The tax revenues help support economic development projects that provide jobs, goods and services for local residents. The funds are also used to pay for capital improvements in streets, parks, schools, and other public facilities.



## Under Mayor Emanuel, the majority of TIF Funds Have Supported Infrastructure, Public Institutions and Neighborhood Development



*91% of funds have supported infrastructure, public institutions, and neighborhood private projects. Only 1% has supported downtown economic development investments.*

### Tax Abatements

Tax abatements are used to support commercial and industrial development as well as rehabilitation of historic properties. The abatements are authorized by Cook County, with the City managing the review and leading the legislative process. These abatements lower the tax assessment levels for a property and reduce taxes for a period of five to twelve years.

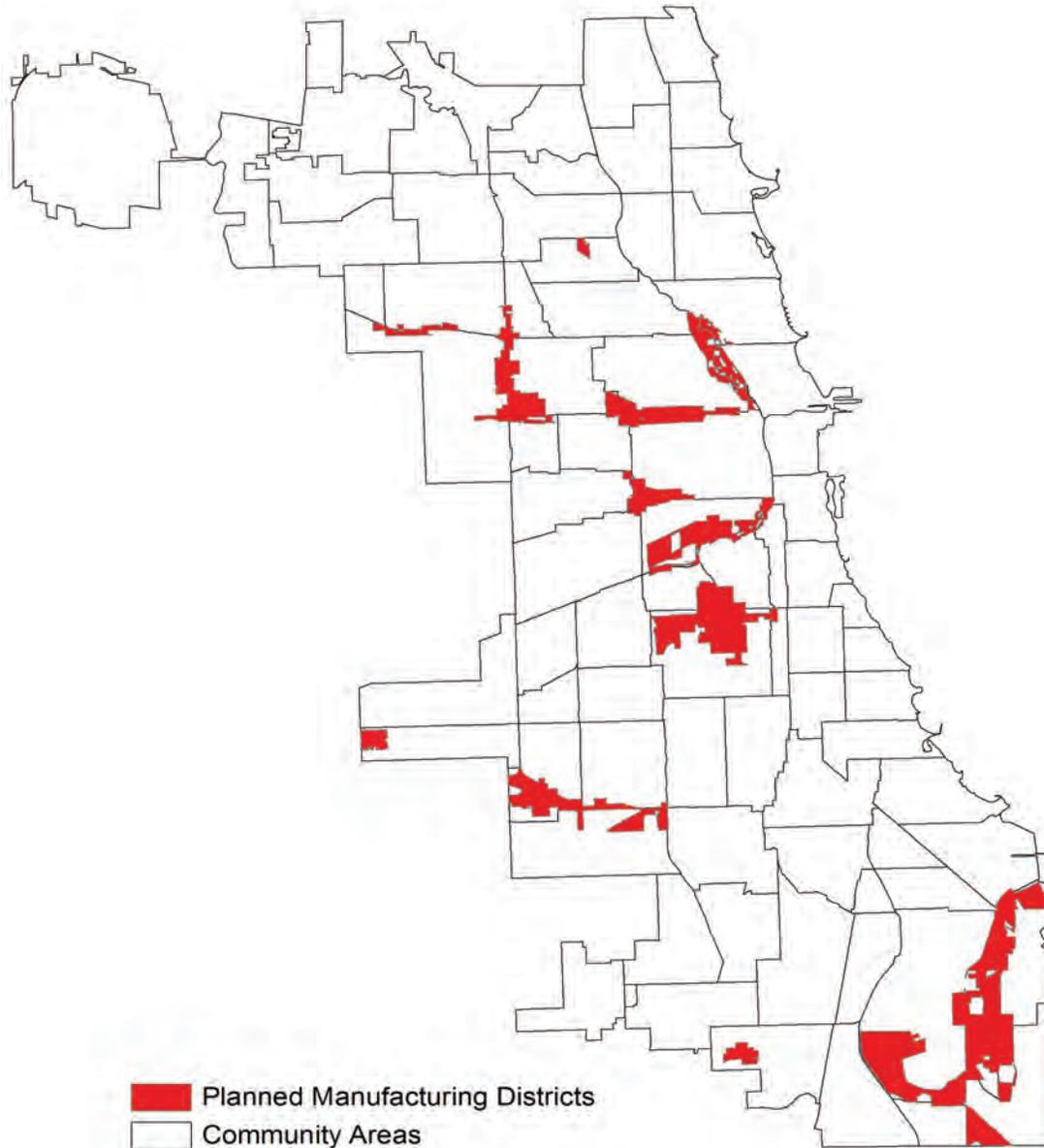


### Planned Manufacturing Districts

At present, the City of Chicago zoning code designates 15 Planned Manufacturing Districts (PMDs) within its 26 industrial corridors. PMDs provide a stable and predictable real estate environment for large private-sector capital investment. The city's PMDs are responsible for 61,085 jobs with an annual average pay of \$67,000, 16% higher than the average pay for all area jobs.



## PLANNED MANUFACTURING DISTRICTS



### Challenges and Opportunities

While progress in applying economic development tools has been made in the last several years, challenges remain including:

- A number of TIF districts were established during market peaks, leaving the districts with declining property values and little or no tax increment to spend due to the Great Recession.



- The population is declining in certain neighborhoods. Decreased demand limits opportunities for retail and commercial development.
- Opportunities for industrial development are limited by the availability of modern facilities.

***In spite of these challenges, there are opportunities for:***

- Industrial development and upgrades, coupled with complementary workforce development
- Focused retail development in select intersections
- Support and development of amenities that strengthen communities

## **TRAINING A 21ST CENTURY WORKFORCE**

The City of Chicago has made great strides in realigning its workforce development programs to more closely match the needs of employers in the fastest growing sectors of the economy. Chicago's workforce development system currently consists of many service providers; the largest are Chicago Cook Workforce Partnership, the City Colleges of Chicago Reinvention, and Chicago Public Schools' Career and Technical Education Pathways. Additionally, the City runs a workforce development fund called TIFWorks that provides incentives for businesses to invest in employees. Finally, coordinating organizations – such as Thrive and World Business Chicago's Plan for Economic Growth and Jobs – address workforce development for workers, students, employers, and other entities.

### **City Colleges of Chicago**

The City Colleges of Chicago, and its Reinvention, are critical in building workforce readiness. Reinvention is an initiative for all seven City Colleges to improve student outcomes, become more market driven, and operate more efficiently. Each program aims to close the gap between workforce skills and industry needs with:

- A focus on seven industry sectors: healthcare; transportation, distribution and logistics; business, professional services and entrepreneurship; information technology; advanced manufacturing; culinary and hospitality; education, human, and natural sciences
- Stackable credentials that build up an individual's qualifications and help them to move along a career pathway or up a career ladder to different and potentially higher-paying jobs
- Employer involvement in program design and interaction with students
- Career planning and placement services
- Customized training to employers to meet specific skills training needs



## Chicago Cook Workforce Partnership

The Partnership is a non-profit administrative agency formed in July 2012 under the joint leadership of Chicago Mayor Rahm Emanuel and Cook County Board President Toni Preckwinkle. It administers more than \$50 million of Workforce Investment Act funds, as well as other public and private funding, for comprehensive workforce development initiatives that address the occupational training and career placement needs of job-seekers and businesses throughout Chicago and Cook County.

### ***The Partnership manages a network of 49 agencies, with six primary methods of service delivery:***

- Workforce Centers or American Job Centers, which are high-capacity locations serving the general job-seeking population as well as businesses;
- Affiliates, which provide services to job seekers and businesses but differ from workforce centers in lower volume of people served, geographic reach and/or special population;
- Youth Affiliates that assist youth ages 16-21 in achieving academic and employment success;
- Sector Centers, which are service hubs concentrating on business and job seeker services related to a specific industry sector; and
- Bridge Programs that prepare individuals with limited academic skills to access training that leads to employment and a career path.

On average, the Partnership serves more than 140,000 people per year, with roughly 15,000 enrolled in occupational training at any given time. Since its inception, the Partnership has successfully placed more than 17,000 people in jobs while forging relationships with more than 300 companies.

## Chicago Public Schools

In addition to core curriculum, Chicago Public Schools' Career and Technical Education provides classes, work-based learning, and industry certifications/college credit where applicable. An example of this is the early college STEM school program. These CPS programs incorporate input from Industry Advisory Councils.



## Challenges and Opportunities

Several organizations deliver workforce services to Chicago area residents and, while coordination exists across some entities, it is not universal. Furthermore, strategic priorities among the organizations are often not aligned, thus missing opportunities for workers or students to take advantage of multiple resources.

While partnerships with the local business community are among the greatest strengths of Chicago's workforce service providers, they also pose a coordination challenge. In some cases, the organizations appear to compete with one another for partnerships with the same private-sector employers. Furthermore, private-sector employers have provided feedback about the challenge of being faced with partnership offers from multiple agencies and the difficulty in deciding between competing requests. This uneven level of coordination results in inefficiencies and missed opportunities to better serve the city's workforce.

### ***Several opportunities exist to meet the needs for our employers and workforce, including:***

- Improving collaboration across workforce agencies
- Creating consistent strategic priorities such as focus industries, outcome metrics and engagement with employers
- Identifying opportunities to educate workers, students, employers and staff at all organizations on education pathways throughout the system

## WHAT WILL SUCCESS LOOK LIKE?

- Communities playing a leading role in determining their futures by partnering with the City of Chicago and its sister agencies to prioritize investment in their neighborhoods
- Broad-based economic growth benefiting neighborhoods across the city and inclusive of all Chicago's residents
- Adding tools to attract businesses and investment to the neighborhoods that need them the most to foster economic growth
- Building a workforce that is ready for the jobs of today and tomorrow and that can easily connect to jobs that lead to lifelong career pathways



## FOSTERING NEIGHBORHOOD ECONOMIC GROWTH

### INDEX OF INITIATIVES

**6. Engage Communities in Local Economic Planning**

**7. Expand Transit-Oriented Development**

**8. Strengthen Assistance to Small Business**

**9. Use Targeted Tax Incentives to Attract Businesses to Emerging Communities**

**10. Ensure that Tax Increment Financing Continues to Become More Transparent and is Used for Neighborhood Investment**

**11. Re-imagine the City's Planned Manufacturing Districts to Support Modern Development**

**12. Strengthen Coordination of Workforce Development Programs**

**13. Increase Mayor's Office Resources Devoted to Neighborhood Economic Growth**

### **Initiative #6. Engage Communities in Local Economic Planning**

#### **Why do this?**

Early successes from the implementation of Chicago Neighborhoods Now demonstrate the value of expanding the geographies included in the program as well as expanding the depth of the work. An important next step in accelerating investment in our neighborhoods is expanding CNN across the city, engaging residents and community stakeholders in developing action plans, and developing strategies in every relevant City agency to build on the strengths and meet the needs of each neighborhood.

Through stakeholder discussions, the Committee concluded that the City must institutionalize a collaborative approach to economic and community development planning – one that engages residents on a regular basis in shaping the future of their neighborhood. The Committee believes that the time has come to expand CNN across the city.

#### **How?**

In close consultation with residents, aldermen, and community groups, the City will facilitate the preparation of an economic development and investment plan for communities across Chicago. The creation of these plans will provide a framework through which City departments, aldermen, community leaders and residents can work together to build economically vibrant neighborhoods. The plans should lay out strategies to leverage the assets in each community – including workforce; anchor institutions such as hospitals, universities, schools, arts and culture institutions, and sports venues; and infrastructure. The City should also ensure that these community plans capture ideas generated by previous planning efforts and focus on ways to implement those proposals. The plans should outline priority projects, including how much the City and its partners are investing and when each neighborhood should start enjoying the results of that work.

#### **Timeline**

- **120 Days:** The City will pilot the new planning process in three neighborhoods.
- **18 Months:** The planning process will expand to cover the entire city.



## **Initiative #7. Expand Transit-Oriented Development**

### **Why do this?**

Chicago's transit system is one of our city's greatest strengths. Since Mayor Emanuel took office, the City has invested in the city's transit system by modernizing the Red Line South, building new stations in the West and South Loop neighborhoods, upgrading stations across the system and launching innovative approaches like bus rapid transit. To maximize the economic value created by this investment, the City should promote greater density and development near transit locations. Transit-Oriented Development reduces costly car congestion by promoting walkable streets and commuting by public transit. It also promotes healthy commercial corridors that offer the amenities needed to keep families in Chicago.

Prior to 2013, the City's zoning code did not promote greater density around transit stations. Moreover, the code's requirement that developers include parking spots for every commercial or housing unit did not relax near transit stations. In 2013, the Administration passed an ordinance that provided new zoning incentives including reduced parking requirements and greater height and density bonuses for projects near transit stations. To be eligible for the incentives, projects needed to be either within 600 feet of a transit station or 1,200 feet of a transit station along a pedestrian-designated street. To date, the ordinance has facilitated the development of eight projects worth more than \$132 million, creating nearly 1,000 construction jobs and 100 permanent jobs. Promoting TOD will drive additional economic development to neighborhoods.

### **How?**

The Committee recommends that the Administration pass a TOD reform ordinance that expands the size of TOD zones to cover a larger geographic area around transit. The Committee also recommends that the City consider increasing the incentives by eliminating parking requirements altogether or increasing available density bonuses within the TOD zone. Furthermore, the City should better leverage all economic development tools to provide incentives for investment in these areas.

### **Timeline**

- **90 Days:** The City will introduce a TOD reform ordinance.
- **1 Year:** The City will issue a report detailing the impact of the TOD ordinance in terms of jobs and investment.



## **Initiative #8. Strengthen Assistance to Small Business**

### **Why do this?**

Small businesses are responsible for roughly half the jobs in Chicago. The Administration has launched numerous initiatives to support the city's small businesses, from reducing the number of business license categories by 60% to launching an innovative micro lending program that has helped more than 200 businesses. In 2013, the Mayor issued the Neighborhood Small Business Growth Strategy, which focuses on providing the city's Neighborhood Business Development Centers with additional tools to serve business owners. Through the Chicago Anchors for a Strong Economy (CASE) program, the Administration has worked with major institutions to promote neighborhood small business growth through participation in their procurement, resulting in millions in additional revenue for the businesses that have benefitted from the program. While progress has been made, more can be done to promote small business growth in Chicago.

### **How?**

Working with World Business Chicago, the Administration will update the Neighborhood Small Business Growth Strategy to include additional focus on increasing access to capital, promoting startups in our neighborhoods and expanding participation in City and anchor institution procurements like CASE. The Committee also believes that the Mayor should revitalize the Small Business Advisory Council, which helped develop the original strategy.

### **Timeline**

- **60 Days:** The Mayor will relaunch the Small Business Advisory Council.
- **120 Days:** The Advisory Council will update the Neighborhood Small Business Growth Strategy.
- **End of Year 1:** The City will launch the first initiatives under the updated strategy.



## ***Initiative #9. Use Targeted Tax Incentives to Attract Businesses to Emerging Communities***

### **Why do this?**

Too many neighborhoods in Chicago suffer from double-digit unemployment and low property values. In order to bring growth to neighborhoods left behind by Chicago's economic recovery following the Great Recession, the City needs every tool available to attract business investment.

### **How?**

The City should establish growth zones that include low-tax zones and business concierge service to encourage investment in neighborhoods with significant assets (such as rail or vacant land), but that have suffered from under investment. The Administration should implement this program in phases, starting first with establishing growth zones in industrial corridors before expanding to other commercial corridors. Industrial corridors are a good first step for expansion because of the quality of the jobs, ability to locate outside the city center, and the positive trends in the advanced manufacturing industry. However, the Committee believes that the program should not end with industrial corridors. The City should adapt the growth zones concept to support the revitalization of retail corridors and other important growth sectors in struggling neighborhoods.

### **Timeline**

- **6 Months:** The City will launch the first growth zone in an industrial corridor.
- **12 Months:** The City will have launched additional growth zones in industrial corridors.
- **18 Months:** The City will launch a version of the growth zones program in retail corridors.



## ***Initiative #10. Ensure that Tax Increment Financing Continues to Become More Transparent and is Used for Neighborhood Investment***

### **Why do this?**

Under Mayor Emanuel, the vast majority of TIF funds have been used to invest in our neighborhoods - from transportation infrastructure to schools to parks. The Administration take additional steps to ensure that TIF funds are invested in our neighborhoods going forward and identify new approaches for investing in transit. And while the Mayor has eliminated more TIF districts in the last four years than had been eliminated in the ten years prior to taking office, the Administration should establish a clear policy for eliminating TIF districts. The Committee also recommends that the Administration continue to improve the transparency of TIF spending by adding new tools to the TIF Portal that allow users to better understand investment patterns and trends. Finally, the Administration should consider reforms for addressing those TIF districts that no longer generate revenue because property values have fallen below the level at the time the TIF district was established. These reforms could both help amplify progress in utilizing TIF to support neighborhood growth and cement the priority of such projects as a standard to be followed by future mayors.

### **How?**

The Mayor should freeze all new spending in downtown TIF districts and sunset them when all committed projects are complete. Declaring a surplus in these districts each year will provide much-needed revenue for City and CPS operations. Implementing this policy will also help strengthen confidence among residences that TIF is only being used to support projects that create jobs and improve infrastructure, schools, and parks in our neighborhoods.

The Administration should also assess the costs and benefits of transit TIF proposals currently under review in Springfield. While establishing dedicated transit TIF districts could accelerate important modernization work, the City should ensure that this approach would not divert resources from other important priorities.

Taxpayers will be better served if unnecessary TIFs are eliminated. After reducing the number of TIF districts by 14 since taking office, the Mayor should establish clear and transparent criteria for eliminating TIF districts going forward.

The Mayor should also consider obtaining State authorization to reset the base Equalized Assessed Values (EAV) - the taxable value of the property - for TIF districts where property values have decreased below their value at designation of the TIF. Resetting the base EAV will allow the TIF to begin accumulating revenue from property taxes, making funds available for investment in neighborhoods that have struggled in recent years.

Lastly, in addition to the above reforms, the Administration should build upon its transparency reforms of the previous four years by updating the TIF web portal. The current portal allows residents to view projects on a map. But residents are unable to aggregate and sort data to view how the City has invested TIF by category or over time. Making additional improvements to the portal to add these functions will raise awareness of TIF expenditures.



## ***Initiative #11. Re-imagine the City's Planned Manufacturing Districts to Support Modern Development***

### **Why do this?**

The Committee believes that PMDs play an important role in ensuring that manufacturing and other industrial companies continue to succeed in Chicago. Yet the Committee also urges the City to conduct a thorough review of its current PMDs to determine if any changes are needed to ensure that land within PMDs is being put to its highest and best use.

### **How?**

The Department of Planning and Development will launch a review of the City's PMDs, consulting with stakeholders and experts to identify potential reforms. DPD should consider reforms that will allow for the targeted use of land within PMDs for innovative, non-industrial purposes and for redefining the term "industrial" to meet current trends in advanced manufacturing. The Committee also recommends that DPD consider options for capturing some portion of the revenue generated by new development.

### **Timeline**

- **90 Days:** DPD develops PMD reform proposals in consultation with stakeholders.
- **6 Months:** Mayor introduces PMD reform ordinance to City Council.



## ***Initiative #12. Strengthen Coordination of Workforce Development Programs***

### **Why do this?**

The city and region have made great strides in improving workforce development programs, but these programs are not coordinated as closely as necessary. Each workforce development organization follows its own strategy and current coordinating bodies do not facilitate the frequent data sharing needed for true collaboration.

### **How?**

The City, County, and World Business Chicago should establish a workforce development coordination council to improve oversight and implementation of the region's programs. The council would oversee a set of agreed-upon strategic priorities aimed at facilitating coordination across entities and with other stakeholders (employers, educators, funders, and community-based organizations). Workforce programs will provide regular reports to the council. The council would then provide the Mayor, Cook County Board President, and other leaders with a single report on the region's programs.

### **Timeline**

- **120 days:** Establish a workforce development coordination council and present agreed-upon strategic priorities to the Mayor and Cook County Board President.
- **1 Year:** Evaluate success of initial set of coordination efforts against strategic priorities and adjust accordingly..



## ***Initiative #13. Increase Mayor's Office Resources Devoted to Neighborhood Economic Growth***

### **Why do this?**

Currently, staff members in the Mayor's Office, City departments, and World Business Chicago are dedicated to implementing the Mayor's overall economic development strategy. This work has included investing in projects and programs in neighborhoods, but the City's development efforts would benefit from additional resources focused on initiatives that bolster growth in struggling neighborhoods. Designating staff within the Mayor's Office to focus on neighborhood-level economic growth would elevate the importance of neighborhood growth and create a strong accountability framework going forward. This staff can coordinate the efforts of multiple agencies and stakeholders to promote economic growth at the neighborhood level.

### **How?**

The City will obtain grant funding to support the addition of Mayor's Office staff focused on neighborhood economic growth. Within the first six months, the staff will develop a strategy to guide its work.

### **Timeline**

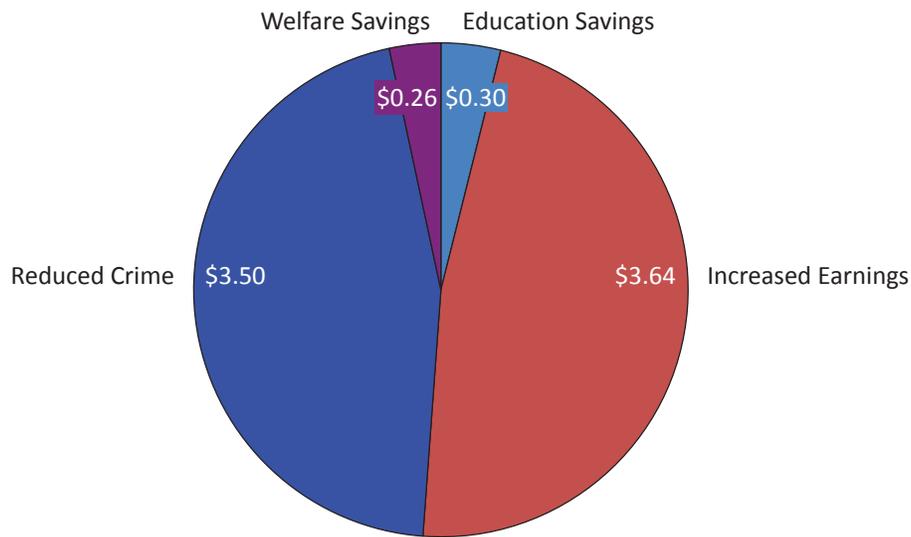
- **120 Days:** The Administration will appoint staff dedicated to neighborhood economic growth within the Mayor's Office.



## MOVING TOWARD UNIVERSAL PRE-K

Improving early education is one of the most important investments we can make in the next generation. Children who participate in high-quality pre-K programs enter school better prepared to learn than their peers. Additionally, the benefits of early education go beyond the academic success of the student. Every dollar invested in early learning brings an eightfold return in social benefits, such as reduced crime and welfare costs as shown in the graph below.

### Social Return Per Dollar Invested in Early Childhood Programs by Type



Source: Heckman, 2011 (2006 dollars)

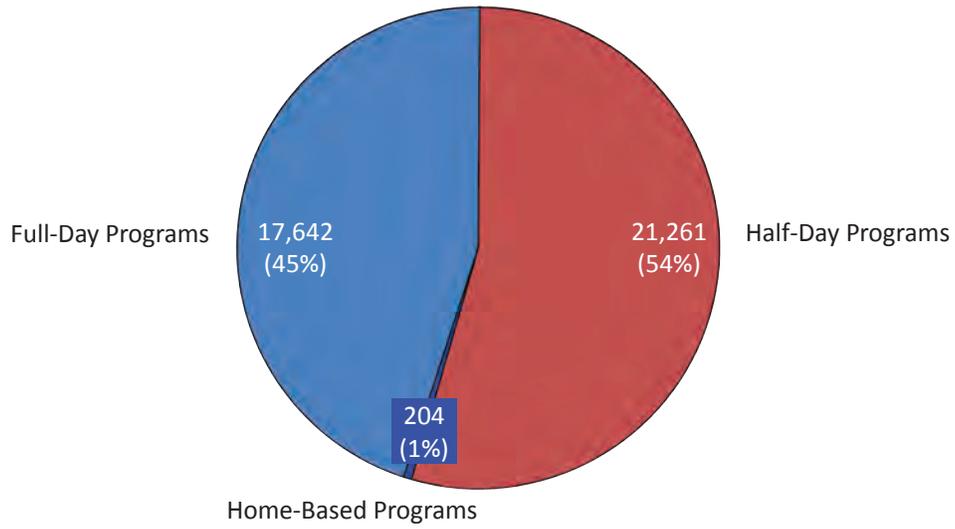
Parents benefit with reduced childcare costs as well as increased personal and economic opportunities while their child is learning in a pre-K program.

Since Mayor Emanuel's first term, the City has invested nearly \$40 million from the City's budget over three years to increase access to early learning programs and to raise the quality of existing programs. This City funding is in addition to the \$231 million annual combined funding from Head Start and Preschool for All. These investments have expanded the number of early learning seats by 4,000 and ensured that every four-year-old from a low-income family has access to free pre-K.

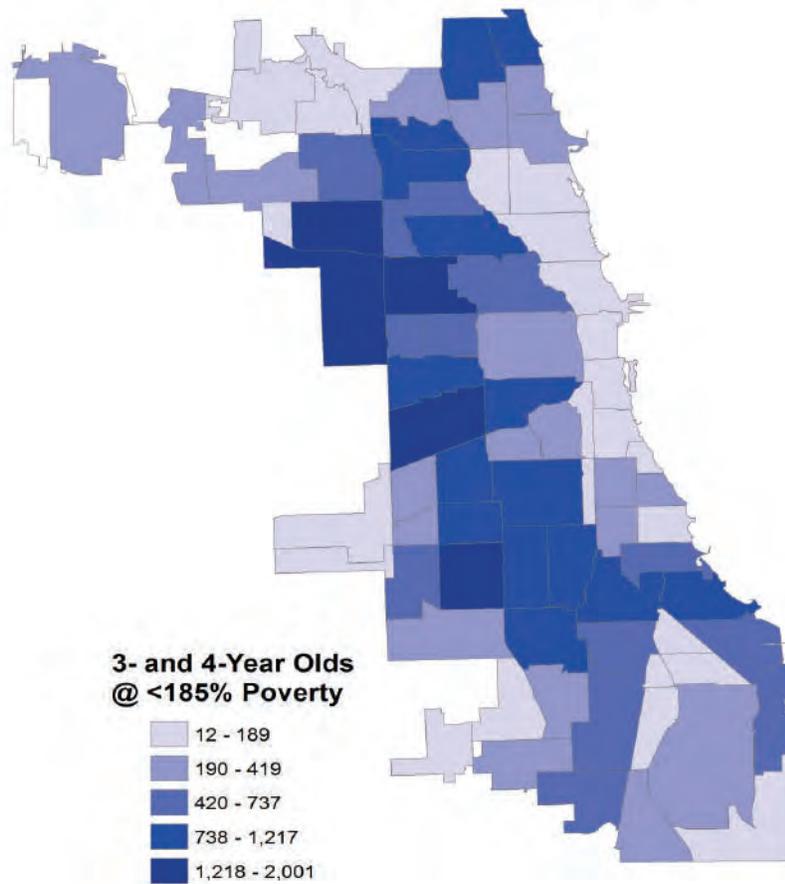
Overall, there are approximately 39,000 government subsidized pre-K seats in Chicago – half-day programs account for 54% of that total, and 46% are full-day. While the City of Chicago's programs now reach 70% of children living at 185% of the federal poverty level, work remains to ensure that every child in need has the opportunity to start his or her schooling with the advantages of early learning.



## There are Approximately 39,000 Government Subsidized Pre-K Opportunities



## Where Children in Poverty Live



Source: Mayor's Office analysis of 2009-2013 American Community Survey 5-Year Estimates.



Chicago Public Schools (CPS) and the Department of Family and Support Services (DFSS) are the two City agencies that administer pre-K programs. Additional community-based providers, including Educare Chicago, offer quality rated preschool programs for at-risk children that operate independent of any City-managed funds.

In developing its recommendations, the Committee benefitted from direct roundtable discussions with a dozen parents and providers and the data gathered through focus groups with 75 parents.

### **Top Challenges and Opportunities**

While progress over the last four years has been substantial, challenges and opportunities remain. Both must be addressed and given additional focus to ensure that early-learning opportunities – and all the proven benefits they provide – effectively reach Chicago’s children and families in need.

The Committee focused on three primary challenges in preparing its recommendations: pre-K administration, increasing enrollment, and expanding full-day pre-K.



### **PRE-K ADMINISTRATION**

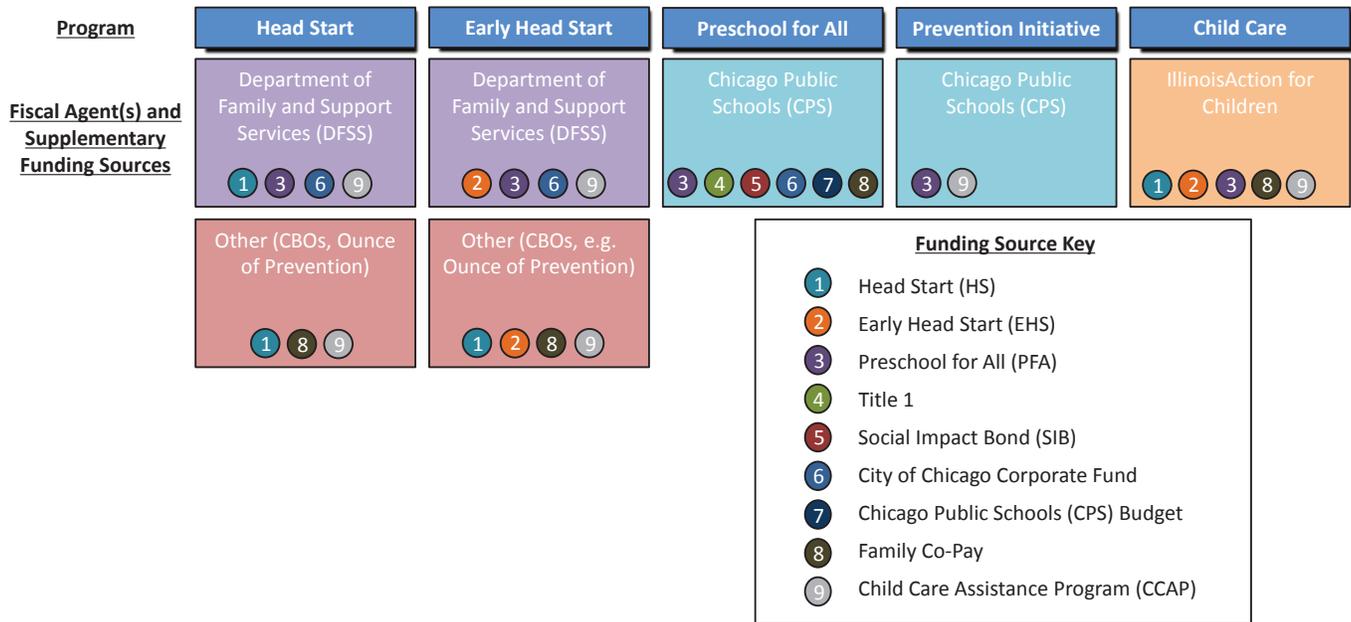
The City’s pre-K programs are administered by two different departments and supported by many different funding streams. During the Mayor’s first term, the City achieved progress in strengthening coordination across pre-K agencies. The Mayor also launched a recompetition for pre-K funds, requiring providers to reapply for funds and prove that they could meet quality criteria. The Administration also redeployed resources across the system based on a coordinated assessment of need and quality.

### **Challenges and Opportunities**

Multiple pre-K funding sources, fiscal agents, and program types create challenges for parents and providers, with complicated processes for enrollment, prioritization and resource allocation. The result is a fragmented system where administration is based on funding regulations rather than integrated objectives to meet children’s and parent’s needs.



## Multiple Funding Pots, Fiscal Agents and Program Types Make Pre-K Administration Difficult For Parents and Providers



Community-based full-day programs (nearly a quarter of all pre-K opportunities) leverage funding from multiple sources, with overlapping but inconsistent eligibility criteria. This may restrict recruitment for children who are not eligible or preferred by all funding criteria (e.g., children without working parents, children whose family income is low but not in poverty or 3-year-olds).

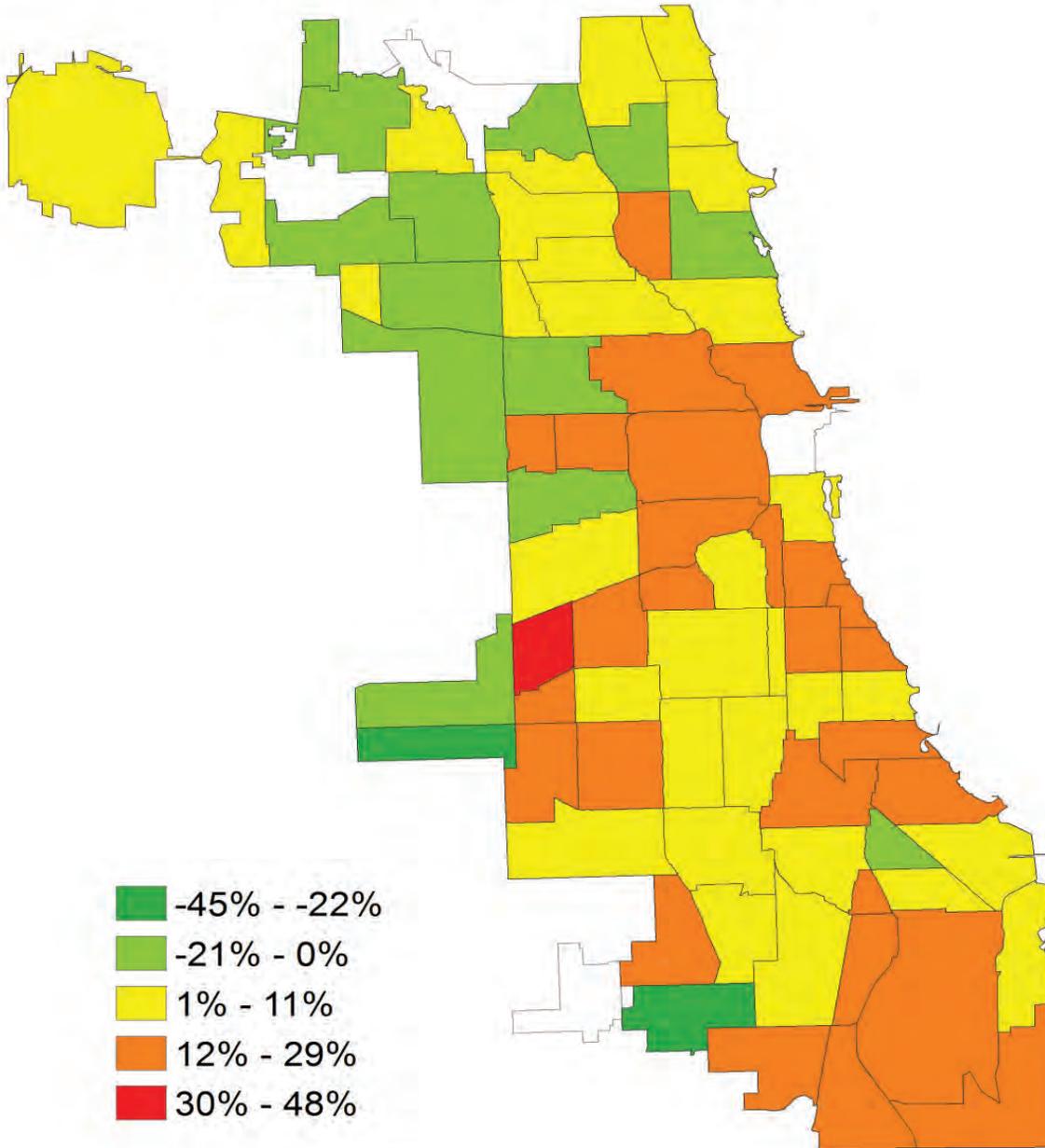
These structural issues provide the Mayor with the opportunity to transform early childhood programming and funding into a comprehensive, integrated system that centers on outcomes for young children and their families. The system should focus on creating parent-centric policies and processes supporting high quality programs, and include a proactive approach to identifying and engaging parents of at-risk children.

### INCREASING ENROLLMENT

During Mayor Emanuel's first term, the City invested to create 4,000 new seats per year in pre-K programs throughout the City. Each year, some seats go unfilled, particularly in neighborhoods on the south and west sides of the City, including West Garfield Park, Riverdale, Grand Boulevard, Armour Square, and McKinley Park.



## Vacant Seats by Community Area



Note: Negative open seats indicate communities with programs that are over-enrolled.



Since 2011, CPS has taken steps to make the matriculation process easier for families by implementing centralized application, registration, and enrollment. Enrollment in community organization-based programs, however, is fragmented and remains at the discretion of the individual provider, with oversight and marketing support provided by DFSS.

## Challenges and Opportunities

*In spite of improvements, too many pre-K seats remain unfilled, due to three principal challenges:*



First, parents are unaware of program options, and may not be aware of the immediate benefits of pre-K programs compared to current childcare arrangements. Also, some families hesitate to move care of young children away from trusted friends, family, or neighbors. These challenges highlight the fact that program messaging and branding are not clear and compelling.

Second, enrollment processes are complicated and confusing. Outreach is not coordinated and may miss certain populations. Administrative barriers prevent school-based and community-based programs from coordinating to find the best placements for families, especially those with specialized needs (language, Individual Education Plan). Families are also unable to find pre-K programs with schedules or the child care to meet their needs.

Second, enrollment processes are complicated and confusing. Outreach is not coordinated and may miss certain populations. Administrative

Third, families in extreme poverty can face barriers that isolate them and discourage enrollment. Documentation and multi-phased procedures create additional strain for families that must focus on meeting basic needs.

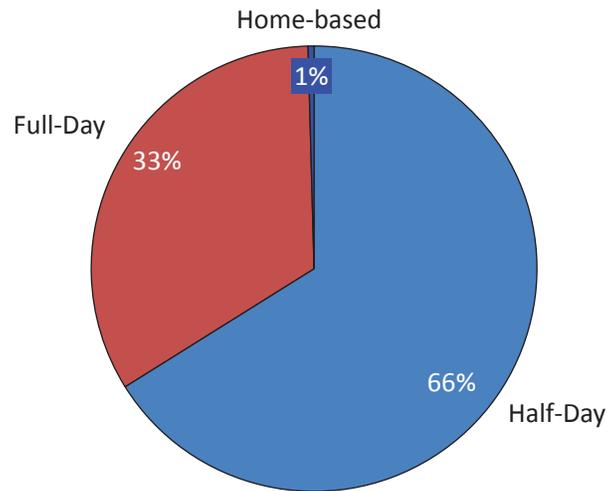
## EXPANDING FULL-DAY PRE-K

During the first term, the Mayor leveraged numerous investments to expand full-day programs. Compared to the 2011-12 school year, the City serves an additional 4,700 children in full-day programs. Over the next three years, CPS will triple the current ~100 school-based programs to 300, which can expect to serve 6,000 total students in a full-day program.

Despite these gains, approximately only one-third of low-income 4- year-olds currently receives a full day of pre-K, including programs that include or coordinate with childcare services.



## 4 Year-Olds Enrolled in Early Childhood Programs



To place all low-income 4-year-olds in a full-day program, the City needs to convert an estimated 13,000 seats from half-day to full-day, plus add an estimated 4,400 new full-day opportunities.

### Challenges and Opportunities

The majority of children are in half-day programs. Extending full-day pre-K is both integral to closing achievement gaps and to providing parents increased flexibility of scheduling and choosing among providers. However, full-day programming is at least twice as costly; there is currently not enough funding to provide full-day programs to all children. Expanding to full-day for all low-income 4-year-olds is estimated to cost an additional \$87-174 million per year for programming, not including of necessary capital expenses.

Converting half-day programs to full-day will require additional classrooms and teachers to replace programs that currently provide multiple sessions per day. Aggressive expansion must balance increasing access to full-day with building high-quality capacity. Furthermore, community-based programs may not be able to offer true full-day coverage without supplemental funding that may restrict eligibility.

### WHAT WILL SUCCESS LOOK LIKE?

- Serving the most at-risk children with high-quality programs across the city by implementing proven strategies to increase enrollment, the City will pair its national leadership in program quality with innovative stakeholder collaboration to place as many at-risk children as possible in pre-K programs, striving for full enrollment.
- Increasing transparency and accountability of pre-K administration by transforming early childhood programming and funding into a comprehensive, integrated system that focuses on achieving the best outcomes for young children and their families.
- Ensuring that families are at the heart of the enrollment process by creating parent-centric policies supporting a high quality programs, with a proactive approach to identifying and engaging parents.
- Providing every low-income 4-year-old with the opportunity to participate in a full-day pre-K program.



## MOVING TOWARD UNIVERSAL PRE-K

### INDEX OF INITIATIVES

**14. Streamline the Administration of Pre-K in Chicago**

**15. Create a Unified, Flexible Enrollment Process and Timeline Between DFSS and CPS**

**16. Target High-Need Communities with Proven Enrollment Strategies**

**17. Develop a Unified Marketing Strategy**

**18. Develop a Plan for Providing Full-Day Pre-K to Every 4-Year-Old in Need**

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### **Initiative #14. Streamline the Administration of Pre-K in Chicago**

#### **Why do this?**

Despite individual successes seen in the first term, multiple funding streams, and the strict regulations for each, continue to push agencies apart in the management of their resources, DFSS and CPS separately administer hundreds of millions of dollars in program budgets. While these agencies have improved their coordination, the Mayor's goals cannot be reached without further improvement.

#### **How?**

The Committee recommends streamlining the administration of these programs. This improvement can come from consolidating certain functions or creating a cross-agency unit to ensure proper coordination and data sharing. Other cities have maintained separate administrative structures, while creating simple processes for data sharing of resources and outcomes.

#### **Timeline**

- **90 Days:** The Mayor's Office will convene stakeholders to develop a plan for process alignment and strategic use of resources.
- **Year 1:** The Administration will have a plan will identify duplicate functions and outline opportunities to align resources in areas that may include recruitment, compliance, and capacity planning and strategy.



## ***Initiative #15. Create a Unified, Flexible Enrollment Process and Timeline Between DFSS and CPS***

### **Why do this?**

CPS and DFSS are on different timelines for outreach and enrollment because CPS recruits earlier in the year. Hotline call volume suggests the enrollment process does not happen when parents begin thinking about early education - demand is year round. Twenty-five percent of students enroll after the start of the program. Finally, the application process is challenging: confusion exists about calendar, timeline, and process. Many cities have similar structures to Chicago's, with education and social service departments managing different elements. However, some have unified the enrollment process.

### **How?**

Improving coordination will require that the Mayor's Office take a stronger role in driving improvements. The Mayor's team should work with CPS and DFSS to create a coordinated 2016-2017 enrollment process and timeline. The Administration should seek feedback on the proposed enrollment process and timeline from parents.

The enrollment system should be seamless for parents, with eligibility and funding determinations made without requiring excessive forms and visits. This would include a system that coordinates referrals across multiple schools and multiple community-based settings, and allows parents to prioritize preferences based on their desired timeframe and locations (i.e. half-day/full-day/working hours and location). The systems would then coordinate which funding streams to use for each family. Finally, CPS and DFSS will establish clear processes for early-learning providers and outside partners (public assistance agencies, healthcare providers, etc.) to offer referrals for early-learning programs. The referral process will target community professionals that most often interact with eligible families, but may not be informed on all the programs that meet a family's needs.

### **Timeline**

- **90 Days:** CPS and DFSS will meet in the summer of 2015 to create a unified enrollment timeline and recruitment plan for the 2016-2017 school year. City staff will work with parent groups and providers to identify significant barriers in the enrollment process for families with children most at risk that are still not in programs, including those in undocumented communities, temporary living situations, special needs, and others.
- **1 Year:** Parents will be able to enroll in all the programs they are eligible for at the same time; there will be a reduction in the number of parents holding seats at some sites while "shopping" at others; and DFSS/CPS will have a more systematic view of where enrollment problems exist, improving coordination in communities with low enrollment.



## ***Initiative #16. Target High-Need Communities with Proven Enrollment Strategies***

### **Why do this?**

The Committee has learned that families in low income neighborhoods face unique barriers to enrolling in pre-K that range from the complex application process to lack of familiarity with the benefits of early education. Increasing enrollment in such neighborhoods requires a more targeted, intensive outreach strategy. The City should pilot innovative approaches in high need neighborhoods.

### **How?**

The Committee encourages the Administration to cast a wide net in identifying approaches to pilot. As a starting point, the Committee recommends that the City look to successful efforts that have simplified and increased enrollment in Chicago through the use of place-based enrollment strategies. These strategies have focused on specific neighborhoods, relying upon trusted local leaders and parents to promote the importance of early learning. Moreover, these successful approaches have simplified the parental experience by helping guide them through the process.

The South Side Early Learning Network is one example to be considered. Launched in 2012, it has achieved success by providing a single point of entry to high-quality early-learning programs and creating a coordinated, integrated system that brings fragmented providers to the table.

### **Timeline**

- **120 Days:** The City will conduct a comprehensive assessment to identify high-need communities and opportunities for improvements.
- **Year 1:** Based on the results of the needs assessment, the City will identify new approaches to targeted enrollment, including possible place-based strategies in areas of high need.



## **Initiative #17. Develop a Unified Marketing Strategy**

### **Why do this?**

Current messaging and marketing materials are disjointed and do not adequately demonstrate the value of early-learning programs for children and families - both in the short term and lifetime achievement. Families that are not enrolling their children tend to be mobile and struggling with high-priority needs on a daily basis. Existing messaging does not effectively create a sense of urgency for enrollment.

### **How?**

The City will create a centralized marketing and messaging campaign that reaches a citywide audience and supports individual provider recruiting efforts.

### **Timeline**

- **120 Days:** CPS and DFSS will audit existing communication strategies and resources and identify messaging gaps to determine reasons parents may be hesitant to enroll.
- **Year 1:** CPS and DFSS will create a coordinated messaging and recruitment plan and explore options to test effectiveness of new messages in high-need and target populations.
- **End of Second Term:** CPS and DFSS will implement unified messaging on the benefit of programs and simple next steps for enrolling. Messaging will reach families early and often, be present at the natural touch points of family and child development (child birth; well visits and annual checkups; faith programs; etc.), and communicate real stories of parents and children who have benefitted from participation in early-learning programs.



## ***Initiative #18. Develop a Plan for Providing Full-Day Pre-K to Every 4-Year-Old in Need***

### **Why do this?**

Gold standard evaluations show that the added hours of education in a full-day program effectively close the achievement gap between at-risk children and their more advantaged peers. In fact, 20% more children attending full-day programs progress at the appropriate development level compared to children in half-day programs – 30% more in comparison to children that attend no programs.

### **How?**

The Mayor's Office should work with the Early Learning Executive Council, CPS, and DFSS to develop a strategy for expanding full-day pre-K that includes estimates of cost – both programming and capital – and a full analysis of the challenges that will come with a large expansion. In developing this strategy, the City should identify areas of Chicago that have the highest unmet need for full-day programs. Also, the City should consider whether unfilled half-day slots should be repurposed to support full-day opportunities. Agencies and stakeholders should then work together to identify existing providers who can expand their own capacity and new organizations willing to create classrooms. Classrooms should be developed in a mix of community and school-based sites, with an emphasis on well-trained teachers, appropriate levels of funding, and effective community “wraparound” services provided by counselors, social workers, librarians, school nurses, and others.

### **Timeline**

- **30 Days:** 85 new classrooms funded by the 2015 budget will open for the new school year.
- **6 Months:** The Administration will determine geographic focus and begin identifying new sites for the 2016-17 school year. In addition, the Administration will provide detailed cost estimates for universal pre-K expansion, accounting for a mix of new full-day slots versus repurposing current half-day opportunities. The City will also identify plans to address other barriers to universal pre-K identified by parents and providers (transportation, teacher training, etc.) and the role birth to 3-year-old programs play across the City.
- **Year 2:** The Administration will release a plan to move from 300 full-day classrooms by the end of the second term to universal full-day pre-K for every 4-year-old in need. The plan will include detailed neighborhood expansion plans, outlining the areas of the City where additional pre-K providers will be necessary to achieve full enrollment.
- **End of Second Term:** 300 full-day classrooms will be open and the next expansion phase will be underway, moving toward universal full-day pre-K for all 4-year-olds in need. The importance of providing every child a high-quality experience means this expansion must be conducted at a measured pace over the next four years. This expansion should place particular focus on meeting the needs of bilingual families, families in extreme poverty, and those in temporary living situations.



## APPENDIX

### Comprehensive Working Timeline Of Initiatives Recommended By The Second Term Priorities Committee.

#### 30 Days:

- **Initiative #2: Institutionalize the Regular Engagement of Residents in Developing New Policies.** The Mayor's Office of Public Engagement will prepare a plan for institutionalizing engagement on policy development. This will include the appointment of standing committees on a range of issues and the establishment of a process and timeline for consultation on the Mayor's agenda.
- **Initiative #10: Ensure that Tax Increment Financing Continues to Become More Transparent and is Used for Neighborhood Investment.** Mayor Emanuel implements a freeze on new downtown TIF spending.
- **Initiative #18: Develop a Plan for Providing Full-Day Pre-K to Every 4-Year-Old in Need.** 85 new classrooms funded by the 2015 budget will open for the new school year.

#### 60 Days:

- **Initiative #2: Institutionalize the Regular Engagement of Residents in Developing New Policies.** Initial meetings with committees take place over the course of several weeks.
- **Initiative #3: Increase City Hall's Presence in the Neighborhoods.** The Mayor's Office of Public Engagement will work with senior staff and department heads to establish a policy of regular community meetings.
- **Initiative #4: Build a Neighborhood Ambassadors Network Across the City.** The Mayor's Office of Public Engagement will develop a plan for creating a network of Neighborhood Ambassadors, including options for a structured approach to giving participants the training and information they need to support the program.
- **Initiative #8: Strengthen Assistance to Small Business.** The Mayor will relaunch the Small Business Advisory Council.
- **Initiative #10: Ensure that Tax Increment Financing Continues to Become More Transparent and is Used for Neighborhood Investment.** Administration develops criteria for eliminating TIF districts.

#### 90 Days:

- **Initiative #4: Build a Neighborhood Ambassadors Network Across the City.** The Mayor's Office will launch an application process for residents to become Neighborhood Ambassadors.
- **Initiative #7: Expand Transit-Oriented Development.** The City will introduce a TOD reform ordinance.
- **Initiative #11: Re-imagine the City's Planned Manufacturing Districts to Support Modern Development.** DPD develops PMD reform proposals in consultation with stakeholders.



- **Initiative #14: Streamline the Administration of Pre-K in Chicago.** The Mayor's Office will convene stakeholders to develop a plan for process alignment and strategic use of resources.
- **Initiative #15: Create a Unified, Flexible Enrollment Process and Timeline between DFSS and CPS.** CPS and DFSS will meet in the summer of 2015 to create a unified enrollment timeline and recruitment plan for the 2016-2017 school year. City staff will work with parent groups and providers to identify significant barriers in the enrollment process for families with children most at risk that are still not in programs, including those in undocumented communities, temporary living situations, special needs, and others.

#### 120 Days:

- **Initiative #1: Better Embed Public Engagement into the City's Programs and Operations.** The Office of Public Engagement will work with each City department to develop a public engagement strategy and an accountability system with clear metrics and regular reporting.
- **Initiative #3: Increase City Hall's Presence in the Neighborhoods.** The Mayor's Office will identify opportunities for additional ways to engage residents after implementing the new City policy.
- **Initiative #5: Strengthen the City's Engagement with Youth.** Youth representatives will be added to more boards and commissions.
- **Initiative #6: Engage Communities in Local Economic Planning.** The City will pilot the new planning process in three neighborhoods.
- **Initiative #8: Strengthen Assistance to Small Business.** The Advisory Council will update the Neighborhood Small Business Growth Strategy.
- **Initiative #12: Strengthen Coordination of Workforce Development Programs.** Establish a workforce development coordination council and present agreed-upon strategic priorities to the Mayor and Cook County Board President.
- **Initiative #13: Increase Mayor's Office Resources Devoted to Neighborhood Economic Growth.** The Administration will appoint staff dedicated to neighborhood economic growth within the Mayor's Office.
- **Initiative #16: Target High-Need Communities with Proven Enrollment Strategies.** The City will conduct a comprehensive assessment to identify high-need communities and opportunities for improvements.
- **Initiative #17: Develop a Unified Marketing Strategy.** CPS and DFSS will audit existing communication strategies and resources and identify messaging gaps to determine reasons parents may be hesitant to enroll.



### 6 Months:

- **Initiative #5: Strengthen the City's Engagement with Youth.** The Mayor will hold his first quarterly meeting with youth leaders.
- **Initiative #9: Use Targeted Tax Incentives to Attract Businesses to Emerging Communities.** The City will launch the first growth zone in an industrial corridor.
- **Initiative #10: Ensure that Tax Increment Financing Continues to Become More Transparent and is Used for Neighborhood Investment.** The City will complete an assessment of the costs and benefits of the use of transit TIF districts to support critical transportation projects.
- **Initiative #11: Re-imagine the City's Planned Manufacturing Districts to Support Modern Development.** Mayor introduces PMD reform ordinance to City Council.
- **Initiative #18: Develop a Plan for Providing Full-Day Pre-K to Every 4-Year-Old in Need.** The Administration will determine geographic focus and begin identifying new sites for the 2016-17 school year. In addition, the Administration will provide detailed cost estimates for universal pre-K expansion, accounting for a mix of new full-day slots versus repurposing current half-day opportunities. The City will also identify plans to address other barriers to universal pre-K identified by parents and providers (transportation, teacher training, etc.) and the role birth to 3-year-old programs play across the City.

### 1 Year:

- **Initiative #2: Institutionalize the Regular Engagement of Residents in Developing New Policies.** The Mayor's Office of Public Engagement issues its first annual report on the program.
- **Initiative #4: Build a Neighborhood Ambassadors Network Across the City.** Mayor Emanuel will hold a virtual town hall with members of the Neighborhood Ambassadors network.
- **Initiative #5: Strengthen the City's Engagement with Youth.** Mayor Emanuel will hold a virtual town hall with members of the Neighborhood Ambassadors network.
- **Initiative #7: Expand Transit-Oriented Development.** The City will issue a report detailing the impact of the TOD ordinance in terms of jobs and investment.
- **Initiative #8: Strengthen Assistance to Small Business.** The City will launch the first initiatives under the updated strategy.
- **Initiative #9: Use Targeted Tax Incentives to Attract Businesses to Emerging Communities.** The City will have launched additional growth zones in industrial corridors.
- **Initiative #10: Ensure that Tax Increment Financing Continues to Become More Transparent and is Used for Neighborhood Investment.** Administration updates TIF portal to add new data visualization tools.
- **Initiative #12: Strengthen Coordination of Workforce Development Programs.** Evaluate success of initial set of coordination efforts against strategic priorities and adjust accordingly.



- **Initiative #14: Streamline the Administration of Pre-K in Chicago.** The Administration will have a plan will identify duplicate functions and outline opportunities to align resources in areas that may include recruitment, compliance, and capacity planning and strategy.
- **Initiative #15: Create a Unified, Flexible Enrollment Process and Timeline between DFSS and CPS.** Parents will be able to enroll in all the programs they are eligible for at the same time; there will be a reduction in the number of parents holding seats at some sites while “shopping” at others; and DFSS/ CPS will have a more systematic view of where enrollment problems exist, improving coordination in communities with low enrollment.
- **Initiative #16: Target High-Need Communities with Proven Enrollment Strategies.** Based on the results of the needs assessment, the City will identify new approaches to targeted enrollment, including possible place-based strategies in areas of high need.
- **Initiative #17: Develop a Unified Marketing Strategy.** CPS and DFSS will create a coordinated messaging and recruitment plan and explore options to test effectiveness of new messages in high-need and target populations.

#### 18 MONTHS:

- **Initiative #6: Engage Communities in Local Economic Planning.** The planning process will expand to cover the entire city.
- **Initiative #9: Use Targeted Tax Incentives to Attract Businesses to Emerging Communities.** The City will launch a version of the growth zones program in retail corridors.

#### 2 YEARS:

- **Initiative #18: Develop a Plan for Providing Full-Day Pre-K to Every 4-Year-Old in Need.** The Administration will release a plan to move from 300 full-day classrooms by the end of the second term to universal full-day pre-K for every 4-year-old in need. The plan will include detailed neighborhood expansion plans, outlining the areas of the City where additional pre-K providers will be necessary to achieve full enrollment.

#### END OF SECOND TERM:

- **Initiative #17: Develop a Unified Marketing Strategy.** CPS and DFSS will implement unified messaging on the benefit of programs and simple next steps for enrolling. Messaging will reach families early and often, be present at the natural touch points of family and child development (child birth; well visits and annual checkups; faith programs; etc.), and communicate real stories of parents and children who have benefitted from participation in early-learning programs.
- **Initiative #18: Develop a Plan for Providing Full-Day Pre-K to Every 4-Year-Old in Need.** 300 full-day classrooms will be open and the next expansion phase will be underway, moving toward universal full-day pre-K for all 4-year-olds in need. The importance of providing every child a high-quality experience means this expansion must be conducted at a measured pace over the next four years. This expansion should place particular focus on meeting the needs of bilingual families, families in extreme poverty, and those in temporary living situations.





