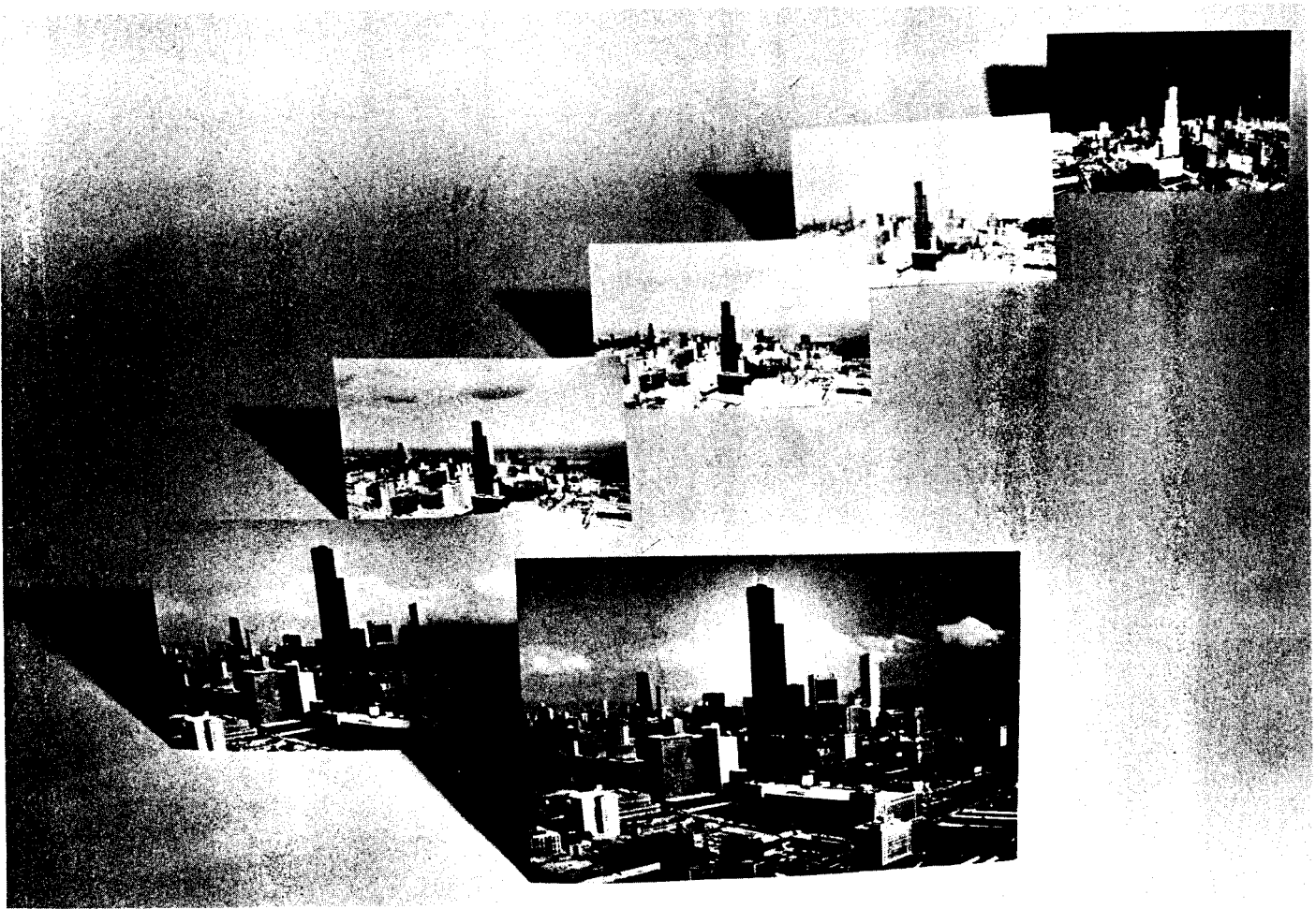


Chicago Development Plan 1984

City of Chicago
Harold Washington, Mayor



“Chicago Works Together” 1984 Chicago Development Plan

May, 1984



OFFICE OF THE MAYOR

CITY OF CHICAGO

HAROLD WASHINGTON
MAYOR

Citizens of Chicago:

My challenge during the last year has been to promote cooperative development planning in a city that has great opportunities but also enduring human needs. A significant redirection of Chicago's development approach has been long needed, and is now evident in this 1984 Chicago Development Plan.

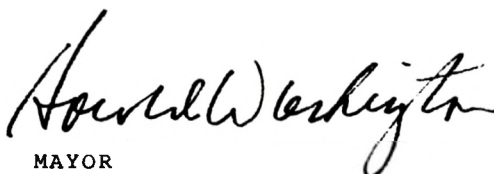
"Chicago Works Together" is an appropriate theme for the coming year. It well describes my philosophy and this Administration's hopes for 1984. Without the "working together" in the neighborhoods, among businesses, and among City departments, Chicago could not have moved forward as it has in the past twelve months. This Administration is now ready to extend its new development approach to stimulate and guide development activity throughout the City.

This Plan proposes a new direction for Chicago's future. It calls for translating this philosophy of "working together" into the City's development policies and programs. We need to agree upon common development goals, achievable targets for the next year, and efficient and equitable methods to get things done.

During the past year I have been working with the Development Sub-cabinet to identify a meaningful set of short-term goals that could effectively guide Chicago's development in the coming year. Each department has evaluated its existing programs in light of these goals and has redesigned them or started new economic development initiatives wherever necessary.

Can we accomplish the goals set forth in this Plan? It will not be easy, but it can be done. Such a commitment will test our spirits and energies as a City. "Chicago Works Together" is a real opportunity, not just a motto. We must take hold of it and use it to build our human, economic, and physical resources. Only then can we fulfill our City's tremendous potential.

Sincerely,


MAYOR

ACKNOWLEDGEMENTS

"CHICAGO WORKS TOGETHER" 1984 CHICAGO DEVELOPMENT PLAN

The production of the *1984 Chicago Development Plan* was a genuinely collaborative effort involving the ideas and talents of many people. The names listed below represent primary contributors to this Plan, although the work of countless others is also reflected. In particular are the many volunteers who participated in the writing of the *Washington Papers* and the *Transition Report*, which formed the basis of this Plan.

Development Subcabinet

Members:

Ira Bach, Director of City Development, Mayor's Office
Jerome Butler, Commissioner of Public Works
Maria Cerda, Director of Mayor's Office of Employment and Training
Brenda Gaines, Commissioner of Housing
Elizabeth Hollander, Commissioner of Planning
Thomas Kapsalis, Commissioner of Aviation
Robert Mier, Commissioner of Economic Development

Special Members:

Sally Johnson, Director of Mayor's Office of Inquiry and Information
Sharon Gist Gilliam, Budget Director, Office of Budget and Management
Dan Pascale, First Deputy Corporation Counsel, Department of Law

1984 Chicago Development Plan Staff Coordinators

Kari Moe, Assistant Commissioner, Department of Economic Development
Diana Robinson, Assistant Director of Development, Department of Economic Development

Development Plan Staff:

Hal Baron, Employment and Training; Maria Choca, Planning; Anthony Gibbs, Inquiry and Information; Bob Giloth, Economic Development; Ann Grieco, Employment and Training; Rommy Lopat, Aviation; John Maiorca, Office of Budget and Management; David Mosen, Planning; Shelly Sandow, Mayor's Office; Greg Tatara, Public Works; Joel Werth, Housing.

Special Acknowledgements:

Mary Pat Hay, Assistant Press Secretary
Charles Hunter, Assistant to the Mayor
John Kretzmann, Director, Associated Colleges of the Midwest Urban Studies Program
Kappy Laing, Legislative Liaison, Intergovernmental Affairs
Grayson Mitchell, Press Secretary
Ray Padvoiskis, Creative Director, Graphics and Reproduction Center
Lee Schwartz, Legislative Liaison, Intergovernmental Affairs
William Spicer, Director of Purchases, Contracts and Supplies
Staff of Research, Policy and Program Development, Department of Economic Development
William Ware, Chief of Staff

Clerical Staff, Department of Economic Development: Debra Frieson, Linda Maggette and Ruth Sable

Support for this Plan was provided in part by a strategic planning grant from the Economic Development Administration, U.S. Department of Commerce, to the Chicago Department of Economic Development.

Chicago Works Together contains specific development targets and proposals

Four innovative characteristics distinguish this Plan:

Goals

Cooperative planning

An opportunity for public scrutiny

Integrated goals, programs, and projects

High unemployment and diminishing public resources call for a new planning approach in Chicago

I. INTRODUCTION

"Chicago Works Together" is the theme of the 1984 *Chicago Development Plan*, which is the Washington Administration's first major attempt to share with all Chicagoans a compendium of innovative, specific proposals for this City's economic and neighborhood revitalization. This Plan sets forth measurable commitments for this next year: commitments to create and retain jobs, to rebuild neighborhoods, to renew housing and the City's physical assets, to aid businesses, and to inform and involve the public at every step along the way.

Setting a new development course for a city of the size and complexity of Chicago presents an historic challenge. This is especially true when the course chosen is to "work together"—to invite and encourage the energies, talents, and commitments of diverse citizens and neighborhood groups as development partners with business and the City. Public bureaucracies and other economic development institutions, even those guided by the best of intentions, do not shift directions easily. Commitment to a new development approach by this Administration is an important beginning.

"Chicago Works Together" demonstrates this Administration's commitment to a different course; a course charted in response to citizen initiative and business concerns, a course whose beginnings are clearly marked in this document. Targets for achievement in the coming year include:

- over 10,000 permanent jobs directly created or retained in the next year, which could stimulate an additional 15,000 jobs throughout the local economy;*;
- 12,000 persons trained in job skills;
- 6,000 housing units rehabbed or constructed;
- interim goals of 60 percent of total City of Chicago purchasing to local firms and 25 percent to minority and female-owned businesses**;
- \$250 million increase in private sector purchasing from local businesses.

A. What's "New" in "Chicago Works Together"?

"Chicago Works Together" represents a significantly new direction for this City. Four major factors contribute to the innovative character of this Plan:

1. *What's new is a clearly articulated set of development goals, both social and economic, for the City as a whole, not just for the Central Business District and large scale public projects.* This balanced approach to development emphasizes the high priority given to job creation and retention and to neighborhood development. The Mayor and the City's major development departments have agreed to the following goals:

Goal I: Increase job opportunities for Chicagoans.

Goal II: Promote balanced growth.

Goal III: Assist neighborhoods to develop through partnerships and coordinated investment.

Goal IV: Enhance public participation in decision-making.

Goal V: Pursue a regional, state, and national legislative agenda.

2. *What's new is the broad-based cooperative process which produced this Plan, a process which involved a wide variety of Chicago residents, community-based organizations, labor groups, businesses, and City officials.* "Chicago Works Together" contains many of the best ideas about City development generated in recent years by these diverse groups and individuals.

3. *What's new is the open invitation to public scrutiny of the development process, a scrutiny which can hold this Administration accountable for meeting the clear and specific development targets outlined in this Plan.* Rarely has the public been provided with such clear descriptions of many of the City's development programs and projects.

4. *What's new, finally, is the attempt made throughout this document to integrate specific programs and projects with the goals.* Both the City and the public can make judgments about development programs in light of a set of overarching goals.

B. Context for "Chicago Works Together"

Sustained economic hardship and declining public resources have called for a new planning approach by the Washington Administration. The seriousness of Chicago's economic circumstances, suggested by the following statistics, demanded that local government meet the human needs of Chicagoans with innovative and concerted public actions.

—In 1983, almost 218,000 Chicagoans, two-thirds of whom were minority, were unemployed and looking for work;

*Estimates of direct and indirect job generation and retention are highly sensitive to economic conditions. See Appendix A for a discussion of the methodology used in job estimation.

**All of the goals established by the City to encourage local preference and affirmative action are preliminary pending the completion of a detailed study of these targets.

Chicago's downtown and neighborhood strengths can help solve Chicago's economic problems

- Chicago suffered a net loss of 123,500 jobs between 1972 and 1981;
- Youth have been particularly hard hit by unemployment. There are currently at least 33,800 unemployed youth in Chicago, almost 60 percent of whom are minority; and
- Demolition, deterioration, and arson have claimed an estimated 60,000 housing units in Chicago over the past ten years.

These are bleak and troubling statistics, numbers which indicate an immense amount of human hardship and deprivation. But these needs represent only one aspect of our City. They exist side by side with a great array of strengths and resource—assets which have often been underutilized in the past, but upon which this Administration will build its development effort.

Chicago still boasts a vibrant and diverse economic base and a large number of experienced local development institutions. These strengths are evident both in the City's Central Area and in the neighborhoods. The market strength of the Central Area is best exemplified by the recent surges in Michigan Avenue retail activity and the LaSalle Street/Wacker Drive financial services sector. In addition, twenty-five years or more of community development experimentation have produced an impressive body of neighborhood development skills and experience. To cite but three of many examples, the cooperative housing and employment training efforts of The Neighborhood Institute and the diversified housing and economic development program of the Bickerdike Redevelopment Corporation are now seen as national models. In addition, the Industrial Council of Northwest Chicago's business incubator project has become a model to encourage the growth of new small businesses in other cities as well as for new incubator initiatives in Chicago.

This Administration's careful examination of the context for development planning—a context defined both by immense needs and by significant but underutilized resources—has led to the recognition of four key facts:

1. The job creation aspect of Chicago's economic development has been underemphasized.
2. Neighborhood development in Chicago has been inadequate.
3. A lack of citizen access to information and participation has impeded effective development and has distanced citizens from their own government.
4. The City has not effectively leveraged publicly subsidized projects for community development and local hiring.

Four past practices require change

"Chicago Works Together" responds both to the existing context of economic hardship and to the shortcomings of past municipal planning efforts by emphasizing rigorous goal-setting, measurable targets, and citizen involvement in public decision-making.

C. Background of "Chicago Works Together"

"Chicago Works Together" expresses a long history of community concern and experimentation

During his Mayoral campaign, Harold Washington convened over 150 people from 75 local organizations to attempt to chart a development course for the City. The resulting *Washington Papers* formalized a set of goals and policies which responded to the basic concerns and experiences of a broad cross-section of the City's residents.

This process continued when, shortly before his election, Mayor Washington established a Transition Team of some 250 people from 200 institutions that built upon these proposals for a new Chicago agenda. The *Transition Committee Report* of September 1983 presented the Administration with a broad analysis of Chicago's needs and attempted to translate these concerns into viable recommendations. Two early Administration efforts to reorient City practices in light of these recommendations involved the establishment of a Fiscal Oversight Committee and the reformulation of the Year IX Community Development Block Grant Program budget to emphasize neighborhood development.

As individual City departments began to identify priority goals and to develop attendant programs and projects, it became apparent that many of their efforts required cooperation among several City departments to maximize impact and effective implementation. For example, the dramatic expansion of O'Hare Airport will stimulate the creation or retention of over 35,000 direct and indirect jobs in the next ten years, and represents an opportunity for targeted job training by the Mayor's Office of Employment and Training and for City purchasing of goods and services from local suppliers. In the fall of 1983, Mayor Washington established the Development Subcabinet to respond to this need for coordination among City departments.

The first of its kind in the history of Chicago, the Development Subcabinet was formed

The Development Subcabinet sets development goals and coordinates Plan implementation

Existing development programs are redesigned and new initiatives started

This Plan marks the beginning of long-range strategic development planning

Five development goals set the framework for policies and programs

to coordinate and execute development-related planning and implementation in this City. The Subcabinet reports directly to the Mayor, and comprises the heads of the Departments of Economic Development, Housing, Public Works, Planning, Aviation, and the Director of City Development, supplemented with representatives of the Mayor's Office: Employment and Training, Budget and Management, Law, and Inquiry and Information.

One of the first undertakings of the Subcabinet was to articulate the City's development goals and to agree on a unified development plan. The Subcabinet accomplished this task under the Mayor's direction during a series of weekly meetings and weekend retreats, resulting in the five development goals presented in this Plan.

Defining the City's development goals provided a framework for the redesign of existing projects to reflect the new goals and policies of Mayor Washington's Administration. For example, the City's physical infrastructure programs have been redirected to provide such critical neighborhood improvements as the reconstruction of vaulted sidewalks. In 1982, only \$500,000 was allocated to the vaulted sidewalk repair program, compared to \$1,500,000 in the current program year, a 200 percent increase. In addition to making existing programs more efficient and responsive, the City's development goals have also guided the creation of several new programs. These programs attempt to build upon the City's wealth of community experience and to expand Chicago's development agenda. The collaborative energy conservation loan program involving Peoples Gas, the City, and community organizations is one such innovation.

D. Future of "Chicago Works Together"

While the specific development targets of this Plan are short-range, the collaborative planning process established by this document is intended to serve the City for many years. Building the development agenda for the City calls for the continuing involvement of both experts and concerned citizens from the private sector and from the neighborhoods, all working together in partnership. This process will continually seek to identify targets of development opportunity, assess the City's capacity to respond to those opportunities, and guide resource allocation. City management plans and program budgets will reflect this collaboration, and next year's development agenda will build upon the evaluation of the current year's efforts. Moreover, by late 1985, this Plan will yield a long-range successor: a Chicago Strategic Development Plan.

II. GOALS, POLICIES, AND PROGRAMS

Introduction

The five development goals in the "Chicago Works Together" development plan are discussed separately and are presented with the policies, programs, and projects which are designed to achieve them. The five goals and related policies are:

- Goal I:** Increase Job Opportunities for Chicagoans
Policies: Targeted Business Investment in Support of Job Development
Local Preference in Buying and Hiring
Skilled Labor Force Development
Infrastructure Investment for Job Development
Affirmative Action
- Goal II:** Promote Balanced Growth
Policies: Balanced Growth Between Downtown and Neighborhoods
Public-Private Partnerships
Strengthened Tax Base
Equitable Distribution of the Tax Burden
- Goal III:** Assist Neighborhoods to Develop Through Partnerships and Coordinated Investment
Policies: Neighborhood Planning
Expanded Housing Opportunities
Linked Development
- Goal IV:** Enhance Public Participation in Decision-Making
Policies: Increased Citizen Access to Information
Increased Opportunities for Citizen Involvement
- Goal V:** Pursue a Regional, State and National Legislative Agenda

Goals and policies are interdependent and reinforcing

Although each policy is listed above only once, they are all interdependent and, as such, address more than one goal. To aid understanding of the complex and often reinforcing interactions among goals and the activities selected to achieve them, a "Goals/Policies Matrix" is presented as follows:

Chicago Development Plan Goals/Policies Matrix					
Policies	Job Opportunities	Promote Balanced Growth	Neighborhood Development	Public Participation	Legislative Agenda
Targeted Business Investment in Support of Job Development	•	•			
Local Preference in Buying and Hiring	•	•			
Skilled Labor Force Development	•	•	•		•
Infrastructure Investment for Job Development	•	•	•		
Affirmative Action	•	•			
Balanced Growth: Downtown/Neighborhoods	•	•	•		
Public-Private Partnerships	•	•	•	•	
Equitable Distribution of Tax Burden	•	•	•		•
Strengthened Tax Base	•	•	•		•
Neighborhood Planning	•	•	•	•	
Expanded Housing Opportunities	•	•	•	•	•
Linked Development	•	•	•		
Increased Citizen Access to Information		•	•	•	
Increased Opportunities for Citizen Involvement		•	•	•	

It is important to note that the specific programs and projects discussed in this section are not intended to be an exhaustive listing of all City development resources. Rather, programs and projects were selected which are representative of the City's efforts to implement the five principal development goals.

A summary of each program and project referenced in this section is provided in Appendix B to supply the reader with more complete information. Information presented in these summaries includes program or project objective, description, target population, estimated impact, cost, source of funds, estimated start-up date, and estimated completion date. The summaries are grouped by City agency, but an alphabetical index is presented at the beginning of the Appendix for both programs and projects for ease of reference.

Information on programs or projects not included in this report may be obtained from the Public Information Officers of the various departments referenced here. Appendix C presents a list of these Officers, including their addresses and telephone numbers.

GOAL I: INCREASE JOB OPPORTUNITIES FOR CHICAGOANS

Chicagoans who want to work should have access to job opportunities. That, very simply, is the Washington Administration's commitment to Chicago's residents. Therefore, all investments by the City—loans, grants, or purchases—will be evaluated according to the number of jobs they can potentially retain or create.

All City investments will be evaluated according to their jobs potential

Access to work is perhaps the single most important determinant of quality of life in our society. Yet, stable and meaningful jobs are not always available. Thus, job creation and retention is an appropriate foundation for Chicago's development policy.

Job creation means the birth of new firms and the expansion of existing ones; business adoption of new technologies; the targeting of capital; the improvement of labor skills; and the provision of supportive infrastructure. These job and business opportunities must be available to all Chicagoans, not just a few. Only when these multiple conditions are met is a vibrant and equitable local economy possible.

Both direct and indirect job creation are reflected in targets for the coming year:

- Create or retain over 8,000 direct and indirect jobs through financial assistance for business expansion and start-up;
- Provide technical assistance to more than 4,000 businesses;
- Establish public-private task forces for at least two Chicago industries;
- Increase City of Chicago local purchasing from 40 percent of total purchasing to approximately 60 percent, or by about \$80 million; and increase private sector local purchasing by five percent or an estimated \$250 million;
- Generate 1,500 direct and 2,000 indirect jobs through targeted local purchasing;
- Increase City of Chicago purchasing from minority and women-owned firms to 25 percent of total purchasing, or \$100 million;
- Train 12,000 persons in employment skills which will result in the placement of 8,000 trainees in jobs; and
- Enhance the employment skills of 17,000 youth.

Job opportunities are increased with business financial assistance, local preference purchasing and hiring, affirmative action, skill training, and public improvements

This job opportunity goal has five major components. The first is to provide Chicago's business and industry with the financial and technical support needed for expansion and start-up. A second thrust is to create new employment opportunities through local preference purchasing and hiring. Third is an affirmative action policy which promotes equitable access to jobs. A fourth effort is to increase access to job opportunities by improving the skills and employability of the City's labor pool. A fifth component is to foster public improvement projects that create direct construction employment and improve the City's physical infrastructure, thereby inducing the creation of immediate as well as long-range job opportunities.

A. Policy: Targeted Business Investment in Support of Job Development

Careful public investment and the use of innovative financing techniques will increase job creation and retention. Priority targets for such investment are individual businesses that are likely to create new employment opportunities through start-up and expansion, and economic sectors with high growth potential or long-term stability. Limited public resources may be leveraged by the use of innovative financing techniques, such as tax increment financing, which increase overall development activity and enable otherwise unworkable development projects to go forward.

Programs and Key Projects

Targeting of financial assistance to individual businesses occurs through seven different mechanisms within the Department of Economic Development's (DED's) *Financial Assistance for Business Development* program. Assistance includes loans for working capital, fixed assets and real estate, and industrial revenue bond financing for new construction and expansion. This \$24.8 million program will leverage an estimated \$95.3 million in private investment in the coming year, and will create or retain 3,000 jobs directly and 5,000 jobs indirectly.

DED will be implementing three new business financial assistance programs this year. A *Direct Micro-Loan* program provides low interest loans of \$5,000 to \$12,500 to small neighborhood businesses. These loans are matched dollar for dollar with private financing, and may be used for working capital, machinery and equipment, or building improvements. A highly flexible *Business Development Loan* program will target small and medium-sized businesses for expansion by providing financing of up to 60 percent of total project costs. Another program provides *co-venture and entrepreneurial equity investment* to trigger private financing for buyouts, acquisitions, divestitures, spinoffs, and expansions. High growth businesses may borrow up to \$300,000 under this program. These three financial assistance programs will result in the combined lending of \$4.5 million in the coming year to as many as 70 Chicago businesses.

In addition to increasing real estate and sales tax revenues, the revitalization of an area's business district retains and creates new jobs. Several DED programs focus on

Targeted business investment and innovative financing are used

Seven business finance programs are available

Three new business loan programs begin this year

Improved neighborhood business districts create and retain jobs and increase tax revenues

Local business and neighborhood organizations are funded to help businesses take advantage of finance programs.

"One Stop" outreach services aid the City's local industries

A "business incubator" project will be initiated to nurture small business growth

Tax increment financing is an innovative technique proposed for the North Loop redevelopment

Strategic planning will identify economic growth opportunities in Chicago.

the need for business area revitalization. The *Commercial District Development* program uses the City's urban renewal mechanism to eliminate economically obsolete and incompatible land uses. Activities include property acquisition, relocation of affected businesses and residents, demolition, construction of public improvements, and land disposition. DED often combines its financial incentive programs to successfully package development projects. DED is currently working with The Neighborhood Institute and a private developer to secure a \$1.5 million Urban Development Action Grant to construct a 91,000 square foot shopping center at 71st and Jeffery. The development would occur on City land designated as blighted under the Commercial District Development program.

Neighborhood business areas are also strengthened by *streetscape improvements*, such as new sidewalks, curbs, gutters, street lighting, landscaping, and street furniture. DED will plan and coordinate 11 such projects with the Departments of Public Works, Streets and Sanitation, and other City agencies in the coming year.

Chicago business and industry receive technical assistance that helps them to become more effective. Under the *Technical Assistance to Economic Development Organizations* program, neighborhood business and development organizations are funded to help local firms gain access to the City's business incentives and to assist them with financing, management, commercial and industrial development, and job creation. For example, the Caballeros de San Juan credit union will receive \$15,500 in Community Development Block Grant funds to develop a micro-loan program. This technical assistance program is expected to aid over 3,000 businesses in the coming year, affecting an estimated employment base of 75,000 jobs.

Another type of technical assistance for Chicago's industry is provided through the City's *One Stop Business Services* program. In this effort, industrial representatives from DED call on firms throughout the City to offer a full range of "one stop" services. Assistance may include help with problems related to City services or facilities, marketing, relocation or expansion, or the provision of information on bidding or City finance and incentive programs. An estimated 6,400 company contacts will be made this year resulting in 1,700 requests for specific assistance.

DED's industrial representatives participated in the City's recent designation of the Northwest Industrial Corridor, which extends along Northwest Highway from 5100 north to the City limits. This is the first such designation of an industrial area, which resulted from the combined efforts of the City, the North Business and Industry Council, area aldermen, and the Illinois Department of Commerce and Community Affairs.

At the project level, DED will demonstrate the effectiveness of "*business incubators*" by converting an obsolete industrial facility into low cost rental space for young, growing businesses. This effort will be patterned after the Industrial Council of Northwest Chicago's nationally recognized Fulton-Carroll Center for Industry. Targeting investment to such businesses nurtures economic innovation and encourages the growth and spin-off of new businesses and job opportunities for area residents. Twenty to thirty businesses will be assisted through this project in 1984.

The *North Loop* project, managed by the Department of Planning, demonstrates how new approaches to public sector redevelopment financing may catalyze major private sector investment and job creation. Under the Washington Administration, an innovative financing technique, tax increment financing, is expected to be used as the City's contribution to this key downtown redevelopment project. The City's ten-year costs of \$225 million will not only be repaid by new tax revenues generated by the project, but will leverage another \$1 billion in private investment. When completed, the North Loop redevelopment project will have increased the tax base in the area to 11 times its current level, and will have generated or retained approximately 3,000 construction jobs and 38,800 permanent jobs. Chicagoans will be targeted as primary beneficiaries of these opportunities through "linked development," local hiring, affirmative action, and local business utilization programs included in the redevelopment legal agreements. The City is investigating longer range employment opportunities in Chicago as well as those which catalyze short-range job growth. DED will undertake an *Economic Strategic Planning* project to identify business and sectoral investment opportunities. Scheduled to begin in May of 1984, this effort will involve the private sector in analyzing Chicago's competitive advantages, such as a diverse economic base, energy resources, transportation, financial resources, a skilled labor pool, universities and research facilities, and physical infrastructure. Such strategic analyses will be

Industry Task Forces will study steel and apparel development opportunities

Technology development and tourism offer potential for Chicago's economic growth

Experimental enterprise zones target business incentives

Chicago's businesses and labor force should be given preference whenever possible

A First Source program refers Chicago residents to job opportunities stimulated by public investment

A Buy Chicago program emphasizes the importance of local purchasing by the City

integrated into DED's ongoing economic planning efforts. By preserving and expanding the City's employment base and exploiting Chicago's unique advantages, existing jobs will be better protected and the climate for attracting new businesses will be enhanced. A related targeting effort is represented in DED's *Industry Task Force* program. As the strategic planning process identifies promising or troubled industries, those offering unusual development opportunities will be the subject of a task force made up of business, citizens, labor, and public officials.

DED has already begun work on task forces for the troubled local steel industry and the City's apparel industry. The primary objective of the *Steel Industry Task Force* is to determine the future viability of steel production in Chicago, and to identify practical public-private responses. Creation of a business development plan for the manufacturing, retailing, and related activities involved in the City's apparel business is the objective of the *Apparel Industry Task Force*.

The growth of *advanced technology industries* will be fostered through a four-part effort involving: 1) funding of the Chicago High Tech Association; 2) aggressive marketing of DED's financial assistance programs to high growth advanced technology businesses; 3) the continued planning, marketing, and development of the Chicago Technology Park on the city's Near West Side; and 4) job training for advanced technology employment. Another industry targeted for further study in the coming year is tourism. The Mayor's Office of Inquiry and Information is coordinating its efforts with the Office of Special Events to identify opportunities to promote Chicago nationally and internationally. Increased tourism translates directly to retail spending and to a more attractive climate for business location and expansion.

The City is experimenting with the geographic targeting of development incentives for business and industry through *enterprise zones*. Using a combination of State and City tax exemptions and refunds, and the aggressive marketing of DED's financial assistance tools, this experimental program aims at the attraction of new business and the retention and expansion of existing business in economically depressed areas. Two enterprise zones have been designated in Chicago, one in the Near South and another in the Far Southeast, and three additional zones are under consideration by the State. An estimated 500 jobs will be created or retained in each zone.

B. Policy: Local Preference in Buying and Hiring

Chicago's development activities should benefit the City's own businesses, workers, and neighborhoods first. Jobs are retained and created for Chicagoans when investments, purchases, and training resources assure that a substantial portion of their rewards will remain in the City.

Programs and Key Projects

The Mayor's Office of Employment and Training (MET) will target employment opportunities to Chicago residents through its *First Source* program. First Source involves innovative hiring agreements which establish MET and its community-based network of employment and training providers as the "first source" of job-ready applicants for permanent employment opportunities stimulated through publicly subsidized development. An estimated 240 persons will be placed during the first year of program operation. By targeting local residents for permanent jobs, First Source complements the recent Public Works Hiring Order which emphasizes local preference in construction hiring. MET is currently working with DED to incorporate a pilot First Source component into the Illinois Fixed Rate Loan program. When this effort is working smoothly, MET will extend First Source to all of the City's publicly subsidized projects.

In addition to targeting residents directly for jobs, a local preference policy also emphasizes the use of Chicago based firms wherever possible. The Department of Purchases has established a "*Buy Chicago*" program for which an interim goal of \$240 million or 60 percent of City of Chicago purchasing will be targeted to local businesses over the next two years. By redirecting this contracting to local firms, it is estimated that over 2,000 direct and indirect jobs will be saved or created. Small businesses will also benefit from the *Small Business Purchasing* program, for which an interim goal of 50 percent of all City contracting, or about \$200 million, will be filled by small businesses. Although this program is not limited to Chicago companies, local suppliers will be the principal beneficiaries.

An integral new component of these purchasing programs is the interim hiring goals established for vendors contracted by the Department of Purchases. The Department has also proposed that local vendors maintain at least 50 percent City residents among

Redevelopment agreements for projects such as the North Loop encourage local hiring and purchasing

Private corporations will be encouraged to increase their Chicago purchasing

Two development projects provide for the local production of residential trash dumpsters and the assembly of CTA buses

A proposal to establish a local manufactured housing plant is being evaluated

A trained labor force is critical for Chicago's economic development

Both the disadvantaged unemployed and displaced workers from plant shutdowns will be provided with:

- On-the-job training*
- Classroom training*
- Placement and retention*
- Layoff and pre-layoff assistance*
- Summer youth training*
- Training through housing rehabilitation*
- Customized employment training*

their Chicago work station employees during the term of their purchasing agreement. As with all recently established City goals in the area of local preference and affirmative action, these hiring goals are preliminary, pending the completion of a detailed study.

Under the local preference policy directives, City departments have begun to structure local hiring and purchasing provisions into the redevelopment legal agreements of major public projects. For example, developers of the *North Loop* will be encouraged to meet the City's interim 50 percent hiring goal for Chicago residents. Another example is the privately funded *concession development* program for Chicago's O'Hare International Airport. Through this program, approximately 20 new retail/commercial enterprises comprising 23,000 square feet of additional concession space will be created. In evaluating proposals from prospective concessionaires, preference is given to Chicago and minority firms. All contracts with selected concessionaires will require affirmative action for purchasing and employment.

A final example of local preference is the *cable television* franchises awarded for the Chicago area. The Cable Communications Office has projected that about 1,500 permanent jobs and 300 to 500 construction jobs will result from these franchises. The City has negotiated with the Office to ensure that at least 50 percent of these jobs go to Chicago residents, and that minorities and women be hired in proportion to their representation in the population and labor force, respectively.

The purchasing and contracting practices of the private sector will also receive attention from the City. The *Private Sector Local Purchase* program will provide Chicago corporations with local vendor information and referrals and will challenge these corporations to increase their share of purchasing from Chicago firms by five percent. Using the contracting experience of the 49 members of the Chicago Regional Purchasing Council as a guide, this could increase local business activity by an estimated \$250 million and create or save 12,500 direct and indirect jobs within the next year.

Another aspect of this policy is to develop Chicago-based suppliers to meet the local demand for specific goods. For example, a new garbage collection process has been designed for the City of Chicago which will replace metal containers with an estimated 600,000 to 800,000 trash dumpsters that are larger and made of more durable polyplastic. In considering bids to supply these containers, the City is encouraging that a *residential trash dumpster manufacturing plant* be established in Chicago. Between 75 and 100 direct jobs would be created or retained as a result, and as many as 150 indirect jobs stimulated. This trash container product may also represent a local export opportunity, which would further stimulate local economic and job creation activity.

The City has recognized another export opportunity in the *Lawson National Distributor* project. DED is currently seeking financing for the renovation and equipping of a 60,000 square foot facility in which to assemble public transit buses. Fully assembled vehicles will be purchased by the Chicago Transit Authority and will also be shipped to other regional and national users. Approximately 90 new jobs will be created or retained, for which MET will train currently unemployed residents.

Opportunities to develop local suppliers to meet local demand for products and services have been identified by other City departments. An innovative proposal to establish a *manufactured housing plant* in Chicago has been put forth by the Department of Housing. A study of the feasibility of such a facility, which would produce housing units to fit Chicago's typical lot configuration, will soon be undertaken.

C. Policy: Skilled Labor Force Development

A skilled Chicago labor force will attract new sources of employment and make existing businesses more competitive. The City's training and employment programs are responsive to employers' needs while also attempting to place people in decent jobs. Critical to the success of the City's employment training efforts is close coordination with the public education system.

Programs and Key Projects

The City's employment and training efforts are carried out through the Mayor's Office of Employment and Training (MET), which is mandated by the federal Job Training Partnership Act (JTPA) to serve two pools of workers: the economically disadvantaged unemployed; and trained workers who are dislocated from their jobs as a result of plant closings. MET provides its programs in conjunction with the Private Industry Council (PIC), a group with 51 percent private sector representation. The PIC has oversight responsibility for federally funded job training programs. The MET/PIC strategy is to

make the most efficient use of greatly diminished Federal resources by insuring that:

- training is customized to meet employer's needs;
- the readiness for training of each participant is individually assessed;
- the performance of MET's network of community-based training and placement delegate agencies is expanded, evaluated, and improved; and
- JTPA funds are leveraged with non-federal resources.

MET's basic training and placement programs are twofold. *On-the-Job Training (OJT)* will provide training for over 4,500 persons annually, which will result in more than 3,000 permanent placements. MET locates its training opportunities with Chicago area employers who are willing to hire OJT workers and train them for specific jobs in their companies. MET screens applicants for the training positions and reimburses employers for up to 50 percent of the wage.

A second program, *Classroom Training*, will use a formal classroom setting to prepare 2,700 participants in vocational and job skills in occupations for which there is a demonstrated demand within the Chicago labor market. At present, 60 skill training courses, including emergency medical technician, word processing, clerk-typist, mechanic, and food service, are offered in 30 schools. This program will produce more than 1,500 job placements. Additional classroom programs are tailored to the needs of specific employers and industries.

Another major MET employment and training initiative is the *Placement and Retention* program, which utilizes neighborhood-based organizations to screen unemployed and economically disadvantaged residents for placement in jobs with area businesses. These organizations often provide short-term pre-employment training in work skills, and monitor the retention of program participants in their jobs. An estimated 3,500 persons will be trained and over 2,000 placed in jobs in the coming year.

MET also targets its services to groups with special employment needs. For example, *Dislocated Worker Centers* have been established in three neighborhoods to provide a broad range of employment and training services to an estimated 1,500 workers who have lost their jobs because of plant layoffs or closings. Pre-layoff assistance is also available to workers who are about to lose their positions through a mass layoff or company closure.

Young workers will receive MET resources through the *Summer Youth Employment and Training* program, which is designed to enhance the employability of over 17,000 youth. Employment and training activities are provided at neighborhood sites throughout the City and include on-the-job training, classroom training, entry employment experience in the private sector, and pre-employment education and skills training.

Whenever possible, MET attempts to coordinate job training and placement with local development opportunities generated by the programs of various City departments. For example, MET and the Department of Housing jointly operate a *Substantial Rehabilitation Training* program in which community-based organizations are funded to renovate abandoned or substandard housing by employing and training economically disadvantaged persons in building skills. This program will train 100 persons in housing rehab skills as well as renovate almost 80 dwelling units in the next year.

DED packages local development projects for which MET designs customized employment training. One such project, *Granite Technologies*, involves the location of a new granite fabrication plant in the Near West Side of the City. Financed in part with a \$725,000 Urban Development Action Grant, an additional \$150,000 in related job training funds will be provided to train 43 disadvantaged unemployed Chicagoans. The facility will employ 86 area workers upon completion and indirectly stimulate another 130 jobs.

D. Policy: Infrastructure Investment for Job Development

Investing in Chicago's "infrastructure"—the basic physical plant of the city—is a direct investment in Chicago's jobs. A sound and efficient infrastructure system is needed to help existing businesses remain competitive, to enhance the attractiveness of Chicago as a place to live and do business, and to directly create new jobs. Infrastructure investments include those which benefit the entire City, such as airport improvements; and strategic neighborhood-oriented improvements in business and industrial areas. The role of housing programs, often thought of as infrastructure improvements, is discussed under Goal III in its neighborhood development context.

Infrastructure investment is necessary to keep Chicago's businesses competitive and to attract new business

Chicago's airports will be improved to handle more air and ground traffic

Planned surface transit improvements include a Southwest Rapid Transit rail line and a modernized Loop "el" system

Transit improvements provide opportunities for commercial and industrial development in adjacent areas

Bridges and roadways will be repaired

Programs and Key Projects

Chicago is a major transportation hub for the region, the nation, and the world. The City's air and surface transit networks must be maintained and expanded to meet the demands of Chicago's business community and the hundreds of thousands of jobs it represents. In response to this need, the Department of Aviation is overseeing the redevelopment of Chicago's *O'Hare International Airport* so that it can meet future demand. This privately funded ten-year \$1.4 billion program will create an estimated 9,000 construction jobs and create or retain over 35,000 direct and indirect permanent jobs. Activities include the construction or rehabilitation of new terminals and concourses for Delta, American, and United airlines, a new international terminal, a new seven-mile Airport Transit System, new commuter and general aviation facilities, and numerous other airfield and related improvements. The *O'Hare Ground Transportation* program will begin this year to address the increased traffic flow anticipated to result from the airport's expanded capacity.

The ten-year \$190 million *Midway Development* program includes the rehabilitation of all airport infrastructure, such as airfield, utility, electrical, and drainage systems; expansion of general aviation facilities; and the construction of a new main parking lot and passenger terminal. The improvements already made have stimulated Midway's use, and four scheduled air carriers are currently providing service from Midway, with a fifth to begin service in June. Moreover, an improved and expanded Midway is expected to foster development in the surrounding area. Permanent employment at Midway is expected to increase from 1,500 to over 4,500 by the completion of this project, triggering almost 5,000 additional jobs indirectly.

Several major surface transportation improvements are in the planning and engineering stages at the Department of Public Works (DPW). A new 9.3 mile *Southwest Rapid Transit* rail line and nine stations are scheduled for construction by 1986. By improving public transportation access to the southwest portion of the City, this project will also improve access to existing job opportunities, encourage the development of new neighborhood businesses, and generate 2,000 construction jobs. DPW's modernization and rehabilitation of the *Jackson Park Rapid Transit* station and the construction of an intermodal station at Dorchester Avenue will provide a vital link in the City's public transit network and create 200 construction jobs. Another transportation improvement that will serve the entire City is the rehabilitation and modernization of the *elevated rapid transit system in the Loop*. This project will improve access for hundreds of thousands of Chicago Transit Authority system users, and create an estimated 700 construction jobs.

In addition to major capital facility projects which benefit Chicago as a whole, a number of infrastructure programs are targeted to neighborhood commercial and industrial areas. Rapid transit projects present substantive opportunities for concurrent public and private developments in the neighborhoods adjacent to transit stations. Coordinated interdepartmental efforts will ensure that the City is able to exploit such opportunities. An interagency task force, led by the Department of Planning, is currently developing an overall investment plan for the 63rd Street Corridor in conjunction with the Jackson Park Rapid Transit project. Through this effort the City will maximize the beneficial economic impact of public construction investments by attracting private investment dollars.

Additional local area projects improve both safety conditions and environmental quality—important factors in business and residential development. DPW currently plans and implements many of these neighborhood infrastructure programs. DPW's *Bridge and Viaduct Improvements* program will provide needed structural repairs and replacement for 64 deteriorated bridges and viaducts throughout the City to ensure adequate and safe load-bearing capacities and clearance levels. A *Major Roadway Improvement* program has also targeted approximately 51 miles of Chicago's streets for surface reconstruction, widening, and extension, and construction of curbs, gutters, entrance and exit ramps, and left-turn lanes.

DPW implements the majority of all infrastructure programs in the City. Other departments are involved in infrastructure planning to make sure that such investments are designed and coordinated with other activities so that they will have the greatest economic impact.

The Mayor has established a citywide Neighborhood Infrastructure Renewal Task Force under the auspices of DPW. The Task Force is charged with administering those

The Neighborhood Infrastructure Renewal Task Force coordinates many of the City's infrastructure programs

Neighborhood infrastructure and capital facilities planning target infrastructure investments

An affirmative action policy ensures equitable access to Chicago job opportunities

Purchasing from minority and women-owned firms will be increased

Affirmative action goals are included in major Chicago development projects

improvements contained in the 1984 Capital Budget's "Neighborhood Infrastructure Renewal" section. Several types of neighborhood improvements are scheduled under the City's *Neighborhood Infrastructure Renewal* program, with priority targeting based on immediate need and whether such investment would support other public and private investments. Neighborhood organizations, such as the 18th Street Development Corporation, are involved in the identification of these infrastructure improvement priorities. Improvements outlined in the 1984 Capital Budget include: 108 blocks of residential reconstruction; 4.5 million square feet of new sidewalks; 100 "Model Block" projects; 15-20 blocks of vaulted sidewalk reconstruction and 200-500 sites for vaulted sidewalk repair; 150 miles of residential street resurfacing; and 100 blocks of alley construction.

As a member of the Neighborhood Infrastructure Renewal Task Force, the Department of Planning (DOP) will focus its efforts on the assessment of the current structure and delivery of these capital programs. DOP's efforts will be implemented through a *Neighborhood Infrastructure Planning* program which will ensure that these capital programs adequately address the City's infrastructure and development needs.

On a broader scale, DOP's *Capital Facilities Planning* program, begun in January 1984, will work with DPW and other implementing agencies to develop policy guidelines and criteria for infrastructure project selection and citizen participation in facility planning. Infrastructure projects are also planned and funded through DED's *Industrial Area Improvement* program. Activities include street reconstruction and resurfacing, water and sewer line installation, street lighting and traffic signals, viaduct clearance and railroad crossing improvements, landscaping and site improvements, and the relocation of utilities. In addition, DED works with other City departments to upgrade the physical appearance and safety of commercial areas through its *Streetscape Improvement* program, cited previously.

E. Policy: Affirmative Action

The Washington Administration wants to ensure equal access to the employment and business opportunities stimulated by its development efforts. The need for such an affirmative action policy is demonstrated by a recent sample survey of City contractors which revealed that minorities are significantly underrepresented in their workforces. For example, while Blacks make up 36 percent of the civilian labor force, an average of only 22 percent of the contractors' workforce was Black.

To redress such inequities, and to meet federal Equal Employment Opportunity guidelines, a strong affirmative action policy has been adopted which will provide small businesses, minorities, and women with access to economic opportunity within the City, including opportunities with businesses receiving City financial assistance.

Programs and Key Projects

The purchasing practices of government and the private sector represent an excellent opportunity to increase the access of small businesses and minority and female-owned firms to new business opportunities. The Department of Purchases has established a *Purchasing from Minority and Women-Owned Firms* program with an interim goal of 25 percent of total City purchasing, or \$100 million in contracts, to be awarded to such businesses. Managerial, technical, and financial assistance will also be provided to these firms to increase their competitiveness and effectiveness. An estimated 1,000 jobs will be directly generated or retained through this program, and another 1,500 indirectly stimulated. In a related effort, the Department of Housing is developing and will soon implement a "weighting system" which favors minority and female contractors for their new *Multi-Family Rehabilitation Loan* program.

Minority and women-owned businesses are also assisted through DED's *Technical Assistance to Economic Development Organizations* program, previously cited. During this program year, \$773,500 in technical assistance grants will be provided to 33 minority business associations.

Using the Federal and State governments as models, affirmative action goals have been incorporated into major City public works projects under the Washington Administration. For example, design, engineering, and construction firms involved in the *O'Hare expansion* have agreed to a 25 percent minority hiring goal, and 10 of O'Hare's 20 new *concession businesses* will be wholly or partially minority-owned. A 38% minority and women-owned business utilization goal has been established for the design of the *Southwest Rapid Transit* rail line.

Transportation access to employment centers by the unemployed and handicapped will be analyzed and recommendations made

"Chicago Works Together" calls for balanced growth as a key to economic development

Balanced growth between downtown and neighborhoods recognizes their specific opportunities and constraints

Strategic planning identifies economic growth opportunities

*The partnership approach to economic development joins public, private, neighborhood, and labor resources:
Industry Task Forces
Volunteer Architects
Task Force on Homeless*

Transportation barriers to economic opportunity are also addressed within this affirmative action policy. DPW has identified the need to improve *transportation access* to both City and suburban employment centers for local residents, particularly the handicapped and unemployed and underemployed residents. In July of 1984, a study will be undertaken to analyze the deficiencies in transportation linkages between these populations and job sites, and to design approaches to remedy such transportation barriers. An estimated 35,000 unemployed and underemployed Chicago residents will benefit from improved access to job opportunities as a result of this project.

GOAL II: PROMOTE BALANCED GROWTH

Balanced growth means the vigorous pursuit of development opportunities in both Chicago's downtown and neighborhoods and across the City's economic sectors. "Chicago Works Together" calls for the type of planning and policy evaluation required to achieve this goal. Private and public sector leaders must work together to build cooperative agendas which take into account the needs and opportunities of the whole City. Strategic development opportunities in all of Chicago's business areas and neighborhoods will have to be identified, and then packaged as viable projects in collaboration with local participants. The effects of local policies and incentives on balanced growth will have to be continually monitored. And finally, the City must work to maintain an equitable tax base to provide support services to the City's businesses and residents.

Activities for the coming year include:

- Develop a long-range economic strategic plan;
- Establish innovative public-private partnerships;
- Identify development opportunities throughout the City; and
- Monitor local tax policy and its distributional impacts.

A. Policy: Balanced Growth Between Downtown and Neighborhoods

Balanced downtown and neighborhood growth will build a diverse and stable Chicago economy. This policy recognizes that there are distinctly different market and institutional forces operating in these two important geographic sectors of Chicago. Strong private market forces characterize the City's Central Area, while many neighborhoods suffer disinvestment. In balancing City growth, the distinct development opportunities and policy instruments for each of these areas must be recognized, as well as the opportunities for productively linking downtown and neighborhood economic development. However, equitable allocation of resources must also be achieved.

Programs and Key Projects

In order for Chicago's downtown and neighborhoods to grow and develop, the City's economic base must be strengthened. This is the objective of the Department of Economic Development's (DED's) *Economic Strategic Planning* program which will identify development opportunities in economic sectors which could flourish given Chicago's locational and resource advantages. This effort will attempt to stabilize Chicago's existing economic base and to attract new and complementary industries. Besides strategic economic analysis, the City offers a range of business financial programs. For example, the Department of Planning's (DOP's) assistance in land acquisition has proven essential in packaging successful downtown development projects. DED also provides a variety of low interest loans, business incentives, and technical assistance programs, most of which are targeted to community-based businesses. By investing in the economic development of Chicago's neighborhoods and the downtown, balanced growth is supported. Linked development, discussed later in this Plan under Goal III, promotes balanced growth by ensuring that neighborhoods benefit from major downtown projects which receive some form of public subsidy.

B. Policy: Public-Private Partnerships

The partnership approach to economic development underscores the payoffs that are likely to result from combined public, private, labor, and neighborhood resources and expertise. One common type of partnership involves large scale development projects, which may contain public and private financing and linked development agreements with neighborhoods. Another partnership approach is employed when City departments coordinate with private and not-for-profit resources targeted to neighborhood revitalization.

Programs and Key Projects

City departments have refashioned many ongoing programs to better leverage resources from the private sector and are also experimenting with a range of new public-private approaches. Numerous examples of such partnerships, such as the *North*

Loop and Navy Pier projects, have been cited earlier in this Plan. Other partnership efforts to increase job opportunities include the new Steel Industry Task Force and neighborhood infrastructure planning efforts. Several public-private ventures have been organized by the City to foster neighborhood development, as in the American Institute of Architects Volunteer Neighborhood Planning program. The Department of Housing's approach to financing housing rehabilitation and new construction blends private, not-for-profit, and public funds in multi-sector partnerships. The City will also play an important role in the Committee for a Regional Partnership as it seeks regional solutions to economic and infrastructure financing problems.

Another new City initiative that demonstrates how limited resources can be leveraged through a coordinated public-private effort is the Mayor's Task Force on the Homeless, coordinated by DOP. This Task Force addresses the critical need to preserve and expand the number of shelter beds and to increase support services for Chicago's homeless, a population which may number as many as 25,000 persons. As of March 1984, a total of \$1,750,000 in State, City and private foundation sources had been assembled to fund 220 new homeless shelter beds and rehabilitate existing shelters to meet City codes. Additional private financing is being identified to fund 500 new beds. This Task Force is but one example of DOP's Public-Private Partnerships for Community Development program. The purpose of this ongoing program is to increase the flow of private and non-profit sector resources into neighborhood development. As part of this effort, the philanthropic Donors Forum has been approached to provide technical assistance to community organizations that are seeking matching funds from the Neighborhood Planning Grant program.

C. Policy: Equitable Distribution of the Tax Burden

Sufficient but equitably generated municipal tax revenues are key in an era of limited public resources. Adequate revenue is needed for City services that support existing and new residential, commercial, and industrial development. These revenues must be raised in a fair manner that recognizes varying needs and resources among diverse sectors within the City.

Programs and Key Projects

The Mayor's Advisory Ad Hoc Task Force on Revenue Alternatives was established in the summer of 1983 to address the shortfall between municipal revenues and expenditures. As part of its activities, the Task Force considered three criteria for assessing potential tax revenue resources and their distributional effects:

- 1) Elasticity—the relative responsiveness of the tax to changes in income; i.e., as income increases or decreases, so would the tax.
- 2) Neutrality—the degree to which a tax unintentionally influences the economic choices of individuals and businesses.
- 3) Equity—the distributional effects of the tax, or the recognition of the need to treat various categories of individuals and businesses differently.

The Washington Administration has already employed this policy framework to create a more equitable tax situation at Midway Airport. Historically, City of Chicago revenues funded Midway Airport rather than the revenues of airlines and other tenants at Midway. Because expenses outpaced revenues during the time in which Midway was severely underutilized, the corporate fund of the City absorbed approximately a \$5 million loss during the 1973 to 1982 period. Beginning in January of 1984, the Washington Administration shifted the maintenance and operating costs of the airport to its tenants through the *Midway Financial* program, thus relieving Chicago's taxpayers of a major financial burden.

D. Policy: Strengthen the Tax Base

An emphasis on strengthening Chicago's tax base is fundamental to virtually every City development project which seeks to maintain or expand Chicago's business community and to create job opportunities for City residents. Chicago's well-being depends upon a strong tax base to fund essential municipal services and to provide an attractive fiscal environment for existing and potential residents, business, and industry. A strong tax base also translates into higher City bond ratings and lower City interest costs.

However, as with the preceding policy, the strengthening of Chicago's tax base is more of a criterion for evaluating development decisions than a rationale for particular City programs.

Chicago needs sufficient and equitably generated local taxes

The Mayor's Ad Hoc Advisory Task Force on Revenue Alternatives has evaluated potential revenue sources

Strengthening Chicago's tax base is an aspect of all local development project planning

Neighborhood organizations should assume responsibility for local planning and development with the help of City resources and improvements

Development programs should recognize the needs and opportunities of different neighborhoods

Local organizations deliver development services

Resources are available for neighborhood strategic planning

Neighborhood Planning Grants help develop local planning capacity

GOAL III: ASSIST NEIGHBORHOODS TO DEVELOP THROUGH PARTNERSHIPS AND COORDINATED INVESTMENT

Neighborhood development works best when residents and their organizations assume responsibility for neighborhood planning and the coordination of local public and private investment. Neighborhood development is both the planning activities of community organizations, businesses, and residents, and the targeted investment of resources in neighborhood areas. The City also has an important role in supporting neighborhood development by providing technical assistance, financing, and local services.

Neighborhood organizations should be the primary agents of local plans, whether feasibility studies, coordinated funding applications, or traditional land use plans. Public and private investment may then respond to these plans, often coordinated through neighborhood-organized development vehicles. In some instances where sufficient neighborhood planning and development capacity have not emerged, the City may take the cooperative lead in preparing tailored neighborhood plans. Building neighborhood development capacity and collaboration between the City and neighborhood development organizations are important objectives of "Chicago Works Together."

Central to the realization of this goal is the recognition that neighborhoods differ and that development programs simply cannot be replicated throughout the City. In particular, many Chicago neighborhoods that have suffered disinvestment in the past should be emphasized for new investment over those neighborhoods with extensive and robust private investment. To be successful, neighborhood development should be customized to fit the unique needs and capabilities of Chicago's many communities. The following neighborhood development activities will be undertaken by City departments in the coming year:

- Award 10 to 15 neighborhood planning grants;
- Rehabilitate or develop 6,000 housing units;
- Provide 4,000 to 5,000 housing units with energy conservation improvements;
- Provide volunteer architect assistance to neighborhood revitalization projects; and
- Negotiate five linked development agreements.

A. Policy: Neighborhood Planning

The energy and talents of citizens, local businesses, and community organizations are essential for maintaining or rebuilding neighborhoods. Successful neighborhood planning cannot be a "top-down" process. It must be based on an awareness that neighborhood problems and assets are best known to neighborhood residents and the local organizations devoted to the betterment of their areas. Neighborhood organizations are in the best position to assess neighborhood needs, establish development priorities, and design workable solutions. Although neighborhood planning will be the primary responsibility of neighborhood organizations, the assistance and involvement of City departments, such as the Department of Planning (DOP), is important.

Programs and Key Projects

Between the Department of Economic Development, the Department of Housing, and the Mayor's Office of Employment and Training, over 100 community-based organizations receive City support to help deliver development services. Some of these organizations, such as the Greater North Pulaski Development Corporation and the Midwest Community Council, operate with well developed neighborhood plans. The goal of *Coordinated Financial Assistance to Delegate Agencies* is to provide adequate resources to community development organizations so that more City neighborhoods have organizations capable of strategic planning. In those neighborhoods where there are multiple, strong development organizations, incentives will be created to encourage those organizations to collaborate in addressing specific neighborhood problems to increase the impact of limited public dollars.

Many neighborhoods with weak organizational planning capacity remain. DOP will introduce a *Neighborhood Planning Service* later this year that will provide planning and development assistance to neighborhood-based organizations so that they can undertake local planning. A key element of the Neighborhood Planning Service will be a *Neighborhood Planning Grant* program. The City has set aside \$200,000 in current year federal Community Development Block Grant (CDBG) funds to encourage neighborhood planning in low and moderate income neighborhoods. In 1984, planning grants will be awarded on a matching basis to 10 to 15 neighborhood-based, not-for-profit groups so that they may identify their development needs and design practical strategies to solve them. Projects may include the preparation of site plans, market feasibility and design

Revitalization projects benefit from the services of volunteer architects

To increase affordable housing requires additional financing, coordination of programs, and the prevention of displacement

Public and private resources are creatively combined to create more housing

studies, and the collection and analysis of data in such planning areas as transportation, parking, public safety, housing, commercial development, and recreation. The Neighborhood Planning Service will also provide technical assistance and information services to help neighborhood groups conduct economic development, housing, and human services planning. It will marshal private sector and volunteer technical assistance resources to assist in neighborhood planning. One initiative already under way is DOP's *American Institute of Architects Volunteer Neighborhood Planning* program, in which the professional services of 32 architects will be provided to aid neighborhood group planning for revitalization projects. Neighborhood-generated projects that will be assisted by these design resources include the reuse of a supermarket, a church facade design, a neighborhood soccer facility, and a riverside park. Greater use also will be made of valuable non-profit technical assistance providers such as the Chicago Rehab Network, the Chicago Association of Neighborhood Development Organizations, the Chicago Economic Development Corporation, and the University of Illinois at Chicago's Center for Urban Economic Development.

B. Policy: Expanded Housing Opportunities

Neighborhood organizations have identified the lack of adequate financing and the possibility of displacement from development activities as the major impediments to the expansion and preservation of affordable housing in Chicago. Through coordinated programs and innovative public-private financial partnerships, the City will help neighborhoods to: interrupt the cycle of disinvestment; increase homeownership; and build neighborhood organization capacity.

Programs and Key Projects

By July 1985, the Department of Housing (DOH), the City's housing development agency, will generate an estimated \$200 million in public and private financing to help neighborhoods build and rehabilitate a total of some 6,000 homes and apartments. This \$200 million infusion into the housing market will create or retain an estimated 5,000 jobs in the construction trades, construction management, and neighborhood housing development organizations. The number of affordable housing units will be increased by 30 percent over 1983 by developing new financing sources, by reducing housing costs through energy conservation programs, and by revising the City's building codes. Building neighborhood housing opportunities requires differing combinations of public and private monies. To help neighborhoods achieve affordable multi-family housing, DOH has developed a new *Pilot Public-Private Multi-Family Rehab Loan* program. This program will be financed through an innovative blend of \$3 million in CDBG funds, \$3 million from the First National Bank of Chicago, and \$330,000 from private corporations in conjunction with the Community Investment Corporation. It is expected that this funding pool will result in the rehabilitation of 300 multi-family units and will generate 160 construction jobs. A companion effort, the *Multi-Family Rehab* program, will use \$12 million in CDBG funds to leverage up to another \$12 million in private monies for the rehabilitation of between 600 and 800 housing units. This program will also create or retain up to 600 construction jobs.

DOH will take advantage of an expanded *Rental Rehabilitation* program from the U.S. Department of Housing and Urban Development (HUD) to assist owners of small neighborhood rental properties and their tenants. To minimize displacement, existing eligible tenants will receive HUD's Section 8 rental certificates or vouchers to help meet higher post-rehab housing costs. It is estimated that this \$11 million program will finance the rehabilitation of 2,200 units in buildings containing between one and thirty units and will generate 275 new construction jobs. Other rehabilitation programs include HUD's *Section 312 Loan* program for low and moderate income structures; the low interest *Home Improvement Loan* program, also targeted to low and moderate income families; and the *Senior/Handicapped Home Repair* program, operated by neighborhood organizations.

Creative mixtures of public and private financing are also used to increase neighborhood homeownership opportunities. In the *Winneconna Park* project, DOH is providing land at an urban renewal site at 79th and Normal to permit the construction of 18 townhouse units for sale to moderate income families. The project is financed with \$975,960 in tax-exempt bond monies from the Illinois Housing and Development Authority, \$228,824 in urban renewal subsidies for site improvements, and a \$228,824 federal Urban Development Action Grant (UDAG). Creative public-private financing techniques have also been used in: the *Disabled Adults Residential Enterprises* housing

project for the mobility impaired, the 16-unit *Englewood Gardens* development, P.R.I.D.E.'s substantial rehabilitation of *Lockwood Terrace* in South Austin, and Bethel New Life's *Eddie South Partnership*, which involves the purchase, rehabilitation, and operation of a 15-unit residential structure.

By obtaining a \$1.8 million UDAG, a consortium of neighborhood organizations and DOH have leveraged an additional \$5.6 million in private financing for *scattered site infill housing* projects. DOH has been working with five community groups to construct 104 units of four-bedroom, single-family homes on scattered sites in various City neighborhoods. This investment will generate an estimated 80 construction jobs. As part of the same infill housing project, the Hispanic Housing Development Corporation is completing the \$1.17 million Linden Place project consisting of 12 four-bedroom homes.

Preserving Chicago's aging housing stock requires ongoing attention to rising housing costs. Reducing these costs benefits both property owners and tenants. Responding to neighborhood initiatives, DOH has placed increasing importance on reducing energy costs. In the *Weatherization Program*, U.S. Department of Energy funds are used to help low income tenants weatherize their homes. Through this program, DOH will weatherize between 4,000 and 5,000 housing units over a one year period. These improvements will create or retain an estimated 130 construction jobs.

Energy costs will also be reduced through the *Peoples Gas/City of Chicago Residential Energy Conservation Loan* program. Scheduled to begin this summer, this new neighborhood-run program will provide \$15 million in revolving loan funds for below market interest rate loans for cost-efficient energy conservation in residential buildings. Funds will be targeted to serve principally low and moderate income residents. It is anticipated that 1,400 units will be rehabilitated through the three year course of this program, and that 375 jobs will be created or retained in neighborhood construction and program administration.

In addition to designing, financing, and implementing specific programs and projects for new construction and rehabilitation, DOH has responded to the community-based efforts of the Housing Abandonment Task Force and The Housing Agenda in a number of ways. DOH staff will be working with various community organizations, City departments, and the judicial system to continue development of an early warning system for housing abandonment and to streamline public sector responses to code violations and vacancy problems. DOH will allocate CDBG funds to board up a modest number of abandoned buildings in four neighborhoods through an *Abandoned Building Enclosure* program.

DOH also has developed a new *Emergency Housing Assistance* program to address life-threatening housing situations and to enable property owners and renters to remain in their homes. An estimated 1,150 units will be aided during the coming program year. Consistent with the City's emphasis on neighborhood capacity building, DOH also provides technical and financial assistance to neighborhood-based housing organizations. Financial support helps such organizations subsidize their operating expenses, and technical support enhances their effectiveness in neighborhood housing development. For example, the Chicago Rehab Network provides technical and administrative assistance to neighborhood organizations and individuals involved in housing rehabilitation targeted to low and moderate income residents. Four types of assistance are provided: multi-family tax reactivation and resource development; administrative and fiscal; general construction; and preventive maintenance.

C. Policy: Linked Development

Linked development is an innovative strategy to direct private sector resources to neighborhood development. In this approach, developers of major projects, financed wholly or partially with public funds, agree to provide various types of development assistance directly to neighborhoods. These resources will range from technical assistance for neighborhood businesses to financial investment in neighborhood-based development projects. This policy has the added advantage of reinforcing the City's efforts to achieve balanced growth.

Programs and Key Projects

Linked development will involve one or more forms of assistance and investment. For example, developers may agree to increase their purchasing from local suppliers of goods and services. Neighborhood business capacity may also be increased through "linked" technical assistance. Developers may choose to provide local development-

Energy conservation initiatives lower housing costs

Prevention of housing abandonment requires coordination with neighborhood organizations, the judicial system, and City departments

"Linked development" directs new resources to neighborhoods

related businesses or business organizations with the financial and managerial expertise represented on their development teams. Such assistance may be structured a number of ways:

- direct placement of developer's staff in neighborhood businesses for on-site management training;
- provision of professional development services, such as leasing, real estate brokerage, or financial packaging; or
- provision of development seminars to local businesses.

Developers will also be encouraged to participate financially in neighborhood development. This type of investment could, for example, take the form of a joint venture with a neighborhood-based developer that enhances their capacity and financial strength. Investment could also take the form of a sole venture in neighborhood projects which meet the developer's feasibility criteria.

Another kind of linked development approach is modeled on the trust fund concept. Developers would commit a percentage of project revenues to capitalize a permanent loan fund for viable neighborhood development projects in low and moderate income neighborhoods.

Linked development agreements are currently being negotiated with developers for the *North Loop*, *Sears Department Store* (Congress Center), and *Navy Pier* projects.

GOAL IV: ENHANCE PUBLIC PARTICIPATION IN DECISION-MAKING

Only the collective wisdom of government, business, labor, and neighborhoods can bring about a healthy Chicago economy. These experience-rich networks are best able to identify emerging development needs and strategic opportunities and assess the performance of existing development efforts. The City must not only incorporate this collective wisdom into its decision-making, but must also help neighborhoods, businesses, and labor participate more effectively in public affairs by increasing their access to and understanding of public information.

This public participation goal is a cornerstone of "Chicago Works Together," and will begin to lessen the distance between City officials and residents. Formal mechanisms for citizen participation have already been tested which reflect this approach. For example, the City has become a co-convenor of concerned organizations and residents, as in the Gas Shut-Offs Task Force of last year; and has sought to increase community participation in the design of programs, as in the energy conservation initiative of Peoples Gas and the City of Chicago.

During the next year, City departments will continue to consciously experiment with new ways to incorporate citizens into public decision-making. This year of experimentation will be carefully reviewed at its conclusion so that the most successful of these efforts may be replicated, and new avenues for citizen involvement may be identified.

Activities to be completed during the 1984 program year include:

- Continue Freedom of Information access and responses;
- Hold public workshops on City resource allocation;
- Provide useful City information to neighborhood groups;
- Publish a citizen's guide to the City budget process; and
- Test five new mechanisms for citizen participation.

A. Policy: Increased Citizen Access to Information

An informed citizenry increases the City's overall effectiveness. One strategy of the Washington Administration is to create mechanisms that enable citizens to gain access to City information and to increase their understanding of such information. In particular, information about existing resource opportunities and constraints must be provided so that citizens understand the context within which allocation decisions are made, and thereby may participate more knowledgeably in such decisions.

Programs and Key Projects

A prerequisite for an informed public is easy access to information regarding the affairs of local government and the actions of government officials. One of Mayor Washington's first acts once in office was to assure citizens the right to examine public documents. The Freedom of Information Executive Order enables public access to local government information to the extent that it does not compromise individual privacy, business proprietary information, or governmental effectiveness. A parallel state statute, shaped in part by the City of Chicago, was passed by the Illinois General Assembly in 1983. The Mayor's Office of Inquiry and Information has identified an opportunity to increase the public's knowledge about City operations through a *City government guide book*.

The collective wisdom of citizens, businesses, and labor is vital for local planning

Citizen access to information increases City effectiveness

Public workshops bring citizens and City officials together

This guide will be assembled to provide comprehensive information about local government, including its organization, function, finances, and services.

To better prepare citizens for interaction with public officials, and to enhance the technical and planning capacity of community groups, the Department of Planning (DOP) and the Mayor's Office are instituting an *Affirmative Neighborhood Information* program. The purpose of this program is to disseminate a range of useful City data to community-based groups in a timely and understandable fashion.

Increasing the public's access to information must be accompanied by an effort to enhance understanding of these data and their implications for neighborhood and City development. DOP's newly instituted *Public Workshops on Resource Allocation* provide the City with an opportunity to explain neighborhood projects and plans, and provide forums for community groups and citizens to consider these plans and to identify new concerns and ideas. Public participation in decision-making also occurs through monthly meetings with downtown and citywide civic groups and special issue citizen task forces, such as the Vaulted Sidewalk Advisory Committee.

The public workshop approach to citizen involvement began with a number of *neighborhood forums* organized by the Mayor's Office of Inquiry and Information. Mayor Washington and various heads of City departments were present to respond to public concerns, as well as to discuss workable solutions and develop ideas for neighborhood programs and projects.

Information is also exchanged between citizens and City officials on major public programs, such as the Community Development Block Grant (CDBG) program. Six public hearings were held at locations throughout the City earlier this year to provide citizens with an opportunity to comment on the City's past performance with CDBG and to propose programs for future consideration. In addition, the City convened a citywide workshop to provide additional CDBG information to interested citizens within small discussion groups.

Similar opportunities for public information exchange are available in the City's *Capital Improvements* and *Neighborhood Infrastructure Renewal* programs, as well as for major development projects such as the *World's Fair*. In this last case, the City has required that public participation, citywide and statewide, be incorporated into the planning of the World's Fair.

B. Policy: Increased Opportunities for Citizen Involvement

Mechanisms are needed to actively involve Chicago's citizenry in development program design, implementation, and evaluation. Increased citizen awareness is, by itself, not sufficient. Such public participation will help make sure that the City's needs are accurately identified and resources are equitably allocated.

Programs and Key Projects

In several instances, community-based organizations have already participated in the design of programs to enhance effective implementation. For example, the Department of Housing benefited from community participation in the design of its *Multi-Family Rehabilitation Loan* program. The *Peoples Gas/City of Chicago Residential Energy Conservation Loan Fund* also involved community organizations in the earliest phases of program design, including the development of the Request for Proposal. For the first time in the history of Chicago's O'Hare International Airport, the Department of Aviation has created a forum through its *Community Relations* program for citizens to discuss O'Hare's economic and environmental impacts. The O'Hare Advisory Committee has gained national recognition for bringing together representatives of the City of Chicago, suburban municipalities and county boards, private business interests, and regional, state, and federal agencies to share their recommendations on future plans for O'Hare. Neighborhood involvement in area planning is also the objective of DOP's *Neighborhood Planning Service*. This program, as described earlier, will provide neighborhood planning and development assistance, and funding through *Neighborhood Planning Grants*, to neighborhood-based organizations to help them carry out development programs and projects in their neighborhoods.

GOAL V: PURSUE A REGIONAL, STATE, AND NATIONAL LEGISLATIVE AGENDA

Although the City directs all available assistance to the needs of its residents and businesses, it does not possess sufficient resources to meet them all. Many communities throughout the state and nation face a similar resource shortfall. Concerted action by the City at state and national levels is needed to redress this situation.

Citizen involvement in implementation also is important

Chicago is experiencing a drain of federal tax dollars

City lobbyists will advocate for equitable treatment of Chicago

Chicago has taken the legislative lead on a number of pressing issues

Chicago will help initiate an urban agenda at the State and Federal levels

The most serious of the problems which Chicago and the rest of Illinois share is a dramatic outflow of federal dollars. In fiscal year 1981, Illinois ranked 51st out of the 50 states and the District of Columbia in the ratio of federal expenditures in Illinois to federal taxes paid by Illinois residents. For that year Illinois' ratio was .67, or for every dollar of federal taxes paid by residents only 67¢ was returned in federal expenditures. A specific example of such an inequity is Chicago's airport system, which annually contributes about \$100 million to the National Aviation Trust Fund used to support aviation development. Despite this substantial contribution, Chicago's three airports annually receive only \$10 million in return. The result of this inequity is that proposed capital projects at Midway Airport, such as a new main passenger terminal, must instead be financed through a general obligation bond which creates a new and unnecessary liability for Chicago. While this particular disparity is being addressed through the Department of Aviation's *Federal Grants Procurement* program, the City of Chicago must extend its effort by working with other Illinois local governments to devise a common legislative agenda to address such inequities. This undertaking must occur with a parallel effort to educate and lobby top federal administrators to act on recognized needs.

During the first year of the Washington Administration, the City has directed its representatives in both Washington D.C. and Springfield to work with other municipalities and states for new programs and resources to mitigate pressing regional and national problems. As a result, City lobbyists are actively pursuing Chicago's interests in a number of financial equity issues. For example, the City's Springfield liaison is working with the Illinois Department of Transportation to ensure that Chicago receives its fair share of new State gas tax. City lobbyists also worked closely with the Illinois General Assembly as the World's Fair Authority Act was drafted and enacted, and will continue to actively fashion a World's Fair financing plan that will equitably distribute the costs of the 1992 exposition.

On other legislative issues, Chicago has recently taken the initiative regarding the plight of the homeless and hungry before the Federal House Committee on Community Development and Housing. The City has also begun to address the need for increased investment in public infrastructure through the Mayor's chairmanship of the U.S. Conference of Mayors Infrastructure Subcommittee on a national level, and through participation in the public-private *Committee for a Regional Partnership* at the local level. The Committee has scheduled a major conference on State funding of infrastructure in advance of the June legislative session. In the area of housing, the Mayor has established a Commission on Housing Trust Funds. In the coming months, the Commission will identify legislative and regulatory techniques to ensure permanent sources of revenue for affordable housing. Further legislative action is still anticipated on issues such as public education, a national industrial policy, adequate and equitable funding for the retraining of displaced workers, and the redirection of other federal spending to Illinois.

The City will also be working with the Metropolitan Fair and Exposition Authority and state legislators to develop an equitable financing plan for the expansion of *McCormick Place*. Chicago's convention and tourism industries would greatly benefit from the addition of 310,000 net square feet to the existing 585,000 square foot facility. The City proposes that financing for this project come from a new state-levied tax, although the major revenue source will be local. The City's direct investment would be limited to additional City services required by the expanded facility. The estimated job impact of this project is substantial: 1,600 construction jobs and 5,000 permanent jobs. In addition, the expanded facility would attract 500,000 visitors annually and generate \$275 million in related spending in the metropolitan area.

During the coming months the Administration will convene a *conference to develop an Illinois urban agenda*, to be held in Springfield during the fall session of the General Assembly. Participants will include high ranking planning and economic development officials from major Illinois cities. A legislative agenda will be endorsed by conference participants and transmitted to the state legislature with a request for action. The Mayor's Office will take the lead in an *Active Participation and Leadership in National Development Organizations* program. Through this effort, Chicago's national influence in economic and community development programs and legislation will be increased. Targets for the coming year include:

—Establish a legislative agenda to redress the Federal tax drain in Illinois;

- Create a regional partnership to promote solutions to regional problems such as infrastructure financing; and
- Increase Chicago's leadership in development programs and legislation.

III. IMPLEMENTING "CHICAGO WORKS TOGETHER"

A. Introduction

Making "Chicago Works Together" a reality is an ambitious undertaking that will require the sustained attention of City officials, the private sector, labor, and the neighborhoods. Implementation will not be achieved overnight. Programs and projected targets will continually be monitored, and the City will form appropriate partnerships with Chicago's diverse development actors. Efficient use of resources must be combined with public participation if the goals of this Plan are to be achieved. Specifically, the very existence of the 1984 *Chicago Development Plan*—its clear outline of goals, policies, and programs—will serve to move this City's development process toward coordinated implementation. It will:

1. Provide a framework for integrating the work of the various departments within the City.
2. Integrate the work of the City with other governmental bodies.
3. Provide guidance for coordinated private and public sector development activity.
4. Create an environment within which businesses, labor groups, community organizations, and individuals can operate with more certainty regarding the future.

B. Organizational Structures for Implementation

As important as this initial Plan is, at least two additional organizational elements will be needed for its successful implementation. First, a mechanism is needed to coordinate the efforts of the Development Subcabinet with related development commissions. Second, specific public-private partnerships must be structured to take advantage of private, labor, and neighborhood resources and expertise, and to build the interactive development relationships required to implement this Plan. The implementation mechanisms needed for the 1984 *Chicago Development Plan* will be identified in the coming months. In addition, the City must play a key role in coordinating activity with other relevant development commissions or governmental agencies at the state and federal levels. At the local level, implementation of this Plan will involve these commissions:

- Economic Development Commission
- Chicago Plan Commission
- Private Industry Council
- Community Development Advisory Committee
- Commercial District Development Commission
- Metropolitan Fair and Exposition Authority
- Urban Renewal Board
- World's Fair Authority
- Commission on Architectural and Historical Landmarks
- Chicago Park District
- Public Building Commission
- Chicago Port Authority

C. Implementation Process

Implementation of "Chicago Works Together" depends first upon the Plan's clearly stated goals and its programs and projects. Upon this foundation, implementation will proceed from project and program delivery, to monitoring Plan impacts, and finally to Plan reassessment when necessary. "Working Together" will be the driving spirit for the implementation of this development plan.

Cooperation

The Development Subcabinet, made up of the Mayor and City development departments, is the central vehicle for accomplishing cooperative and coordinated implementation. The collaborative production of "Chicago Works Together" demonstrates the energy and capacity of such a vehicle. The Subcabinet will continue to provide interdepartmental coordination in implementing this Plan and emphasize measurable targets and impacts of development initiatives.

The Subcabinet will oversee the following:

- ongoing policy analysis;
- strategic planning;
- establishment of task forces or partnerships for innovative projects; and
- monitoring implementation of the Plan.

Implementation requires cooperation and sustained attention

The Development Subcabinet and public/private partnerships are the central vehicles for making implementation happen

Implementation involves program delivery, monitoring, and Plan reassessment

Public-Private Partnerships

Viable economic development can only result from the productive interaction and mutual support of the public and private sectors, including businesses, labor, and neighborhoods. The partnership approach covers a broad set of possible relationships: commissions with public and private members that have legal standing and responsibilities; partnerships formed for specific projects; and partnerships that somewhat more loosely bring together business, labor, and neighborhood organizations.

The Economic Development Commission (EDC) will be redesigned to be one of the major public-private partnerships for implementation of this Plan. The EDC will work closely with the Development Subcabinet to prepare a strategic development plan. This undertaking will be closely coordinated with such key private sector initiatives as the Commercial Club's current strategic planning effort.

Openness and Participation

This Plan has emphasized the importance of public participation in the identification of development needs and in the design of appropriate responses. Every effort will be made to maintain openness and accountability during implementation to make available all relevant planning information and to identify new opportunities for citizen participation.

IV. CONCLUSION

"Chicago Works Together" began from the premise that a new approach to Chicago's development was needed. This document has traced the beginnings of such an approach, from Chicago's neighborhoods and vibrant downtown, to the Washington campaign, and now to the concrete planning and administrative practice of the Washington Administration.

The dynamic and ongoing planning process that "Chicago Works Together" represents is characterized by rigorous goal-setting, measurable targets, and an emphasis on citizen participation. Old programs and projects have been redesigned and new programs initiated. Throughout the Plan, job creation, balanced growth, and neighborhood development have been noted as priority goals.

Although the mechanisms for implementing "Chicago Works Together" are still unfolding, the Washington Administration's Development Subcabinet is the central co-operative body that will monitor implementation and coordinate with other governmental agencies and commissions. Partnerships with business, labor, and neighborhoods will be extensively used to achieve Plan goals.

As a planning approach, however, "Chicago Works Together" does not end with this document—the fate of many past Chicago planning efforts. Rather, it renews and focuses a collaborative discussion about Chicago's economic future that has had deep roots in Chicago neighborhoods and business and labor communities. Such a beginning, the Washington Administration hopes, will be carefully nurtured.

Chicago Works Together is an ongoing planning process

Chicago Works Together calls for a collaborative discussion about Chicago's future

APPENDICES

APPENDIX A: JOB IMPACT ESTIMATION

Estimates of direct job creation and retention for the programs and projects included in the 1984 *Chicago Development Plan* were provided by the various lead City departments using standard formulae and multipliers. Following is a summary of the techniques employed by these departments for direct permanent and construction jobs. For indirect job generation, a multiplier of 1.5 was consistently applied to the estimated direct job base. (Other analysts, such as those gauging the impact of the World's Fair or the McCormick Place expansion, use multipliers ranging from 1.70 to 2.25.) Please note that all job estimates in the Plan, as well as other program impacts, assume the continuation of current economic conditions until program or project completion. These estimates are particularly sensitive to inflation and interest rates.

Direct Job Impact Estimation

Aviation: Direct employment, which is employment generated by airport tenants, is based on existing ratios of employment and activity levels (numbers of operations and passengers). The existing ratios were developed for Volume VIII—*Economic Impact Study of the O'Hare Master Plan Study*. Based on survey information, the number of direct employees was related to appropriate airport activity levels. These ratios were applied to activity level forecasts to calculate future employment levels. Construction employment is estimated based on the capital costs associated with the proposed projects. Using Bureau of Labor standards, the construction costs are converted to labor man hours.

Economic Development: Job impacts for existing or redesigned programs are conservatively based on historical performance. For new programs, the Department of Economic Development's experience with similar efforts was compared with area industry or business averages, and the more conservative figure used. For projects with proposed developer participation, job estimates were provided to the City by the developer directly.

Employment and Training: The Mayor's Office of Employment and Training (MET) works to improve the quality of labor resources, but this cannot directly be counted as job creation. MET uses the following methodology to estimate the number of participants who will be served by the program and the number who will be placed into unsubsidized jobs:

1. The past performance program history is taken into account: cost per enrollment into on-the-job training, classroom training, and direct placement; cost per completion by these activities; and the cost per entered employment for each activity.
2. Decisions are reached on the allocation of funds for each activity in the next program year.
3. Placement rate goals are set for each activity (linked to previous performance, keeping in mind legislated performance standards for the program as well as the state of the local economy).
4. Number of participants to be served is based on an historical actual average cost per participant, computed using the total amount allocated for the year.

Housing: Construction jobs were estimated by multiplying the total program or project budget by a factor of 0.5, which assumes that one-half of all funds will be directed toward construction employment and the other half toward overhead and materials. This figure was then divided by \$20,000, which is the assumed average salary of housing construction occupations.

Planning: The only Department of Planning program or project with direct job creation or retention estimates is the North Loop Redevelopment project, for which permanent jobs were estimated by using the following factors:

- Office development space: 1 employee/200 square feet
- Retail space: 3 employees/1000 square feet
- Hotel space: 1 employee/room
- Residential space: 1 employee/25,000 square feet

In each case, the above factors were multiplied by the proposed gross square footage to project the number of employees required to support the development.

Public Works: The estimates of direct on-site construction jobs to be impacted by the Department of Public Works capital improvement projects included in this Plan are based in part on the multipliers used by the Bureau of Labor Statistics and the U.S. Department of Transportation. These multipliers estimate the employment impacts of project spending on the local economy.

Employment multipliers estimate the average distribution of on-site skill categories for projects by type, and are reported in total man-years. Conversion of this data into total jobs generated requires further evaluation of the actual planned construction and skill categories required for each phase of a major project. This allows for improved accuracy in estimating total jobs by reducing double counting of short-term manpower involvement.

Purchases: Jobs created by increased local purchasing were estimated by dividing the total redirected contracting amount by \$50,000, which represents the per job average for wages, materials, and overhead in the production of goods and services.

APPENDIX B: CHICAGO DEVELOPMENT PLAN PROGRAM AND PROJECT SUMMARIES

The following Appendix contains detailed information on specific programs and projects discussed in the 1984 Chicago Development Plan. Programs and projects are listed in separate indexes at the beginning of this Appendix. This Appendix is not intended to be an exhaustive listing of all City development resources. Rather, programs and projects were selected which represent the City's efforts to implement the five development goals described in this Plan. The descriptive elements in the program and project summaries are self-explanatory. However, it should be noted that the program or project cost may reflect funds that were obligated in previous years but not yet expended. This is particularly true for the federal Community Development Block Grant program, wherein funds from several program years may be reflected in total program or project cost. Information on programs and projects not discussed in this plan is available from the Public Information Officers of the respective City departments. See Appendix C for a listing of these Officers.

1984 CHICAGO DEVELOPMENT PLAN INDEX TO REPRESENTATIVE DEVELOPMENT PROGRAMS

Program/Lead Department, Page

Abandoned Building Enclosure/Housing, 41
Active Participation in
 National Development Organizations/Mayor's Office, 47
Advanced Technology Industrial
 Development/Economic Development, 32
Affirmative Neighborhood Information/Planning, 50
AIA Neighborhood Planning Task Force/Planning, 50
Bridge and Viaduct Improvement/Public Works, 57
Business Development Loan/Economic Development, 33
Buy Chicago/Purchases, 59
Capital Facilities Planning/Planning, 50
Classroom Training/Employment and Training, 47
Commercial District Development/Economic Development, 34
Community Relations/Aviation, 29
Coordinated Financial Assistance to
 Delegate Agencies/Planning, 51
Co-Venture and Entrepreneurial Equity
 Investment/Economic Development, 34
Direct Micro-Loan/Economic Development, 34
Dislocated Workers Services/Employment and Training, 48
Economic Strategic Planning/Economic Development, 35
Emergency Housing Assistance/Housing, 42
Enterprise Zones/Economic Development, 35
Federal Grants Procurement/Aviation, 29
Financial Assistance for
 Business Development/Economic Development, 36
Home Improvement Loan/Housing, 42
Housing Abandonment/Housing, 43
Industrial Area Improvement/Economic Development, 37
First Source/Employment and Training, 48
Linked Development/Economic Development, 37
Major Roadway Improvements/Public Works, 58
Mayor's Task Force on the Homeless/Planning, 51
Midway Development/Aviation, 29
Midway Financial/Aviation, 30
Multi-Family Rehab/Housing, 44
Neighborhood Forums/Inquiry and Information, 50
Neighborhood Infrastructure Planning/Planning, 52
Neighborhood Infrastructure Renewal/Public Works, 58
Neighborhood Planning Services/Planning, 53
Neighborhood Planning Grants/Planning, 52
O'Hare Concession Development/Aviation, 30
O'Hare Development/Aviation, 30
O'Hare Ground Transportation/Aviation, 31
On-the-Job Training/Employment and Training, 48
One Stop Business Service/Economic Development, 38
Pilot Public-Private Multi-Family
 Rehabilitation Loan/Housing, 45
Placement and Retention/Employment and Training, 48
Private Sector
 Local Purchasing/Economic Development/Purchases, 39
Public-Private Partnerships for
 Community Development/Planning, 56
Public Workshops on Resource Allocation/Planning, 56
Purchasing from Minority and
 Female-Owned Firms/Purchases, 59
Rental Rehabilitation/Housing, 45

(over)

Program/Lead Department, Page

Scattered Site Infill Housing/Housing, 45
Senior/Handicapped Home Repair/Housing, 46
Small Business Purchasing/Purchases, 60
Southwest Rapid Transit/Public Works, 58
Streetscape Improvements/Economic Development, 40
Substantial Rehab Training/Employment and Training, 49
Summer Youth Employment and Training/Employment and Training, 49
Technical Assistance to Economic Development Organizations/Economic Development, 40
312 Single-Family Rehabilitation/Housing, 46

Project/Lead Department, Page

Apparel Industry Task Force/Economic Development, 33
Bethel New Life's Infill Housing/Housing, 41
Business Incubator Building/Economic Development, 33
Cable TV/Cable Commission Office, 32
Chicago Rehab Network/Housing, 41
City Government Guide Book/Inquiry and Information, 49
Committee for a Regional Partnership/Planning, 51
CDBG Hearings/Budget, 32
Conference to Develop an Illinois Urban Agenda/Mayor's Office, 47
D.A.R.E./Housing, 42
Englewood Gardens/Housing, 42
Granite Technologies/Economic Development, 37
Jackson Park/63rd Street Rapid Transit/Public Works, 57
Lawson National Distributors/Economic Development, 37
Lockwood Terrace/Housing, 43
Loop Elevated Rehabilitation/Public Works, 57
Manufactured Housing Plant Feasibility/Housing/Economic Development, 43
Mayoral Commission on Chicago Trust for Affordable Housing/Housing, 44
McCormick Place Expansion/Economic Development, 38
Navy Pier/Economic Development, 38
North Loop Redevelopment/Planning, 53
Peoples Gas/City Residential Energy Conservation Loan/Housing, 44
Residential Trash Dumpster Manufacturer/Purchases/ Streets and Sanitation/Economic Development, 39
Sears Building Renovation/Economic Development, 39
Steel Industry Task Force/Economic Development, 40
Transportation Planning for Access to Work/Public Works, 59
Weatherization/Housing, 46
Winneconna Park/Housing, 46
World's Fair Planning/Planning, 57
World's Fair Public Participation/Planning, 56

Acronyms Used In Program and Project Summaries

AIA	American Institute of Architects
CTA	Chicago Transit Authority
CDBG	Community Development Block Grant Program of the U.S. Department of Housing and Urban Development
CRP	Committee for a Regional Partnership
DED	City of Chicago Department of Economic Development
DOH	City of Chicago Department of Housing
DZO	Designated (Enterprise) Zone Organization
EDA	U.S. Department of Commerce, Economic Development Administration
FAA	Federal Aviation Administration
HUD	U.S. Department of Housing and Urban Development
IHDA	Illinois Housing Development Authority
IRB	Industrial Revenue Bond
JTPA	Job Training Partnership Act
MET	City of Chicago Mayor's Office of Employment and Training
MHPC	Metropolitan Housing and Planning Council
MBE	Minority Business Enterprise
MOII	City of Chicago Mayor's Office of Inquiry and Information
NIPC	Northeastern Illinois Planning Commission
SBA	U.S. Small Business Administration
UDAG	Urban Development Action Grant of the U.S. Department of Housing and Urban Development
WBE	Women's Business Enterprise
WFA	World's Fair Authority

PROGRAM TITLE:
LEAD DEPARTMENT:
PROGRAM OBJECTIVE:

**Community Relations
Aviation**

To increase the public's understanding of the need for and the impacts of the O'Hare and Midway development programs, and to increase the Department's understanding of the public's perception of its programs.

DESCRIPTION OF PROGRAM:

Continue the staffing and funding of the O'Hare Advisory Committee, a group composed of public and private officials that meets bi-monthly to discuss noise, air quality, ground transportation, land use, water supply and quality, and economic aspects of the O'Hare Development Program.

Community relations activities will expand and improve the O'Hare Noise Abatement Office; develop land use programs to reduce uses incompatible with aircraft noise, and aircraft noise abatement programs to reduce the impact of noise on residential neighborhoods and assist in sound-proofing these schools. Public information seminars and public hearings will be held, and magazines and brochures will be developed to explain these programs.

TARGET POPULATION:

O'Hare Area: 300,000 residents living in the City of Chicago and 25 suburban municipalities. Midway Area: 1,000,000 residents living in the City of Chicago and five suburban municipalities.

ESTIMATED PROGRAM IMPACT:

Improved intergovernmental cooperation, noise abatement, land use control and public awareness, environmental and ground transportation improvements

PROGRAM COST:

\$500,000 annually over a 13-year period

SOURCE OF FUNDS:

Private; some federal funding

ESTIMATED START-UP DATE:

Ongoing

ESTIMATED COMPLETION DATE:

Ongoing

PROGRAM TITLE:
LEAD DEPARTMENT:
PROGRAM OBJECTIVE:

**Federal Grants Procurement
Aviation**

To receive the maximum amount of federal funds available to the Chicago airport system through the Airports and Airways Improvement Program.

DESCRIPTION OF PROGRAM:

Chicago's airport system collects approximately \$100 million per year in passenger ticket taxes that are deposited into the Aviation Trust Fund. Allocations from the Fund to airports are made by formula and at the FAA Administrator's discretion. Chicago's airports only receive about \$10 million in formula allocations and have never received any discretionary funds. Discretionary funds could be used to reimburse Chicago for its 1982 purchase of Midway Airport from the Board of Education.

Legislative lobbying will continue to increase Chicago's "fair share" of formula and discretionary funds.

TARGET POPULATION:

Citywide

ESTIMATED PROGRAM IMPACT:

Receipt of Chicago's fair share would decrease the financial burden on the City for operations and maintenance of its airports. In 1984, receipts of \$15 million in discretionary funds would allow use of these funds to leverage new capital development at Midway.

PROGRAM COST:

Not applicable

SOURCE OF FUNDS:

Not applicable

ESTIMATED SOURCE OF FUNDS:

Extensive lobbying began in mid-1983; further lobbying will occur in 1984.

ESTIMATED COMPLETION DATE:

Ongoing

PROGRAM TITLE:
LEAD DEPARTMENT:
PROGRAM OBJECTIVE:

**Midway Development
Aviation**

To rehabilitate all airport infrastructure, including airfield, utility, electrical, and drainage systems; to construct new main passenger terminal and parking lot; to remove "eye-sores" from the airport and improve physical appearance to the community and to travelers; and to reconstruct all infrastructure to promote private development of new hangars and offices.

TARGET POPULATION:

National

ESTIMATED PROGRAM IMPACT:

Currently, Midway Airport accounts for 1,500 direct jobs. With this program, Midway Airport could account for 4,800 direct jobs and another 4,950 indirect jobs by 1995. 2,000 construction jobs will be created between 1982 and 1995.*

PROGRAM COST:

\$190 million over a 10 year period

*See Appendix A for additional information regarding job impact estimation.

SOURCE OF FUNDS:	Private; federal (Aviation Trust Fund); airport revenues
ESTIMATED START-UP DATE:	1982
ESTIMATED COMPLETION DATE:	1995
PROGRAM TITLE:	Midway Financial
LEAD DEPARTMENT:	Aviation
PROGRAM OBJECTIVE:	To make Chicago Midway Airport a self-sufficient financial enterprise, free from reliance on corporate taxes for its maintenance and operation.
DESCRIPTION OF PROGRAM:	By increasing revenues from airport services, such as parking, terminal rents and landing fees, and concessions, Midway Airport has become financially self-reliant. Continued upgrading of financial systems will increase revenues that can be reinvested into Midway capital and operational improvements.
TARGET POPULATION:	Citywide
ESTIMATED PROGRAM IMPACT:	Corporate taxes are no longer used to support the operation of the airport. On average, this will relieve Chicago's taxpayers of a \$600,000 annual liability.
PROGRAM COST:	None
SOURCE OF FUNDS:	Not applicable
ESTIMATED START-UP DATE:	January 1984
ESTIMATED COMPLETION DATE:	Ongoing
PROGRAM TITLE:	O'Hare Concession Development
LEAD DEPARTMENT:	Aviation
PROGRAM OBJECTIVE:	To increase by 23,000 square feet the existing space at O'Hare Airport allocated to non-airline commercial uses in order to improve services available to the traveling public and to increase airport revenues.
DESCRIPTION OF PROGRAM:	Concession development will involve the construction of new concession areas in spaces now designated as non-commercial and the introduction of product lines at O'Hare that may include: jewelry, cosmetics, perfumes, books, leather goods, toys, card and stationery shops, and/or business communications centers. Bid requests and concessionaire selection for this program will give preference to Chicago companies and minority businesses. All contracts with concessionaires will require affirmative action in all purchasing and employment.
TARGET POPULATION:	43 million airport travelers; local businesses
ESTIMATED PROGRAM IMPACT:	Increase local employment opportunities by creating approximately 20 new retail/commercial enterprises at the airport—10 of the 20 businesses will be wholly or partially minority-owned.
PROGRAM COST:	Airport concession revenue will increase from approximately \$16.5 million in 1983 to a projected \$32.5 million in 1984.
SOURCE OF FUNDS:	\$12.6 million over two years
ESTIMATED START-UP DATE:	Private
ESTIMATED COMPLETION DATE:	December 1982
	November 1984
PROGRAM TITLE:	O'Hare Development
LEAD DEPARTMENT:	Aviation
PROGRAM OBJECTIVE:	To redevelop Chicago O'Hare International Airport in order to meet aviation demand forecasts that two million passengers will use O'Hare annually by 1995.
DESCRIPTION OF PROGRAM:	Phase I: Consists of the construction of a new Delta Air Lines Terminal and Concourse, a new maintenance and snow removal equipment building, and a new flight kitchen. Phase II: Involves the construction of a new United Airlines Terminal and Concourse; a new International Terminal; an Airport Transit System; the rehabilitation of Terminal 3 for American Airlines; new security bay additions to terminals; a new Com-muter/General Aviation facility; new remote parking; a new northerly connection to the Northwest Tollway; the extension of runways and the relocation of taxiways; a new cargo complex; and the relocation of military facilities.
TARGET POPULATION:	Worldwide
ESTIMATED PROGRAM IMPACT:	9,000 construction jobs; 20,000 new direct jobs and 30,000 indirect jobs* (see the following chart for annualized job impact estimates)

*See Appendix A for additional information regarding job impact estimation.

PROGRAM COST:
SOURCE OF FUNDS:
ESTIMATED START-UP DATE:
ESTIMATED COMPLETION DATE:

\$1.4 billion over a 10 year period
 Private
 1982 (Phase I), 1984 (Phase II)
 1984 (Phase I), 1990 (Phase II)

Estimated Direct Employment*
O'Hare Airport Development Program
1985 - 1995

Year	Total Direct Employment	Increase Over Previous Year
1985	33,408	-
1986	35,534	2,126
1987	36,465	931
1988	42,248	5,783
1989	43,179	931
1990	44,109	930
1991	44,838	729
1992	45,567	729
1993	46,297	730
1994	47,026	729
1995	47,756	730

*Estimates include employment located at the airport as well as off-airport support employment, i.e. employees not located on airport property who provide supportive services to airport tenant or management operations, such as community airline ticket agents.

Source: O'Hare Development Program Construction Schedule, January 31, 1984;
 Draft Environmental Impact Statement Master Plan Development (1984-1995)

PROGRAM TITLE:
LEAD DEPARTMENT:
PROGRAM OBJECTIVE:

O'Hare Ground Transportation
Aviation and Consumer Services

To improve traffic flow and decrease traffic congestion on O'Hare's central roadways by regulating the flow of taxis, liveries, buses, and private automobiles. The cost of management will be borne by these users, rather than being absorbed by corporate or other revenues.

DESCRIPTION OF PROGRAM:

Private automobile parking will be managed by making it less expensive to park remote than in the central terminal area. The rates are also designed to make parking for one hour or less an attractive option to unloading on the central roadway. New parking rates were instituted in January 1984. If approved by City Council, commercial traffic will be dispatched by computer from specially designated waiting areas only when passenger demand and curb-front conditions permit. The program will be financed by instituting a surcharge on these vehicles.

TARGET POPULATION:
ESTIMATED PROGRAM IMPACT:
PROGRAM COST:

43 million airport travelers and users
 Improved traffic flow and decreased congestion on O'Hare's roadways

SOURCE OF FUNDS:

Phase I: \$1.7 million
 Phase II: \$0.7 million
 Private

ESTIMATED START-UP DATE:	Phase I (manual dispatch): July 1984
ESTIMATED COMPLETION DATE:	Phase II (computer dispatch): January 1985 Phase I: January 1985 Phase II: Ongoing
PROJECT TITLE:	CDBG Hearings
LEAD DEPARTMENT:	Office of Budget and Management
PROJECT OBJECTIVE:	To involve citizens in the planning and review of the Community Development Block Grant Program.
DESCRIPTION OF PROJECT:	The City will conduct local hearings that will enable residents to comment on past CDBG efforts and to submit proposals for current consideration; provide technical assistance for CDBG participation; continue the Community Development Advisory Committee to review proposals and procedures; conduct citywide hearings on proposed CDBG budget; and submit a final CDBG statement.
TARGET POPULATION:	All Chicago residents
ESTIMATED PROJECT IMPACT:	Increased citizen participation in CDBG planning and evaluation
PROJECT COST:	To be determined
SOURCE OF FUNDS:	CDBG
ESTIMATED START-UP DATE:	January 1984
ESTIMATED COMPLETION DATE:	December 1984
PROJECT TITLE:	Cable TV
LEAD DEPARTMENT:	Cable Communications Office
PROJECT OBJECTIVE:	To increase employment for Chicago residents through access to jobs generated in Cable-TV wiring and operations.
DESCRIPTION OF PROJECT:	Contracts for Cable TV franchises in Chicago include a requirement that 50% of all jobs go to Chicago residents. Affirmative action requirements in the Chicago Cable Communications ordinance specify that minorities must be hired in parity with their population in the City, and that women be hired in parity with their representation in the work force. MBE subcontractor participation is generally set for 25% and WBE at 5%.
TARGET POPULATION:	Chicago residents; minority and female-owned businesses
ESTIMATED PROJECT IMPACT:	50% of cable jobs awarded to Chicago residents; total employment estimated at 1,400-1,500 permanent jobs and 300-500 construction jobs over the 15 year life of the franchises
PROJECT COST:	No cost to City
SOURCE OF FUNDS:	Not applicable
ESTIMATED START-UP DATE:	Fall 1984
ESTIMATED COMPLETION DATE:	Ongoing
PROGRAM TITLE:	Advanced Technology Industrial Development
LEAD DEPARTMENT:	Economic Development
PROGRAM OBJECTIVE:	To foster the creation and continuing development of high growth businesses involved in the production of advanced technology products in order to directly and indirectly create jobs.
DESCRIPTION OF PROGRAM:	This program has three parts: (1) initial funding for the private sector to operate DED's Chicago High Tech Association, a network of business, professional, and technical people who provide information and support for high tech development; 2) loan programs (described under the Financial Assistance for Business Development Program) designed to assist high growth companies in capturing opportunities to expand; and 3) continuing involvement with the State of Illinois in planning, developing, and marketing the Chicago Technology Park.
TARGET POPULATION:	1) Entrepreneurs pursuing development of high technology businesses; 2) low and moderate income population for jobs created through the program; and 3) Near West Side area surrounding the Chicago Technology Park
ESTIMATED PROGRAM IMPACT:	The High Tech Association will create the type of informal networking environment that is considered crucial for entrepreneurs engaged in high tech development. The Association currently has 247 members. The Chicago Technology Park is expected to

PROGRAM COST:
SOURCE OF FUNDS:
ESTIMATED START-UP DATE:
ESTIMATED COMPLETION DATE:

produce 100 direct jobs in the coming year, and an additional 100 per year through 1986.*

\$112,600 (\$100,000—Chicago Technology Park, \$12,600—High Tech Association)
CDBG
May 1984
June 1985

PROJECT TITLE:
LEAD DEPARTMENT:
PROJECT OBJECTIVE:

Apparel Industry Task Force
Economic Development

To conduct a comprehensive review of the manufacturing, retail, and fashion design and promotion activities that comprise the City's apparel industry, and to develop a strategic plan that will increase business development and create job opportunities for Chicagoans in this industry.

DESCRIPTION OF PROJECT:

Task Force review and planning activities include: research, analysis, and development of a plan to increase business activity in the City's apparel industry; collection and analysis of data relating to employment, production, market, sales, and other appropriate aspects of this industry. It also includes determining industry and Chicago advantages that could be developed as well as investigating industry problems that must be addressed. The final output of the Task Force will be a set of recommendations to plan for business and employment development in this industry.

TARGET POPULATION:

Dispersed businesses with concentration in the Outer Business Ring, North, West, Central, and Northwest sides

ESTIMATED PROJECT IMPACT:

Business retention, development, and expansion in the local apparel industry; increased employment in both manufacturing occupations and fashion occupations; increased opportunities for minority and female businesses

PROJECT COST:
SOURCE OF FUNDS:
ESTIMATED START-UP DATE:
ESTIMATED COMPLETION DATE:

\$21,000
EDA, CDBG
May 1984
November 1984

PROGRAM TITLE:
LEAD DEPARTMENT:
PROGRAM OBJECTIVE:

Business Development Loan
Economic Development

To assist the expansion of small and medium-sized businesses by providing a source of debt financing, which will complement private lending, for fixed assets and related working capital; and to assist minority and female-owned businesses that have been denied access to adequate conventional financing.

DESCRIPTION OF PROGRAM:

Loans are provided for working capital and fixed asset financing. This lending is done in conjunction with a private lender so that the City portion does not exceed 60% of project costs. Loan terms are flexible, with the interest rate to be determined on an individual basis.

TARGET POPULATION:

Small and medium-sized businesses, with some targeting to minority and female-owned firms

ESTIMATED PROGRAM IMPACT:
PROGRAM COST:
SOURCE OF FUNDS:
ESTIMATED START-UP DATE:
ESTIMATED COMPLETION DATE:

4 to 30 loans over a 12 month period
\$1,500,000
CDBG
July 1984
June 1985

PROJECT TITLE:
LEAD DEPARTMENT:
PROJECT OBJECTIVE:

Business Incubator Building
Economic Development

To demonstrate the effectiveness of adapting an outmoded industrial property to house multiple business start-ups in a supportive setting, and to provide young, growing businesses with support services on a shared basis.

DESCRIPTION OF PROJECT:

This limited test of the incubator concept will pave the way for expanded use of business incubators throughout Chicago. DED will provide matching funds to a community development corporation to assist with: acquisition of incubator property; rehabilitation and conversion of space for small business uses; on-site location of business assistance services (accounting, marketing, loan packaging, secretarial, com-

*See Appendix A for additional information regarding job impact estimation.

TARGET POPULATION:**ESTIMATED PROJECT IMPACT:****PROJECT COST:****SOURCE OF FUNDS:****ESTIMATED START-UP DATE:****ESTIMATED COMPLETION DATE:**

munications); incubator building management; and evaluation of the demonstration project. The shared services will also encourage the establishment of new businesses, potentially by minority or community-based entrepreneurs.

Entrepreneurs and unemployed or underemployed residents in older industrial areas of the City

Initial organization or growth and spin-off of 20-30 new small businesses, which in turn will create 150-250 new jobs for area residents*

\$900,000 over an 18-30 month period

CDBG

July 1984

December 1986

PROGRAM TITLE:**LEAD DEPARTMENT:****PROGRAM OBJECTIVE:****Commercial District Development****Economic Development**

To use the City's urban renewal mechanism for business and job development and for neighborhood commercial revitalization; to assist in the re-use of land and buildings; and to provide a mechanism for the acquisition and assembly of land for community and business development.

DESCRIPTION OF PROGRAM:

Commercial District Development consists of: formulating a development concept and plan; acquisition of property; relocation of affected businesses and residents; demolition of City-owned structures; implementation of public improvements to augment private development efforts; and the disposition of parcels to the private sector for redevelopment and to the public sector for public uses.

Commitments to older projects remaining from early urban renewal programs will be met with concentrated efforts for close-out through marketing of remaining land to businesses and developers. New projects will be undertaken in response to specific opportunities for industrial or commercial development to retain or create jobs or to support community development.

TARGET POPULATION:

Low and moderate income residents for jobs created through business and other development; low and moderate income neighborhoods for projects which are aimed at community development

ESTIMATED PROGRAM IMPACT:

16 projects will be completed during the coming year, resulting in new job creation and retention, increased property and sales tax revenues, the elimination of obsolete or incompatible land uses, and community revitalization.

PROGRAM COST:

\$6,500,000 over a 12 month period

SOURCE OF FUNDS:

CDBG

ESTIMATED START-UP DATE:

June 1984

ESTIMATED COMPLETION DATE:

July 1985

PROGRAM TITLE:**LEAD DEPARTMENT:****PROGRAM OBJECTIVE:****Co-Venture and Entrepreneurial Equity Investment****Economic Development**

To provide equity financing which triggers private financing for buy-outs and acquisitions; or to provide equity venture financing which triggers private venture financing to high growth businesses without having to dilute their position.

DESCRIPTION OF PROGRAM:

Venture capital financing of up to \$300,000 will be made available to high growth firms in conjunction with private venture financing. The attractiveness of such investment to the private sector is enhanced by non-dilution and lower-than-market rate of return. Equity or near-equity financing for buy-outs, divestitures, spinoffs and expansions is also available in amounts of up to \$300,000.

TARGET POPULATION:

High growth businesses with some targeting to minorities and females

ESTIMATED PROGRAM IMPACT:

5 to 10 loans over a 12 month period

PROGRAM COST:

\$2,750,000

SOURCE OF FUNDS:

CDBG

ESTIMATED START-UP DATE:

July 1984

ESTIMATED COMPLETION DATE:

June 1985

*See Appendix A for additional information regarding job impact estimation.

PROGRAM TITLE:
LEAD DEPARTMENT:
PROGRAM OBJECTIVE:

Direct Micro-Loan
Economic Development

To promote stability and revitalization of neighborhood economies; to provide a source of funds to small neighborhood businesses; to offer these funds at very low interest rates, thus reducing debt service; and to induce 50 percent private sector participation in each loan.

DESCRIPTION OF PROGRAM:

Loans are made on a 50/50 participation basis with a private lender (e.g. credit union or community bank). The lender originates the loan document and dispenses and services the entire loan, including the City's portion. Loans may range in size from \$5,000 to \$12,500 (City portion), and may be used for working capital, machinery and equipment, and building improvements.

TARGET POPULATION:
ESTIMATED PROGRAM IMPACT:
PROGRAM COST:
SOURCE OF FUNDS:
ESTIMATED START-UP DATE:
ESTIMATED COMPLETION DATE:

Small neighborhood businesses in low and moderate income areas
15 to 30 loans over a 12 month period
\$300,000
CDBG
July 1984
June 1985

PROGRAM TITLE:
LEAD DEPARTMENT:
PROGRAM OBJECTIVE:

Economic Strategic Planning
Economic Development

To increase job opportunities, income, and economic well-being of Chicago residents and businesses by focusing economic development activities in those sectors and those growth companies for which Chicago possesses distinctive competencies and enjoys a competitive advantage.

DESCRIPTION OF PROGRAM:

Strategic planning will identify and analyze: the business and industrial sectors that offer superior potential for sustaining the Chicago economy, based upon such factors as local energy resources, transportation, and locational advantages; human resources and physical infrastructure; types of firms which, for reasons of management characteristics, market share, or other business attributes, offer the strongest growth potential; and the distinctive competencies unique to Chicago upon which to build job conservation and expansion programs appropriate for Chicago's labor force and existing economic base.

TARGET POPULATION:
ESTIMATED PROGRAM IMPACT:

All City residents
City residents will benefit from improved job opportunities, increased earnings, and a strengthened tax base. The impact of job loss due to foreign competition and firm migrations and closings will be lessened by conservation and expansion of existing and new industry.

PROGRAM COST:
SOURCE OF FUNDS:
ESTIMATED START-UP DATE:
ESTIMATED COMPLETION DATE:

\$90,000 over a one year period
EDA
May 1984
Ongoing

PROGRAM TITLE:
LEAD DEPARTMENT:
PROGRAM OBJECTIVE:

Enterprise Zones
Economic Development

To help revitalize economically depressed areas through City and State tax incentives and regulatory reform aimed at attracting new businesses and encouraging existing businesses to expand.

DESCRIPTION OF PROGRAM:

DED markets the availability of business incentives in two designated Chicago zones. Industrial representatives inform local businesses about these incentives, and DED processes incentive applications. Designated zone organizations (DZO) and local community or business organizations serve as liaisons to promote the use of available business incentives in their respective zones. They may also contract with City departments to perform specific public services. In the future, DZO may initiate watch and crime patrols, voluntary day care, and business incubators.

TARGET POPULATION:
ESTIMATED PROGRAM IMPACT:
PROGRAM COST:
SOURCE OF FUNDS:

Local businesses and residents of two designated zones; three additional zones are under consideration by the State.
Create 500 jobs in each enterprise zone
No direct program cost
City and State tax and regulatory incentives

ESTIMATED START-UP DATE:
ESTIMATED COMPLETION DATE:

June 1983
 Ongoing

PROGRAM TITLE:
LEAD DEPARTMENT:
PROGRAM OBJECTIVE:

**Financial Assistance for Business Development
 Economic Development**

To enable companies to grow and thus to create and retain jobs when conventional financing would prove prohibitive; to stabilize the financial base of the City and neighborhoods; and to increase the City's tax base.

DESCRIPTION OF PROGRAM:

In addition to three new financing programs, seven types of loans and grants are available to Chicago businesses for long-term financing at attractive interest rates for a variety of activities, including property acquisition, site improvements, new construction, rehabilitation, working capital, equipment purchase, and mortgage and interest payments. Assistance is funded primarily through federal sources. The following table summarizes these seven financing mechanisms.

TARGET POPULATION:

Financially solvent for-profit companies located in Chicago, with some targeting to higher risk minority and female-owned businesses

ESTIMATED PROGRAM IMPACT:

Direct creation or retention of 3,550 jobs, indirect creation of 5,325 jobs*

PROGRAM COST:

\$120,230,000 over a 12 month period.

SOURCE OF FUNDS:

Public: \$24,850,000 (HUD, SBA, EDA)

Private: \$95,380,000 (Minimum)

ESTIMATED START-UP DATE:

Ongoing

ESTIMATED COMPLETION DATE:

Ongoing

**Types of Financing Available Through
 Financial Assistance for Business Development Program
 for the Coming Program Year**

Financing Tool	Uses	Estimated Total Funds		Estimated Permanent Jobs*	
		Public	Private	Created	Retained
HUD Section 108	Property acquisition and site improvements	\$ 1,080,000	\$ 1,080,000	70	300
Illinois Fixed Rate Revolving Loan Fund	Working capital, machinery and equipment, property acquisition	650,000	4,300,000	60	-
Industrial Revenue Bonds	Property acquisition, new construction, rehabilitation, equipment	0	40,000,000	1,500	-
Land Cost Write-Down	50¢ per square foot of land for start-up or expansion	120,000	Not Avail.	60	350
SBA 503 Loan	Fixed assets, including building, improvements, mortgage and interest	5,000,000	7,500,000	50	-
SBA 7(a)	Fixed assets, working capital	10,000,000	2,500,000	60	-
Urban Development Action Grants	Property acquisition, new construction, rehabilitation, equipment	8,000,000	40,000,000	1,100	-
Total:		\$24,850,000	\$95,380,000	2,900	650

* Estimates of job creation and retention are highly sensitive to economic conditions. See Appendix A for a discussion of the methodology used in job estimation.

*See Appendix A for additional information regarding job impact estimation.

PROJECT TITLE:
LEAD DEPARTMENT:
PROJECT OBJECTIVE:

**Granite Technologies
Economic Development**

To help finance the establishment of a new plant for Granite Technologies, Incorporated.

DESCRIPTION OF PROJECT:

The project involves the development of a new, fully automated granite cladding business at 2434-58 West Fulton. It is estimated that by the third year of plant operation, one million square feet of granite cladding will be produced at this plant. A 152,000 square foot building will be renovated and equipped for the operation. Unemployed and underemployed residents of Chicago's West Side

TARGET POPULATION:
ESTIMATED PROJECT IMPACT:

12 construction jobs, 86 new permanent positions, and help in revitalizing a deteriorating industrial area*

PROJECT COST:
SOURCE OF FUNDS:
ESTIMATED START-UP DATE:
ESTIMATED COMPLETION DATE:

\$3,287,000 over a nine month period
\$725,000 UDAG; \$2,412,000 from private investment; \$150,000 JTPA
October 1983
July 1984

PROGRAM TITLE:
LEAD DEPARTMENT:
PROGRAM OBJECTIVE:

**Industrial Area Improvement
Economic Development**

To promote the retention, expansion, and attraction of business and industry to Chicago through infrastructure improvements.

DESCRIPTION OF PROGRAM:

Includes large-scale infrastructure improvement projects which eliminate substandard conditions within the public right-of-way. Improvements include: street resurfacing, partial or total street reconstruction, the installation of water and sewer lines, street lighting and traffic signals, viaduct clearance improvements, railroad crossing improvements, landscaping and site improvements, and the relocation of utilities.

TARGET POPULATION:

Although a citywide program, most infrastructure projects are in industrial areas that contain low and moderate income populations.

ESTIMATED PROGRAM IMPACT:

Retention of low and moderate income jobs; creation of employment opportunities for low and moderate income groups through industrial company expansion; and generation of additional real estate taxes through improved property values

PROGRAM COST:
SOURCE OF FUNDS:
ESTIMATED START-UP DATE:
ESTIMATED COMPLETION DATE:

\$10,458,000 over a 12 month period
CDBG—\$8,458,000; EDA—\$2,000,000
July 1984
June 1985

PROJECT TITLE:
LEAD DEPARTMENT:
PROJECT OBJECTIVE:
DESCRIPTION OF PROJECT:

**Lawson National Distributors
Economic Development**

To assist in the start-up of a final assembly operation for transit diesel buses. Lawson will establish a final assembly plant for the assembly of Flyer buses, with initial production to be purchased by the CTA. Lawson will lease approximately 60,000 square feet of a 517,417 square foot structure at 30 West 87th Street to make leasehold improvements and purchase capital equipment.

TARGET POPULATION:
ESTIMATED PROJECT IMPACT:
PROJECT COST:
SOURCE OF FUNDS:

Unemployed and underemployed City residents
Approximately 92 new assembly, skilled and supervisory jobs*
\$2,465,000 over 24 months
\$495,000 UDAG; \$500,000 IRB and \$1,250,000 other private investment; \$220,000 JTPA

ESTIMATED START-UP DATE:
ESTIMATED COMPLETION DATE:

May 1984
August 1984

PROGRAM TITLE:
LEAD DEPARTMENT:
PROGRAM OBJECTIVE:

**Linked Development
Economic Development**

To channel to neighborhood and community development projects the experience, technical expertise, and/or financing resources of larger, more sophisticated developers engaged in major City-supported development activities, particularly in the downtown area.

*See Appendix A for additional information regarding job impact estimation.

DESCRIPTION OF PROGRAM:

Types of potential linkages include: technical assistance, e.g. leasing, financial analysis, financial packaging, construction implementation, real estate brokerage; joint ventures with local developers; sole developing of neighborhood projects by downtown developers; creation of a capital pool from project revenues to be made available for neighborhood development (similar to a housing trust fund); and targeting of developer's purchasing to local suppliers of goods and services.

TARGET POPULATION:

Neighborhood-based businesses and developers; neighborhood residents

ESTIMATED PROGRAM IMPACT:

Negotiation of five linked development agreements with developers in the coming year that will result in neighborhood development projects, improved capacity for neighborhood businesses and developers, and new neighborhood investment

PROGRAM COST:

To be determined

SOURCE OF FUNDS:

Mix of public and private funds to be determined on a project-by-project basis

ESTIMATED START-UP DATE:

June 1984

ESTIMATED COMPLETION DATE:

Ongoing

PROJECT TITLE:**McCormick Place Expansion****LEAD DEPARTMENT:****Economic Development****PROJECT OBJECTIVE:**

To construct a new exhibition hall west of McCormick Place at Lake Shore Drive and 23rd Street.

DESCRIPTION OF PROJECT:

The exhibition hall will be connected to McCormick Place and Donnelley Hall by a pedestrian concourse. The expansion would add 310,000 net square feet of leasable exhibition space to the existing exhibition area of 585,000 square feet.

TARGET POPULATION:

Residents, minorities, and females (through local preference and affirmative action programs); local businesses benefit through visitor spending

ESTIMATED PROJECT IMPACT:

1,600 construction jobs; 5,000 permanent jobs; attraction of 500,000 visitors annually; and generation of \$275 million in related spending for regional economy*

PROJECT COST:

\$235 million over life of project

SOURCE OF FUNDS:

Statewide tax (to be determined)—no direct City cost

ESTIMATED START-UP DATE:

June 1985

ESTIMATED COMPLETION DATE:

To be determined

PROJECT TITLE:**Navy Pier****LEAD DEPARTMENT:****Economic Development****PROJECT OBJECTIVE:**

To create a festival marketplace at Navy Pier.

DESCRIPTION OF PROJECT:

The City will attempt to participate in the redevelopment of Navy Pier, proposed to include: a first-class 450 room hotel; 2,500 space parking garage; a people-mover system; improved roadway access from Lake Shore Drive; high quality public transportation system; restored auditorium and public recreation areas; restoration of the Pier to a structurally sound condition; construction of a sewer to serve the Pier facility; aggressive affirmative action program in employment and vendor and supplier activities. Resident, minority, and female workers and businesses through local preference and affirmative action programs; other neighborhood-based development to occur through "Linked Development" agreement with developer

TARGET POPULATION:

3,000 construction jobs; 5,000 permanent jobs; entrepreneurial development; annual sales of \$71 million; increased market for Central Area and City business generated by a projected 16 million visitors annually*

PROJECT COST:

\$280 million over life of the project

SOURCE OF FUNDS:

Private financing; City portion either tax increment financing, UDAG, or combination

ESTIMATED START-UP DATE:

June 1985 for start of construction

ESTIMATED COMPLETION DATE:

To be determined

PROGRAM TITLE:**"One Stop" Business Services****LEAD DEPARTMENT:****Economic Development****PROGRAM OBJECTIVE:**

To increase the economic viability of Chicago's industrial activity by identifying firms who need help in meeting opportunities for growth or in solving City-related problems. Industrial representatives call on firms to offer a full range of "One Stop" services to businesses seeking assistance from the City or to help with problems related to City services or facilities. Marketing and bidding information is forwarded to firms, finance

DESCRIPTION OF PROGRAM:

*See Appendix A for additional information regarding job impact estimation.

TARGET POPULATION:
ESTIMATED PROGRAM IMPACT:

PROGRAM COST:
SOURCE OF FUNDS:
ESTIMATED START-UP DATE:
ESTIMATED COMPLETION DATE:

and incentive programs are explained, and financial referrals made. Firms are assisted with relocations or expansions, and are referred to proper agencies for employment and training services.

Industrial and manufacturing firms citywide
6,400 individual company contacts for 1984 will generate 1,700 requests for special assistance for Chicago firms
Funded through general administrative budget
CDBG
Ongoing
Ongoing

PROGRAM TITLE:
LEAD DEPARTMENT:
PROGRAM OBJECTIVE:

**Private Sector Local Purchasing
Economic Development and Purchases**

To increase the percentage of local purchasing by businesses located in Chicago, thereby increasing the sales of local firms and the job opportunities that these firms can offer to Chicago residents.

DESCRIPTION OF PROGRAM:

Chicago corporations will be challenged to increase by five percent the volume of purchases which they award to City-located firms. Private sector achievement of this challenge will be aided by City initiatives such as:

- Providing information to corporations on qualified local vendors;
- Referral of qualified firms to interested corporations; and
- Assistance to local firms to qualify for and gain access to the purchasing systems of Chicago corporations.

TARGET POPULATION:
ESTIMATED PROGRAM IMPACT:

Businesses located in Chicago which employ City residents
Five percent increase in the share of Chicago corporations purchasing awarded to City-located firms; and the creation or retention of 12,500 direct and indirect jobs*

PROGRAM COST:
SOURCE OF FUNDS:
ESTIMATED START-UP DATE:
ESTIMATED COMPLETION DATE:

To be determined
Public and private funds
September 1984
Ongoing

PROJECT TITLE:
LEAD DEPARTMENT:
PROJECT OBJECTIVE:

**Residential Trash Dumpster Manufacturer
Economic Development, Purchases, and Streets and Sanitation**

To meet a new local product market by establishing a Chicago-based manufacturer of that product. This activity will generate new construction and permanent jobs and expand the tax base, and represents a potential export opportunity.

DESCRIPTION OF PROJECT:

As many as 800,000 poly-plastic trash containers will be required for the City of Chicago's new garbage collection process. Five companies are interested in bidding on this contract. Bidders will be encouraged to manufacture the containers in the City.

TARGET POPULATION:
ESTIMATED PROJECT IMPACT:

Container manufacturing firms; local unemployed and underemployed citizens
Creation of 75 to 100 jobs; establishment of a new manufacturing facility; export opportunities to be realized if product marketed successfully*

PROJECT COST:
SOURCE OF FUNDS:

\$27 to \$29 million
Industrial revenue bond, revolving loan, or HUD Section 108 funds may be used to finance a plant expansion

ESTIMATED START-UP DATE:
ESTIMATED COMPLETION DATE:

To be determined
To be determined

PROJECT TITLE:
LEAD DEPARTMENT:
PROJECT OBJECTIVE:

**Sears Building Renovation (Congress Center)
Economic Development**

To create jobs and help revitalize the South Loop by restoring retail activity and by creating new commercial office space by participating in the financing of the renovation of the former Sears Department Store building at 403 South State Street.

DESCRIPTION OF PROJECT:

The purchase and renovation of the Sears Department Store building by Anvan Realty to be reused for retail and commercial space will be financed.

TARGET POPULATION:
ESTIMATED PROJECT IMPACT:

Job opportunities for unemployed and underemployed Chicago residents
Creation of 253 construction jobs and 857 permanent jobs; revitalization of South Loop*

*See Appendix A for additional information regarding job impact estimation.

PROJECT COST: \$26,866,000 over a two year period
SOURCE OF FUNDS: Public: \$5,500,000 UDAG
Private: \$15,000,000 mortgage; \$6,366,000 owner's equity
ESTIMATED START-UP DATE: April 1984
ESTIMATED COMPLETION DATE: April 1986

PROGRAM TITLE:
LEAD DEPARTMENT:
PROGRAM OBJECTIVE:

**Streetscape Improvement
Economic Development**

To strengthen the neighborhood shopping base by improving pedestrian circulation and safety and by upgrading the physical appearance of deteriorating commercial areas. Streetscape improvements are provided to neighborhood commercial areas. Improvements include new sidewalks, curbs, gutters, street lighting, landscaping, and streetscape furniture. DED plans, develops, and coordinates the projects with the Departments of Public Works, Streets and Sanitation, and other relevant City agencies. These projects are initiated in conjunction with neighborhood business development programs.

Neighborhood commercial areas in low and moderate income areas

The appearance and marketability of 11 commercial areas throughout the City will be improved

\$1,825,000

CDBG

Ongoing

Ongoing

TARGET POPULATION:
ESTIMATED PROGRAM IMPACT:

PROGRAM COST:
SOURCE OF FUNDS:
ESTIMATED START-UP DATE:
ESTIMATED COMPLETION DATE:

PROJECT TITLE:
LEAD DEPARTMENT:
PROJECT OBJECTIVE:

**Steel Industry Task Force
Economic Development**

To conduct a comprehensive review of the troubled local steel industry and recommend a set of actions to address the situation; and to develop revitalization strategies which fully utilize public and private resources.

The Task Force will identify a viable demonstration project to test the potential of steel development in Chicago; develop a preliminary reuse plan for real estate formerly used in steel production; develop an approach to reorienting small, steel-associated businesses toward viable markets; analyze the local finance and investment potential; and develop a strategic plan to maintain a long term City focus on the industrial development of southeast Chicago.

Steelworkers and residents of southeast Chicago

Stabilization of steel employment; re-employment of steelworkers; and conservation of steel-related business activities

\$25,000-\$50,000

To be determined

June 1984

November 1984

TARGET POPULATION:
ESTIMATED PROJECT IMPACT:

PROJECT COST:
SOURCE OF FUNDS:
ESTIMATED START-UP DATE:
ESTIMATED COMPLETION DATE:

PROGRAM TITLE:
LEAD DEPARTMENT:
PROGRAM OBJECTIVE:

**Technical Assistance to Economic Development Organizations
Economic Development**

To help strengthen local communities and to stabilize or improve neighborhood commercial centers by supporting and assisting neighborhood economic development organizations; and to strengthen the City's industrial areas by supporting and assisting local industrial councils.

Technical assistance includes a variety of direct and contractual technical and planning assistance in project administration, site-demand marketing, strip promotions, and financial/business counseling; marketing and utilization of DED incentive and business programs; and special projects for financing, job creation, commercial and industrial development, and management assistance.

Business organizations, industrial councils, and local development corporations, particularly in low and moderate income neighborhoods

More than 50 agencies will be funded that serve over 3,000 businesses employing 75,000 persons

DESCRIPTION OF PROGRAM:

TARGET POPULATION:

ESTIMATED PROGRAM IMPACT:

PROGRAM COST:
SOURCE OF FUNDS:
ESTIMATED START-UP DATE:
ESTIMATED COMPLETION DATE:

\$2,000,000 over a 12 month period
CDBG
Ongoing
Ongoing

PROGRAM TITLE:
LEAD DEPARTMENT:
PROGRAM OBJECTIVE:

**Abandoned Building Enclosure
Housing**

To prevent abandoned buildings which have been identified as suitable for rehab from further decline.

DESCRIPTION OF PROGRAM:

This program facilitates close cooperation between communities, the housing courts, and developers in order to preserve and improve much needed housing stock for low and moderate income residents. DOH will fund the enclosure of abandoned buildings by contracting with neighborhood designated board-up entities provided that: a suitable plan for ownership and rehabilitation is submitted by the community with each request; the City's Department of Inspectional Services has certified that the building is in fact abandoned; and the Corporation Counsel has obtained a court order authorizing the City to board up the identified buildings.

TARGET POPULATION:
ESTIMATED PROGRAM IMPACT:
PROGRAM COST:
SOURCE OF FUNDS:
ESTIMATED START-UP DATE:
ESTIMATED COMPLETION DATE:

South Austin, Humboldt Park, South Shore, and Grand Boulevard communities
20 buildings will be enclosed
\$20,000
CDBG
July 1984
June 1985

PROJECT TITLE:
LEAD DEPARTMENT:
PROJECT OBJECTIVE:

**Bethel New Life's Infill Housing UDAQ Project
Housing**

To provide homeownership opportunities for moderate income families in the Garfield Park community and to help stabilize that community.

DESCRIPTION OF PROJECT:

This project is one of five scattered site infill housing projects which will increase homeownership opportunities and target neighborhood development. The Bethel project will provide 14 moderate income duplex townhouses.

TARGET POPULATION:
ESTIMATED PROJECT IMPACT:

Moderate income families with eligibility tied to HUD's Section 235 income limits
Number of housing units: 14
Number of construction jobs: 28*

PROJECT COST:
SOURCE OF FUNDS:

\$1,007,620
Public: UDAG, \$236,923
Private: Mortgage financing, \$748,000; owner equity, \$22,697

ESTIMATED START-UP DATE:
ESTIMATED COMPLETION DATE:

Ongoing
August 1984

PROJECT TITLE:
LEAD DEPARTMENT:
PROJECT OBJECTIVE:

**Chicago Rehab Network
Housing**

To assist neighborhood not-for-profit groups to meet the housing needs of their communities.

DESCRIPTION OF PROJECT:

The Network provides technical and administrative assistance to neighborhood housing development organizations and to individuals involved in housing rehabilitation targeted for low and moderate income residents. Assistance by the Network will include a multi-family tax reactivation program and resource development assistance, general construction related technical assistance, and preventative maintenance program.

TARGET POPULATION:
ESTIMATED PROJECT IMPACT:

Neighborhood-based not-for-profit organizations engaged in housing development
Number of housing units assisted: 1,000-1,300
Number of construction jobs: to be determined

PROJECT COST:
SOURCE OF FUNDS:
ESTIMATED START-UP DATE:
ESTIMATED COMPLETION DATE:

\$119,604
CDBG
October 1983
June 1984

*See Appendix A for additional information regarding job impact estimation.

PROJECT TITLE:	Disabled Adults Residential Enterprises (D.A.R.E.) Project
LEAD DEPARTMENT:	Housing
PROJECT OBJECTIVE:	To increase the number of new low and moderate income housing units for the mobility-impaired.
DESCRIPTION OF PROJECT:	The D.A.R.E. project expands affordable housing opportunities in the City for low and moderate income mobility-impaired residents, and uses CDBG dollars to leverage additional monies. D.A.R.E. has begun construction of 24 units on an urban renewal site. The project has Section 202 financing and Section 8 rent subsidies.
TARGET POPULATION:	Citywide mobility-impaired
ESTIMATED PROJECT IMPACT:	Number of housing units: 24 Number of construction jobs: 38*
PROJECT COST:	\$1,519,949
SOURCE OF FUNDS:	Public: CDBG, \$219,500; HUD Section 202 mortgage financing, \$1,257,400 Private: D.A.R.E. equity, \$43,049
ESTIMATED START-UP DATE:	March 1984
ESTIMATED COMPLETION DATE:	July 1985
PROGRAM TITLE:	Emergency Housing Assistance Program
LEAD DEPARTMENT:	Housing
PROGRAM OBJECTIVE:	To correct hazardous physical problems in situations in which property owners have no other revenue sources.
DESCRIPTION OF PROGRAM:	This program is a part of an overall strategy to stem housing abandonment and demolition. Through the program, eligible property owners will receive either a no-interest deferred payment loan or a low interest loan (between one and five percent), depending on income. Maximum loan amounts are \$3,000 for single-family structures; \$15,000 for up to 8-flats; and \$1,000 for every unit more than eight.
TARGET POPULATION:	Income-eligible property owners whose buildings require immediate action to protect the health and safety of the occupants
ESTIMATED PROGRAM IMPACT:	Number of housing units: 1,150 Number of construction jobs: 107*
PROGRAM COST:	\$4,300,000
SOURCE OF FUNDS:	CDBG
ESTIMATED START-UP DATE:	April 1984
ESTIMATED COMPLETION DATE:	June 1985
PROJECT TITLE:	Englewood Gardens
LEAD DEPARTMENT:	Housing
PROJECT OBJECTIVE:	To increase homeownership opportunities by using a creative mix of public and private financing.
DESCRIPTION OF PROJECT:	Public and private sector monies have been leveraged to provide an urban renewal site for 16 townhouse units known as Englewood Gardens. Englewood Commons Associates is the developer of this project, located at 62nd Street and Halsted Parkway.
TARGET POPULATION:	Citywide
ESTIMATED PROJECT IMPACT:	Number of housing units: 16 Number of construction jobs: 29*
PROJECT COST:	\$1,171,055 (including site improvements)
SOURCE OF FUNDS:	DOH UDAG, \$203,408; IHDA Bond, \$867,647; CDBG, \$100,000 (site improvements)
ESTIMATED START-UP DATE:	June 1984
ESTIMATED COMPLETION DATE:	July 1985
PROGRAM TITLE:	Home Improvement Loan
LEAD DEPARTMENT:	Housing
PROGRAM OBJECTIVE:	To conserve, restore, and expand Chicago's single-family housing stock by providing low interest loans and technical assistance to low and moderate income homeowners.
DESCRIPTION OF PROGRAM:	This \$12.8 million loan program helps low and moderate income property owners meet rising housing costs and thereby preserves affordable housing in the City; and leverages scarce public sector resources by taking advantage of tax-exempt bond financing to provide low interest loans. Interest rates will vary from 3.0% to 10.5%.

*See Appendix A for additional information regarding job impact estimation.

TARGET POPULATION:
ESTIMATED PROGRAM IMPACT:

PROGRAM COST:
SOURCE OF FUNDS:

ESTIMATED START-UP DATE:
ESTIMATED COMPLETION DATE:

Citywide low and moderate income homeowners
Number of housing units: 2,500
Number of construction jobs: 320*
\$12,800,000
Public: \$2.8 million
Private: \$10 million
January 1984
June 1985

PROGRAM TITLE:
LEAD DEPARTMENT:
PROGRAM OBJECTIVE:

**Housing Abandonment
Housing**

To work with community organizations, City departments, and the judicial system to develop early warning systems and to streamline the public sector's response to code violations and abandonment problems.

DESCRIPTION OF PROGRAM:

DOH staff will join representatives from community organizations, not-for-profit neighborhood housing development organizations, and the judicial system to design and implement ways to prevent further housing abandonment in the City's neighborhoods and to deal with existing abandonment problems.

TARGET POPULATION:
ESTIMATED PROGRAM IMPACT:
PROGRAM COST:
SOURCE OF FUNDS:
ESTIMATED START-UP DATE:
ESTIMATED COMPLETION DATE:

Citywide
To be determined
\$1,000,000
CDBG
July 1984
June 1985

PROJECT TITLE:
LEAD DEPARTMENT:
PROJECT OBJECTIVE:

**Lockwood Terrace
Housing**

To help support neighborhood housing projects which leverage private sector dollars and further neighborhood reinvestment.

DESCRIPTION OF PROJECT:

Affordable housing opportunities in the South Austin community will be expanded through the substantial rehabilitation of 18 dwelling units. Financial support has been provided by the 1st Chicago Neighborhood Development Corporation and Aetna Insurance Company. Tenants will receive HUD Section 8 certificates or vouchers.

TARGET POPULATION:
ESTIMATED PROJECT IMPACT:

Low and moderate income residents
Number of housing units: 18
Number of construction jobs: 19*

PROJECT COST:
SOURCE OF FUNDS:

\$779,050
Public: CDBG, \$235,000
Private: \$375,000, Aetna Insurance Company; \$169,050, Equity from P.R.I.D.E. and 1st Chicago Neighborhood Development Corporation
January 1984
October 1984

PROJECT TITLE:
LEAD DEPARTMENTS:
PROJECT OBJECTIVE:

**Manufactured Housing Plant Feasibility Study
Housing and Economic Development**

To study the feasibility of establishing a manufactured housing plant in Chicago to create new affordable housing units and jobs.

DESCRIPTION OF PROJECT:

A study will be conducted to examine the feasibility of building a manufactured housing plant in the City to expand homeownership and job opportunities for Chicago's citizens. The plant would produce affordable housing units which would fit Chicago's typical building lot size and configuration and at density levels appropriate to a major urban center.

TARGET POPULATION:
ESTIMATED PROJECT IMPACT:

Citywide potential homebuyers; unemployed and underemployed City residents
If the study determines the project to be feasible, a \$5 million plant could produce a range of 350 to 750 housing units annually, depending on the size and cost of the units. Job impact is to be determined.

PROJECT COST:
SOURCE OF FUNDS:

To be determined
To be determined

*See Appendix A for additional information regarding job impact estimation.

ESTIMATED START-UP DATE: July 1984
ESTIMATED COMPLETION DATE: January 1985

PROJECT TITLE: **Mayoral Commission on Chicago Trust for Affordable Housing Housing**
LEAD DEPARTMENT:
PROJECT OBJECTIVE: To investigate legislation that would provide permanent sources of financing for the rehabilitation and new construction of affordable housing.
DESCRIPTION OF PROJECT: A Mayoral Commission is to be created to study the legislation that would provide permanent revenue sources to rehabilitate and construct affordable housing in the City of Chicago. The Commission will focus on legislative strategies to authorize and capitalize a housing trust revolving loan fund and other permanent revenue sources.
TARGET POPULATION: Citywide low and moderate income residents
ESTIMATED PROJECT IMPACT: Number of housing units: to be determined
Number of construction jobs: to be determined
PROJECT COST: To be determined
SOURCE OF FUNDS: CDBG for study
ESTIMATED START-UP DATE: April 1984
ESTIMATED COMPLETION DATE: August 1984 (study completion)

PROGRAM TITLE: **Multi-Family Rehab Housing**
LEAD DEPARTMENT:
PROGRAM OBJECTIVE: To rehabilitate rental units occupied by low and moderate income households; to revitalize Chicago's neighborhoods; to encourage owners of buildings with five or more units to invest in their properties; to ensure compliance with the Chicago Building Code; and to leverage public and private dollars for housing improvements.
DESCRIPTION OF PROGRAM: This program makes two types of loans available: 3% forgivable loans over 10 years matched dollar for dollar with private monies; and direct loans for property owners who can't meet the matching requirement. This latter loan arrangement is designed to assist not-for-profit organizations. The maximum subsidy is \$30,000 per unit.
TARGET POPULATION: Citywide
ESTIMATED PROGRAM IMPACT: Number of housing units rehabbed: 600-800
Number of construction jobs: 600*
PROGRAM COST: \$24,000,000
SOURCE OF FUNDS: Public: CDBG, \$12,000,000
Private: Up to \$12,000,000
ESTIMATED START-UP DATE: February 1984
ESTIMATED COMPLETION DATE: February 1985

PROJECT TITLE: **Peoples Gas/City of Chicago Residential Energy Conservation Loan Fund Housing**
LEAD DEPARTMENT:
PROJECT OBJECTIVE: To expand affordable housing opportunities by reducing energy costs through the provision of low interest loans for cost-efficient energy conservation measures.
DESCRIPTION OF PROJECT: In addition to reducing housing costs for the City's low and moderate income residents, this program enables community-based organizations to become involved in neighborhood housing development by providing them with financial and technical assistance. In this program, Peoples Gas and the City of Chicago have created a \$15 million revolving loan fund to target energy conservation loans principally to low and moderate income citizens. The \$15 million fund includes \$12 million for multi-family housing (5-49 units) and \$3 million for owner-occupied 1-4 unit buildings.
TARGET POPULATION: Citywide
ESTIMATED PROJECT IMPACT: Number of housing units: 1,400 (includes 1,000 single-family and 400 multi-family units)
Number of construction jobs: 125*
PROJECT COST: \$15,000,000
SOURCE OF FUNDS: Public: CDBG, \$5 million (for multi-family program)
Private: Peoples Gas, \$10 million
ESTIMATED START-UP DATE: Summer 1984
ESTIMATED COMPLETION DATE: Summer 1987

*See Appendix A for additional information regarding job impact estimation.

PROGRAM TITLE:	Pilot Public-Private Multi-Family Rehab Loan
LEAD DEPARTMENT:	Housing
PROGRAM OBJECTIVE:	To rehabilitate affordable multi-family rental housing through a public-private investment partnership.
DESCRIPTION OF PROGRAM:	This \$6.3 million program is part of DOH's coordinated rehabilitation strategy to preserve and expand affordable rental housing and to maximize the leveraging of scarce public dollars. DOH is leveraging \$3 million in CDBG monies with up to \$3 million from the First National Bank and an equity pool of up to \$330,000 from private corporations in conjunction with the Community Investment Corporation to provide low interest loans.
TARGET POPULATION:	Citywide
ESTIMATED PROGRAM IMPACT:	Number of housing units: 300 Number of construction jobs: 160*
PROGRAM COST:	\$6,300,000
SOURCE OF FUNDS:	Public: CDBG, \$3 million Private: \$3.3 million from First National Bank, Chicago United, and the Community Investment Corporation
ESTIMATED START-UP DATE:	June 1984
ESTIMATED COMPLETION DATE:	April 1985
PROGRAM TITLE:	Rental Rehabilitation
LEAD DEPARTMENT:	Housing
PROGRAM OBJECTIVE:	To conserve, restore, and expand Chicago's housing stock by providing low interest loans to low and moderate income owners.
DESCRIPTION OF PROGRAM:	Federal monies will be used to help achieve reduced housing costs for low and moderate income citizens and thus ensure expanded affordable housing opportunities. Within the next year, \$11 million in grants and/or loans will be provided to owners of small rental properties and their tenants. To minimize displacement, eligible tenants will receive HUD's Section 8 certificates to help meet their higher post-rehab rents. Assistance will be available for properties ranging from one to thirty units.
TARGET POPULATION:	Citywide
ESTIMATED PROGRAM IMPACT:	Number of housing units: 2,200 Number of construction jobs: 275*
PROGRAM COST:	\$11,000,000
SOURCE OF FUNDS:	HUD's Rental Rehabilitation Program
ESTIMATED START-UP DATE:	September 1984
ESTIMATED COMPLETION DATE:	July 1985
PROGRAM TITLE:	Scattered Site-Infill Housing UDAQ Program
LEAD DEPARTMENT:	Housing
PROGRAM OBJECTIVE:	To provide homeownership opportunities for moderate income families and to help stabilize neighborhoods by building the capacities of community organizations to become development partners.
DESCRIPTION OF PROGRAM:	This program is an integral part of DOH's commitment to increase home ownership opportunities and to target neighborhood development projects to help stabilize communities. Since 1981, DOH has worked with five community organizations to construct 104 units of four-bedroom, single-family townhouses on scattered sites in various neighborhoods. The groups involved are Bethel New Life, Bickerdike Redevelopment Corporation, Hispanic Housing, Neighborhood Housing Services, and The Woodlawn Organization.
TARGET POPULATION:	Projects are site-specific in five communities; homeownership eligibility is citywide
ESTIMATED PROGRAM IMPACT:	Number of housing units: 104 Number of construction jobs: 80*
PROGRAM COST:	\$7,448,000
SOURCE OF FUNDS:	Public: UDAG, \$1,830,000 Private: \$5,618,000
ESTIMATED START-UP DATE:	Ongoing
ESTIMATED COMPLETION DATE:	August 1984

*See Appendix A for additional information regarding job impact estimation.

PROGRAM TITLE:	Senior-Handicapped Home Repair
LEAD DEPARTMENT:	Housing
PROGRAM OBJECTIVE:	To improve the safety and livability of housing units by providing enabling devices and minor rehabilitation; and to build the capacities of community organizations to provide housing rehab services.
DESCRIPTION OF PROGRAM:	DOH contracts with existing neighborhood housing development organizations to provide minor rehabilitation and enabling devices for dwelling units occupied by senior citizens and/or handicapped persons of low and moderate income.
TARGET POPULATION:	Senior citizens and handicapped residents
ESTIMATED PROGRAM IMPACT:	Number of housing units: 320 Number of construction jobs: 24*
PROGRAM COST:	\$980,000
SOURCE OF FUNDS:	CDBG
ESTIMATED START-UP DATE:	April 1984
ESTIMATED COMPLETION DATE:	June 1985
PROGRAM TITLE:	312 Single Family Rehabilitation Loan
LEAD DEPARTMENT:	Housing
PROGRAM OBJECTIVE:	To conserve, restore, and expand Chicago's single-family housing stock by providing low interest loans and technical assistance to low and moderate income homeowners.
DESCRIPTION OF PROGRAM:	This \$2.4 million program is part of DOH's coordinated rehabilitation strategy to preserve affordable housing by providing low interest loans to low and moderate income homeowners. The 3% to 9% loans will be used to bring one to four unit structures into compliance with the City's Building Code.
TARGET POPULATION:	Citywide low and moderate income homeowners
ESTIMATED PROGRAM IMPACT:	Number of housing units: 120 Number of construction jobs: 60*
PROGRAM COST:	\$2,400,000
SOURCE OF FUNDS:	HUD
ESTIMATED START-UP DATE:	April 1984
ESTIMATED COMPLETION DATE:	September 1984
PROJECT TITLE:	Weatherization
LEAD DEPARTMENT:	Housing
PROJECT OBJECTIVE:	To reduce the cost of heating for low and moderate income households and to protect households from the effects of the weather by insulating their residences.
DESCRIPTION OF PROJECT:	By reducing energy costs the supply of affordable housing for Chicago's low and moderate income residents is preserved. Using funds from the U.S. Department of Energy, this program will provide assistance to both homeowners and tenants.
TARGET POPULATION:	Citywide low and moderate tenants and property owners
ESTIMATED PROJECT IMPACT:	Number of housing units: 4,000-5,000 Number of construction jobs: 130*
PROJECT COST:	\$5,200,000
SOURCE OF FUNDS:	U.S. Department of Energy passed through the State of Illinois
ESTIMATED START-UP DATE:	April 1984
ESTIMATED COMPLETION DATE:	March 1985
PROJECT TITLE:	Winneconna Park
LEAD DEPARTMENT:	Housing
PROJECT OBJECTIVE:	To increase homeownership opportunities by using a creative mix of public and private financing.
DESCRIPTION OF PROJECT:	An urban renewal site has been used to leverage public and private sector monies for 18 townhouse units for sale to moderate income families at 79th and Normal streets in Chicago.
TARGET POPULATION:	Citywide
ESTIMATED PROJECT IMPACT:	Number of housing units: 18 Number of construction jobs: 34*

*See Appendix A for additional information regarding job impact estimation.

PROJECT COST:	\$1,342,784
SOURCE OF FUNDS:	DOH UDAG, \$228,824; CDBG, \$138,000 (site improvements); IHDA Bond, \$975,960
ESTIMATED START-UP DATE:	June 1984
ESTIMATED COMPLETION DATE:	July 1985
PROJECT TITLE:	Conference to Develop an Illinois Urban Agenda
LEAD DEPARTMENT:	Mayor's Office/City Development and Intergovernmental Affairs
PROJECT OBJECTIVE:	To identify areas of common interest on development topics among major Illinois cities; and to establish a legislative agenda.
DESCRIPTION OF PROJECT:	A conference will be convened in Springfield during the fall session of the General Assembly. Attendees will include high ranking planning and economic development officials from major Illinois cities. Discussion will focus on common development-related problems and opportunities. The product of the conference will be a legislative agenda endorsed by the participants and transmitted to the legislature with a request for action.
TARGET POPULATION:	Residents of Chicago and other major Illinois cities, especially the unemployed and underemployed
ESTIMATED PROJECT IMPACT:	Identification of State legislation for lobbying efforts, leading toward increased economic growth in Chicago and other major Illinois cities
PROJECT COST:	\$5,000 over a three day period
SOURCE OF FUNDS:	Costs shared by participating municipalities; possible donations from private sector
ESTIMATED START-UP DATE:	May 1984
ESTIMATED COMPLETION DATE:	November 1984
PROGRAM TITLE:	Active Participation and Leadership in National Development Organizations
LEAD DEPARTMENT:	Mayor's Office/City Development
PROGRAM OBJECTIVE:	To contribute to the continuing education of development department staffs; to increase the leadership of Chicago representatives in national development organizations; and to increase the influence of Chicago officials in the creation and implementation of national development policies and programs.
DESCRIPTION OF PROGRAM:	This program will involve the establishment of Development Subcabinet goals for City participation in organizations and the level of City support. City staff will be surveyed to determine current memberships and the level of participation. Gaps between current and desired participation will be identified and programs to fill these gaps will be implemented.
TARGET POPULATION:	Citywide
ESTIMATED PROGRAM IMPACT:	City of Chicago will increase its influence in economic and community development programs and legislation
PROGRAM COST:	\$2,500 annually for membership dues, conference and travel expenses
SOURCE OF FUNDS:	Corporate fund (possible sharing of costs by individuals who are members)
ESTIMATED START-UP DATE:	Immediate
ESTIMATED COMPLETION DATE:	Ongoing
PROGRAM TITLE:	Classroom Training
LEAD DEPARTMENT:	The Mayor's Office of Employment and Training (MET)
PROGRAM OBJECTIVE:	To train and hire unemployed and/or economically disadvantaged Chicago residents for unsubsidized jobs.
DESCRIPTION OF PROGRAM:	Eligible persons receive vocational testing and, after counseling, choose a MET-funded classroom training program. Classroom training agencies develop jobs with Chicago area employers to hire graduates. Classroom programs are also tailored to the needs of specific employers or industries.
TARGET POPULATION:	Economically disadvantaged and unemployed Chicago residents
ESTIMATED PROGRAM IMPACT:	2,700 participants; 1,755 job placements*
PROGRAM COST:	\$8,414,979 over a 12 month period.
SOURCE OF FUNDS:	JTPA
ESTIMATED START-UP DATE:	July 1984
ESTIMATED COMPLETION DATE:	June 1985

*See Appendix A for additional information regarding job impact estimation.

PROGRAM TITLE:	Dislocated Worker Services
LEAD DEPARTMENT:	Mayor's Office of Employment and Training (MET)
PROGRAM OBJECTIVE:	To establish three dislocated worker centers in strategic areas of Chicago to provide a comprehensive range of employment and training services to eligible workers who have lost their jobs due to lay-offs and plant or facility closings.
DESCRIPTION OF PROGRAM:	Services will include vocational assessment and counseling, job search assistance, job placement, and on-the-job training opportunities to participants. Prelay-off assistance will be provided to workers who are about to lose their positions from mass lay-offs or company closures.
TARGET POPULATION:	Dislocated workers who have been terminated, laid off, or received termination notice and are unlikely to return to the job as a result of permanent closure of a plant or facility; or who have been unemployed 15 out of 20 weeks and have limited opportunities for employment in a similar occupation
ESTIMATED PROGRAM IMPACT:	Provision of job search assistance to 1,500 clients resulting in 720 placements in unsubsidized employment and 500 placements in on-the-job training slots*
PROGRAM COST:	\$1,425,225 over an eight month period; \$500,000 for expanding or new businesses in enterprise zones.
SOURCE OF FUNDS:	JTPA
ESTIMATED START-UP DATE:	February 1984
ESTIMATED COMPLETION DATE:	Ongoing
PROGRAM TITLE:	First Source
LEAD DEPARTMENT:	Mayor's Office of Employment and Training (MET)
PROGRAM OBJECTIVE:	To make MET the first source of job referral and placement of Chicago residents into private sector jobs generated through community or economic development projects subsidized in whole or in part with public funds.
DESCRIPTION OF PROGRAM:	An employer who receives a subsidized grant or loan is required to use MET as the "first source" of employment referrals for any jobs created through that subsidy. Employers may also work with MET to design pre-employment or on-the-job training for applicants.
TARGET POPULATION:	Unemployed, underemployed, or economically disadvantaged Chicago residents
ESTIMATED PROGRAM IMPACT:	300 persons referred; 240 persons hired (contingent upon City agency negotiations)*
PROGRAM COST:	\$60,000
SOURCE OF FUNDS:	JTPA
ESTIMATED START-UP DATE:	July 1984
ESTIMATED COMPLETION DATE:	June 1985
PROGRAM TITLE:	On-the-Job Training
LEAD DEPARTMENT:	The Mayor's Office of Employment and Training (MET)
PROGRAM OBJECTIVE:	To hire and train unemployed and/or economically disadvantaged Chicago residents for unsubsidized jobs.
DESCRIPTION OF PROGRAM:	Employers identify or create positions for which on-the-job training is most suitable. MET screens eligible applicants according to employer's specifications, and refers participants to employers. MET reimburses the employer for up to 50% of the wage for an agreed-upon period of training.
TARGET POPULATION:	Unemployed and economically disadvantaged Chicago residents
ESTIMATED PROGRAM IMPACT:	4,715 total participants; 3,065 placements*
PROGRAM COST:	\$9,700,000 over a 12 month period
SOURCE OF FUNDS:	JTPA
ESTIMATED START-UP DATE:	July 1984
ESTIMATED COMPLETION DATE:	June 1985
PROGRAM TITLE:	Placement and Retention and Pre-Employment Training and Placement
LEAD DEPARTMENT:	The Mayor's Office of Employment and Training (MET)
PROGRAM OBJECTIVE:	To screen, hire and retain unemployed and/or economically disadvantaged Chicago residents in jobs.
DESCRIPTION OF PROGRAM:	Neighborhood organizations have contracts with MET to screen, give short term "work

*See Appendix A for additional information regarding job impact estimation.

TARGET POPULATION:
ESTIMATED PROGRAM IMPACT:
PROGRAM COST:
SOURCE OF FUNDS:
ESTIMATED START-UP DATE:
ESTIMATED COMPLETION DATE:

skills" pre-employment training, and place neighborhood persons in jobs they develop with area businesses. The organizations are also responsible for tracking the participant's ability to be retained in that job.
Economically disadvantaged and or unemployed Chicago residents
3,550 participants; 2,308 placed*
\$4,000,000 over a 12 month period
JTPA
July 1984
June 1985

PROGRAM TITLE:
LEAD DEPARTMENT:
PROGRAM OBJECTIVE:

**Substantial Rehabilitation Training
Mayor's Office of Employment and Training (MET) and Housing**

DESCRIPTION OF PROGRAM:

To renovate abandoned and substandard dwelling units; to provide training in housing rehabilitation for youth and adults to increase their employability; to strengthen the physical and economic infrastructure of Chicago's neighborhoods.
MET provides contractual funding to community based not-for-profit organizations for the substantial rehabilitation of residential structures. The program reduces rehabilitation costs by combining an administrative grant with a grant for training participants' salaries. As a result, the cost of rehabilitation is partially subsidized and not passed entirely on to the renter or purchaser.

TARGET POPULATION:
ESTIMATED PROGRAM IMPACT:
PROGRAM COST:
SOURCE OF FUNDS:
ESTIMATED START-UP DATE:
ESTIMATED COMPLETION DATE:

Unemployed or underemployed Chicago residents
101 persons trained; 66 placed in jobs after training; 79 dwelling units rehabilitated*
\$994,406
JTPA: \$513,796; CDBG and U.S. Department of Energy: \$480,610
July 1984
June 1985

PROGRAM TITLE:
LEAD DEPARTMENT:
PROGRAM OBJECTIVE:

**Summer Youth Employment and Training
Mayor's Office of Employment and Training (MET)**

DESCRIPTION OF PROGRAM:

To provide youth with: functional and academic competencies; work experience in the non-profit sector to enhance employability; and job specific skills in the private sector on a "hire first, train later" basis.

TARGET POPULATION:
ESTIMATED PROGRAM IMPACT:
PROGRAM COST:
SOURCE OF FUNDS:
ESTIMATED START-UP DATE:
ESTIMATED COMPLETION DATE:

Employment and training activities are varied, and include work experience, on-the-job training, classroom training, entry employment experience in the private sector, education for employment, and pre-employment skills training.
Economically disadvantaged Chicago residents
Enhancement of employability skills for approximately 17,392 participants*
\$12,700,000 over a three to five month period
JTPA
May 1984
September 1984

PROJECT TITLE:
LEAD DEPARTMENT:
PROJECT OBJECTIVE:

**City Government Guide Book
Mayor's Office of Inquiry and Information (MOII)**

DESCRIPTION OF PROJECT:

To provide information about City government functions, services, finances, and activities.

TARGET POPULATION:
ESTIMATED PROJECT IMPACT:

The City Government Guide Book will describe in depth the functions and interrelationships of all City of Chicago departments, agencies, commissions, boards, the City Council and its committees, and all taxing, financing, and related bodies.
Chicago residents and other interested individuals and organizations
25,000 copies printed in first year, resulting in an increased awareness by citizens of how the City works

PROJECT COST:
SOURCE OF FUNDS:
ESTIMATED START-UP DATE:
ESTIMATED COMPLETION DATE:

To be determined
Corporate
April 1984
June 1984

*See Appendix A for additional information regarding job impact estimation.

PROGRAM TITLE: **Neighborhood Forums**
LEAD DEPARTMENT: **Mayor's Office of Inquiry and Information (MOII)**
PROGRAM OBJECTIVE: To generate workable solutions and programs for neighborhoods that can be implemented by City departments and community organizations and to provide a platform for citizens to air their concerns about City government and the delivery of programs and services.

DESCRIPTION OF PROGRAM: MOII will coordinate a series of Neighborhood Forums throughout Chicago. At these Forums, local residents will be able to talk to the Mayor and City department heads about neighborhood issues and problems.

TARGET POPULATION: Citywide
ESTIMATED PROGRAM IMPACT: Increased awareness of City services and programs
PROGRAM COST: \$100,000
SOURCE OF FUNDS: To be determined
ESTIMATED START-UP DATE: Ongoing
ESTIMATED COMPLETION DATE: Ongoing

PROGRAM TITLE: **Affirmative Neighborhood Information Planning**
LEAD DEPARTMENT:
PROGRAM OBJECTIVE: To disseminate relevant data held by the City to community-based groups in a timely and understandable fashion.

DESCRIPTION OF PROGRAM: City departments, with technical assistance and cooperation from community groups and Northwestern University's Center for Urban Affairs and Policy Research, have begun working on repackaging and distributing computerized information. Housing data will be addressed first.

TARGET POPULATION: Initially, all community groups concerned with local housing conditions
ESTIMATED PROGRAM IMPACT: Program will enable community-based groups to better understand and improve local conditions; and will begin to build the base of information necessary for enhanced local planning, economic development, and decision-making.

PROGRAM COST: \$25,000
SOURCE OF FUNDS: City departmental budgets plus \$5,000 computer time; Northwestern University's Center for Urban Affairs and Policy Research, in-kind contributions of \$20,000
ESTIMATED START-UP DATE: 1984
ESTIMATED COMPLETION DATE: Ongoing

PROGRAM TITLE: **American Institute of Architects (AIA) Neighborhood Planning Task Force Planning**
LEAD DEPARTMENT:
PROGRAM OBJECTIVE: To help develop the cultural and environmental vitality of neighborhoods.
DESCRIPTION OF PROGRAM: Thirty-two volunteers from the AIA will act as professional consultants and render architectural services to neighborhood groups on revitalization projects. Volunteer professional service arrangements will be coordinated by City planners. Assisted projects will range in scope from landmarks, recreational areas, and waterways to commercial and industrial projects.

TARGET POPULATION: Neighborhood organizations in low to moderate income areas without the resources to employ architects
ESTIMATED PROGRAM IMPACT: Architectural designs and renderings that further neighborhood revitalization projects and long range planning. A design for the reuse of a West Side Jewel Food Store, a South Side church facade design, a neighborhood soccer facility, a riverside park, and six other commercial and neighborhood revitalization projects are included in the first round of architectural design and neighborhood plans.

PROGRAM COST: \$6,000
SOURCE OF FUNDS: CDBG and corporate
ESTIMATED START-UP DATE: February 1984
ESTIMATED COMPLETION DATE: February 1985

PROGRAM TITLE: **Capital Facilities Planning**
LEAD DEPARTMENT: **Planning**
PROGRAM OBJECTIVE: To balance citywide needs for infrastructure maintenance, renewal, and expansion

DESCRIPTION OF PROGRAM:

TARGET POPULATION:

ESTIMATED PROGRAM IMPACT:

PROGRAM COST:

SOURCE OF FUNDS:

ESTIMATED START-UP DATE:

ESTIMATED COMPLETION DATE:

within the limitations of available funding; and to involve residents in the planning process for such activities.

Capital Facilities Planning will establish an ongoing capital project evaluation and selection process designed to: 1) identify capital facilities needs; 2) define resources available to meet those needs; and 3) determine how those resources are to be distributed in light of economic development, job generation, infrastructure maintenance, outlying neighborhood needs, and other criteria.

Citywide

In 1984 the Capital Budget totalled \$909.3 million. Improved capital facilities planning will ensure the cost-effective expenditure of these funds on projects that address real neighborhood needs and enhance economic development.

\$124,000 over a 12 month period

CDBG and corporate

January 1984

Ongoing

PROJECT TITLE:

LEAD DEPARTMENT:

PROJECT OBJECTIVE:

DESCRIPTION OF PROJECT:

TARGET POPULATION:

ESTIMATED PROJECT IMPACT:

PROJECT COST:

SOURCE OF FUNDS:

ESTIMATED START-UP DATE:

ESTIMATED COMPLETION DATE:

**Committee for a Regional Partnership (CRP)
Planning**

To establish a framework for regional public-private cooperation to address the many problems confronting the region; and to develop regional approaches and solutions to them.

The CRP comprises public and private officials from the Chicago Association of Commerce and Industry, Chicago United, the City of Chicago Commercial Club, the Illinois Chamber of Commerce, MHPC, and NIPC. CRP will articulate an agenda of key issues facing the metropolitan area and will endorse projects sponsored by member organizations. Upon project completion, CRP will help disseminate and implement research findings and policy recommendations. Initial focus will be on capital facilities planning, solid waste management, and marketing of the region.

Six county metropolitan area of northeastern Illinois.

Linkage between the City of Chicago, other local governments, and private interests around issues of regional concern; and creation of a regional lobby to influence state and federal public works legislation on financing local capital improvements

\$40,000

Chicago Community Trust

July 1984

July 1985

PROGRAM TITLE:

LEAD DEPARTMENT:

PROGRAM OBJECTIVE:

DESCRIPTION OF PROGRAM:

TARGET POPULATION:

ESTIMATED PROGRAM IMPACT:

PROGRAM COST:

SOURCE OF FUNDS:

ESTIMATED START-UP DATE:

ESTIMATED COMPLETION DATE:

**Coordinated Financial Assistance to Delegate Agencies
Planning**

To achieve greater effectiveness in the use of Community Development Block Grant dollars in a time of decreasing public resources by coordinating and focusing delegate agency activities.

Delegate agencies serving the same geographic area but funded for a variety of programs will be asked, as a condition of funding, to link or coordinate their programs in ways which eliminate duplication and/or achieve greater impacts. City agencies with principal CDBG program responsibility will evaluate their delegate agency programs with a view toward achieving increased leveraging and targeting of program funds.

Residents of low and moderate income areas

More effective and strategic use of CDBG funds; and concentration of limited public dollars in areas of greatest need and in programs which provide the greatest impact

Estimated \$5,000 over a 12 month period

CDBG

March 1984

Ongoing

PROGRAM TITLE:

LEAD DEPARTMENT:

**Mayor's Task Force on the Homeless
Planning**

PROGRAM OBJECTIVE:	To preserve and expand the number of shelter beds; to increase services to the homeless; and to research causes of homelessness in cooperation with the State and the private sector.
DESCRIPTION OF PROGRAM:	The Task Force has worked on City Council legislation to legalize shelters. It will award state and CDBG funds for shelter rehab and operation; develop a coordinated referral system; prepare a health services grant application; develop corporate funding sources; and coordinate research on homelessness and its causes. This Task Force is a joint effort of the City, State, and private sector.
TARGET POPULATION:	Estimated 12,000-25,000 homeless people
ESTIMATED PROGRAM IMPACT:	Legalized shelters; established health and safety standards; 500 new beds and rehab of existing shelters with 600 beds; increased health and food services for homeless; establishment of coordinated referral service
PROGRAM COST:	\$3,250,000-\$4,650,000 for shelters and related services, \$43,000 for staff costs
SOURCE OF FUNDS:	CDBG, \$1,250,000; State, \$600,000; Community Trust, \$1,400,000; \$1,400,000 from private foundations for related services, e.g. health
ESTIMATED START-UP DATE:	November 1983
ESTIMATED COMPLETION DATE:	Ongoing
PROGRAM TITLE:	Neighborhood Infrastructure Planning
LEAD DEPARTMENT:	Planning
PROGRAM OBJECTIVE:	To develop policy guidelines and specific criteria for each of the City's infrastructure renewal programs that are consistent with the City's goals of providing a vital economic and living environment.
DESCRIPTION OF PROGRAM:	Infrastructure planning will entail the formulation of policy guidelines and criteria for determining project selection and ranking for the programs overseen by the Neighborhood Infrastructure Task Force. Programs included in the 1984 Capital Budget are sewer line, water line, and street lighting improvements. Citizen participation and input early in the planning process are key elements of each program. Programs will be targeted for improvements to achieve neighborhood and economic development.
TARGET POPULATION:	Citywide (except for vaulted sidewalk construction which is limited to specific areas of the City, and the Model Block Program which is intended for low and moderate income areas)
ESTIMATED PROGRAM IMPACT:	Improved safety conditions and visual environment; encouragement of development and economic growth; and achievement and maintenance of a sound infrastructure base. Coordinated improvement scheduling, location, and cost of all individual infrastructure renewal programs to assure that limited capital resources are used for the greatest benefit in each neighborhood of the City.
PROGRAM COST:	\$37,000 over a 12 month period
SOURCE OF FUNDS:	CDBG and corporate
ESTIMATED START-UP DATE:	January 1984
ESTIMATED COMPLETION DATE:	Ongoing
PROGRAM TITLE:	Neighborhood Planning Grants
LEAD DEPARTMENT:	Planning
PROGRAM OBJECTIVE:	To enable locally based organizations to carry out a variety of planning projects that will result in neighborhood improvement.
DESCRIPTION OF PROGRAM:	Neighborhood-based not-for-profit groups apply for matching grants for the preparation of site plans, project feasibility and design studies, or for data collection and analysis for transportation, parking, public safety, housing, commercial development, or recreation planning. Grants will range from \$5,000 to \$30,000 with sliding scale matching requirements, and will be offered to ensure that all levels and sizes of neighborhood organizations may take advantage of the program.
TARGET POPULATION:	Low and moderate income neighborhoods
ESTIMATED PROGRAM IMPACT:	Provide 10 to 15 organizations with grants to carry out local planning. Longer term impacts include: increased collaboration between groups working in the same community; increased competence of local groups to deal with local development problems; and the development of projects which leverage private sector resources for neighborhood revitalization.

PROGRAM COST: \$200,000 in grant funds
SOURCE OF FUNDS: CDBG
ESTIMATED START-UP DATE: July 1984
ESTIMATED COMPLETION DATE: June 1985

PROGRAM TITLE: **Neighborhood Planning Service**
LEAD DEPARTMENT: **Planning**

PROGRAM OBJECTIVE: To provide neighborhood planning and development assistance to community-based organizations to help them carry out a variety of projects and redevelopment programs to revitalize Chicago's neighborhoods.

DESCRIPTION OF PROGRAM: The Neighborhood Planning Service helps neighborhoods help themselves. It will offer Neighborhood Planning Grants to fund neighborhoods to produce their own plans and development strategies; it will also coordinate City neighborhood planning and work to identify and coordinate private and non-profit sector technical assistance resources.

TARGET POPULATION: Low and moderate income neighborhoods

ESTIMATED PROGRAM IMPACT: Increased capacity of 25 community-based organizations in 1984 to design and promote neighborhood revitalization

PROGRAM COST: \$185,000 over a 12 month period

SOURCE OF FUNDS: CDGB; in-kind volunteer services

ESTIMATED START-UP DATE: April 1984

ESTIMATED COMPLETION DATE: Ongoing

PROJECT TITLE: **North Loop Redevelopment**
LEAD DEPARTMENT: **Planning**

PROJECT OBJECTIVE: To return to economic vitality a 15-acre commercially blighted district located in the north central portion of the Loop.

DESCRIPTION OF PROJECT: The City has adopted development guidelines that will direct new development and rehabilitation efforts in this area to: generate greater revenues for the City tax base, strengthen the existing State Street retail corridor, provide 18-hour activity by establishing entertainment and cultural uses, and multiply existing jobs many times over.

Block 18: Transportation Center under construction.

Blocks 16 and 37: Hotel/retail/office redevelopment agreements under negotiation.

Blocks 8 and 58: Existing building to be rehabilitated.

Blocks 9, 17, 35, and 36: Designated property will be acquired, cleared, and disposed of for mixed use development (See the following map for block locations)

The metropolitan region

TARGET POPULATION:

ESTIMATED PROJECT IMPACT: Tax revenues to be 11 times existing tax base (equals \$1,028,000,000); project area will employ 3,033 temporary construction jobs at peak of construction activity and 38,766 permanent jobs when developments reach stabilized occupancy; hotel, office, and parking space increased* (see the following chart for annualized employment estimates by block)

PROJECT COST: Public: \$222 million (general obligation bonds and tax increment financing); \$341,000 (personnel)

Private: \$1 billion

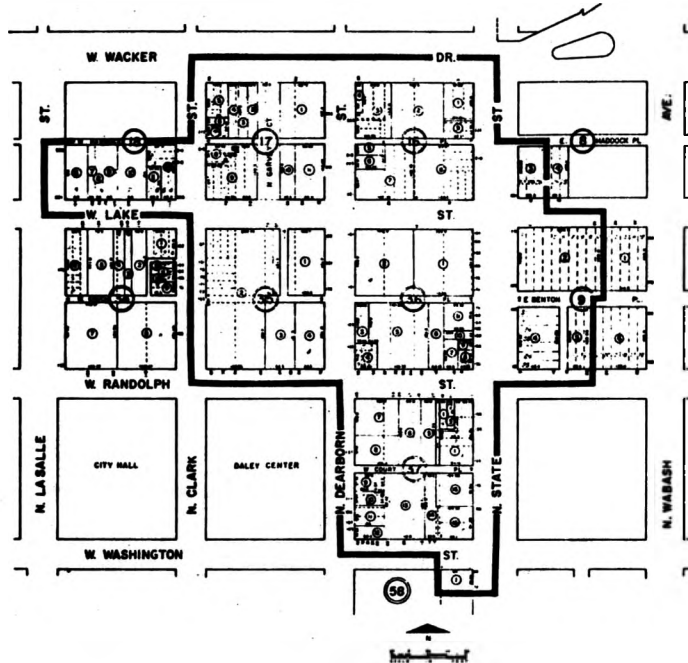
SOURCE OF FUNDS: Existing \$65 million general obligation bond; proposed tax increment financing plan

ESTIMATED START-UP DATE: 1981

ESTIMATED COMPLETION DATE: 1992

*See Appendix A for additional information regarding job impact estimation.

**Acquisition Parcel Map
North Loop
Blighted Commercial Area**



**Commercial District Development Commission
City of Chicago
April, 1983**

Estimated Direct Employment*
North Loop Redevelopment Project
1985 – 1996

Year	Block 16	Block 18	Block 37	Block 17	Block 9	Block 36	Block 35	Total
1985								0
1986		68						68
1987	438	1,443		1,695				3,576
1988	357		2,130	1,272				3,759
1989	988		1,598	847		1,763		5,196
1990	1,469		2,909	424		1,322		6,124
1991	769		1,916			882	1,758	5,325
1992	69		922		1,588	441	1,758	4,778
1993			461		953		3,392	4,806
1994					635		2,251	2,886
1995							1,696	1,696
1996							555	555
	4,090	1,511	9,936	4,238	3,176	4,408	11,410	38,769

*Estimates based on standard ratios of employment per square feet of retail, office, hotel and residential development.

Source: Trkla, Pettigrew, Allen & Payne, Inc.

PROGRAM TITLE: LEAD DEPARTMENT: PROGRAM OBJECTIVE: DESCRIPTION OF PROGRAM: TARGET POPULATION: ESTIMATED PROGRAM IMPACT: PROGRAM COST: SOURCE OF FUNDS: ESTIMATED START-UP DATE: ESTIMATED COMPLETION DATE:	Public-Private Partnerships for Community Development Planning To increase the flow of private and non-profit sector resources for neighborhood development needs in the face of federal funding shortfalls. DOP documents and encourages the activities of various City departments in leveraging private sector resources for neighborhood revitalization. For example, the Donors Forum has been approached to provide technical assistance to neighborhood organizations seeking matching funds from DOP's planning grant program. Neighborhoods in need of development and revitalization assistance Additional private and non-profit resources targeted to neighborhood revitalization \$65,000 Chicago Community Trust and NIPC have provided the salaries for two staff positions for one year to promote regional and community planning. Architects and planners provide pro bono services in support of community projects. Fall 1983 Ongoing
PROGRAM TITLE: LEAD DEPARTMENT: PROGRAM OBJECTIVE: DESCRIPTION OF PROGRAM: TARGET POPULATION: ESTIMATED PROGRAM IMPACT: PROGRAM COST: SOURCE OF FUNDS: ESTIMATED START-UP DATE: ESTIMATED COMPLETION DATE:	Public Workshops on Resource Allocation Planning To provide citizens with increased means for affecting the allocation of public resources to their neighborhoods; and to identify emerging local needs on a continuing basis so that these may be translated into public programs. This effort involves a series of workshops in which City agencies provide information on the status of current and future programs; and in which local groups and citizens have the opportunity to evaluate City programs and identify fresh concerns. One outcome of these hearings has been a planning grant program for neighborhood organizations. Similar opportunities will be provided for participation in the Capital Improvements and Neighborhood Infrastructure Renewal programs. All neighborhoods of the City Greater opportunities for neighborhood residents to participate in decisions on the allocation of resources; recommendations to the City regarding local priorities for the use of CDBG and other public funds to better direct and shape its future year programs for the benefit of Chicago's neighborhoods \$28,000 (estimated four workshops at \$7,000 each) CDBG and corporate September 1983 Ongoing
PROJECT TITLE: LEAD DEPARTMENT: PROJECT OBJECTIVE: DESCRIPTION OF PROJECT: TARGET POPULATION: ESTIMATED PROJECT IMPACT: PROJECT COST: SOURCE OF FUNDS: ESTIMATED START-UP DATE: ESTIMATED COMPLETION DATE:	World's Fair Public Participation Planning To ensure maximum public input in the World's Fair planning process. Citywide public hearings were held by the Mayor's Advisory Committee on the World's Fair. The recommendations of the Committee report contributed to the City's intergovernmental agreement. Public hearings have been scheduled on the agreement by the World's Fair Authority (WFA). In the agreement, the City is calling for a public participation component in all WFA planning. A continuing World's Fair Advisory Committee will be created comprising representatives from civic, community, planning, architectural, environmental, preservation, and business organizations. It will meet with the WFA bi-monthly to review studies and plans. The WFA will hold two annual seminars for local businesses on ways to integrate neighborhood development with the Fair. Citywide Increased citizen participation in World's Fair planning To be determined World's Fair Authority 1983 Ongoing

PROJECT TITLE:	World's Fair Planning
LEAD DEPARTMENT:	Planning
PROJECT OBJECTIVE:	To monitor and support planning activities for the Fair site; to coordinate Fair development with long range plans for the Near South Side; and to involve adjacent neighborhoods in Fair planning.
DESCRIPTION OF PROJECT:	World's Fair planning includes: preparing a draft intergovernmental agreement; monitoring and support of the World's Fair Authority; planning for the Fair site to ensure maximum residual benefits in conformance with long range plans for the City; coordinating Near South Side physical improvements with Fair planning; and providing opportunities for neighborhoods to participate in Fair planning.
TARGET POPULATION:	Neighborhoods adjacent to the Fair and City as a whole
ESTIMATED PROJECT IMPACT:	Coordinated neighborhood and Fair planning and maximum long term benefits from Fair residuals
PROJECT COST:	\$109,000
SOURCE OF FUNDS:	Corporate
ESTIMATED START-UP DATE:	January 1984
ESTIMATED COMPLETION DATE:	Ongoing
PROGRAM TITLE:	Bridge and Viaduct Improvement
LEAD DEPARTMENT:	Public Works
PROGRAM OBJECTIVE:	To provide safe and adequate vehicular and pedestrian access via public bridge and viaduct structures.
DESCRIPTION OF PROGRAM:	These improvements provide for structural repairs and the replacement of 64 deteriorated bridges and viaducts located throughout the City.
TARGET POPULATION:	Vehicular and pedestrian users citywide
ESTIMATED PROGRAM IMPACT:	Maintenance of adequate and safe load-bearing capacity and clearance levels for commercial and other uses; 200 construction jobs created*
PROGRAM COST:	\$40,000,000 from 1984 to 1989
SOURCE OF FUNDS:	U.S. Department of Transportation; Illinois Department of Transportation
ESTIMATED START-UP DATE:	Ongoing
ESTIMATED COMPLETION DATE:	Ongoing
PROJECT TITLE:	Jackson Park/63rd Street Rapid Transit
LEAD DEPARTMENT:	Public Works
PROJECT OBJECTIVE:	To improve the 90-year old Jackson Park Rapid Transit System line and extend its useful life by 40 years; and to support the redevelopment of the 63rd Street commercial/residential/institutional corridor.
DESCRIPTION OF PROJECT:	This project will include the rehabilitation and modernization of the transit structure and stations along the CTA's Jackson Park Rapid Transit line. Construction of a new intermodal terminal station at Dorchester Avenue will provide passenger transfer between the Illinois Central Gulf Commuter Railroad, and the CTA bus routes using Stony Island Avenue and the Rapid Transit System.
TARGET POPULATION:	The daily ridership of 10,000 to 12,000 persons on this transit segment
ESTIMATED PROJECT IMPACT:	Improved public transportation; coordinated public-private support of the 63rd Street redevelopment; 200 construction jobs created*
PROJECT COST:	\$56,200,000 over 4 years
SOURCE OF FUNDS:	U.S. Department of Transportation; Illinois Department of Transportation
ESTIMATED START-UP DATE:	1985
ESTIMATED COMPLETION DATE:	1989
PROJECT TITLE:	Loop Elevated Rehabilitation
LEAD DEPARTMENT:	Public Works
PROJECT OBJECTIVE:	To rehabilitate the elevated rapid transit structure and facilities in the City's Central Area to extend its useful life by 40 years.
DESCRIPTION OF PROJECT:	Rehabilitation and modernization of the structural components and station facilities along the elevated rapid transit system (Loop El). The rehabilitation plan includes eight stations on the Loop elevated structure: two stations will be rehabilitated in place, and six stations will be newly constructed.

*See Appendix A for additional information regarding job impact estimation.

TARGET POPULATION:	Total CTA ridership
ESTIMATED PROJECT IMPACT:	Improved access for CTA Rapid Transit System users; increased operation efficiencies; estimated 700 construction jobs created*
PROJECT COST:	\$106,615,000 from 1984 to 1988
SOURCE OF FUNDS:	U.S. Department of Transportation; Illinois Department of Transportation
ESTIMATED START-UP DATE:	Ongoing
ESTIMATED COMPLETION DATE:	1988

PROGRAM TITLE:	Major Roadway Improvements
LEAD DEPARTMENT:	Public Works

PROGRAM OBJECTIVE:	To provide for the reconstruction of street surfaces, street widening, extensions, and new construction of curbs, gutters, entrance and exit ramps, and left turn lanes. Improvements include the rehabilitation or reconstruction of 67 individual major street segments throughout the City; and the replacement of deteriorated base materials, new surface finishes, and, where necessary, water and sewer lines. Also included is the modernization of traffic control signals and intersection improvements.
DESCRIPTION OF PROGRAM:	All City residents benefit through improved accessibility

TARGET POPULATION:	51 miles of pavement reconstruction; 200 construction jobs created*
ESTIMATED PROGRAM IMPACT:	\$40,000,000 from 1984 to 1987
PROGRAM COST:	U.S. Department of Transportation; Illinois Department of Transportation
SOURCE OF FUNDS:	Ongoing
ESTIMATED START-UP DATE:	1987
ESTIMATED COMPLETION DATE:	

PROGRAM TITLE:	Neighborhood Infrastructure Renewal Program
LEAD DEPARTMENT:	Public Works

PROGRAM OBJECTIVE:	To provide for the renewal and rehabilitation of the City's neighborhood infrastructure through systematic and coordinated interdepartmental needs assessment and project scheduling, including the direct input of community groups and local elected officials. This program incorporates four main groups of neighborhood improvement projects into an annual effort to maintain high quality public capital infrastructure: residential streets and sidewalks; public lighting; and sewer lines and water mains. Priority targeting is based both on immediate need and on cooperative support of other public and private investments in the City's neighborhoods.
DESCRIPTION OF PROGRAM:	Available citywide, with targeting to residential areas of the City currently undergoing other public and private development

TARGET POPULATION:	New streets: 400 construction jobs created,* 108 blocks (primarily residential); 50-50 sidewalk replacement: 4,500,000 square feet of new sidewalk; model blocks: 100 blocks (complete); vaulted sidewalk: 15-20 total block replacements and 200-500 site repairs; residential street resurfacing: 175 miles (residential); alley construction: 100 blocks
ESTIMATED PROGRAM IMPACT:	\$88,682,000 over 1984 Annual Program

PROGRAM COST:	Motor fuel tax, Community Development Block Grant Program, general obligation bonds
SOURCE OF FUNDS:	Active
ESTIMATED START-UP DATE:	Ongoing
ESTIMATED COMPLETION DATE:	

PROGRAM TITLE:	Southwest Rapid Transit
LEAD DEPARTMENT:	Public Works

PROGRAM OBJECTIVE:	To improve public transportation access for the southwest portion of the City and thereby to improve access to existing job opportunities and encourage the development of new businesses.
---------------------------	--

DESCRIPTION OF PROGRAM:	Includes the construction of a new 9.3 mile rapid transit rail line and nine stations along the City's southwest corridor. The alignment of this system will be mostly on existing railroad right-of-way, from Midway Airport to the Dan Ryan elevated structure near 18th Street. At this point the new system will join the existing rail structure connecting to the Loop.
--------------------------------	---

TARGET POPULATION:	Public transit service to an estimated 119,000 persons who daily travel through this corridor, including approximately 28,000 new transit riders who currently travel by auto
---------------------------	---

*See Appendix A for additional information regarding job impact estimation.

ESTIMATED PROGRAM IMPACT:	Reduced travel times; reduced downtown bus congestion; improved access to job opportunities; new public-private development opportunities; 2,000 construction jobs created*
PROGRAM COST:	\$495,000,000 over a five year period; \$8,700,000 available for preliminary designs and environmental impact statement
SOURCE OF FUNDS:	U.S. Department of Transportation; Illinois Department of Transportation
ESTIMATED START-UP DATE:	1986
ESTIMATED COMPLETION DATE:	1990

PROJECT TITLE:	Transportation Planning for Access to Work
LEAD DEPARTMENT:	Public Works
PROJECT OBJECTIVE:	To improve transportation access to both City and suburban employment centers for local residents, particularly the unemployed and underemployed.
DESCRIPTION OF PROJECT:	The project will consist of four basic activities: 1) identify large employment concentrations in suburban areas and match them with suitable labor pools within the City; 2) assess deficiencies in the transportation linkages between the target populations and employment centers; 3) evaluate a broad range of transportation services, including conventional public transit, vanpool and carpool programs, subscription bus service, and van or bus service provided by for-profit operations; and 4) formulate a site-specific implementation strategy for the most cost-effective services.
TARGET POPULATION:	Unemployed and underemployed residents of the City
ESTIMATED PROJECT IMPACT:	Improved job opportunities for approximately 35,000 City residents; reduced travel time and costs for City residents working at distant sites; retention of City residents whose employers have relocated to the suburbs
PROJECT COST:	\$60,000 for the initial study
SOURCE OF FUNDS:	U.S. Department of Transportation planning funds for the study phase
ESTIMATED START-UP DATE:	July 1984, subject to funding award
ESTIMATED COMPLETION DATE:	To be determined

PROGRAM TITLE:	Buy Chicago
LEAD DEPARTMENT:	Purchases
PROGRAM OBJECTIVE:	To increase the share of goods and services which the City buys from Chicago-located businesses, thereby promoting the growth and development of local firms.
DESCRIPTION OF PROGRAM:	The "Buy Chicago" approach establishes an interim two year goal of increasing the share of total City purchasing activity which goes to City firms from 40% to 60%. This goal will be achieved through: —affirmative solicitation of potential vendors who are located in the City; —bid evaluation systems which take into account the positive contribution to local tax revenues made by City-located firms; and —technical and business assistance to City-located firms to be qualified bidders.
TARGET POPULATION:	Businesses located in Chicago whose workforce is at least 50% Chicago residents
ESTIMATED PROGRAM IMPACT:	An increase of \$80 million in City purchasing contracts awarded to local firms over the next two years; over 4,000 direct and indirect jobs created or retained; and an increased local tax base.*
PROGRAM COST:	No cost
SOURCE OF FUNDS:	Not applicable
ESTIMATED START-UP DATE:	May 1984
ESTIMATED COMPLETION DATE:	Ongoing

PROGRAM TITLE:	Purchasing from Minority and Female-Owned Firms
LEAD DEPARTMENT:	Purchases
PROGRAM OBJECTIVE:	To increase the share of goods and services which the City of Chicago purchases from minority and female-owned firms, thereby contributing to the growth and stability of such firms.
DESCRIPTION OF PROGRAM:	An interim goal has been established that 25% of City purchasing activity, or \$100 million, shall be awarded to minority and female-owned firms. Technical and business assistance will be provided to minority and female-owned firms to help them become qualified bidders.

*See Appendix A for additional information regarding job impact estimation.

TARGET POPULATION:	Current and potential minority-owned and female-owned businesses in Chicago
ESTIMATED PROGRAM IMPACT:	An increase of approximately \$50 million in contract awards to minority and female-owned businesses in Chicago; an increase of up to 1,000 direct and 1,500 indirect job opportunities in such firms*
PROGRAM COST:	No cost
SOURCE OF FUNDS:	Not applicable
ESTIMATED START-UP DATE:	May 1984
ESTIMATED COMPLETION DATE:	Ongoing
PROGRAM TITLE:	Small Business Purchasing
LEAD DEPARTMENT:	Purchases
PROGRAM OBJECTIVE:	To increase the share of goods and services which the City of Chicago purchases from small businesses, thus contributing to the economic viability of the small business sector in Chicago.
DESCRIPTION OF PROGRAM:	The program establishes an interim goal of 50% of total purchasing activity for small business.
TARGET POPULATION:	Small businesses in Chicago
ESTIMATED PROGRAM IMPACT:	Increased viability of the job-generating small business sector in Chicago
PROGRAM COST:	No cost
SOURCE OF FUNDS:	Not applicable
ESTIMATED START-UP DATE:	May 1984
ESTIMATED COMPLETION DATE:	Ongoing

*See Appendix A for additional information regarding job impact estimation.

**APPENDIX C: CITY OF CHICAGO
PUBLIC INFORMATION OFFICERS**

Ms. Rommy Lopat
Department of Aviation
City Hall, Room 1111
121 N. LaSalle
Chicago, Illinois 60602
Telephone: 744-6892

Ms. Joanna Brown
Mayor's Office of Inquiry and
Information
City Hall, Room 100
121 N. LaSalle
Chicago, Illinois 60602
Telephone: 744-6671

Ms. Marianne Floriano
Department of Economic
Development
20 N. Clark
28th Floor
Chicago, Illinois 60602
Telephone: 744-8666

Mr. John Taaffe
Department of Planning
City Hall, Room 1003
121 N. LaSalle
Chicago, Illinois 60602
Telephone: 744-4160

Mr. Mark Mroz
Mayor's Office of Employment
and Training
510 N. Peshtigo, Suite 200
Chicago, Illinois 60611
Telephone: 744-7853

Mr. Craig Wolf
Department of Public Works
City Hall, Room 406
121 N. LaSalle
Chicago, Illinois 60602
Telephone: 744-5697

Ms. Fran Womack
Department of Housing
318 S. Michigan
Chicago, Illinois 60604
Telephone: 922-7922, ext. 557

Ms. Sandra Schroud
Department of Purchases
City Hall, Room 400
121 N. LaSalle
Chicago, Illinois 60602
Telephone: 744-6892