MEMORANDUM OF UNDERSTANDING

The following is a memorandum of understanding (the “Memorandum”) between the University of Chicago (the “University”) and the City of Chicago (the “City”), acting through its Department of Planning and Development. The University and the City may be referred to herein as a “Party,” and, collectively, the “Parties”.

The purpose of this document is to outline how the Parties intend to continue to work together, in collaboration with the community and elected officials to maximize economic opportunity for Chicago’s mid-South Side* residents and local, minority- and women-owned businesses in the communities surrounding the University’s main Chicago campus by efficiently leveraging City and University resources.

Recitals

The University of Chicago is one of the world’s leading research and teaching universities. The University’s main campus encompasses 215 acres in the Hyde Park and Woodlawn communities (the “Main Campus”) with additional major centers in downtown Chicago, Beijing, Delhi, Hong Kong, London, and Paris. The University of Chicago Medicine (“UCM”) is a nationally-recognized leader in medicine and ranks among the nation’s best hospitals.

The University is firmly rooted in the world-class city of Chicago. The University is the second largest private employer in the city with over 18,000 employees. There are 15,000 students on the Main Campus, including an undergraduate population of more than 5,500 students. In order to maintain a high standard of excellence, the University continues to upgrade and expand its Main Campus with improved facilities and amenities. Between the University’s 2009 through 2015 fiscal years, the University invested approximately $1.5 billion in capital projects on the Main Campus.

In 2011, the Parties formalized their public-private partnership through a memorandum of understanding (the “2011 MOU”). The 2011 MOU was an acknowledgement of the potential for the Parties to coordinate City investments and streamline processes and communication in relation to the University’s ambitious capital plan in order to accelerate positive economic impact on Chicago’s mid-South Side and the larger city. The coordinated effort and investment resulted in enhanced facilities on the Main Campus and job creation and improved services for Chicago’s residents.

The 2011 MOU focused in part on the expansion and reporting of employment opportunities for local, minority-, and women-owned businesses at the University. In this Memorandum, the University affirms its commitment to continue and expand upon those efforts in innovative ways.

* The mid-South Side encompasses the communities of Douglas, Grand Boulevard, Greater Grand Crossing, Hyde Park, Kenwood, Oakland, South Shore, Washington Park, and Woodlawn
The communication strategy outlined in the 2011 MOU proved beneficial to the City, the University, and local Aldermen. The Mayor’s Universities Taskforce (the “Taskforce”) increased the efficiency of the City’s review and approval process for University projects. The University revised internal reporting structures to simplify communication and established a single point-of-contact to the City. These communication improvements served to streamline processes and facilitate the impact of the Parties in mid-South Side communities.

Given the current economic conditions and the significant demands placed on scarce public resources, securing funds for some planned City projects has proved challenging. Therefore, the Parties have developed alternative strategies to maximize the benefit to both Parties without placing an additional financial burden on the City, thus continuing this mutually beneficial public-private partnership.

In moving the partnership forward, the Parties agree to build on lessons learned and develop new outcome-focused objectives. The City affirms the University’s inherent importance to Chicago and the South Side region. The City intends to continue to support the University’s capital development plan by establishing City procedures that will facilitate implementation of University projects; to work collaboratively with the University and the community on other initiatives; and, whenever economically feasible, to make best efforts to undertake public infrastructure improvements which complement University investments to maximize impact.

The City is also committed to collaborating with the University to plan for and allocate its own resources to projects or programs in the communities surrounding the University that will promote the development of those communities and serve local residents. The range of projects will include parks and recreation; housing and commercial development; transportation; public safety; public health; and education.

The City also recognizes the importance of coordinating the many parties involved in City planning, including but not limited to various departments, members of the City Council, and City Boards and Commissions.

In view of these recitals, the University and the City make the following commitments:

**Commitments**

The University undertakes the following:

1. Communications with the City

   a. There will be a primary point of contact (“University Liaison”) named by the University’s Office of Civic Engagement to coordinate interaction with the City and elected officials on complex or multi-department matters related to capital development. The University Liaison will work in collaboration with the City staff member designated to serve as the University’s liaison (the “City
Coordinator”). Both Parties acknowledge that all matters of business shall be coordinated in the manner agreed upon by the University Liaison and the City Coordinator.

b. The University will meet quarterly with the Aldermen serving the communities in and around the campus, or as business demands. City staff will attend these meetings as requested. The University Liaison will coordinate University business to present a coordinated and comprehensive agenda of items for discussion at the meetings. The University will engage local Aldermen to seek their input on economic development initiatives at the University of Chicago.

c. The University will provide the City a Major Projects and Initiatives List (Exhibit A) to track areas of City/University collaboration. This list will be updated quarterly by the University and will include active capital development projects as well as other initiatives that will have material public impact.

d. An annual MOU review will be completed by the Parties to track progress and extract key lessons from the partnership.

2. Community Engagement

The University is committed to a dynamic community engagement process with local residents. The University will provide information and garner input on the University’s planning process in open forums. The University will provide area Alderman advanced notice of all planned community engagement forums.

3. Local and Diverse Employment

Through the UChicago Local initiatives described below, the University will focus on employment and employability – connecting mid-South Side businesses to quality candidates, and connecting residents to opportunities at the University and UCM.

a. Employment Opportunities at the University: The University is committed to hiring quality candidates at every level, advancing local hiring practices, and expanding economic opportunity in the neighborhoods surrounding the campus. The University will accomplish this through a series of activities:

*Local Hiring Initiative:* Formal relationships with key community workforce organizations to enhance access to opportunities at the University, UCM, University commercial tenants and key vendors for local residents. These partnerships will include communication, referral management and metrics reporting.

• *Employment Impact Report:* The University will report annually on local hire metrics from the University, UCM, and key vendors.
b. Employment Opportunities during Construction

The University has exceeded its 30 percent minority and City of Chicago residency goals on major construction projects annually since 2006. Every project has different workforce opportunities, including some highly specialized construction trades. The University will:

1. report annually on the aggregate economic impact of its construction workforce;

2. ensure local and diverse participation in capital projects by continuing to carefully monitor the on-site workforce hours generated by Chicago residents, minority and female journey-workers, apprentices, and laborers;

3. encourage its contractors to maximize employment opportunities for local residents on major construction projects from the eight (8) zip codes surrounding the University's Hyde Park-Woodlawn campus (60609, 60615, 60616, 60619, 60621, 60637, 60649, and 60653);

4. notify area Aldermen a minimum of 90 days prior to the beginning of a major capital construction project;

5. post on its Facilities Services website, the outline that provides information to local residents on how to be added to the University’s Candidate Referral list;

6. include clear and consistent language in general contractor agreements regarding minority- and female-workers for major capital projects; and

7. report quarterly on actual payments to minority- and female-workers for major capital projects.

4. Contracting, Procurement, and Purchasing Opportunities

The University will continue to create opportunities for local, minority- and women-owned businesses so they can compete for business in the University’s goods and service supply chain. The University will continue to update and seek input from local Aldermen on procurement and purchasing initiatives.

a. Local Business Opportunities

The University is committed to using its institutional purchasing power to accelerate growth on the mid-South Side. UChicago Local includes programs which offer opportunities to locally-based businesses that provide goods or services that meet the needs of the University community. It also links mid-South Side businesses to a network of leading institutions across the city.
through the University and UCM’s participation in the World Business Chicago-led program, Chicago Anchors for a Strong Economy (“CASE”). Through the UChicago Local initiative, the University will:

1. host business-to-business forums and provide direct 1:1 support to create opportunities for local businesses to introduce their goods and services to UChicago Purchasing staff;

2. host business-to-consumer forums, materials and events that will create opportunities for local businesses to showcase their products and services to faculty, staff, and students;

3. create and distribute within the University a directory of local businesses, products, and services near the University campus; and

4. facilitate capacity building training for local businesses in partnership with World Business Chicago and other anchor institutions through the CASE initiative.

b. Minority- and Women-owned Business Goods and Services

Through its Office of Business Diversity, the University will create opportunities for minority- and women-owned businesses within professional services, construction, goods and other services. Quality business relationships support the ongoing organizational needs of the University. The University will accomplish this through a series of initiatives:

1. Professional Services Symposium: This symposium brings prominent minority- and women-owned business leaders from around the country to network and build sustainable relationships with senior leadership at the University. This event has become a national model in fostering a talented portfolio of business partners with the objective of providing great business solutions for the University.

2. Direct Connect Program: This program links qualified goods and services to diverse businesses that are current and potential suppliers and provides them with one-on-one meetings and vendor fairs with University purchasing decision makers.

3. Southside Business Development Initiative: Through ongoing workshops, this initiative is designed to develop, build the capacity, and enhance the sustainability of minority- and women-owned businesses so they are ready to compete on contracting opportunities. The University will continue to host and publicize these workshops.
4. **Business to Business Entrepreneurial Speaker Series**: This initiative is designed to inspire and motivate minority and women business owners who are ready to expand their business capabilities. Topics include innovation, best business practices, and uncovering the opportunities and challenges in the present business climate.

c. **Minority- and Women-owned Business Contracting Opportunities for Construction**

The University has a strong track record of providing opportunities to minority- and women-owned businesses and has exceeded its combined 30 percent minority- and women-owned business participation goals on major construction projects annually since 2006. The University will continue to:

1. maximize opportunities for minority- and women-owned businesses and will continue to apply, both internally and to contractors, business participation goals of a combined 30 percent to all subcontracting tiers, suppliers, and consultants;

2. notify area Aldermen a minimum of 90 days prior to the beginning of a major capital construction project;

3. include clear and consistent language in general contractor agreements regarding minority- and women-owned business goals;

4. report quarterly on actual payments to minority- and women-owned firms engaged in the construction of major University capital projects;

5. participate in and host forums that highlight bidding opportunities and give qualified minority- and women-owned businesses the opportunity to meet with general contractors for major capital projects; and

6. work with various trade associations to promote increased participation from minority- and women-owned firms.

5. **Neighborhood Initiatives**

As a member and leader in the South Side communities, the University recognizes the unique role it plays in supporting holistic development in neighboring communities.

a. The University, the City, the Southeast Chicago Commission, and local Aldermen, businesses, and residents worked in partnership to develop a vision for the 53rd Street corridor in Hyde Park. The partners have made significant progress in bringing businesses and vibrancy to the area. The University will
work with the City to advance development initiatives on 53rd Street to attract more business, retail, and entertainment venues to the area.

b. Through the Employer-Assisted Housing Program, the University will continue to provide financial incentives to University employees who purchase homes on the mid-South Side. The University recently removed the income requirement for purchases outside Hyde Park and South Kenwood to encourage mixed-income communities.

c. The University of Chicago Police Department (UCPD) is a full service, CALEA-accredited police department. In cooperation with the Chicago Police Department, UCPD will continue to serve the University of Chicago, its affiliated charter schools and the surrounding area generally bounded north to 37th Street, east to Lake Shore Drive, south to 64th Street, and west to Cottage Grove Avenue (as described in the 2011 MOU). Members of the department are committed to conducting their work in a respectful and dignified manner while providing a safe environment for those who live, learn, and work in the community.

d. The University of Chicago Medicine is ranked among the nation's top hospitals by U.S. News & World Report in its 2015-16 "Best Hospitals" survey. The University of Chicago Medicine is proud to be connected to Chicago’s South Side communities and remains committed to service the health and needs of our community and further the knowledge of those dedicated to caring. A complete list of current programs can be found as Exhibit B. (http://issuu.com/communitybenefit-ucm/docs/community-benefit-2014)

e. The University is committed to furthering opportunities for arts and culture on the mid-South Side. Investments on an arts and culture corridor on Garfield Boulevard between Martin Luther King Drive and Prairie Avenue will build on the success of the Reva and David Logan Center for the Arts and the Washington Park Arts Incubator. The plan for the corridor will be developed in close collaboration with the City of Chicago, elected officials, the Washington Park neighborhood, and Chicago’s arts community.

f. In the 2011 MOU, the University committed to fund $2.5 million and partner with the City and Metra to improve the Metra platform at 59th Street and reopen the 60th Street station. While the required public financing has not yet been secured, the University will continue to partner with the City to advocate on behalf of the project. Upon the release of funds by the State of Illinois to Metra, the University will make a good faith effort to move this project forward.

6. Non-Profit and Government Capacity Building

   a. The University will continue to support the Civic Leadership Academy. The Civic Leadership Academy is a leadership development program targeting
rising professionals in nonprofit organizations and local government agencies within the City of Chicago. Developed in partnership with Local Initiatives Support Corporation Chicago and the Civic Consulting Alliance, the program is designed to help strengthen leadership, while assisting local nonprofit and government organizations with finding solutions to challenges they face.

b. The University will continue to provide opportunities to local non-profit organizations through the Community Programs Accelerator initiative. The Accelerator provides temporary office space, funding, evaluation, and research support to a select number of non-profit organizations with the mid-South Side as their primary geographic scope. This initiative provides technical assistance to help develop and strengthen community-based organizations through partnerships with industry practitioners and connections to University resources, thus promoting a strong network of nonprofits in the mid-South Side.

c. The University will continue to support the IMPACT Leadership Development Program (“IMPACT”). IMPACT is a leadership and professional development program for emerging mid-career African American professionals in Chicago. Initiated by the Chicago Urban League and developed in partnership with the University of Chicago Booth School of Business, the Chicago Community Trust, and the Joyce Foundation, the program is open to up-and-coming leaders from private sector companies, public sector institutions, and nonprofit organizations. The goal of IMPACT is to create a pipeline of informed, motivated, perceptive, authentic, and connected talent who will form the next generation of Chicago leaders available to fill critical roles in the business, public, and non-profit sectors.

d. The University will remain committed to the Future Leaders of Chicago (“floChicago”) program. floChicago is a week-long leadership development program serving a diverse group of Chicago high school students. In addition to leadership training, students receive the opportunity to engage with each other and some of Chicago’s prominent civic and business leaders. Programming includes field trips and classroom activities centering on civic engagement, professional development, and college preparation.

7. Chicago Innovation Exchange

The University will focus on catalyzing entrepreneurship and innovation in the City of Chicago—principally, but not exclusively, on the mid-South Side—through the Chicago Innovation Exchange (“CIE”). Opened in 2014, the CIE is the University’s center for multidisciplinary collaboration and support for business start-up activities by faculty, students, and entrepreneurs.

The CIE offers learning opportunities for entrepreneurs and hosts classes in multiple areas of business, from legal to finance to human resources, as well as large-scale speaker events on entrepreneurship and innovation. The CIE also
offers work space with short-term membership agreements for promising business ventures, including those selected from the local community. This space lowers the investment required to start a business and helps entrepreneurs avoid the risk of a long-term lease. The CIE opens many of these programs to the public and works with local community organizations to host events and expand support for entrepreneurs.

The CIE will promote programming and opportunities through the City of Chicago, local Aldermanic offices, and community organizations such as the Chicago Urban League, the Small Business Administration, SCORE Chicago, Chicago Innovation Mentors, the Hyde Park Chamber of Commerce, the Bronzeville Chamber of Commerce, and Illinois Institute of Technology. The CIE also is working with Neighborhood Schools Program (“NSP”) to increase the exposure of local students and teachers to entrepreneurship and innovation through classroom experiences, visits and experiential learning opportunities.

8. Educational Initiatives

In partnership with Chicago Public Schools (“CPS”), the City, and others, the University will continue to take an active role in the City’s commitment to ensure every child has access to high-quality education through the following initiatives:

a. Urban Education Institute Program: The University will continue to support the four primary components of the Urban Education Institute Program (“UEI”) – Consortium on Chicago School Research, Urban Teacher Education Program, UChicago Charter School, and UChicago Impact.

- The Consortium on Chicago School Research is an applied research effort, informing practice, policy and the public about Chicago schooling.
- The Urban Teacher Education Program prepares exemplary teachers for CPS while empirically testing a model for urban teacher preparation and support.
- UChicago Charter School is a pre-K-12th pathway to college. There are four campuses of the UChicago Charter located in neighborhoods across the mid-South Side. UChicago Charter Schools are non-selective (admitting students by lottery) and enroll approximately 1,900 low-income African American children.
- UChicago Impact provides schools, school systems, and states with the highest quality research-based diagnostic tools and training designed to produce reliably excellent schooling. All UChicago Impact products are research and practice based –
designed to improve instruction, leadership, and college readiness and to accelerate academic achievement.

b.  **Woodlawn Charter School Campus**: The University, in coordination with the Department of Planning and Development, will acquire City-owned property through a land write down and will construct a new state of the art school and athletic field to serve as the UChicago Charter Schools Woodlawn Campus.

c.  **UChicago Promise**: The University will provide programs and resources to improve college access and readiness for Chicago high school students through its UChicago Promise initiative. UChicago Promise automatically waives the $75 application fee to the University for students from Chicago and provides workshops for high school students, their families, and guidance counselors. UChicago Promise eliminates loans from the financial aid packages of admitted residents who attend Chicago schools and replaces them with grants, which do not need to be paid back.

d.  **Police and Fire Scholarship Program**: This program, now a part of UChicago Promise, gives full-tuition scholarships to the children of Chicago Police and Firefighters admitted to the University.

e.  **The Admissions Academy**: The Admissions Academy, also part of UChicago Promise, supports and trains educators and provides resources and information regarding financial aid and the college admissions process. Twelve internships – drawn from University undergraduates - are funded to support the Admissions Academy via the University of Chicago Metcalf Internship Program.

f.  **Neighborhood Schools Program**: The University will continue to support NSP. NSP matches University students with local school needs, creating opportunities for students and residents from neighboring communities to engage with the University. In 2014-2015, 390 University students contributed 25,000 hours to 50 mid-South Side schools and community centers that provided after school programming to youth.

g.  **Student Enrichment Programs**: The University will continue to sponsor the Collegiate Scholars Program, Upward Bound, and the College Bridge Program. Collegiate Scholars is a three-year program that aims to prepare talented CPS students in grades 10-12 for admissions and success at the nation’s top colleges and Universities. Collegiate Scholars come from 50 public schools in Chicago. Upward Bound is a federally funded program that includes Saturday school, after-school tutoring during the week, a summer program, college tours and a host of other programs aimed to prepare Chicago high school students from grades 9 to 12 for collegiate study. Finally, the College Bridge program enables advanced CPS
students who have completed all their school’s requirements in a given area to enroll in rigorous coursework at the University with tuition, fees, and textbooks fully funded by the University. The program is open to rising high school juniors and seniors.

h. University Community Service Center: The University will continue to support the University Community Service Center, which provides University students with volunteer opportunities through more than 70 community service-based organizations, including 22 that focus on K-12 education or partner with CPS. The University Community Service Center advises the student-led organizations – which contribute more than 20,000 volunteer hours annually – and helps them cultivate productive, respectful, and sustainable working relationships with community organizations and leaders.

i. Community Education: The University will continue to offer lifelong learning opportunities for members of the community. The University’s Graham School of Continuing Liberal Professional Studies connects adult learners to courses that help advance their knowledge and careers. The Graham School organized, Civic Knowledge Project, provides University educational and humanities programming to local communities. The mission of the program is to develop and strengthen community connections, helping to overcome the social, economic, and racial divisions among the various knowledge communities on the South Side of Chicago.

j. Chicago Star Partnership: The Chicago Star Partnership ensures Star Scholars will have further opportunities to pursue four-year degrees at a significantly reduced cost after successfully completing an associate degree at the City Colleges of Chicago (CCC). The University will continue its commitment to provide full tuition scholarships to Chicago Star Scholars following their graduation from CCC and admission to the University. The University will offer an on-campus program to give Star Scholars guidance on submitting a strong transfer application.

k. Chicago Higher Education Compact: As a member of the compact, the University is committed to working with the City, CPS, and other partners in higher education to develop solutions to increase college enrollment, persistence, and completion for CPS graduates. As part of its involvement, the University will provide professional development support to international-baccalaureate schools, college counselor outreach and support, and bilingual English/Spanish engagement opportunities through on-campus sessions or schools visits as bilingual families prepare for the college admissions and financial aid process.
The City undertakes the following:

1. **City Plan**

   The City will create a development plan ("City Plan") for the public infrastructure in mid-South Side communities and on the University’s Main Campus that considers and complements the University’s expenditures. This plan will be developed in order to coordinate the City’s public infrastructure investments with the University’s capital development plan in a manner that optimizes the public benefits accruing from the University’s development projects.

   Additionally, the City Plan will include all active city-sponsored or city-regulated neighborhood improvement projects, such as housing and commercial developments; Complete Streets improvements including streetscape and bike lane improvements; transit projects, bus rapid transit, transit-oriented developments, and park improvements. The City will also highlight projects included in the Chicago Neighborhoods Now Action Plan for the Bronzeville South Lakefront planning area which includes the entirety of the University campus.

   The City Plan will be communicated to the University semi-annually (by June 30th and January 31st of each year) with the proposed timetable and project scope in order for the University to anticipate how City investments will intersect with University initiatives (Exhibit C).

   Implementation of the various projects and initiatives identified in this agreement including those defined on Exhibit C is dependent on numerous factors, including funding availability, and the participation and cooperation of third parties whose actions may be beyond the control or direction of the City. The City will make reasonable, good faith efforts to realize the spirit of the collaboration outlined in this agreement.

2. **Mayor’s Universities Taskforce**

   Mayor Emanuel formed the interagency Taskforce as a provision of the 2011 MOU. The Taskforce will continue to convene as outlined in the 2011 and will include representatives of the Departments of Planning and Development, Buildings, Streets and Sanitation, Cultural Affairs and Special Events, Transportation, Water Management, the Mayor’s Office for Persons with Disabilities, the Chicago Public Schools, the Chicago Transit Authority and the Chicago Park District, to oversee the collaborations with the University. The Taskforce will be coordinated by the Department of Planning Development, which will assign a specific staff member to serve as the liaison to the University (the “City Coordinator”).

   The City Coordinator will review the Major Projects and Initiatives with the University quarterly, or more frequently if necessary, and will convene the Taskforce semi-annually (or more often as necessary). The City Coordinator will
also act as a “trouble-shooter” for issues that might arise with respect to the Major Projects and Initiatives. The University Liaison will notify the City Coordinator of its applications for major permits at the time of submission to the relevant Department.

3. Facilitation

City liaison staff from the Departments of Planning and Development, Buildings, Cultural Affairs and Special Events, Transportation, Water Management, the Mayor’s Office for Persons with Disabilities, the Chicago Public Schools, the Chicago Transit Authority and the Chicago Park District, will be the chief points of contact for the University with respect to their departments and, as relevant, will oversee the approval process for permits for which the University must apply as well as facilitate areas of collaboration with the University.

a. The City’s Department of Buildings Liaison, a representative from the Zoning Bureau of the Department of Planning, and the City Coordinator will meet with the University monthly, as organized by the City Coordinator, at the “Permit Coordination Meeting.” The purpose of these meetings will be to intake, review (exclusive of the technical review), and to prioritize upcoming and pending University and UCM building permits.

b. The City’s Department of Transportation Liaison and the City Coordinator will meet with the University monthly, as organized by the City Coordinator. The purpose of these meetings will be to coordinate transportation initiatives that have a material impact on the operations of the University campus.

c. Other City departments and sister agencies will meet to discuss the University’s major projects and initiatives on an as-needed basis, as organized by the City Coordinator.

4. Specific Project Support

a. The City, through its Departments and its members of City Council, will provide support to University projects in a timely manner. Special attention will be paid to the projects specified as Major Projects and Initiatives Exhibit A to this Memorandum).

b. As referenced in the 2011 MOU, the City will fund park improvements to Nichols Park to enhance the community’s use of the park. The Chicago Park District will work with the community to develop a framework plan for Nichols Park to enhance the community’s use of the park. Any proposed improvements shall be determined through a public community process to begin in 2016 in consultation with the local Alderman, the Chicago Park District, the Park Advisory Council, area residents and other community stakeholders.
c. The City will work closely with the University and local Aldermen on community planning and economic development efforts focused on the Stony Island Corridor from 56th to 67th Streets, Garfield Boulevard in the Washington Park neighborhood, 55th Street between Cottage Grove and Lake Park Avenues, and 63rd Street in the Woodlawn neighborhood.

d. The City will continue to coordinate snow removal efforts with the University focusing on emergency vehicle routes. Current ambulance routes along E. 59th Street, S. Cottage Grove Avenue, E. 56th Street (between S. Cottage Grove Avenue and S. Drexel Boulevard, and S. Drexel Boulevard (between E. 56th and 58th Streets) will continue to be treated as priority plow routes to allow for safe passage of ambulances and emergency vehicles on these roadways.

e. The City will convene a Midway Plaisance Working Group, coordinated by the City Coordinator and including liaisons from the Department of Transportation and the Chicago Park District to coordinate ongoing maintenance and timely repairs of the Midway Plaisance.

f. The City will continue to maintain a moratorium on non-emergency permits for work in the public way on the Main Campus within the boundaries of E. 55th Street (to the north), S. University Avenue (to the east), E. 61st Street (to the south), and S. Cottage Grove Avenue (to the west) during Alumni Weekend and Convocation to accommodate the high number of visitors. The City also will restrict utility work in the area during the designated timeframe. The University will be responsible for providing the City the dates of these events at least one year prior to the date of the event.

g. The City will also work with non-City agencies, such as Metra, to implement those aspects that do not fall directly under its jurisdiction.

h. As the City continues to streamline procedures to improve efficiency, the scale and capacity of the University presents an opportunity to test and refine these innovations. The City will continue to collaborate with the University on opportunities to test new action focused methodologies.

i. The City Coordinator and the University Liaison will jointly complete an annual MOU review to track progress and extract key lessons from the partnership.

j. As part of the Chicago Neighborhoods Now initiative for the Bronzeville South Lakefront planning area, the City will work with the University to document a plan for complementary investments on the mid-South Side. Together, the University, the City, and other community leaders will focus attention and resources on the key mid-South Side corridors. The City will work with the University and other community leaders to engage community members in the planning process.
k. In cooperation with local Aldermen, the Parties will investigate the feasibility of the expansion of Enterprise Zone 6 to potentially include the University's campus and additional portions of the mid-South Side. Assessment of the potential expansion will be undertaken for the purpose of attracting investment to the mid-South Side and benefiting new and existing businesses in Hyde Park and Woodlawn with a variety of tax credits, exemptions, and abatements.

The Parties to this Memorandum recognize and agree that the implementation of the various projects and initiatives as defined herein is dependent on numerous factors, including funding availability, and the participation and cooperation of third parties whose actions may be beyond the control or direction of the Parties. The Parties will make their reasonable, good faith effort to realize the spirit of the collaboration outlined in this agreement. Notwithstanding the foregoing, the Parties each acknowledge and agree that this Memorandum is not intended to create, and shall not create, any binding obligation on the part of either Party to consummate the transactions contemplated hereby. The Parties also agree to notify each other, and local elected officials, with sufficient advance warning when work items are to be delayed or cancelled.

The initial term of this Memorandum is three years from the date of signature. The Parties will review progress of the program identified within this Memorandum annually. It may be renewed and/or amended for additional three year terms upon agreement of the Parties.

(Signatures on the Following Page)
Signed:

CITY OF CHICAGO, an Illinois municipal corporation

By: Rahm Emanuel, Mayor

UNIVERSITY OF CHICAGO, an Illinois not-for-profit corporation

By: Derek R. B. Douglas, Vice President for Civic Engagement

Date: December 16, 2015