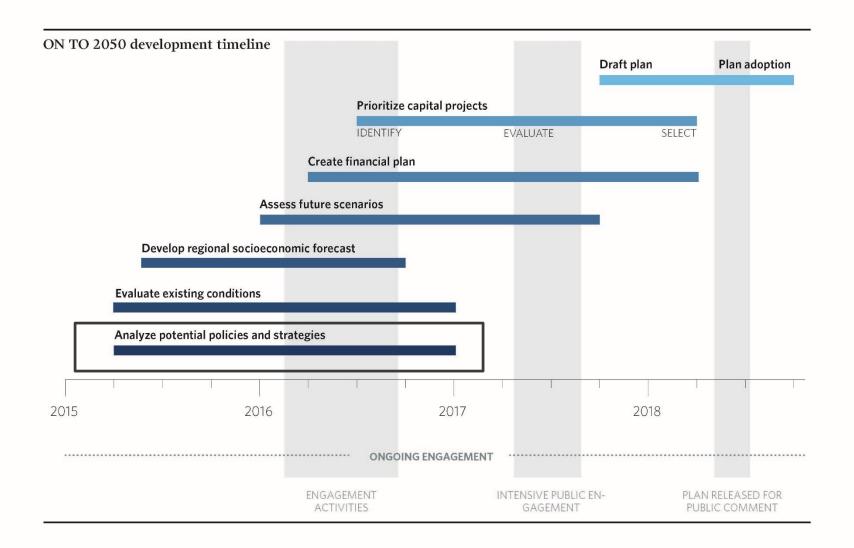
Municipal Capacity

Strategy Paper Introduction January 5, 2017



Timeline



Background

- Experience since development of GO TO 2040 has shown that many communities in the region wish to be partners in implementing, but lack capacity or face barriers that could be overcome with targeted assistance.
- Increasing municipal capacity can achieve a broad set of positive regional outcomes
 - greater adoption of sustainable practices at the local level
 - increased participation in the region's economy
 - improved public engagement
 - increased reinvestment in the region's already-developed areas
- This project will develop strategies to improve municipal capacity region-wide, and to coordinate with partners to assist communities with issues that transcend land use and transportation





Process

- Phase 1: Understanding the municipal capacity landscape
 - Convene a resource group with expertise in municipal operations, finance and administration
 - Analyze results of previously completed surveys of a broader municipal audience
 - Convene focus groups to solicit additional input and feedback from communities throughout the region
- Phase 2: Developing a vision of increased municipal capacity
 - Identify and gain agreement on a set of strategies for CMAP and its partners to pursue to assist municipalities in growing their capacity, with a focus on ability to implement ON TO 2050
- Phase 3: Assessing future needs
 - Prepare a final report detailing findings, including key barriers to municipal capacity, as well as barriers to potential solutions





Project Timeline

		2016													2017																															
			une		July			Aug				Sept			Oc			No			Dec			Ja				Feb		Ma			Apri			May			June			July				gust
Phase	Task	6 13	20 2	7 4	11	18 25	1 8	8 15	22	29 5	5 12	19	26	3 1	0 17	24	31 7	14	21 2	8 5	12 1	9 26	2	9 1	6 23	30	6 13	3 20	27	6 13	20 2	7 3	10	17 24	1	8 1	5 22	5 1	12 1	9 26	3 1	0 17	24	31 7	14	21 28
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Pre-project	Develop Resource Group												Ц	┸		Ш										Ш							Ш				Ш	Ш		Ш			Ш	ᆚ	╙	$\perp \!\!\! \perp$
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	Develop Engagement Strategy																																											\perp	'	Щ
	1 a: Develop RG Mission Statement																																													
	1 b: Literature Review & Definition Memo (CMAP)									2 9	9 16																																			
	1 c: Metrics Analysis													1	3 20	27																														
	1 e: Analyze Municipal Survey R esults (C MAP)													1	3 20	27			٥																											
	1 d: Peer MPO scan (C MAP) 1 f. Assess GO TO 2040																				2	3 30	6																							
	recommendations: Shared Service Delivery (MPC)																				2	3 30	6																							
Phase 1: Understanding the municipal capacity	1g: Assess GO TO 2040 recommendations: Tax Policy and Fiscal Conditions (CMAP)																				2	3 30	6																							
landscape	1h: Assess GO TO 2040 recommendations: Consolidation (CMAP)																										17	7 24	3																	
	1i: Assess GO TO 2040 recommendations: Financial Admin, HR, and Prof Development (MPC)																										17	7 24	3																	
	1 j: Assess GO TO 2040 recommendations: Infrastructure (MPC)																										17	7 24	3																	
	1 k: LTA project outcomes scan (CMAP)																										17	7 24	3																	
	1 l: Present Initial Findings to Committees																											24	3		0	0														
	1 m: Convene Focus Groups																	F			F						F					F											П			
	1 n: Draft Focus Group Outcomes Memo						Ħ																										2	21 28	5								П			
Phase 2: Developing a	2a: Review vulnerable populations memo and Demographic Snapshot																													E																
vision of increased municipal capacity	2b: Draft white paper outline (MPC)																																2	21 28	5											
	2c: Draft white paper (MPC)	İ																								П												1	16 2	3	7		Ħ			П
Phase 3: Assessing	3a: Develop strategies/conduct future needs assessment																																													
future needs	3b: Draft Strategy Paper (C MAP)																																									٥		0 0	21	31





Resource Group Members

Name	Organization
Jeff Brady	Village of Glenview
Christina Burns	Village of Oswego
Shubhra Govind	Village of Hanover Park
Regan Stockstell	Village of Richton Park
Jon Kindseth	Village of Beach Park
Tim Schloneger	Village of Algonquin
Michael Schwarz	City of Joliet
Carolyn Schofield	McHenry County
Hugh O'Hara	Will County Government League
John Keller	Cook County
Michael Blue	Teska Associates, Inc
Alison Milld Clements	Metropolitan Mayors Caucus
Bill Balling	WRB LLC
David Silverman	Ancel Glink
Jack Hynes	Consultant





Resource Group Discussions

- Phase 1: Understanding the municipal capacity landscape
 - Convene a resource group with expertise in municipal operations, finance and administration
 - Analyze results of previously completed surveys of a broader municipal audience
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Focus Groups

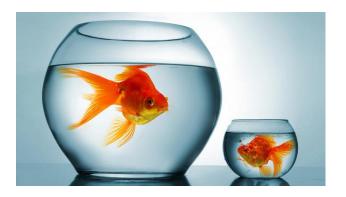
MPC will convene a series of focus groups to discuss capacity with experts and stakeholders:

- Mayors & Village Presidents
- Infrastructure, Utilities, and Service Delivery
- Finance and Administration
- State and County Employees
- Lower-capacity Communities
- Economic Development
- CMAP Local Technical Assistance (LTA) Staff





Defining and Measuring Municipal Capacity



Defining Municipal Capacity

CMAP staff proposes that municipal capacity be defined as: the ability of a municipality to ensure services are provided on a sustained basis in pursuit of its own objectives.*





Capacity Metrics

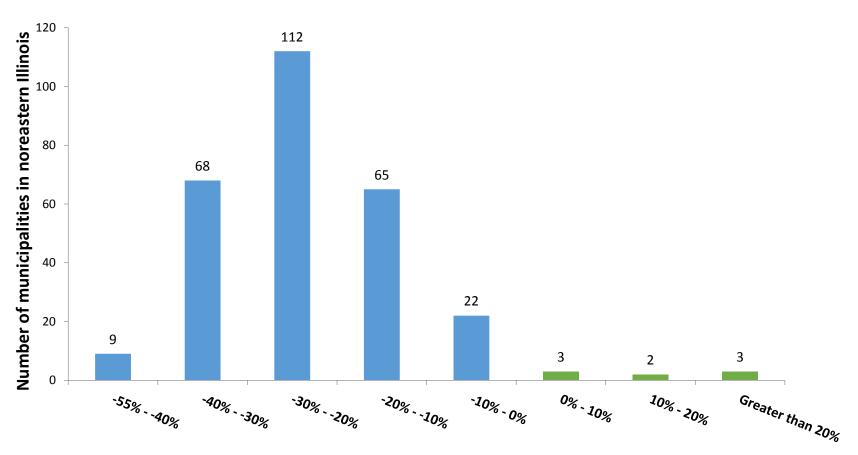
Metric	Description	Metric type
Property tax base growth	Change in EAV between 2007 and 2014	Driver of capacity
Total revenue	2014 total revenue, divided by total residents and employees and normalized for fire services	Driver of capacity
Home rule status	Whether a municipality has home rule status	Driver and outcome of capacity
Existence of a CIP	Whether a municipality has a capital improvement plan	Outcome of capacity
Age of comp plan	Year of most recent comprehensive plan	Outcome of capacity





Property Tax Base Growth

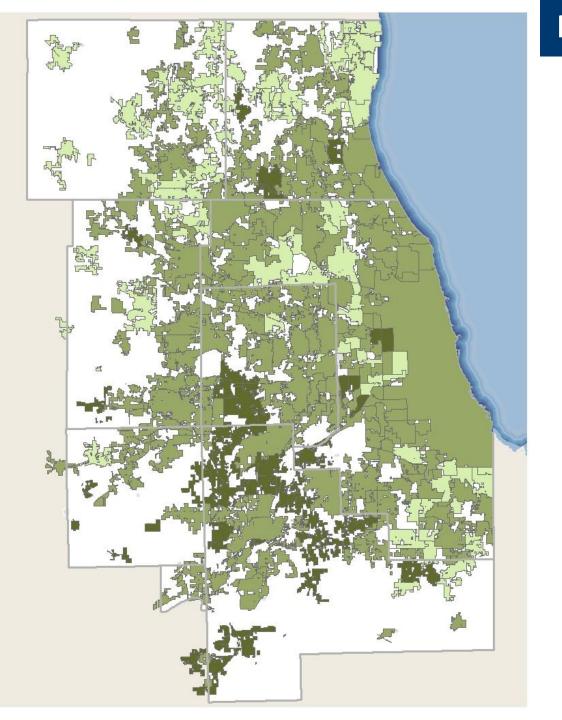
Percent change in Equalized Assessed Value among municipalities, 2007 to 2014



Percent change in Equalized Assessed Value, 2007 to 2014







Property Tax Base Growth

Percent Change in EAV (2007-2014)



-55.2% - -30.1%

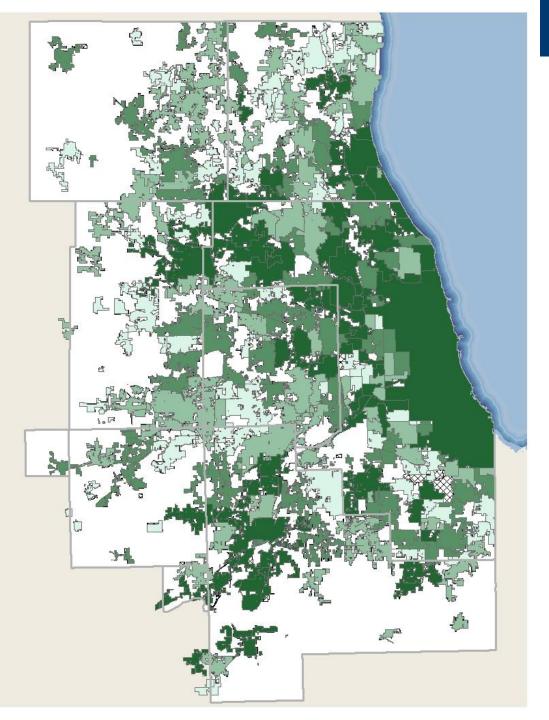


-30% - -10.1%



-10% - 90.2%





Total Revenue

Revenue per resident and employee, 2014 in 4 quantiles

1st quartile (Lowest revenue)

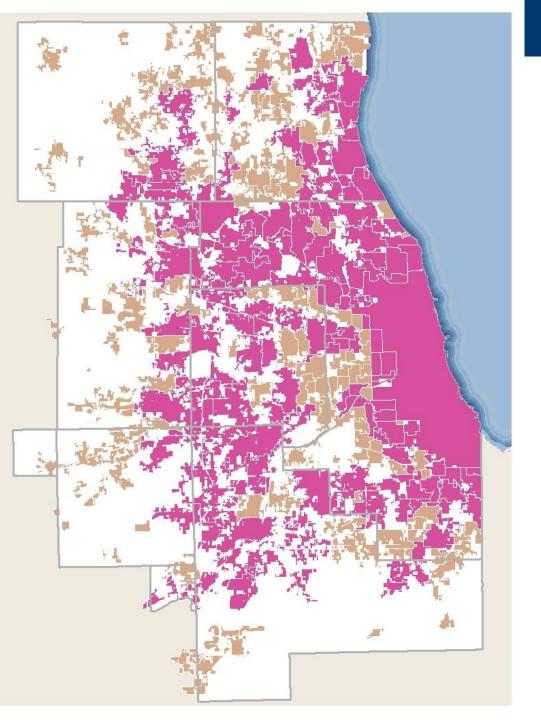
2nd quartile

3rd quartile

4th quartile (Highest revenue)

No data available



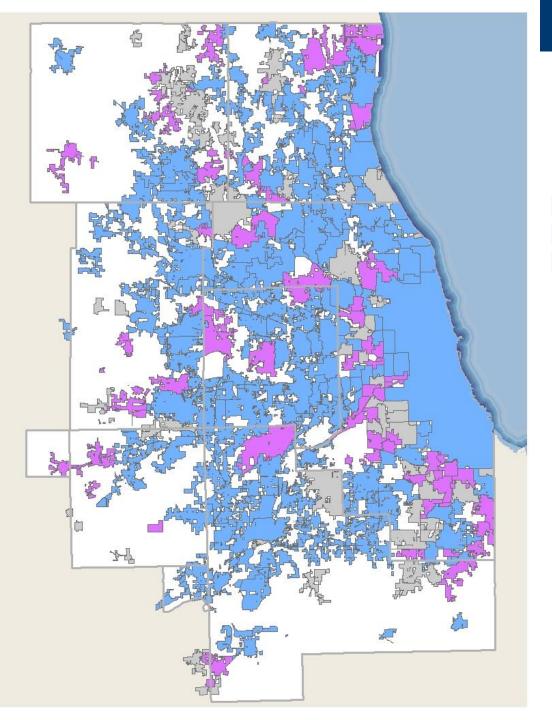


Home Rule Status

Home rule







Existence of a CIP

Does your municipality have a current CIP?

Yes (149)

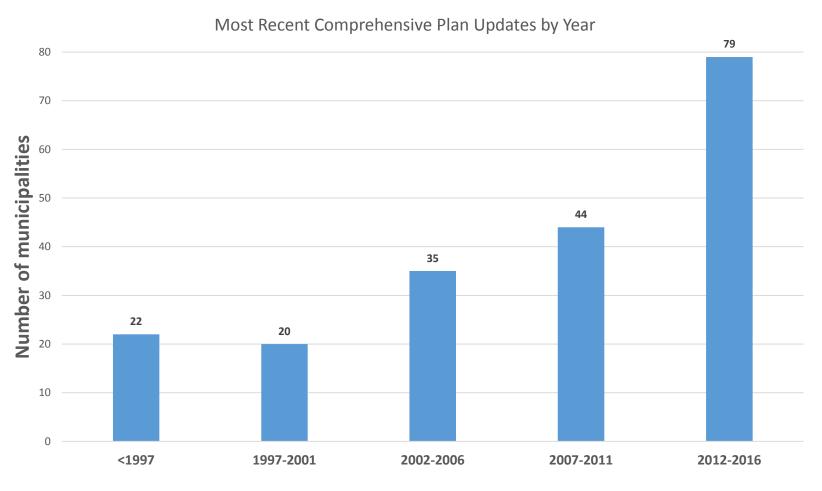
No (75)



No response (61)



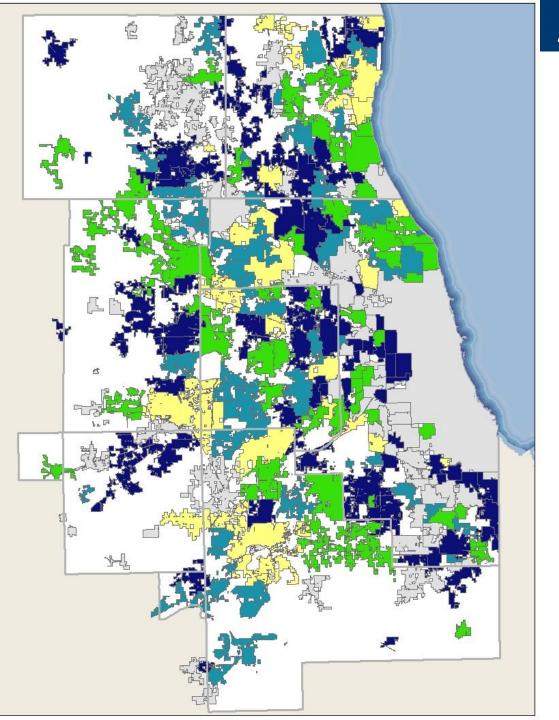
Age of Comprehensive Plan











Age of Comp Plan

Year of current Comprehensive Plan adoption 2016 CMAP municipal survey

1959 - 1996

1997 - 2006

2007 - 2011

2012 - 2016

No response



Next Steps

- Continue Phase 1: Understanding the municipal capacity landscape
 - Continue metrics analysis
 - Assess GO TO 2040 recommendations
 - Convene Focus Groups
 - Present initial findings to Committees (March)
- Phase 2: Developing a vision of increased municipal capacity
 - MPC drafts white paper
- Phase 3: Assessing future needs
 - Develop strategies/conduct future needs assessment
 - CMAP drafts Strategy Paper
 - Present Draft Strategy Paper to Committees (July)





Comments or Questions

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