Municipal Capacity

Strategy Paper Introduction
November 16, 2016
ON TO 2050 development timeline

- Prioritize capital projects
  - IDENTIFY
  - EVALUATE
  - SELECT
- Create financial plan
- Assess future scenarios
- Develop regional socioeconomic forecast
- Evaluate existing conditions
- Analyze potential policies and strategies

Timeline:
- Draft plan
- Plan adoption

Year:
- 2015
- 2016
- 2017
- 2018

Engagement:
- Engagement activities
- Intensive public engagement
- Plan released for public comment
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 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

## Pre-project
- **Draft Scope**
- **Develop Resource Group**
- **Draft Resource Group Overview**
- **Develop Engagement Strategy**

## Phase 1: Understanding the municipal capacity landscape
- **Task 1a: Develop RS Mission Statement**
  - **1b: Literature Review & Definition Memo (CMAP)**
  - **1c: Metrics Analysis**
  - **1d: Peer MPO scan (CMAP)**
  - **1e: Analyze Municipal Survey Results (CMAP)**
- **Task 2: Assess GO TO 2040 recommendations**
  - **2a: Assess GO TO 2040 recommendations: Shared Service Delivery (MPC)**
  - **2b: Assess GO TO 2040 recommendations: Tax Policy and Fiscal Conditions (CMAP)**
  - **2c: Assess GO TO 2040 recommendations: Consolidation (CMAP)**
- **Task 3: Present Initial Findings to Committees**
  - **3a: LTA project outcomes scan (CMAP)**
  - **3b: Present Initial Findings to Committees**
- **Task 4: Convene Focus Groups**
  - **4a: Draft Focus Group Outcomes Memo**
- **Task 5: Develop strategies/ conduct future needs assessment**
  - **5a: Review vulnerable populations memo and Demographic Snapshot**
  - **5b: Draft white paper outline (MPC)**

## Phase 2: Developing a vision of increased municipal capacity
- **Task 6: Develop strategies/ conduct future needs assessment**
  - **6a: Review vulnerable populations memo and Demographic Snapshot**
  - **6b: Draft white paper (MPC)**

## Phase 3: Assessing future needs
- **Task 7: Draft Strategy Paper (CMAP)**

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### Timeline

<table>
<thead>
<tr>
<th>Phase</th>
<th>Task</th>
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### Notes
- CMAP: Chicago Metropolitan Agency for Planning
- MPC: Municipal Planning Council
# Resource Group Members

<table>
<thead>
<tr>
<th>Name</th>
<th>Organization</th>
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<tbody>
<tr>
<td>Jeff Brady</td>
<td>Village of Glenview</td>
</tr>
<tr>
<td>Christina Burns</td>
<td>Village of Oswego</td>
</tr>
<tr>
<td>Shubhra Govind</td>
<td>Village of Hanover Park</td>
</tr>
<tr>
<td>Regan Stockstell</td>
<td>Village of Richton Park</td>
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<tr>
<td>Jon Kindseth</td>
<td>Village of Beach Park</td>
</tr>
<tr>
<td>Tim Schloneger</td>
<td>Village of Algonquin</td>
</tr>
<tr>
<td>Michael Schwarz</td>
<td>City of Joliet</td>
</tr>
<tr>
<td>Carolyn Schofield</td>
<td>McHenry County</td>
</tr>
<tr>
<td>Hugh O’Hara</td>
<td>Will County Government League</td>
</tr>
<tr>
<td>John Keller</td>
<td>Cook County</td>
</tr>
<tr>
<td>Michael Blue</td>
<td>Teska Associates, Inc</td>
</tr>
<tr>
<td>Alison Milld Clements</td>
<td>Metropolitan Mayors Caucus</td>
</tr>
<tr>
<td>Bill Balling</td>
<td>WRB LLC</td>
</tr>
<tr>
<td>David Silverman</td>
<td>Ancel Glink</td>
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<tr>
<td>Jack Hynes</td>
<td>Consultant</td>
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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.
<table>
<thead>
<tr>
<th>Metric</th>
<th>Description</th>
<th>Metric type</th>
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<tbody>
<tr>
<td>Property tax base growth</td>
<td>Change in EAV between 2007 and 2014</td>
<td>Driver of capacity</td>
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<tr>
<td>Total revenue</td>
<td>2014 total revenue, divided by total residents and employees and normalized for fire services</td>
<td>Driver of capacity</td>
</tr>
<tr>
<td>Home rule status</td>
<td>Whether a municipality has home rule status</td>
<td>Driver and outcome of capacity</td>
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<tr>
<td>Existence of a CIP</td>
<td>Whether a municipality has a capital improvement plan</td>
<td>Outcome of capacity</td>
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<tr>
<td>Age of comp plan</td>
<td>Year of most recent comprehensive plan</td>
<td>Outcome of capacity</td>
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Percent change in Equalized Assessed Value among municipalities, 2007 to 2014

Percent change in Equalized Assessed Value, 2007 to 2014
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
- Non-home rule
Does your municipality have a current CIP?

- Yes (149)
- No (75)
- No response (61)
Age of Comprehensive Plan

Most Recent Comprehensive Plan Updates by Year

- Number of municipalities
- Year of most recent update

- <1997: 22
- 1997-2001: 20
- 2002-2006: 35
- 2007-2011: 44
- 2012-2016: 79
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**
  - Draft white paper

- **Phase 3: Assessing future needs**
  - Develop strategies/conduct future needs assessment
  - Draft Strategy Paper
  - Present Draft Strategy Paper to Committees (July)
Comments or Questions

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