Interjurisdictional Collaboration

a New Model for Housing and Community Development

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Community Development Director, Metropolitan Planning Council

JOANNA TROTTER

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Welcome!

- Moderator: Robin Snyderman, principal, BRick Partners
- David Bennett, executive director, Metropolitan Mayors Caucus
- Herman Brewer, bureau chief, Cook County Bureau of Economic Development
- Matthew R. Reilein, senior vice president, New Markets Tax Credit Group, JPMorgan Chase, and a member of MPC’s Board of Governors.
- Elizabeth Kneebone, fellow, Metropolitan Policy Program, Brookings Institution
Principal, B RicK Partners, LLC

ROBIN SYNDERMAN

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Purpose of the paper

1. Answer “policy questions” from the Federal Reserve Bank November 2011 Publication
   - *How can public agencies best encourage multi-town collaboration?*
   - *What is the ideal sustainable structure?*
   - *How can clusters attract and utilize resources from both the public and private sectors?*
   - *What is the appropriate role of outside facilitators and technical assistance providers?*
   - *What is the best way to measure each cluster’s direct local impact and long-term results?*

2. Communicate roadmap to optimize existing clusters
3. Identify policy and practice reforms
4. Promote a replicable model
Executive Director, Metropolitan Mayors Caucus

DAVID BENNETT

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Why Collaborate

- Right-sized planning
- Increased staff capacity
- More attractive to private sector investors
Recent Wins

- 1 local land bank
- 2 Transit-Oriented Development Funds
- 3 active clusters
- 33 participating communities
- 115 Homes Rehabilitated
- $850,000 in local foundation
- $35,000,000 from public and private sources
Implementation

Maywood Apartments: 26 affordable units, 120 construction jobs
Ingredients for success

- Agreed upon subregional priorities
- Shared staffing strategy
- Commitment by the member municipalities
- Adopted by-laws, or some form of governance and rules
- Ability to receive public sector funding and leverage private sector resources.
- Facilitating and formalizing partnerships
- Aligning clusters with existing multi-jurisdictional decision-making bodies, such as councils of governments or the County
Bureau Chief, Cook County Bureau of Economic Development

HERMAN BREWER

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MATTHEW R. REILEIN

Senior Vice President, New Markets Tax Credit Group, JPMorgan Chase

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The Metropolitan Opportunity Series tracks the changing geography of poverty and opportunity in the nation’s largest metro areas.
The geography of poverty and opportunity has changed

Current policies are not aligned with this new geography

We need a new agenda for metropolitan opportunity
The geography of poverty and opportunity has changed
Today, more of the nation’s poor live in suburbs than in cities.

The same is true in metropolitan Chicago, where the suburban poor population grew by 76 percent in the 2000s.
Poverty has spread beyond older, inner-ring suburbs.
Many factors drive suburbanizing poverty

- Population Growth
- Immigration
- Affordable Housing
- Job Sprawl
- Economic Downturn
Many factors drive suburbanizing poverty
Many factors drive suburbanizing poverty

**Share of Poor Population Growth in Suburbs, 2000-2009**

- Native-Born: 81%
- Foreign-Born: 19%
Many factors drive suburbanizing poverty

Share of Housing Voucher Recipients in Suburbs

- 52% in 2000
- 45% in 2008
Many factors drive suburbanizing poverty
Many factors drive suburbanizing poverty
Suburban poverty brings added challenges

- Lack of Transportation
- Strained Local Services
- Limited Philanthropic Resources
- Change in School Populations
Suburban poverty brings added challenges

Percent of Jobs Accessible From Low-Income Suburbs by Public Transit

- 24% 90-minute commute
- 6% 45-minute commute
Suburban poverty brings added challenges

Number of Registered Nonprofit Social Services Organizations

Strained Local Services
Suburban poverty brings added challenges

Limited Philanthropic Resources

<table>
<thead>
<tr>
<th>City</th>
<th>Suburbs</th>
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<tbody>
<tr>
<td>$68.35</td>
<td>$2.28</td>
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</tbody>
</table>

Grant Dollars per Poor Person, Chicago Metro Area 2008
Suburban poverty brings added challenges

Change in School Populations

Number of Students Enrolled in Free and Reduced Price Lunch in Suburbs

- 2005-06: 276,792
- 2009-10: 350,989
Current policies are not aligned to this new geography
Decades of federal policies have tried to tackle poverty in place

<table>
<thead>
<tr>
<th>2000s</th>
<th>Service Provision</th>
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<tbody>
<tr>
<td>New Markets Tax Credit (2000); Choice Neighborhoods (2009); Promise Neighborhoods (2010)</td>
<td>Need dispersed geographically</td>
</tr>
<tr>
<td></td>
<td>Program stigma/lack of familiarity</td>
</tr>
<tr>
<td>1990s</td>
<td>Neighborhood Improvement</td>
</tr>
<tr>
<td>Home Investment Partnerships (1990); HOPE VI (1992); Empowerment Zones (1993); Early Head Start (1995); Qualified Zone Academy Bonds (1997); Child Care and Development Fund (1997); One Stop Employment Centers (1998); Job Access Reverse Commute (1998)</td>
<td>Market failures not neighborhood based</td>
</tr>
<tr>
<td></td>
<td>Areas may lack needed locational advantages</td>
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<tr>
<td>1980s</td>
<td>Expanding Choice</td>
</tr>
<tr>
<td>Community Services Block Grant (1981); Low Income Housing Tax Credit (1986); Social Services Block Grant (1981)</td>
<td>Families have already “made it” to suburbs</td>
</tr>
<tr>
<td></td>
<td>Opportunities may lie in very different part of region</td>
</tr>
<tr>
<td>1970s</td>
<td></td>
</tr>
<tr>
<td>WIC (1972); Community Development Block Grant (1974); Housing Choice Vouchers (1974); Community Reinvestment Act (1977)</td>
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<tr>
<td>1960s</td>
<td></td>
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<tr>
<td>Head Start (1965); Title I Educational Assistance (1965); Community Health Centers (1965); Fair Housing Act (1968)</td>
<td></td>
</tr>
</tbody>
</table>
Suburbs face additional challenges

Lack of Capacity

Extensive Fragmentation

Inflexible, Unreliable Funding
We need a new agenda for metropolitan opportunity.
We can learn from innovations—like the Interjurisdictional Collaborations in metropolitan Chicago

**Achieve Scale**
- Promote High-Performing Organizations
- Improve Systems and Networks
- Support Smart Consolidation

**Collaborate and Integrate**
- Reduce Regulatory Barriers
- Reward Multi-Jurisdictional Approaches
- Catalyze Regional Capacity

**Fund Efficiently**
- Commit to Enterprise-Level Funding
- Broaden Tools that Leverage Public and Private Resources
- Develop and Support Consistent, Comparable Data Sources
We can learn from innovations—like the Interjurisdictional Collaborations in metropolitan Chicago.

**Achieve Scale**

*The Role of Counties*

**Collaborate and Integrate**

*The Role of the Quarterback*

**Fund Efficiently**

*The Role of Competitive Federal Dollars*
What’s Next?

CONFRONTING SUBURBAN POVERTY IN AMERICA

Elizabeth Kneebone and Alan Berube
Please wait for the microphone and introduce yourself

QUESTIONS & ANSWERS

Tweet @metroplanners #collaboration
Please fill out your survey and return it as you leave.

THANK YOU

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