



Metropolitan **Planning Council**
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, BRick Partners, LLC

ROBIN SNYDERMAN

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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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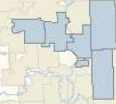


Suburban Housing Collaboratives

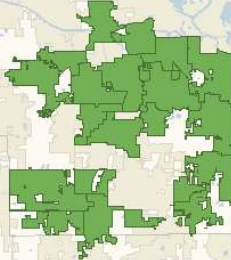
Northwest Suburban
Housing Collaborative



West Cook County
Housing Collaborative



Chicago Southland Housing and
Community Development
Collaborative



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

MATTHEW R. REILEIN

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Fellow, Metropolitan Policy Program, Brookings Institution

ELIZABETH KNEEBONE

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OPPORTUNITY IN METROPOLITAN AMERICA

Promoting Shared Success in the Next Economy



The Metropolitan Opportunity Series tracks the changing geography of poverty and opportunity in the nation's largest metro areas



1

The geography of poverty and opportunity has changed



2

Current policies are not aligned with this new geography



3

We need a new agenda for metropolitan opportunity



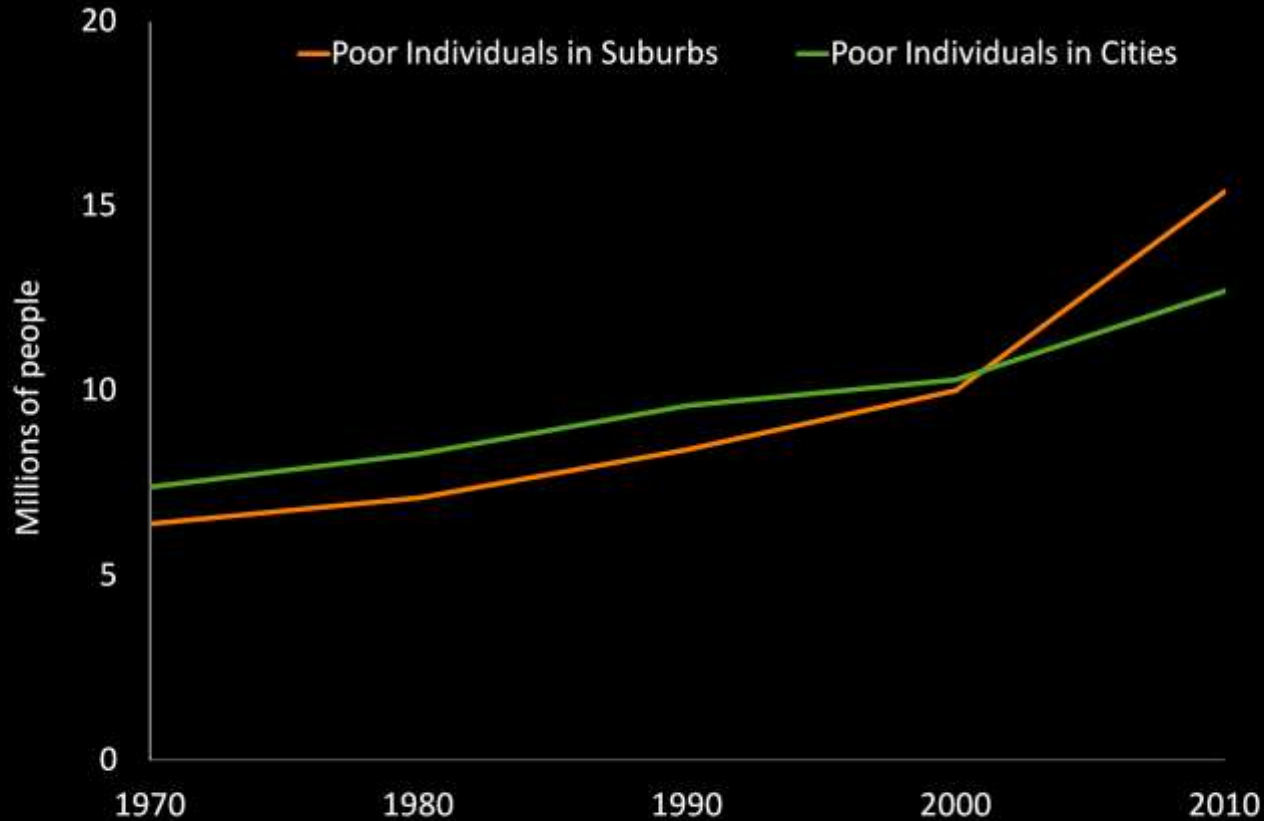


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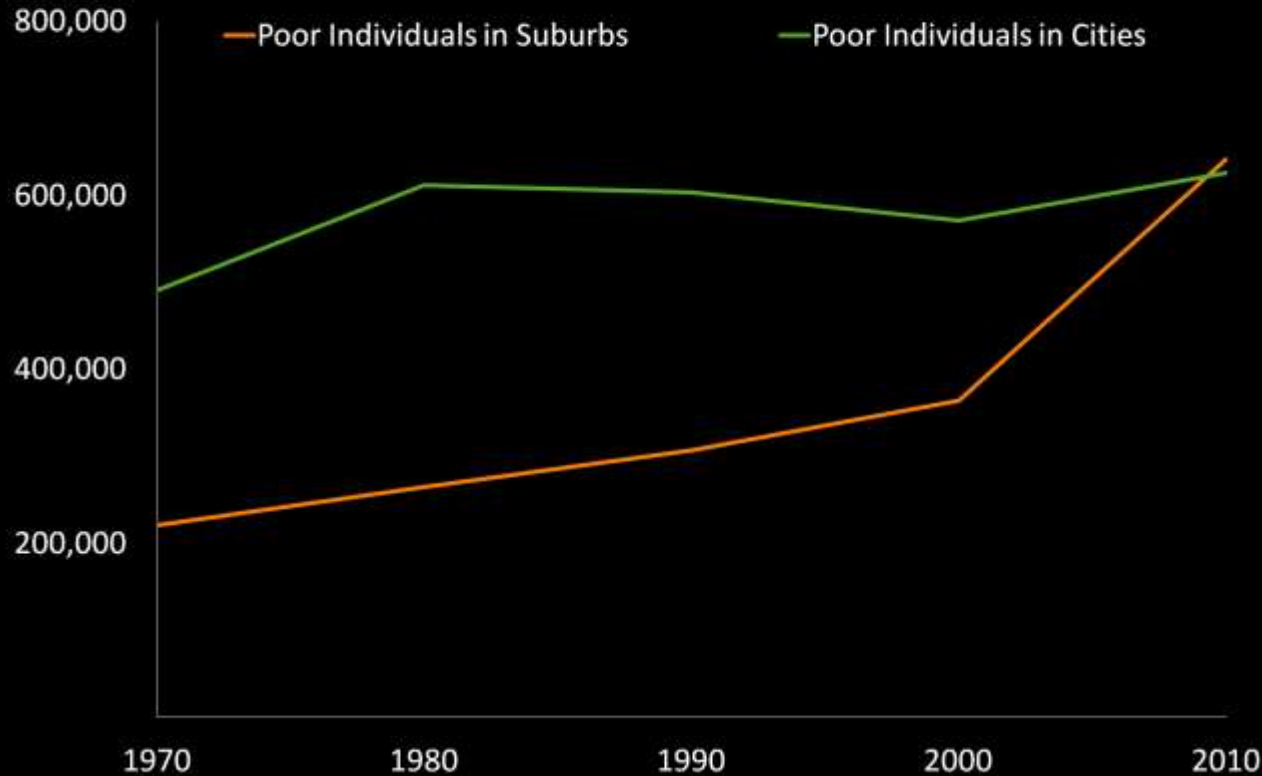
The geography of poverty and opportunity
has changed

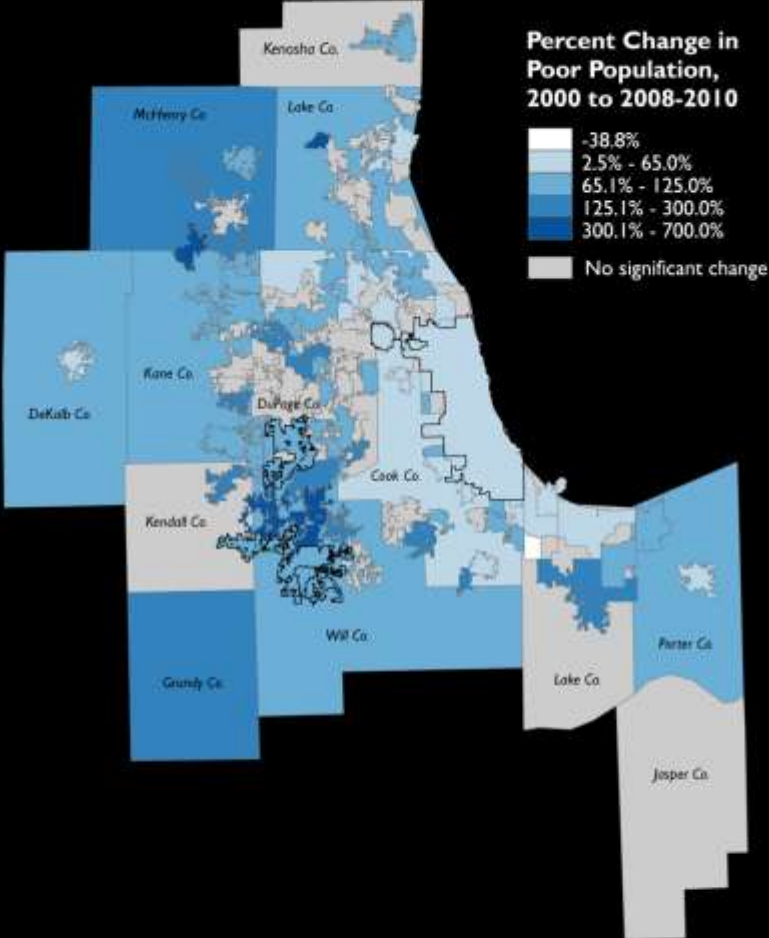


Today, more of the nation's poor live in suburbs than in cities



The same is true in metropolitan Chicago, where the suburban poor population grew by 76 percent in the 2000s





Many factors drive suburbanizing poverty



Population Growth



Immigration



Affordable Housing



Job Sprawl

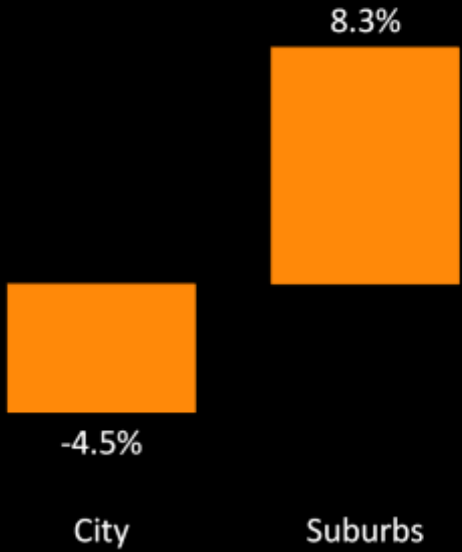


Economic Downturn

Many factors drive suburbanizing poverty



Population Growth

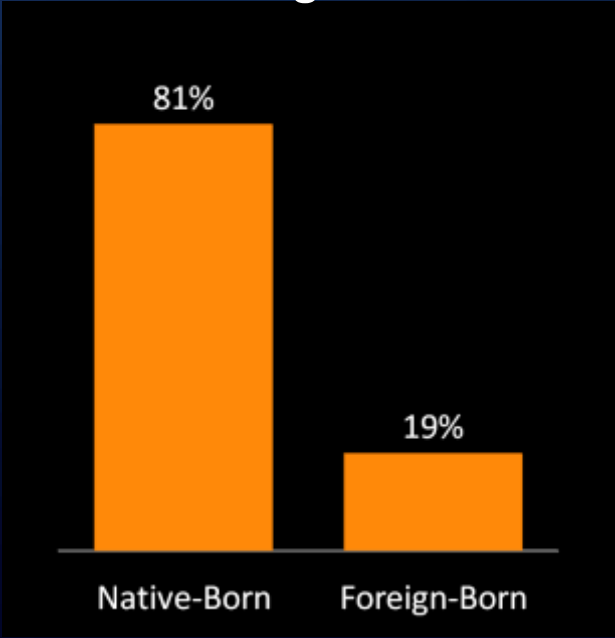


Population Change 2000-2010

Many factors drive suburbanizing poverty

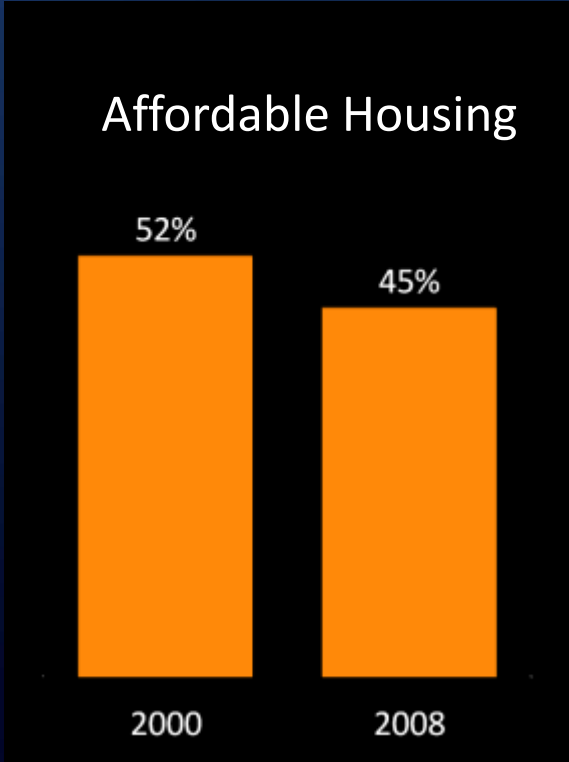


Immigration



Share of Poor Population Growth in Suburbs, 2000-2009

Many factors drive suburbanizing poverty

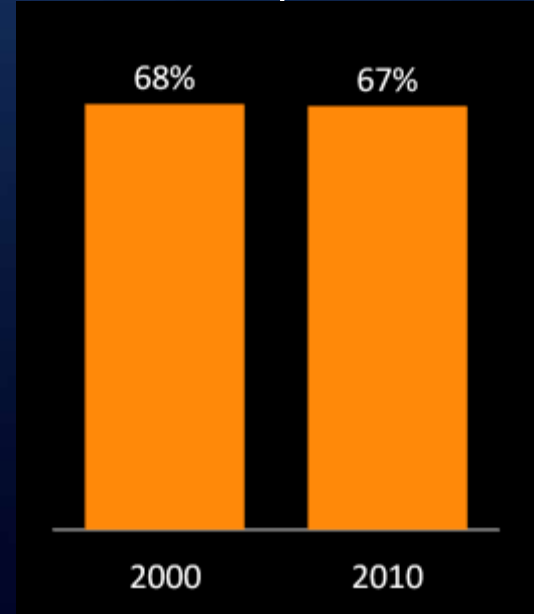


Share of Housing Voucher Recipients in Suburbs

Many factors drive suburbanizing poverty



Job Sprawl

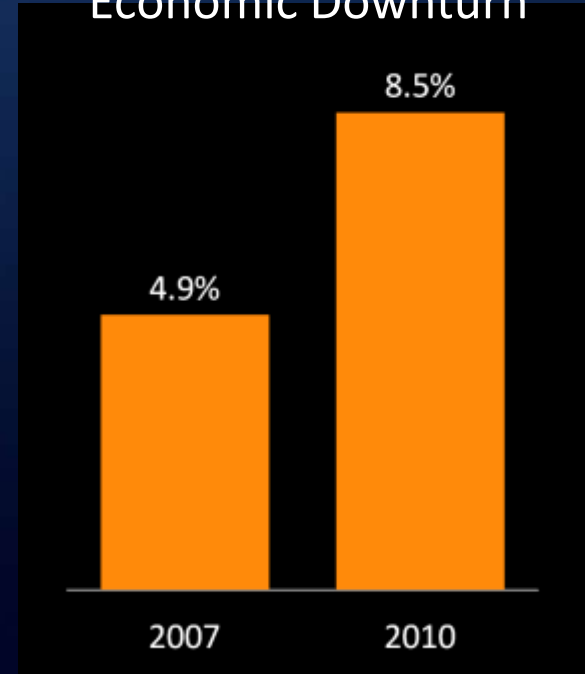


Share of Jobs 10-35 Miles
from Downtown

Many factors drive suburbanizing poverty



Economic Downturn



Unemployment Rate in Suburbs

Suburban poverty brings added challenges



Lack of Transportation



Strained Local Services

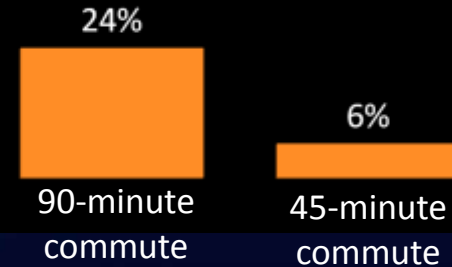


Limited Philanthropic Resources



Change in School Populations

Suburban poverty brings added challenges

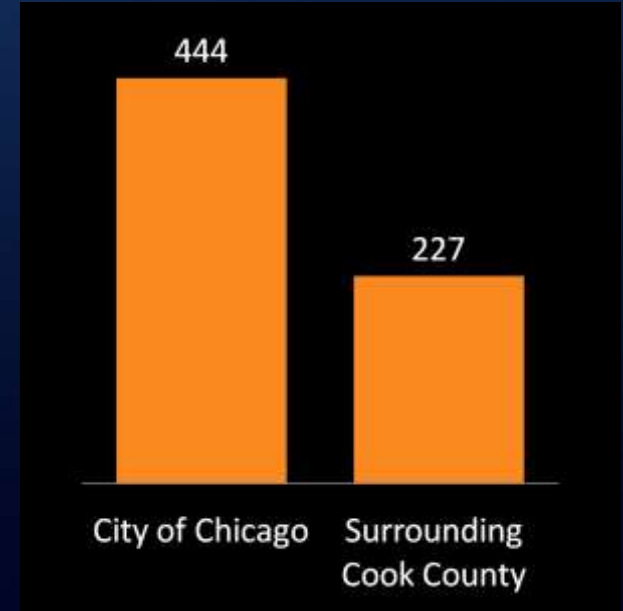


Percent of Jobs Accessible From Low-Income Suburbs by Public Transit

Suburban poverty brings added challenges



Strained Local Services



Number of Registered Nonprofit Social Services Organizations

Suburban poverty brings added challenges



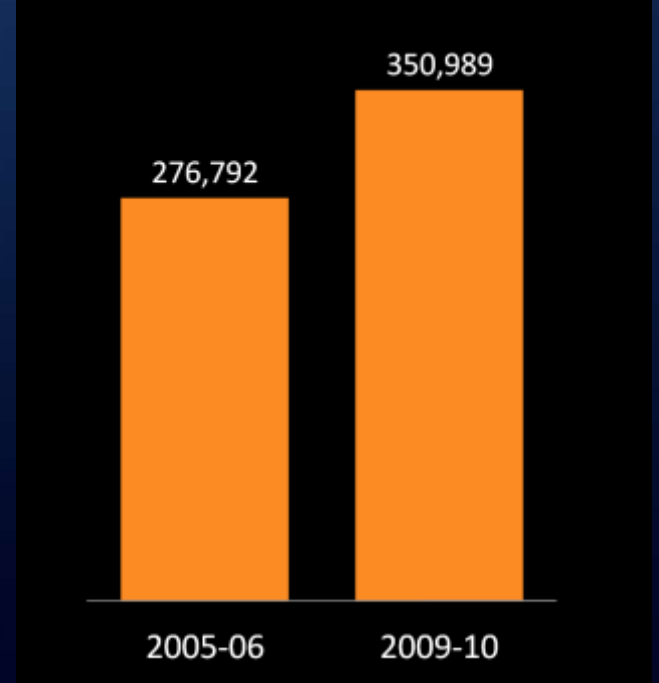
Limited Philanthropic Resources



Suburban poverty brings added challenges



Change in School Populations



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

2

Current policies are not aligned to this new geography



Decades of federal policies have tried to tackle poverty in place

2000s

New Markets Tax Credit (2000); Choice Neighborhoods (2009);
Promise Neighborhoods (2010)

1990s

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)

1980s

Community Services Block Grant (1981); Low Income Housing Tax Credit
(1986); Social Services Block Grant (1981)

1970s

WIC (1972); Community Development Block Grant (1974);
Housing Choice Vouchers (1974); Community Reinvestment Act (1977)

1960s

Head Start (1965); Title I Educational Assistance (1965);
Community Health Centers (1965); Fair Housing Act (1968)

Service Provision

*Need dispersed
geographically*

*Program stigma/
lack of familiarity*

Neighborhood Improvement

*Market failures not
neighborhood based*

*Areas may lack needed
locational advantages*

Expanding Choice

*Families have already
“made it” to suburbs*

*Opportunities may lie
in very different part of region*

Suburbs face additional challenges

Lack of Capacity



Extensive Fragmentation

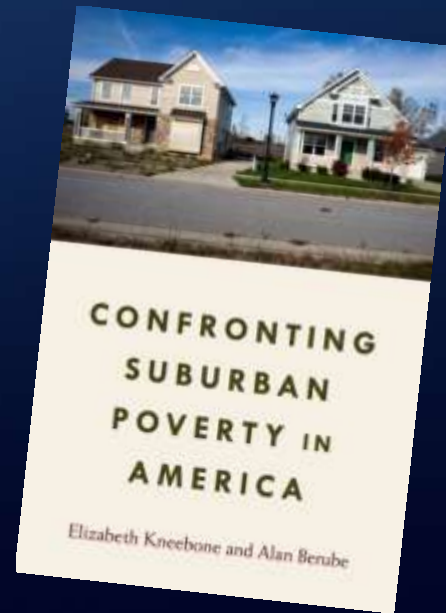


Inflexible, Unreliable Funding



3

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

Visit us at metroplanning.org

