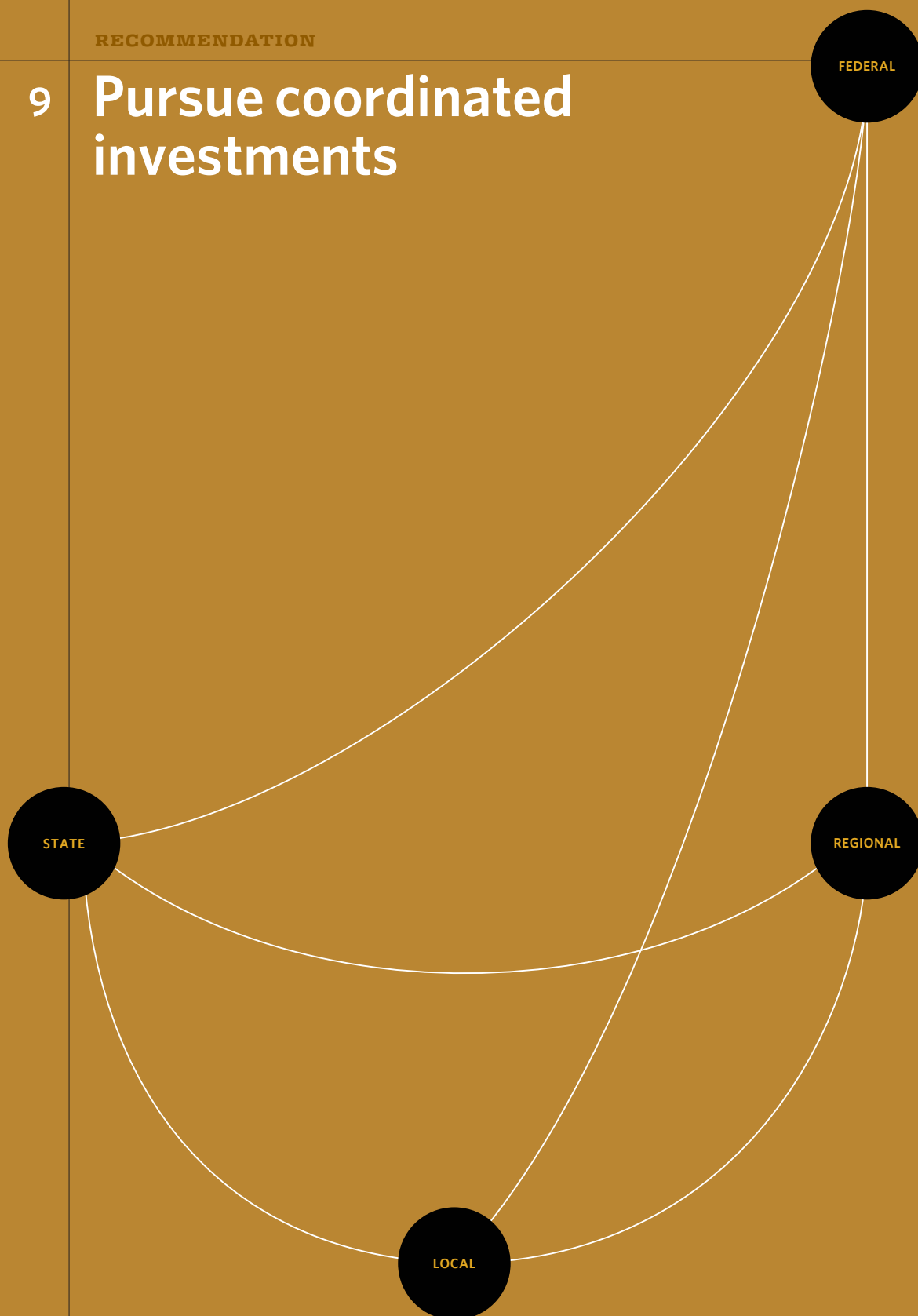


RECOMMENDATION

9 Pursue coordinated investments



GO TO 2040 emphasizes effective, collaborative approaches to common problems. With a region as large and diverse as northeastern Illinois, implementation of the plan's recommendations will require that leaders recognize the interdependence of our communities and work across political boundaries to address issues facing multiple jurisdictions.

If GO TO 2040 is to serve as a sustainable roadmap for the region's future, this will require changing the way in which major investment decisions are currently made. Many of our most pressing problems — in the areas of transportation, housing, climate change, economic vitality, and environmental quality — cannot be solved solely by the actions of any single level of government. These types of issues truly transcend individual government agencies and cross jurisdictional borders, and their solutions demand coordinated investment by all levels of government.

All the recommendations in previous chapters of GO TO 2040 require a more coordinated approach by various levels of government for service delivery, funding allocations, programmatic and regulatory authority, and increased efficiencies. This section should be viewed as the culmination of previous sections and an integral method to achieve the successful implementation of the plan's recommendations through better coordinated investment and more efficient government.

To effectively implement GO TO 2040 through coordinated investment, the following actions are recommended:

Take a Regional Approach

Metropolitan regions drive the U.S. economy, and this should be reflected in federal and state policy and programs. Comprehensive regional plans, like GO TO 2040, should guide investment decisions by identifying regional priorities and defining outcome-based performance measures.

Reform State and Federal Policies and Programs

GO TO 2040 makes the connections among policy areas that had previously been compartmentalized. To realize these plans, existing barriers among federal and state agency goals need to be removed and planning and grant requirements need to be revised to achieve comprehensive solutions to problems.

Increase Coordination or Consolidation of Local Services

At the local government level, pursue efficiencies through increased coordination, communication, and where appropriate, service consolidation.

9.1 Benefits

A Regional Approach

Metropolitan regions drive the economy of the United States. They are home to 80 percent of the nation's population, and they generate 85 percent of the gross domestic product (GDP). The geography of our metropolitan area best reflects economic life.

While our region remains a place of great diversity, it also lives and breathes as a single unit, brought together by the transportation system, a vast network of open space, water resources, shopping, cultural activities, and sports teams. Our residents certainly retain strong allegiances to their state as well as to their local communities, but in practice people increasingly live their lives on the metropolitan scale. An increasingly “regional approach” to investment decisions, which would both invest more in metropolitan areas as well as devolve more appropriate authority for funding decisions to the regional level, harnesses the economic power of regions.

To date, state and federal policy has not adequately reflected this metropolitan reality. Programs aimed at metropolitan areas often lack a consistent vision or a coordinated strategy. For example, federal transportation and housing resources are allocated to different state, regional, or local agencies that use different criteria that result in different — often conflicting — patterns of investment. Furthermore, as the region plans comprehensively to accommodate population growth, we lack the resources for implementing the integrated strategies, no matter how well-planned. By thinking and acting in a more regional context, the state and federal government must base its policy prescriptions, investment strategies, and decision making upon this reality.

Targeting more investment toward metropolitan areas like northeastern Illinois will increase economic prosperity, not only for our region, but for our state and nation. The Chicago region, home to roughly two-thirds of the Illinois population, contributes over 70 percent of the gross state product. And northeastern Illinois drives not only the economy of our state, but also the larger Midwestern economy. The future prospects of the entire Great Lakes region will be strongly impacted by the prosperity of northeastern Illinois.

Guiding Investment Decisions

GO TO 2040 is the region's long-range comprehensive plan to link transportation, land use, the natural environment, economic prosperity, housing, and human and community development. With a region as large and diverse as northeastern Illinois, CMAP chose to pursue a policy plan (dealing with the investments and high-level policies that shape our region) as opposed to a land use plan (planning for specific land uses in specific locations). This is an important distinction in terms of the plan's focus, the agency's future role, and overall implementation.

Increased interagency collaboration, particularly at the federal and state levels, remains vital to implementing many of the actions recommended in GO TO 2040. Many of the recommended actions require different agencies to work to align their goals, performance criteria, funding, and streamline grant requirements. The concept of livable communities, an overarching focus of GO TO 2040, truly cuts across a variety of policy areas and different public sector agencies and requires increased federal and state coordination that transcends existing agency silos. Realizing the potential of livable communities requires not only increased coordination, but also new innovative ways of governing and making investment decisions.

GO TO 2040 should serve as a sustainable roadmap for the region's future and help guide investment decisions at the federal, state, and local levels. The importance of prioritization by utilizing outcome-based performance measures is stressed throughout the plan. As a result of this planning process, regional priorities were identified by the recommendations that appear throughout GO TO 2040.

Increased Efficiencies

It is common for residents to demand that government operate more efficiently, and there are countless examples of perceived wasteful government spending. Some inefficiencies result from poor decision making, but some are the unintended consequences of policies and/or bureaucracies. By re-thinking and realigning government policies, programs, funding and regulations, the region can avoid these undesired outcomes. Targeted and coordinated investments should create efficiencies by streamlining programs and services and avoiding duplication of effort at all levels of government, therefore saving money. Similarly, coordination or consolidation of local services, if done prudently, should have numerous benefits.

9.2 Current Conditions

To implement GO TO 2040 and achieve coordinated investment, barriers at the federal, state, and local levels need to be identified and remedied.

Working in Silos

Federal and state agencies often implement their programs and funding in silos without much consideration of common goals across jurisdictions and topics. While issues such as transportation, housing, and environment are inextricably linked, federal and state departments responsible for these matters have historically remained largely isolated from one another, varying widely in their policy goals, priorities, and grant requirements. This has created barriers to delivering comprehensive solutions to the problems faced by our region and others across the nation.

For example, while the U.S. Environmental Protection Agency's (U.S. EPA) priorities include land preservation, clean air, and climate change mitigation and adaptation, they are not necessarily supported by federal transportation policy, which compartmentalizes highway and transit funding and apportions highway dollars largely based on road miles and vehicle miles traveled (VMT). Additionally, while federal transportation criteria may not be intended as incentives for states to expand their road networks, it is also fair to say that these policies do not give states an incentive to maintain and enhance rather than to expand their current system, thereby missing many opportunities to protect air and water and mitigate greenhouse gas emissions.

Workforce development policy is another area ripe for increased coordination and streamlining at both the federal and state levels. At the federal level, six different agencies (the departments of Education, Labor, Agriculture, Health and Human Services, Housing and Urban Development, and Energy) administer fifteen separate programs for workforce development. Similarly, at least four different State of Illinois agencies provide their own programs and services in this regard. Because the private sector requires a skilled workforce to create and retain jobs, making this system more coherent and collaborative is imperative to keep our economy strong.

Recently, the federal government has demonstrated a commitment to increasing interagency coordination and linking its investments to comprehensive planning. The U.S. Department of Transportation (U.S. DOT), U.S. Department of Housing and Urban Development (HUD), and U.S. EPA have recently collaborated on an interagency agreement, the Partnership for Sustainable Communities, to implement joint transportation, housing, and environmental initiatives. While the details and scope of this new program are yet to be determined, it shows great promise in helping to implement plans like GO TO 2040. The State of Illinois should follow suit to better coordinate its programs and program delivery to allow for a more focused approach to solve the issues that we face in northeastern Illinois.

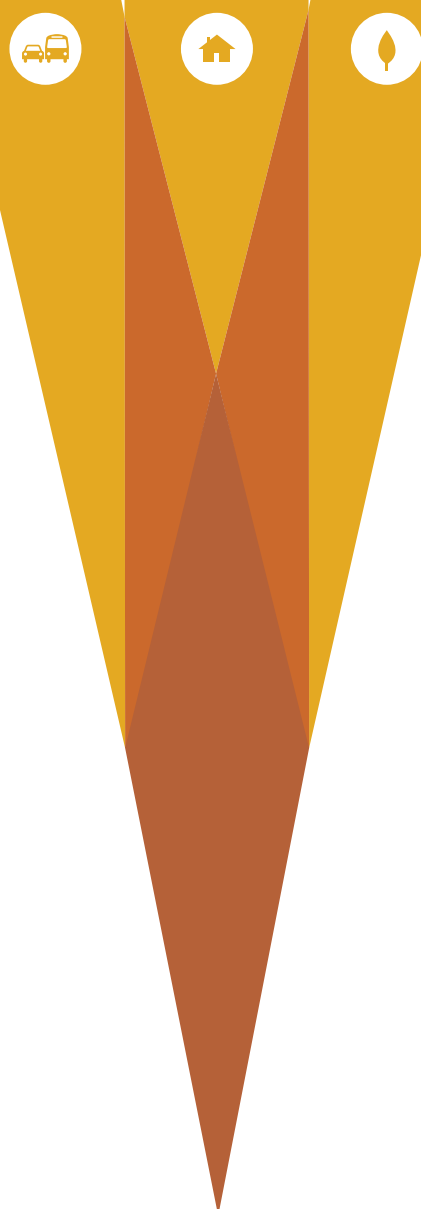


Figure 47. Sustainable communities

By removing “silos” to improve coordination of programs such as Transportation, Housing, and Environment at all levels—federal, state, regional, and local—we can make better use of public resources and maximize benefits to achieve desired outcomes.

Funding Allocations and Decision Making

While the geography of the metropolitan region best reflects economic life, most federal investment decisions are made using the delivery systems of states, which sometimes have a powerful incentive to disburse investments widely rather than pursue particular socioeconomic goals — including economic impact — which could be maximized through a metropolitan, regional focus. Alternatively, many investment decisions by the federal and state government flow directly to local governments with little consideration of regional economic benefits, equity concerns, or the additional efficiencies that could be gained through intergovernmental coordination.

One example of this is the flow of federal and state transportation dollars in Illinois. Federal and state dollars largely accumulate in the state’s Road Fund and Construction Account. Expenditures are then made using an arbitrary formula by which northeastern Illinois receives 45 percent of the funds, while the remainder of the state receives 55 percent. As the leading driver of our state’s economy, northeastern Illinois merits more consideration, and it would be in the state’s best overall interest to invest more in our region.

For some types of investments, the most appropriate geographic scale for policy leadership and programming decisions may be regional. Nationally, decisions about where federal or state funds should ultimately flow have seldom been made at a regional level. Although transportation funds are planned and programmed at the regional level through the Metropolitan Planning Organization (MPO) process, MPOs have often followed the lead of individual project sponsors, rather than prioritizing projects based on regional priorities as CMAP has done with GO TO 2040.

More recently, there have been more steps taken toward implementing regional process for decision making and project selection. The U.S. Department of Energy’s (DOE) recent award of \$25 million to CMAP and the City of Chicago for the Retrofit Ramp-up Program exemplifies regional leadership and a new framework with criteria for programming federal funds within northeastern Illinois, in this case to create a sustainable building retrofit program that will increase energy efficiency of commercial and residential buildings across our seven-county region.

Regional decision making in terms of investment prioritization and developing consensus is not an easy task. Comprehensive plans like GO TO 2040 can help guide the investments, in areas like infrastructure, workforce, and quality of life, required to reach desired outcomes. To date, the federal government and State of Illinois have supported the creation of these plans. However, the federal government continues to fund regional planning through transportation dollars only, which constrains the ability of these plans to be truly comprehensive in nature. While the State of Illinois mandates regional comprehensive plans, it has not consistently appropriated the necessary funding. Furthermore, the federal government and states typically have not used the recommendations of such plans to target investments or change policies.

Units of Government and Intergovernmental Coordination

In the seven-county region of northeastern Illinois, 1,226 different units of government provide services to residents, businesses, and visitors (see **Table 6**). No region has nearly as many units of government as metropolitan Chicago. Highly localized provision of services like education, fire, and police is a tradition in the Chicago region. Providing services as locally as possible clearly creates greater efficiency in some cases. At the same time, many local governments are also experiencing significant fiscal stress resulting from a number of factors, including declining tax revenues due to the recession, political opposition to or caps on property taxes, or the rising costs of labor, capital, and pensions.

Intergovernmental coordination, both formal and informal, exists in various forms throughout the region. At the local level, nearly all of the municipalities participate in one or more Councils of Government (COGs) that draw municipalities together (based on geographic proximity) to discuss and address common problems and seek collaborative approaches. Units of government also can work together based on a certain issue, such as addressing water supply or economic development opportunities. A wide array of forums that take place throughout the region — anything from informal meetings between municipal managers to a state designated task force — involve the various levels of government and address particular issue areas by facilitating communication and coordination.¹

Nongovernmental organizations also play an important role, both in coordinating among local governments and organizing regional responses to investment opportunities. Among many examples, the Metropolitan Mayors Caucus (MMC) has worked for over ten years to develop consensus on shared, cross-border challenges. Civic organizations like the Metropolitan Planning Council (MPC) and Chicago Metropolis 2020 and the region’s philanthropic community have long championed the importance of regional coordination. Chicago Wilderness (CW) convenes stakeholders throughout the region to discuss and promote biodiversity. There are numerous other examples. Most recently, CMAP and the Chicago Community Trust formed the Regional ARRA Coordinating Council (RACC), recognizing the opportunities presented for the region through the stimulus funds made available through the American Recovery and Reinvestment Act of 2009 (ARRA). The RACC, which is composed primarily of nonprofit and philanthropic organizations, will continue to offer a range of assistance to state and local agencies in coordinating efforts that will strengthen the region’s competitive advantage, especially in regard to preparing coordinated proposals for federal funds.

Table 6. Units of government in northeastern Illinois

7	Counties
284	Municipalities
123	Townships
307	School Districts
136	Fire Districts
173	Park Districts
108	Library Districts
88	Miscellaneous
1,226	TOTAL

Source: Illinois Department of Revenue

1 The various roles that units of government play are covered more thoroughly in the GO TO 2040 chapter titled “Context and Best Practices.”

9.3 Indicators and Targets

This section has no specific indicators or targets. Instead, since coordinated investment is an integral method to achieve the successful implementation of the plan's recommendation, success will be measured by tracking the level of implementation of all of the recommendations made in GO TO 2040.

9.4 Recommendations

Take a Regional Approach

The state and federal government should use GO TO 2040 to align their investment decisions. As the region's planning agency, CMAP should work to foster inter-jurisdictional collaboration as much as possible.

To move from planning to implementation of GO TO 2040, in partnership with local governments and other agencies, CMAP should seek a greater role in the implementation of the types of strategies analyzed in GO TO 2040. While educational outreach and technical assistance remain important implementation tools, CMAP should also initiate a process to realign its current programmatic and review responsibilities, both in transportation and non-transportation areas, to support GO TO 2040.

CMAP should also move a step beyond this by organizing the region's response to available federal or state funding opportunities or through seeking a greater programming role for appropriate funds. The overall purpose of these actions should be to achieve the greatest possible efficiency and return on investment from federal and state funds spent within the region.

Through these efforts, CMAP should serve as a regional leader for increasing the efficiency and effectiveness of federal, state, and other public investments. Interagency federal agreements like the Partnership for Sustainable Communities, which seek to implement joint transportation, housing, and environmental initiatives in communities across the U.S., are an important beginning but should not simply provide funds for more planning. Specific funding should be set aside in these types of investments to implement policies and capital investments at the local level that support the policies of adopted regional plans. CMAP is poised to lead this effort on behalf of the region.

Along these lines, the federal government should award metropolitan regions "Sustainability Challenge Contracts" to transcend the compartmentalization of disparate programs that might be leading to undesirable outcomes. Challenge grants could incentivize regions to create partnerships across state and local governments, business and civic organizations and other groups for strategic implementation or capital investment activities. Strategies could include energy efficiency retrofit projects, brownfield remediation, mixed-use development, regional workforce initiatives, or congestion pricing initiatives.

Funding for comprehensive regional planning is also a top priority of GO TO 2040. Traditionally, federal transportation funds are the major source of funding for planning agencies throughout the country. The 21st Century has seen increased emphasis on planning comprehensively (not just for transportation), with a focus on creating livable communities and ensuring the region's economic future. To sustain and enhance this planning, the federal government should also support a more robust investment in comprehensive planning from sources other than transportation funds. If comprehensive planning is truly a high priority of the federal government, it requires involvement from other agencies, like U.S. EPA, HUD, DOE, and U.S. Department of Labor, in providing MPOs additional funds to do comprehensive planning and implementation.

Federal investment also needs to be matched and supplemented by state and local funding. The State of Illinois Regional Planning Act was amended in 2007 to include the Comprehensive Regional Planning Fund (CRPF) to provide stable, dedicated funding for comprehensive planning to CMAP and other regional planning agencies statewide. While funding for the CRPF was appropriated in the first two years, recent state budget shortfalls have endangered the availability of state funding for comprehensive regional planning. Moving forward, for GO TO 2040 to succeed, a guaranteed funding source that allows for flexibility in terms of comprehensive planning activities must be secured.

Reform State and Federal Policies and Programs

Beyond the initiatives to implement the GO TO 2040 recommendations noted above, there are a number of policy initiatives that should strive to better align programs, regulations, and funding at the state and federal levels to promote more efficient, effective, and collaborative implementation at the regional level. Often small programmatic actions — for example, with U.S. EPA addressing brownfield clean-up regulations in conjunction with HUD's programs to create more affordable housing — can scale up to have a larger impact and streamline policies that had previously been at odds with one another. As another example, the Federal Highway Administration apportions many of its programs to states based in part upon lane miles. That may incent road expansion relative to maintenance, even though this may not be a desirable strategy from a regional planning context, and this apportionment process should be reconsidered. Federal transportation funds also compartmentalize highway and transit funds and apportion them among many different programs with varying criteria, which may not maximize regional planning goals. On the environmental side, the Clean Water State Revolving Fund (CWSRF) was created to help pay for improvements to publicly owned wastewater treatment plants. While it has been successful in this, it also subsidizes the construction of wastewater capacity to support new development on greenfield sites, which tend to degrade the water resources the CWSRF is meant to protect.

Overall, GO TO 2040 recommends interdisciplinary efforts by federal and state agencies to modify apportionment formulas, project selection criteria and grant requirements that may be helping to cause unintended outcomes. These policy changes at the state and federal levels, while sometimes small in scale, can showcase the benefits of more coordinated governance. However, more should be done to address larger, more systemic barriers on both the federal and state levels and to reflect the regional context that exists.

Support Efforts to Coordinate and Consolidate Local Services

In this fiscal environment, it may be prudent for some local governments to consider sharing or consolidating services, where appropriate. At the extreme, some local governments may find it in their fiscal interest to fully consolidate all government functions.

The available research and experience of other places can help illuminate some of the challenges and opportunities involved in local service consolidation. The MMC recently completed a report specifically addressing these types of issues in relation to fire and police services. As the report highlights, many local governments across the country, including some in the Chicago region, have experimented with consolidating their services. In southern Lake County, Kildeer and Deer Park have combined policing services. The Will County Sheriff provides policing for the Village of Homer Glen. In nearby Milwaukee County, Wisconsin, seven formerly separate fire departments merged in the early 1990s to form a consolidated North Shore Fire Department. All of these efforts have demonstrated favorable results, both in terms of increasing service effectiveness and cost savings.²

Some other states have taken this idea further, in terms of consolidating school districts. In 2007, Maine consolidated its number of school districts from 290 to 215, which has greatly increased its share of instructional expenditures relative to administrative expenditures. The governors of Pennsylvania and Mississippi, one a Democrat and one a Republican, have also recently proposed massive consolidations of their school districts.³

Notwithstanding the multiple barriers to this kind of change, it is important to recognize that not all services are created equal and that consolidation does carry a fair degree of risk. Economies of scale in service delivery are realized to a greater extent in highly capital-intensive services, such as water or sewer.⁴ Less capital-intensive services, including schools and police, may present more challenges. Opponents of consolidation argue that such action may result in a loss of both local control and efficiency, since the level of demand for services becomes more diffuse and varied across wider populations. Proponents of consolidation argue that public safety knows no jurisdictional boundaries and exists more as a metropolitan-wide rather than localized issue. As the issue does not lend itself to simple conclusions, it is important for local governments to analyze these issues intensely and to coordinate and communicate with each other regarding potential consolidation opportunities.

GO TO 2040 supports efforts toward increased local government service coordination and in some cases consolidation, but also stresses that these decisions should be made collaboratively and responsibly. Both *horizontal* and *vertical* service consolidation should be considered. *Horizontal* consolidation refers to non-overlapping units of government, such as two municipalities. *Vertical* consolidation refers to overlapping units of government, such as a county and township (or municipality). The recent research effort focusing on police and fire service consolidation led by the MMC should continue and be expanded.

Counties and COGs are well-positioned to help analyze and implement these efforts locally. The desirability and effectiveness of consolidation varies dramatically based on local conditions, so while regional research and support is helpful, local leadership is needed to actually achieve efficiencies. Local governments in cooperation with their COGs should analyze the fiscal, efficiency, and other consequences of sharing or consolidating some local services. Counties should also be involved with this effort, and should have a larger role in investigating the coordination and consolidation of services offered by units of local government beyond municipalities, such as townships. CMAP can also add value to this area through ongoing research and analysis on local services and highlight where these types of possibilities may exist.

2 Metropolitan Mayors Caucus, "Service Delivery Task Force — First Report to the Full Caucus," December 14, 2009. See <http://tinyurl.com/3xvwwnb>.

3 Bruce Katz, "The Metro Moment," Brookings Institution, April 16, 2010.

4 For more information, see the GO TO 2040 section "Manage and Conserve Water and Energy Resources."

9.5 Implementation Action Areas

The following tables are a guide to specific actions that need to be taken to implement GO TO 2040.

The plan focuses on three implementation areas for pursuing coordinated investments:

Take a Regional Approach to Federal and State Investment

Reform State and Federal Policies and Programs

Support Efforts to Consolidate Local Services

Implementation Action Area #1: Take a Regional Approach to Federal and State Investment

Realign current programmatic and review responsibilities, both in transportation and non-transportation areas, to support GO TO 2040 LEAD IMPLEMENTERS: CMAP	CMAP's programming activities should, as far as possible, be oriented toward implementing GO TO 2040. CMAP should realign its current programmatic and review responsibilities to support the plan. These responsibilities now include staffing project selection committees and selecting criteria for the allocation of Unified Work Program (UWP) and Congestion, Mitigation and Air Quality Improvement (CMAQ) funds, oversight and monitoring of the Surface Transportation Program (STP), and an advisory role in reviewing water quality management plan amendments (the Facility Planning Area [FPA] process) and in reviewing Developments of Regional Importance (DRIs).
Continue to lead regional efforts in implementing federal and state investments LEAD IMPLEMENTERS: CMAP	CMAP should seek a greater role in leading regional responses to some funding opportunities and, where appropriate, drive more efficient, effective, and collaborative programming decisions.
Identify linkages and opportunities for regional collaboration around federal and state funding sources; engage local governments on these issues LEAD IMPLEMENTERS: CMAP, nonprofits, philanthropic	CMAP in partnership with the Chicago Community Trust formed the RACC, composed of representatives from the region's civic organizations and the philanthropic community, to coordinate efforts to maximize the region's strategic advantage in acquiring and leveraging federal stimulus funds. The longer term goal of this group should be to identify and support opportunities for regional collaboration around future federal and state funding opportunities. This can demonstrate the power and effectiveness of regional collaboration. This group should increasingly seek the input of the region's local governments, which will further strengthen the supportive environment for regional decision-making.
Incent regional decision-making and empower regional institutions LEAD IMPLEMENTERS: Federal (U.S. DOT, U.S. EPA, HUD, EDA, DOE), state (IDOT, IHDA, DCEO)	Through challenge grants or similar mechanisms, incent regions to create partnerships across state and local governments, business and civic organizations, and other groups for strategic implementation or capital investment activities. Strategies could include: energy efficiency retrofit projects, brownfield remediation, mixed use development, transit oriented development (TOD), regional workforce initiatives, or congestion pricing schemes.
Support a more robust investment in comprehensive planning LEAD IMPLEMENTERS: Federal (U.S. DOT, U.S. EPA, HUD, EDA, DOE), state (IDOT, IHDA, DCEO)	Currently, MPOs receive only transportation planning funds from the U.S. DOT. If comprehensive planning is truly a high priority of the federal government, it requires involvement from other agencies, like U.S. EPA and HUD, in providing MPOs and regional planning agencies additional funds to do comprehensive planning and implementation. The State of Illinois mandates regional comprehensive planning, but has not sufficiently appropriated funds toward this purpose.

Implementation Action Area #2: Reform State and Federal Policies and Programs

Harmonize state and federal grant and program requirements to support more comprehensive approaches to policy decisions and capital investments LEAD IMPLEMENTERS: Federal (U.S. DOT, U.S. EPA, HUD, EDA, DOE), state (IDOT, IHDA, DCEO)	As federal agencies have begun to coordinate policies, initiatives, and grant programs (specifically, the agencies of U.S. DOT, U.S. EPA, and HUD) to remove barriers to creating more livable, sustainable communities, state agencies should similarly coordinate policies and programs in kind. Achieving “livable communities” requires prioritizing comprehensive investments in capital improvement projects like brownfield remediation and providing for affordable housing near public transit.
Modify certain apportionment formulas, project selection criteria, and grant requirements that may be helping to cause unintended outcomes LEAD IMPLEMENTERS: Federal (U.S. DOT, U.S. EPA, HUD, EDA, DOE), state (IDOT, IHDA, DCEO)	GO TO 2040 includes a number of recommendations that call for revisions to funding formulas and/or project selection for various programs that are based on performance-based criteria. Some examples, but not an exhaustive list: the end of the “55-45” split for state transportation dollars, the need for criteria for green infrastructure connectivity in open space grant programs, and the revision of the federal New Starts program for transit. These examples and others mentioned in the plan need to be addressed by state and federal agencies to achieve more optimal and transparent policy outcomes.
Focus metropolitan policy analysis and outreach on improving and empowering existing regional institutions LEAD IMPLEMENTERS: Nonprofits, philanthropic	A number of research civic organizations provide decision makers with policy ideas for improving the health and prosperity of cities and metropolitan areas. As a prime example, the Brookings Institution’s “Blueprint for American Prosperity” reports have successfully made the case for regional investments and have helped invigorate discussion about the importance of comprehensive planning at the federal level. These are strengthened by work by numerous civic organizations based within our region. However, the importance of empowering existing regional institutions, especially MPOs, should be further prioritized in these discussions. Brookings and others should focus more energy analyzing and advocating for improving and empowering these institutions, through federal legislation.

Implementation Action Area #3: Support Efforts to Consolidate Local Services

Analyze the fiscal, efficiency, and other consequences of sharing or consolidating local services LEAD IMPLEMENTERS: MMC, COGs, municipalities	MMC recently completed a report specifically addressing these types of issues in relation to fire and police services. The Caucus should continue these efforts and make specific recommendations.
Analyze the effects of consolidating local governments, with a special focus on the township system LEAD IMPLEMENTERS: Counties, COGs, municipalities	It is important to analyze the costs and benefits of consolidation, and this effort should be undertaken by COGs or counties, who are well-placed to coordinate local efforts. CMAP should support and participate in such efforts as needed.

9.6 Costs and Financing

Fiscal benefits are a central feature of coordinated investment strategies. The overarching message of coordinated investment is one of increased efficiency and decreased duplication of effort.

Thus, the strategies outlined above should save money. Federal, state, and local governments should become leaner and increasingly responsive to effectively solving the comprehensive problems we face. Currently, all levels of government face challenges in minimizing duplication — a prime example is the multitude of workforce development programs at the federal and state level. Governments are also challenged in targeting investments toward the right things. These problems are challenging, but not insurmountable.

The cost savings due to coordinated investment approach include the following:

A more “regional” approach should increase the federal and state share of investments to metropolitan areas like northeastern Illinois, which should increase revenues flowing to this region. Furthermore, better targeting of investment implies more efficient expenditures by the state and federal government.

More “comprehensive” solutions require more coordination among different federal and state agencies on a range of different programs. The result should be more consolidation of programs and funding flows, which should reduce duplication and save money.

Similarly, coordination or consolidation of local services, if done prudently, should save money. Indeed, the potential for fiscal benefits is often one of the driving forces behind such efforts.