

## MEMORANDUM

TO: Plan Commission

FROM: Jeff Ryckaert, Principal Planner

DATE: March 5, 2009

RE: Workforce and Affordable Housing

The Board of Trustees has directed the Plan Commission to begin working on a Workforce and Affordable Housing Plan. There is a possibility that certain portions of this matter will be sent to the Board of Trustees, before the final workforce and affordable housing plan is developed by the Plan Commission. Now is probably a good time to look at this issue so when the economy starts to pick up we have some ordinances and policies (beyond the current statements in the Village's Comprehensive Plan) in place to address the workforce/affordable housing issue. Note that I have referred to the topic as workforce and affordable housing. I thought about using only workforce housing, but workforce housing does not include senior affordable housing as most seniors are retired and out of the workforce.

Please begin to look over the blue binders that were distributed last December. It appears as if most communities develop a workforce and affordable housing plan first, then that document gives them direction for the future on which policies and incentives to consider adopting and implementing to encourage the development of workforce and affordable housing. There are a couple examples of affordable housing plans from surrounding communities located toward the end of the Strategies and Tools tab in the blue binders. The Village does not have to develop a workforce and affordable housing plan first. If it wishes to discuss certain items such as inclusionary zoning, employer assisted housing, and the proposal from the Metropolitan Planning Council regarding the regional approach to workforce and affordable housing (including a cross-community trust fund to support workforce and affordable housing), those items could be discussed first by the Plan Commission and sent onto the Board of Trustees with the understanding that the remainder of the workforce and affordable housing plan would follow – this course of action is recommended by Village Manager Kent Street in the memo dated January 28, 2009 (see attached).

I thought we could begin our discussion of workforce housing with the topic of inclusionary zoning, so please begin to look over this section in the Tools and Strategies report dated September 8, 2008. Please also begin to look at Highland Park's inclusionary zoning regulations at the end of that report (and attached) to determine what parts of this ordinance that you like and dislike.

The main components of the Highland Park inclusionary zoning ordinance include:

- Section 150.2101 on page 4 of their ordinance indicates which developments/projects are covered by their ordinance;

- Section 150.2102 indicates the required percentage of affordable housing units (20 percent is the requirement in the Highland Park ordinance). We will need to determine what percentage of workforce housing in new developments would be appropriate. Is it 10 percent, 15 percent, or 20 percent?
- A requirement that the developer submit an inclusionary housing plan for the proposed project is outlined in section 150.2103;
- A development agreement in section 150.2104 requires a restrictive covenant be placed on the units to make sure that the affordable units remain affordable;
- Section 150.2105 discusses development costs off-sets, which are a waiver or a reduction of building permit fees, plan review fees, inspection fees, tap-on fees, demolition fees, and other fees imposed by the City;
- Density bonuses allowing one additional market rate unit for each affordable housing unit required in the development are covered in section 150.2106;
- Section 150.2107 addresses the integration of affordable housing units requiring that the units be dispersed with the market rate units and the exterior appearance be visually compatible with the market rate units, and some differences in the interior units and finishes of the affordable units are allowable;
- Section 150.2108 requires a fee in lieu of affordable housing units on-site if recommended so by the Housing Commission. Deerfield currently does not have a Housing Commission.

Note: at the last interjurisdictional meeting both Highland Park and Lake Forest indicated that they would like Deerfield to establish a Housing Commission before they would consider a regional/interjurisdictional housing approach (see attached notes from the last interjurisdictional housing meeting dated October 10, 2008);

- Section 150.2109 establishes target income levels for affordable housing for the for sale units and the rental units;
- Section 150.2110 discusses household eligibility where priority is given to Highland Park residents or public employees of various local government districts;
- Section 150.2111 addresses the marketing of affordable housing units where the City will assist for an additional charge;
- Section 150.2112 regulates that the period of affordability for affordable housing is in perpetuity or as long as permitted by law, and for rental units it is 25 years;
- Section 150.2113 discusses some of the affordability controls for the for-sale units and the rental units.

The above bullet points are some items to begin thinking about with respect to an inclusionary zoning ordinance which we can begin a discussion on.

After we are finished with this topic, we could proceed to other tools and strategies to promote workforce and affordable housing in Deerfield such as the regional approach to workforce housing or employer assisted housing.

INTERDEPARTMENTAL MEMORANDUM

To: Mayor and Board of Trustees  
From: Kent Street, Village Manager  
Date: January 28, 2009  
Subject: Workforce and Affordable Housing Strategies and Tools

Attached as Exhibit A is the memorandum from Jeff Ryckaert describing strategies and tools to promote Workforce/Affordable Housing that was previously distributed to the Mayor and Board. Also attached as exhibit B is a map indicating possible locations for workforce housing in the Village and as Exhibit C the draft letter of intent from the Metropolitan Planning Council concerning a regional approach to workforce housing.

As the Mayor and Board are aware, several strategies and tools are available to promote workforce housing. Based on the amount of developable land in the Village as well as current housing market conditions, it is my recommendation that the Board direct the staff to work with the Plan Commission to develop the following:

- 1) A report and recommendation concerning Inclusionary Zoning;
- 2) Consider development of an Affordable Housing Plan appropriate for Deerfield;
- 3) Consider the proposal from the Metropolitan Planning Council concerning the regional approach to provide workforce housing, including the development of a cross-community trust fund to support the development workforce housing.

Community Development Department Staff will provide support to the Plan Commission should the Mayor and Board direct that the matter be further reviewed.

I welcome the opportunity to review this recommendation with you at the February 4, 2009 Committee of the Whole meeting.

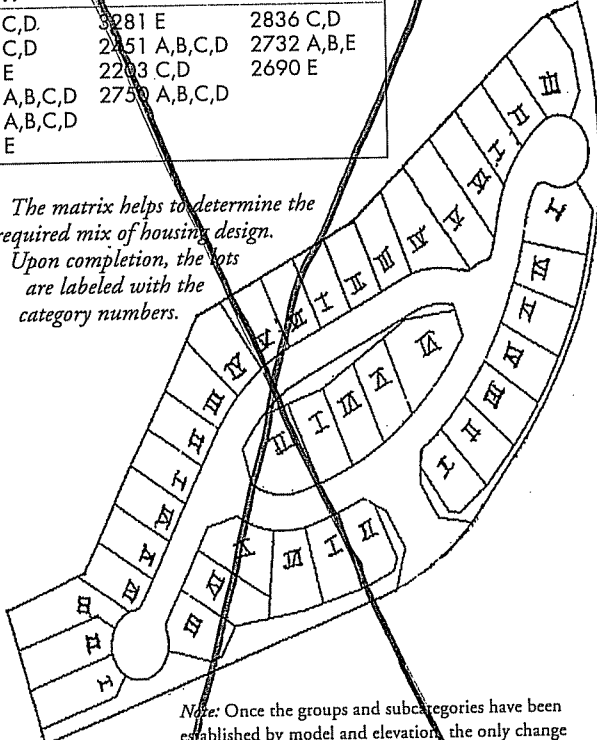
*Kent S.*

Kent S. Street  
Village Manager

**HOUSING DESIGN MATRIX**

A	B	C
3271, 3024	3281, 2451	2836, 2732
2445, 2261	2652, 2203	2690, 2345
2278, 2538	2750	
I	II	III
3271 A,B,E	3281 A,B,C,D	2836 A,B,E
3024 A,B,E	2451 E	2732 C,D
2445 A,B,C,D	2652 A,B,C,D	2690 A,B,C,D
2261 A,B,C,D	2203 A,B	2345 A,B,C,D
IV	V	VI
3271 C,D	3281 E	2836 C,D
3024 C,D	2451 A,B,C,D	2732 A,B,E
2445 E	2203 C,D	2690 E
2278 A,B,C,D	2750 A,B,C,D	
2538 A,B,C,D		
2261 E		

The matrix helps to determine the required mix of housing design. Upon completion, the lots are labeled with the category numbers.



Note: Once the groups and subcategories have been established by model and elevation, the only change allowed is to add a model to the subcategories I-VI, and/or a change in the designation of lot sequence in the subdivision (for vacant lots).

The residential design minimums were adopted in 2000, so the long-term impacts on Parker have yet to be determined. Still, the pictures within illustrate what a difference thoughtful design can make for individual housing developments. For a complimentary copy of the Parker, Colorado, residential design minimum standards, contact Michael Davidson, Editor, *Zoning News*, American Planning Association, 122 South Michigan Avenue, Suite 1600, Chicago, IL 60603, or send an e-mail to [mtdavidson@planning.org](mailto:mtdavidson@planning.org).

*Zoning News*  
**NEWS BRIEFS** Oct. 2003

**Affluent Community Sets Precedent with Inclusionary Zoning Ordinance**

The City of Highland Park, Illinois, recently approved a precedent-setting inclusionary zoning ordinance. Although nearby communities, including Evanston, Chicago, and Oak Park, have considered inclusionary housing, Highland Park will be first in the state to implement such regulations.

As is the case in many Chicago suburbs, this affluent North Shore community of 32,000 has experienced a rapid decline in affordable housing. Existing rental properties were either converted to condominiums or demolished. Newly constructed

single-family homes regularly sell at or around \$1 million, and existing homes have skyrocketed to a median sales price of over \$400,000. The median household income for Highland Park residents is \$157,861. However, 80 percent of the locally employed work in the retail and service sectors and have an average annual salary of less than \$35,000.

Maintaining an economically diverse citizenry and encouraging the production of affordable housing have long been priorities of Highland Park city officials. In fact, the Housing Commission of Highland Park was created in 1973 specifically to address those priorities. In both the 1976 comprehensive plan and in the 1997 update, community goals for the provision of affordable housing are explicitly stated. In 1998, the city council directed the Housing Commission to prepare an affordable housing element, which resulted in the 2001 adoption of the *Affordable Housing Needs and Implementation Plan*. One of the key action steps recommended in the plan was the development of an inclusionary housing program within the relatively short timeframe of two years.

The new regulations for the program apply to all residential developments—new construction, renovations, conversions—that result in five or more units. Developments covered under the ordinance are required to set-aside 20 percent for affordable units. For example, in a 15-unit development the builder would set aside three units for the program. While the city prefers that affordable units be constructed on-site, developers of smaller single-family projects may opt out by making a cash payment of \$100,000 per affordable unit to a housing trust fund. The payment represents the cost to the developer of making a market-rate unit affordable. Single-family units and condominiums that are on the market must retain permanent affordability. Rental units are required to retain affordability for 25 years.

The ordinance states that adequate dispersal of affordable units throughout covered developments is required. In addition, the exteriors of the affordable units are required to be similar to those of the market-rate units in the same development. It also states that "...external building materials and finishes shall be substantially the same in type and quality." Builders are given some leeway on the interior of the affordable units, but they must have the same bedroom mix and energy efficiency improvements as market-rate units. Affordable units are also required to meet minimum size requirements based on the number of bedrooms and unit type (attached or detached).

Builders of covered developments are required to submit an inclusionary housing plan during the permit process in order to illustrate that the project meets program requirements. Developers also must submit a phasing plan to ensure that affordable units are built in a timely manner. In exchange for participating in the program, developers become eligible for a variety of incentives, including fee waivers. Developers can also take advantage of a density bonus granting one additional market-rate unit per affordable unit provided.

One of the more interesting features of the Highland Park program is its target population. In keeping with traditional inclusionary zoning programs, the ordinance is intended to assist low- and moderate-income individuals and families. What is unique about this program is that once the income eligibility requirement is met, priority will be given to families currently residing in the city and to families where the head of household, spouse, or domestic partner works for the Highland Park government. Priority then will be given to families where the head of household, spouse, or domestic partner works for any other employer located within the city. The adoption of both a resident and worker preference within an inclusionary program is precedent setting.

The ordinance, approved by a unanimous city council vote on August 25, amends the 1997 *Highland Park Zoning Code*. A related resolution was also approved to allow for the cash-in-lieu payments. The new regulations take effect October 1, 2003. For a complimentary copy of the Highland Park, Illinois, inclusionary housing zoning ordinance, contact Michael Davidson, Editor, *Zoning News*, American Planning Association, 122 South Michigan Avenue, Suite 1600, Chicago, IL 60603, or send an e-mail to [mdavidson@planning.org](mailto:mdavidson@planning.org). Lynn M. Ross

### Changes to New Jersey Affordable Housing Law

The New Jersey Council on Affordable Housing (COAH)—the state agency charged with administering New Jersey's fair-share housing program—has announced a plan to overhaul the system that has governed affordable housing planning in the state since 1985.

The proposed changes will eliminate the fair-share formula in favor of a new "growth-share" approach. The new approach is a significant change from the previous method of calculating affordable housing goals. It seeks to link the production of affordable housing with municipal development and growth, whereas the previous approach assigned housing goals based on population growth projections and other data. Although many housing advocates have argued for the growth-share methodology, COAH's approach has generated substantial opposition in the housing community, who see it as watering down its principles.

The new "growth-share" approach seeks to link the production of affordable housing with municipal development and growth.

Under the fair-share approach, municipalities that chose to adopt the fair-share goals established by COAH and plan for their allocated amount of affordable housing would receive protection from lawsuits brought by builders under the *Mount Laurel* State Supreme Court decisions. The proposed rules will change the way those goals are calculated.

The 1975 and 1983 *Mount Laurel* decisions ruled that developing municipalities have a constitutional obligation to provide a realistic opportunity for the construction of low- and moderate-income housing. A zoning decision or ordinance that denies the opportunity for the construction of affordable housing fails to meet this constitutional requirement and makes the municipality vulnerable to lawsuits. Municipalities that have addressed their fair-share housing goals and have been certified by COAH are protected from *Mount Laurel* lawsuits. However, participation in the COAH process is voluntary, and municipalities that elect not to participate risk lawsuits from developers.

As of 2001, 48 percent of the cities and towns in New Jersey were participating in the COAH process. Between 1980 and 2000, towns across New Jersey created opportunities for 60,731 low- and moderate-income housing units through zoning and other techniques. Almost 29,000 units were constructed.

Under the proposed growth-share approach, municipalities shall provide one affordable housing unit for every ten residential units built. Also, for every 30 new jobs created, the municipality shall provide one unit of affordable housing. Therefore, communities that choose not to grow will not be required to plan for affordable

housing to satisfy COAH requirements. Existing affordable housing units that are in need of rehabilitation, and unmet obligations for affordable housing from the previous rounds, are also included in the growth-share approach.

The Coalition for Affordable Housing and the Environment, a New Jersey-based advocacy organization, disagrees with the ratios that have been proposed in the new rules. Executive director Paul Chrystie says, "the growth-share ratios that we recommend were one in five for residential units and one residential unit for every five jobs."

According to a Department of Community Affairs press release, the proposed rules will result in better planning for affordable housing based on New Jersey's smart growth agenda. It states, "under the proposed methodology, affordable housing will not drive planning decisions; instead, sound planning decisions will drive the location of, and type of, affordable housing to be provided."

Susan Bass Levin, commissioner of the Department of Community Affairs, and chair of COAH, says "Governor McGreevey and I feel strongly that, by working with towns, giving them the power to control their own growth, and increasing the options for towns to meet their obligation, we have fundamentally changed the way we approach affordable housing in the state of New Jersey."

COAH's growth-share approach allows for a greater degree of freedom for individual jurisdictions, which worries some affordable housing advocates. Alan Mallach, FAICP, research director of the National Housing Institute, says, "the whole thing is part of the strategy to come as close as you can to nullify *Mount Laurel*." He says, "It is not the growth-share approach that most advocates object to, but the way COAH is doing it."

According to Mallach, included in the proposed rules is a plan to give municipalities credit toward future affordable housing obligations for the units that have already been built or planned for. Affordable housing advocates disagree with this part of the new methodology because it gives credits for units that have not yet been built. In essence, Mallach says, "they have minimized production."

The plan also allows for up to 50 percent of a municipality's obligation to be fulfilled through the development of senior housing, and another 50 percent to be transferred to other municipalities in the same housing region or a statewide affordable housing bank.

A preliminary analysis by Mallach concluded that the proposed rules would dramatically reduce the amount of affordable housing that is likely to be built. The analysis also found that the new rules are hostile to families with children, will reinforce the concentration of non-elderly, minority, and low-income families in central cities, and will do nothing to address sprawl and unsustainable development. Chrystie agrees, saying, "the new rules will produce far less affordable housing...and undermine smart growth by skewing the planning process."

According to Mallach, the bottom line "is that New Jersey suburbs could find themselves completely in compliance with *Mount Laurel*, without ever building a unit of affordable housing for families for children." For complimentary copies of the COAH proposal substantive rules, the COAH proposal procedural rules, and a COAH analysis by National Housing Institute research director, Alan Mallach, FAICP, contact Michael Davidson, Editor, *Zoning News*, American Planning Association, 122 South Michigan Avenue, Suite 1600, Chicago, IL 60603, or send an e-mail to [mdavidson@planning.org](mailto:mdavidson@planning.org).  
Rebecca Rezslaff, AICP

**HIGHLAND PARK – INCLUSIONARY ZONING REGULATIONS, PAGES 1 - 12**

**AN ORDINANCE AMENDING "THE HIGHLAND PARK ZONING CODE OF 1997,"  
AS AMENDED, TO ADOPT INCLUSIONARY  
ZONING REGULATIONS FOR AFFORDABLE HOUSING**

**WHEREAS**, the City strives to achieve a diverse and balanced community with housing available for households of all income levels; and

**WHEREAS**, the diversity of the City's housing stock has declined as a result of increasing property values and housing costs and a reduction in the availability of affordable housing; and

**WHEREAS**, based upon the review and consideration of reports and analyses of the housing situation in the City it is apparent that, with the exception of housing developed in partnership with the City or its Housing Commission, the privately developed new residential housing being built in the City generally is not affordable to low- and moderate-income households; and

**WHEREAS**, the City recognizes the need to provide affordable housing to low- and moderate-income households in the City in order maintain a diverse population and to provide housing for those who live or work in the City; and

**WHEREAS**, the trend of increasing housing prices will, without intervention, result in an inadequate supply of affordable housing for City residents and local employees, which will have a negative impact upon the ability of local employers to maintain an adequate local work force and will otherwise be detrimental to the public health, safety, and welfare of the City and its residents; and

**WHEREAS**, since the remaining land appropriate for new residential development within the City is limited, it is essential that a reasonable proportion of such land be developed into housing units affordable to low- and moderate-income households and working families; and

**WHEREAS**, demolition of certain existing dwellings has led to a reduction in the diversity of the City's housing stock and affordable housing opportunities and subsequent redevelopment has in many cases contributed to property value increases that further the difficulty of providing affordable housing in the City; and

**WHEREAS**, at its January 27, 2003 meeting, the City Council directed the City's Corporation Counsel to prepare this Ordinance amending "The Highland Park Zoning Code of 1997," as amended ("*Zoning Code*") for review and consideration by the Plan Commission and the City Council; and

**WHEREAS**, a public hearing on zoning amendments for the implementation of an inclusionary zoning program for affordable housing was duly advertised on February 3, 2003, in the *Highland Park News* and was held at the Plan Commission's regular meeting on February 18, March 4, March 18, and April 8, 2003; and

**WHEREAS**, the Plan Commission determined that the proposed amendments as generally set forth in this Ordinance comply with the standards set forth in Subsection 150.1505(B) of the Zoning Code; and

**WHEREAS**, the Plan Commission provided its formal recommendation in favor of the text amendments at its regular meeting on April 8, 2003 (Public Hearing No. 03-02-ZTA-002); and

**WHEREAS**, the City Council has determined that the adoption of the text amendments to the Zoning Code set forth in this Ordinance is in the best interests of the City and its residents and preserves the public health, safety, and welfare of the City;

**NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF HIGHLAND PARK, LAKE COUNTY, ILLINOIS**, as follows:

**SECTION ONE: RECITALS.** The foregoing recitals are incorporated herein as the findings of the City Council.

**SECTION TWO: DEFINITIONS.** Section 150.202, entitled "Definitions," of Article II, entitled "Interpretation and Definitions," of the Zoning Code shall be, and it is hereby, amended to incorporate the following new definitions into the existing definitions in Section 150.202, and each definition shall be placed in proper alphabetical order:

**AFFORDABLE HOUSING TRUST FUND:** The fund created by the City pursuant to Subsection 33.1133(C) of this Code.

**AFFORDABLE HOUSING UNITS:** Residential dwelling units that are required under this Article to be "affordable housing," as that term is defined in Subsection 33.1133(A) of this Code.

**AREA MEDIAN INCOME:** The median income level for the Chicago area, as established and defined in the annual schedule published by the Secretary of the Department of Housing and Urban Development, and adjusted for household size.

**CONVERSION:** A change in a residential or mixed-use rental development to individual-owner residential condominium units.

**COVERED DEVELOPMENT PROJECT:** Any development project in the City that is required to provide affordable housing units under the provisions of this Code. Projects at one location undertaken in phases, stages, or otherwise developed in distinct sections shall be considered a single covered development project.

**ELIGIBLE HOUSEHOLD:** For purposes of Article XXI of this Code, a household of low- or moderate-income.

**HOUSING EXPENSES:** (1) For rental housing -- rent and utilities; (2) for home ownership -- principal, interest, property taxes, condominium or homeowners' association fees, if applicable, and insurance.

**LOW INCOME HOUSEHOLDS:** Households that have incomes that do not exceed 80 percent of the area median income.

**MARKET RATE UNITS:** Residential dwelling units that are not required to be affordable housing units under the requirements of this Code.

**MODERATE INCOME HOUSEHOLDS:** Households that have incomes that do not exceed 120 percent of the area median income, or such higher income limit as may be established for a local, county, state, or federal housing program.

**RENOVATION:** Physical improvement that adds to the value of the real property. Painting, ordinary repairs, and other normal maintenance do not constitute a renovation."

**SECTION THREE:** The Zoning Code shall be, and it is hereby, amended to add a new Article XXI, which new Article XXI shall hereafter be and read as follows:

**"ARTICLE XXI. INCLUSIONARY HOUSING**

**Sec. 150.2100 Policy.**

The purpose of this Article is to promote the public health, safety, and welfare by promoting housing of high quality located in neighborhoods throughout the community for households of all income levels, ages and sizes in order to meet the City's goal of preserving and promoting a culturally and economically diverse population in the City. Based upon the review and consideration of reports and analyses of the housing situation in the City, it is apparent that the diversity of the City's housing stock has declined as a result of increasing property values and housing costs and a reduction in the availability of affordable housing; that demolition of certain existing dwellings has led to a reduction in the diversity of the City's housing stock and affordable housing opportunities, and that subsequent redevelopment has in many cases contributed to property value increases that further the difficulty of providing affordable housing in the City; and that, with the exception of housing developed in partnership with the City or its Housing Commission, the privately developed new residential housing that is being built in the City generally is not affordable to low- and moderate-income households. The City recognizes the need to provide affordable housing to low- and moderate-income households in order to maintain a diverse population and to provide housing for those who live or work in the City. Without intervention, the trend toward increasing housing prices will result in an inadequate supply of affordable housing for City residents and local employees, which will have a negative impact upon the ability of local employers to maintain an adequate local work force and will otherwise be detrimental to the public health, safety, and welfare of the City and its residents. Since the remaining land appropriate for new residential development within the City is limited, it is essential that a reasonable proportion of such land be developed into housing units affordable to low- and moderate-income households and working families.

While this Article provides specific alternatives to the production of on-site affordable housing units, the intent and preference of this Article is for the provision of

permanently affordable housing units constructed on-site and privately produced, owned, and managed.

Sec. 150.2101 Covered Development Projects.

The provisions of this Article shall apply to all developments that result in or contain five or more residential dwelling units. The types of development subject to the provisions of this Article include, without limitation, the following:

(A) A development that is new residential construction or new mixed-use construction with a residential component.

(B) A development that is the renovation or reconstruction of an existing multiple family residential structure that increases the number of residential units from the number of units in the original structure.

(C) A development that will change the use of an existing building from non-residential to residential.

(D) A development that includes the conversion of rental property to condominium property.

Sec. 150.2102 Percentage of Affordable Housing Units Required.

(A) General Requirement. Except as otherwise specifically provided in Subsection (C) below and Section 150.2108 of this Article, 20 percent of the total number of residential units within any covered development shall be affordable housing units and shall be located on the site of the covered development.

(B) Calculation. To calculate the number of affordable housing units required in a covered development, the total number of proposed units shall be multiplied by 20 percent. If the product includes a fraction, a fraction of .5 or more shall be rounded up, and a fraction of less than .5 shall be rounded down.

(C) Cash Payment In-Lieu of Housing Units.

(1) General Applicability. The applicant may make a cash payment in lieu of constructing some or all of the required affordable housing units if, and only if, the covered development is a single-family detached development that has no more than nineteen units

(2) Amount and Use of Cash in Lieu. The per unit payment amount shall be determined by the City Council and set forth in the City's annual fee resolution. The per unit amount shall be based on an estimate of the cost of providing an affordable housing unit and shall be reviewed and modified periodically by the City Council. All cash payments received pursuant to this Article shall be deposited directly into the Affordable Housing Trust Fund for purposes authorized under Section 33.1133 of this Code.

(3) Calculation. For purposes of determining the total in lieu payment amount, the per unit amount established by the City pursuant to Paragraph (C)(2) of this Section shall be multiplied by 20 percent of the number of units proposed in the covered development. For purposes of such calculation, if 20 percent of the number of proposed

units results in a fraction, the fraction shall not be rounded up or down. If the cash payment is in lieu of providing one or more but not all of the required units, the calculation shall be prorated as appropriate.

Sec. 150.2103 Application and Inclusionary Housing Plan.

(A) Application. For all covered developments, the Applicant shall file an application for approval on a form provided and required by the City. The application shall require, and the Applicant shall provide, among other things, general information about the nature and scope of the covered development, as well as such other documents and information as the Director of the City's Department of Community Development, or his or her designee ("**Director**"), may require. The Director shall also have the authority to require, as part of the application submittal, such portions of the inclusionary housing plan required under Subsection (B) of this Section as the Director shall deem necessary to properly evaluate the proposed covered development under the requirements and provisions of this Article.

(B) Inclusionary Housing Plan. As part of the approval of a covered development project, the Applicant shall present to the City an inclusionary housing plan that outlines and specifies the covered development's compliance with each of the applicable requirements of this Article. The plan shall be subject to approval by the City and shall be incorporated into the development agreement between the Applicant and the City as required pursuant to Section 150.2104 of this Article. The plan shall specifically contain, at a minimum, the following information regarding the covered development;

- (1) A general description of the development, including whether the development will contain rental units or individually owned units, or both.
- (2) The total number of market rate units and affordable units in the development.
- (3) The number of bedrooms in each market rate unit and each affordable unit.
- (4) The square footage of each market rate unit and each affordable unit.
- (5) The location within any multiple-family residential structure and any single-family residential development of each market rate unit and each affordable unit.
- (6) The pricing for each market rate unit and each affordable housing unit.
- (7) The phasing and construction schedule for each market rate unit and each affordable unit.
- (8) Documentation and plans regarding the exterior and interior appearances, materials, and finishes of the development and each of its individual units.

(9) A description of the marketing plan that the applicant proposes to utilize and implement to promote the sale or rental of the affordable units within the development.

(10) A description of the specific efforts that the applicant will undertake to provide affordable housing units to households pursuant to the priorities set forth in Section 150.2110 of this Article.

Sec. 150.2104 Development Agreement and Other Documents.

Prior to issuance of a building permit for any covered development, the applicant shall have entered into a development agreement with the City regarding the specific requirements and restrictions regarding affordable housing and the covered development. The applicant shall execute any and all documents deemed necessary by the City, including without limitation, restrictive covenants and other related instruments, to ensure the continued affordability of the affordable housing units in accordance with this Article. The development agreement shall set forth the commitments and obligations of the City and the applicant and shall incorporate, among other things, the inclusionary housing plan. The development agreement shall also contain the agreements and decisions regarding the applicability of any one or more of the alternatives to the provision of on-site affordable housing units as set forth in Section 150.2108 of this Article.

Sec. 150.2105 Development Cost Off-Sets.

An applicant that fully complies with the requirements of this Article shall, upon written request, receive from the City, with regard to the affordable housing units in the covered development, a waiver of all of the otherwise applicable application fees, building permit fees, plan review fees, inspection fees, sewer and water tap-on fees, demolition permit fees, the demolition tax, and such other development fees and costs which may be imposed by the City. To the extent that there are impact fees attributable to the affordable housing units, those impact fees shall be paid from funds in the Affordable Housing Trust Fund.

Sec. 150.2106 Density Bonuses.

(A) By-Right. For all covered developments under this Article, a density bonus shall be provided equal to one market rate unit for each affordable housing unit required under this Article.

(B) PUD Discretionary Bonus. If an applicant is required or chooses to utilize the Planned Unit Development process as outlined in Article V of this Code and provides affordable housing units on the site of the covered development in accordance with this Article, then the applicant may, as part of the Planned Unit Development process, seek a density bonus in addition to the density bonus authorized under Subsection (A) of this Section. The additional density bonus under this Subsection may be authorized up to 0.5 market rate units for each affordable housing unit required under this Article.

Sec. 150.2107 Integration of Affordable Housing Units.

(A) Location of Affordable Housing Units. Affordable housing units shall be dispersed among the market rate units throughout the covered development.

(B) Phasing of Construction. The inclusionary housing plan and the development agreement shall include a phasing plan that provides for the timely and integrated development of the affordable housing units as the covered development project is built out. The phasing plan shall provide for the development of the affordable housing units concurrently with the market rate units. Building permits shall be issued for the covered development project based upon the phasing plan. The phasing plan may be adjusted by the Director when necessary in order to account for the different financing and funding environments, economies of scale, and infrastructure needs applicable to development of the market rate and the affordable housing units. The phasing plan shall also provide that the affordable housing units shall not be the last units to be built in any covered development.

(C) Exterior Appearance. The exterior appearance of the affordable housing units in any covered development shall be visually compatible with the market rate units in the development. External building materials and finishes shall be substantially the same in type and quality for affordable housing units as for market rate units.

(D) Interior Appearance and Finishes. Affordable housing units may differ from market rate units with regard to interior finishes and gross floor area, provided that:

(1) The bedroom mix of affordable units shall be in equal proportion to the bedroom mix of the market rate units.

(2) The differences between the affordable housing units and the market rate units shall not include improvements related to energy efficiency, including mechanical equipment and plumbing, insulation, windows, and heating and cooling systems.

(4) The gross floor area for the affordable housing units shall be no less than the lesser of (a) 75 percent of the gross floor area of market rate units with a comparable number of bedrooms or (b) the minimum size requirements outlined in the table below.

Number of Bedrooms	Unit Type	
	Attached	Detached Single Family
Studio	450 square feet	--
1	625 square feet	--
2	825 square feet	1,000 square feet
3	1,175 square feet	1,350 square feet
4	1,350 square feet	1,475 square feet

Sec. 150.2108 Alternatives to On-Site Affordable Housing Units.

(A) Applicability. In lieu of the provision of affordable housing on the site of the covered development as otherwise required by Section 150.2102 of this Article, the City Council, following consideration by and a recommendation from the Housing Commission, may approve one or more of the three alternatives for affordable housing as set forth in Subsection B of this Section. Utilization and the requirements of the provisions of this Section shall be specifically set forth in the affordable housing development agreement for the covered development. This Section shall not be utilized unless the applicant demonstrates to the satisfaction of the City Council that the alternate means of compliance will further affordable housing opportunities in the City to an equal or greater extent than compliance with the otherwise applicable on site requirements of this Article.

(B) Any one or more of the following affordable housing alternatives may be utilized in lieu of all or part of the otherwise applicable on site requirements of Section 150.2102 of this Article:

(1) A cash payment to be deposited directly into the Affordable Housing Trust Fund for purposes authorized under Section 33.1133 of this Code. The per unit amount may not be less than the per unit payment established pursuant to Section 150.2102(C)(2) of this Article.

(2) A dedication of land to the Highland Park Housing Commission or the Commission's not-for-profit designee.

(3) The provision of affordable housing units at another site within the City.

Sec. 150.2109 Target Income Levels for Affordable Housing Units.

(A) For-Sale Affordable Housing Units. In covered development projects that contain for-sale units, at least one affordable housing unit and no less than 50 percent of the affordable housing units shall be sold to low-income households at a price, as determined pursuant to Subsection (C) of this Section, that, on average, is affordable to a household with an annual income that is 65 percent of area median income. Any remaining affordable units shall be sold to moderate-income households at a price, as determined pursuant to Subsection (C) of this Section, that, on average, is affordable to a household with an annual income that is 100 percent of area median income. The owner shall execute and record any documents required by Section 150.2104 of this Article to ensure compliance with this Subsection.

(B) Rental of Affordable Housing Units. In covered development projects that contain rental units, (i) no less than 33 percent of the affordable housing units shall be rented or leased to households with gross incomes from zero percent to 50 percent of the Chicago area median income at a price, as determined pursuant to Subsection (C) of this Section, that, on average, is affordable to a household with an annual income that is 45 percent of area median income; no less than 33 percent of the affordable housing units shall be rented or leased to households with gross incomes between 51 percent and 80 percent of the Chicago area median income at a price, as determined pursuant to Subsection (C) of

this Section, that, on average, is affordable to a household with an annual income that is 65 percent of area median income; and (iii) no more than 33 percent of the affordable housing units shall be rented or leased to households with gross incomes between 81 percent and 120 percent of the Chicago area median income at a price, as determined pursuant to Subsection (C) of this Section, that, on average, is affordable to a household with an annual income that is 100 percent of area median income. If fewer than three affordable units will be provided, such units shall be rented or leased to low-income households at a price, as determined pursuant to Subsection (C) of this Section, that does not exceed what is affordable to a household with an annual income that is 65 percent of area median income.

(C) Pricing Schedule. The City, through the Director, shall publish a pricing schedule of rental and sales prices for affordable housing units in accordance with the following provisions, which schedule shall be updated at least annually:

(i) In calculating the rental and sales prices of inclusionary units, the following relationship between unit size and household size shall apply:

Efficiency units:	1-person household
One-bedroom units:	2-person household
Two-bedroom units:	3-person household
Three-bedroom units:	4-person households
Four-bedroom and larger units:	5-person households

(ii) With respect to affordable units offered for sale, prices will be calculated on the basis of:

- (a) An available fixed-rate thirty-year mortgage, consistent with the average rate published from time to time by Freddie Mac;
- (b) A down payment of no more than 5 percent of the purchase price;
- (c) A calculation of property taxes;
- (d) A calculation of homeowner insurance; and
- (e) A calculation of condominium or homeowner association fees.

(iii) With respect to affordable units offered for rent, rental prices will be calculated on the basis of 30 percent of gross monthly income, adjusted for household size, minus a utility allowance.

#### Sec. 150.2110 Eligibility of Households.

(A) For-Sale Affordable Housing Units. Only eligible households shall be permitted to purchase an affordable housing unit for purposes of this Article. Priority will be given first to households who live in Highland Park or households in which the head of the household or the spouse or domestic partner works in Highland Park as part of employment by the City of Highland Park, the Highland Park Library District, the Park District of Highland Park, the Lake County Forest Preserve District, the County of Lake, Moraine Township, West Deerfield Township, School Districts 112 or 113, the Northern Suburban Special Education District, the North Shore Sanitary District, or the South Lake

County Mosquito Abatement District, and then to households in which the head of the household or the spouse or domestic partner works in Highland Park for any other employer. At the applicant's request, the City or its not-for-profit designee shall select eligible households for the affordable housing units at an additional charge to the applicant at an amount to be determined by the City. If the gross income of the eligible household increases above the eligible income levels, provided in Section 150.2109, the eligible household may continue to own the affordable housing unit. Subleasing an affordable unit shall not be permitted without the express written consent of the Director. The owner shall execute and record any documents required by Section 150.2104 of this Article to ensure compliance with this Subsection.

(B) Rental Affordable Housing Units. Only eligible households shall be permitted to rent an affordable housing unit for purpose of this Article. Priority will be given first to households who live in Highland Park or households in which the head of the household or the spouse or domestic partner works in Highland Park as part of employment by the City of Highland Park, the Highland Park Library District, the Park District of Highland Park, the Lake County Forest Preserve District, the County of Lake, Moraine Township, West Deerfield Township, School Districts 112 or 113, the Northern Suburban Special Education District, or the South Lake County Mosquito Abatement District, and then to households in which the head of the household or the spouse or domestic partner works in Highland Park for any other employer. At the applicant's request, the City or its not-for-profit designee shall select eligible households for the affordable housing units at an additional charge to the applicant at an amount to be determined by the City. If the gross income of the eligible household increases above the eligible income levels, provided in Section 150.2109, during the lease period, the eligible household may continue to lease the unit and may renew the lease as well. The owner shall execute and record any documents required by Section 150.2104 of this Article to ensure compliance with this Subsection.

Sec. 150.2111 Marketing of the Affordable Housing Units.

At the applicant's request, the City shall assist the applicant in marketing the affordable housing units to eligible households for an additional charge to be determined by the City.

Sec. 150.2112 Period of Affordability.

(A) Sale of Affordable Housing Units. In covered developments that contain for-sale units, affordable housing units shall be resold to low- and moderate -income households in perpetuity or as long as permissible by law. The owner shall execute and record any documents required by Section 150.2104 of this Article to ensure compliance with this Subsection.

(B) Rental of Affordable Housing Units. In developments that contain rental units, affordable housing units shall be rented to low- and moderate -income households in accordance with Section 150.2110 of this Article for 25 years from the date of the issuance of the certificate of occupancy for the respective unit. The owner shall execute and record any documents required by Section 150.2104 of this Article to ensure compliance with this Subsection.

(1) In the event that the owner of a covered rental development sells the development before the end of the 25-year affordability period, the new owner shall be required to continue to provide the affordable housing units in accordance with Section 150.2110 of this Article for the remainder of the 25-year period.

(2) If the owner of a covered rental development converts the development to condominiums, the development shall be subject to the for-sale development requirements of Subsection 150.2109(A) of this Article.

(3) The Housing Commission or its designee shall have the right, but not the obligation, to purchase any for-sale affordable housing units in the development pursuant to Section 150.2113 of this Article.

Sec. 150. 2113 Affordability Controls.

(A) For-Sale Affordable Housing Units.

(1) Housing Commission Purchases. The Housing Commission, or a not-for-profit agency designated by the Housing Commission, shall have the pre-emptive option and right, but not an obligation, to purchase each of the for-sale affordable housing units prior to any sale of any such unit. If the City, or the designated not-for-profit, exercises the option and purchases the affordable housing unit, the affordable housing unit shall be subject to such documents deemed necessary by the City, including without limitation, restrictive covenants and other related instruments, to ensure the continued affordability of the affordable housing units in accordance with this Article.

(2) Private Party Purchases. In all other sales of for-sale affordable housing units, the parties to the transaction shall execute and record such documentation as required by Section 150.2104 of this Article to ensure the provision and continuous maintenance of the affordable housing units. Such documentation shall include the provisions of this Article and shall provide, at a minimum, each of the following:

(a) The affordable housing unit shall be sold to and occupied by an eligible household.

(b) The affordable housing unit shall be conveyed subject to restrictions that shall permanently maintain the affordability of such affordable housing units for eligible households.

(B) Rental Affordable Housing Units. For covered rental developments that contain affordable housing units, the owner of the development shall execute and record such documentation as required by Section 150.2104 of this Article to ensure the provision and continuous maintenance of the affordable housing units. Such documentation shall include the provisions of this Article and shall provide, at a minimum, each of the following:

(1) The affordable housing units must be leased and occupied by eligible households.

(2) The affordable housing units must be leased at rent levels affordable to eligible households for a period of 25 years from the date of the initial certificate of occupancy.

(3) Preference for the affordable housing units shall be given to eligible households pursuant to the priorities set forth in Section 150.2110 of this Article.

(4) Subleasing of affordable units shall not be permitted without the express written consent of the Housing Commission.

**SECTION FOUR: SEVERABLE.** In the event any part or parts of this Ordinance shall be found to be unlawful or unconstitutional by a court of competent jurisdiction, such unlawfulness or unconstitutionality shall not affect the validity of the remaining parts of this Ordinance.

**SECTION FIVE: PUBLICATION.** The City Clerk shall be, and is hereby, directed to publish this Ordinance in pamphlet form pursuant to the Statutes of the State of Illinois.

**SECTION SIX: EFFECTIVE DATE.** Following its passage, approval, and publication in the manner provided by law, this Ordinance shall take full force and effect on October 1, 2003.

AYES: Mayor Belsky, Councilmen Silberman, Mandel, Kirsch, Brenner,  
Councilwoman Barnes and Councilman Levenfeld

NAYS: None

ABSENT: None

PASSED: August 25, 2003

APPROVED: August 25, 2003

PUBLISHED IN PAMPHLET FORM: August 26, 2003

ORDINANCE NO. 52-03

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Michael D. Belsky, Mayor

ATTEST:

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Shirley Fitzgerald, City Clerk

CHI1 #205514 v8

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# Housing Bulletin— Affordable and Green in Highland Park

DENNIS RODKIN

In Highland Park, where the average home sale price is \$769,000, there is a development of ten townhouses being built right now with price tags ranging from \$165,000 to \$239,000. The complex, which will also have four rental apartments and several important green features, is a good example of what can happen when a municipal government throws its weight behind the idea that the people who work in a town ought to be able to afford to live there.

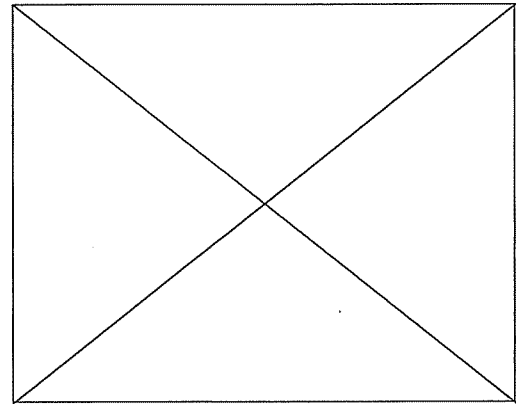
Sales of the townhouses at 500 Hyacinth Place began last month, and three are already spoken for (their sales won't close until construction is completed later this year). The primary target market is the town's school, police, fire, library, and parks workers; one of the first buyers was a Spanish teacher in the Highland Park schools.

The townhouses have a spacious three-bedroom layout on three levels, not counting the garage, and will feature attractive contemporary styling outside (in other words, they won't look like anything less than a good addition to the neighborhood). A wind turbine that generates electricity to power all common-area lighting will sit atop one of the complex's three buildings. The rest of the roofing is highly reflective, to cut down on heat absorption, and the structures will have energy efficient walls and windows. Native plants needing little water are planned for outside, and there will be sustainably grown bamboo flooring inside.

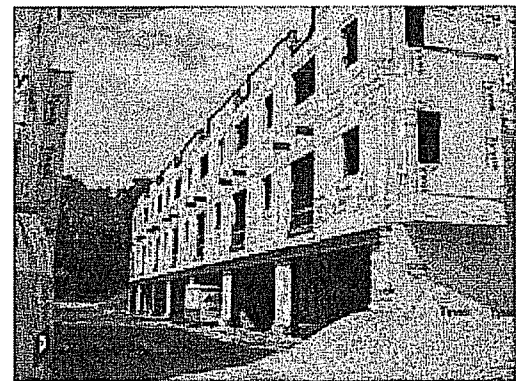
The most exciting of the green touches is the geothermal heating/cooling system, the first I know of in a suburban multifamily development. Geothermal systems rely on the steady temperature below ground to help cool homes in the summer and heat them in the winter, dramatically reducing the use of air conditioners and furnaces.

"This is my poster child for affordable housing," Mary Ellen Tamasy said at a recent Metropolitan Planning Council luncheon, where she presented the Hyacinth Place project as a potential model for other communities. Tamasy is the executive director of Housing Opportunity Development Corp., a not-for-profit agency that is a partner on 500 Hyacinth Place with Brinshore Development, a for-profit company that has also built senior housing in Highland Park and replacement housing for the Chicago Housing Authority in Bronzeville and Westhaven Park (the latter site is near the United Center).

Currently under construction at the north end of Highland Park (on a parcel of land that was formerly zoned for business), Hyacinth Place is across the street from a Metra station and adjacent to a very nice residential neighborhood. The city obtained the land, valued at about \$2 million, a few years ago in a swap, giving a



Walk through the construction site and see how Highland Park is building affordable, green housing. [Click here for a larger version.](#)



Now under construction, the price tag on these townhouses will range from \$165,000 to \$239,000.

A rendering of the completed project.

comparable parcel at the center of town to a health agency that wanted to build a new facility there. The city then donated the parcel to the Hyacinth developers.

That \$2-million contribution from the city went a long way toward bringing the prices of the homes down: if the developers had paid market value for the land, each of the 14 townhouses and apartments would have cost almost \$143,000 more. But that's not all the city kicked in. Waived fees and an outright grant from the city totaled about another \$650,000, according to Rob Anthony, the head of the Highland Park Community Land Trust, which will own the land beneath 500 Hyacinth Place. Mary Ellen Tamasy says that other agencies and governments made grants for the green features, which are expensive up front but hold down residents' energy costs over the long term.

Data from Midwest Real Estate Data shows that, in the past 12 months, just nine of the 270 houses, townhouses, and condos sold in Highland Park were within or lower than the Hyacinth Place price range. Tamasy says that the townhouses have been valued at around \$400,000, but the land trust will ensure that, in the future, the residences will be resold at affordable prices. "In exchange for paying 20 to 65 percent below the market value, you agree to sell it at a lower price when you go to sell the home," Anthony says. And Tamasy says there is talk among several other North Shore towns of creating a regional trust fund to help low-paid local workers find affordable housing in their communities.

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
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## \$239000 HIGHLAND PARK - AFFORDABLE "GREEN" 3BR, 2.5BTH TOWNHOMES (500 Hyacinth)

Reply to: [hpict@hpict.org](mailto:hpict@hpict.org)   
Date: 2008-09-20, 8:34PM CDT

The City of Highland Park donated this beautiful land in order to showcase affordable, high-quality, "eco-friendly" housing. The 3br/2.5bth, 1550sf townhomes are highly energy-efficient with a geo-thermal heating and cooling system (reduces utility costs 50%-75%), wind turbine energy generation for common area lighting, attractive courtyard permeable "pavers", energy efficient reflective roof, energy-star appliances, bamboo flooring, eco-friendly cabinets and landscaping that involves native plants.

Each home includes a balcony, basement with an additional 300 square feet of space and an attached, 2-car garage. Townhomes are conveniently located within blocks of the Ft. Sheridan Metra station, bus routes, and bike path. Come enjoy the benefits of a short commute and living in the vibrant lakeshore community of Highland Park!

Due to the nature of the development, National City Bank is offering a permanent 1.5% interest rate reduction for persons purchasing a home at Hyacinth Place. Buyer are also exempt from Private Mortgage Insurance (PMI). In addition, the federal housing bill which was signed into law on July 30th provides a \$7,500 tax "credit" for first time homebuyers. Lastly, the City of Highland Park will match any Highland Park employer, up to \$10,000 per buyer, who contributes funds as part of an Employer Assisted Housing program.

The townhomes are being sold by the Highland Park Illinois Community Land Trust (HPICLT). The HPICLT is a private, nonprofit organization established by the City of Highland Park to develop high-quality affordable housing. For more information, please call our office at 847-681-8746 or see our website at [www.hpict.org](http://www.hpict.org).

Seven units remain at \$239,000 for households earning up to 120% of the Area Median Income (approximately \$90,000 for a household of four).

The approximate principal, interest, taxes, and insurance payment is \$1,800 per month.

Townhomes will be sold on a first-come, first-serve basis. Anticipated completion date is October 2008.

To see a video about this project, go to: [www.chicagomag.com/Radar/Deal-Estate/June-2008/Housing-Bulletin-Affordable-and-Green-in-Highland-Park/](http://www.chicagomag.com/Radar/Deal-Estate/June-2008/Housing-Bulletin-Affordable-and-Green-in-Highland-Park/)



- Location: 500 Hyacinth
- it's NOT ok to contact this poster with services or other commercial interests

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**Summary of Metropolitan Planning Council Meeting Re: Northshore Workforce Housing Collaborative Update – October 10, 2008 at the Gordon Community Center in Lake Forest**

Present were: the Mayors of Highland Park and Lake Forest, and staff from the Metropolitan Planning Council (MPC), Highland Park, Lake Forest, Deerfield, Northbrook, and Highwood.

Mayor Belsky of Highland Park explained that Highland Park's housing commission has modified the MPC's letter of intent to fit the city's needs. Before Highland Park signs the letter of intent, they would like to make sure that the other participating communities have some tools in place to promote workforce housing in their own communities. At a minimum, they would like to see other communities create housing committees/commissions and adopt inclusionary zoning.

Highland Park's new moderately priced housing units at Hyacinth Place are almost complete. These units are both "green" and affordable and were created by Highland Park's community land trust. Highland Park is considering raising its tear down fees from \$10,000 to \$20,000 and raising its fee for payment in lieu of providing workforce housing from \$100,000 per unit to \$200,000 per unit.

Mayor Rummel of Lake Forest said that Lake Forest has done a good job with community education and awareness about workforce housing and they have several different parties interested in creating lower cost housing and seeking funding for their projects. He noted the challenges to implementing lower cost housing include attracting and keeping staff who work specifically on this issue, and dealing with highs and lows of both busy and slow periods. Mayor Rummel said Lake Forest is also considering increasing its fees which go to benefit workforce housing. He noted that fees collected from tear downs are decreasing because of the current economy and slow down in tear downs.

David Schoon, Northbrook Assistant Director of Community Development, explained that Northbrook's elected officials have considered the MPC's regional workforce housing initiative as well as other workforce housing strategies, but have not yet committed. He said the village is still exploring this issue to find the specific ways they would like to implement workforce housing strategies for their community.

Kathy Von Ohlen of the Deerfield Planning Division informed the group of the following updates for the Village of Deerfield: 1. At the June 2, 2008 Committee of the Whole meeting the Trustees discussed the idea of a regional workforce housing initiative. The Trustees believe it is a good concept and have some interest in working with the MPC and nearby communities on it, but have not committed to it as of this time. Staff has prepared a report for a future Committee of the Whole meeting describing strategies/tools to provide workforce housing in Deerfield and analyzing the pros and cons of each. 2. The Weinberg Community on Lake Cook Road is expanding to create an independent living building and other amenities, which will include 25 lower cost

housing units for seniors. 3. Developers are exploring a workforce housing component in two possible developments, one in the downtown and one outside the downtown. Mayor Belsky noted that he would be willing to speak at Board of Trustees meetings in Northbrook and Deerfield if these communities are interested in hearing how Highland Park has approached the issue of workforce housing.

Greg Jackson, Highwood City Administrator, explained that Highwood is creating a new Zoning Ordinance and Comprehensive Plan and they are working on providing workforce housing where opportunities exist. He explained that Highwood has five non-contiguous vacant parcels that the city would like to acquire and turn into workforce housing. These would be mostly rehabs of existing buildings. There is also a parcel that the city would like to turn into low cost senior housing.

Robin Synderman of MPC gave an update of emerging incentives. She said that other areas in the region are in the process of creating inter-jurisdictional groups like the MPC to address workforce housing issues. The MPC is trying to get the Chicago Metropolitan Agency for Planning (CMAP) involved and interested in the inter-jurisdictional approach. CMAP and the Illinois Housing Development Authority (IHDA) are looking for a model approach to workforce housing that can be replicated in other areas. The Ford Foundation is interested in the issue of workforce housing and is willing to grant funding to help support this issue. The Ford Foundation is especially looking for inter-jurisdictional or collaborative efforts. The City of Highwood is receiving Neighborhood Stabilization Program (NSP) grant money to help deal with foreclosures. The NSP funding can be used to create housing units affordable to households earning up to 120 percent of the area median income.

Ms. Synderman suggested that possibly Highwood, Lake Forest and Highland Park could work together on creating lower cost housing units on Highwood's vacant parcels. Highwood could contribute the land and Highland Park and Lake Forest could contribute funding. Ms. Synderman said that if these communities have any potential interest in this type of collaboration that they schedule a time to discuss it.

Ms. Synderman said collaborative efforts can achieve a lot and are part of what the Ford Foundation is looking for in issuing grant money. She said that if Highwood, Lake Force and Highland Park were to enter into some type of collaborative effort agreement, then maybe in the future Deerfield and Northbrook could join in as well. The group noted that resources that can be shared can include such things as funding, land, staff and resources.

The group discussed the possibility of getting area corporations interested and involved in providing workforce housing in the area. Takeda and Walgreens would be especially good candidates since Takeda has offices in Deerfield, Lake Forest and Highland Park, and Walgreens has offices in Deerfield and its roots in Lake Forest. These corporations employ people in the area and might be interesting in helping provide workforce housing.

The group discussed the need for all participating communities to be stakeholders in the inter-jurisdictional approach to workforce housing. Currently, Lake Forest and Highland Park have workforce housing plans in place and are actively working to create lower cost housing. Highwood is in the process of trying to obtain vacant parcels for workforce housing and affordable senior housing. Deerfield and Northbrook currently do not have ordinances or regulations for workforce housing. The other communities expressed a desire to see all communities contributing equally before the inter-jurisdictional approach will work.

The group decided there is no one measure of an individual community's commitment, but overall the community must express a commitment to creating workforce housing, must have some ordinances or regulations supporting it, and must bring something to the table for the inter-jurisdictional approach to work.

The group said that for the next meeting, the communities should bring "winnable" workforce housing projects to the table.