NOTICE OF PUBLIC HEARING

Skokie Plan Commission, Thursday, February 2, 2023, Village of Skokie, 5127 Oakton Street, Skokie, Illinois 60077, at 7:30 P.M., to consider the following:

<table>
<thead>
<tr>
<th>NEW</th>
<th>ACTION TAKEN</th>
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<tr>
<td>Affordable Housing Policy Discussion</td>
<td>No Vote Required</td>
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<tr>
<td>Discussion regarding the formation of an affordable housing policy recommendation to the Board of Trustees.</td>
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FOR YOUR INFORMATION:
Plans and related documents are available at the Planning Division office at Village Hall Monday through Friday from 8:30 AM to 5:00 PM. 847-933-8447

SPECIAL AID: Available upon request for the disabled. Call 847/673-0500 or email info@skokie.org.

This notice is for information purposes only.

Paul Luke, Chairman
Memorandum
Community Development Department

TO: Chair Paul Luke & Members of the Plan Commission
FROM: Johanna Nyden, AICP, Director of Community Development
DATE: January 26, 2023
SUBJECT: Ongoing Affordable Housing Policy Development

Summary:
The Plan Commission convened a “Listen & Learn” session at its January 19, 2023 meeting, following a motion to direct the Plan Commission to provide the Board of Trustees with recommendations on affordable housing policies for the Village. In acknowledgement of the complexity of the issue and the opportunity to learn more about what other communities and developers are doing in this discipline, the meeting attendees heard presentations from planning and affordable housing experts. These presentations can be viewed at www.skokie.org/housing.

The speakers at the “Listen & Learn” session encouraged the Village to think holistically about goals for affordable housing and what “problem” the Village is seeking to resolve in establishing an affordable housing policy. Understanding if and what housing exists at different affordability levels in Skokie; understanding if there are specific housing options that might be attractive in Skokie (e.g. more age-restricted housing, supportive housing, housing for multi-generational households, etc.); and understanding the demand for rental housing or opportunities for home ownership are just a few of the areas that could be studied. Inclusion of further study of the Village of Skokie’s affordable housing needs is in-step with the Village’s Annual Action Plan for Community Development Block Grant that has a stated goal of, “Ensure housing is affordable, accessible, and sustainable.”

Staff supports a recommendation to further opportunities for affordable housing that are specific to Skokie’s unique housing demand and needs and make housing more affordable, accessible, and sustainable. The following framework is used to organize discussion of policies:

- **Affordable Housing Goal Setting & Implementation.** Identify supply and condition of existing housing that will inform in long-range study and planning activities to understand all perspectives of the affordable housing issues and needs for current and prospective Village residents;
- **Creation of New Housing.** Consider potential zoning changes that will create more housing units in new development and expand opportunities to establish new housing units on existing and underutilized parcels;
- **Investment in Existing Housing.** Investigate partnerships with outside entities that can support Village goals for housing; and
- **Funding Affordable Housing.** Study funding opportunities for affordable housing.

Document Number: 605711
The attachment to this memorandum provides additional links and information on the aforementioned framework to provide examples of programs or applications of best practices for preservation of existing affordable housing and construction of new affordable housing. Many of these programs were cited as examples by the speakers from January 19, 2023 or are based on research by staff. Additionally, Homes for Changing Region has a toolkit that is useful and provides extensive examples of innovative ways communities can encourage affordable housing.

**Next Steps:**
Staff recommends that the Plan Commission provide feedback to the staff within the proposed framework at the February 2, 2023 meeting. Based on the discussion, public comments, and other direction, staff will prepare draft policy recommendations to the Board of Trustees for further discussion, refinement, and public review at the Plan Commission’s March 2, 2023 meeting.

**Attachments:**
- Concepts for Plan Commission’s Affordable Housing Policy Recommendation
- CMPA Homes for a Changing Region Toolkit
PROGRAMS IN SUPPORT OF AFFORDABLE HOUSING

Undertake housing needs studies, analysis, and reporting (Affordable Housing Goal Setting and Implementation)

**Background/Summary:** The 2020 Census has provided a wealth of new data on the current state of housing, but broader opportunities exist to survey the community and understand the housing needs of Skokie residents, employees, and other stakeholders.

**Opportunity Area:** Conducting a formal study with a structured survey that captures information on the characteristics of the community and their needs as well as targeted focus groups will be integral to understanding how to frame goals for Skokie’s affordable housing work as well as the tools employed to reach the goals. It also will provide a better picture of targeted opportunities for housing – intergenerational housing, aging populations, housing with specific services for residents, among many opportunities. Within this project, partnering with a university to maintain a partner with formal survey research experience will further ensure this work is of high quality. It also offers the opportunity to study progress over time in regards to goal implementation.

Update Comprehensive Plan (Affordable Housing Goal Setting & Implementation)

**Background/Summary:** The Comprehensive Plan is a document designed to guide Village leaders in making decisions about the future development of the community. The Village Board approved an update to the Comprehensive Plan in 2005. Chapter 6 of this plan considers Housing: “Housing is not just the concept of where people live- it has many implications. For the individual (or household) it is the single largest expense; for the Village it is the single largest land use and plays a role in both the look and feel of the public realm, as well as economic development (where employees live).” The Plan puts forth four housing policies to direct future development; Accessibility- enhancing the amount and variety of housing available to people of varying means; Choice- options in housing style and type to meet all needs; Location- site more housing near public amenities; and Change in Development Patterns- allow for mixes of uses and changes where appropriate.

**Opportunity Area:** Staff can work to update the Village’s Comprehensive Plan to reflect new housing goals, particularly as it relates to affordable housing and the results of this 2023 review and initiative.

Village of Skokie Housing Rehabilitation Program (Investment in Existing Housing)

**Background/Summary:** The Village’s Home Improvement Program (HIP) provides financial assistance to eligible low- to-moderate- income homeowners for improvements. Through this program, homeowners can maintain and sustain the quality of their homes resulting in lower cost utility bills, increased property values, and the allowing residents to remain in their homes longer. If qualified, eligible households can receive up to $12,000 in funding for house improvements such as roofing, energy-efficient windows and doors, furnace and water heater replacement, electrical work, etc. Cosmetic upgrades such as painting and carpeting or projects outside of the home such as garages and fences are not eligible under the program. The Village generally receive approximately $80,000 per year in funding for this program and has helped an average of six homeowners per program year.

**Opportunity Area:** Assess existing program and identify other funding opportunities to offer more money to broader range of owners (e.g. landlords that commit to maintaining housing
affordability for 20 years following improvements). Consider working with partner agency to increase volume of applicants.

Neighborhood Enhancement Program (Investment in Existing Housing)
Background/Summary: The Village’s Neighborhood Enhancement Pilot Program aims to provide additional investment in neighborhoods one block at a time. Through this program, income-eligible blocks or clusters can enhance their neighborhoods to retain their long-standing investments within their community. This pilot program is similar to the Home Improvement Program, but with a neighborhood focus. If qualified, homeowners can receive financial assistance for home upgrades such as energy-efficient doors and windows, tuckpointing, roof replacement or repair, and front door enhancements such as awnings, lighting, and increased visibility. The Village will receive around $80,000 per year in funding for this program.

Opportunity Area: Consider modifying the program to encourage owners of units in multi-family buildings to come together to apply for funding for projects that enhance exterior aspects of multi-family buildings that focus on energy efficiency and weatherization. In particular, the areas of the building that could benefit from this investment may be outside individual unit owner’s responsibility and not always prioritized (e.g. permeable pavement for parking areas, roof replacement, windows in common areas, etc.)

Homeownership Program (Investment in Existing Housing)
Background/Summary: According to 2020 Census data, the Village of Skokie had approximately 24,067 households with 72.4% of them being owner-occupied. The remaining 27.6% were non owner-occupied (or rental) households. Continuing to support pathways to homeownership and ensure that moderate-income households have access to homeownership opportunities is important. The market dynamic of increasing housing prices coupled with shifting economic conditions for obtaining loans make this a challenging opportunity for many. Creating community land trusts where the land and the housing structure are separated, and homebuyers are able to purchase and sell housing without the extra land value is a unique opportunity. Additionally, homebuyer classes and financial literacy counseling will also help families get on the path to homeownership.

Opportunity Area: Investigate and study existing community land trust programs and applicability to Skokie. Also look to financial partners in the community and region that provide homebuyer counseling and financial literacy services. Support programs that help first-time homebuyers invest and build equity in Skokie. Additional investigation of an inter-disciplinary program such as Evanston’s “House in Geometry” warrants further study. These homes are designed through a high school geometry/architecture course and then are constructed over the course of the school year on school property. The program offers an incubator to learn more about math, construction, and other relevant skills. The constructed homes are moved to a vacant lot provided by the City of Evanston.

Accessory Dwelling Units (Creation of New Housing)
Background/Summary: Accessory dwelling units (ADUs) (or carriage/coach houses) are smaller independent housing units located on the same lot as an existing residential unit (often referred to as the primary residential unit). They can be attached or detached from the primary residential unit and include sleeping, kitchen, and bath areas; these units usually have a separate entrance from the primary residential unit.
Opportunity Area: Study feasibility to update the zoning code to allow this particular use in certain or all residential districts. These smaller housing units offer a smaller housing unit (and potentially more affordable) in neighborhoods that are more characteristically completely residential in nature.

Inclusionary Housing Ordinance (Creation of New Housing)

Background/Summary: Inclusionary housing ordinances are tools employed by communities to require either affordable housing on-site within certain new developments or a payment in lieu of providing units. Ordinances can determine what percentage of units must be on-site, the amount of fee associated with payment in lieu, and other conditions that dictate inclusionary housing.

Opportunity Area: Study potential impact of an inclusionary housing ordinance to require new residential development to include on-site units at prescribed affordability level or make a payment in-lieu of providing on-site units. Per unit fee could be subject to location (locations in the downtown, near transit or the expressway could seek a higher fee while those further distances would be a lower fee).

Identify vacant underutilized parcels that would be suitable for housing (Creation of New Housing)

Background/Summary: The Village of Skokie is an inner-ring suburban community and is mostly built out. As a result, the supply of “buildable land” for new housing is constrained. One way the Village can assist the private market is to assist in analyzing where changes in land use makes sense to spur redevelopment. Underutilized lots, particularly parking lots, especially near employment centers, transit stations, or in the Downtown are opportunities to open up new space to provide housing while eliminating less desirable uses. The adopted Environment and Sustainability Plan, Land Use and Housing Section (LH1-2) states an action item of identifying underutilized paved areas and incentivize conversion to sustainable green space or infill development. Conversion focus should take into consideration neighborhood’s green space, heat island mitigation, affordable housing, and bike/walk mobility needs and prioritize site utilization based on addressing the greatest needs at each site as determined through appropriate engagement with the community, particularly people traditionally under represented.

Opportunity Area: Consider affordable housing requirements for this work and require selected developers on Village-owned parcels to include affordable units and/or pursue developments as an affordable housing tax credit project.

Timeframe for Implementation: Next 12 Months

Payment in Lieu of Affordable Housing Units (Funding Affordable Housing)

Opportunity Area: In lieu of providing on-site affordable units, developers of new housing in excess of a certain number of units would pay a determined fee per unit. Per unit fee could be subject to location (locations in the downtown, near transit or the expressway could seek a higher fee while those further distances would be a lower fee).

Major Home Alteration Fee (Funding Affordable Housing)

Background/Summary: Homes that are substantially modified – either through complete or partial demolition, or the construction of a large addition increase the value of the property. Often these major rehabs occur on lots where a smaller home was in place and replaced with a
much larger home. While the benefit of the new value is captured through increased property taxes for all taxing bodies, that property’s value has irrevocably been increased and will be affordable (if resold) to fewer households.

Opportunity Area: In recognition of these large transformative projects, a fee could be due at permit issuance that could be placed to support affordable housing activities. Applicable projects subject to this fee could be homes adding more than 50% of habitable floor area to the residential property (exclusive of detached garages) or are demolishing 50% or more of the habitable residential property.

Vacation Rental Fee (Funding Affordable Housing)

Background/Summary: The Village does not have a codified registration requirement for housing units that are converted to vacation rentals (AirBnB or VRBO). As travel patterns have changed and people seek more homelike accommodations for travel, staff has anecdotally observed more vacation rentals in the Village. Property Standards staff receive complaints about properties being converted into vacation rentals. The Village’s only recourse currently is to require the owner to register the property as a rental. Instead of a vacation rental being utilized when the owner is traveling, short term, the owner can rent to multiple guests repeatedly similar to a hotel, thus changing the environment of the residential neighborhood.

Opportunity Area: In addition to codifying requirements and conditions for converting homes to AirBnBs, the Village could require a one-time vacation home registration fee for the privilege of changing the use from a housing unit to a vacation home (potentially consider different conditions for types of vacation homes - some are units that are periodically vacation rentals and some are not). Code changes could also result in more specific requirements for inspection of interior spaces to ensure safety of units.

Vacant Building Registry + Fee (Funding Affordable Housing)

Background/Summary: Skokie currently only requires vacant commercial properties to be registered. (Registration involves an inspection by a property maintenance inspector and monitoring of space). Registries of vacant properties address crime and safety issues, ensures properties are maintained in a manner that reduces likelihood of future damage that could result in unit inhabitability (water damage, mold, other deterioration of major building components). Long term vacant residential units are also potential opportunities for the creation of new affordable housing units.

Opportunity Area: Implement a fee for registration for any property that is not occupied or actively marketed (e.g. listed for sale/occupied). These funds would help the Village with expenses associated with monitoring these properties, but also discourage long vacancies which have the potential to diminish neighborhood character and keep residential units unavailable for occupancy.
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The project partners wish to thank the Office of the Illinois Attorney General for supporting this project through a grant made possible by the National Foreclosure Settlement.
Introduction

*Homes for a Changing Region* enables municipal leaders to understand demand and supply dynamics for housing in their communities and develop long-term housing policy plans based on sound research and input from their residents. The municipal and subregional recommendations made in these plans aim to create a balanced mix of housing, serve current and future populations, and enhance livability. This recommendations guide allows any municipality to quickly and easily consult policy-driven strategies from past *Homes* plans in order to address some of their most pressing housing challenges. Keeping in mind that the metropolitan region is home to a diverse set of communities, the guide pulled municipal and subregional recommendations from all completed plans to create a quick reference guide for communities that are asking important housing questions like the ones found below. The guide also includes links to relevant case studies from *Home Grown* that more comprehensively explain the development and implementation of specific policy strategies to address a wide range of community housing issues.
What are some sustainable, cost-effective strategies for housing rehab?

- Create structure for large-scale rehab by establishing an entity that can play a manager role, share administration, and take advantage of experienced staff.
  - Municipal Recommendations
    - East Dundee
    - Park Forest
    - Bellwood
  - Subregional Recommendations
    - West Cook County Housing Collaborative
    - Carpentersville, East Dundee, Elgin, & West Dundee

- Institute design standards or form-based code.
  - Municipal Recommendations
    - Batavia
    - Libertyville
    - Oak Park
  - Case Studies
    - Mundelein Downtown Design Guidelines
    - Glenview Downtown Development Code

- Provide reconstruction subsidies or low-interest loans.
  - Municipal Recommendations
    - Oak Park
    - Gurnee
  - Case Studies
    - Evanston Multifamily Rehabilitation Loan Program
    - Oak Park Single-Family Rehabilitation Loan Program
    - Elgin Residential Rehabilitation Grants

- Create neighborhood overlay rehab district to streamline permitting needed for rehab activities.
  - Municipal Recommendations
    - Berwyn
How do we ensure our rental stock is well-maintained and continues to be an asset in our community?

- Create or expand building code inspection, registration, and licensing programs.
  - Municipal Recommendations
    - [Carpentersville](#)
    - [Batavia](#)
    - [Geneva](#)
  - Subregional Recommendations
    - [West Cook County Housing Collaborative](#)
  - Case Studies
    - [Mount Prospect Inspection Program](#)
    - [Hanover Park Rental Licensing Program](#)
    - [Addison Residential Rental License Program](#)

- Institute landlord education programs.
  - Municipal Recommendations
    - [Berwyn](#)
    - [Maywood](#)
    - [Arlington Heights](#)

How should we approach the development of our Downtown? What policies can help to facilitate a more compact, pedestrian-friendly, and livable Downtown?

- Promote transit-oriented development.
  - Municipal Recommendations
    - [Elgin](#)
    - [West Dundee](#)
    - [Arlington Heights](#)
  - Case Studies
    - [Chicago Transit-Oriented Development Ordinance](#)

- Promote location efficient mortgages.
  - Municipal Recommendations
    - [Aurora](#)

- Explore opportunities for higher density housing.
  - Municipal Recommendations
    - [West Dundee](#)
    - [Elgin](#)
    - [Aurora](#)
• Create mixed-use development/revising zoning to allow for more mixed-use development.
  o Municipal Recommendations
    ▪ Gurnee
    ▪ St. Charles
    ▪ Palatine

• Reduce parking requirements.
  o Municipal Recommendations
    ▪ St. Charles
    ▪ West Dundee
    ▪ Libertyville
  o Case Studies
    ▪ Libertyville Payment in Lieu of Required Parking

• Reduce minimum housing unit and lot size.
  o Municipal Recommendations
    ▪ St. Charles
    ▪ Libertyville
    ▪ Lansing

How do we provide housing options for seniors and increase opportunities for multigenerational living?

• Develop accessory dwelling units (granny flats).
  o Municipal Recommendations
    ▪ Elgin
    ▪ Carpentersville
  o Subregional Recommendations
    ▪ Northwest Suburban Housing Collaborative

• Provide housing options for seniors to downsize into homes that require less upkeep and maintenance, including condos, townhomes, and apartments.
  o Municipal Recommendations
    ▪ Carpentersville
    ▪ Buffalo Grove
    ▪ Olympia Fields
  o Subregional Recommendations
    ▪ Northwest Suburban Housing Collaborative
  o Case Studies
    ▪ Senior Handyman Program
• Develop marketing plans to attract development specifically for seniors.
  o Subregional Recommendations
    ▪ Batavia, Geneva, North Aurora & St. Charles

• Think strategically about how seniors can best age in place, including locating development in close proximity to transit, medical facilities and shopping areas.
  o Municipal Recommendations
    ▪ Mount Prospect
    ▪ Elgin
  o Subregional Recommendations
    ▪ Batavia, Geneva, North Aurora & St. Charles
    ▪ Northwest Suburban Housing Collaborative

How do we encourage and facilitate development in our community?

• Expedite permitting.
  o Municipal Recommendations
    ▪ Oak Forest
  o Case Studies
    ▪ Elgin Expedited Permitting Process

• Offer density bonuses.
  o Municipal Recommendations
    ▪ Batavia
  o Case Studies
    ▪ Plainfield Smaller Lots and Density Bonuses

• Reduce parking requirements.
  o Municipal Recommendations
    ▪ Batavia
    ▪ Libertyville
    ▪ Northlake
  o Case Studies
    ▪ Libertyville Payment in Lieu of Required Parking

How can we encourage and/or increase energy efficiency projects in our community?

• Streamline permitting processes for green building/infrastructure.
  o Municipal Recommendations
    ▪ Aurora
• Allow some flexibility in building codes to accommodate new building technologies.
  o Municipal Recommendations
    - Aurora

• Approve designs that maximize passive solar gain.
  o Municipal Recommendations
    - Montgomery

• Promote energy efficiency retrofits.
  o Municipal Recommendations
    - Maywood
    - Hazel Crest
  o Subregional Recommendations
    - Batavia, Geneva, North Aurora & St. Charles
    - Northwest Suburban Housing Collaborative

• Market programs and initiatives for retrofitting and green building to landlords and homeowners.
  o Subregional Recommendations
    - Batavia, Geneva, North Aurora & St. Charles
  o Case Studies
    - Oak Park Energy Efficiency Programs

How can we encourage affordable housing development and/or preservation?

• Adjust zoning ordinances to allow for more compact development and higher density housing.
  o Municipal Recommendations
    - Geneva
    - Plainfield
    - Libertyville

• Develop an inclusionary zoning ordinance.
  o Municipal Recommendations
    - Geneva
    - Libertyville
    - Oak Forest
  o Case Studies
    - Highland Park Inclusionary Zoning Ordinance
    - Lake Forest Inclusionary Housing Ordinance
    - St Charles Inclusionary Zoning Ordinance
• Establish a community land trust.
  o Municipal Recommendations
    ▪ Libertyville
  o Subregional Recommendations
    ▪ Batavia, Geneva, North Aurora & St. Charles
    ▪ Northwest Suburban Housing Collaborative
  o Case Studies
    ▪ Community Partners for Affordable Housing

• Establish an affordable housing trust fund.
  o Municipal Recommendations
    ▪ Aurora
    ▪ Arlington Heights
  o Case Studies
    ▪ Highland Park Affordable Housing Trust Fund
    ▪ Chicago Low-Income Housing Trust Fund

• Comply with the Affordable Housing Planning and Appeal Act (AHPAA).
  o IHDA’s Affordable Housing Planning and Appeal Act (AHPAA)
    ▪ Municipal Recommendations
      ▪ Geneva

How can we spur market-rate housing development in our community?

• Create mixed-use zoning in appropriate single-use areas.
  o Municipal Recommendations
    ▪ Libertyville

• Think about context sensitive design as it relates to transportation improvements.
  o Municipal Recommendations
    ▪ Northlake
    ▪ Libertyville
    ▪ Montgomery

How can our community combat crime that occurs in residential areas?

• Introduce the idea of crime prevention through environmental design (CPTED), which are design standards that emphasize transparency and “eyes on the streets.”
  o Municipal Recommendations
    ▪ Oak Forest
- Develop a crime free housing program.
  - Municipal Recommendations
    - Forest Park
  - Case Studies
    - Schaumburg Crime Free Multi-housing Program

**What are best practices to address the issue of foreclosure and vacant property in our community?**

- Monitor vacant land/buildings through vacant building ordinance and databases.
  - Municipal Recommendations
    - Oak Park
  - Case Studies
    - Park Forest Vacant Building Registration Ordinance
    - Mount Prospect Vacant Structure Registration Ordinance
    - South Chicago Heights Vacant Property Ordinance

- Offer homeownership counseling and foreclosure prevention services.
  - Subregional Recommendations
    - Northwest Suburban Housing Collaborative
    - West Cook County Housing Collaborative

- Partner with financial institutions to create opportunities for homebuyers.
  - Subregional Recommendations
    - West Cook County Housing Collaborative

- Make TIF funding available for neighborhood improvement expenditures.
  - Municipal Recommendations
    - Maywood
    - Bellwood

- Encourage the responsible rentals of single-family homes if there is a high vacancy rate.
  - Subregional Recommendations
    - West Cook County Housing Collaborative

**How can our community maintain and improve the management of our condominium properties?**

- Reach out to condo Association and offer education programs.
  - Municipal Recommendations
    - Oak Park
What strategies can our community use to prepare for a growing population?

- Targeted rehab/redevelopment of existing properties.
  - Municipal Recommendations
    - East Dundee

- Allow for changes in zoning to accommodate increased density in housing stock.
  - Municipal Recommendations
    - Carpentersville

How can our community market itself as one that is inclusive and open to all populations?

- Design website and outreach materials that are friendly to immigrants, people with disabilities, seniors, and other minority populations.
  - Municipal Recommendations
    - Batavia
    - Geneva
    - West Dundee

  - Municipal Recommendations
    - North Aurora
    - East Dundee

- Adopt a visitability ordinance.
  - Municipal Recommendations
    - West Dundee
    - Elgin
    - East Dundee
  - Case Studies
    - Bolingbrook Accessibility/Visitability Requirements
How do we engage local employers in providing workforce housing?

- Encourage local businesses to take advantage of state incentives for employer-assisted housing programs.
  - Municipal Recommendations
    - St. Charles
    - Libertyville
    - Plainfield
  - Subregional Recommendations
    - Batavia, Geneva, North Aurora & St. Charles
    - West Cook County Housing Collaborative
  - Case Studies
    - Employer-Assisted Housing
    - Loyola University-Assisted Housing Program

How can our community leverage existing transportation assets to reduce the combined cost of transportation and housing?

- Create transit-oriented development.
  - Municipal Recommendations
    - St. Charles
    - Elgin
    - Olympia Fields
  - Subregional Recommendations
    - Northwest Suburban Housing Collaborative
    - West Cook County Housing Collaborative
  - Case Studies
    - Chicago Transit-Oriented Development Ordinance

- Develop a transit-supportive overlay zone.
  - Municipal Recommendations
    - Batavia
  - Subregional Recommendations
    - Batavia, Geneva, North Aurora & St. Charles

- Coordinate land use and new transportation initiatives.
  - Subregional Recommendations
    - Batavia, Geneva, North Aurora & St. Charles
    - West Cook County Housing Collaborative

- Reducing parking requirements to encourage alternative modes of transportation.
  - Municipal Recommendations
    - Hazel Crest
How can we work with our neighbors to address complex housing challenges?

- Explore the benefits of the formal interjurisdictional collaboration.
  - Metropolitan Mayors Caucus Interjurisdictional Collaboration Homepage
  - Case Studies
    - Housing Collaboratives