From the Chair

Adam Perkins, AICP  aperkins@downtowndenver.com

Dear H&CD Division Members,

As we roll into Fall and the Holiday season, we hope this newsletter provides some nice reading to bring along to wherever your travels may take you. I also want to take this time to thank the many members who have contributed their experiences to the policy discussions surrounding Qualified Allocation Plans for Low-Income Housing Tax Credits. This feedback has greatly enriched the research APA is conducting in concert with Enterprise Community Partners.

The planning for the 2017 National Planning Conference in New York City is fully underway. I hope that you will be able to join us for the many Division sponsored session and events that we are planning including a networking lunch at the world class Gotham West Market in Hell’s Kitchen followed up by a discussion on the “modern food hall” as a catalyst for redevelopment and community building.

If you are nervous that New York is a very expensive place for a conference and could put a strain on your budgets, you are mostly right. However, I want to remind you that there are many wonderful more affordable neighborhoods in New York City. Consider looking for accommodation along the number 7 subway line going into Queens. There is some great public art and new housing developments to see in Long Island City.

Over the summer, I had the opportunity to volunteer with APA’s Community Planning Assistance Team (CPAT) to Belize City, Belize. This was CPAT’s first international trip. The team was made up five
planning and engineering professionals with a mix of expertise and backgrounds in urban design, hazards, community-led initiatives, and transportation. Our project focused on the Yarborough neighborhood to create a revitalization plan for this waterfront community located just to the south of their downtown. The neighborhood experiences frequent flooding and rapid loss of natural mangroves and coastline; contains many dilapidated structures and vacant lots and lacks public space; and suffers from negative public perceptions and a lack of local employment opportunities. Despite the challenges, Yarborough possesses great historical resources known to all Belizeans, is just steps away from downtown, and is home to the nation’s oldest school among other assets.

The team worked closely with many of the youth and residents from the neighborhood and across the city, and with city staff and other stakeholders to develop concepts and recommendations. Faced with limited resources, the team concentrated on finding low-cost, near-term solutions for the community. There’s also evidence that the project accomplished more than just the plan for Yarborough. The process provided city officials and community members a new approach to planning that will hopefully benefit not only Yarborough, but other planning initiatives for Belize City into the future.

The CPAT program is truly a gem within APA’s many programs and I am truly honored to have been a part of the project. I encourage all of you to learn more about the CPAT program. APA is currently looking for communities that would like to participate in the program to receive concentrated planning expertise.

May the changing seasons bring you joy wherever you are, and please feel free to reach out with your housing and community planning, ideas, questions, and insight. I hope you enjoy this collection of articles.

Special Series

Missing Middle Housing: Responding to the Demand for Walkable Urban Living II

Dan Parolek  

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How to Plan and Zone for MMH

Small Area Plans: Just make sure this range of housing types is being considered in any of your neighborhood, corridor, downtown, or similar small area planning efforts, especially those focused on walkable urban areas. Where should they go? How big should they be allowed to get? How are current regulations prohibiting these from happening? And use the efforts to start a dialogue with community members: Start with photos of local examples and do use the terms densities, multi-family, or upzoning or you will not get far in this conversation.
Zoning codes: As a start, zoning districts that encourage this diverse and important range of housing types are missing from most cities zoning codes as well. Most zoning codes have a big gap in their zoning districts which typically jump straight from upper single family zones, that sometimes have been tweaked to allow duplexes and even townhouses, to multi-family or medium density zoning districts that allowing 4-5 story buildings of unlimited size. What your zoning code needs are zoning districts that are not based on density (some missing middle types that are 2 stories have densities of up to 50-60 dwelling units/acre because of small units), that cap height at 2 ½ stories (or about 25’ to the eave), and that regulate a maximum building width and depth to ensure compatibility. Form-Based approaches to zoning have been most effective in providing these regulations because they often embed a range of allowed Missing Middle types directly into the form-based zoning districts. Examples of this can be seen in Cincinnati, Ohio, Beaufort County, South Carolina, Mesa, Arizona, Flagstaff, Arizona, and Kauai County, Hawaii, and Livermore and Vallejo, California. Another key tip for encouraging these types is to make sure your zoning code does not treat all units the same regardless of size: For example, Density based on dwelling units/acre, off-street parking by unit, or if your code requires a certain square footage of lot per unit, all discourage small units from being built. One way to equal the playing field for small units without rewriting your zoning is to devise a system that allow units under 600 square feet to count at .5 units, and units under 1,000 square feet to count as .75 units, in making these calculations.
Create land use categories for pre-1940’s neighborhoods that already have a mix of these types that allow for a range of house-scale multi-unit buildings which could have a name like “Small Footprint Mixed Housing.”

For greenfield areas, do not allow large tracts of land to be developed with just single family homes. Instead, create land use categories such as “Walkable Neighborhood” that require a mix of housing types including Missing Middle Housing for subdivisions greater than a certain size such as 15 acres.

### Comprehensive Plans

1. Get away from a system that relies on density and talk more about Community Character and form. Rick Bernhardt, the Former Planning Director for the City of Nashville, and his staff set up an ideal system for this in Nashville.

2. Create land use categories for pre-1940’s neighborhoods that already have a mix of these types that allow for a range of house-scale multi-unit buildings which could have a name like “Small Footprint Mixed Housing.”

3. For greenfield areas, do not allow large tracts of land to be developed with just single family homes. Instead, create land use categories such as “Walkable Neighborhood” that require a mix of housing types including Missing Middle Housing for subdivisions greater than a certain size such as 15 acres.

We are always seeking for articles, announcements, job postings, and photos for our newsletter. If you are interested in contributing to our Spring 2017 newsletter, please contact our newsletter editor, Seyeon, at apahcdnewsletter@gmail.com.
comprehensive and regional planning, zoning code updates, and small area plans for cities and regions that want to be at the forefront of this paradigm shift and prosper economically.

The market is waiting. Will you respond?

**How is Missing Middle Housing Being Used by Planners? Just a Few of the Many Examples:**


Austin, Texas is using Missing Middle Housing in their Land Development Code Update, CodeNext, to achieve diverse housing choices and affordability through affordability by design and an Missing Middle Affordable Housing Density Bonus system

The State of Michigan is using Missing Middle Housing as an implementation for their statewide placemaking-based economic development strategy called MiPlace: [http://www.miplace.org/resources/presentations](http://www.miplace.org/resources/presentations)

Nashville, TN is using Missing Middle Housing as a concept within their award-winning Comprehensive Plan, Nashville NEXT, as a means to achieve diverse housing choices and affordability: [http://www.nashville.gov/Portals/0/SiteContent/Planning/docs/NashvilleNext/PlanVolumes/next-volume2-Elements_Housing.pdf](http://www.nashville.gov/Portals/0/SiteContent/Planning/docs/NashvilleNext/PlanVolumes/next-volume2-Elements_Housing.pdf)

Kauai County recently adopted and award winning South Kauai Community Development Plan and Form-Based Code that integrated Missing Middle Housing and walkable communities as a key component: [http://www.kauai.gov/Government/Departments-Agencies/Planning-Department/Long-Range-Division/South-Kauai-Community-Plan](http://www.kauai.gov/Government/Departments-Agencies/Planning-Department/Long-Range-Division/South-Kauai-Community-Plan)

Atlanta Regional Council: The Livable Committee Affordable Housing Working Group is utilizing the concept of the missing middle to prepare a white paper on affordable housing and housing choice in the region

Missing Middle Housing in Cincinnati, OH
In an effort to showcase Maricopa’s rebound from the recession, City of Maricopa hosted over 45 American planning professionals in April of 2016, as part of a mobile workshop sponsored by the American Planning Association National Conference held in Phoenix.

The City of Maricopa, a medium size city on the outer fringes of the Phoenix Metropolitan area has seen its fair share of up’s and down’s. Incorporated in 2003 as the 88th city in Arizona with a population of 1,627 the city started with a boom by exploding to a population of 15,934 by 2005, a 1,500% increase from the 2000 Census. At one point it was one of the fastest growing communities in the country and permitting over 600 residential homes per month. This trend continued until the recession hit in 2008-09, and when the city streets were littered with foreclosed signs and residential building permits declined as low as 10 permits per month. Population didn’t decline as the city continued to grow but not at the pace of 600 new homes per month. The city began to look like a desert wasteland with numerous partially built subdivisions and vacant homes. Streets and sidewalks were deteriorating and overgrown weeds were taking over front yards to many abandoned homes. Eventually with the amount of foreclosed homes in the area the city was branded as the poster child to the housing crisis.

Fortunately, the city was able to rebound with steady growth and unique Public-Private Partnership (PPP) – by repurposing several abandoned subdivisions into quality and unique developments.

Copper Sky Recreational Complex, a 96-acre development that included a regional park with various recreation fields and a 52,000 square foot multi-generational facility with an indoor elevated running track, basketball courts, aquatic park, meeting spaces, child care and a fitness center. Prior to Copper Sky Recreational development, the site was an abandoned residential entitled subdivision that never started construction. Today it is a regional epicenter for the community.
Latter Day Saints Church, a 24,000 square feet church that was built on a six (6) acres of land that was previously slated for a 32 lot single family residential subdivision that was left abandoned by developers. The city was able to assist with the development and church to re-plat the parcel into a single parcel for the development of the church.

City Center, a 278-acre development that was approved for single family residential subdivision that never was constructed. The City purchased this property, to build the new city hall when the developer left it abandoned. The city was able to purchase 140 acres of the abandoned planned subdivision and repurpose the site into the city center development that encompasses a 40,000 square foot City Hall and a 20,000 police station. Other land use potential includes mix use retail shops, offices, multi-family and public open space.
The Crossing at Maricopa, a 37-acre development that was planned for 181 lots was re-platted into a single parcel for the development of the city’s first mixed use development project. Led by a local Catholic Church, the development will be built around principles of Form Based zoning and Smart Growth principles. Development uses includes the local church, mix use building, multi-family and single family uses. Phase of this project was completed in April of 2016 which included the Church building.

For more information on these projects you may contact Kazi Haque, Zoning Administrator or Rodolfo Lopez, Senior Planner at 520-568-9098.
Developing Affordable Housing
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Those of us who are practitioners of building affordable housing in one of the most expensive counties in New York State understand nuances for the uniqueness each development has. The first and foremost goal is provide decent housing and to ask ourselves at the onset if this unit is a place where we would want to live. If the answer is no, then why not think about what would help satisfy this question and take into consideration that most folks would like the same. Once a level of confidence is achieved in this manner, then building affordable housing can be much more rewarding.

As for the uniqueness of each development, this takes into account the whole process, from the initial stage of planning and approvals to the actual building or rehabilitating to create the affordable units. For example, financing is very challenging. Federal programs such as HOME, CDBG and Low Income Tax Credits layered with a developer’s equity are sources of funds that come with affordability restrictions as well as tax implications. Not all affordable housing developments need all of these funds to be viable. The cost of land is an important factor of the overall development budget. In New York, land is scarce and is very expensive. Some municipalities offer financing for affordable housing using Industrial Development Agencies for tax exempt bonds and notes, sales tax and mortgage recording tax exemptions on sales of properties. This may not be the same in other parts of the United States, thus it is important to be knowledgeable of the local real estate market, the fundamental approaches to value and the highest and best use of the property for potential development.

It is also important to determine the stakeholders of the affordable housing market. This may include the local government, not-for-profit agencies, banking institutions and most of all those who will want to live in the affordable units. Feedback from these partners will assist in providing a framework to expand upon as each of them is knowledgeable in an area of expertise that can be shared with the team to make an affordable housing development project come to fruition.

As an advocate for affordable housing, if one likes to multi-task, then this is the career to be in. Patience, persistence and due diligence combined with daily interactions with teams that include planners, attorneys, architects, engineers and landscape designers, to name a few, is a learning experience that cannot be overlooked. For those of us
who practice managing potential affordable housing developments, timelines using critical path methodology is paramount to a successful development, so being ahead of the curve in this respect is a challenge in itself.

In my entire career, each development project was unique and unlike any other worked on.

Paint the Town Green: A Practical Approach to Downtown Sustainability
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The term “green” is overused in today’s society. In many cases the rhetoric goes farther than the reality. A lot of things are marketed as green, but many may not really be as environmentally friendly as proposed. There is, however, a practical side to being green. Sometimes we have to take smaller, more strategic steps that together add up to a greater impact. It is important to look at the overall situation in your community as you identify which green projects are the best fit for your downtown.

Why Green Building is Important
Building construction and demolition are areas where a real impact can be made on the environment. Buildings are such a significant part of our daily lives. They are so large in terms of the amount of natural resources that it takes to construct and operate them, that how we design and build them is very important. Wendy Nicholas, Director of the Northeast Regional Office of the National Trust for Historic Preservation, says that “…43 percent of America’s carbon emissions come from the operation of buildings – and this doesn’t include the carbon that is generated by extracting, manufacturing and transporting building materials.”

There is a great need for green building in order to reduce the marked depletion of our natural resources. A green building is a building designed and constructed to be occupant and environmentally friendly throughout its entire life cycle, from cradle to grave. Sustainability, energy efficiency, and healthfulness are important factors that need to be considered.

Downtown Redevelopment is Inherently Green
Downtowns are inherently green in a variety of ways. Downtown development is naturally clustered together in a compact manner to preserve farmland and open space. It also cuts down on the need for energy burning transportation by making it easy to walk from place to place. In writing on small-city downtowns, Kent Robertson, Professor of
Community Studies at St. Cloud University said, “While every small-city downtown has a different combination of assets, three broad characteristics tend to apply nationwide: small-city downtowns are multi-functional, pedestrian friendly, and vital to the community’s heritage.”

Downtowns are also typically full of existing buildings. Redeveloping existing buildings conserves natural resources by reusing what is already there. Every brick, board, tile, duct or fixture that you can reuse is one that does not have to be taken from our existing finite pool of available resources. Architect Carl Elefante, who is the Director of Sustainable Design at Quin Evans Architects in Washington, D.C., said it very succinctly: “The greenest building is the one that is already built.”

**Practical Steps to Implementation**

As you consider sustainable development, here are five principles that you should keep in mind:

1. Optimize the use of sun and wind;
2. Improve indoor air quality;
3. Use the land responsibly;
4. Create high performance and moisture resistant buildings; and
5. Wisely use the earth’s natural resources.

Guidelines will need to be set for green projects. There are standardized systems that we recommend you use as a starting point, such as Enterprise Green Communities, LEED and Energy Star, though they may need to be adapted or expanded to fit your specific circumstances. Some elements of green development do require a high level of knowledge and skill, so it will be important to train staff and seek technical assistance.
You should also think about green development from an organizational perspective. How can you help in the greening of your community? Examples include the following:

- Working to create stronger partnerships with other agencies;
- removing barriers to success;
- recognizing that green development takes time and planning;
- being creative in seeking out funding for planning and green development; and
- encouraging green development through policy.

Partially renovated Woodward-Opera-House in Mount Vernon Ohio, which has many green features, including compact development to encourage walkability and the reuse of building materials.

Though the concept of “green” is overused, there are steps toward sustainability worth taking. Downtown development is intrinsically green, and provides a good basis for a variety of healthy living, energy efficiency, and conservation efforts. Each step taken is an investment towards creating a stronger community and a better future.

**Smaller Multifamily Building Development: It’s Not Just About Zoning**

**Ryan Schmitt, AICP  rschmitt@sbfriedman.com**

Neighborhoods benefit from a mix of housing types and tenures, including single-family homes, smaller multifamily housing and larger apartment buildings, with options for those who wish to own or to rent. However, much of today’s new construction gravitates toward the ends of that spectrum, and leaves out smaller multifamily rental buildings. Important as a source for affordable, market-rate housing, small multifamily buildings can also increase neighborhood density, diversify the local housing market, and house households at all ages and stages.
of life. Generally 5 to 49 units in size, small multifamily is a product type that was once commonly built in many neighborhoods. Today though, restrictive zoning codes like separated uses and density limits often prohibit the construction of these buildings – but that’s not the whole story. Financial, market and operational challenges can also inhibit its development.

Market, Financing and Operations Challenges

In communities where smaller multifamily buildings are not routinely developed, developers may need to see the local market for this property type “proven” before embracing it as a viable investment. During this “proving the market” period, trial projects can attest to (or disprove) the viability of a particular product type in a market, thus informing developers of the ability for that property type to earn a profit. Financing too can be a limiting factor for developers – unfamiliarity with smaller multifamily housing and limited comparables in the market can result in more complex underwriting. Smaller loan sizes may make loans less profitable than those for single-family homes or larger multifamily buildings. Relationship-based lending between banks and developers has been an important source of credit for smaller multifamily housing historically but was made more challenging by banking reorganization during the financial crisis. Finally, rental buildings of this size can be more difficult to operate profitably, and tend to require management that is somewhere between professional and “mom-and-pop.”

What’s a Planner to Do?

So, what is the practical plan of action once your community identifies smaller multifamily buildings as a desired housing type? Before pursuing a re-write of your zoning code to accommodate this building type, consider undertaking a financial feasibility analysis to determine if, once zoning codes have been amended, the private market will be able to respond and build the desired smaller multifamily product(s).

Private actors are typically not inclined to produce a product in which they are unlikely to earn a reasonable level of profit. A financial feasibility analysis includes a market analysis, which assesses supply and demand, as well as an evaluation of the potential for the private market to achieve a reasonable return for building and operating a particular type of product. Amending the zoning code, without understanding whether or not a market exists or if the private market can reasonably build and operate a certain product type is only looking at one side of the equation.

Based on the findings of the financial feasibility study, planners and policymakers can identify the limiting factors preventing the private market from providing these units. With this information in hand, planners will know if zoning really is the limiting factor or if there are other challenges facing the development of these building types in the
marketplace. In this way, planners can assist in crafting a coherent “small multifamily building policy” that includes the appropriate combination of zoning amendments or other government assistance that may be needed to jumpstart the local market.

Ultimately, it will be up to the private market to produce these smaller multifamily properties, but planners and local government can play a vital role in enabling it to do so. While zoning can certainly be a limiting factor, market, financing and operational challenges also exist. By reviewing zoning regulations in combination with analyzing the financial feasibility of these property types, planners and policymakers can craft a clear-eyed redevelopment policy targeted at adding these smaller multifamily properties to the local housing mix.

Squatting and its Impact on Public Life in Milan’s Emerging Cultural District

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The “right to occupy” vacant and abandoned spaces is a crucial contemporary topic of debate in global cities. In Milan, Italy, squatters occupy uninhabited apartments, buildings, and public housing units in both peripheral and central parts of the city. Squatter enclaves have formed where multiple properties have been claimed within the same city district. One of these enclaves is the neighborhood delineated by the streets of via Gola, via Conchetta, and via Pichi. Ironically, this neighborhood is situated within the heart of Milan’s trendiest neighborhood, Navigli, which is known for its luxury apartments and high-end fashion showrooms. The rugged and contrasting physical characteristics of this marginalized neighborhood, which has evolved into a central hub of both alternative culture and illegal activity, are what make it unique. Squatted buildings strewn with politically provocative graffiti adjoin nondescript, clean apartment complexes. This housing phenomenon and its impact on community life in the public sphere is at the core of an ongoing study being conducted by Politecnico di Milano urban planning graduates, under the direction of an urban social researcher.¹

In order to understand the underlying causes of the structural problems in the district, it is useful to reconstruct the framework of administrative institutions and the distribution of duties (ownership, management, and maintenance) of public housing in the Lombardy Region of Italy. Two public entities are responsible for the management of the public housing

¹The authors are currently working on a chapter to be published in an international book on alternative forms of urbanization.
complexes in the neighborhood – Aler and the Municipality of Milan. Aler (Lombardy Residential Construction Company) is a public institution with organizational and financial autonomy. Aler owns the public housing units in the study area; this company is supervised and controlled by the Region of Lombardy, the governing body. Aler’s main tasks include responding to demands for housing and ensuring its buildings have adequate public utilities. The Municipality of Milan has the responsibility to ensure a certain level of urban quality in the neighborhood through the adoption of targeted urban policies. The Municipality also has a political duty to enforce legality and security in the district through cooperation with the police.

Based on information found on the Aler’s website, the steps to obtain public housing are: 1) apply for the social housing lottery, 2) submit all necessary documents, and 3) wait (at least 10 years). Legal occupants of public housing units interviewed for this research verified the intensity and length of this grueling three-step process. Across Italy, squatters take advantage of long waiting lists by breaking into empty units and establishing their own living spaces. Once they have squatted a unit, it is virtually impossible for authorities to evict them. Law enforcement officials’ efforts are frequently met with violent protest.

Squatters, shopkeepers, legal renters of public housing units, private homeowners, Aler, the Municipality of Milan, and local social centers influence and are affected by squatting. Of the six entities, social centers play the biggest role in supporting squatting practices. Social centers are unique organizations specific to the Italian social and political context. They emerged in the 1970s from the social crisis caused by the transition from Fordism to the present accumulation regime. Social centers have also developed into well-established channels for radical politics and alternative art forms through the adoption of antisystemic practices. Their role in promoting squatting as a housing practice has focused on the mobilization of anti-eviction groups and organization of large, urban anti-eviction protests.

Three types of residency can be observed in the study area: squatting in public housing, legal occupation of public housing, and private property ownership of units that were built as affordable housing in the post-World War II era. Pressure is being placed on the community as squatting becomes increasingly common. Many who own or legally rent properties see the ability to obtain housing so easily, illegally, and usually at no cost as an injustice.

The squatting of public housing units is not a spontaneous action, rather it is one that requires careful action through one of four channels. Social center volunteers have been seen aiding squatters in settling into apartments. Immigrants have been known to aid other immigrants from the same country of origin in obtaining illegal housing. Teenagers are believed to use abandoned units for questionable activities. Finally, some squatters pay an individual or group of individuals to literally “break down the door” of an empty unit that is occupy-ready.
More research and fieldwork is still to be conducted on this topic. As the social, political, and economic climate of Italy – and Europe as a whole – continues to evolve, squatting will probably play a more central role in Milan’s housing market. Political refugees pour into Italy seeking asylum each day, and this social crisis is impacting the housing market and everyday life in the country’s major cities.

Graffiti in via Pichi representing the squatters’ ideology and the anti-eviction discourse. Note the striking difference between the social housing building on the left - with graffiti - and the private housing ones on the right - well maintained, without graffiti.

Local neighbourhood market, Latteria del Naviglio. The graffiti to its left symbolically represents the squatting process: a paint roller (graffiti), guns (anti-eviction), and knives (squatting).

Graffiti in via Pichi. The two characters exclaim “fight,” alluding to the fight for the right to housing. On the right side at the top of the red spot the writing Libera repubblica autonoma via Gola (autonomous Republic of via Gola) underlines the squatters’ anti-systemic political ideology.

New private buildings close to the study area, which were built for the upper classes. This is a contrasting image with the alternative housing spaces of the study area.

2014-2015 © Federico Jardini
A friend of ours remarked that their 10-year-old daughter was looking out the window of the family car one day and thought a certain block looked a little ”shabby“. I had just become a division head for property maintenance, rental inspections, graffiti removal, and housing grants at the height of the foreclosure crisis for my home town. I knew these neighborhoods had great architectural history, strong investors, and great residents. For me, her comments were my first challenge.

One of the federal government’s first responses to increased foreclosures was the Neighborhood Stabilization Program (NSP). Many cities received an allocation of funding for demolition, rehabilitation, and new construction. We did it all, and this year we are building one of our last houses before we close out the grant. This coincides with a steep drop in foreclosure filings nationally and locally. There was also a state allocation of NSP that was used in cooperation with the county and a local developer that made our efforts go that much further. The Feds did not bless us with NSP 2 funds, but we did receive an allocation of NSP 3 funds from the State yet again. These were some of the few resources available to help struggling communities.

As a seasoned entitlement community of CDBG and HOME funds, we know how to invest in neighborhoods and affirmatively further fair housing. Our local housing authority is one of the best kept secrets when it comes to their work in promoting affirmative moves for voucher holding residents. This fits well with their aggressive approach to building sustainable housing locally. We have also used down payment assistance to get hard working residents the ability to stretch their housing dollars and provide neighborhood choice.

Today, we are working with 4 more community building resources that have brought partnerships from local non-profits and county government. Our state’s attorney general was part of the National Foreclosure Settlement that provided funds for housing counseling and housing rehab. The state also released funding for foreclosure counseling and demolition of abandoned housing through the Treasury Hardest Hit Fund. The state for a second time provided funds locally to demolish vacant houses under the Abandoned Property Program. These resources have allowed us to target properties that have been holding neighborhoods back for the past few years. The last major development was the awarding of a Low-Income Housing Tax Credit for the redevelopment of an obsolete public housing site. This redevelopment will provide a mixed income housing resource that compliments the improvements already taking place.
Joliet is at the crossroads of mid-America along Interstate 80 and 55. This location, and proximity to two intermodals, has made us an attractive location for logistics. Recent announcements from IKEA, Amazon, and Mars promise to bring thousands of logistic industry jobs to the area. We are filled with excitement at the prospect of showing off our housing stock to new and existing residents as they take a look at our strong infrastructure base and good neighborhoods. I’d like to drive that former 10 year old, now a young lady in college, past some of our newest housing developments. I am sure she would say, “not too shabby”.

Announcement

Tufts University Graduate School of Arts and Sciences is now offering Certificate of Advanced Graduate Study (C.A.G.S.) in Urban Justice and Sustainability through the Department of Urban and Environmental Policy and Planning.

The program commences with a five day, on-campus intensive course. Throughout the year of academic study, participants engage in online coursework and develop an individual project where they receive one-on-one mentorship from distinguished faculty members. The program concludes with another five day, on-campus intensive course.

For more information, contact Justin Hollander at certificates@tufts.edu (Phone: 617-627-3394) or see http://go.tufts.edu/UJS.