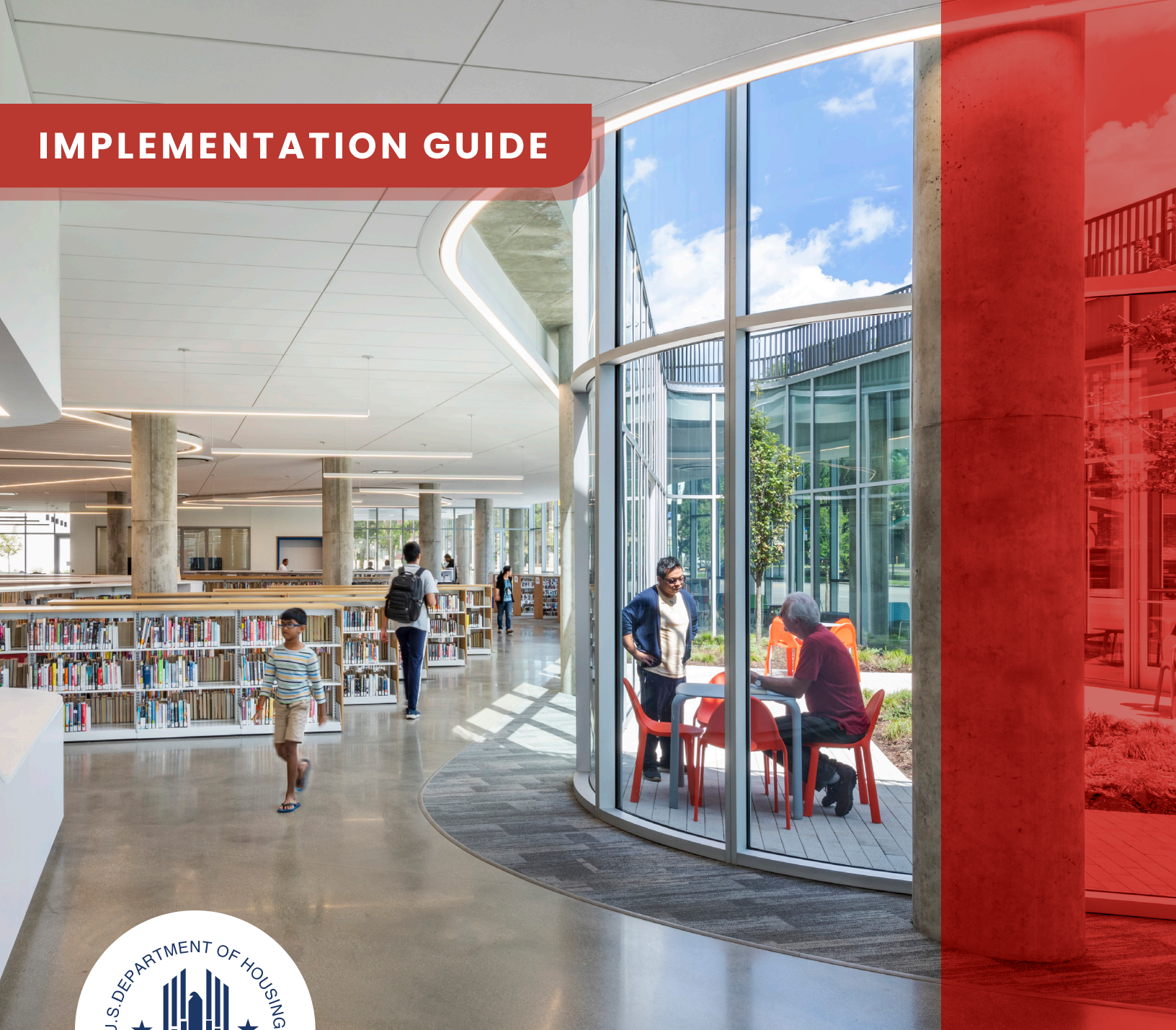


IMPLEMENTATION GUIDE



CO-LOCATING HOUSING WITH COMMUNITY FACILITIES

IMPLEMENTATION GUIDE
AFFORDABLE HOUSING SUPPLY TOOLKIT:
COMMUNITY PLANNING AND DEVELOPMENT PROGRAMS

IMPLEMENTATION GUIDE

CO-LOCATING HOUSING WITH COMMUNITY FACILITIES





This Implementation Guide will explore steps that a jurisdiction may take to encourage co-locating affordable rental housing with other land uses that offer community benefits, such as libraries or affordable early childcare and education facilities. Co-location is a practical strategy to work across silos and deliver two critical community facilities in an efficient manner while increasing support to low-income families, particularly where land for development is not readily available or conveniently located. This Implementation Guide suggests an inventory approach to public facilities that identifies needs and opportunities and provides a useful tool for jurisdictions interested in co-locating housing with community facilities.



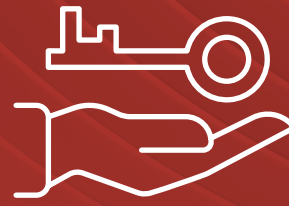


Pictured above: Northtown Branch, Chicago Public Library. Property contains 44 units of affordable rental housing for seniors.

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INTRODUCTION



The **insufficient production** of affordable rental housing across our communities is hard to overstate. Across the country, there is a shortage of more than **7 million rental homes** that are affordable and available to renters with extremely low incomes, and about **half of all Americans** say that the availability of affordable housing in their community is a major problem.

The intervention of **state and local governments** is crucial to produce sufficient numbers of stable, high-quality affordable rental housing in our communities. Government agencies can provide funding to subsidize the cost of housing production, regulate and monitor housing standards to ensure the quality of new and existing housing, and create and execute strategic plans to increase the supply of affordable housing in our communities.

Affordable Housing

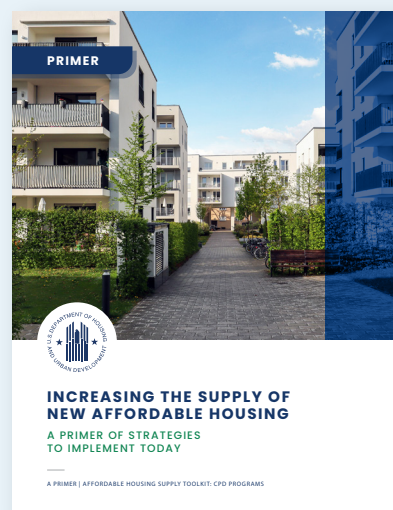
The **Affordable Housing Supply Toolkit** defines *affordable housing* as housing for which the occupant is paying no more than 30 percent of their gross income for housing costs, including utilities. In addition to affordability, it is important that housing is decent, safe, and located in proximity to adequate employment and transportation options.



INCREASING THE SUPPLY OF NEW AFFORDABLE HOUSING



In 2023, the U.S. Department of Housing and Urban Development (HUD) published a **Primer** for state and local government officials and residents who are seeking pathways to create more affordable housing in their communities. The Primer encourages local and state governments to use their regulatory authority and public resources, including HUD's Community Planning and Development (CPD) funds, strategically and creatively to leverage other sources of funding for housing and community development activities. The **Implementation Guide series** was developed to expand on some of the concepts described in the Primer, providing readers with an actionable plan and step-by-step guide to implement each of the strategy components highlighted.



ABOUT THE IMPLEMENTATION GUIDE



The *Co-Locating Housing with Community Facilities Implementation Guide* provides step-by-step instructions to guide HUD grantees and communities through the process of implementing affordable rental housing projects co-located with community facilities such as libraries, public facilities such as police and fire stations, early childcare facilities, or educational institutions. The guide provides a template that state and local governments can adapt and use in their own communities to create the necessary conditions for the development of co-located housing. It also speaks to the financial, social, and environmental benefits of this type of mixed-use project, which include the maximization of the social value of the limited available real estate, financial and logistical efficiencies that can be achieved through the combined structures, and the provision of affordable rental housing and community facilities where they are most needed. Co-locating housing with community facilities that the community wants and needs can foster community support for the housing component. Another benefit can result when

Co-Locating Housing

Co-locating housing refers to the practice of combining housing—typically multifamily—with complementary land uses that can be considered an asset to both the neighbors and the community at large. It can be applied to new construction (where a new structure provides residential units in addition to a community use) or to rehab/reconstruction (where a building that was previously not for residential use is adapted, built onto, or reconstructed to add residential units).

affordable rental housing is co-located with *resilience hubs*, which are facilities that help communities become more self-sufficient by supporting residents in emergency management and climate change mitigation by coordinating communication, distributing resources, and reducing carbon pollution.



Pictured above: Independence Branch, Chicago Public Library. Property contains 44 units of affordable rental housing for seniors.

WHAT IS INCLUDED IN THE GUIDE?

This guide outlines five implementation steps that grantees should follow to gather the required information and create and support a realistic plan for co-locating housing and community facilities in their communities. The steps described are as follows:

- 1 Develop an inventory of community facility needs and resources
- 2 Look for opportunities to co-locate affordable rental housing
- 3 Create a roadmap for moving forward
- 4 Build strategic partnerships and identify champions
- 5 Foster community support

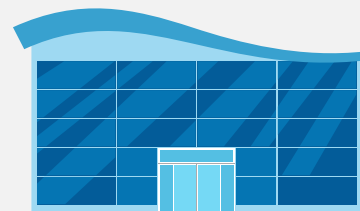
The guide also suggests next steps for enacting the grantee's plan, including tips and resources for project implementation and key considerations for the long-term success of co-located projects.



Pictured above: Independence Branch, Chicago Public Library

WHY CO-LOCATE HOUSING?

Two of the most significant drivers of high housing costs are the unavailability of land, which creates upward pressure on the cost of land and therefore on the cost of new housing, and land use regulations that create barriers to the development of housing. Co-locating housing with community facilities addresses both of these challenges. Building housing on land that the grantee or a willing community partner already controls eliminates competition with other prospective buyers for that land. Obtaining buy-in about adding community facilities from public officials and community members can help pave the way for overcoming regulatory barriers, such as zoning restrictions, which ultimately helps ensure the project's success.



EXAMPLES OF CO-LOCATED AFFORDABLE RENTAL HOUSING PROJECTS

Human Services Offices

A coalition of human service providers redevelop an aging strip mall as a **shared campus** with nonprofit offices on the first floor and 280 units of affordable housing located above.

Examples of Benefits

- Improves access to human services for property residents.
- Creates a sustainable model to provide low-cost office space for nonprofits.
- Provides community space that agencies and residents can share.
- Redevelops underutilized strip mall for housing.



Firehouses

A **firehouse** is demolished and replaced with an expanded fire facility and mixed-income rental housing above.

Examples of Benefits

- Adds much-needed affordable and market-rate rental housing to a fully built-out central business district (CBD).
- Shares the high cost of building firehouses with the housing development.
- Supports the city's goal of mixed-income rental housing.
- Saves Community Planning and Development (CPD) funds and other local resources to fund developments where 100 percent of the units serve lower income families.



Libraries

A **public library** and a developer partner to build an expanded library and 149 affordable senior housing units on an existing library site.



Examples of Benefits

- Transforms a blighted block through coordinated redevelopment.
- Greatly expands library services.
- Adds new affordable senior housing within a revitalized Central Business District (CBD).
- Distributes the cost of infrastructure work.
- Ensures that project design accommodates future transit growth due to the participation of multiple public sector entities.

Childcare Centers

A nonprofit operating a **childcare center** develops affordable rental housing on adjacent land owned by the organization in order to build in additional community services.



Examples of Benefits

- Improves access to affordable childcare for property residents.
- Ensures high-quality care to support child development.
- Promotes economic stability by allowing parents to participate in the workforce.
- Works across silos to deliver critical community facilities in an efficient manner.

Co-locating housing can help revitalize existing community facilities, particularly in underserved areas, by allowing for the possibility of blending different funding sources that would otherwise not be available for that purpose. It also has the potential to help dispel community opposition to affordable rental housing by refocusing the conversation around community needs and avoiding biased reactions to new affordable housing.

IMPLEMENTATION STEPS



Pictured above: Northtown Branch, Chicago Public Library

STEPS

1

Develop an Inventory of Community Facility Needs and Resources

2

Look for Opportunities to Co-Locate Affordable Rental Housing

3

Create a Roadmap for Moving Forward

4

Build Strategic Partnerships and Identify Champions

5

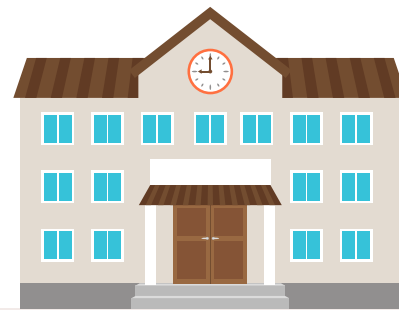
Foster Community Support

1

DEVELOP AN INVENTORY OF COMMUNITY FACILITY NEEDS AND RESOURCES

The development of affordable housing sometimes begins with an entity, such as a developer, community stakeholder, public agency, or nonprofit organization, approaching the grantee about the availability of public land for housing. In some cases, this land might be adjacent to existing community facilities. However, co-locating affordable rental housing with community facilities, such as libraries, police departments, fire departments, schools, centers for the

arts, and clinics, requires the locality to consider land that already has existing public buildings, facilities, and uses in their inventory of land resources.



CPD Considerations

When using CPD funding, grantees need to ensure that the project abides by HUD’s requirements. Local governments who receive these grants should ask themselves questions such as the following:

- 1. Is the activity eligible?** Community Development Block Grant (CDBG) and HOME Investment Partnerships (HOME) funding can both be used to fund construction and certain other development costs for affordable housing as long as the tenants meet the applicable CPD income limits. CDBG also can be used to build public facilities and operate public services; however, HOME cannot. Participating jurisdictions can use HOME for tenant-based rental assistance under certain conditions.
- 2. Are future residents eligible?** CPD funds can be used to develop housing to be occupied solely by seniors or persons with disabilities; however, under the Fair Housing Act, such projects cannot be set aside solely for persons in a particular profession or other unprotected classes of tenants.
- 3. What is the term of affordability?** The HOME program requires minimum affordability periods, depending on the type of project and the amount of HOME subsidy per unit. HUD does not have a similar requirement for the CDBG program; however, the CDBG grantee may add affordability period requirements if they so choose.
- 4. What is the subsidy per unit?** The HOME program has a limit on the maximum HOME subsidy per unit. The CDBG program does not.

- 1
- 2
- 3
- 4
- 5



Pictured above: Northtown Branch, Chicago Public Library

At any given time within a jurisdiction, a percentage of existing public facilities may need to be rehabilitated, expanded, or rebuilt, or new facilities may need to be built to meet the changing needs. Before considering co-locating affordable rental housing, grantees should determine what public facilities are currently available, the condition of these facilities, and what measures the grantee would need to take to ensure that these facilities are sufficient to meet the demand. This approach requires the grantee to proactively think in a different manner about developing affordable rental housing by thinking about ways to combine it with community facilities.

Developing an inventory of community facilities can help the grantee know what resources they currently have so that, ultimately, the need for existing and planned facilities can be prioritized. The inventory could include the following components:

- **A comprehensive list of existing community facilities.** This would include facilities such as libraries, public schools, community centers, police and fire stations, publicly funded clinics, childcare centers, and local government buildings.
- **The existing square footage of each facility.** In cases where the facility already exists, the inventory should include the size of all usable interior and exterior space.
- **Whether the facility requires additional square footage for expansion.** If the local government determines that the current facility is not large enough to meet the demand, how much additional area would be needed to ensure that the facility meets current and long-term needs?
- **The primary drivers of the facility's needs.** The inventory should state the condition of each facility. For those facilities that, in their present state, do not meet the public's needs, the inventory should indicate the deficiencies or reasons for these deficiencies, such as age, condition, and the location of the building(s).
- **How the need was determined or confirmed or how the needs were assessed.** The inventory should contain documentation of each facility's needs and an explanation of how the need was determined and confirmed. Examples include the results of a capital needs assessment or other study, the extent to which the facility is currently being used versus its capacity, and future use projections.
- **Indication of the local government's priorities for addressing each facility's needs.** The grantee should indicate whether the identified needs should be addressed immediately or soon, in the midterm, or whether they can be put off for the foreseeable future.

2 LOOK FOR OPPORTUNITIES TO CO-LOCATE AFFORDABLE RENTAL HOUSING

After creating the inventory, the grantee should look at the available community facilities that are slated to be renovated and/or modernized and determine whether those sites are suitable for adding affordable rental housing. If the municipality has already identified public land for developing new community facilities, the grantee also should visit those sites to determine whether the site could accommodate both the facility and multifamily rental housing.

Listen to Constituents to Identify Opportunities

After learning about a proposal for new affordable housing in their Alexandria, Virginia, community, neighbors expressed concern that the added density would hamper the fire department's ability to adequately respond to emergencies in their neighborhood. In response, the City of Alexandria and Housing Alexandria, the housing developer, agreed to co-locate a new fire station with the proposed housing. The developer dedicated a portion of the site to the city and made financial contributions to enable the fire department to open the new station, and in return was able to move ahead with the development, which opened its doors in 2009.



- **Look at potential sites.** View the proposed site to determine whether the size and location would be appropriate and feasible for rental housing, as well as for the intended community use. Consider the size and shape of the site and its location within the neighborhood. Determine whether it would make sense to have new multifamily housing in that location, factoring in the proximity of other residential housing and schools.
- **Build community support.** When exploring the potential site, look at the surrounding neighborhood. Are there other community facilities in the neighborhood? Are there any residential dwellings—single family and/or multifamily—in the neighborhood? Think about whether the community needs and would welcome multifamily rental housing in the neighborhood along with the proposed community facility. The grantee's outreach and engagement strategy should address these issues.
- **Review zoning and determine the feasibility of adding housing.** When considering the site for co-location, review the zoning to determine whether the area is already zoned for housing. If not, what would be needed to update the zoning or obtain a variance or exception? Would any of these options be feasible?
 - ① **TIP:** Consider zoning designation for the site when determining the feasibility of adding housing.

IMPLEMENTATION STEPS

3

CREATE A ROADMAP FOR MOVING FORWARD



Pictured above: Together Center. Property contains 280 units of affordable rental housing.

After completing the inventory, the initial needs assessment, prioritization of community facility needs, and initial reconnaissance of available sites, the grantee should develop a roadmap for moving forward with addressing these needs and explore the possibility of co-locating affordable rental housing with existing facilities. The roadmap should be responsive to the priority levels determined at the

inventory stage but also cognizant that the best opportunities for co-locating housing may not align with the facilities with the most urgent need for rehabilitation. The roadmap is most useful as a tool for making strategic decisions that maximize public resources in the pursuit of two related but ultimately distinct goals: the upkeep and expansion of community facilities and increasing the supply of affordable rental housing.



- **Recommendations for addressing needs.** For those facilities that are inadequate or will soon become so, the roadmap should include a recommendation to modernize, renovate, or replace the facility, including whether the facility should remain at its current location or be moved to a new location. The grantee must determine whether there is land available for developing community facilities that must be relocated or currently do not exist.
- **Additional opportunities.** Once the analysis described above has been completed, the municipality can explore whether the site might be used for opportunities such as expanding the existing capacity of the facility and adding or substituting uses. If there is sufficient land available, are there opportunities to add additional uses, such as additional community functions, green space, or affordable rental housing?
- **Available resources.** What funding is available for taking the recommended actions to meet each facility's needs? When will funds be available? If any facilities were identified as potential co-located

housing sites, what additional financial resources can be leveraged for the construction of affordable rental housing units? How do grantees coordinate funding streams between housing departments and other local agencies, along with the funding streams that come with the public facility? Are there specific considerations or unusual circumstances for funding that grantees need to be aware of, particularly different or conflicting use restrictions or eligible activities? Grantees may refer to Strategies 1 and 2 of the **Increasing the Supply of New Affordable Housing Primer** for an overview of various public and external funding sources that can be applied toward housing production.

- **Realistic goals.** The roadmap should be an actionable plan that can be reliably followed by the grantee. Once priority needs and available resources have been identified, the grantee should establish goals for creating co-located housing that it can reasonably achieve in the near (the next 5 years) and medium (5 to 10 years) terms. Long-term goals also should be identified as a means to guide future planning processes.

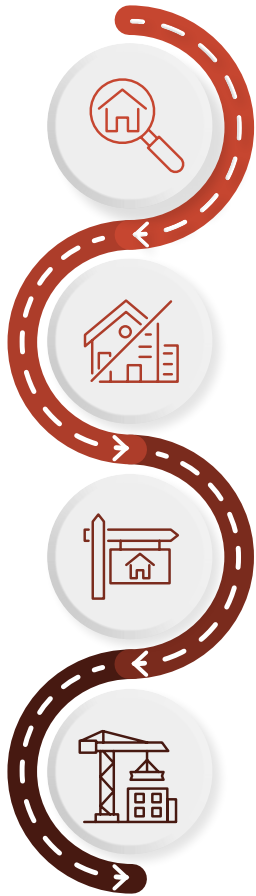


Unlocking Housing Dollars for Community Uses

In 2016, the City of Chicago recognized the need for new branches of the Chicago Public Library in certain parts of the city. While there was no separate capital budget for public libraries in Chicago and insufficient public funds to build the new branches, these neighborhoods also had a need for affordable housing and the city's leadership identified an opportunity to both fund the development of the new libraries and co-locate the two uses. The Chicago Housing Authority (CHA) had capital funding, operating subsidy support, and is experienced in working with housing developers. With backing from the mayor, CHA, the library commission, and the affordable housing developer collaborated to build two attractively designed co-located projects.

Pictured above: Independence Branch, Chicago Public Library

ELEMENTS OF A ROADMAP



01. **Review** the inventory (created in Step 1) to determine the community facilities that are needed most.

02. **Determine** whether the current site of the facility has additional land available for other uses.

03. **Determine** whether other land is available that might be suitable for the facility, as well as adding another use, such as housing.

04. **Explore** whether additional financial resources for the facility can be leveraged for the construction of housing units.

Identifying Land For New Housing: A Shared Campus For Housing and Services

In 2018, a group of nonprofits located in downtown Redmond, Washington, decided to redevelop their space into a multiuse campus that combines services, housing, and community amenities. They had purchased an aging strip mall in 1991 and created a new 501(c) named the Together Center. Over time their land became valuable as Redmond's development pressure increased and housing affordability worsened. Realizing the affordable housing potential of their 2.47-acre site, the Center decided to solicit partners to redevelop its land. Their development partners utilized Low Income Housing Tax Credits, and the City of Redmond contributed a \$4M in lieu fee generated from a market-rate building elsewhere in downtown to make the development financing work.

Today, the Center contains offices and service space for over 20 human services providers, a resource navigation desk, shared community amenities, and 280 units of affordable housing in downtown Redmond, where affordability has recently declined. Nonprofits in the Center serve clients in the building and across the region's Eastside. The Center benefits from its proximity to newly opened light rail and the Redmond Transit Center, which helps its residents reach jobs and clients reach its agencies.

4

BUILD STRATEGIC PARTNERSHIPS AND IDENTIFY CHAMPIONS

Like any affordable housing development, having strong partnerships between the municipality and developers is critically important to the development of affordable rental housing co-located with community facilities. In addition, a mutually cooperative relationship should be developed with the community facility's leadership and staff. For example, if there is a planned co-location of affordable housing with a fire station, there must be a strong partnership among the municipality, developer, and fire department. The same is true if the facility is a childcare center, police department, public library, or clinic. Having a partner who can publicly champion the project can often clear permitting and other administrative hurdles and foster community support for the project. Potential champions may be from individual branches of the municipal government; educational, political, or other community leaders; and state or federal government representatives.



Pictured above: The Station at Potomac Yard Apartments in Alexandria, Virginia. Property contains 64 units of affordable rental housing.

Joint Operating Responsibilities and the Role of the Grantee as a Mediator in Negotiations

In the predevelopment and design phase, create working documents to govern the operating responsibilities of the shared location, including lines of communication for problem-solving and cost-sharing formulas for maintenance and replacement funds. As a housing-focused public entity, the grantee may be helpful in mediating between the housing developer and the public facility operator to clarify expectations and problem-solve during the creation of the governing documents. Physical design can reduce potential areas of conflict, such as providing separate entrances for separate uses and using different architectural design elements to differentiate the uses.



Pictured above: The Station at Potomac Yard Apartments in Alexandria, Virginia

- **Develop relationships with community facility partners and housing developers.** Once the local government considers co-locating housing with a particular community facility, the grantee should reach out to the officials and staff of the facility/institution, be it a fire department, police department, library, or clinic, to discuss the benefits of co-locating affordable rental housing. If necessary, the grantee also could procure services from a professional design firm and involve local and regional affordable housing developers—as well as the facility’s leadership and other community stakeholders—in the review process. The grantee would determine the extent to which the facility’s leadership and community stakeholders would be involved in the selection of a developer.
- **Create a blueprint for how the partnership would work.** The grantee should plan how to codify the partnership with the community facility, such as

entering into a joint venture, which would lay out the financial and operating responsibilities of the developer and community facility, with the grantee acting as a mediator in negotiations.

- **Search for potential champions.** In addition to creating a strong partnership among government officials, the developer, and community facility staff, the grantee should consider finding a champion or champions within the community who will publicly offer support for the co-located housing development. This champion can function as an additional liaison with community stakeholders. Champions can be elected officials, such as mayors, city council members, county supervisors, or congressional representatives. They can be members of the grassroots community, such as cultural, religious, or institutional leaders, or other respected community leaders. Champions also may be professionals from the medical, educational, and arts sectors of the community.

5 FOSTER COMMUNITY SUPPORT

A key element of any effort to develop affordable housing is to foster a strong base of community support. Residents and the commercial occupants of a community typically recognize the need for community facilities— new, renovated, and/or expanded— and are often vocal about that need. Thus, co-locating affordable housing with community facilities that are already desired by community stakeholders can lead to greater acceptance of the housing component.

Seeking community support *early in the planning process* is crucial to gaining community acceptance. As stakeholders have time to get accustomed to the idea of co-located affordable housing, the likelihood of obtaining their support increases. Strategies that have been successful in certain municipalities include the following:

- **Develop a message that demonstrates the benefits of the proposed development.** Provide factual information on the needs and benefits of the community facility, as well as the impact of affordable housing on other neighborhoods within the local government’s jurisdiction and on other communities. Try to demonstrate the synergy between affordable housing and the community as a whole. For more information on the connection between affordable housing and the community, see the [HOUSING AS...](#) infographic.



Dispelling Myths About Affordable Rental Housing

Are neighborhood residents likely to be concerned about the proposed development because of the following?

- Its impact on the environment
- Perceived changes in the neighborhood’s character and demographics
- Anticipated decreases in property values

There have been numerous studies on the impact of affordable rental housing on its surrounding neighborhood. Findings generally indicate that affordable housing has positive effects on nearby property values, urban infrastructure, and climate resilience. This is primarily because, in order to obtain approvals and community support for the housing, the design is generally innovative, attractive, and in keeping with the overall look and feel of the neighborhood. Additionally, the strong level of oversight of the property required by various funders ensures a high-quality product that has fully accounted for and addressed any possible impacts on the surrounding urban fabric and natural environment.



Pictured above: Together Center. Property contains 280 units of affordable rental housing.

- **Create a comprehensive communication strategy tailored to different community sectors, including residential, commercial, and service providers.** A thoughtful communication strategy to provide information and solicit feedback from the public at key stages in the planning process can go a long way toward demonstrating the grantee's and the developer's goodwill. Ensure that outreach materials are available in several languages and that the communication strategy includes outreach to underserved and linguistically isolated communities.
 - **Decide strategically at which points in the planning process to get sectors of the community involved.** To obtain support, provide information and request input from community members as early as possible. This enables those involved in developing the housing to have adequate time to study and react appropriately to stakeholders' concerns about the environment, traffic patterns, public safety, and other matters. Ensure that community stakeholders are given the opportunity and are encouraged to participate in the initial planning and design phases so they can have meaningful input before the plans are mostly locked in, and keep stakeholders informed throughout the development process.
 - **Determine the communication modalities.** What are the best methods for publicizing your message in order to obtain community support? The use of community meetings with low barriers to participation and other public events can be highly effective in engaging the public. Consider events for small groups of stakeholders for specific planning and design tasks. Visual presentations of successful co-located housing can be especially effective in demonstrating how affordable housing can enhance a community.
 - **Communicate clearly on how the community's feedback was/was not incorporated in the project, documenting the reasons for each decision.** In all likelihood, there will be aspects of the co-located housing development that will need to be negotiated. There may be situations in which the community requested a facility, design, or other feature that may ultimately be infeasible for political, financial, or regulatory reasons. In early communications with the community, this scenario should be communicated to stakeholders so that they understand that they are participating in an iterative process where all of each party's requests may not be workable. If community members understand that the grantee and its partners will do their best to accommodate the community's requests, they will be much more likely to continue to support the project. Again, transparency about the planning and development processes, continued demonstrations of goodwill, and providing examples of successful co-located projects will go a long way toward smoothing the path to compromise.
- For additional information on building community support for co-located affordable housing and affordable housing in general, see the "Building Support for Affordable Housing Development" chapter in the [Primer](#).



NEXT STEPS:

LONG-TERM CONSIDERATIONS FOR PROJECT IMPLEMENTATION



Pictured above: Independence Branch, Chicago Public Library

Considering the co-location of affordable housing can be part of a community's long-term strategy, or an integral part of planning efforts associated with maintaining, updating, relocating, and adding new community facilities. This requires

the grantee to proactively conduct long-range planning for community facilities and constantly look at opportunities to co-locate affordable housing where it can enhance the facility and the surrounding community.

- **Keep the community facilities inventory up to date.** In order to operationalize co-location of affordable housing, local government must keep its community facilities inventory as up to date as possible, preferably on a continuing basis. As the grantee revisits their jurisdiction's Consolidated Plan, they should be on the lookout for additional opportunities for co-locating affordable housing with community facilities as a potential source of land and community enhancement.
- **Frequent and transparent communication with the community.** As stated previously, planning for and developing co-located affordable housing with community facilities does not occur in a vacuum. Community stakeholders should be part of the process of planning for affordable housing in the near and far terms. The grantee should ensure that community stakeholders are made aware of planned and ongoing co-locating efforts. Community engagement should occur throughout the life of the project to reinforce the property's image as a positive contribution to the surrounding neighborhood.
- **Measuring success.** To ensure the future consideration and development of affordable housing co-located with community facilities, the grantee should carefully track the planning and development stages of the process, the project's completion and occupancy, and ongoing operations so that they are aware of the project's positive outcomes. The grantee can measure the impact on and the benefits to the community from the co-located housing by looking at the following:
 - Number of affordable housing units created
 - Infrastructure improvements that may have resulted alongside the project
 - Frequency of use of the community facility by property and neighborhood residents
 - The efficiency of co-locating the housing

The grantee can use the results of this analysis to publicize the benefits of co-locating affordable housing as part of a long-term community strategy, which should help pave the way for community support of additional affordable housing development.



Pictured above: Independence Branch, Chicago Public Library

ACKNOWLEDGMENTS

This document was authored by the ICF team of Alexandre Pereira, Kyle Smith, and Toni Gallo, under the project management of Olga Mulherin.



ICF is grateful for the partnership, vision, and critical input from the many HUD staff dedicated to this effort.

ICF also thanks the HUD grantees and developers who contributed their time and insight on the examples cited in this Implementation Guide. They include David Block, Evergreen Real Estate Group; Kim Sarnecki, Together Center; and Helen McIlvaine and Eric Keeler of the Office of Housing, City of Alexandria, Virginia.

PHOTO ATTRIBUTIONS

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Northtown Library: Credit: John Ronan Architects, Photo credit: James Florio

Station at Potomac Yard: Photo credit: City of Alexandria - Office of Housing

Together Center: Photo courtesy of the Together Center, togethercenter.org



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