



**City of Madison**  
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# City of Madison, Wisconsin Draft 2016 Action Plan

for the period **January 1, 2016** through **December 31, 2016**

*The community development strategies and projects that will be undertaken by the City of Madison in 2016 utilizing funds received annually from the U. S. Department of Housing and Urban Development (HUD)*

## **City of Madison Community Development Division**

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## Executive Summary

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### **AP-05 Executive Summary - 24 CFR 91.200(c), 91.220(b)**

The City of Madison Community Development Division (CDD) receives federal formula funds annually from the U.S. Department of Housing and Urban Development (HUD). As a condition of receiving these funds, the City is required each year to develop a one-year Action Plan that articulates the community development goals on which it will focus these funds. The Plan covers the period January 1, 2016 through December 31, 2016. During this period, the City anticipates it will receive the following Federal formula funds:

- Community Development Block Grant (CDBG)
- HOME Investment Partnerships Program (HOME)
- Emergency Solutions Grant (ESG)

In addition to the formula funds listed above, the City expects to administer U.S. Department of Energy (DOE) Energy Efficiency and Conservation Block Grant (EECBG) funds and HUD Continuum of Care (CoC) funds.

These funds will be used to meet goals and objectives established and approved by the Division's CDBG Committee and the City of Madison Common Council. The Plan's goals and objectives were developed in consultation with citizens, nonprofit organizations, developers, businesses, funding partners, schools and other governmental bodies. Their overarching purpose is to support the development of viable communities with decent housing, suitable living environments and economic opportunities for the City's low- to moderate-income households.

The Community Development Division will pursue these goals and objectives by working with the nonprofit community, housing developers, neighborhood groups, associated businesses, stakeholders, labor union representatives, other local government entities, residents and partners. The Division will also work closely with several other City agencies to jointly plan, implement and evaluate the Plan's core activities.

The Community Development Division will submit this One-Year Action Plan to the Department of Housing and Urban Development for the 2016 calendar year once it receives notice from HUD of specific funding levels. This is in conformance with the requirements of the Housing and Community Development Act of 1973, as amended.

### **Summary of the objectives and outcomes identified in the Plan Needs Assessment Overview**

The 2016 Action Plan includes the four goals outlined below, all targeting community needs related to affordable housing, economic development and employment, and strengthening neighborhoods.

Goal 1 - Affordable Housing: Provide decent, safe and sanitary affordable housing opportunities for low- and moderate-income households in order to enhance household, neighborhood and community stability.

- Objective 1.1, **Housing Supply:** Preserve, improve and expand the supply of affordable housing for homeowners and renters.
- Objective 1.2, **Housing Assistance:** Improve housing stability for homebuyers, renters, homeless and special needs populations.

Goal 2 - Economic Development & Employment Opportunities: Expand employment opportunities and enhance neighborhood vitality by supporting new and existing businesses.

- Objective 2.1, **Job Creation and Community Business Development:** Create jobs, particularly for under-represented individuals, by supporting new or expanding businesses.
- Objective 2.2, **Small Business Development:** Assist entrepreneurs, particularly those from populations that are under-represented, seeking to start or grow small businesses and micro-enterprises (as defined by HUD) that create jobs.
- Objective 2.3, **Adult Workforce Preparedness:** Provide needed support and opportunities to help individuals overcome barriers to gainful employment and achieve economic stability.

Goal 3 - Strong & Healthy Neighborhoods: Strengthen neighborhoods through strategic investments in physical assets and amenities like neighborhood centers, community gardens or other community facilities, as well as other planning and revitalization efforts.

- Objective 3.1, **Neighborhood Centers & Community Gardens:** Create, enhance, or sustain the development and operation of physical assets, such as neighborhood centers, community gardens or other physical amenities that help bring people of diverse backgrounds together, serve as neighborhood focal points, or help residents develop skills or take advantage of opportunities that will strengthen neighborhoods.
- Objective 3.2, **Capital Improvements for Community Organizations:** Create or improve safe, accessible, energy-efficient and well-maintained community and neighborhood facilities.
- Objective 3.3, **Neighborhood Revitalization Plans & Projects:** Help residents within designated neighborhoods identify, plan for and implement projects and activities that promise to enhance the quality of life for neighborhood residents.

Goal 4 - Program Administration: Administer the Community Development program to meet community needs and funder requirements by developing, guiding and managing activities that generate long-term impact and self-sufficiency.

This Action Plan allocates a total of approximately \$8.5 million in anticipated 2016 Community Development Block Grant, HOME and ESG Entitlement funds, City HOME Match funds, City funds, State HCRI funds, CDBG and HOME program income, and other funds to support the Community Development program. If additional Entitlement funds are made available, the CDD and the CDBG Committee will distribute the funds according to “B-List” funding recommendations approved during the 2015-2016 funding process. Funds in excess of these previously approved allocations will be made available as part of the currently established reserve funds for agencies to access throughout the year. The City used allocation percentages in the *2015-2016 Community Development Program Goals and Objectives* to distribute the funds.

### **Evaluation of past performance**

The City of Madison continually strives to improve the performance of its operations and those of its funded agencies. In 2015, the Community Development Division invested over \$7 million in the community to meet the goals and objectives outlined in the 2015 Action Plan. CDBG, HOME and ESG funds were primarily targeted toward affordable housing, economic development and development and employment opportunities and strong and healthy neighborhoods. For a more detailed summary of the City’s evaluation of past performance, previous Consolidated Annual Performance and Evaluation Reports (CAPERs) can be viewed on the City’s website at [www.cityofmadison.com/cdbg](http://www.cityofmadison.com/cdbg).

### **Summary of citizen participation process and consultation process**

The City’s Community Development Division, in coordination with its CDBG Committee, developed the 2016 Action Plan and the 2015-2019 Consolidated Plan with consultation from a diverse group of individuals and organizations. A public hearing on a draft of the 2016 Action Plan was held on February 4, 2016. The 2016 Action Plan flows from the 2015-2019 Consolidated Plan, which was approved by HUD in July of 2015. Projects included in the 2016 Action Plan were approved at publicly noticed meetings of the CDBG Committee and the Common Council, including final approval on November 10, 2016 as part of the City of Madison’s 2016 Operating Budget.

As part of the larger five-year planning process that includes the 2016 Action Plan period, The City conducted nine focus group meetings between November 11, 2013 and January 16, 2014 to gather input regarding Madison’s top community development needs. Citizen participation was also solicited through an electronic survey sent to over 700 email recipients, forwarded through a community listserv, and made available on the City of Madison’s homepage, accessible via Dane County public library computers. Paper copies of the survey were distributed to libraries, public housing sites and homeless shelters. A total of 954 individuals responded to the survey.

During its development, the Consolidated Plan was discussed at publicly-noticed CDBG Committee meetings where specific opportunity for public comment is always provided. The draft Plan was made available for review via electronic notification to a diverse array of citizens, agencies, developers, other funders and governmental bodies, and also posted on the Community Development Division's website. Paper copies were made available for review at all public libraries and City-funded neighborhood centers. A public hearing was held on November 14, 2013 to solicit public comment on needs, trends, and potential obstacles for 2015-2019. An additional public hearing to solicit input on the Draft 2015-2019 Consolidated Plan was held on October 9, 2014. Finally, the Plan was provided to the Common Council on December 2, 2014, where another opportunity for public comment was provided. All meeting locations were accessible to persons with disabilities and all meeting notices included information about how to request accommodation such as a translator or signing assistance.

### **Summary of public comments**

A summary of public comments received during Consolidated Plan planning process can be found at the following link in Appendix A (Citizen Participation) of the City's approved 2015-2019 Consolidated Plan: [www.cityofmadison.com/cdbg/docs/2015-2019\\_ConPlan.pdf](http://www.cityofmadison.com/cdbg/docs/2015-2019_ConPlan.pdf).

2016 Goal Areas and Objectives	Estimated 2016 Funding Sources, Amounts and Percentage of Total Funds			
	CDBG	HOME	ESG	Other
<b>AFFORDABLE HOUSING</b>	<i>Total This Goal Area: \$ 3,742,161 (44%)</i>			
Housing Development	\$ 592,745	\$ 540,000	\$ -	\$ 55,000
<i>Owner-Occupied Housing Rehab</i>	\$ 522,745	\$ -	\$ -	\$ 55,000
<i>Owner-Occupied Housing Development</i>	\$ 70,000	\$ 108,000	\$ -	\$ -
<i>Rental Housing Development</i>	\$ -	\$ 432,000	\$ -	\$ -
Housing Assistance	\$ 342,841	\$ 252,000	\$ 120,821	\$ 1,838,754
<i>Homebuyer Assistance</i>	\$ 250,000	\$ 252,000	\$ -	\$ 350,000
<i>Homeless and Special Needs Populations</i>	\$ -	\$ -	\$ 109,282	\$ 1,407,630
<i>Housing Resources</i>	\$ 92,841	\$ -	\$ 11,539	\$ 81,124
<b>ECONOMIC DEVELOPMENT AND EMPLOYMENT OPPORTUNITIES</b>	<i>Total This Goal Area: \$ 2,192,755 (26%)</i>			
Job Creation and Community Business Development	\$ 1,149,000	\$ -	\$ -	\$ -
Small Business (Micro-Enterprise) Development	\$ 405,102	\$ -	\$ -	\$ -
Adult Workforce Preparedness	\$ -	\$ -	\$ -	\$ 638,653
<b>STRONG AND HEALTHY NEIGHBORHOODS</b>	<i>Total This Goal Area: \$ 1,681,428 (20%)</i>			
Neighborhood Centers and Community Gardens	\$ 364,891	\$ -	\$ -	\$ 1,129,157
Neighborhood Revitalization Plans and Projects	\$ 187,380	\$ -	\$ -	\$ -
<b>OVERALL PROGRAM ADMINISTRATION</b>	<i>Total This Goal Area: \$ 847,257 (10%)</i>			
Effective Planning & Administration of Community Development Program	\$ 634,173	\$ 119,166	\$ 14,182	\$ 79,736
	<u>CDBG</u>	<u>HOME</u>	<u>ESG</u>	<u>Other</u>
<b>TOTALS BY FUNDING SOURCE</b>	\$ 3,676,132	\$ 911,166	\$ 135,003	\$ 3,741,300
<i>Total Estimated Resources for 2016: \$ 8,463,601</i>				