

# 2021 ACTION PLAN

Discussion Item - CDBG Committee  
June 3, 2021

# Community Development Division

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## **Vision:**

All Madison residents and neighborhoods have access to resources and opportunities necessary to help them realize their full potential.

## **Mission:**

The Community Development Division collaborates with residents, neighborhoods, and other community stakeholders to overcome barriers to opportunity in order to support a vibrant community, shared prosperity, and resident and community wellbeing.

# Performance Excellence

➤ Resolution 18-00573 passes July 24, 2018, “Establishing the City of Madison Performance Excellence Framework & Implementation & Ongoing Sustainability Efforts”

➤ Adopts the new vision, mission, values, service promise.



**OUR MISSION** is to provide the highest quality service for the common good of our residents and visitors.



## OUR VALUES



### Equity

We are committed to fairness, justice, and equal outcomes for all.



### Civic Engagement

We believe in transparency, openness, and inclusivity. We will protect freedom of expression and engagement.



### Well-Being

We are committed to creating a community where all can thrive and feel safe.



### Shared Prosperity

We are dedicated to creating a community where all are able to achieve economic success and social mobility.



### Stewardship

We will care for our natural, economic, fiscal, and social resources.



## OUR SERVICE PROMISE

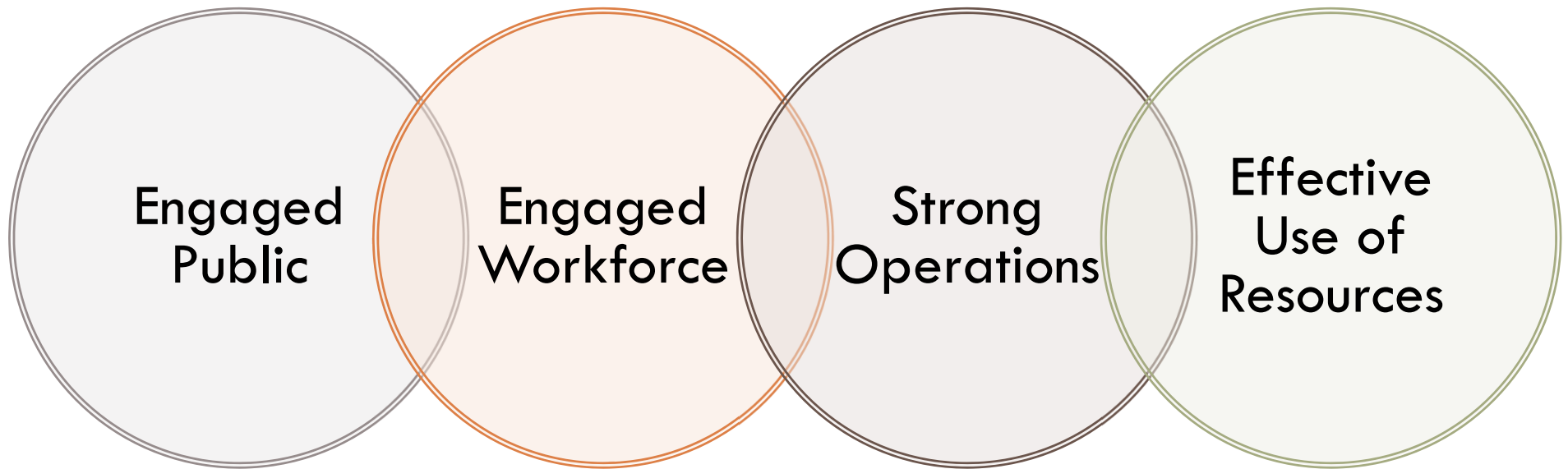
I have the highest expectations for myself and my fellow employees. Every day, I will:

- Serve coworkers and members of the public in a kind and friendly manner.
- Listen actively and communicate clearly.
- Involve those who are impacted before making decisions.
- Collaborate with others to learn, improve, and solve problems.
- Treat everyone as they would like to be treated.



# Performance Excellence

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## Engaged Public

- Voice of Customer will work on a customer feedback survey
- **Imagine Madison / Comprehensive Plan feedback received from residents will be incorporated into City operations**
- Neighborhood Resource Teams will continue to engage directly with residents and neighborhoods

## Engaged Workforce

- Line of Sight will help create a link between the city's strategic vision and every employee
- Voice of Customer will design and implement a citywide employee engagement survey
- Departments will put plans in place to address responses to survey

## Strong Operations

- **All agencies will develop and implement work plans**
- Continued use of racial equity analysis
- Voice of Process will work on developing and implementing a citywide process improvement methodology
- Data Management will provide tools for a culture of data-informed decision making

## Effective Use of Resources

- **Results Madison will help each agency complete a service inventory and performance measures in support of achieving the outcomes that the public expects.**
- Outcome budgeting, with agency/service work plans connected to budget.

# Imagine Madison



- **Resolution 18-00085 passed August 7, 2018**
  
- ***The Plan's recommendations are intended to:***
  - **Create a collective vision**
  - **Establish priorities**
  - **Inform policies**
  - **Align the work of City Agencies**
  - **Create a framework for topic-specific plans**
  - **Guide private development**
  - **Foster partnerships**

# Imagine Madison/Comprehensive Plan

## 6 Comprehensive Plan Elements



# COMPREHENSIVE PLAN

## 6 ELEMENTS



**Land Use +  
Transportation**



**Neighborhoods +  
Housing**



**Culture +  
Character**



**Green +  
Resilient**



**Effective  
Government**



**Economy +  
Opportunity**

## RELATED PLANS

- Neighborhood Plans
- Neighborhood Development Plans
- Special Area Plans
- Transportation Plans

- CDBG Five-Year Plans
- Affordable Housing Studies, Reports, and Programs

- Cultural Plan
- Historic Preservation Plan
- Urban Design Plans

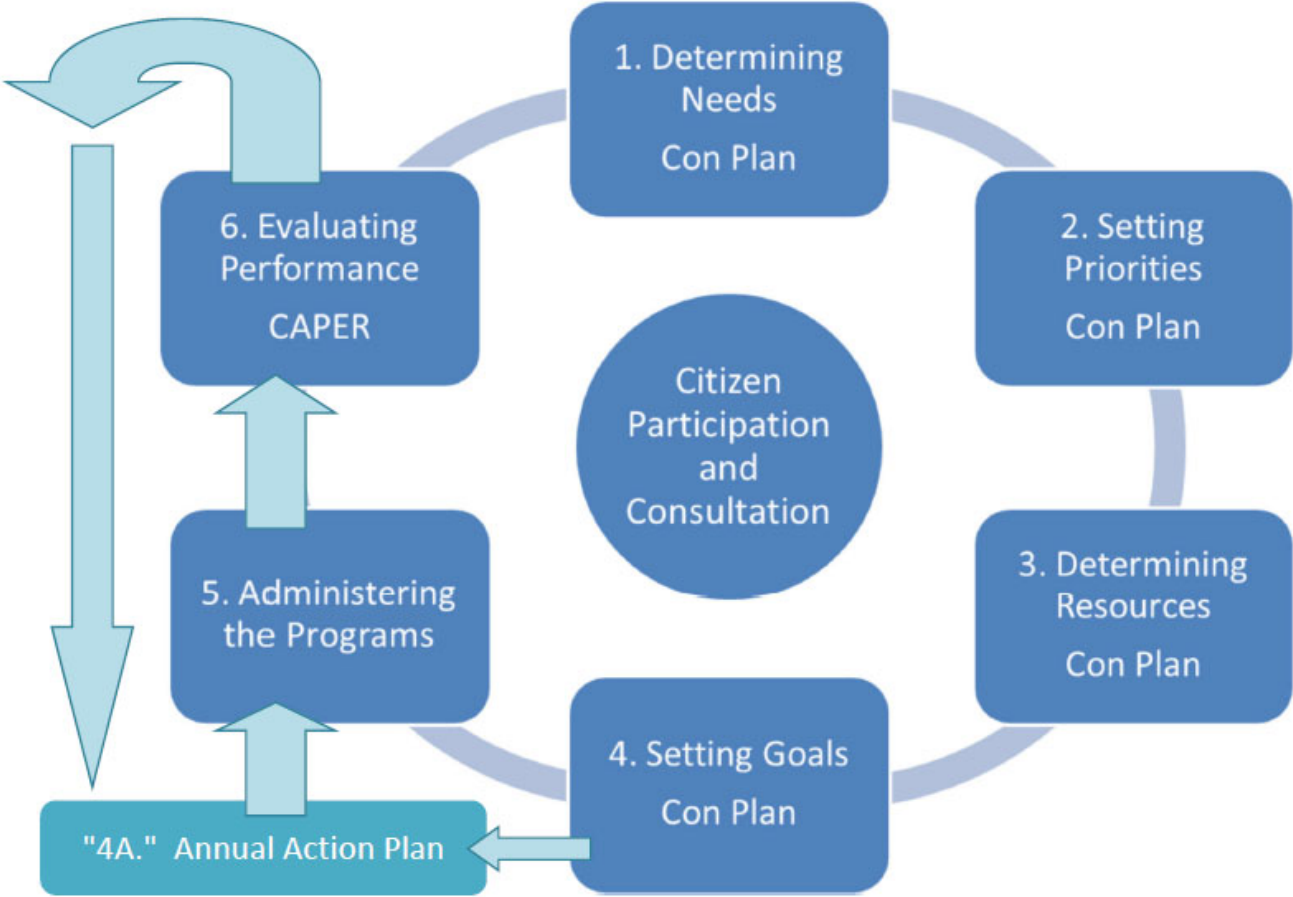
- Sustainability Plan
- Park & Open Space Plan
- Energy Plan
- Solid Waste Plan

- Water and Sewer System Plans
- Long Range Facilities Plan
- Intergovernmental Agreements

- Economic Development Plan
- Tax Increment Financing (TIF) Plans
- Redevelopment Plans



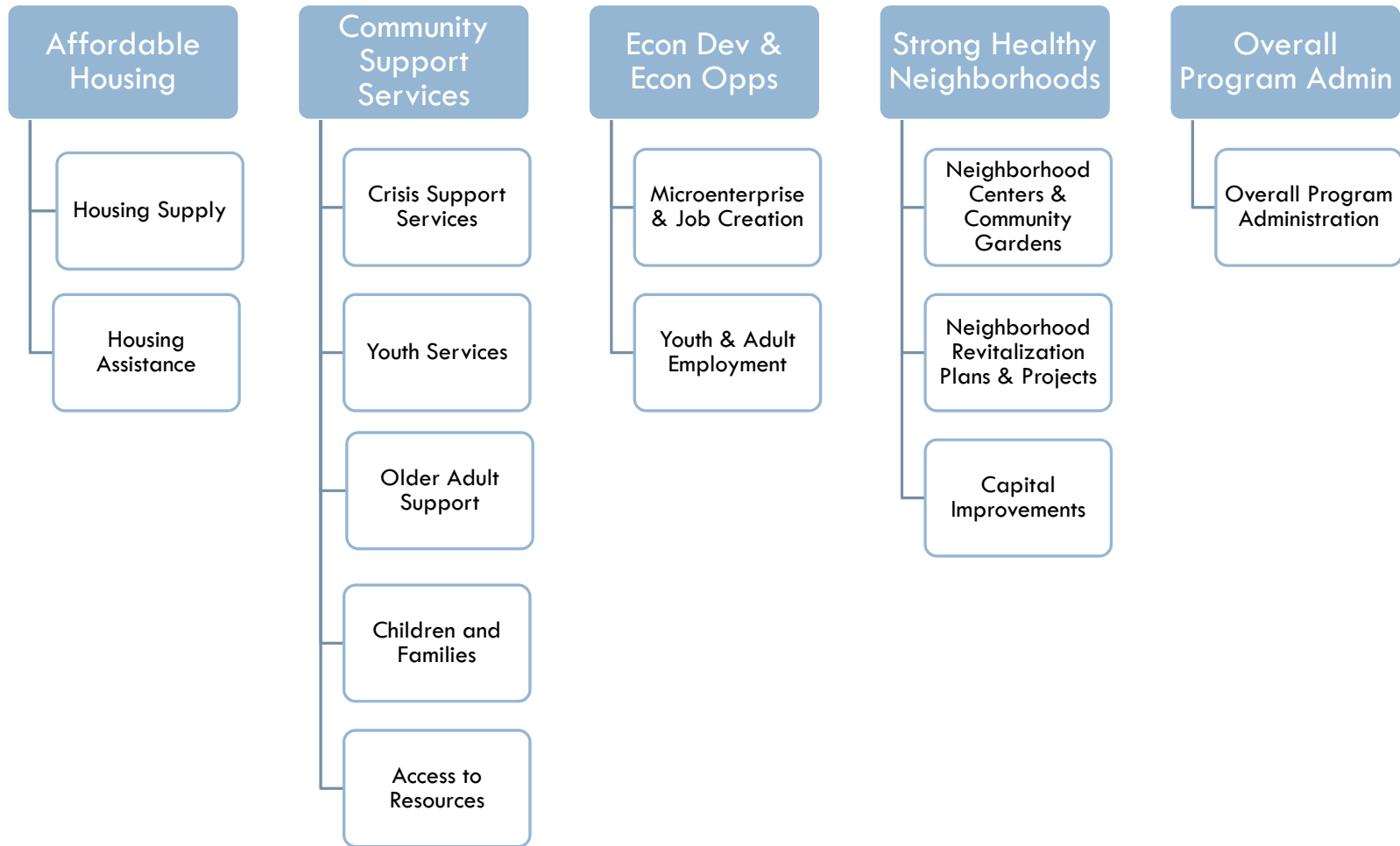
# Consolidated Plan



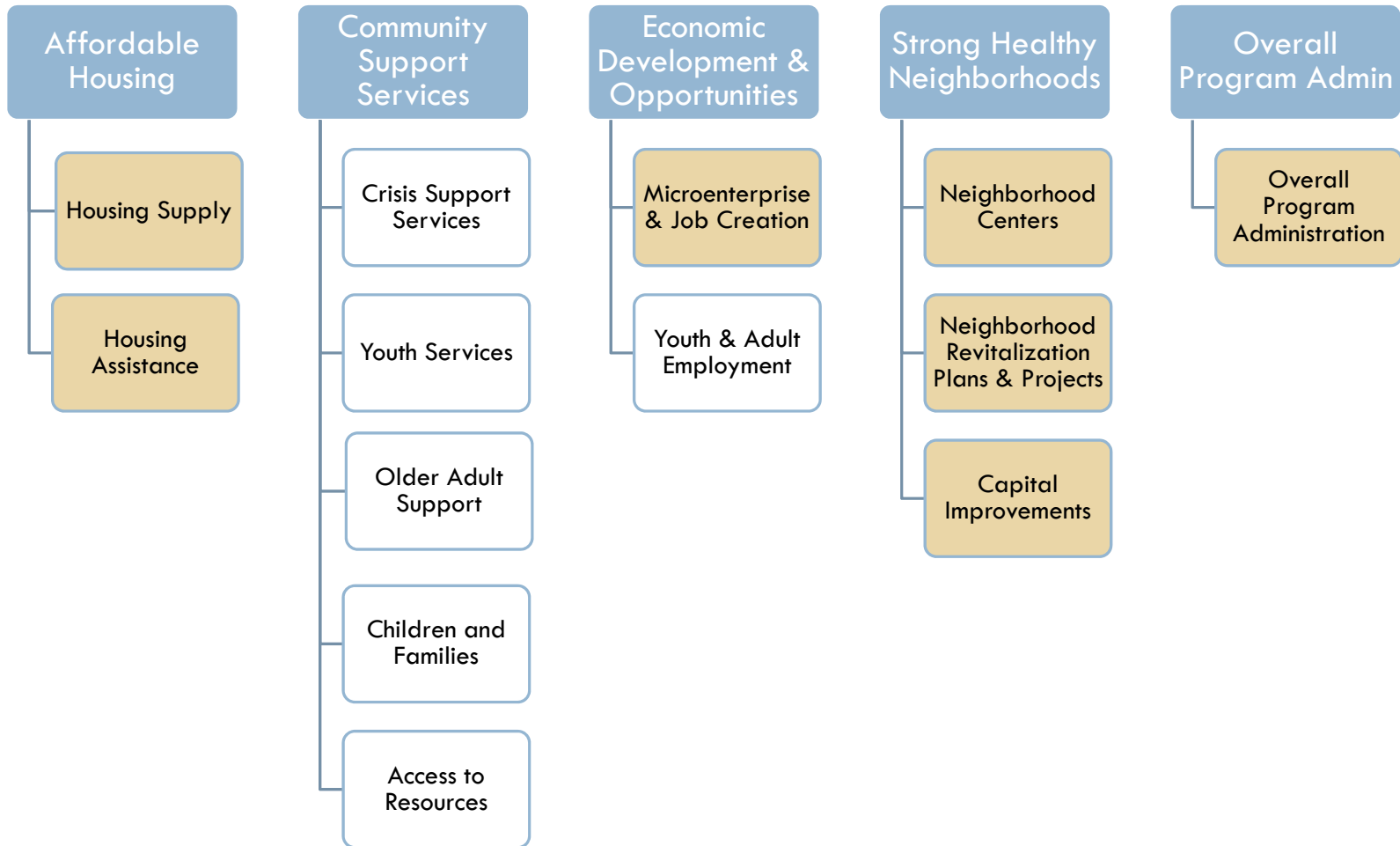
# Citizen Participation/Consultation

- Imagine Madison
- Stakeholder/Partner Survey
- Resident/Community Survey
- Focus Groups
- Bean Poll Events
- Annual Public Hearing

# Service Structure



# Service Structure for 2021 Action Plan



# HOME Investment Partnerships Program

- Block grant program where funds may only be used for affordable housing-related initiatives
  
- May use funds for capital projects, operating subsidies, or homeownership initiatives
  
- City of Madison current goal areas:
  - ▣ Housing Supply
  - ▣ Housing Assistance

# Community Development Block Grant (CDBG)

- Eligible activities include housing, job creation, public service support, infrastructure improvements, and public facility improvements
  
- City of Madison current goal areas:
  - ▣ Capital Improvements (Housing & Community Facilities)
  - ▣ Housing Assistance
  - ▣ Job Creation
  - ▣ Micro-Enterprise Development
  - ▣ Public Service\* (Center Operations)

\*Public Service capped at 15% of total CDBG allocation

# Emergency Solutions Grant (ESG)

- Program focuses on ensuring homelessness is rare, brief and non-reoccurring by funding outreach, shelter operations, Rapid Re-Housing or prevention activities.
- City of Madison current goal areas:
  - ▣ Housing Assistance

# Goals in the 2021 Action Plan

## Affordable Housing

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Housing Supply

Housing Assistance

### **Goal 1 - Housing Development & Financing: Homeownership**

- Housing Rehabilitation and Accessibility Improvements
- Owner-Occupied Housing Development (New Units)
- Homebuyer Assistance (Down Payment)

### **Goal 2 - Housing Development & Financing: Rental**

- Rental Housing Acquisition and/or Rehabilitation
- Rental Housing Development (New Units)



# Goals in the 2021 Action Plan

Affordable  
Housing

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Housing  
Supply

Housing  
Assistance

## **Goal 3 - Homeless Services & Housing Stability**

- Services for Homeless and Special Needs Populations
- Tenant-Based Rental Assistance (TBRA)
- Housing Resources (Tenant Services)

# Housing Forward- Affordable Housing Strategies in Plan

- Create Affordable Housing throughout the City **(Goal 1&2)**
  - ▣ Focus City support on affordable housing developments with transit access and that deliver long-term affordability.
  
- Combat Displacement and Segregation **(Goal 1&2)**
  - ▣ Expand housing options by supporting a greater variety of housing types within neighborhoods, like condos, townhomes and land trusts.
  - ▣ Increase homeownership opportunities for people of color
  - ▣ Prioritize preservation of existing affordable housing

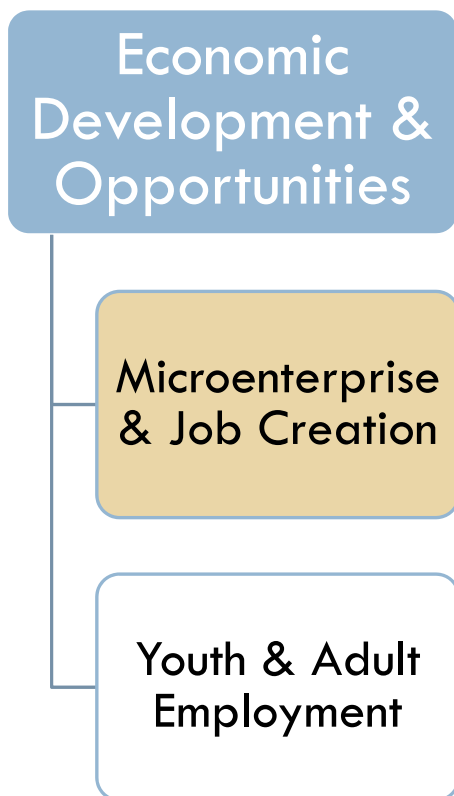
# Housing Forward- Affordable Housing Strategies in Plan

- Ensure Seniors and Others Can Stay in Their Homes **(Goal 1 & 3)**
  - ▣ Strengthen programs & services to tenants that prevent evictions, including legal representation for tenants (CDD) and addressing retaliatory eviction after complaints (DCR).
  - ▣ Expand loan programs for seniors and homeowners at risk of displacement to stay in their homes.
  - ▣ Enhance programs that make existing housing more accessible and energy efficient.

# Housing Forward- Affordable Housing Strategies in Plan

- Work to End Homelessness (**Goal 2 & 3**)
  - ▣ Increase investments in strategies that expand low-barrier housing options with support services for very low-income households.
  - ▣ Strengthen our non-profit partners through capacity building & education.
  - ▣ Partner with the County and service providers to develop full-service purpose-built shelter facilities that help move people into stable housing.

# Goals in the 2021 Action Plan



## **Goal 4 - Small Business Assistance**

- Technical Assistance to Micro-Enterprises
- Support to Businesses Expanding to Create Jobs

# Goals in the 2021 Action Plan



## **Goal 5 - Neighborhood Asset Building**

- Development and Maintenance of Community Facilities
- Neighborhood Revitalization Plans & Projects

# Next Steps for Approval

- Draft 2021 Action Plan posted on CDBG Website
- Public Comment Period open for 15 days
- Public Hearing - July 8<sup>th</sup> CDBG Committee and approval vote
- Finance Committee- July 12<sup>th</sup>
- Common Council- July 20<sup>th</sup>
- Submit to HUD by August 15, 2021