

# CDA Strategic Planning

6-27-2024

# Agenda



Structure



CDA Mission to  
CDA Charter



Workplan



Portfolio  
Analysis

# Glossary

- PBV: Project-based Section 8 Voucher
- Redeveloped: Rebuilt or substantially renovated
- Section 42 Tax Credit: Federal Low-income housing tax credit to construct or rehab buildings
- LLC: Limited Liability Corporation
- MRCDC: CDA affiliated non-profit
- Repositioning: Removal of a property from the Public Housing Program and replacing it with Section 8 assistance

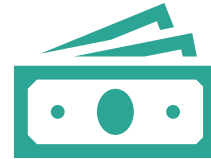
# Why Reposition?



Local Control and  
Flexibility



Administrative Relief



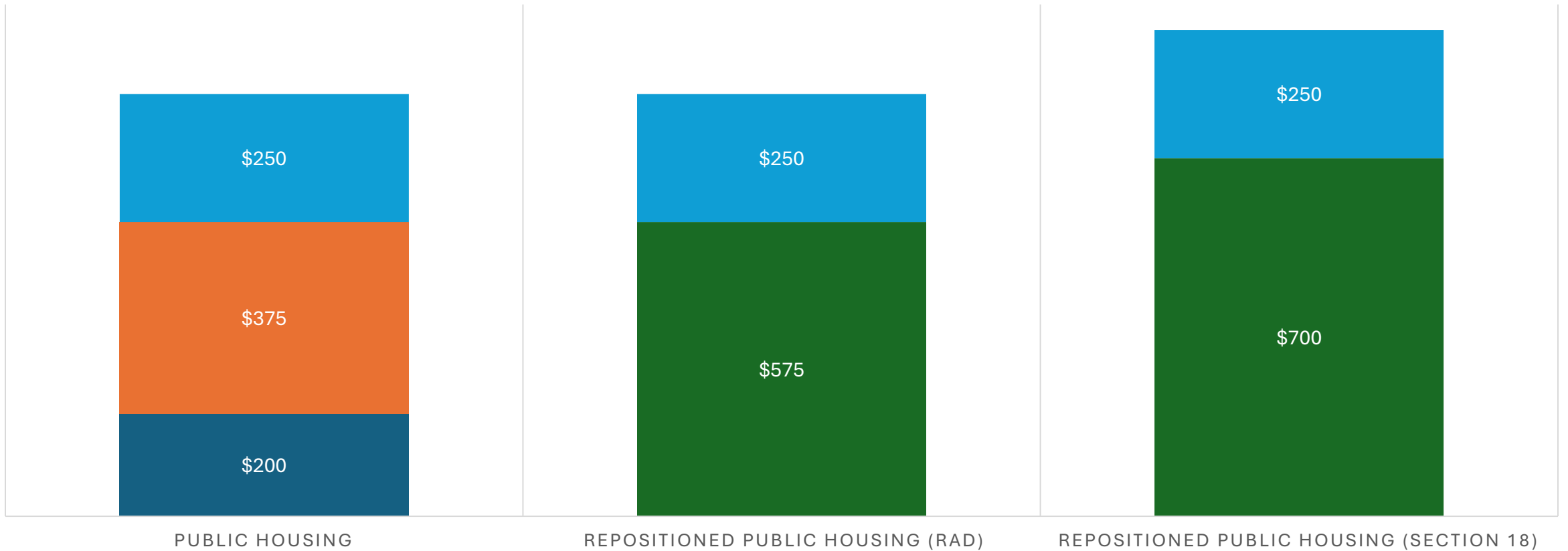
Predictable and Stable  
Funding Platform



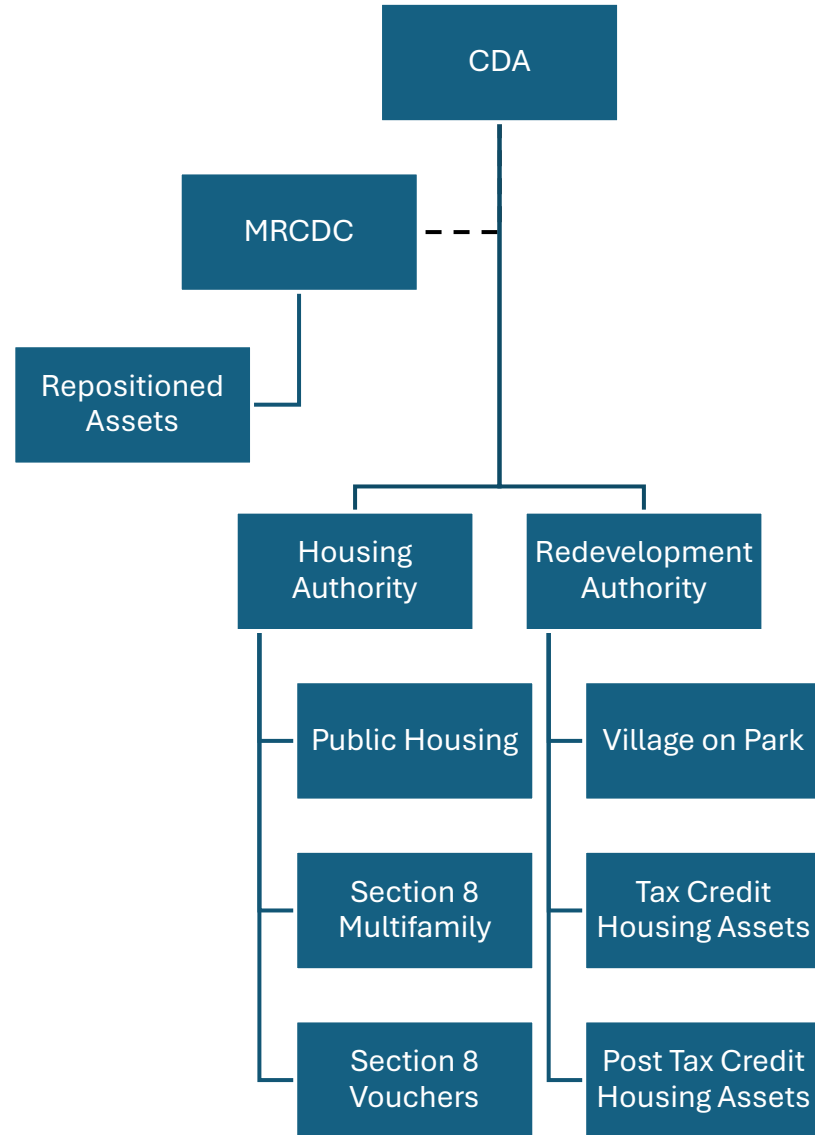
Ability to Leverage  
Additional Funding

# Repositioning

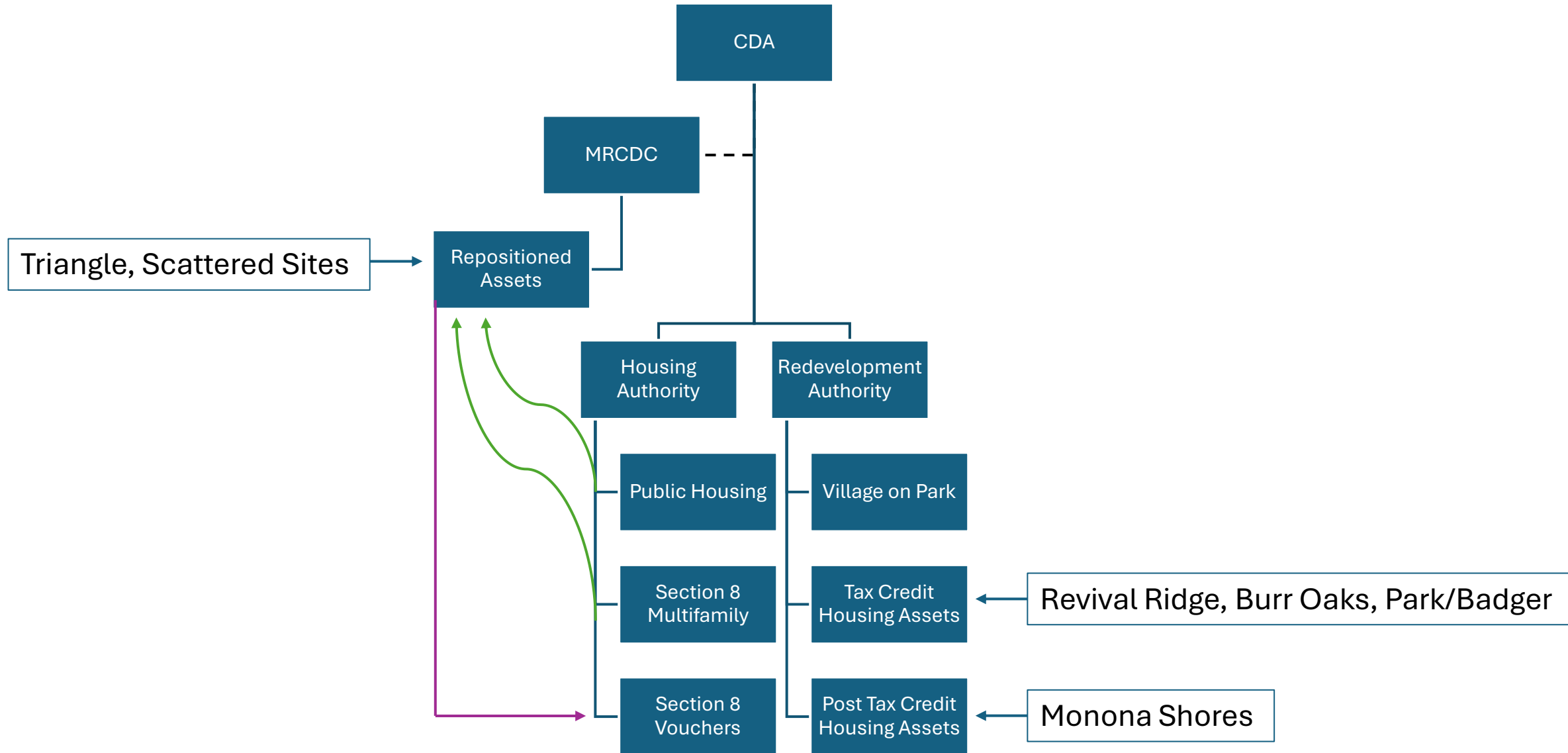
■ Capital Fund   ■ Operating Fund   ■ Housing Assistance Payment   ■ Tenant Rent



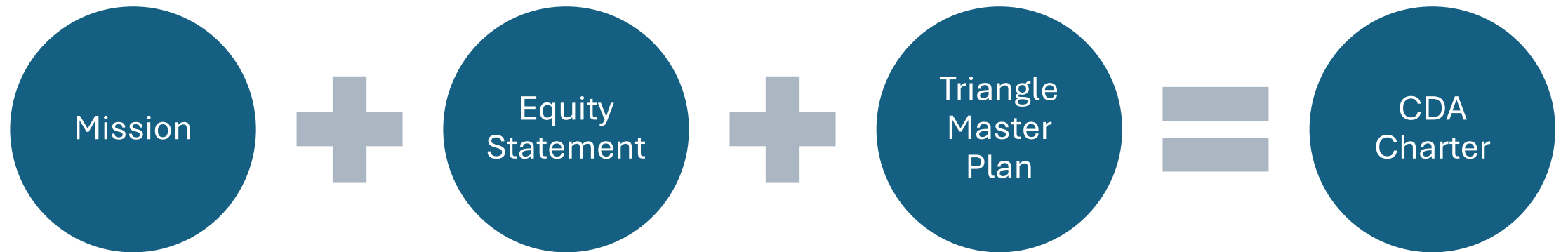
# Structure



# Structure



# Charter Development





# CDA Mission

Our mission is to develop and provide inclusive and safe places through quality affordable housing, services, and community resources in the City of Madison

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Our mission is to develop and provide **inclusive** and safe **places** through quality **affordable housing**, services, and community resources in the City of Madison

# CDA Values

## **AFFORDABILITY AND OPPORTUNITY**

- We believe that everyone in Madison has the right to a home they can afford and an opportunity to thrive

## **EQUITY AND INCLUSION**

- We prioritize people-focused projects and programs that reduce disparities, encourage participation by historically marginalized voices, and ensure that they benefit from decisions that shape their communities

## **NEIGHBORHOOD VIBRANCY**

- We create livable places that are resilient, connected, and sustainable

# Livability Goals

## AFFORDABILITY AND OPPORTUNITY

- **Affordable Housing** – To create and preserve existing affordable housing
- **Community Servicing Commercial Spaces**  
- To support underrepresented businesses, non-profits, and essential government services that promote neighborhood stability, economic vitality, as well as health and wellness
- **Economically Sustainable** – To ensure continued operation and adequate support for all CDA properties and programs
- **Leveraging** - To promote the use of non-CDA sources of funding and maximize private investment

# Livability Goals

## EQUITY AND INCLUSION

- **Community Engagement** - To provide a space for residents and neighbors to inform and impact development projects from initial planning stages through construction
- **Displacement Mitigation** - To avoid the displacement of current residents while providing opportunities for those who have moved away to return
- **Housing for Everyone** - To promote safe and affordable housing for families and underserved populations
- **Mixed-income neighborhoods** - To promote mixed-income developments, economically integrated communities, and housing opportunities for low-income residents
- **Transportation Opportunities** - To promote a multimodal transportation network that ensures convenient and equitable access to a variety of transportation options

# Livability Goals

## NEIGHBORHOOD VIBRANCY

- **Architecture + Urban Design** - To promote excellent architecture that elevates public spaces, creates flexible buildings that adapt to changing needs, and lasts for generations
- **Public Art** - To transform public spaces with art that inspires, engages, and adds lasting value to the community
- **Public Space** - Build dynamic spaces where residents can connect and celebrate what makes their neighborhood unique
- **Sustainability** - To minimize environmental impact of buildings, equip communities to weather challenges, and support long-term economic viability
- **Accessibility** – To design communities that prioritize pedestrians, bicycles, and transit access with safe, accessible, and connected routes

# Policies

## Housing

- Permanent affordability commitment for rental housing
- Commitment to inclusive tenant selection plans, high levels of resident engagement, and policies that only employ eviction as a last resort
- Preserve or expand the existing level of affordability when redeveloping existing housing
- Mix of incomes from 0-100% of Area Median Income when increasing the number of units in a redevelopment or creating a new development
- Focus on avoiding displacement when developing in high growth or high-income areas
- Add socially beneficial commercial uses in mixed-use projects when feasible

# Policies

## **Sustainability**

- Projects need to be designed to achieve a federal ENERGY STAR score of 90 or higher;
- Buildings must also be designed to operate without on-site fossil fuel combustion (i.e., no natural gas except generator backup)
- Projects need to be certified as LEED Silver (or higher) or Enterprise Green Communities

To achieve a higher level of sustainability, the Policy will outline additional goals to achieve Passive House or Net Zero certification when certain financial incentives are available.



# Workplan

CDA Redevelopment - Priority Projects Timeline				2024				2025				2026				2027				2028			
Location	Status	Year	Project	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Theresa Terrace	Active	2025	Demolition/New Construction																				
Triangle B1	Active	2026	Demolition/New Construction																				
Village on Park	Active	2025	Parking Garage Construction																				
Park/Badger	Active	2027	Redevelopment - Housing, Fire, Clinic																				
Village on Park	Active	2025	Greenspace, Site Improvements																				
Reservoir	Active	2025	Livery Conversion (2 residential units)																				
Revival Ridge	Active	2025	Exterior Renovations (Unwind LIHTC deal)																				
Monona Shores	Active	2025	HVAC/Window Replacements																				
MRCDC	Active	2025	Scattered Site Rehab - Phase 3																				
Village on Park	Planning	2026	Townhouses - New Construction																				
MRCDC	Planning	2026	Scattered Site Rehab - Phase 4																				
Reservoir	Planning	2026	Siding, Porch, Window Replacements																				
Triangle B2/B3	Planning	2027	Demolition/New Construction																				
MRCDC	Planning	2027	Scattered Site Exterior Improvements																				
Monona Shores	Planning	2027	Gutter/Shingle Replacement																				
Triangle A Site	Planning	2028	Demolition/New Construction																				
Triangle C-D Sites	Planning	2030	Demolition/New Construction																				
Truax Phase 3?	TBD		Renovation/New Construction TBD																				
Romnes?	TBD		Redevelopment TBD																				
Baird Fisher?	TBD		Redevelopment TBD																				
Webb Rethke?	TBD		Redevelopment TBD																				
Mosaic Ridge?	TBD		Townhouse Expansion																				

Pre-Development
Construction
Horizon List/TBD

# Portfolio Analysis



RAD VS SECTION  
18



BUILDING  
CONDITION



NEIGHBORHOOD  
PLANS



FUNDING  
AVAILABILITY



STAFF CAPACITY

# Portfolio Analysis

Truax Phase 3

Baird Fisher

Romnes

Webb Rethke

Mosaic Ridge  
Townhomes

Remaining  
Scattered  
Site

City  
Landbanked  
Sites