

TRIANGLE STRATEGIC ASSESSMENT



CITY OF MADISON COMMUNITY DEVELOPMENT AUTHORITY

SEPTEMBER 2016

PEOPLE SUMMARY

CDA HOUSING

RESIDENTS

- 321 Households
 - 94 Senior
 - ~12 Family
- 366 Individuals
- 295 Disabled Individuals
 - 75 Disabled Seniors
- 275 Households Below 30% AMI
- 37 Households Between 30% and 50% AMI
- 9 Households Between 50% and 60% AMI

SUPPORTIVE SERVICES

- Two resource coordinators
 - Each handling more than 400 contacts per month (20 contacts with residents per day, per social worker)
 - Resource coordinators also assist in coordinating supportive programming and civility-focused activities that benefit residents
- One Parish Nurse
 - Funded through the Triangle Ministry and United Way
- One chaplain
 - Provides supportive programming such as Prayer and Praise – a religious service involving singing as well as walk-in hours
- Periodic social work interns
 - Assist the resource coordinators in their efforts
- One Neighborhood Police Officer
 - Dedicated to the Triangle and Brittingham Park
- Once a month food pantry
 - Attended by approximately 110 separate households each month
 - Managed by Sisters of St Mary Health Center, Second Harvest
- One community library
 - Staffed by volunteers at Brittingham
 - There are several computers available with Internet access

CHALLENGES

The high number of very low income households (86% have incomes below 30% of area median income) as well as high number of disabled individuals and the nature of their disabilities (mental health as well as physical disability) presents a population profile similar to that of Permanent Supportive Housing. Permanent Supportive Housing is a model that combines housing with supportive services designed to make residents who face a variety of barriers to housing more stable in their housing. The CDA Housing was created to serve as affordable housing, while services were added in an ad-hoc basis over time. Services at the Triangle are not comprehensive or integrated into the housing and the staffing ratios are significantly lower than is typical in Permanent Supportive Housing (ex. 1 caseworker to 12 residents at Rethke Terrace).

OBSERVATIONS

Redevelopment of the Triangle should revolve around the unique needs of the population and incorporate proven best practices of Permanent Supportive Housing:

- Integrated onsite case management and support services
 - Mental health, substance abuse, employment, health and wellness
- Design for safety
 - Landscaping, lighting, accessibility, access control to minimize health and safety risks
- Incorporate building features to encourage a healthy lifestyle

BAYVIEW FOUNDATION

RESIDENTS

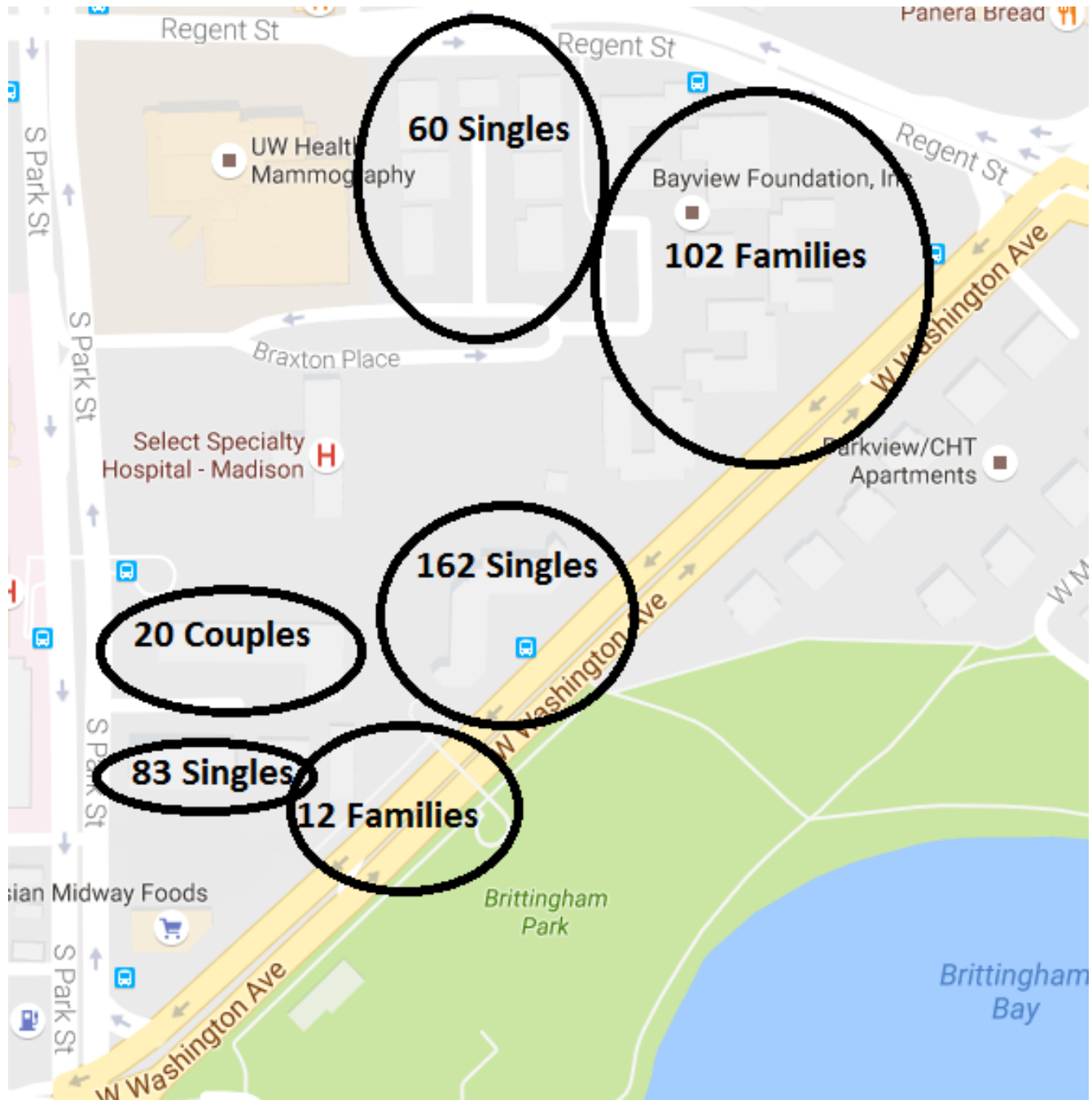
- 102 Households
 - XX Senior
 - XX Family
- XX Individuals
- XX Disabled Individuals
 - XX Disabled Seniors
- XX Households Below 30% AMI
- XX Households Between 30% and 50% AMI
- XX Households Between 50% and 60% AMI

SUPPORTIVE SERVICES

- One outreach coordinator
 - Coordinates adult bingo, community meals and assists with Hmong translation and resource coordination for the Hmong elders
- Community Center
 - Focuses on serving the residents of the Bayview Development,
 - Offers youth programming including after school, music, art and summer activities; Senior programs, exercise programs; and hosts Monona Bay Neighborhood association meetings
 - The Center also houses two non-profit groups, Freedom Inc. and Call for Peace
 - Offices for the program staff and property management
 - A computer lab and tutoring area also serve residents

CHALLENGES

OBSERVATIONS



SITE SUMMARY

LOCATION

- In total the Triangle covers approximately 26 acres
 - 10 acres CDA
 - 6 acres Bayview
 - 7 acres Healthcare
- Surrounded on all sides by 4+ lane arterial roads
- Adjacent to a lake fronted City Park
- Bounded by
 - Rental housing to the east
 - Mix of student and professional
 - 2 story homes and 4 story multifamily
 - Healthcare to the west
 - 8+ stories
 - University of Wisconsin and mixed use to the north
 - 1-7 stories

CHALLENGES

- Physically isolated and closed off from surrounding neighborhoods
- Uneven mix of building heights/densities
- Many buildings are functionally obsolete

OBSERVATIONS

BUILDING STOCK

- Developed in the 1960s and 1970s
- Mix of low rise (1-2 story) and hi rise (8-10 story) buildings
- Regularly maintained
 - New roofs and mechanicals in many
 - Minor energy efficiency updates
 - No complete building overhauls
- Do not meet modern market standards
 - Lack of A/C in many buildings
 - Institutional finishes (cinder block walls, VCT floors)
 - Small units
 - Some no longer meet ADA requirements

FINANCIAL SUMMARY

STRUCTURE

- Public Housing
 - Gay Braxton and Brittingham
 - Federal funding for operating and capital projects (separate)
 - Capital is insufficient for major renovation
 - HUD deed of trust on property
 - Limits 3rd party debt
 - Requires HUD approval for renovation/demolition
 - Demo/Disposition program is suspended
 - Cannot demolish and replace
- WHEDA Multifamily
 - Parkside and Karabis
 - Project-based Section 8 through WHEDA
 - Long-term subsidy contract combining operating and capital
 - Insufficient for major renovation
 - Requires WHEDA approval for renovation/demolition

BUILDING STOCK

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- Mix of low rise (1-2 story) and hi rise (8-10 story) buildings
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CHALLENGES

- Public Housing renovation or demolition/replacement requires:
 - Reinstatement of HUD Demo/Disposition program
 - RAD Conversion
 - Changes from Public Housing to Project Based Section 8 or PBRA
 - Complex and new program
 - Combines Operating and Capital subsidy into a single source but does not increase subsidy
 - Allows for 3rd party debt (repaid by capital portion of the combined subsidy)
 - Allows for sale/monetization of excess land
 - Allows for mixing incomes
- WHEDA Multifamily
 - Debt financing
 - HAP

OBSERVATIONS

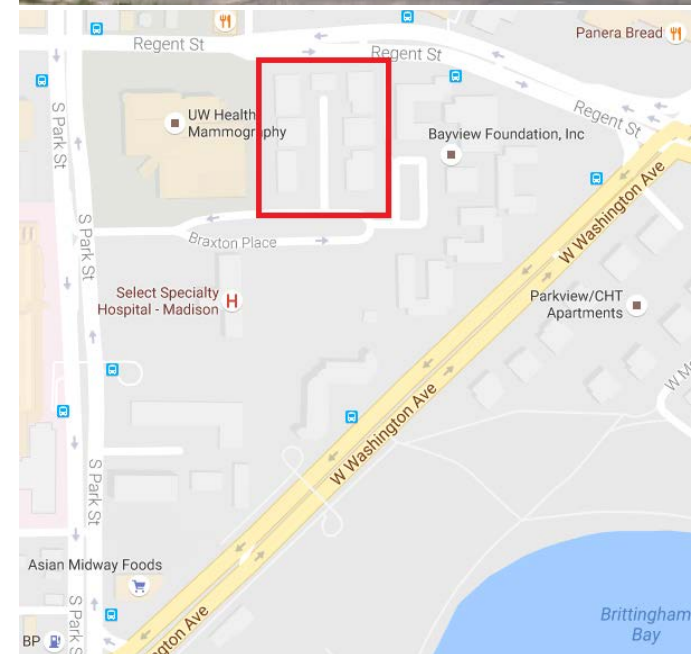
- Large scale redevelopment of the CDA or Bayview property will require a significant source of non-HUD capital, likely consisting of a mix of sources such as:
 - 9% Section 42 Tax Credits
 - Pays for ~75% of construction cost
 - Highly Competitive
 - 4% Section 42 Tax Credits
 - Pays for ~30% of construction cost
 - Not Competitive
 - TIF
 - Existing Park-Drake TID
 - Potential new TID
 - Local Subsidy
 - 3rd Party Debt

SITE SPECIFICS

TRIANGLE HOUSING FUND - GAY BRAXTON

BUILDING

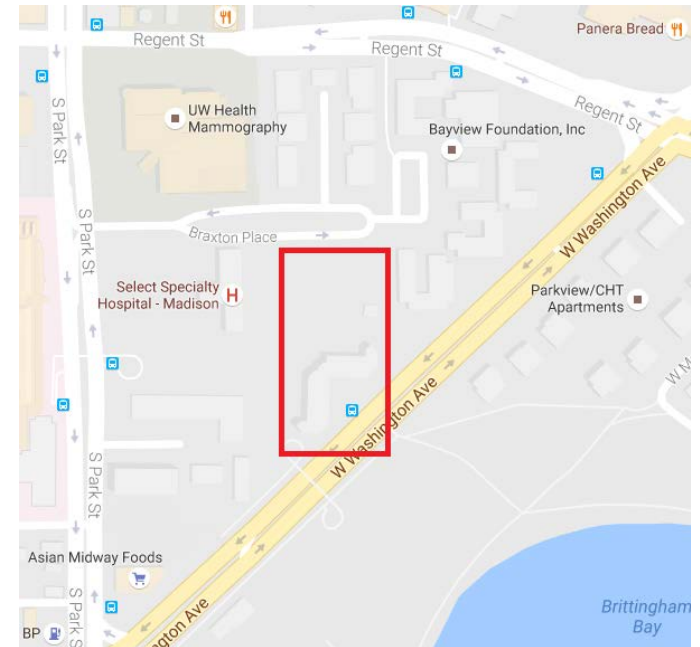
- Address: 604-762 Braxton Place
- Constructed: 1965
- Building Type: 6 – 2 stories townhouses
 - Wood frame / brick veneer
 - Partial basement
 - Shingle roof
- Zoning: TR-U1
- Lot Size: 110,936 sqft
- Unit Mix:
 - 31 efficiencies – 400 square feet
 - 25 1-bedroom – 505 square feet
 - 4 2-bedroom – 750 square feet
- Utilities Included: Gas, Water/Sewer
- Amenities:
 - Parking
 - Private Entrances
 - Laundry (shared)
- EnergyStar Rating
- Recently completed
 - New roofs and gutters 2009
 - Parking lot resurfaced 2010
 - New underground electric utilities 2011
 - Parking lot lighting replaced 2010
- Needed not yet scheduled
 - Boilers due for replacement
 - Sidewalk repair (see note)



TRIANGLE HOUSING FUND - BRITTINGHAM

BUILDING

- Address: 755 Braxton Place
- Constructed: 1976
- Building Type: 1 – 10 stories tower
 - Reinforced concrete / brick veneer
 - No basements
 - Flat roof - membrane
- Zoning: Planned Development
- Lot Size: 156,624 sqft
- Unit Mix:
 - 161 1-bedroom – 505 square feet
 - 1 2-bedroom – 750 square feet
- Utilities Included: Electric, Gas, Water/Sewer
- Amenities:
 - Parking
 - Elevator
 - Security Office
 - 11 accessible units
 - Parish Nurse and Edgewood Nursing Students
 - Laundry (shared)
 - Police Office
 - Ryan Bros Paramedics
- EnergyStar Rating: 74
- Recently completed
 - New boilers and DHW generation 2010
 - New roof 2009
 - Parking lot resurfaced with added drainage 2014
 - Elevators, hoisting equipment, and controls upgraded 2012
 - New Fire Alarm System - 2012
- Scheduled
 - Interior common area upgrades painting, rubber base replacement, ceiling tile, handrails, energy efficient lighting
- Needed not yet scheduled
 - Replace apron at driveway entrance
 - Generator due for replacement (see note)
 - Brick veneer requires regular maintenance. This coupled with exposed structural slab edges suggest an EIFS system might be a good investment



FINANCIALS

- Capital
 - Long-Term Debt: \$113,776 (2014)
 - Cash Balance: \$273,648
- Operating
 - Operating Subsidy: Public Housing
 - Revenues: \$1,422,977
 - Operating Expenses: (\$1,403,202)
 - Net Income \$19,775

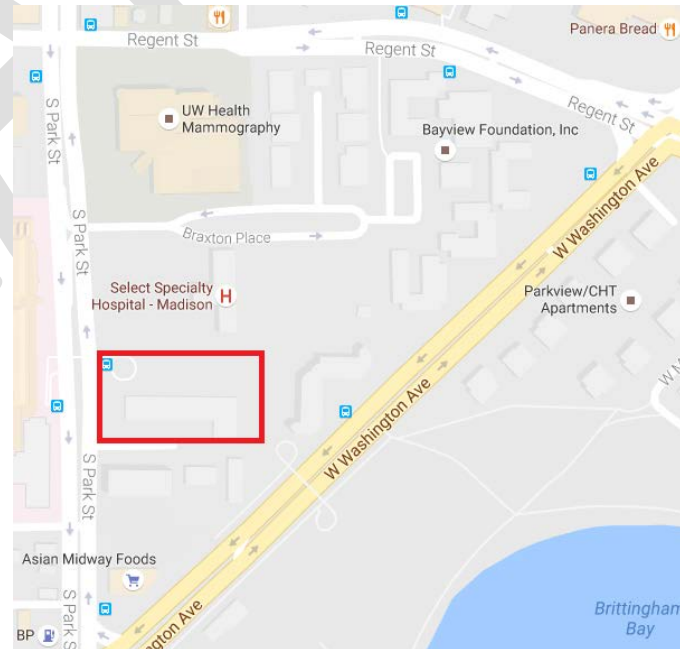
POPULATION

- 223 Households
- Average Household Income: \$12,485
 - 88% <30% AMI
 - 8% <50% AMI
 - 3% <60% AMI
 - 1% >60% AMI
- Average Rent: \$296
- Family Type
 - 7% Elderly No Children, Non-Disabled
 - 0% Elderly w/ Children, Non-Disabled
 - 5% Non-Elderly No Children, Non-Disabled
 - 0% Non-Elderly w/ Children, Non-Disabled
 - 19% Elderly No Children, Disabled
 - 0% Elderly w/ Children, Disabled
 - 68% Non-Elderly No Children, Disabled
 - 1% Non-Elderly w/ Children, Disabled
- Age Distribution
 - 1% 0-5
 - 0% 6-17
 - 35% 18-50
 - 34% 51-61
 - 24% 62-82
 - 1% 83+
- Household Size
 - 96% 1 person
 - 4% 2Person
- Length of Stay
 - 17% Moved in Past Year
 - 8% 1-2 years
 - 22% 2-5 years
 - 30% 5-10 years
 - 21% 10-20 years
 - 2% 20+ years

KARABIS

BUILDING

- Address: 201 S. Park St
- Constructed: 1977
- Building Type: 1 – 1 story building
 - Wood frame / brick veneer
 - No basement
 - Shingle roof
- Zoning: Planned Development
- Lot Size: 69,917 sqft
- Unit Mix:
 - 3 1-bedroom – 560 square feet
 - 15 2-bedroom – 750 square feet
 - 2 3-bedroom – 1,100 square feet
- Utilities Included: Electric, Gas, Water/Sewer
- Amenities:
 - Parking
 - Private Entrances
 - All are accessible units
 - Laundry (shared)
- EnergyStar Rating: 53
- Recently completed
 - New roof 2009
 - Privacy fencing replaced 2012
- Needed not yet scheduled
 - Very low energy efficiency
 - No longer meets ADA standards
 - Heating system due for replacement (bidding specs ordered)
 - Generator serving this building, and Parkside High-rise, due for replacement
 - Sidewalk repair (see note)



FINANCIALS

- Capital
 - Long-Term Debt: \$8,540 (2014)
 - Cash Balance: \$1,244,072
- Operating
 - Operating Subsidy: WHEDA Section 8
 - Revenues: \$217,352
 - Operating Expenses: (\$181,717)
 - Net Income \$35,635

POPULATION

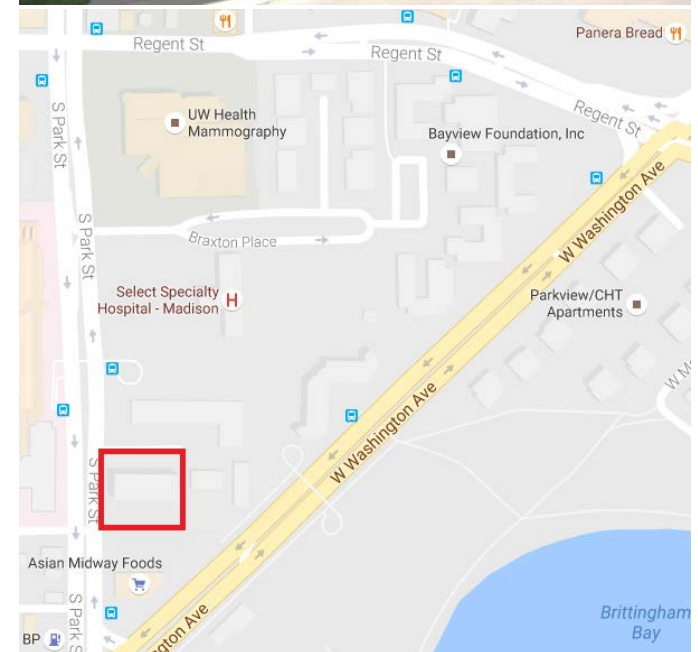
- 20 Households
- Average Household Income: \$10,155 *Blends Karabis and Parkside
 - 0% <\$5,000
 - 42% \$5,000-\$10,000
 - 47% \$10,000-\$15,000
 - 5% \$15,000-\$20,000
 - 5% \$20,000-\$25,000
 - 0% >\$25,000
- Average Rent: \$278.50 *Blends Karabis and Parkside
 - 0% <\$90
 - 5% \$90-\$200
 - 68% \$200-\$300
 - 16% \$300-\$400
 - 11% >\$400
- Family Type
 - 0% Elderly, Non-Disabled
 - 0% Non-Elderly, Non-Disabled
 - 47% Elderly, Disabled
 - 53% Non-Elderly, Disabled
- Age Distribution (Head of Household Only)
 - 0% 0-21
 - 11% 21-49
 - 42% 50-61
 - 47% 62+
- Length of Stay
 - 37% 0-5 years
 - 21% 6-10 years
 - 21% 11-15 years
 - 0% 16-20 years
 - 21% 21+ years

PARKSIDE - TOWER

BUILDING

- Address: 245 S. Park St
- Constructed: 1978
- Building Type: 1 – 8 story tower
 - Reinforced concrete / brick veneer
 - No basement
 - Flat roof – membrane
- Zoning: Planned Development
- Lot Size: 111,496 sqft
- Unit Mix:
 - 82 1-bedroom – 510 square feet
 - 1 2-bedroom – 750 square feet
- Utilities Included: Electric, Gas, Water/Sewer
- Amenities:
 - Parking
 - Elevator
 - Community Room
 - 7 accessible units
 - Laundry (shared)
- EnergyStar Rating: 87
- Recently completed
 - Elevators, hoisting equipment, and controls upgraded 2013
 - Hallway carpet replaced with ceramic tile 2010
- Scheduled
 - Replace missing AC grates on all floors
 - Paint accent strip on East and West face
- Needed not yet scheduled
 - Roof is due for replacement (have bidding specs)
 - Heating boilers, and DHW generation, due for replacement (have bidding specs)
 - Fresh Air handler is currently out of service (bidding specs ordered)
 - Generator serving this building, and Karabis, due for replacement
 - Parking lot needs resurfacing

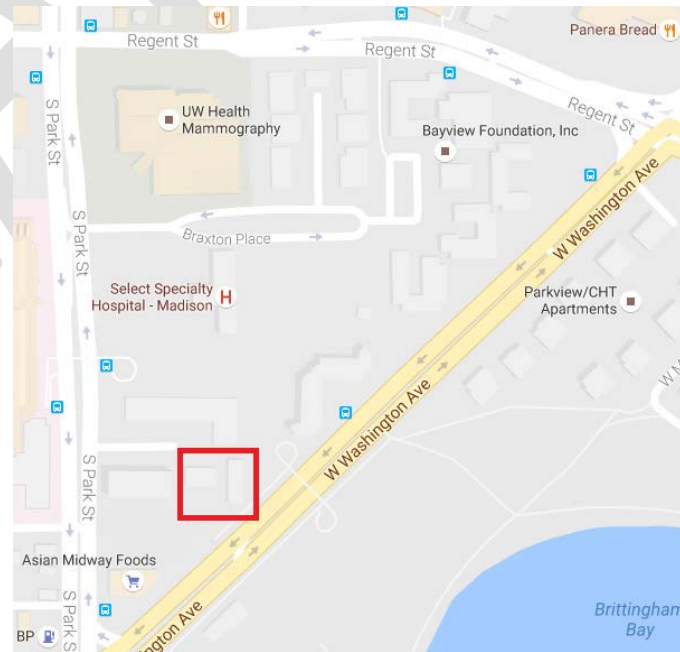
- East, West, & Rear entry doors and frames need replacement



PARKSIDE - TOWNHOUSES

BUILDING

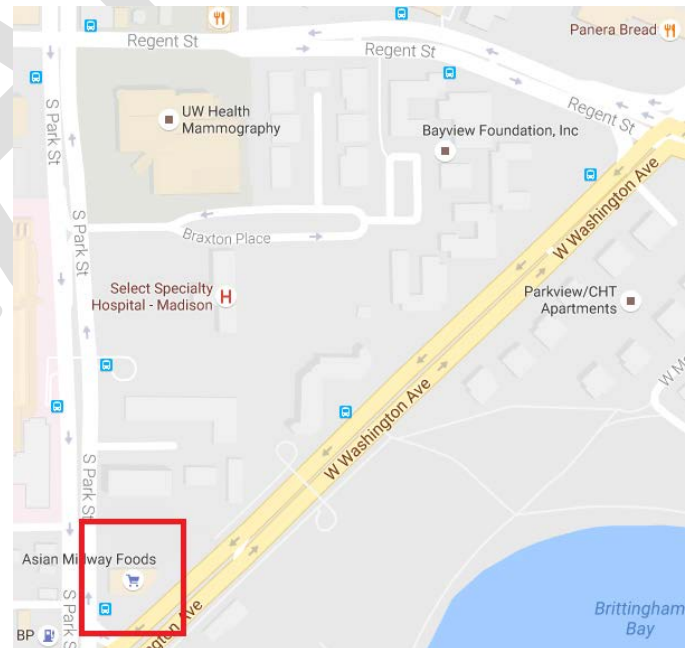
- Address: 802-824 W. Washington Ave
- Constructed: 1978
- Building Type: 3 – 2 story townhouses
 - Wood frame w partial brick veneer
 - Full basements
 - Shingle roofs
- Zoning: Planned Development
- Lot Size: -
- Unit Mix:
 - 8 2-bedroom – 750 square feet
 - 4 3-bedroom – 960 square feet
- Utilities Included: Gas, Water/Sewer
- Amenities:
 - Parking
 - Private Entrances
 - 2 accessible units
 - Laundry in basements
- EnergyStar Rating
- Recently completed
 - New roofs 2012
 - New furnaces and Air conditioning 2007
 - Sidewalks replaced, Parking lot resurfaced, and parking lot lighting replaced 2009



MIDWAY ASIAN FOODS

BUILDING

- Address: 301 S. Park St
- Constructed: 1978
- Building Type: 1 – 1 story commercial
- Zoning: Planned Development
- Lot Size: 111,496 sqft
- Unit Mix:
 - 1 grocery store
- Utilities Included: Electric, Gas, Water/Sewer?
- Amenities:
 - Parking
- EnergyStar Rating
- Capital Needs



FINANCIALS

- Capital
 - Long-Term Debt: \$988,252 (2014)
 - Cash Balance: \$76,441
- Operating
 - Operating Subsidy: WHEDA Section 8
 - Revenues: \$815,902
 - Operating Expenses: (\$616,168)
 - Net Income \$209,734

POPULATION

- 87 Households
- Average Household Income: \$10,155
 - *Blends Karabis and Parkside
 - 2% <\$5,000
 - 33% \$5,000-\$10,000
 - 43% \$10,000-\$15,000
 - 17% \$15,000-\$20,000
 - 1% \$20,000-\$25,000
 - 3% >\$25,000
- Average Rent: \$278.50
 - *Blends Karabis and Parkside
 - 2% <\$90
 - 8% \$90-\$200
 - 61% \$200-\$300
 - 20% \$300-\$400
 - 9% >\$400
- Family Type
 - 33% Elderly
 - 67% Non-Elderly
 - 87% Disabled
 - 13% Non-Disabled
- Age Distribution (Head of Household Only)
 - 0% 0-21
 - 24% 21-49
 - 43% 50-61
 - 33% 62+
- Length of Stay
 - 56% 0-5 years
 - 23% 6-10 years
 - 16% 11-15 years
 - 3% 16-20 years
 - 1% 21+ years

RECOMMENDED NEXT STEPS

ESTABLISH CDA STRATEGIC GOALS

OCTOBER-DECEMBER 2016

Based on this Assessment, the CDA will establish a list of several broad goals for the Triangle redevelopment, which will form the basis for a more specific redevelopment plan including identification of needed resources and partners.

NEIGHBORHOOD PLAN

JANUARY-JUNE 2017

Work with the City of Madison Planning Department to create a neighborhood plan for the Triangle and surrounding areas with the specific goal of engaging residents and stakeholders to determine:

- Appropriate density
- Appropriate building heights
- Siting of transportation connections (roads, crossings, bike/ped connections)
- Siting of land uses (housing, retail, open space, etc)

MASTER PLAN RFQ

JULY-DECEMBER 2017

Based on the CDA Strategic Goals and Neighborhood Plan, the CDA will issue an RFQ to identify a partner to develop a master plan for the Triangle detailing a strategy for design and financing of development projects.

MULTI-PHASE REDEVELOPMENT

2018-2023

Because of the size of the site, complex ownership and financing structures, and special needs of the current residents, the most likely outcome of the Master Plan will be a multi-phase redevelopment spread over at least five years. Activities will likely range from modest renovation and capital improvements to complete building demolition and construction. This redevelopment will require significant dedication of time and resources including:

- Dedicated staff time for project management from CDA
- Intense cooperation and coordination with neighbors
- Planning to avoid disrupting current residents
- Financial commitments from the City of Madison for activities ranging from infrastructure improvements to long-term loans

STAKEHOLDERS

RESIDENTS

- Bayview Residents
- CDA Residents

OWNERS/INVESTORS

- Bayview Foundation
- CDA Board
- City of Madison (Mayor/Common Council)
- HUD
- WHEDA

NEIGHBORS

- Alexander Company
- Asian Midway Foods
- BP
- Buckingham's
- CHT Apartments
- Fraboni's
- GHC
- Meriter Hospital
- Monona Bay Neighborhood Association
- Parks
- Select Specialty Hospital
- University of Wisconsin
- Urban Land Interests

AGENCIES

- CDA Housing Operations
- Community Development Division
- Community Police Officer
- Parks
- Planning Division
- Stormwater Engineering
- Transportation Engineering