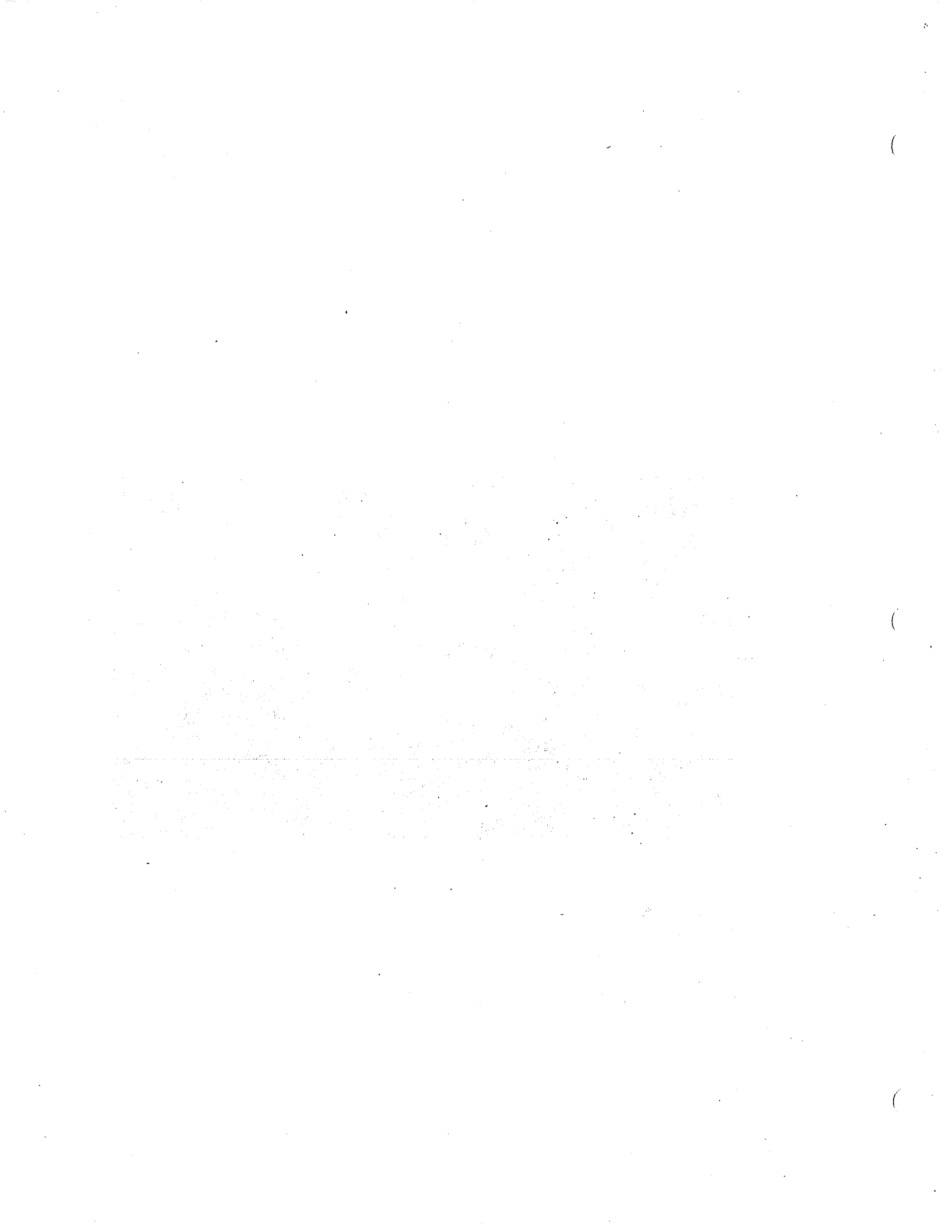


4

# HOUSING

*THE PLAN: GOALS, OBJECTIVES, POLICIES AND  
IMPLEMENTATION RECOMMENDATIONS*





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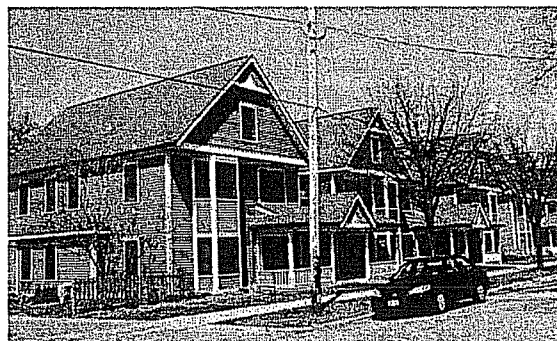
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### HOUSING OVERVIEW

Housing serves as shelter from the elements, as both object and source of investment, as economic driver and employer, and as an essential part of the fabric of neighborhoods and the community. This Comprehensive Plan’s housing goals, objectives, and policies build upon the themes from several previous plans and strategies adopted by the Common Council:

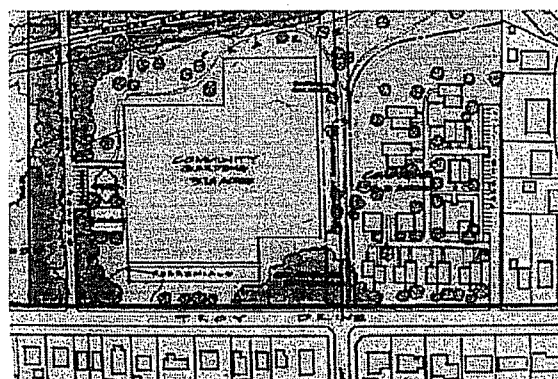
1. Comprehensive Housing Affordability Strategy (CHAS) adopted in 1990, 1992, and 1996;
2. City of Madison’s Strategic Management System goals and objectives adopted in 1994;
3. City of Madison’s Council objectives
4. City of Madison’s Five-Year Housing and Community Development (Consolidated) Plans (2000 to 2004, 1995 to 1999, and 1990 to 1994);
5. Madison Community Development Authority Public Housing Plans



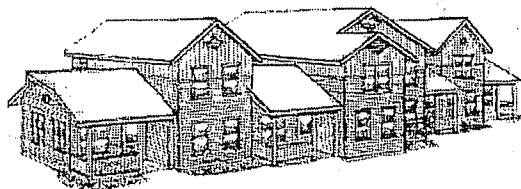
Affordable Housing on Dayton Street

These plans and strategies affirm the centrality of housing within the lifeblood of Madison, and stress several themes that lay the foundation for this element.

Madison includes a relatively well-maintained and balanced housing stock, considering its demographics, history, and national location. The City must continue to maintain the health of its current stock, while developing new housing to meet the changing demands and expectations of a ‘dwelling unit’.



Madison has supported and approved many affordable housing projects to diversify the housing stock of the City, including a co-housing development at Troy Gardens.





## ***SUMMARY OF HOUSING ISSUES***

### ***INCREASE HOUSING AFFORDABILITY WITHOUT SACRIFICING LONG-TERM QUALITY OF LIFE***

This issue strives to determine how Madison can create higher densities of dwelling units and less expensive production and financing systems to lower housing costs over the next 25 years. The primary factors underlying this issue include:

- Madison's relatively healthy economy and higher quality of life tend to sustain higher housing costs.
- Public infrastructure costs and private household resources can be reduced through intelligent use of higher housing densities, both in construction and ongoing operational costs.
- Higher density is one method of reducing land and some support costs for housing.
- Higher density at some levels or in some configurations may detract from other qualities of life within neighborhoods, or alter desirable social and economic mixes within a specific neighborhood.

### ***PRESERVE THE QUALITY OF EXISTING HOUSING AND ADAPT IT TO A CHANGING POPULATION***

This issue strives to determine how Madison can preserve the functionality and character of its existing housing stock, while adapting the current built housing to new demographic needs. The primary factors underlying this issue include:

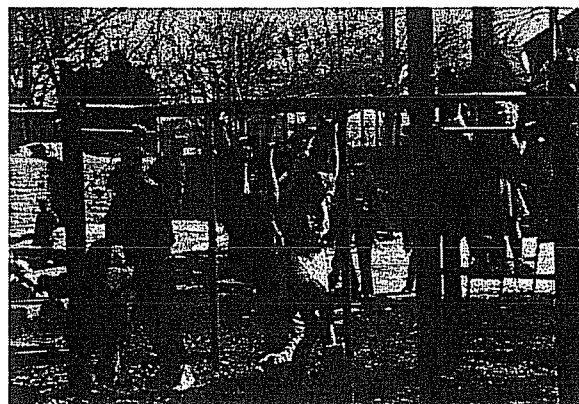
- Over three-quarters of Madison's housing stock was built before 1958.
- Current housing will continue to age and deteriorate without additional reinvestment in maintenance and basic systems.
- Technological changes in the building industry have changed expectations of how a dwelling unit performs, in terms of energy conservation, radon, and other issues.
- Madison's population continues to change its demographic character in terms of household size, occupant ages, and life-styles.

**DESIGN AND MAINTAIN HOUSING AS A WAY TO CONNECT PHYSICAL DEVELOPMENT TO BUILDING COMFORTABLE AND VIABLE NEIGHBORHOODS AND A CITY FOR ALL RESIDENTS**

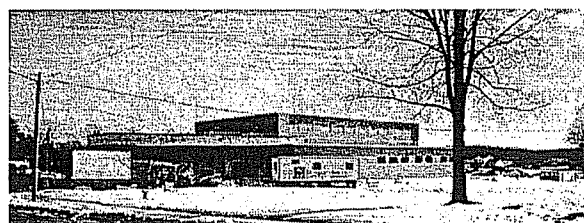
This issue strives to determine how Madison can design, help build, and help maintain a mix of residential dwellings and the informal group infrastructure within neighborhoods that provide market or institutional viability for non-residential components, and help build a sense of connection across economic classes, cultural and racial groups that together foster a higher level of neighborhood and community well-being.

The primary factors underlying this issue include:

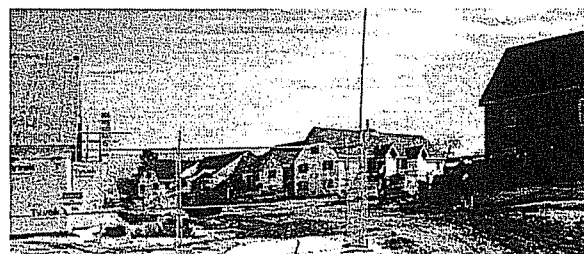
- Where one lives and how one lives can help shape neighborhood efforts to foster a sense of connection (or isolation) to the overall community, and what one is willing to contribute to the greater community in terms of economics, taxes, shopping, recreation, and active voluntarism.
- Gated communities and larger complexes may sometimes build a sense of community within their boundaries or may sometimes raise barriers to connections to the larger city and county.
- Housing location, wealth, poverty, cultural mores and discrimination may sometimes lead to greater isolation for particular groups within Madison, and even within the County.



*Community playground*



*New Boy's and Girl's Club in the Allied Dunn's Marsh Neighborhood*



*New development in the Allied Dunn's Marsh Neighborhood*



## **HOUSING GOAL, OBJECTIVES, AND POLICIES**

The following goal, objectives and policies provide the basic framework for housing decisions. A *goal* is a statement that describes in general terms a desired future condition. An *objective* is a statement that describes a specific future condition to be attained. A *policy* is a course of action or rule of conduct to achieve the goals and objectives of the Plan.

The goal, objectives and policies reflect previously adopted plans and policy documents, as well as the ideas, comments, and concerns expressed by numerous groups and individuals at community open houses, small group meetings and through a community survey.

**Goal:** The City of Madison shall facilitate physical, institutional, financial, policy and community cultural (value) environments that support the development, construction, preservation, and availability of safe, decent, sanitary, and distinctive housing for all Madison residents, and contribute to the development of strong neighborhoods and a thriving, viable healthy city.

### **OBJECTIVE AND POLICIES TO ENCOURAGE A RANGE OF HOUSING CHOICES AND VIABLE NEIGHBORHOODS FOR ALL RESIDENTS**

**Objective 1:** Promote housing development and reinvestment that encourages a range of housing choices for all residents and that helps physical dwellings contribute to the development of safe, comfortable, and viable neighborhoods, and a community for all residents.

**Policy 1:** Promote the flow of information, open and equitable rental and sales practices, a range of housing choices that help individuals make informed decisions, and reduce the discriminatory barriers to the rental, purchase or development of housing units.

**Policy 2:** Continue to educate citizens on their rights and responsibilities with regard to equal opportunities and fair housing.

**Policy 3:** Enforce citizens' rights regarding equal opportunities and fair housing.

**Policy 4:** Encourage the design of neighborhoods and housing to promote a variety of lifestyle choices, while still contributing to livable and sustainable environments, which are comfortable and safe for a variety of household types.

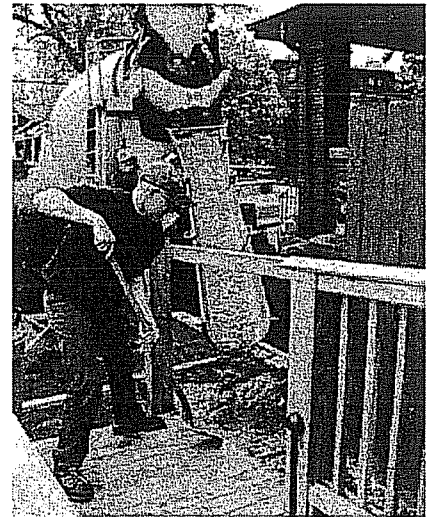


**Policy 5:** Encourage housing designs that serve people with disabilities.

*Note: This could include developing visitability standards for home construction so that a certain percentage of new residential developments include specific features such as wide passage doors, at least half bath/powder room on the main floor and at least one zero-step entrance.*

**Policy 6:** To the extent possible, promote a variety of ownership programs to reinforce stability of housing for some income groups.

**Policy 7:** Promote a variety of programs and services to help stabilize housing for other lower income or special need groups.



*Affordable and accessible housing designs*

*Note: Use such tools as inclusionary zoning, scattered site financial assistance, policy coordination with schools and other public entities, and neighborhood intervention strategies to maintain the health of all neighborhoods within the City.*

**Policy 8:** Promote policies and land and business development decisions that help strengthen existing housing, potential infill housing sites, and neighborhood and public areas in locations near centers of employment.

**Policy 9:** Work with employers and businesses to site their businesses near residential dwellings that could be a source of housing for their employees, and to foster mixed-use residential and commercial buildings within certain commercial areas.

**Policy 10:** Promote workforce housing and walk to work programs that can contribute to a level of integration at the neighborhood level that will promote a higher sense of the community and involvement across the entire City.

**Policy 11:** Promote the development and operation of multi-modal transportation so that housing can be built or expanded along predictable transit zones and corridors that encourage reasoned land use, reinvestment, viable neighborhoods with a full range of neighborhood-serving businesses, and compact development.



**Policy 12:** Work with employers, businesses, and public institutions to site their business and service locations, parking, transit stops or bicycle paths for employees or customers on the edges of denser residential neighborhoods and support a mix of residential dwellings within neighborhoods.

**Policy 13:** Foster the involvement of neighborhood associations, business groups, and non-profits in the decision processes related to housing and land use in ways that balance the goals of participation and production.

**Policy 14:** Conduct advanced planning with stakeholder housing groups and enunciate expectations regarding the type and scale of development.

**Policy 15:** Streamline decision processes that focus on central issues like affordability, functionality, design, and neighborhood fit to help achieve some sort of effective balance of objectives within City processes.

**Policy 16:** Continue to explore ways to support non-profit and private-public partnerships to ensure that Madison citizens have quality, affordable housing.

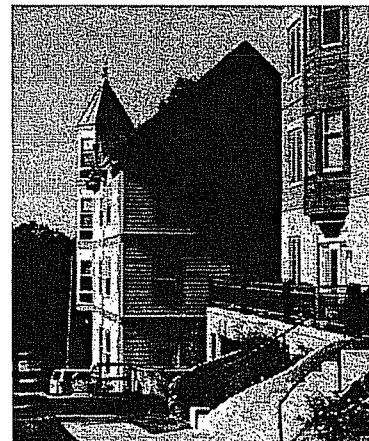
### **OBJECTIVE AND POLICIES TO INCREASE HOUSING AFFORDABILITY**

**Objective 2:** Increase housing affordability without sacrificing long-term quality of life.

**Policy 1:** Increase housing affordability while incorporating other long-term public and private goals into policy decisions affecting housing costs.

**Policy 2:** Reduce public infrastructure costs and private household expenses through intelligent use of higher housing densities, both in new construction and ongoing operation costs.

**Policy 3:** Design land use decision processes such as development and annexation to favor proposals that promote efficient land use and other practices that help reduce housing costs, within a measured balance of other public goals.



*In the Old Marketplace and Tenney-Lapham Neighborhoods, mixed density housing is adjacent to duplexes and single-family homes.*



**Policy 4:** Provide clear explanations of the City's decision processes and expectations to developers, builders, owners, and property managers as they become involved in those processes.

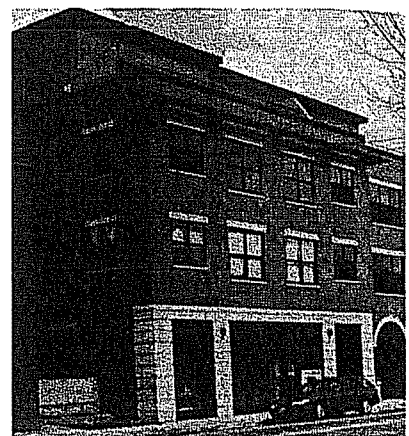
**Policy 5:** Analyze City decision trends to ensure that the long-term pattern of individual decisions is achieving the range of stated City goals and avoiding unforeseen and costly ramifications that add to the long-term costs of housing.

**Policy 6:** Promote greater densities or use of land for housing in a manner that helps to reduce development and future operating costs for housing. Infill, redevelopment, cluster development, mixed-use buildings, and life-cycle cost analysis, and location-efficient mortgage financing tend to efficiently provide opportunities to minimize the costs of housing.

**Policy 7:** The City shall direct growth of new housing toward areas that are already planned for urban services and toward infill and redevelopment of existing areas in a way that harmonizes with existing housing and neighborhoods.

*Note: Policies that address the urban design and character of infill development are discussed in various sections of the Land Use Chapter of this Comprehensive Plan. These sections include, but are not limited to, the "Infill Development and Redevelopment Objectives and Policies" and the "Established Neighborhood Objectives and Policies."*

**Policy 8:** The City shall also work within its own financial assistance programs, such as the Affordable Housing Trust Fund, the Community Development program, or the TIF program, and with private lenders and non-profits to leverage public and private resources to promote long term arrangements for affordable housing.



*Madison's Inclusionary Zoning Ordinance seeks to create affordable housing units in new developments.*



**Policy 9:** Promote technology innovation, including institutional and organizational arrangements that help conserve energy, reduce waste, or provide long-term operational savings, and reduce the cost of housing over the longer period.

**Policy 10:** Foster and promote energy conservation programs and provide model prototypes and information through pilot programs or the City's own modeling of longer-term savings.

**Policy 11:** Institute, support, and provide public resources to housing with terms that focus the public resources on the public goals, and that help recapture the initial public investment and its re-use for additional public investments in cost reduction and affordability.

**Policy 12:** The City shall work with community and non-profit groups to leverage initial investments in affordable housing into longer term sustainable arrangements, such as revolving funds, capacity-building efforts, gap financing, and alternative forms of ownership such as community land trusts, or coops or co-housing.

**Policy 13:** Monitor the availability of land or sites available for development and periodically estimate the supply of potential sites for affordable housing.



*Infill and redevelopment at Lake Point*

**Policy 14:** Promote the use or re-use of those sites suitable for affordable housing development to help assure an adequate level of sites for development as housing affordable to persons or households at key income ranges.

**Policy 15:** The City should review potential sites, land use decisions (such as up-zoning or special area designation of denser housing) or site control strategies (such as land banking) to help foster an adequate supply of land or sites for possible development or redevelopment for affordable housing.

**OBJECTIVE AND POLICIES TO PRESERVE EXISTING HOUSING QUALITY AND ADAPT IT TO CHANGING NEEDS**

**Objective 3:** Preserve the quality of existing housing and adapt it to changing needs.

**Policy 1:** Promote inspection, maintenance and rehab programs that help owners maintain current dwellings.

**Policy 2:** The City shall continue to protect the character and scale of existing residential areas and carefully plan new ones so that large, non-residential uses such as parking lots, highways or institutional growth, minimize negative impacts on residential properties and of residential neighborhoods.

**Policy 3:** Identify and preserve dwellings and buildings of distinctive character that add to the City's identity or embody the heritage of particular areas, eras, or sectors.

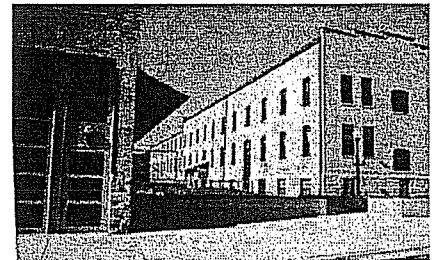
**Policy 4:** Work with property owners and developers to improve the quality of repair and adaptation of existing residential buildings, and promote the quality of new design and construction to enhance new developments.

*Note: These decisions can take place within a coordination policy and review process that considers other public goals and factors such as cost, affordability, long-term impact, safety, and functionality.*

**Policy 5:** Promote and assist housing development that involves adaptive re-use of existing buildings.

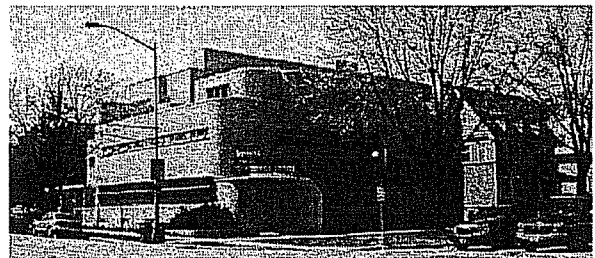


Before



After

Madison has many adaptive re-use housing projects. The Tobacco Warehouses are an imaginative new housing project built from old warehouses.



The Quisling Apartments were once a local medical clinic.

**Policy 6:** Explore with developers, owners, and neighborhoods ways to extend the life of signature buildings or key neighborhood-defining characteristics, and promote those that achieve a comfortable and effective balance of continuity and new functions.

**Policy 7:** Enforce dwelling standards related to accessibility, and promote rules or programs that promote adaptable and accessible units.

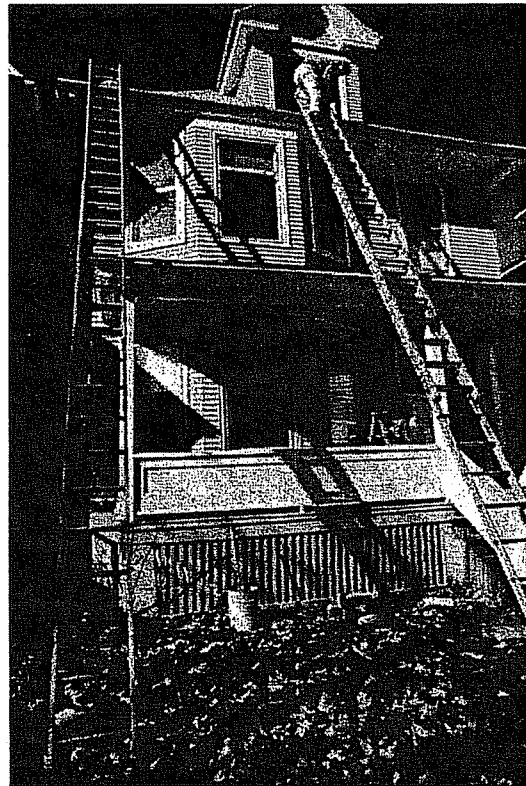
**Policy 8:** Use legislation, financial assistance, and market analysis to promote the widespread adoption of accessible designs and construction.

**Policy 9:** Explore ways to design taxation policy structures that generate more equitable sharing of costs and benefits on a regional basis, or a broader market of interests.

**Policy 10:** Continue to discuss with other jurisdictions ways to share more equitably in the growth of the region and more efficient ways to organize public services, such as co-location.

**Policy 11:** Continue to offer specialized arrangements such as deferral of property taxes for very low-income owners until their units are sold.

**Policy 12:** Encourage and facilitate the relocation of existing residential buildings that might otherwise be demolished, by proactively identifying sites where house can feasibly be moved.



*Local house renovation*

## **HOUSING IMPLEMENTATION RECOMMENDATIONS**

The Housing chapter will be implemented through both public and private sector actions. Primary public implementation tools include the City's zoning ordinance, building code, and various local, state, and federal housing programs.