



Department of Planning and Community & Economic Development

Community Development Division

215 Martin Luther King, Jr. Boulevard, Suite 300

Mailing Address:

P.O. Box 2627

Madison, Wisconsin 53701-2627

Phone: (608) 266-6520

Fax: (608) 261-9626

www.cityofmadison.com/cdd

Child Care
Community Resources
Community Development Block Grant
Madison Senior Center

To: Housing Strategy Committee
From: Linette Rhodes, Community Development Supervisor
Date: November 7, 2023
RE: 2024 Work Plan

Approved by HSC and Common Council (Leg #79226) on October 6, 2023. The Housing Strategy Committee has been charged with creating recommendations, no later than August 6, 2024 to the Common Council on the following topics.

1. How can the City support the creation of more ownership housing types?
2. How can the City help scale up the development of new affordable rental units beyond the current 400 per year pipeline?
3. How can the City support the creation of affordable student housing?

For each question, the Housing Strategy Committee should consider:

- Recommendations that support increasing housing options that meet the needs of people at all income levels, particularly at >30% AMI and <80% AMI.
- Recommendations that support increasing housing options in every neighborhood and district in Madison to improve equitable access to city resources.
- Recommendations that account for higher need amongst hard-to-reach communities.
- Recommendations that lend guidance on how to optimize zoning, land use policy and approvals, and bonding authority to increase housing options.

Current Resources

[2023 Housing Snapshot Report](#)

The Housing Snapshot Report details high-level trends and needs of the City's housing market, while also highlighting outcomes of key City initiatives. Because the housing market continues to change, and needs of residents change with it, this report allows residents and City officials an up-to-date overview of key data points on an annual basis.

[Imagine Madison Comprehensive Plan](#)

The Comprehensive Plan uses data and translates community input and ideas into policies and actions that affect City budgets, ordinances, and growth. The Plan looks 20 years into the future and seeks opportunities to address long term issues, but focuses on action steps to guide the City's near-term efforts.

[2019 Analysis of Impediments to Fair Housing Choice Full Report](#)

[2019 AI Summary Report](#)

Every five years, the City of Madison is required to complete an Analysis of Impediments to Fair Housing Choice, which assesses disparities in and barriers to housing access and production for residents based on protected class status. This report helps guide equitable decisions in how the City spends funds to support housing and planning initiatives, helping inform ways to make Madison a more sustainable and equitable City for everyone. (This report will be updated in 2024.)

[2019 Equitable Development Report](#)

In an effort to better understand and minimize the effects of gentrification and promote a more inclusive, equitable pattern of development, an Equitable Development Report was created. The goal of the report was to conduct community-centered, data driven research to understand and describe the nature of displacement in Madison, and also generate knowledge on how strategies and policy interventions can respond and support more equitable development.

[2016 City Biennial Housing Report](#)

The Biennial Housing Report is a comprehensive analysis of housing needs and strategies for implementation across separate market segments. Though last written in 2016, this report is still influential in informing local planning and policy. The majority of the data and strategies in this report are now carried forward in other reports and plans – namely the Analysis of Impediments to Fair Housing Choice, Housing Snapshot Report, Equitable Development Report, and the Imagine Madison Comprehensive Plan.

2019-2023 Housing Recommendations

Throughout 2019-2020 the Housing Strategy Committee and staff reviewed the above resources and recommendations from the reports to create the Housing Forward Initiative. The priority list of those recommendations are included at the end of this memo.

2024 Work Plan

Suggested topics for discussion and action items for Housing Strategy Committee:

1. Discussion: Control/Influence/No Influence

Review of State and National Laws or Regulations that effect housing policy and ensuring members have understanding of what recommendations would be considered advocacy vs local implementation.

2. Discussion: Development Financing

Presentation from local developers and lenders on financial lending, impacts of local government on development costs, tax credits and barriers.

3. Action Item: Developer Survey

Create a survey to go out to robust list of development partners to understand risks of development, barriers of development and what could increase development.

4. Action Item: Create Sub-committees

In order to have robust discussions on the three topics the HSC Chair and Vice-Chair have recommended that sub-committees meet monthly to discuss the three topics. The full Housing Strategy Committee would also meet monthly for items referred for discussion from Council and report out from the sub-committees. CDD staff recommend that HSC not create a sub-committee for Student Housing, at this time. DMI has volunteered to host regular community discussions on the topic and are willing to report back to HSC and staff. Once HSC receives input from DMI's volunteer group, HSC may consider a separate sub-committee be formed on Student Housing.

2023-2024 YEAR-at-a-GLANCE- DRAFT 11.7.23

Housing Strategy Committee

		December 2023
		Sub-committee Scheduled confirmed for 2024 Discussion Control/Influence/No Influence
January 2024	February	March
Development Financing Complete Developer Survey Sub-Committees Report Out DMI- Student Housing Report Out	Release Developer Survey- Due March 15th	Sub-Committees Report Out DMI- Student Housing Report Out
	Sub-Committees Report Out DMI- Student Housing Report Out	Sub-Committees Report Out DMI- Student Housing Report Out
April	May	June
CDD will be releasing survey to general public for consolidated plan Sub-Committees Report Out Determine if Sub-Committee Needed for Student Housing	Sub-Committees Report Out Begin making recommendations	2024 Housing Snap Shot Draft Prioritize recommendations
July	August	September
Draft Report Finalized (Leg #79226)	Report due to Council August 6th	Feedback from Council
October	November	December

Website Resources:

Funding Opportunities

<https://www.cityofmadison.com/dpced/community-development/contracts-funding/funding-opportunities>

Recommendation	HF Goal Primary	HF Goal Secondary	Status	# of Reports	Total Score
Continue funding Affordable Housing Fund Using an RFP for Section 42 Developments	Create Aff Housing throughout the City		Ongoing	6	91
Review current regulations within zoning code and adjust as necessary to maximize potential for context-sensitive density increases	Increase Housing Choice		Completed	5	75
Review TIF Policy as tool to promote and expand affordable housing	Create Aff Housing throughout the City	Increase Housing Choice	Planned	6	75
Review and adjust ADU zoning ordinance to allow interior-ADU conversion by-right	Increase Housing Choice	Ensure Seniors & Others Can Stay in Their Homes	Completed	4	64
Research ways to preserve NOAH units in developing neighborhoods	Combat Displacement & Segregation	Ensure Seniors & Others Can Stay in Their Homes	Planned	4	64
Develop programs to encourage/target affordable housing in areas that specifically lack large numbers of affordable units	Combat Displacement & Segregation		Ongoing	3	62
Explore changes that better target down payment assistance programs	Combat Displacement & Segregation	Increase Housing Choice	Completed	4	59
Explore relaxing administrative barriers to development	Create Aff Housing throughout the City	Increase Housing Choice	Not Started	4	59
Explore/maximize opportunities for City to fund affordable homeownership, cohousing, etc.	Combat Displacement & Segregation	Increase Housing Choice	Ongoing	3	57
Research land banking as a strategy for use in high-amenity/high-cost areas	Create Aff Housing throughout the City	Increase Housing Choice	Completed	3	55
Consider RESJI analyses of current and future Metro routes and scheduling	Ensure Seniors & Others Can Stay in Their Homes	Combat Displacement & Segregation	Completed	3	55
Continue promoting needed unit types in AHF developments as well as the private market	Increase Housing Choice	Combat Displacement & Segregation	Ongoing	2	53
Continue to proactively address redevelopment pressures through inter-Division communication and cooperation	Combat Displacement & Segregation	Ensure Seniors & Others Can Stay in Their Homes	Ongoing	2	53
Adjust thresholds (# dwelling units, building size, height, etc.) between permitted and conditional uses to "relax" the zoning code and allow more "by-right" development	Increase Housing Choice		Completed	2	52
Increase mortgage and loan accessibility to households with adverse credit history	Combat Displacement & Segregation	Increase Housing Choice	Ongoing	3	51
Research ways to support ownership development, esp. for lower-cost types (townhome, cohousing, etc.)	Increase Housing Choice	Create Aff Housing throughout the City	Ongoing	2	51
Create and maintain clear Division responsibilities and implementation strategies	Increase Housing Choice	Create Aff Housing throughout the City	Ongoing	2	51
Remove barriers to filing housing discrimination complaints	Ensure Seniors & Others Can Stay in Their Homes	Combat Displacement & Segregation	Ongoing	2	50
Partner with MMSD to identify investment/development areas	Increase Housing Choice	Combat Displacement & Segregation	Not Started	2	50
Explore adjustments to zoning to be consistent with Future Land Use Map and Comprehensive Plan	Increase Housing Choice		Ongoing	2	48
Support public/non-profit/for-profit partnerships for LIHTC	Create Aff Housing throughout the City		Ongoing	1	48
Continue to support targeted educational programming for youth in areas that show highest level of disparity	Combat Displacement & Segregation	Increase Housing Choice	Ongoing	2	48
Reduce potential impact of neighborhood opposition to affordable ownership and rental housing development	Create Aff Housing throughout the City	Increase Housing Choice		2	47
Partner w/ Healthcare Providers to provide services to permanent supportive housing	Work to End Homelessness	Create Aff Housing throughout the City	Not Started	1	46
Education/outreach to tenants – Section 8 & 42 – rights and responsibilities/paths forward/remedies available	Ensure Seniors & Others Can Stay in Their Homes	Combat Displacement & Segregation	Not Started/In Progress	1	46
Explore increased opportunity to target job & skills training	Combat Displacement & Segregation	Increase Housing Choice	In Progress	2	46
Continue and potentially expand reverse mortgage program (a/k/a Property Tax Assistance for Seniors)	Ensure Seniors & Others Can Stay in Their Homes		Ongoing	2	46

Create housing
Allow housing to be created
Help people access housing
Improve process/rules

Fund Rapid Rehousing	Work to End Homelessness	Create Aff Housing throughout the City	Ongoing	1	45
Explore removal of or modification to ordinance requiring conditional use for 2 or more unit structures within set proximity	Increase Housing Choice		Completed	2	45
Explore opportunities to redefine "low-cost housing" within City ordinance to give impact fee flexibility to smaller unit types	Create Aff Housing throughout the City	Increase Housing Choice		2	45
Explore opportunities for expansion of tenant protections and support	Ensure Seniors & Others Can Stay in Their Homes	Combat Displacement & Segregation		2	45
Advocate for increased funding at State and Federal levels	Create Aff Housing throughout the City			2	45
Explore opportunities to relax review of demolition proposals	Increase Housing Choice		Completed	3	45
Explore a reduction of usable open space requirements, or provide case-by-case consideration of usable open space when projects require discretionary review. Usable open space could be reviewed relative to factors such as proximity to quality public open spaces, unit mix and design, etc.	Increase Housing Choice			2	44
Future neighborhood planning documents should include specific, neighborhood-level steps to overcome historic and current patterns of potential market exclusion	Increase Housing Choice			2	44
Research and promote funding opportunities for ADUs	Increase Housing Choice	Ensure Seniors & Others Can Stay in Their Homes	Completed	2	44
Advocate for minimum wage increase	Ensure Seniors & Others Can Stay in Their Homes	Combat Displacement & Segregation	Not Started	2	44
Identify appropriate areas for middle scale development	Increase Housing Choice			1	44
Homeownership Programs	Combat Displacement & Segregation		Ongoing	1	44
Explore developing loan products for senior home modifications	Ensure Seniors & Others Can Stay in Their Homes		Completed	2	43
Advocate for ability to increase regular housing inspections, landlord certifications, and registration	Ensure Seniors & Others Can Stay in Their Homes	Combat Displacement & Segregation	In Progress	2	43
Utilize the Transit-Oriented Development Overlay District, which is currently in the zoning code but has not yet been applied, as a way to eliminate off-street parking requirements altogether in areas well served by transit (future BRT stations, listing corridors with all-day frequent transit, etc.)	Increase Housing Choice		Completed	1	42
Rebrand and market homeownership programs through advertising and outreach	Increase Housing Choice	Combat Displacement & Segregation	Completed	1	42
Identify and create a designation for Opportunity Neighborhoods for enhanced homeownership programs	Combat Displacement & Segregation	Increase Housing Choice	Not Started	1	42
Fund Permanent Supportive Housing	Work to End Homelessness			1	41
Fund & plan shelter construction	Work to End Homelessness		Ongoing	1	41
Encourage the development of mixed-use nodes along transit corridors in Opportunity Neighborhoods	Increase Housing Choice			1	41
Education/outreach to property owners (with emphasis on those receiving City funding) – Best Practices/Gold Star Standard	Increase Housing Choice	Work to End Homelessness		1	41
Planning documents should include or be amended to include acknowledgement of residential racial and economic segregation as an impediment to fair housing	Increase Housing Choice	Combat Displacement & Segregation	Not Started	2	41
Continue use of expanded data points in AHF mapping process	Create Aff Housing throughout the City			1	40
Facilitate the development of new entry level owner occupied middle scale/density housing	Create Aff Housing throughout the City	Increase Housing Choice		1	40
Standardize and streamline the pre-application process by establishing key milestones and a clear policy for neighborhood meetings	Increase Housing Choice	Combat Displacement & Segregation	Not Started	1	40
Further develop and refine affirmative marketing and tenant selection best practices	Create Aff Housing throughout the City	Work to End Homelessness	Completed	1	40
Reverse Mortgage	Ensure Seniors & Others Can Stay in Their Homes		Ongoing	1	40
Consolidate down payment programs	Increase Housing Choice	Combat Displacement & Segregation	Completed	1	40

Consolidate home rehab programs	Ensure Seniors & Others Can Stay in Their Homes	Increase Housing Choice	Completed	1	40
Educate alders on homeownership programs	Increase Housing Choice	Combat Displacement & Segregation	Ongoing	1	40
Increase funding to low-income ownership programs	Increase Housing Choice	Combat Displacement & Segregation	Completed	1	40
Explore implementation of "fair share" zoning and density planning	Increase Housing Choice	Create Aff Housing throughout the City		2	40
Consolidate acquisition/rehab homeownership programs	Create Aff Housing throughout the City	Increase Housing Choice	Completed	1	40
Identify and implement best practices for equitable housing policies through Madison's CDA, including a review of local strategies in screening and eligibility, background checks, wait list management, guest and key policies, and resident feedback mechanisms	Ensure Seniors & Others Can Stay in Their Homes			1	40
Long-term shelter facility planning	Work to End Homelessness			1	39
Targeted Economic Development	Combat Displacement & Segregation	Ensure Seniors & Others Can Stay in Their Homes	Ongoing	1	39
Fund and pair Individual Development Accounts to comprehensive education	Combat Displacement & Segregation	Increase Housing Choice	Not Started	1	39
Landlord/Tenant Committee "Best Practices" standards incorporated into TIF contracts	Increase Housing Choice	Combat Displacement	Not Started	1	39
Retain Expiring Subsidy Units	Ensure Seniors & Others Can Stay in Their Homes	Create Aff Housing throughout the City		1	38
Create a pilot mixed-use senior housing TOD	Create Aff Housing throughout the City	Ensure Seniors & Others Can Stay in Their Homes		1	38
Increase accessible unit requirements in City funded projects from the current 2% and 5% thresholds for sensory and physical access to 12% and 15% thresholds respectively	Increase Housing Choice			1	38
Coordinate financing for housing retrofits	Ensure Seniors & Others Can Stay in Their Homes		Completed	1	38
Advocate for increased local policy control	Increase Housing Choice	Ensure Seniors & Others Can Stay in Their Homes		1	38
Give preference to affordable developments	Create Aff Housing throughout the City			1	37
Recruit developers for demonstration projects (Co-housing, ADU, etc)	Increase Housing Choice	Create Aff Housing throughout the City		1	37
Create a new high-intensity district that would allow for high-density residential or mixed use buildings (similar to the UM1 District) for application outside of the Downtown area	Increase Housing Choice			1	37
Further reduce or eliminate parking requirements for multi-family residential development citywide, and allow the market more control over the off-street parking ratio provided in each development	Increase Housing Choice			1	37
Encourage post-approval meetings with development teams – particularly those new to the Madison process – to clarify the steps between approval and the issuance of permits	Increase Housing Choice			1	37
Housing Cooperatives	Increase Housing Choice	Create Aff Housing throughout the City	Ongoing	1	37
Enhance Homebuyers Education Partnerships	Increase Housing Choice	Combat Displacement & Segregation	Ongoing	1	37
Support the creation of new owner occupied housing developments in urban, walkable, and amenity rich neighborhoods through middle scale/density development priced between \$200,000 and \$300,000	Increase Housing Choice	Create Aff Housing throughout the City		1	37
Identify NORCS and Redirect Services	Ensure Seniors & Others Can Stay in Their Homes			1	37
Recruit financial institutions for demonstration projects (Co-housing, ADU, etc)	Increase Housing Choice	Create Aff Housing throughout the City		1	36
Identify preferred areas for future senior housing	Increase Housing Choice	Ensure Seniors & Others Can Stay in Their Homes		1	36
Increase the allowable residential density for small multi-family buildings in the TR-V1 and TR-V2 Districts	Increase Housing Choice			1	36
Fund Harm Reduction/Wet Housing	Work to End Homelessness			1	35

Allow exceptions to demonstration projects (Co-housing, ADU, etc)	Increase Housing Choice	Create Aff Housing throughout the City		1	35
Explore the more widespread replacement of density maximums with building height maximums, similar to the way the zoning code works in the Downtown area.	Increase Housing Choice			1	35
Partner with CDOs to review financial institution lending patterns	Increase Housing Choice	Combat Displacement & Segregation	Not Started	1	35
Eviction Protection Laws	Ensure Seniors & Others Can Stay in Their Homes	Combat Displacement & Segregation	Not Started	1	35
Community Land Trusts	Increase Housing Choice	Create Aff Housing throughout the City	Ongoing	1	35
Modify existing homeownership loan programs to drive first-time and middle income homebuyers into Opportunity Neighborhoods	Increase Housing Choice	Combat Displacement & Segregation	Not Started	1	35
Establish the ability to collect fines/forfeitures from landlords through special assessments attached to property taxes	Ensure Seniors & Others Can Stay in Their Homes			1	35
Consider lowering the maximum parking ratio for multi-family residential development to less than 1 stall per unit, or prohibit the inclusion of parking in certain areas or for certain projects	Increase Housing Choice			1	35
Commercial Stabilization	Ensure Seniors & Others Can Stay in Their Homes			1	35
Advocate for 30-day notices and other tenant protections	Ensure Seniors & Others Can Stay in Their Homes			1	35
Advocate for "ban the box" protections in housing and employment	Ensure Seniors & Others Can Stay in Their Homes	Combat Displacement & Segregation	Not Started	1	35
Establish stronger enforcement mechanisms for Public Health	Ensure Seniors & Others	Combat Displacement & Segregation	Not Started	1	35
Add a "Senior Track" to the Affordable Housing Fund	Create Aff Housing throughout the City	Ensure Seniors & Others Can Stay in Their Homes		1	34
Work with WHEDA guide future tax credit allocation plans to allow for Senior Housing	Create Aff Housing throughout the City	Ensure Seniors & Others Can Stay in Their Homes		1	34
Review ordinances that disproportionately criminalize homeless individuals	Work to End Homelessness			1	34
Research ways to support affordable development without City subsidy	Create Aff Housing throughout the City			1	33
TIF contracting that more aggressively includes scattered site affordable/workforce housing and blight remediation funding for existing properties	Create Aff Housing throughout the City			1	33
Density Bonuses	Create Aff Housing throughout the City			1	33
Establish a process for the City to cure repeat offender pest remediation	Ensure Seniors & Others Can Stay in Their Homes			1	33
Inclusionary Zoning	Create Aff Housing throughout the City		Not Started	1	32
Create a position for a public facing Housing Specialist/Liaison for community assistance with housing issues	Ensure Seniors & Others Can Stay in Their Homes			1	32
Create a Housing Levy to fund Affordable Housing	Create Aff Housing throughout the City		Completed	1	31
Convert existing units to Affordable	Create Aff Housing throughout the City			1	31
Pursue a more robust on-street parking management strategy involving more metered parking to support businesses, and residential parking permits for evening and overnight parking in certain areas	Increase Housing Choice			1	30
Create a "Residential Facade Grant Program" targeting houses on high traffic residential streets in Opportunity Neighborhoods	Increase Housing Choice			1	30
Advocate for revised Section 42 scoring	Create Aff Housing throughout the City			1	30
Consider re-implementing an inclusionary zoning ordinance	Create Aff Housing throughout the City		Not Started	1	30
Rent Control	Create Aff Housing throughout the City		Not Started	1	30

Set forth recommendations on realigning the CDA/Building Inspection relationship to eliminate apparent conflicts of interest and barriers to the community in resolving housing issues within the purview of those agencies	Ensure Seniors & Others Can Stay in Their Homes			1	30
Require Developer Exactions to fund Affordable Housing	Create Aff Housing throughout the City			1	29
Develop a protocol to analyze the actual impacts of a sample of developments where the inadequacy of off-street parking has been noted as a major concern. Share analysis with decision-makers, neighborhood groups, and businesses.	Increase Housing Choice	Create Aff Housing throughout the City		1	27
Community Benefit Agreements	Combat Displacement & Segregation		Not Started	1	25
Community Impact Reports	Create Aff Housing throughout the City	Increase Housing Choice		1	23
Create an independent Building Commission	Increase Housing Choice			1	22