



2014 ANNUAL WORK PLAN COMMUNITY DEVELOPMENT AUTHORITY OF THE CITY OF MADISON

The Contract for Services, Materials, and Equipment between the City of Madison and the Community Development Authority of the City of Madison (CDA) executed in July 1981 and amended in May 1990 specifies that the Mayor and the CDA shall prepare an Annual Work Plan. The purpose of the Work Plan is to prioritize the programs and projects that the CDA will administer or oversee in coming year. The CDA is authorized pursuant to MGO 3.17 to act as the Redevelopment Authority, the Housing Authority and the Housing Finance Agency of the City of Madison.

A significant portion of the CDA's work as a Housing Authority is the administration of contracts with the US Department of Housing and Urban Development ("HUD") for the operation of the Low Rent Public Housing program and the administration of the Housing Choice Voucher program (Section 8) and with the Wisconsin Housing and Economic Development Authority for project based rental subsidy. The administration of these large, federal, contracts is carried out through the work of Housing Operations.

The five strategic priorities identified by the CDA Board during its 2013 Strategic Planning Process included the following: (1) redevelop owned property; (2) revitalize neighborhoods; (3) maintain financial stability without a decrease in services; (4) increase capacity through partnerships; (5) increase access to supportive services to residents through partnerships with service providers.

In addition to the initiatives set forth in this work plan, the CDA may participate in affordable housing and neighborhood redevelopment initiatives as (1) requested by the City, (2) permitted by state law and (3) contemplated by Madison General Ordinance. In addition to the initiatives set forth below, the CDA will increase its efforts to collaborate with other City divisions including but not limited to the Community Development Division and the Economic Development Division.

Redevelop Owned Properties

- **Truax Park Apartments Redevelopment:**

A Master Plan and Site Development Study containing recommendations for the redevelopment of Truax Park was adopted by the City Council in 2009 (the "Truax Master Plan"). The first phase of redevelopment which included the renovation of 71 apartments at Truax Park ("Truax Phase 1") was completed in 2011. In 2013, the CDA received an allocation of affordable housing tax credits for the construction of forty (40) apartments to replace aging public housing and eight (8) apartments that will provide supported housing for homeless adults ("Truax Phase 2"). The CDA will be completing

design and construction of Truax Phase 2 during 2014. During 2014, the CDA will also complete a comprehensive plan for the financing, design and construction of the remaining housing contemplated in the Truax Master Plan (“Truax Phase 3”).

- **Additional Public Housing Redevelopment**

The CDA owns and operates approximately 885 apartments in 37 locations that receive federal subsidy to support operations (the “Public Housing Properties”). Many of the Public Housing Properties are in excess of 40 years old and in need of replacement or renovation. During 2014, the CDA will identify the next sites slated for renovation and begin the process of planning for future redevelopment of the selected sites. During the planning process, attention will be paid to income generating opportunities, partnerships that increase development capacity and partnerships that increase resident access to services.

Revitalize Neighborhoods

- **Badger-Ann-Park Street Redevelopment District:**

In 2005, the CDA purchased The Village on Park (aka the Villager Mall). During 2013, the CDA completed the renovation of the south end of the mall, sold land to Access Community Health for development of a new clinic and leased the remaining retail space to Lane’s Bakery.

During 2014, the CDA will complete asbestos abatement in the Atrium and explore options for the portion of the building that has not been renovated.

The CDA will continue to oversee the management of Burr Oak Senior Housing, fifty, affordable apartments at Cypress Way and Badger Road.

- **Allied Drive Neighborhood:**

In 2008, the CDA, through a cooperation agreement with the City of Madison became the master developer for approximately 9 acres of land on Allied Drive. In December of 2009, the CDA completed the construction of Revival Ridge, forty-nine (49) very affordable apartments. During 2014, the CDA will continue to oversee the management of Revival Ridge.

During 2013, the CDA finalized development plans for Mosaic Ridge, a single family subdivision with twenty-five (25) lots. Mosaic Ridge will include eight lots for families at or below 50% of the Area Median Income, nine lots for families between 50% and 80% of Area Median Income and eight lots without income restrictions.

During 2014, the CDA’s work on Mosaic Ridge will include implementation of its Home Buyer Education and Readiness Program and the offering of lots to qualified buyers for construction of new homes.

- **West Broadway Redevelopment Area aka Lake Point:**

Lake Point Condominium Property:

During 2013, the CDA sold the remaining eight (8) condominiums at Lake Point Condominiums. No further work is needed on this development.

Monona Shores Apartments: The Monona Shores Apartments, which was redeveloped in 1998-99 into 104 rental units, remains an integral component of the West Broadway Redevelopment Plan and provides a significant number of affordable apartments. The property was financed in part with affordable housing tax credits which were sold to an investor. The 10-year affordable housing tax credit period ended on December 31, 2010. When the financing was negotiated, it was contemplated that the investor would remain through the 15 year compliance period. Since then, IRS guidance regarding the term of ownership for tax credit investors has changed making an early buy out of the Monona Shores Apartments investor advisable. During 2014, the CDA will negotiate the buy-out of the Monona Shores Apartments investor member and will continue to oversee the management of the property.

- **Park/Drake Redevelopment Area aka Greenbush/Vilas:**

The Economic Development Division (“EDD”) has created TID #43 Park Drake for the purpose of implementing a Small Cap TIF program. The goal of the Small Cap TIF program is to eliminate blighting influences, stimulate desired land uses and promote housing development. As recommended by the “Greenbush-Vilas Neighborhood Housing Revitalization Strategy Report,” the program will seek to increase the number of single-family homes in the Greenbush neighborhood and halt the deterioration of the housing stock, which causes a drain on building inspection, health and sanitation, fire and safety and causes a de-valuation of adjacent property. The program will use increment generated by the construction of several multifamily developments in TID #43 to fund the purchase and renovation of former single-family homes in the Greenbush Neighborhood that are currently used as student rental housing. The CDA, in collaboration with EDD, will create and administer the Park Drake Small Cap TIF program. It is anticipated that the CDA will play a role in both the creation and implementation of the program. The terms and conditions of the program will be approved by the Common Council.

- **Madison Capital Revolving Fund:**

The CDA will continue, in partnership with the EDD, to administer the Madison Capital Revolving Loan Fund and the popular Facade Improvement Grant Program.

- **Residential Rehabilitation and Home Purchase Assistance Programs:** The CDA, in partnership with the EDD, will continue to administer the Deferred Payment, Installment, Homebuyers Assistance, Rental Rehabilitation, and Home-Buy Down Payment Assistance Loan programs. A cross divisional team of City staff has been asked to evaluate and streamline the housing programs listed above as well as the housing programs administered by the Community Development Division. The CDA may be asked to review and evaluate revisions to the residential rehabilitation and home purchase assistance programs.
- **Tax-Exempt Revenue Bonds:** The CDA will continue to issue housing and redevelopment revenue bonds, as requests are submitted, which meet the CDA's criteria.

Develop Affordable Housing

- **Housing for Homeless Adults**
At the request of the Mayor and Common Council, the CDA will participate in the creation of 100 to 110 efficiency apartments for homeless adults. The subject housing is expected to be developed in two phases. During 2014, the CDA will be working in collaboration with the CDD, Office of Real Estate Services, the Planning Division and a private development partner to acquire land, apply for affordable housing tax credits and complete design activities for the first phase.

HOUSING OPERATIONS

Assisted Housing

- **Housing Choice Voucher Program (Section 8):** The CDA is currently authorized to issue 1800 housing choice vouchers; however, federal budgetary authority will continue to limit the number of vouchers issued to approximately 1600. The CDA will monitor expenditures closely to maximize budgetary authority yet stay within the program budget. The CDA will continue efforts to disperse voucher utilization throughout the City.
- **Public Housing:** The CDA will continue the leasing, management and maintenance of 886 housing units at 37 locations located throughout the city.
- **Multi-Family Service Coordination Programs:**
The CDA will continue to offer supportive services to the elderly and disabled in the Triangle through The Resident Opportunity for Self Sufficiency (ROSS) program. The ROSS program provides funding to the CDA to hire or contract for services to work with the elderly and disabled to assist them in accessing supportive services. The goal is to help them stay in their housing, live independently and keep them from being institutionalized.

The CDA will also continue to offer supportive services to families through ROSS. The ROSS for families program provides funding to the CDA to hire or contract for services to work with families to improve their financial situations and reduce their reliance on

financial aid. The goal is that, annually, 10 public housing families would gain employment.

- **Section 8 Homeownership Program:** Housing Operations will continue to assist qualified Housing Choice Voucher (Section 8) program participants in home purchasing. There have been 30 voucher holders who have purchased housing under this program since its inception in 2005.
- **Project-Based Voucher Program (PBV):** The CDA will also continue administration of this program and examine strategies or opportunities to determine whether to expand. The CDA has partnered with 5 local not for profit agencies to assist them in their efforts to house low-income families.
- **Family Self-Sufficiency:** Housing Operations will continue operating the Family Self Sufficiency Program. The CDA, the Dane County Housing Authority (DCHA), the United Way of Dane County, and the Community Action Coalition (CAC) have been working together on an incentive program for families using housing choice vouchers to improve their financial situations. Case management assistance is provided to help the family improve their financial situation. As the family's income increases, HUD allows the CDA to escrow what the family should be paying in increased rent. The escrow can be used by the family to pay tuition, buy a car, put a down payment on a house, etc. To date 13 families have enrolled with 2 graduating.
- **Veterans Affairs Supportive Housing (VASH)**
The CDA will continue to administer the VASH Voucher Program which provides rental assistance voucher to homeless veterans to lease standard existing housing of their choosing. The Veterans Administration provides case management and supportive services. Currently, the CDA administers 110 VASH vouchers.
- **The Family Unification Program (FUP)**
The CDA will continue to administer FUP vouchers which offers rental assistance vouchers to families whose children are in foster care or at risk for foster care, and but for the lack of housing could be reunited with their children. The voucher allows them to lease standard existing housing of their choosing. Dane County Human Services provides case management and supportive services. Currently, the CDA administers 100 vouchers.