

DRAFT
CITY OF MADISON COMMUNITY DEVELOPMENT AUTHORITY (CDA)
PUBLIC HOUSING LONG-RANGE PLANNING SUBCOMMITTEE

Final Report
February 2008

Acknowledgements

The Committee wishes to express its thanks to its individual members who put in time and effort to further the goal of Affordable Housing through the work of this Subcommittee. Members of the Subcommittee are Andy Heidt, Marianne Morton, Gregg Shimanski, Karyn Knaack, Christopher Laurent, Alice Fike, Ald. Julia Kerr, and Mark A. Olinger. The Committee further wishes to thank staff Agustin Olvera and Lisa Daniels for their assistance.

Background

The Low-Income Public Housing Program has been undergoing dramatic changes in the past few years. Beginning in 2007, the U. S. Department of Housing and Urban Development (HUD) is requiring Housing Authorities to keep track of revenues and expenses by Housing Projects and or Project Groupings. The idea is for Housing Authorities to see which of their projects are making or losing money and to what extent. The Housing Authority is to then make determinations as to how to reduce costs or improve revenues through efforts, such as remodeling or rehabilitation, energy efficiency upgrades, and/or the removal or replacement of projects in the Housing Authorities portfolio. HUD has coupled this new accounting system requirement with a new subsidy formula. Under the new subsidy formula many Housing Authorities, including the CDA, would receive a sizeable increase in subsidy in 2007. However, HUD has for the past several years, paid only a portion of the subsidy Housing Authorities have been eligible to receive and this is likely to continue. The National Association of Housing Rehab Organizations (NAHRO), the major national organization for Housing Authorities, has noted that many Housing Authorities across the nation are facing depleting or depleted reserves and are facing severe challenges in sustaining operations. The next few years will be critical in determining the sustainability of Public Housing in many communities.

Mission

The objective of the Long-Range Planning Subcommittee (the "Subcommittee") is to ensure that long-term decent, quality, and affordable housing options remain for residents of CDA properties, and that the CDA have the opportunity to expand its role to serve other populations or changing needs of current residents as the environment changes, especially in relation to the demographic changes that are occurring and affecting the short term needs but also to try and anticipate projected long term needs. The Subcommittee has the following objectives:

- 1) To not displace residents from Public Housing and work to find solutions that make best efforts to retain residents in their current locations

- 2) To insure that residents will be an integral part of the conversation regarding any changes to their communities
- 3) To promote mixed-incomes and populations
- 4) To expand the array of quality affordable housing options throughout Madison
- 5) To provide more viable and sustainable communities through time

Committee Accomplishments

The Subcommittee toured all of CDA's large Public Housing Developments and some of the smaller Scattered Sites Developments. They also inspected a number of individual apartment units at these developments. They reviewed a multi year history of financial and demographic data for each of the sites. They familiarized themselves with the buildings and the residents being served. They looked in depth, at the local and national issues affecting Public Housing.

The LRP members also toured several private developments (Avalon Madison Village/Gorman & Co, Yahara River View Apts/Common Wealth Development, and Park Glen Commons/Oakbrook Corp.) to see recent developments and hear the experiences of local developers in planning, marketing and leasing.

Several Subcommittee members conducted a fact-finding mission on the redevelopment experiences of the City of Milwaukee Public Housing Authority. This was an excellent opportunity to help create a vision of approach, economic mix, architectural styles, and resident services and accountability. Also, along with staff, one member of the Subcommittee attended a National Conference held in Chicago and sponsored by HUD. This afforded the opportunity to view a massive redevelopment undertaking. A common theme heard at this conference and demonstrated in the redevelopment efforts of Chicago (and Milwaukee), point to the future of Public Housing in creating mixed income communities.

Once they were familiar with Public Housing, the program, the units and the residents, and the best practices occurring in other communities, they felt they could put in writing a Mission and Objectives. (see above Mission section) They also felt they could focus more on a Recommendations and Strategies (see below Final Recommendations Section).

The subcommittee had reviewed the possibilities for redevelopment at the Truax Park Apartments Site, the Romnes Apartments Site, and the Triangle Sites. These were larger development sites that the Subcommittee felt had the most potential for redevelopment. The potentials for each were reviewed and a priority listing was recommended. The subcommittee felt that the Site to focus redevelopment efforts on first, should be the Truax Park Apartments Site, followed in priority by the Romnes and Triangle Sites.

These were presented as an Initial Report to the CDA Board of Directors. The Board unanimously adopted the Report and asked for further guidance and recommendations from the Subcommittee.

The Subcommittee then determined an approach to its priority recommendation, the Truax Site. The Subcommittee determined that a redevelopment approach would need the services of an architectural consultant to help envision and put on paper a redevelopment concept that could be used to pursue financing. An RFP for consulting services was developed and widely advertised. Consulting firms were reviewed and JJR of Chicago was selected. To guide the consulting firm the Subcommittee determined that a Master Planning Committee should be formed, which involved LRP Subcommittee members but also those who would be directly affected by and who had an interest in this particular Site. The Truax Park Apartments Master Planning Ad Hoc Committee was proposed to and approved by the CDA.

The Ad Hoc Committee worked with the selected consultant, JJR, and held a number of Resident and Community meetings to solicit their input on the potential redevelopment of this Site. JJR led these groups through several monthly meetings conducting listening sessions and planning exercises that brought our peoples preferences for redevelopment. Information was gathered which led to 3 conceptual plans that were reviewed and narrowed down to one. A final concept plan was then arrived to use for costs estimating and financing. This Final Concept Plan is being forwarded along with this Final Report for consideration by the CDA Board.

Final Recommendations and Strategies

- 1) The CDA, at minimum, should plan for no net loss of Public Housing, but rather should plan to increase the Public Housing stock.
- 2) CDA should continue to solicit resident concerns about what is important to them, in housing, its amenities, its appearance, property reconfigurations and services to them. The surrounding neighborhood residents and alders should also continue to be solicited for concerns, comments and suggestions. After the listening session communications should continue, to keep residents, neighbors and Alders informed.
- 3) The CDA should continue to take on more of a developer role, looking to use the tools it has available, and looking to create possible partnerships with private sector developers.
- 4) The CDA should look to utilize its bonding capabilities, apply for Low Income Housing Tax Credits (LIHTC) and other available funding from local, State and Federal sources.
- 5) The CDA should continue to look at different approaches to redevelopment including:
 - Mixed-income redevelopment
 - Mixed-use redevelopment, including commercial use as a component of the development
 - Explore more dispersion
 - Explore the funding/financing of services to residents

- Explore needs for more accessible units
- 6) The CDA should look at options, different approaches, scales of economy and whether options exist, to re-explore the concept of scattered sites, and how they could positively affect the costs associated with operating the CDA's current scattered site portfolio.
 - 7) The CDA should look for redevelopment opportunities with an eye towards future funding from HUD, WHEDA, the City's Capital Budget and other financial resources.

Conclusion

The work of the Subcommittee is now complete. Though there is still much to be done in follow-up, it is hoped that the work of the Subcommittee has given direction to the CDA in its Public Housing effort. Several members have offered to continue to work with the CDA in additional efforts. All look forward to seeing the CDA succeed in its redevelopments efforts on behalf of the community. The Final Recommendation is to dissolve this Subcommittee as required, by Common Council action.

3/11/08