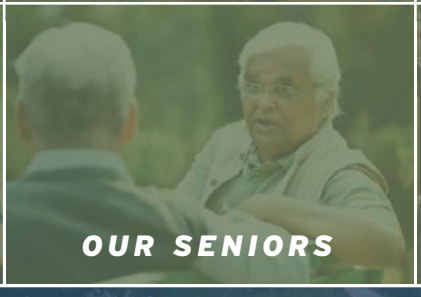
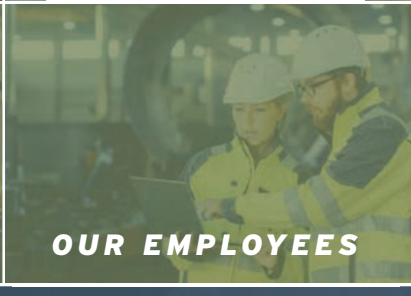
A ROAD MAP TO SOLVING DANE COUNTY'S HOUSING CRISIS

STRATEGIC ACTION PLAN 2024-2028

April 2024

WE NEED HOUSING FOR...





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CONTRIBUTORS

HOUSING ADVISORY COMMITTEE (HAC) MEMBERS

Danny Afable – JT Klein Company, Inc.
David Aguayo – Greater Madison Area Chamber of Commerce
Alexander Allon – Village of DeForest
Tanika Apaloo – University of Wisconsin–Madison
Norman Arendt – Town of Rutland
Jean Armendariz-Kerr – Mode Realty Network
Mike Basford – Wisconsin Department of Administration
Christie Baumel – Office of the Mayor, City of Madison
Katrina Becker – City of Stoughton
Casey Becker – Dane County Division of Housing Access & Affordability
Tahkaney Becknell – Quartz Health Solutions
Zach Billings – City of Fitchburg
Becky Binz – City of Sun Prairie
Deaken Boggs – Madison Area Community Land Trust
Sylvia Boyack – Resident, Dane County
Gurdip Brar – Mayor, City of Middleton
Nick Brattlie – Town of Deerfield
Andrew Bremer – Village of McFarland
Karen Carlock – Town of Vermont
Ian Carter – Briarpatch Youth Services
Theola Carter – Dane County Office for Equity and Inclusion
Bill Chang – Village of DeForest
Eric Christiansen – Summit Credit Union
Josh Clements – City of Sun Prairie
Jennifer Cole – City Council Member, City of Middleton
Abigail Corso – Elevate Energy
Kate Cronin – Alder, City of Verona
Jael Currie – YWCA
Erran Daniels – Workforce Development Board of South Central Wisconsin
Geraldine Davenport – Resident, Dane County
Lashone Davenport – Resident, Dane County
Patrick Depula – Alder, City of Monona
Chris Ehlers – Veridian Homes
Michael Engelberger – Dane County Board of Supervisors
Paul Esser – Mayor, City of Sun Prairie
Marilyn Feil – Joining Forces for Families
Matt Frater – City of Madison
Rebecca Giroux – Wisconsin Housing and Economic Development Authority
Steve Hanrahan – Habitat for Humanity of Dane County
Barbara Harrington McKinney – Resident
Sandy Harter – Joining Forces for Families
Nick Hiebert – Town of Vermont
Sean Higgins – Capital Area Regional Planning Commission
Colleen Hoesly – Greater Madison Metropolitan Planning Organization
Tate Huizenga – Clark Street Community School
Jenna Jacobson – State Representative, District 43, Village of Oregon
Pia Kinney James – Resident, Dane County
DaMontae January – Madison Community Cooperative
Austin Johnson – Urban League of Greater Madison
Kim Johnston – PACE Wisconsin
Angela Jones – United Way of Dane County
Lisa Kratz – Madison Area Builders Association
Renée Lauber – Dane County Towns Association
Taylor Laufenberg – JT Klein Company, Inc.
Chad Lawler – Madison Area Builders Association
Maria Lisignoli – NBC 15
Rabbi Bonnie Margulis – Wisconsin Faith Voices for Justice
Denise Matyka – Project Home
Kate McGinnity – Dane County Board of Supervisors
Sridevi Mohan – Area Agency on Aging of Dane County
Dana Monogue – Middleton-Cross Plains School District
Brian Mooney – Village of Cross Plains
Dan O'Callaghan – Dane County Housing Authority
Mary O'Connor – Mayor, City of Monona
Claire Oleksiak – Sustain Dane
Helen Pan – Area Agency on Aging of Dane County
Paola Paulino – Summit Credit Union
Kurt Paulsen – University of Wisconsin–Madison
Robert Procter – Realtors Association of South Central Wisconsin
Melissa Ratcliff – State Representative, District 36, Dane County Board of Supervisors
Taylor Rozman – WayForward Resources
Erin Ruth – Village of Cottage Grove
Gail Rutkowski – Area Agency on Aging of Dane County
Jamie Rybarczyk – Village of Windsor
Tim Semmann – Village of Waunakee
Brad Sippel – City of Fitchburg
Nicole Solheim – Cinnaire
Robert Stafslien – Wisconsin Housing and Economic Development Authority
Steve Steinhoff – Capital Area Regional Planning Commission
Tim Swadley – Mayor, City of Stoughton
Kong Thao – Village of McFarland
Kyle VonRuden – The Road Home Dane County
Heidi Wegleitner – Dane County Board of Supervisors
Shealynn Wegner – University of Wisconsin–Madison
Cody White – Madison Area Technical College
Jewelline Wiggins – NAACP, Dane County
Willie Wiggins – Resident, Dane County
Olivia Williams – Madison Area Community Land Trust
Bob Wipperfurth – Village of Windsor; President, Dane County Cities and Villages Association
Daphne Xu – City of Middleton
Deana Zentner – Town Chair, Town of Rutland

DANE COUNTY STAFF

Olivia Parry – RHS Project Manager
Majid Allan
Alexandra Andros
Ashley Ballweg
Gorejer Her
Todd Violante
Matthew Wrocklage
Jenna Wuthrich

CONSULTANT PROJECT TEAM

SB Friedman Development Advisors

Fran Lefor Rood
Caren Kay
Samantha Moskol
Lille van der Zanden

All Together Studio

Marisa Schulz
Abigail Rose
Tina Figueroa

Supplemental Data Analysis

Kurt Paulsen, PhD, University of WI, Madison

SPONSORS

Dane County
Baker Tilly
Capital Area Regional Planning Commission
Cinnaire
City of Madison
City of Middleton
City of Monona
City of Sun Prairie
Dane County Cities and Villages Association (DCCVA)
Dane County Housing Initiative (DCHI)
Elevate
FHL Bank Chicago
Gorman and Company
Habitat for Humanity of Dane County, Inc.
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Madison Area Builders Association
Madison Area Technical College
Madison Gas and Electric
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United Way of Dane County
University of Wisconsin–Madison Department of Planning and Landscape Architecture
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EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

DANE COUNTY, NOW IS THE TIME TO SOLVE OUR HOUSING CRISIS.

Dane County is a great place to call home. High-quality natural areas, recreation, cultural amenities, schools and employment opportunities draw newcomers from Wisconsin and beyond.

Dane County has seen rapid job and household growth since 2010. Dane County's job growth, primarily driven by the private sector, is more than double that of Wisconsin overall. The number of jobs in Dane County grew 14% from 2010-2021, adding over 38,000 jobs. Dane County also added 42,000 households from 2010-2020, making it the fastest growing county in the state (Lightcast, Census).

Not enough housing has been developed to keep up with household growth. This has led to an undersupply of housing in the County. Dane County only permitted 34,000 new housing units from 2010 to 2020, despite 42,000 new households calling the County home (Census).

More pressure on the housing market has increased housing prices and rents. From 2010 to 2022, the median home price in Dane County increased from $226,000 to $369,000. This far exceeds growth in home values statewide (Zillow, 2022). According to the Cap Times, Madison home prices grew the second-fastest in the nation in 2023. Rents also increased by 28% on average over the same period, from $1,085 per month in 2010 to $1,385 per month in 2022 (CoStar).

*The number of new households in Dane County was **8,000 higher** than new housing units built from 2010 to 2020.*

*Dane County's rental vacancy rate remains almost **3% below** the national average.*

*Housing is **affordable** when a household spends less than 30% of their gross income on housing costs. Lower-income and certain moderate-income households often cannot find quality affordable housing on the open market. Public subsidies are used to create legally restricted affordable housing (LRAH), which is dedicated to these households.*

THE HOUSING CRISIS IMPACTS EVERYONE IN THE COUNTY.

Ripple effects from this undersupply of housing deepen the regional housing crisis. They also impact the economy as a whole, limiting economic growth and opportunities available to individuals, families, our businesses and communities. Residents experience this in different ways:

- Families are locked out of homeownership, unable to compete for limited for-sale units that are affordable to them.
- Lower-and middle-wage workers commute from outside the County to find housing affordable to them. This increases transportation costs and leads to higher job turnover, adding costs for employers and school districts.
- Older adults who can no longer maintain their homes cannot find alternative housing options that meet their needs within their communities.
- Lower-income households, who live throughout the County, make tough choices about whether to pay for their rent, medical care, food or other necessities. Many "double up" with other families to share housing, or settle for housing conditions that are unsafe or unsanitary. Evictions have also increased.
- Young adults, including those aging out of the youth shelter system or from the LGBTQ+ community, find it difficult to find housing and are often on the verge of homelessness.

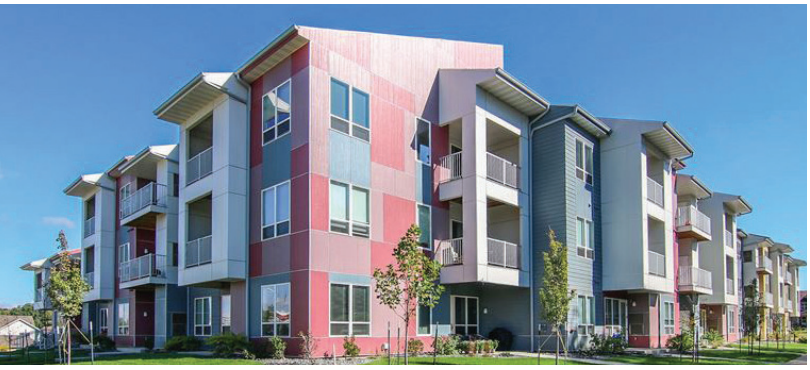
This housing crisis disproportionately impacts residents of color because they often face barriers within the housing market that White people do not. Black households in particular, who have historically been excluded or restricted from accessing homeownership in Dane County, continue to face barriers due to discriminatory real estate and banking practices.

*"Many businesses are struggling to fill middle- and lower-wage positions, since **their workforce cannot find housing that meets their needs.**"*

- HAC Discussion

*"There are so many barriers to renting and buying properties that **disproportionately affect people of color** including: lack of lending opportunities, inequitable appraisal practices, reliance on credit scores, and private racial covenants."*

- HAC Member



WE ARE COMING TOGETHER AS A REGION TO ADDRESS THIS CRISIS.

DANE COUNTY RHS | VISION STATEMENT

The RHS envisions an equitable and environmentally sustainable future, where all residents have access to quality and affordable housing in connected neighborhoods.

From September 2022 to August 2023, an 80-person Housing Advisory Committee (HAC) joined together through a strategic planning process to create the Dane County Regional Housing Strategy (RHS). The HAC included the County; elected officials from 17 Cities, Villages and Towns, including 5 mayors and 1 village president; the Dane County Cities and Villages Association; non-profit housing partners; developers; builders; banks; state agencies; and residents interested in housing. As part of this process, the HAC assessed current efforts underway to address housing issues, reviewed analysis defining housing needs and current trends, and identified top priorities and strategies to address the housing crisis.

This regional strategic planning effort empowered stakeholders from across Dane County to collectively envision a future Dane County where high quality, affordable housing is available to all Dane County residents. The RHS sets an ambitious but achievable vision for housing in Dane County and a strategic action plan for the next five years. The RHS recognizes that housing is a regional issue: one community can't solve the housing crisis alone. Together, with dedicated effort from partners across the county and beyond, we can achieve the vision.

RHS CORE VALUES

This vision is based on six core values the HAC identified to guide and underpin the RHS process:

- **ACCOUNTABILITY:** All entities – public, private, and nonprofit alike – accept and share responsibility for providing attainable housing
- **AFFORDABILITY:** All people have housing they can afford.
- **ECONOMIC GROWTH:** Housing production keeps pace with employer growth and meets employee needs.
- **EMPOWERMENT:** Residents, practitioners, and elected officials have a shared understanding of housing needs and are equipped to leverage housing resources and programs.
- **EQUITY:** Historically excluded populations and lower-income households have access to quality housing.
- **SUSTAINABLE DEVELOPMENT:** Housing is located near existing services, infrastructure, transit, amenities and jobs, reducing environmental impacts and improving quality of life for all residents.

The HAC also identified three overarching priorities for the HAC itself, to help focus the strategic planning process: 1) Reducing racial disparities in housing and homeownership; 2) Building capacity to address housing needs; and 3) Building relationships and enhancing partnerships/collaboration.

To ensure widespread community input, the RHS heard from residents to understand their housing issues and needs:

- A countywide housing survey for residents and workers (6,380 respondents) shed light on housing needs and preferences.
- Private and non-profit sector developer and builder interviews provided current obstacles and opportunities related to building more housing.
- Focus groups with lower- and moderate-income households that reside in Cities and Villages, as well as underrepresented groups, including seniors, youth, Black, Hmong, Latinx and LGBTQ+ communities, provided in-depth feedback on people's lived experiences with housing throughout the county.

MORE HOUSING OF ALL TYPES IS NEEDED TODAY AND IN THE FUTURE.

Today, there is a mismatch between what households can afford and the cost of housing available. There is a need today for 13,300 additional rental units affordable to households at or below 30% of Area Median Income, according to the housing supply gap analysis on pages 76-79 of this report. These are households with annual incomes generally less than $35,000, depending on their household size. There are 18,860 renter households that have incomes under 30% of Area Median Income, but only 5,550 units affordable to them.

*A **cost-burdened** household spends more than 30% of its gross income on housing costs.*

Cost burden in Dane County is high due to the severe housing shortage. One in four households in Dane County are housing-cost burdened, meaning they spend more than they can afford on housing costs. Over 40% of those households are considered "severely cost burdened", meaning they spend more than half their income on housing costs (Census, HUD).

The County and its public and private sector partners need to dedicate resources to develop more housing.

Dane County will need to produce 139,000 new housing units by 2040, or approximately 7,000 per year to address existing needs and keep up with growth.

- Housing should reflect the needs of the full range of residents, including both rental and for-sale housing; a variety of housing types, like single-family homes, townhomes, duplexes, multiplexes and apartment buildings; and at a range of unit sizes and densities. There should also be permanently affordable housing available for lower-income households.
- Among new units, at least 6,000 should be specialized senior units, which are age-restricted for seniors.
- At least 35,300 new rental units should be affordable to lower-income households, primarily 60% AMI and below, about 26% of all new housing units.

Annual Housing Production Goals to Address Forecasted 2040 Household Growth

7,000	*New housing units*
3,300	*New owner units*
3,700	*New renter units*
1,765	*New affordable renter units*
300	*New affordable senior units*

- At least 250 affordable single-family for-sale homes should be built new or acquired and rehabilitated annually, based on HAC goals. This housing, which is often older, is a critical piece of the housing ecosystem and the affordable housing stock. Efforts to preserve this housing can keep the housing crisis from worsening.

See pages 80-83 of this report, and pages 163-169 of the Appendix, for more detail on these production goals.

THE REGIONAL HOUSING STRATEGIC ACTION PLAN – A ROADMAP TO ACHIEVE THE RHS VISION

The Regional Housing Strategic Action Plan identifies five housing priorities to guide future efforts around housing:

- Increase the number of housing units attainable to low-income and moderate-income households.
- Increase the overall number of housing units.
- Provide housing, resources and protections for the most vulnerable populations.
- Rehabilitate and preserve affordability of existing housing.
- Provide more pathways to homeownership.

Everyone needs to be part of the solution. Much is already being done, but more dedicated efforts and funding are needed.

- Dane County and partner groups have recently dedicated unprecedented amounts of funding toward affordable housing – $7 million annually on average from 2020 through 2022 from Dane County, and approximately $15 million annually among local jurisdictions, the private sector, and the non-profit sector together.

- Housing professionals are also working to build capacity and implement policies and programs to support affordable housing objectives. Jurisdictions are passing zoning reforms to include a range of housing types and increase the housing supply. Developers are partnering with banks and other private sector actors to help support new homeowners. A network of non-profits and social services organizations are providing critical assistance to vulnerable residents.
- Despite these resources and efforts, more funding and capacity will be needed to increase the supply of housing, reduce housing costs, and achieve the RHS vision.

The Strategic Action Plan builds on this work, and sets the stage for Dane County's future, where everyone can access quality housing. The HAC indicated that substantial increases in funding for affordable housing is key to making strategies achievable. The HAC indicated both Dane County and partner groups should aim to increase funding for affordable housing by an additional $15 million each year.

The RHS process has culminated in a near-term Strategic Action Plan to serve as a roadmap for addressing the housing crisis over the next three to five years. It includes specific strategies, action steps and partnerships needed to advance each of the five key housing priorities. The Strategic Action Plan is included on the following pages and includes metrics to measure annual progress in achieving housing goals.

Detailed information on the RHS process, engagement, demographic and housing market conditions, affordability information and housing production goals through 2040 are provided in the full report. Stay involved at https://danehousing.countyofdane.com.

REGIONAL HOUSING PRIORITIES, STRATEGIES AND ACTION ITEMS, 2024 - 2028

Priorities

The HAC's five housing priorities articulate the overarching goals to accomplish through the RHS. These priorities are underpinned by the core values and aim to achieve the RHS vision.

Strategies

The HAC identified 17 strategies to be included in the RHS, each associated with a housing priority. These strategies leverage current policies and programs, and bring new approaches to address the housing crisis.

Action Items

HAC members then identified specific action items (i.e., concrete near-terms steps) for each strategy and partners to lead or support implementation of each action item. Finally, the HAC selected at least one measurable metric for each strategy to measure implementation progress and success.

The following pages include a summary of housing priorities, strategies and action items. They also include an implementation matrix, with metrics, that serves as a guide for all housing partners to measure progress toward achieving the vision for housing in Dane County.

HOUSING PRIORITIES AND STRATEGIES, 2024-2028

HOUSING PRIORITY:

INCREASE THE NUMBER OF HOUSING UNITS ATTAINABLE TO LOW- AND MODERATE-INCOME HOUSEHOLDS.

STRATEGY 1: **EXPAND OR CREATE AFFORDABLE HOUSING FUNDS.**
STRATEGY 2: **INCREASE THE USE OF TID FUNDING TO CREATE AFFORDABLE HOUSING UNITS.**
STRATEGY 3: **EXPAND USE OF COMMUNITY LAND BANKS.**

HOUSING PRIORITY:

INCREASE THE OVERALL NUMBER OF HOUSING UNITS.

STRATEGY 4: **ADVANCE ZONING REFORMS AND UPDATE LOCAL ZONING CODES.**
STRATEGY 5: **INCREASE LOCAL CONSTRUCTION WORKFORCE AND DEVELOPMENT CAPACITY.**
STRATEGY 6: **LEAD COUNTYWIDE EDUCATION TO SUPPORT AFFORDABLE HOUSING.**
STRATEGY 7: **ASSESS POTENTIAL FOR HOUSING IN RURAL DEVELOPMENT AREAS.**

HOUSING PRIORITY:

PROVIDE HOUSING, RESOURCES AND PROTECTIONS FOR THE MOST VULNERABLE POPULATIONS.

STRATEGY 8: **EXPAND RACIAL EQUITY AND INCLUSION TRAINING, EDUCATION AND COMMUNICATIONS AROUND HOUSING.**
STRATEGY 9: **DEVELOP OR EXPAND RENTER ASSISTANCE PROGRAMS.**
STRATEGY 10: **UTILIZE TAX INCREMENT DISTRICT (TID) EXTENSION FUNDING FOR AFFORDABLE HOUSING.**
STRATEGY 11: **EXPAND RESOURCES FOR FAIR HOUSING ENFORCEMENT.**

HOUSING PRIORITY:

REHABILITATE AND PRESERVE AFFORDABILITY OF EXISTING HOUSING.

STRATEGY 12: **SUPPORT ACQUISITION AND REHABILITATION OF AFFORDABLE UNITS.**
STRATEGY 13: **INCREASE ASSISTANCE FOR ENERGY EFFICIENCY RETROFITS AND UPGRADES.**
STRATEGY 14: **EXPAND/CREATE LOAN FUNDS FOR HOME RENOVATIONS.**

HOUSING PRIORITY:

PROVIDE MORE PATHWAYS TO HOMEOWNERSHIP.

STRATEGY 15: **EXPAND/CREATE HOMEBUYER EDUCATION AND ASSISTANCE PROGRAMS.**
STRATEGY 16: **INCREASE AFFORDABLE HOMEOWNERSHIP PRODUCTION.**
STRATEGY 17: **EXPAND USE OF COMMUNITY LAND TRUSTS (CLTs).**

STRATEGY 1: EXPAND OR CREATE AFFORDABLE HOUSING FUNDS.

HOUSING PRIORITY:
INCREASE THE NUMBER OF HOUSING UNITS ATTAINABLE TO LOW- AND MODERATE-INCOME HOUSEHOLDS.

ACTION STEPS	IMPLEMENTATION PARTNERS	
	LEAD	*SUPPORT PARTNERS*
1.1 Increase private sector, municipal, County and State funding for affordable housing, including grants, beyond what currently exists.	Private Sector, County, State, Municipalities, WHEDA	
1.2 Build 250 affordable single-family for-sale homes through acquisition and rehabilitation or new development annually.	Public & Private Sector, State, Non-profit	
1.3 Partner with the private sector on a fundraising initiative (such as a per employee donation) and identify use of funds to support affordable and workforce housing.	Private Sector, County	Chambers, Municipalities, Workforce Development Board
1.4 Collaborate with Madison Workforce Housing Fund to scale efforts.	Madison Development Corporation, United Way, Employers, County	
1.5 Expand Dane County funding to support broader types of projects, including smaller multi-family projects; acquisition/ rehab; owner-occupied; projects that are not competitive for LIHTC 9% tax credits; prioritize projects with public transit access and connectivity, low energy use, green infrastructure and climate resiliency.	County	
1.6 Require longer affordability periods for projects receiving support from the Dane County Affordable Housing Development Fund.	Housing Advocates, Residents	County
1.7 Advocate for local bond financing that supports affordable housing goals.	Municipalities	Residents, Non-Profit Housing Organizations, Developers/Builders, Realtors

METRICS

- Annual funding from County and municipalities for affordable housing
- Annual funding from the private sector for affordable housing
- Number of new affordable units funded annually, both rental and for-sale single-family

STRATEGY 2: INCREASE THE USE OF TID FUNDING TO CREATE AFFORDABLE HOUSING UNITS.

HOUSING PRIORITY:
INCREASE THE NUMBER OF HOUSING UNITS ATTAINABLE TO LOW- AND MODERATE-INCOME HOUSEHOLDS.

ACTION STEPS	IMPLEMENTATION PARTNERS	
	LEAD	*SUPPORT PARTNERS*
2.1 Provide model TIF policies for prioritizing affordable housing and evaluating proposed developments.	Cities and Villages Association	County, WAPA, University of Wisconsin-Madison
2.2 Update municipal TIF policies to incentivize use of TIF for housing that achieves desired policy objectives (e.g., affordability, equity, sustainability, location near jobs, schools, transit).	Cities and Villages	Private Sector, County, Developers
2.3 Create incentives (e.g. grants, CDBG, matching funds) that work with and leverage TIF to create affordable and workforce housing and achieve other policy outcomes (e.g., housing near jobs, schools, childcare, grocery, transit).	Municipalities, County	Private Sector/ Developers

METRICS

- Number of affordable housing units supported with TIF
- Number of municipalities that update their TIF policies to promote affordable housing
- Number of municipalities that use bond financing for affordable housing

STRATEGY 3: EXPAND THE USE OF COMMUNITY LAND BANKS.

HOUSING PRIORITY:
INCREASE THE NUMBER OF HOUSING UNITS ATTAINABLE TO LOW- AND MODERATE-INCOME HOUSEHOLDS.

ACTION STEPS	IMPLEMENTATION PARTNERS	
	LEAD	*SUPPORT PARTNERS*
3.1 Identify best practices and lessons learned from the City of Madison land bank experience.	City of Madison, County	
3.2 Increase education/awareness among stakeholders about the community land bank tool.	County	Affordable Housing Action Alliance (AHAA)
3.3 Identify publicly owned land (or land bank land) that could be developed and included in local land trust.	County, MACLT	
3.4 Develop working group to evaluate creating a regional entity that facilitates collaboration among municipal land banks and Dane County.	AHAA	Cities, Villages, Badger State Housing Alliance, County
3.5 Support capacity building and increased funding for Madison Area Community Land Trust (MACLT)	County, Municipalities	MACLT

METRICS

- Number of residential lots or acres from land banks that become affordable housing
- Number of lots or acres added to land banks

STRATEGY 4: ADVANCE ZONING REFORMS AND UPDATE LOCAL ZONING CODES.

HOUSING PRIORITY:
INCREASE THE OVERALL NUMBER OF HOUSING UNITS.

ACTION STEPS	IMPLEMENTATION PARTNERS	
	LEAD	*SUPPORT PARTNERS*
4.1 Identify housing as a priority in comprehensive planning processes.	Municipalities, County	
4.2 Plan for, support and incentivize growth, including a mix of housing types, in mixed-use, walkable and transit-supportive areas and corridors.	Capital Area Regional Planning Commission (CARPC), Greater Madison Metropolitan Planning Organization, County	Cities and Villages
4.3 Identify funding sources for local zoning amendments to better facilitate the creation of a variety and number of new of housing units.	Cities and Villages, County, WHEDA, State of WI	
4.4 Draft model ordinances that incorporate best practices and options for a variety of zoning updates.	County	
4.5 Increase education efforts to build the case for zoning reforms for both elected officials and residents, including new state incentives related to zoning and regulatory reforms.	Cities and Villages	County, Cities and Villages Association, Madison Area Builders Association, Developers/Builders, Realtors
4.6 Streamline the permit process to reduce approval and development time, housing costs, and development uncertainty (e.g., reducing the number of levels of approval).	Cities and Villages	
4.7 Support, encourage and incentivize private and non-profit housing developers to work together to increase supply.	Cities and Villages, Non-profits, Banks, County, Community Development Finance Institutions (CDFIs)	County
4.8 Update zoning codes to allow context-appropriate multifamily by right in certain residential zones.	Cities and Villages	County
4.9 Eliminate minimum lot sizes, and reduce set-back requirements and minimum parking requirements.	Cities and Villages	

METRICS

- Share of residential-zoned areas that permit up to four units per lot by right
- Jurisdictions with specific zoning elements
- Number of communities that have implemented housing-related zoning reforms (and what they're doing)

STRATEGY 5: INCREASE LOCAL CONSTRUCTION WORKFORCE AND DEVELOPMENT CAPACITY.

HOUSING PRIORITY:
INCREASE THE OVERALL NUMBER OF HOUSING UNITS.

ACTION STEPS	IMPLEMENTATION PARTNERS	
	LEAD	*SUPPORT PARTNERS*
5.1 Conduct feasibility study to identify strategies to expand construction workforce supply.	County, Technical Colleges, Building Trades, Workforce Development Board, Big Step, Employers, Madison Area Builders Association, Developers	
5.2 Provide additional funding to increase building trade programming at technical colleges.	Building Trades, Builders, Employers, Technical Colleges	
5.3 Increase partnerships/collaboration with the local building trade council and local technical colleges to increase apprenticeship opportunities and other employment pathways, including for formerly incarcerated and other marginalized populations.	Technical Colleges, UW Madison School of Real Estate, Workforce Development Board of South Central Wisconsin, Building Trades, Madison Region Economic Partnership (MADREP), WHEDA, State of WI	
5.4 Actively train, support and recruit private and non-profit housing developers (i.e. ACRE participants, and others); including provide seed capital for new and emerging developers in the form of equity, predevelopment funds, low interest loans, grants or loan guarantees.	Technical Colleges, UW Madison School of Real Estate, Workforce Development Board of South Central Wisconsin, Building Trades, WHEDA, State of WI, City of Madison, Madison Development Corporation, Forward Community Investments, County	

METRICS

- Workers in construction industry
- Students/trainees at local technical colleges and in building trades apprenticeships
- Number of construction job vacancies
- Number of apprenticeships offered by local trade unions

STRATEGY 6: LEAD COUNTYWIDE EDUCATION TO SUPPORT AFFORDABLE HOUSING.

HOUSING PRIORITY:
INCREASE THE OVERALL NUMBER OF HOUSING UNITS.

ACTION STEPS	IMPLEMENTATION PARTNERS	
	LEAD	*SUPPORT PARTNERS*
6.1 Identify a champion of housing education and vision within each community; or create local housing coalition or municipal housing committee.	Municipalities	County
6.2 Track, evaluate and report annually on RHS metrics and progress with partners.	County, Municipalities, Non-Profit Housing Organizations, WHEDA, Private Sector	
6.3 Create a comprehensive countywide housing website.	County	
6.4 Prepare education booklet for Accessory Dwelling Units (ADUs).	County	
6.5 Prepare education booklet for "Missing Middle" housing types.	County	
6.6 Develop a countywide communication and marketing plan and campaign to educate the public about the housing crisis, the need for affordable housing and the root causes of housing inequities.	County, Realtors	

METRICS

- Total mailings/ trainings/ housing website clicks/ downloads/ visitors
- Booklets distributed by location and outreach method
- Traffic to and number of clicks on RHS and comprehensive housing websites

STRATEGY 7: ASSESS POTENTIAL FOR HOUSING IN RURAL DEVELOPMENT AREAS.

HOUSING PRIORITY:
INCREASE THE OVERALL NUMBER OF HOUSING UNITS.

ACTION STEPS	IMPLEMENTATION PARTNERS	
	LEAD	*SUPPORT PARTNERS*
7.1 Increase funding for infrastructure improvements to increase accessibility to services and amenities for rural residents.	County	Towns
7.2 Tailor education strategy to geographic and socioeconomic characteristics of individual towns.	County	Towns
7.3 Identify and inventory housing types (twin homes, ADUs, condos, etc.) and strategies to support rehabilitation of existing units and new construction in rural development areas.	County	Towns, Market-rate and Affordable Developers
7.4 Explore incentives for rural housing production from the USDA Rural Development Department, Associated Bank, etc. and publish sources on County website.	County	Towns

METRICS

- Acres identified and zoned for housing in rural areas
- Number of existing and new rental units in towns and small villages
- Extent that there is adequate infrastructure in rural housing areas (for healthcare, food, transit, employment, amenities)

STRATEGY 8: EXPAND RACIAL EQUITY AND INCLUSION TRAINING, EDUCATION AND COMMUNICATIONS COUNTYWIDE.

HOUSING PRIORITY:
PROVIDE HOUSING, RESOURCES AND PROTECTIONS FOR THE MOST VULNERABLE POPULATIONS.

ACTION STEPS	IMPLEMENTATION PARTNERS	
	LEAD	*SUPPORT PARTNERS*
8.1 Develop or identify educational resources, and identify intended forums and community audiences, working with local experts on racial equity issues.	County, City of Madison, County Office of Equity and Inclusion	
8.2 Conduct programs and training on racial equity and inclusion around housing to reduce racial disparities in housing and homeownership	County, City of Madison	Municipalities, Non-profits

METRICS

- Number and type of new racial equity and inclusion training programs
- Number of residents who received outreach, including clerks, mailings, and pre-post outreach surveys
- Number of people of color employed in real estate and banking industry

STRATEGY 9: DEVELOP OR EXPAND RENTER ASSISTANCE PROGRAMS.

HOUSING PRIORITY:
PROVIDE HOUSING, RESOURCES AND PROTECTIONS FOR THE MOST VULNERABLE POPULATIONS.

ACTION STEPS	IMPLEMENTATION PARTNERS	
	LEAD	*SUPPORT PARTNERS*
9.1 Increase funding to expand non-profit and municipal staff capacity for renter assistance, as well as for programs that support existing renters at risk of displacement, that provide case management services, and help transition COVID-era rental assistance to ongoing assistance.	County	
9.2 Identify dedicated staff to connect renters with programs or resources (e.g. Tenant Resource Center and Legal Action Wisconsin) and strengthen partnerships and funding toward those resources.	County	
9.3 Develop Dane County website with renter assistance programs.	County	
9.4 Create policy requiring landlords receiving County assistance provide proof of housing choice voucher acceptance.	County	
9.5 Continue funding for eviction prevention funds.	County, City of Madison	
9.6 Identify or draft sample ordinances that jurisdictions can adopt on rent abatement/anti-retaliation.	City of Madison, County, Building Inspection Department	

METRICS

- Annual funding dedicated to rental assistance
- Number of households served by rental assistance programs
- New programs or partnerships that provide housing support services or housing navigation services

STRATEGY 10: UTILIZE TAX INCREMENT DISTRICT (TID) EXTENSION FUNDING FOR AFFORDABLE HOUSING.

HOUSING PRIORITY:
PROVIDE HOUSING, RESOURCES AND PROTECTIONS FOR THE MOST VULNERABLE POPULATIONS.

ACTION STEPS	IMPLEMENTATION PARTNERS	
	LEAD	*SUPPORT PARTNERS*
10.1 Advocate for State legislative changes to increase flexibility in TID extension funding, and allow for 2-or 3-year extensions.	Cities and Villages Association, State of WI	Towns Association
10.2 Conduct outreach and programming for municipal partners to share resources, best practices, and experiences with using TID Extension Funds.	County	
10.3 Develop educational materials to communicate benefits of TID Extension funding for affordable housing objectives to community members, elected officials and taxing jurisdictions (e.g. school districts).	County	

METRICS

- Amount of TID extension funding available
- Amount of TID extension funding used
- Upcoming TID closure dates
- TIDs that will expire without extension
- Sources used to leverage funding

STRATEGY 11: EXPAND RESOURCES FOR FAIR HOUSING ENFORCEMENT.

HOUSING PRIORITY:
PROVIDE HOUSING, RESOURCES AND PROTECTIONS FOR THE MOST VULNERABLE POPULATIONS.

ACTION STEPS	IMPLEMENTATION PARTNERS	
	LEAD	*SUPPORT PARTNERS*
11.1 Increase funding for investigative staff to enforce fair housing laws at the County level.	County	
11.2 Increase funding for fair housing community organizations that provide legal representation/mediation services.	County	
11.3 Identify and share sample ordinances on fair housing.	County, Municipalities, WI Fair Housing Council	
11.4 Expand partnerships with the Fair Housing Council, and between the Madison Civil Rights Office, Office of Equity and Inclusion, and other county stakeholders.	County, City of Madison, Municipalities, County Office of Equity and Inclusion	
11.5 Expand outreach and education efforts around fair housing, including to communities to increase violation reporting, and to landlords to increase awareness of fair housing laws.	City of Madison, Dane County, WI Fair Housing Network, Local Building Inspectors	

METRICS

- Jurisdictions with rent abatement or fair housing ordinances
- Amount of funding for fair housing enforcement
- New fair housing programming

STRATEGY 12: SUPPORT ACQUISITION AND REHABILITATION OF AFFORDABLE UNITS

HOUSING PRIORITY:
REHABILITATE AND PRESERVE AFFORDABILITY OF EXISTING HOUSING.

ACTION STEPS	IMPLEMENTATION PARTNERS	
	LEAD	*SUPPORT PARTNERS*
12.1 Increase funding to non-profit housing groups to acquire/ rehabilitate and maintain properties (e.g. MACLT, Common Wealth) to create permanent affordable housing.	County, Municipalities, Private Sector	
12.2 Increase funding to non-profit entities for acquisition/ rehabilitation with energy efficiency modifications.	Municipalities, County	
12.3 Develop a fact sheet explainer on the importance of affordable housing preservation and investment.	County	
12.4 Inventory and map older housing stock (NOAH) in 1) low- and moderate-income census tracts, 2) rural census tracts, and 3) countywide, to protect and preserve older units.	County	
12.5 Develop list of expiring tax credit properties and identify strategies, and best practices (e.g., lease to purchase programs) to retain affordability.	WHEDA, County, City of Madison	
12.6 Develop model legal language that can be used to deed restrict properties to require long-term affordability.	UW Law, Private Law Firms	County, City of Madison
12.7 Educate communities and industry on new state loans targeted to small-scale rehab and conversion of commercial space to affordable residential.	WHEDA, County	

METRICS

- Homeownership units acquired and rehabbed annually, (with focus on percent increase, and share that is affordable/attainable)
- Annual funding dedicated to affordable housing preservation
- Rental units rehabbed annually

STRATEGY 13: INCREASE ASSISTANCE FOR ENERGY EFFICIENCY RETROFITS AND UPGRADES.

HOUSING PRIORITY:
REHABILITATE AND PRESERVE AFFORDABILITY OF EXISTING HOUSING.

ACTION STEPS	IMPLEMENTATION PARTNERS	
	LEAD	*SUPPORT PARTNERS*
13.1 Identify funding source for additional energy efficiency grants for multifamily properties that ensure affordability, and for income-qualified homeowners.	County, Municipalities	Utility Companies, Focus on Energy
13.2 Increase partnerships between municipalities and Elevate Energy, Sustain Dane and Project Home.	Municipalities	County
13.3 Partner with the County's Office on Climate Change on housing education initiatives, funding opportunities, and other energy and sustainability projects.	County, Municipalities	
13.4 Expand homebuyer roundtable programs related to home maintenance, repair and rehabilitation, and energy efficiency for homeowners of all income levels, particularly people of color and other underrepresented groups	Home Buyers Round Table of Dane County, Project Home, County, WI Apartment Owners Association, Banks	
13.5 Incorporate green infrastructure into residential development to help reduce stormwater runoff, lower surface temperatures and lower utility costs.	CARPC, Municipalities	

METRICS

- Number of units rehabbed with energy retrofits, including data by household income of recipient and by NOAH status (whether the rents meet FMR standards)
- Amount of energy saved/ climate impact or amount people saved with retrofits

STRATEGY 14: EXPAND/CREATE LOAN FUNDS FOR HOME RENOVATIONS.

HOUSING PRIORITY:
REHABILITATE AND PRESERVE AFFORDABILITY OF EXISTING HOUSING.

ACTION STEPS	IMPLEMENTATION PARTNERS	
	LEAD	*SUPPORT PARTNERS*
14.1 Identify funding sources, grants and loans, and expand existing programs for homeowner renovations, energy efficiency upgrades, and remediation. Ensure access to people of color and under-represented groups.	Municipalities, County	
14.2 Create a fact sheet and/or programming about available programs, including eligibility criteria.	WHEDA, County, Non-Profits	

METRICS

- Number of homes renovated through the fund
- Amount of money in the program(s)
- Number of people of color served

STRATEGY 15: EXPAND/CREATE HOMEBUYER EDUCATION AND ASSISTANCE PROGRAMS.

HOUSING PRIORITY:
PROVIDE MORE PATHWAYS TO HOMEOWNERSHIP.

ACTION STEPS	IMPLEMENTATION PARTNERS	
	LEAD	*SUPPORT PARTNERS*
15.1 Increase funding, education and support for: a) First-time homebuyer education; b) Credit score coaching; c) Financial literacy classes, and post-purchase support; d) Home repair/rehab grants for homebuyers that are purchasing older homes; and e) Programs that support historically marginalized groups, including Urban Triage, Own It - Building Black Wealth.	County, Municipalities, Private Sector, WHEDA	
15.2 Build 250 affordable single-family for-sale homes through acquisition and rehabilitation or new development annually.		
15.3 Develop list of expiring tax credit properties and identify strategies and best practices to retain affordability.	County, WHEDA, Banks, CDFIs	
15.4 Expand collaboration between developers and financial institutions offering second mortgage programs.	Developers, Banks, County	
15.5 Develop technical assistance trainings on LIHTC conversions for non-profit developers and tenants interested in pursuing lease-to-purchase programs.	County	
15.6 Conduct outreach and education to key stakeholders on new WHEDA funding for homeowner assistance.	Real Estate Industry, WHEDA, Homebuyers Roundtable	County

METRICS

- Homeownership rate for low- and moderate-income households and Black households
- Annual number of households completing homeownership programs, credit score coaching and financial literacy classes, including participation by race/ethnicity
- Number of first-time homebuyers and vouchers to see if more support is needed

STRATEGY 16: INCREASE AFFORDABLE HOMEOWNERSHIP PRODUCTION.

HOUSING PRIORITY:
PROVIDE MORE PATHWAYS TO HOMEOWNERSHIP.

ACTION STEPS	IMPLEMENTATION PARTNERS	
	LEAD	*SUPPORT PARTNERS*
16.1 Partner with non-profit and mission-based developers to scale their capacity.	County, Municipalities, Non-Profit Housing Providers	Real Estate Industry
16.2 Increase flexible funding and access to funding for Habitat for Humanity, Madison Area Community Land Trust, Wisconsin Partnership for Housing Development, and similar entities to create new permanent affordable housing.	County	
16.3 Identify and facilitate sale or lease of publicly owned land to non-profit and private developers for affordable homeownership housing developments.	Municipalities	County

METRICS

- Affordable homeownership units built, including detail on housing type and project type
- Number of units converted to permanent affordable housing, with detail on housing type and project type
- Requirements/criteria necessary to qualify for funding

STRATEGY 17: EXPAND USE OF COMMUNITY LAND TRUSTS (CLTS).

HOUSING PRIORITY:
PROVIDE MORE PATHWAYS TO HOMEOWNERSHIP.

ACTION STEPS	IMPLEMENTATION PARTNERS	
	LEAD	*SUPPORT PARTNERS*
17.1 Identify best practices and education guide for CLTs, working with Wisconsin Community Land Trust Network and Grounded Solutions Network.	MACLT, County	Wisconsin Community Land Trust Network
17.2 Identify potential land that could be developed and included in a CLT.	Municipalities	County, School District
17.3 Create financial incentives for developers to build units in partnership with MACLT (e.g., provide density bonus if units are added to community land trust).	Municipalities	County

METRICS

- Number and location of homes in CLTs
- Track use and outcomes of land banks
- How land trusts affect affordability and resident tenure