



Housing Study and Needs Assessment

Sauk County Development Corporation

October 2018

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Chapter 1 – Executive Summary

Executive Summary

Beginning in March 2018, the Sauk County Development Corporation, in partnership with Alliant Energy, the County of Sauk, City of Baraboo, City of Reedsburg, Village of Prairie du Sac, Village of Sauk City, Village of Spring Green, and Village of West Baraboo contracted with Vierbicher to complete a housing study and needs assessment for the county and six partner communities to guide immediate and future housing actions. The study assessed the existing housing supply, identified issues and gaps related to housing, established a demographic profile of the communities, projected current and future demand for housing using available data, and identified potential financing opportunities to achieve the partner communities' housing goals.

The project was divided into four different phases: Engagement, Assessment, Strategy, and Implementation. The engagement phase consisted of four meetings of the project review committee, deployment of a County-wide online survey, a series of stakeholder focus groups, and a public open house. The purpose of this phase was to solicit input from the public and gather qualitative data about the area's housing market.

Survey results showed that 84% of respondents own a single family home on one lot, and 40% of owner-occupied homes have three bedrooms or more. Twenty-two percent (22%) of respondents have an estimated gross annual household income between \$50,000 and \$74,999. Respondents noted that the largest barriers preventing them from investing in their current home include: cost, lack of funds, lack of qualified contractors, and high property taxes. Overall, renters were satisfied with the quality of their leasing process, landlord communication, security deposit experience, and timeliness of repair response. Renters ranked lack of a down payment and existing debt as the first and second highest barriers to purchasing a home.

Two stakeholder meetings were held for each partner community, for a total of twelve meetings. A few of the common themes discovered from these meetings include:

- Homes under \$175,000 are sold within one week.
- Homes over \$175,000 are sold within two weeks.
- Growing demand for senior living.
- Millennials preferring no maintenance and "move-in ready"
- Lack of contractors for small renovations – usually a 4 to 6 month waiting list.
- Rentals are full
- 4-5 month waiting list for rentals
- Short-term rentals are needed for transition - 6-month transition
- Average rent for:
 - 2 bedroom 2 bath = \$1,100 - \$1,200
 - 3 bedroom 2 bath = \$1,400

A more detailed summary of survey results for Sauk County can be found in Appendix B, and more detailed summaries of survey results for partner communities can be found in Appendix C. A more detailed summary of stakeholder interview results for each partner community can be found under the Needs Assessment and Strategies chapter for the corresponding partner community.

The next step in the planning process was the Assessment phase. The Assessment phase involved a review of existing documents and programs, a comparison to the larger geographic region, and analyses of the housing market, housing stock, sales market, rental market, infrastructure and growth. The project team evaluated data showing building permits, building code compliance citations, school enrollment figures, U.S. Census data, Department of Administration demographic projections, and various other sources of information. A detailed analysis of all these findings can be found in the State of the Housing Report (Appendix A) included later in this document.

The next step of the planning process involved using the insights gained from the engagement and assessment phases to develop a list of specific needs for each partner community, along with the

strategies needed to address those needs. The project team prepared a summary of future market demands for 5, 10, and 15 year increments that identified the number and type of units, along with the generational impacts that influence housing preferences. The strategies included in the Plan were drafted to:

- Streamline the development process
- Support development of housing types that are not in sufficient supply
- Encourage development of housing options that support the preferences of desired demographics
- Identify specific long-term strategies to match housing demand with appropriate supply
- Identify target performance measurements, benchmarks, and milestones for strategic housing initiatives
- Outline a plan for future housing study updates

The results of the Strategy phase can be found in the Needs Assessment and Strategies chapters for each of the corresponding partner communities.

The final phase of the project was Implementation. As part of this step, the project team prepared the final document for the Plan including a set of strategies and initiatives to address housing issues and identified opportunities. The strategies were grouped by goals and objectives and included into an implementation matrix for each partner community. The matrix identified the parties responsible for carrying out the plan, the timing for how long each strategy will require to implement, and the potential funding required for each action (if necessary). The matrix also included a list of existing efforts and local housing economic development partner programs. The Implementation Matrices for each partner community are the final element of the document prior to the appendices.



Chapter 2 - Sauk County Needs Assessment and Strategies

Needs Assessment Summary

Introduction

This section presents a Needs Assessment derived for the county from a county-wide survey, stakeholder interviews and county demographic and housing data. The county-wide survey includes key highlights from summary results found in Appendix B – County Survey Summary and is a synthesis of the results from the electronic and mail responses to the survey. The Community Stakeholder meetings included input from multiple interviews that were held throughout the County and represent local opinions and observations from the various partnership communities. Stakeholders were interviewed from a variety of professions and responsibilities within the partnership communities in order to gain a diverse collection of local input.

The Needs Assessments are derived from Appendix A - State of the Housing Report, which includes an assessment of current and past community efforts as well as a housing market analysis. Agency data was collected for the County and each partnership community and summarized in the Appendix. Data was collected and analyzed for Population, Households, Economic Characteristics, Housing Stock, and Financial Characteristics for each community. Needs for the County were then assessed from this data and presented below.

Survey Results Summary

The majority of participants are from the Towns located in Sauk County, followed by the City of Baraboo (19%), and then the City of Reedsburg (15%). Twenty-nine percent of the participants have been at their current residence for only 1-2 years. A total of 24% of the participants have been in their current residence for 20+ years. According to the survey, the age of household members are mainly between the ages of 45-64 at 27% followed by under 18 years old (24%)

The majority of participants own a single-family home on one lot (84%). Forty percent of the homes have three bedrooms or more. Almost 70% of participants are married or living with a partner. Twenty-two percent of the participants estimated gross annual household income is \$50,000 - \$74,999. More than 21% of participants spend more than 30% of their annual gross income on rent/housing costs. For the household member no. 1, 25% of participants work in the professional, research, management field, While 9% are retired. Forty-six percent of participants have been with the same employer for over 10 years. Twenty-three percent of have only been with their employer for 1-3 years. Over 40% of participants travel more than 10 miles for work, while 40% travel less than 3 miles.

Fifty-seven percent of the household member no. 2 work full time. Twenty-one percent of the household members' no. 2 work in the professional, research, and management fields. Thirty-eight percent of household member no. 2 participants have been with the same employer for over 10 years. Twenty-three percent of respondents have only been with their employer for 1-3 years.

More household member no. 2 travel further to work than household members' no. 1. A total of 49% state they travel more than 10 miles to work, while 32% travel less than 3 miles. A majority of employers are located in the City of Baraboo (30%) followed by 23% working outside of the county. Almost 80% drive their personal vehicle to work.

Appendix B provides the full open-ended questions and the responses. Participants noted that the barriers preventing them from investing in their current home include:

- Cost
- Lack of funds
- Lack of qualified contractors
- High property taxes

Of the survey participants that indicated they are a renter, 43% have two members living in the household and 53% of those renters have only one person paying rent to the landlord. Only 9% of renters have moved five or more times in the last five years, while 34% have not moved at all.

Overall, renters were satisfied with the landlord experience when it comes to quality of leasing process, landlord communication, security deposit experience, and repair response experience. A total of 38% of renters spend more than \$1,000 on housing expenses. Renters ranked lack of down payment as the highest ranking barrier to purchasing a home, followed by existing debt. Participants ranked cost and dwelling type as the top two barriers to determining current or future housing.

Appendix B provides detailed graphs showing the features that are most important when selecting a home or apartment. However, only 34% stated they are not willing to spend any additional funds to obtain the housing unit they prefer, while 36% are willing to spend less than \$300 and 23% are willing to spend \$300 - \$599. Additionally, there are graphs, based on the survey participant's perspective, indicating the housing needs in the community such as affordable homes for first-time buyers and multi-family rental. One of the final questions asked if the survey participant personally knows someone in the region who is struggling with housing costs, and may be in danger of becoming or is currently homeless. A total of 40% of survey participants indicated yes on this question, while 5% indicated their household is struggling with housing costs.

Stakeholder Meetings Summary

A total of 12 stakeholder meetings were offered, two meetings per community. Meetings were offered during the day and the evening to accommodate various schedules. There was better turnout in some communities than others. Sauk City and Prairie du Sac meetings were combined. Stakeholders consisted of financial institutions, realtors, landlords, city officials, property management professionals, builders, and developers. Below is the number of participants for each community.

- Baraboo, City of - 6
- Sauk Prairie - 5
- Reedsburg, City of - 9
- Spring Green, Village of - 8
- West Baraboo, Village of - 1

Appendix D provides the full results of the Stakeholder meetings. The following is a summary of the common themes/answers from each meeting.

- Homes under \$175,000 are sold within one week.
- Homes over \$175,000 are sold within two weeks.
- Growing demand for senior living.
- Seniors and farmers want to move to city/village because they are downsizing and because they do not want the maintenance or mowing.
- Millennials also do not want maintenance or to mow.
- Millennials are looking for a home that is move-in ready. Do not want or do not have time to put in sweat-equity.
- Need 3-bedroom homes/rentals. However, there is a deficiency in 3 and 4 bedroom rentals (developers cannot make a profit on these types of units).
- The 2008 recession put fear into developers. So a lot of developers moved onto other careers/jobs. The few developers that stayed are now finding it hard to find skilled workers though.

- Not enough contractors for small renovations. There are 4-6 month waiting lists for small renovations.
- Small renovation contractors are usually found through word of mouth and not in yellow pages.
- Buying homes is delayed 10 yrs after college graduation due to high student loans and home need to be move-in ready, without extra renovation costs.
- Sellers are receiving asking price or more
- Rentals are full
 - 4-5 month waiting list for rentals
 - Short-term rentals are needed for transition - 6-month transition
- Average rent for:
 - 2 bedroom 2 bath = \$1,100 - \$1,200
 - 3 bedroom 2 bath = \$1,400

These common themes/answers reflect opinions and observations that were similar amongst the partnership communities. These provide valuable insight into actual housing market conditions which cannot always be captured by Census and other data. For example, a common theme amongst stakeholders was that rentals are full. In some cases, there was an observed 4-5 month observed waiting list. The Census data shows rental vacancy rates range from 4.5% in the County to 7.4% in Spring Green to 0% in Sauk City, with most rental rates being in the 3% to 5% range. However, these rental vacancies could include undesirable units which are not appealing to stakeholders and local residents. They could also include rentals which are not properly advertised and very difficult to find, thus not seeming available to local stakeholders. In addition, Census data was collected in 2016 as a sample of the population, not a full count of the housing stock. This slightly older data did not reflect recent increased demand for housing, which, combined with sampling errors, most likely contributed to the difference between observed vacancy rates and the Census vacancy rates.

In addition, the Rental Market Analysis, Figure A66 in Appendix A, shows spot checks of local community vacancy rates, using rental search sites, to range from zero to 9.5% for different housing types, with a significant number of vacancy rates in the 5% to 6% range.

However, looking closely at the Rental Market Analysis, no multi-family units with three (3) or four (4) bedrooms were found. Only studios, one (1) and two (2) bedroom multi-family vacancies could be found. Thus, stakeholder input is indeed reflective of the Rental Market Analysis when specific types of units are looked at.

Another important common answer amongst the stakeholders was that observable rents ranged from \$1,100 to \$1,200 for a two (2) bedroom units and \$1,400 for a three (3) bedroom units, on average. Census data shows, for the Partnership Communities, that rents ranged from \$738 per month for Sauk County to \$674 in Sauk City to \$972 in Prairie du Sac. Census data shows average rents by the community, not by specific housing type or size. In addition, Census rents include very-low, low and moderate income rental units which are not available to many stakeholders and serve to bring the average rental rate down while not reflecting the actual market-rate rents seen in the communities. Also, Census data that includes studios and one (1) bedrooms would bring down rent averages and differ from the rents for the larger units preferred by the stakeholders. Looking at the Figure A66 in the Rental Market Analysis, rents are higher for most communities than Census rents, yet are reflective of a combination of smaller and larger units, as well as older units which may not be desirable and not reflective of those units which are currently leased and are in high demand. Thus, these rents will appear lower than those observed by community stakeholders.

County Needs Assessment Summary

Population

Trends from US Census data and projections from the Wisconsin Department of Administration show several demographic patterns emerging in Sauk County. Sauk County is growing, yet has a slightly older population than the State and most of the partner communities. Sauk County also has a higher old-age dependency ratio, meaning there are higher percentages of those over 65 years per household. This indicates the need for Sauk County to orient its housing stock to accommodate more of an older population. Sauk County also has a high child dependency ratio, although lower than most partnership communities. The current ratio of children per household combined with the aging population indicates the need for a range of housing options. Below is a summary of observations taken from the population data;

- The County population is growing at a faster rate than the State, 2.9% since 2011, most of the partnership communities are growing faster as well.
- The County population is slightly older than the State, with a median age of 41 years old, and is older than some partnership communities, younger than others.
- The County had a higher percentage increase in median age since 2011 than the State as well, yet not as large an increase as many of the partnership communities.
- The County also has a higher old-age dependency ratio than the State and higher than most communities as well.
- The County has a higher child dependency ratio than the State, yet is at the bottom of the range compared to the partnership communities.
- The County had a higher percentage increase in old age dependency since 2011 than the State, yet similar to the partnership communities.

Households

Analysis of household statistics for Sauk County reinforces the conclusions drawn from population demographics. Sauk County has a higher average household size than the State and a similar average size when compared to the six partnership communities. Household sizes are increased from 2011 to 2016. There was an increase in households with older persons present as well as an increase in households with those 65 years and older living alone. There is a high number of K-12 schoolchildren and a high percentage of the population enrolled in college. Although the number of households has decreased since 2011, this data shows households are consolidating, with more children and more older persons living at home. This indicates a need for housing which can accommodate children and possibly those returning from college. The data also indicates a need for housing which can accommodate older persons within the household and those living on their own as well. This could include the need for one-story houses, greater handicap accessibility features, and a range of senior living options in the next five-year time frame. The need to accommodate older persons will become greater in the 10 and 15-year timeframes. Below is a summary of observations taken from the household data;

- The County experienced a decrease in households since 2011, -.8%, while the State experienced an increase in households over that same time span.
- The County has a slightly higher household size than the State, 2.47, but a similar household size when compared to other communities.
- The County experienced a 3.8% increase in household size since 2011, much higher than the rate of increase for the State, yet at a similar rate of increase as the partnership communities.
- The County had an increase in the number of households with people aged 60 years or higher since 2011. This is somewhat higher than the State, yet similar to most of the partnership communities.
- The County had an increase in the number of households with people aged 65 years or higher living alone since 2011, which is somewhat higher than the rate of increase for the State. The

partnership communities had varied rates of change regarding households with those 65 and older.

- The County has a higher percentage of school children enrolled in K-12, 74.6%, than the State.
- The County has a higher percentage of residents attending college than most partnership communities, yet a significantly lower percentage than the State.

Economic Characteristics

Economic data shows Sauk County to have slightly lower incomes, yet a lower percentage of the population living in poverty, when compared to the State. The unemployment rate is lower, yet there are also lower percentages of the workforce working in the higher paying finance/insurance and professional/scientific industries. Even though these industries are showing growth, the data still indicates a strong need for affordable workforce housing. A range of housing options will be needed, including affordable housing for those with low to moderate incomes and those living on retirement income. However, there will be significant demand for housing to accommodate people earning near or above the median household income and working in the retail, healthcare/educational and service industries specifically. Below is a summary of observations taken from the economic characteristics data;

- The County has a slightly lower median household income, \$53,610, compared to the State, yet similar to the partnership communities.
- The County had a slightly lower increase in household income since 2011 than the State.
- The County has a slightly lower percentage of those living in poverty, 7.7%, compared to the State, yet similar to the partnership communities.
- The County unemployment rate is lower than for the State, yet higher than for most communities.
- The County has higher percentages of workers in Retail (could be due to the relationship to Wisconsin Dells), Arts/Entertainment, Agriculture and Construction industries than the State.
- The County has lower percentages of workers in the Manufacturing, Finance/Insurance, and Professional/Scientific industries than the State.
- The County experienced high growth rates in Retail, Finance/Insurance, Professional/Scientific, and Educational/Health Care industries.
- The County had lower growth rates in the Agricultural, Construction, Service and Transportation industries.

Housing Characteristics

Assuming the data from the 2016 Census data remain similar to current characteristics; Sauk County has maintained a fairly similar overall number of housing units in recent years. Census rental vacancy rates have decreased since 2011, yet stakeholder interviews and the Rental Analysis show rental vacancy rates to be lower than the Census rates for the County and the partnership communities, as desirable and larger rental units appear difficult to find. The population data also showed a higher percentage of those moving in the past year (2016) than partnership communities. In addition, all partnership communities show lower overall vacancy rates. This could mean County residents are moving from the County to the Partnership communities, or have been annexed to communities within the County which offer housing or employment choices which better suit resident needs. This could also mean Sauk County needs to provide a greater number of housing and employment options to allow residents greater choice when deciding where to move. Vacancy rates for owner-occupied housing units versus renter-occupied units show increases in vacancy for owner homes and decreases in vacancy for rentals. This shows an immediate need for the provision of more renter-occupied homes for County residents. This also shows a need to provide more affordable owner-occupied units in order to try and reverse the trend of people switching from owner to renter units. Below is a summary of observations taken from the housing characteristics data;

- The County has lower percentages of multi-family homes than most partnership communities, yet higher percentages of 3, 4 and 5 bedroom units. The County has a mix of newer and older homes, but the overall housing stock is not as old as the housing stock for the State or partnership communities.
- The number of County housing units has stayed nearly the same and while overall vacancy rates increased rental vacancy rates decreased. The County has a slightly higher percentage of owner-occupied units than the State; however, the County experienced a larger decrease since 2011 than the State. Partnership communities mostly had decreases in the number of owner-occupied units as well.

- The County has a slightly lower percentage of renter-occupied housing compared to the State. However, the County did have a higher percentage increase since 2011. Most partnership communities had an increase in renter-occupied units since 2011.
- The owner-occupied vacancy rate is slightly lower for the County than for State, yet similar to most of the partnership communities. Also, the County and most partnership communities experienced higher increases in owner-occupied vacancies than the State since 2011.
- County, State and partnership communities all have predominantly single unit detached housing. The County, however, does have a lower percentage of multi-family housing in most categories than the State and most partner communities.
- The County has a slightly higher homeowner household size when compared to State, yet an identical renter household size. The County has a similar owner household size when compared to partner communities, yet a larger renter household size.

Financial Characteristics

Housing values for Sauk County are slightly higher than the State average and showed some growth in value since 2011, according to the US Census. The median income for owner-occupied households is slightly lower than for Wisconsin and the County has seen similar income growth from 2011. The Census also shows owner monthly average housing costs to have decreased from \$1,082 to \$1,006 since 2011 and are similar to costs for Wisconsin homeowners. This is most likely reflective of the older population paying off mortgages or downsizing and decreasing the average costs. For those looking to buy now, the increase in home values will most likely be reflected in higher monthly costs than shown in the Census. In addition, County homeowners have a slightly higher percentage of those paying more than 30% of their income than in the other communities. This shows home values are still a significant cost for homeowners, yet rising incomes show there is not a drastic need for lower-valued and lower-priced owner-occupied homes in the County. Affordable workforce housing is shown to be the greater need. However, looking at median renter incomes, there is a lower increase in income from 2011, when compared to the State. This could be due to the increase in the percentages of those in the lower-paying retail, healthcare/educational and service industries. While renter monthly costs are not growing as fast as the State, and renters spending more than 30% of their income on rent is not as high as the State, there is still a need for affordable workforce rentals. Renter incomes are stable and there is a need to supply renters with reasonably priced rental units at market-rate and lower price levels, especially for those just entering the market and could transition to buyers after an initial period at their job. Given the need to supply more bedrooms and larger rental units though, keeping rental costs similar to current levels could represent a challenge. Below is a summary of observations taken from the financial characteristics data;

- The County has a slightly higher median home value, \$169,500, than the State and experienced an increase in value since 2011.
- County home values are middle of the range, compared to partnership communities. Most partnership communities had increased since 2011.
- County median household income for owner-occupied households, \$65,657, is slightly less than the State, yet similar to the partnership communities.
- County owner household income had a similar increase since 2011 as the State. Partnership communities had mixed changes in income.
- County owner-household monthly housing costs are similar to the State and similar to costs for partnership communities.
- County owner household monthly housing costs decreased at a similar rate as the State since 2011. All of the partnership communities had decreases in housing costs since 2011 as well. However, the decrease in owner housing costs is not reflective of rising values and average costs are likely being lowered by older residents paying off mortgages or downsizing.
- The County has the same percentage of those paying 30 percent or more of income, 22.8%, on owner housing costs as the State. The County percentage is higher than for most of the partnership communities.
- The County has a very similar median renter household income as the State. However, the increase in renter income since 2011, 5.6%, was lower than for the State. County renter income is middle of the range when compared to the partnership communities. Partnership communities' renter income growth/decrease since 2011 was very mixed.
- County median renter monthly costs are similar to the State, although the County experienced a significantly lower percentage increase in renter costs than the State since 2011.
- The County has similar renter income compared as the partnership communities and positive renter income growth since 2011. The partnership communities had mostly negative renter income growth since 2011.
- The percentage of renters in the County spending more than 30% of their income, 42%, on rent is slightly lower than the State, yet similar to the partnership communities.

County Housing Need

Higher percentages of those over 65 years per household indicate the need for Sauk County to accommodate an older population. This includes accommodations for those currently within the household and those living on their own as well. This could include the need for one-story houses, greater handicap accessibility features, and a range of senior living options in the next five-year time frame. The need to accommodate older persons will become even greater in the 10 and 15-year timeframes.

- Households are consolidating, with more children and older persons living at home, indicating a need for housing which can accommodate children, those returning from college and larger families in general. This would include the need for more owner and rental units with three (3) and four (4) bedrooms.
 - Housing options will be needed for those with low to moderate incomes and those living on retirement income. However, there will be significant demand for housing to accommodate people earning near or above the median household income and working in the retail, healthcare/educational and service industries specifically.
 - There is a need to provide a greater number of housing options to allow residents a greater choice when deciding to move. Vacancy rates for owner-occupied housing units versus renter-occupied units show an immediate need for the provision of more renter-occupied homes for County residents as rental demand is increasing.
 - There is also a need to provide more affordable owner-occupied units in the medium term in order to try and reverse the trend of people switching from owner to renter units.
 - There is not a drastic need for very-low and low-income owner-occupied homes in the County. Affordable workforce housing for those near the median income is shown to be the greater need.
 - There is a need for affordable workforce rentals as well. Renter incomes are stable and there is a need to supply renters with reasonably priced rental units at market-rate as well as below-market-rate levels.
- There is also a need to supply market-rate and below-market-rate rentals to those just entering the market and those at an initial period at a new job.

Goals, Objectives & Strategies

This section presents goals, objectives and strategies necessary for the county to implement in order to ensure housing needs are met. These strategy items are derived in response to the needs detailed in the Needs Assessment section above. The goals, objectives and strategies for the county include the projected number of housing units needed and are based on population projections by age group for the next five (5), ten (10), and fifteen (15) years. The age groups are defined by generation, which influence the type of projected number of housing units needed due to the different generational preferences and characteristics regarding housing. A description of generational characteristics can be found below. A number of assumptions about these preferences have been included in the population and housing projections and are derived from a variety of sources, as noted in Appendix A.

The strategy items are organized by categories, which include housing type, senior housing, and affordable housing as well as neighborhood, community and other initiatives. These strategy items are also presented along with the needs they address and are summarized in an implementation matrix as well.

Definition of Generations

For this review, Vierbicher segmented the population into general generation categories. Vierbicher understands that generation labels are simply a lens in which people observe a loosely defined segment of the population; however, research over the past few decades indicates there are statistically significant commonalities in housing preferences for individuals within defined generations. The remainder of this report observes and anticipates the housing market impact of the four different generation segments defined below;

War-Baby/Silent Generation (combined in this report)
Baby-Boomer
Generation X
Generation Y (commonly referred to as Millennials)

WAR-BABIES/SILENT GENERATION

War Babies represent the segment of the population between the ages 70 to 84 and the Silent Generation represent the 85 and older population. This age cohort is more apt to live in rural areas, small towns, or existing homes in well-developed urban neighborhoods. If members of this generation are to move, they will most likely move to a convenient and accessible neighborhood or building.

BABY-BOOMERS

Baby-Boomers represent the segment of the population between ages 50 to 68. This generation maintains the largest share and purchasing power in the housing market and, as reported earlier, account for over 50 percent of household wealth in the country. This population segment most likely still live in the homes they raised families. The homes are most likely in located in suburbs, within smaller cities and towns, or within well developed urban neighborhoods. In previous generations, empty nesters began downsizing by buying smaller homes or renting apartments shortly after their children moved out. Baby-Boomers, however, are not downsizing as fast as previous generations, which continues to contribute to the shortage of available homes in the local housing market. Limits in the local supply contribute to the delay in Generation Xers and Millennials moving up in the housing market. Many housing market experts predict this trend will eventually shift and free up larger homes in the housing market. The shift could also adversely impact the availability in apartment rentals, senior housing communities, and assisted living facilities.

GENERATION X(ERS)

Generation Xers represent the segment of the population between ages 35 to 49 and are predominantly owners of single family homes in

smaller cities and town, urban fringe neighborhoods, or in suburban communities. Generation Xers represent the segment of the population most likely raising a family in the traditional “American Dream” neighborhood. If they are to move over the next five to ten years, it will most likely be to a home with larger living space and more of the desired neighborhood amenities.

MILLENNIALS

As noted earlier in this report, attracting and retaining young families is vital to the future of the Sauk County. Therefore, Vierbicher spent proportionally more time studying their future market impact. Millennials represent the segment of the population between ages of 19 to 35 and account for approximately 78.6 million Americans and 26.3 million households.

The media often portrays Millennials as expensive coffee drinking downtown urbanites wanting to live in high rise urban centers; however, a study by the Urban Land Institute (ULI) in 2015 illustrate a much different picture. Several of the results are detailed below.

Members of Generation Y (or Millennials) are a combination of optimism and realism, virtually all expect to own a home eventually, yet they are not particularly positive about housing as an investment. The features they covet are the extra space, privacy, and predictability of monthly cost that come with homeownership. Almost nine (9) of ten (10) Gen Yers expect to match or exceed their parents’ economic situation over their lifetimes; yet 21 percent still live with their parents or other older relatives. The majority will rent before owning, so those Millennials represent a promising future demand for America’s landlords.

Traditionally, year in and year out, about one-quarter of America’s rental stock consisted of single-family homes. As a result of the 2008 housing finance debacle, however, many foreclosed homes and distressed mortgages were acquired by investors. As such, Census

Bureau estimates suggest that houses and mobile homes now represent 39 percent of today’s rental stock.

Among units occupied by the respondents, two-thirds are in two- to three-story garden apartment or small walkup buildings (defined as containing two to six units or in buildings with two to three stories). Condominiums account for only a small percent of rentals. Mid-rise (four to eight stories) elevator buildings and high-rise buildings accounted for only a small percent of rentals as well. Hence, few respondents live in amenity-rich apartment communities or luxury units targeting the “multifamily elite.”

Fully 70 percent of Gen Yers expect to be homeowners by 2020, despite the fact that only 26 percent own today. Only 4 percent believe they will still be living with their parents in 2020. Even among those who do not expect to own in five years, 92 percent believe they will eventually purchase homes.

For three-quarters of current owners, their current residence is their first ownership experience. Over one-fifth of owners bought a newly built home. The entire set of respondents was asked how important it would be to live in a brand new home, apartment, or condominium in the next five years. Only 22 percent consider new construction to be very important—presumably many of the same people who already acquired a new house. Another 36 percent say it is somewhat important, and the remaining 42 percent say that “brand new” is unimportant.

When asked about their motivations for buying a home, survey respondents replied;

- Owning a home is a good long-term investment
- Owning a home offers stability and certainty
- I/we wanted more space and more privacy
- Housing prices were low/depressed during/after the recession, so I/we wanted to take advantage of the

- opportunity to build equity
- I got married or moved in with a partner

A consistent finding in the Gen-Y studies is that only 12–14 percent live in America's downtowns. More "downtowners" have roommates, which is probably a result of higher rents in downtown buildings. Another marked difference is that one-quarter of the downtown residents do not own cars. Many Gen Yers live in central cities—but not necessarily downtown. Because Millennials value walkability and mixed-use neighborhoods, they gravitate toward denser settings than exist in outlying suburbs. However, when asked where they would envision themselves living five years out, "suburban setting" takes precedence, followed by "small town/rural setting"; and "urban setting" in third place. No matter the geography, though, "walkability" is among the top five features for almost one-fourth of Gen Yers. That response argues for relatively dense communities, wherever they are situated.

In considering a future residential community, cost of housing is the most important factor—ranked among the five critical features by 85 percent of Generation Y and considered number one by 42 percent. Neighborhood safety is among the top five criteria for 73 percent of Generation Y, and proximity to work is of similar importance. One can infer that commuting time is decidedly a Gen-Y concern. Community character, including ambience and visual appeal, is a strong fourth in the top five rankings. Finally, "proximity to shopping, dining, and entertainment" ranks sixth overall. However, as the economy improves and as they move through various phases of their lives, their housing preferences are likely to shift as much as it did for previous generations.

Projections

The following are a summary of projections for the number of new residents and households expected through 2033, as well as the minimum number of housing units that will be demanded by these new residents. The full projections can be found in Appendix A – State of the Housing. The full projections show population growth and housing preferences by generation at five (5) year increments through 2033. The housing projections should be considered the minimum number of units which need to be built for new residents and to maintain current market vacancy rates for owner-occupied units, at 2.4%, and renter-occupied units, at 4.5%. Additional housing units will be needed to increase vacancy rates, particularly for owner-occupied units, and also accommodate those looking with special needs, such as those related to affordability and senior housing. However, the housing projections do account for those aging from one generation to another and having different preferences. The previous needs assessment as well as the goals, objectives and strategies listed below provide recommendations for building the projected housing that is needed as well as additional units to accommodate encourage higher vacancy rates. The goals, objectives and strategies also account for the special needs and particular local circumstances.

Figure S1 shows the County population to increase by 1,810 persons by 2023, by 1,729 more persons by 2028 and by 1,422 more persons by 2033. By 2023, the County will have housing demand for 815 additional households who will need, at a minimum, 245 apartments, 233 attached multi-family units and 337 single family homes. By 2028, the County will have housing demand for 731 additional households who will need 222 apartments, 235 attached multi-family units and 274 single family homes. By 2033, the County will have housing demand for 632 additional households who will need 200 apartments, 210 attached multi-family units, and 222 additional single family homes.

Figure S1 Projections

	2023	2028	2033
Additional Persons	1,810	1,729	1,422
Additional Households	815	731	632
Additional Apartments	245	222	200
Additional Condos/Townhomes/Duplexes	233	235	210
Additional SF Homes	337	274	222

* Source: Vierbicher

Single- Family Housing

Many of the partnership communities have a need for single-family housing, yet some lack the available property required to develop larger residential subdivisions. The County has extensive vacant property suitable for larger residential subdivisions which could satisfy partnership community needs and allow the communities to concentrate efforts on multi-family owner-occupied housing and apartments, where necessary. Some of the partnership communities will be able to develop smaller residential subdivisions though. In addition, some of the partnership communities have platted subdivisions with vacant lots which have not been built-upon yet. The County is less likely to be able to provide extensive on-site and off-site improvements as an incentive to developers and should limit incentives to grant/loan programs. Therefore, the partnership communities are seen as being more able to provide physical site improvements for select development on targeted properties than the County.

Rising costs for land, construction materials, and labor make single-family homes expensive to build and result in housing prices which are not affordable for County or community residents. Site improvement incentives alone may not be enough to reduce housing costs. Building multi-family attached owner-occupied housing, such as duplexes, triplexes, townhomes and condominiums, helps bring the

cost per housing unit down to more affordable price points. Therefore, any incentives for residential subdivisions should be directed towards mixed-type developments which have both single-family and attached owner-occupied housing available within the same development.

Goal: Encourage more single-family owner-occupied subdivision construction

Objective: Create off-site and/or on-site improvements grant/loan program to encourage developer single-family subdivision construction

Strategy: Develop policy & procedure for grant/loan program for transportation improvements to arterials roads leading to and/or throughout eligible development properties without adequate access

Strategy: Develop policy & procedure for grant/loan program for installing minor road transportation access throughout eligible development properties

Objective: Encourage developer-driven single-family subdivision construction through site preparation assistance

Strategy: Prepare a preliminary site analysis (PSA) for target single-family subdivision sites

Strategy: Create environmental assessment and/or remediation grant/loan fund, policies & regulations to assist developers with environmental assessment and/or remediation costs associated with single-family subdivision construction

Sauk County also has a significant percentage, 48.3%, of houses built on or before 1979. The County also has a significant percentage if houses built on or before 1939, 20.6%. Therefore, home rehabilitation can be seen as a critical goal towards improving and providing housing stock.

Goal: Encourage single-family owner-occupied rehabilitation

Objective: Make home rehabilitation funding available to homeowners

Strategy: Establish a home improvement grant/revolving loan fund specifically for exterior owner-occupied housing improvements

Strategy: Establish a home improvement grant/revolving loan fund specifically for interior owner-occupied housing improvements

Strategy: Establish a weatherization grant/revolving loan program for owner-occupied homes

Objective: Make home rehabilitation funding for code compliance available to homeowners

Strategy: Establish a code compliance grant/revolving loan fund for home owners

In addition to providing incentives to developers to build housing, County and community home-owners and renters need to be educated about the assistance programs available to homebuyers. Marketing and assistance should be provided to ensure up-to-date local, State and Federal assistance programs are sent to potential homebuyers to encourage use of available programs and to encourage residents to consider home purchase even if they are not sure they can afford to buy.

Goal: Encourage more homeownership

Objective: Encourage homeowner and renter participation in local, state, federal and non-profit housing assistance and initiatives

Strategy: Develop & distribute local assistance programs list to owners looking to sell their existing home and purchase another

Strategy: Develop & distribute local, state, federal and non-profit housing assistance programs list to renters who may be looking to purchase

Townhome/Duplex/Condo

In addition to providing incentives to mixed-housing type developments which include both single-family and multi-family attached housing, the County could concentrate on encouraging multi-family developments which provide affordable workforce housing. Multi-family communities could include townhomes and condominiums as well as other uses in a denser development to allow for more affordable pricing. Priority should be given to providing incentives for three (3) bedroom units to a meet the need for the growing household sizes some partnership communities are experiencing.

Such development could be supplemented by commercial development to add a mix of uses and to further subsidize development costs. In addition, multi-family communities which include senior housing could be given a priority to ensure seniors can age in place within a development that provides a range of housing choices. Incentives should be limited to site preparation assistance, where a mix of housing types is proposed, as well as site improvement incentives. Land purchase, assembly and donation is best left to the partnership communities for market-rate or workforce owner-occupied multi-family development. Direct provision of site improvements for potential sites is also more appropriate for

partnership communities which can focus on targeted sites which could be eligible for multiple sources of funding and incentives.

Goal: Encourage more owner-occupied attached housing construction

Objective: Encourage developer-driven attached housing construction through site preparation assistance

Strategy: Prepare a preliminary site analysis (PSA) for target attached housing sites

Strategy: Create environmental assessment and/or remediation grant/loan fund, policies & regulations to assist developers with environmental assessment and/or remediation costs associated with attached housing construction

Objective: Create off-site and/or on-site improvements grant/loan program to encourage developer-driven attached housing construction

Strategy: Develop policy & procedure for grant/loan program for transportation improvements to arterials roads leading to and/or throughout eligible development properties without adequate access

Objective: Encourage builder participation in local, state, federal and non-profit housing assistance and initiatives

Strategy: Develop & distribute local, state, federal and non-profit housing assistance programs list to builders

Apartments

There is significant need for apartments within the partnership communities and within the County for both workforce and low-income rentals. However, as apartments are higher density housing, they are more appropriately located with the denser population centers that are the partnership communities than within the County.

Senior Living

There is some need for senior housing; however, emphasis should be placed on rehabilitation of existing senior family homes to ensure they can remain in their current residence. Senior rental housing could be developed as part of a larger mixed-use development in County commercial centers; however, much of the new senior housing construction should be concentrated in the partnership communities.

Goal: Encourage single-family owner-occupied rehabilitation for seniors

Objective: Provide housing rehabilitation assistance by/for senior homeowners

Strategy: Establish an interior accessibility grant/revolving loan program for owner-occupied homes

Strategy: Establish an exterior accessibility grant/revolving loan program for owner-occupied homes

Objective: Encourage senior homeowner participation in local, state, federal and non-profit housing assistance and initiatives

Strategy: Develop & distribute local, state, federal and non-profit housing assistance programs list to senior owners.

Affordable Housing

All partnership communities, and the County, have a need for workforce housing. Many of the strategies listed above address this need. However, the need for low-income or very low-income housing varies amongst the partnership communities. The County and the partnership communities will need to provide considerable assistance to buyers, renters, landlords, builders and developers to ensure lower income housing is built and existing housing is rehabilitated by and for lower income residents.

The County should continue to concentrate on incentivizing low-income rental housing projects as stand-alone housing developments or as part of a mixed-income project.

Goal: Encourage more affordable rental multi-family construction or supply for lower income renters

Objective: Increase supply of available land for new affordable rental multi-family developments

Strategy: Create a list of vacant land currently available land for development/purchase, work with realtors to market properties for low-income rental development

Objective: Encourage developer/builder participation in local, state, federal and non-profit housing assistance and initiatives

Strategy: Develop & distribute local, state, federal and non-profit housing assistance programs list to developers/builders.

Objective: Encourage purchase or refinance of rental properties by landlords

Strategy: Make housing program funds available to landlords to purchase or refinance rental housing

Objective: Encourage construction of new affordable rental multi-family developments by developers

Strategy: Make housing program funds available to developers or landlords to build lower income rental housing

As with market-rate and workforce housing, the County and partnership community home-owners and renters need to be educated about the assistance programs available to low-income homebuyers. Marketing and assistance should be provided to ensure up-to-date local, State and Federal assistance programs are sent to potential low-income homebuyers to encourage use of available programs and to encourage residents to consider home purchase who would not be able to buy without assistance. In addition, low income homebuyers generally need homebuyer and other financial counseling. The County should ensure any available counseling offered by banks and non-profits, as well as governmental agencies, are marketed and made available to County residents. In addition, consolidated counseling programs should be promoted within each partnership community to ensure these programs are available to them even if they do not have the ability to sponsor these programs on their own.

Goal: Encourage more homeownership for lower income buyers

Objective: Encourage purchase of owner-occupied single-family or multi-family homes by lower income buyers

Strategy: Establish an owner-occupied purchase assistance program for lower income homebuyers

Strategy: Make housing program funds available to lower income buyers to purchase owner-occupied housing

Strategy: Establish an owner-occupied purchase & rehabilitation program for lower income homebuyers

Strategy: Make housing program funds available to lower income homebuyers to purchase and rehabilitate owner-occupied housing

Objective: Encourage more homeownership by utilizing housing program educational initiatives

Strategy: Establish homebuyer counseling program with housing program funds

Strategy: Consolidate existing counseling programs

Low income owner-occupied home and rental home rehabilitation should be concentrated on homes with seniors present, but could also be made available for those looking to purchase and rehabilitate. Many homebuyers are looking for historic homes, yet the cost of rehabilitation has proven to be prohibitive. In order to encourage more utilization of existing housing stock, especially by low income homebuyers or investors, the County should provide assistance in conjunction with State and Federal purchase and rehabilitation funding programs. The County should also provide assistance to existing landlords who are renting to low-income renters.

Goal: Encourage owner-occupied rehabilitation for lower income homeowners

Objective: Encourage owner-occupied housing acquisition and rehabilitation by potential lower income homebuyers

Strategy: Establish an owner-occupied purchase & rehabilitation program for lower income buyers

Strategy: Make housing program funds directly or indirectly available to potential lower income homebuyers to purchase and rehabilitate owner-occupied housing

Objective: Encourage owner-occupied housing acquisition and rehabilitation by investors for resale to lower income buyers

Strategy: Establish an owner-occupied purchase & rehabilitation program for investors for resale to lower income buyers

Strategy: Make housing program funds directly or indirectly available to potential investors to purchase and rehabilitate owner-occupied housing for resale to lower income buyers

Goal: Encourage rental rehabilitation for lower income renters

Objective: Make lower income rental rehabilitation funding available to landlords

Strategy: Make housing program funds available to landlords to rehabilitate lower income rental housing

Strategy: Perform local market survey to determine median rents for use with government housing program funds

Objective: Encourage purchase and rehabilitation of lower income rental properties by landlords

Strategy: Establish a lower-income rental purchase & rehabilitation program for landlords

Strategy: Make housing program funds available to potential landlords to purchase and rehabilitate lower income rental housing

Other Housing Initiatives and Administrative Tools

All of the partnership communities have housing needs and strategies which could utilize State and Federal government assistance and funding. A number of government assistance and funding programs are directly available to homebuyers, renters, homeowners, developers, and landlords. However, other types of housing assistance and funding are only available to local governments and their partner organizations. In particular, the US Department of Housing and Urban Development (HUD) offers assistance through a number of programs which could be utilized by local governments. One source of HUD funding is the HUD HOME Investment Partnerships Program (HOME). Sauk County and the partnership communities do not currently qualify as Participating Jurisdictions which can receive annual allocations of HOME funds. However, by forming a HOME consortium, with interested partnership jurisdictions, and with the support of other potential partners, Sauk County could qualify for annual HOME funds with the combined need from all consortium members. However, in the meantime, the County and the participating jurisdictions can apply for HOME funds on a project by project basis. In addition, Community Development Block Grant (CDBG) as well as other State and Federal assistance funds can be

used to complement HUD HOME funds and provide a wide range of housing financial and technical assistance.

Goal: Encourage increased utilization of local, State, Federal and Non-Profit Housing assistance Programs

Objective: Access HUD HOME funding programs

Strategy: Apply directly to the Department of Administration for rehabilitation, homebuyer assistance, renter assistance and rental housing development funding for identified affordable housing projects

Strategy: Contact Waukesha County and learn about the advantages, application procedures and administration aspect of forming a HUD HOME Consortium

Strategy: Contact the Department of Administration to learn about the need requirements and application procedures for forming a HUD HOME Consortium

Strategy: Contact surrounding counties, including Dane, Iowa, Richland and Grant, as well as the partnership communities to measure interest and gain cooperation in forming a HUD HOME Consortium

Objective: Access CDBG funding programs

Strategy: Evaluate potential to apply for additional CDBG funds to support identified housing project and housing assistance programs

Objective: Access US Economic Development Administration (EDA) funding programs

Strategy: Evaluate potential to participate in the Comprehensive Economic Development Strategy (CEDS) process with Southwestern Wisconsin Regional Planning Commission

Strategy: Have Sauk County and participating jurisdiction housing development projects and programs listed on CEDS

Objective: Make use of current fiscal resources to maximize local funding for identified housing projects and housing assistance programs

Strategy: Evaluate the current use of Tax Increment Financing to determine how TIF can be used to support identified housing projects

Objective: Identify and access other State, Federal and Non-Profit funding programs

Strategy: Identify designated Community Development Financial Institutions which operate in Sauk County and apply for any available funding for identified housing projects and housing assistance programs

Strategy: Identify and solicit investor interest in utilizing opportunity zones, tax credits and other available financial incentives to invest in identified housing projects

Strategy: Identify a READI Certified Community Development Organization (CDO) through which the County can access housing rehabilitation funds

Strategy: Identify additional State, Federal, and Non-Profit entities and apply for any available funding for identified housing projects and housing assistance programs

Goal: Address flooding issues in unincorporated area through flood mitigation strategies

Objective: Pursue flood mitigation efforts to assist with flood damaged properties in the unincorporated area

Strategy: Identify flood damaged properties

Strategy: Pursue State and Federal emergency assistance funding for flood mitigation

Strategy: Purchase identified flood damaged properties, demolish damaged housing, add vacated land to open space inventory

Strategy: Construct flood mitigation improvements to protect properties from future flooding

Strategy: Assist developers and homeowners in accessing flood mitigation funds to build replacement housing for demolished homes

Strategy: Assist developers and homeowners in accessing flood mitigation funds to flood-proof housing at risk of flooding

The County should take the above goals, objectives and strategies and identify specific housing projects and initiatives which should be supported, encouraged and incentivized. Once specific housing projects are identified, the County should ensure all assistance and incentives are identified which can support those projects. Such assistance and incentives could include any needed zoning amendments, land acquisition or assembly, infrastructure provision, grant or loan assistance funds, and the policies and procedures needed to work with housing developers and builders in promoting the construction identified housing projects. Once these steps are taken, developer and builder interest should be solicited through a Request for Qualifications or Request for Proposals process.

Goal: Provide process to encourage developer interest in targeted housing sites and projects

Objective: Proactively work with developers and investors to build identified housing projects on target properties

Strategy: Prepare site proposal packets for target sites, including any PSA and/or environmental assessment and/or remediation Report, and distribute to developers and other potential project partners

Sauk County Housing Goals, Objectives and Strategies		Priority	Responsibility	Funding	Timeframe
Single- Family Housing				* Annual Cost	
Goal: Encourage more single-family owner-occupied subdivision construction					
<u>Objective: Create off-site and/or on-site improvements grant/loan program to encourage developer single-family subdivision construction</u>		1 2 3			
Strategy: Develop policy & procedure for grant/loan program for transportation improvements to arterials roads leading to and/or throughout eligible development properties without adequate access			County/ State Agencies	\$500,000	Ongoing
Strategy: Develop policy & procedure for grant/loan program for installing minor road transportation access throughout eligible development properties			County/ State Agencies	\$500,000	Ongoing
<u>Objective: Encourage developer-driven single-family subdivision construction through site preparation assistance</u>		1 2 3			
Strategy: Prepare a preliminary site analysis (PSA) for target single-family subdivision sites			County	\$25,000	< 2 yrs
Strategy: Create environmental assessment and/or remediation grant/loan fund, policies & regulations to assist developers with environmental assessment and/or remediation costs associated with single-family subdivision construction			County	\$40,000-80,000*	3-5 yrs
Goal: Encourage single-family owner-occupied rehabilitation					
<u>Objective: Make home rehabilitation funding available to homeowners</u>		1 2 3			
Strategy: Establish a home improvement grant/revolving loan fund specifically for exterior owner-occupied housing improvements			County/ CHDO/ Housing Authority	\$25,000* + \$75,000 initial year investment	Ongoing
Strategy: Establish a home improvement grant/revolving loan fund specifically for interior owner-occupied housing improvements			County/ CHDO/ Housing Authority	\$25,000* + \$75,000 initial year investment	Ongoing
Strategy: Establish a weatherization grant/revolving loan program for owner-occupied homes			County/ CHDO/ Housing Authority	\$25,000* + \$75,000 initial year investment	Ongoing
<u>Objective: Make home rehabilitation funding for code compliance available to homeowners</u>		1 2 3			
Strategy: Establish a code compliance grant/revolving loan fund for home owners			County/CHDO	\$25,000* + \$75,000 initial year investment	Ongoing
Goal: Encourage more homeownership					
<u>Objective: Encourage homeowner and renter participation in local, state, federal and non-profit housing assistance and initiatives</u>		1 2 3			
Strategy: Develop & distribute local assistance programs list to owners looking to sell their existing home and purchase another			County/ Housing Agencies/ Housing Partners	Staff Time	Ongoing
Strategy: Develop & distribute local, state, federal and non-profit housing assistance programs list to renters who may be looking to purchase			County/ Housing Agencies/ Housing Partners	Staff Time	Ongoing

Sauk County Housing Goals, Objectives and Strategies		Priority	Responsibility	Funding	Timeframe
Townhome/Duplex/Condo					
Goal: Encourage more owner-occupied attached housing construction					
<u>Objective: Encourage developer-driven attached housing construction through site preparation assistance</u>		1 2 3			
Strategy: Prepare a preliminary site analysis (PSA) for target attached housing sites			County	\$25,000*	< 2 yrs
Strategy: Create environmental assessment and/or remediation grant/loan fund, policies & regulations to assist developers with environmental assessment and/or remediation costs associated with attached housing construction			County	\$40,000-80,000*	3-5 yrs
<u>Objective: Create off-site and/or on-site improvements grant/loan program to encourage developer-driven attached housing construction</u>		1 2 3			
Strategy: Develop policy & procedure for grant/loan program for transportation improvements to arterials roads leading to and/or throughout eligible development properties without adequate access			County	\$400,000	Ongoing
Strategy: Develop policy & procedure for grant/loan program for installing sidewalks and/or curb and gutter improvements through eligible development properties			County	\$400,000	Ongoing
<u>Objective: Encourage builder participation in local, state, federal and non-profit housing assistance and initiatives</u>		1 2 3			
Strategy: Develop & distribute local, state, federal and non-profit housing assistance programs list to builders			County/ Housing Agencies/ Housing Partners	Staff Time	Ongoing
Senior Living					
Goal: Encourage single-family owner-occupied rehabilitation for seniors					
<u>Objective: Provide housing rehabilitation assistance by/for senior homeowners</u>		1 2 3			
Strategy: Establish an interior accessibility grant/revolving loan program for owner-occupied homes			County/ CHDO/ Housing Authority	\$25,000* + \$75,000 initial year investment	Ongoing
Strategy: Establish an exterior accessibility grant/revolving loan program for owner-occupied homes			County/ CHDO/ Housing Authority	\$25,000* + \$75,000 initial year investment	Ongoing
<u>Objective: Encourage senior homeowner participation in local, state, federal and non-profit housing assistance and initiatives</u>		1 2 3			
Strategy: Develop & distribute local, state, federal and non-profit housing assistance programs list to senior owners.			County/ Housing Agencies/ Housing Partners	Staff Time	Ongoing
Affordable Housing					
Goal: Encourage more affordable rental multi-family construction or supply for lower income renters					
<u>Objective: Increase supply of available land for new affordable rental multi-family developments</u>		1 2 3			
Strategy: Create a list of vacant land currently available land for development/purchase, work with realtors to market properties for low-income rental development			County/ Housing Agencies/ Housing Partners	Staff Time	Ongoing

Sauk County Housing Goals, Objectives and Strategies	Priority	Responsibility	Funding	Timeframe
<u>Objective: Encourage developer/builder participation in local, state, federal and non-profit housing assistance and initiatives</u>	1 2 3			
<i>Strategy: Develop & distribute local, state, federal and non-profit housing assistance programs list to developers/builders.</i>		County/ Housing Agencies/ Housing Partners	Staff Time	Ongoing
<u>Objective: Encourage purchase or refinance of rental properties by landlords</u>	1 2 3			
<i>Strategy: Make housing program funds available to landlords to purchase or refinance rental housing</i>		County/ Housing Agencies/ Housing Partners	TBD	Ongoing
<u>Objective: Encourage construction of new affordable rental multi-family developments by developers</u>	1 2 3			
<i>Strategy: Make housing program funds available to developers or landlords to build lower income rental housing</i>		County/ Housing Agencies/ Housing Partners	TBD	Ongoing
Goal: Encourage more homeownership for lower income buyers				
<u>Objective: Encourage purchase of owner-occupied single-family or multi-family homes by lower income buyers</u>	1 2 3			
<i>Strategy: Establish an owner-occupied purchase assistance program for lower income homebuyers</i>		County/ Housing Agencies/ Housing Partners	Staff Time	Ongoing
<i>Strategy: Make housing program funds available to lower income buyers to purchase owner-occupied housing</i>		County/ Housing Agencies/ Housing Partners	\$40,000* + \$90,000 initial year investment	Ongoing
<i>Strategy: Establish an owner-occupied purchase & rehabilitation program for lower income homebuyers</i>		County/ Housing Agencies/ Housing Partners	Staff Time	Ongoing
<i>Strategy: Make housing program funds available to lower income homebuyers to purchase and rehabilitate owner-occupied housing</i>		County/ Housing Agencies/ Housing Partners	\$40,000* + \$90,000 initial year investment	Ongoing
<u>Objective: Encourage more homeownership by utilizing housing program educational initiatives</u>	1 2 3			
<i>Strategy: Establish homebuyer counseling program with housing program funds</i>		County/ Housing Agencies/ Housing Partners	Staff Time	Ongoing
<i>Strategy: Consolidate existing counseling programs</i>		County/ Housing Agencies/ Housing Partners	Staff Time	Ongoing
Goal: Encourage owner-occupied rehabilitation for lower income homeowners				
<u>Objective: Encourage owner-occupied housing acquisition and rehabilitation by potential lower income homebuyers</u>	1 2 3			
<i>Strategy: Establish an owner-occupied purchase & rehabilitation program for lower income buyers</i>		County/ Housing Agencies/ Housing Partners	Staff Time	Ongoing
<i>Strategy: Make housing program funds available to potential lower income homebuyers to purchase and rehabilitate owner-occupied housing</i>		County/ Housing Agencies/ Housing Partners	\$40,000* + \$90,000 initial year investment	Ongoing

Sauk County Housing Goals, Objectives and Strategies	Priority	Responsibility	Funding	Timeframe
<u>Objective: Encourage owner-occupied housing acquisition and rehabilitation by investors for resale to lower income buyers</u>	1 2 3			
<i>Strategy: Establish an owner-occupied purchase & rehabilitation program for investors for resale to lower income buyers</i>		County/ Housing Agencies/ Housing Partners	Staff Time	Ongoing
<i>Strategy: Make housing program funds directly or indirectly available to potential investors to purchase and rehabilitate owner-occupied housing for resale to lower income buyers</i>		County/ Housing Agencies/ Housing Partners	\$40,000* + \$90,000 initial year investment	Ongoing
Goal: Encourage rental rehabilitation for lower income renters				
<u>Objective: Make lower income rental rehabilitation funding available to landlords</u>	1 2 3			
<i>Strategy: Make housing program funds available to landlords to rehabilitate lower income rental housing</i>		County/ CHDO/ Housing Authority	TBD	Ongoing
<i>Strategy: Perform local market survey to determine median rents for use with government housing program funds</i>		County	\$20,000	< 2 yrs
<u>Objective: Encourage purchase and rehabilitation of lower income rental properties by landlords</u>	1 2 3			
<i>Strategy: Establish a lower-income rental purchase & rehabilitation program for landlords</i>		County/ Housing Agencies/ Housing Partners	Staff Time	Ongoing
<i>Strategy: Make housing program funds available to potential landlords to purchase and rehabilitate lower income rental housing</i>		County/ Housing Agencies/ Housing Partners	\$40,000* + \$90,000 initial year investment	Ongoing
Other Housing Initiatives and Administrative Tools				
Goal: Encourage increased utilization of local, State, Federal and Non-Profit Housing assistance Programs				
<u>Objective: Access HUD HOME funding programs</u>	1 2 3			
<i>Strategy: Apply directly to the Department of Administration for rehabilitation, homebuyer assistance, renter assistance and rental housing development funding for identified affordable housing projects</i>		County/ Housing Agencies/ Housing Partners	Staff Time	Ongoing
<i>Strategy: Contact Waukesha County and learn about the advantages, application procedures and administration aspect of forming a HUD HOME Consortium</i>		County/Waukesha County	Staff Time	< 2 yrs
<i>Strategy: Contact the Department of Administration to learn about the need requirements and application procedures for forming a HUD HOME Consortium</i>		County	Staff Time	< 2 yrs
<i>Strategy: Contact surrounding counties, including Dane, Iowa, Richland and Grant, as well as the partnership communities to measure interest and gain cooperation in forming a HUD HOME Consortium</i>		County/Dane, Iowa, Richland and Grant Counties	Staff Time	3-5 yrs
<u>Objective: Access CDBG funding programs</u>	1 2 3			
<i>Strategy: Evaluate potential to apply for additional CDBG funds to support identified housing project and housing assistance programs</i>		County	TBD	< 2 yrs
<u>Objective: Access US Economic Development Administration (EDA) funding programs</u>	1 2 3			
<i>Strategy: Evaluate potential to participate in the Comprehensive Economic Development Strategy (CEDS) process with Southwestern Wisconsin Regional Planning Commission</i>		County/SWRPC	Staff Time	<2 yrs
<i>Strategy: Have Sauk County and participating jurisdiction housing development projects and programs listed on CEDS</i>		County/SWRPC	Staff Time	3-5 yrs

Sauk County Housing Goals, Objectives and Strategies				
	Priority	Responsibility	Funding	Timeframe
<u>Objective: Make use of current fiscal resources to maximize local funding for identified housing projects and housing assistance programs</u>	1 2 3			
<i>Strategy: Evaluate the current use of Tax Increment Financing to determine how TIF can be used to support identified housing projects</i>		County	Staff Time	< 2 yrs
<u>Objective: Identify and access other State, Federal and Non-Profit funding programs</u>	1 2 3			
<i>Strategy: Identify designated Community Development Financial Institutions which operate in Sauk County and apply for any available funding for identified housing projects and housing assistance programs</i>		County	Staff Time	< 2 yrs
<i>Strategy: Identify and solicit investor interest in utilizing opportunity zones, tax credits and other available financial incentives to invest in identified housing projects</i>		County	Staff Time	3-5 yrs
<i>Strategy: Identify a READI Certified Community Development Organization (CDO) through which the County can access housing rehabilitation funds</i>		County	Staff Time	< 2 yrs
<i>Strategy: Identify additional State, Federal, and Non-Profit entities and apply for any available funding for identified housing projects and housing assistance programs</i>		County	Staff Time	3-5 yrs
Goal: Address flooding issues in unincorporated area through flood mitigation strategies				
<u>Objective: Pursue flood mitigation efforts to assist with flood damaged properties in the unincorporated area</u>	1 2 3			
<i>Strategy: Identify flood damaged properties</i>		County	Staff Time	< 2 yrs
<i>Strategy: Pursue State and Federal emergency assistance funding for flood mitigation</i>		County	Staff Time	< 2 yrs
<i>Strategy: Purchase identified flood damaged properties, demolish damaged housing, add vacated land to open space inventory</i>		County/ State Agencies	TBD	<2 yrs
<i>Strategy: Construct flood mitigation improvements to protect properties from future flooding</i>		County/ State Agencies	TBD	3-5 yrs
<i>Strategy: Assist developers and homeowners in accessing flood mitigation funds to build replacement housing for demolished homes</i>		County	Staff Time	< 2 yrs
<i>Strategy: Assist developers and homeowners in accessing flood mitigation funds to flood-proof housing at risk of flooding</i>		County	Staff Time	< 2 yrs
Goal: Provide process to encourage developer interest in targeted housing sites and projects				
<u>Objective: Proactively work with developers and investors to build identified housing projects on target properties</u>	1 2 3			
<i>Strategy: Prepare site proposal packets for target sites, including any PSA and/or Environmental Reports, and distribute to developers and other potential project partners</i>		County	\$20,000	3-5 yrs



Chapter 3 - Baraboo Needs Assessment & Strategies

Needs Assessment Summary

Introduction

This section presents a Needs Assessment derived for the community from a county-wide survey, stakeholder interviews and community demographic and housing data. The county-wide survey results can be found in Appendix B – County Survey Summary and is a synthesis of the results from the electronic and mail responses to the survey. A summary of the survey can be found in the County Needs Assessment Summary. The Community Stakeholder meetings included input from multiple interviews that were held throughout the County and represent local opinions and observations from the various partnership communities. Stakeholders were interviewed from a variety of professions and responsibilities within the community in order to gain a diverse collection of local input. Stakeholder comments specific to the community are included below. A summary of all of the stakeholder meetings can be found in the County Needs Assessment Summary.

The Needs Assessment is also derived from Appendix A - State of the Housing Report, which includes an assessment of current and past community efforts as well as a housing market analysis. Local, State and Federal agency data was collected for the community and summarized in the Appendix. Data was collected and analyzed for Population, Households, Economic Characteristics, Housing Stock, and Financial Characteristics for the community. Needs were then assessed from this data and presented below.

Stakeholder Meetings Summary

A total of 12 stakeholder meetings were offered, two meetings per community. Meetings were offered during the day and the evening to accommodate various schedules. There was better turnout in some communities than others. Stakeholders consisted of financial institutions, realtors, landlords, city officials, property management professionals, builders, and developers. The following are highlights of the meeting specific to this community, although this meeting was combined with the Sauk City meeting and some of the Sauk City comments have been included.

City of Baraboo Highlights

- Lake Delton/Dells housing shortage impacts the area as well. 600 J-1 visa students are living in Baraboo and will be bused to the Dells for work until housing opens in the Dells. (Hiawatha housing in the Dells is full).
- Madison is putting pressure on the housing also because of the new 4-lane allowing commuters to drive to Baraboo quicker than the east side of Madison if they work on the west side of Madison.
- The City is seeing an influx of Hispanic population.
- One bedroom costs between \$550 - \$885
- Waiting list for apartments.
- Most apartments are one or two bedroom units.
- Property managers/landlords are receiving 7-10 qualified applicants for each rental. This allows the landlords to be more selective in renters. Any ding on a potential renter's credit automatically disqualifies them.
- The permitting process in Baraboo is streamlined and can be done within three months. This is a quicker turnaround time than most communities. The City staff ensures that all paperwork is complete before heading to the Plan Commission.

- The Madison building/construction market is hurting Baraboo construction. It is hard to attract builders to Baraboo to build homes because of the large number of projects in Madison.
- The school district is experiencing a turnover of 30-40 teachers per year because they cannot find homes.

Needs Assessment

Baraboo

Demographics

The City has low population growth, 1%, high median age, 39, and a lower male to female ratio relative to the rest of Sauk County. This indicates a slow growing and slightly older population comprised mostly of females. As average life spans for females are higher, this trend can expect to continue. Baraboo also has low levels of child dependency as well as low levels of old age dependency which are also declining. This indicates the need for housing of middle-aged households with fewer children and for older residents.

Households

Baraboo has a low average household size, 2.27, and low growth in household size since 2011, 0.95%) when compared to the rest of the County. Attributes are also low for change in households with those 60 years and older present and those over 65 and living alone. This indicates a need for housing for smaller households with some younger and school-aged children present, but less need for senior housing in the near term.

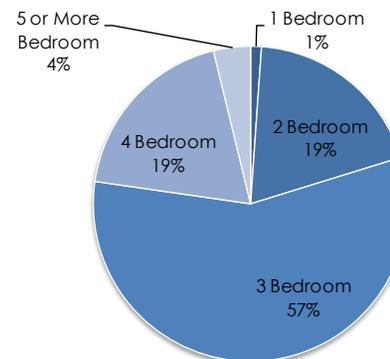
Economic Characteristics

The City has low median household income, \$42,311, a decrease in median household income, -10.2%, since 2011, and high unemployment when compared to the rest of the County. However, Baraboo does not have a high poverty rate. This indicates Baraboo has a need for affordable low to moderate income housing but not very low income subsidized housing. Economic Characteristics data also shows that population growth, child dependency, old age dependency and average household size are not very high for this community. Therefore, affordable housing should be provided for smaller households with fewer children or older residents.

Housing

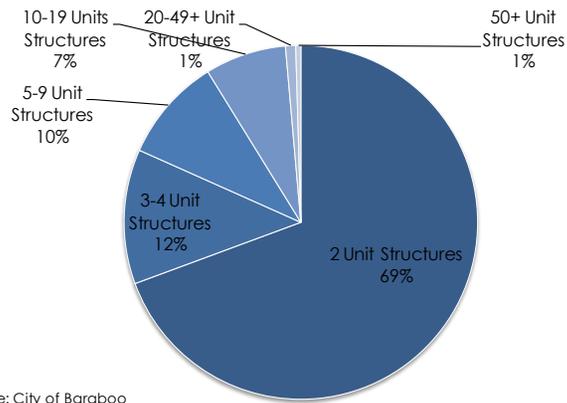
Figure N-1 shows the City has a high percentage of single family structures with three (3) bedrooms, 57%, and low percentages of two (2) bedroom units, 19%, and four (4) bedroom units, 19%. Figure N-2 shows the City also has a very high percentage of two (unit) rental structures, duplexes, at 69% of the total. Conversely, there are low percentages of 3-4 unit structures, 12%, and 5-9 unit structures, 10%, showing a possible need for these types of structures. However, the City does have two apartment complexes with more than 50 units. Multi-family condominium structures are 5.8% of total housing units.

Figure N-1: Bedrooms per Single-Family Unit (owner and renter combined)



Source: City of Baraboo

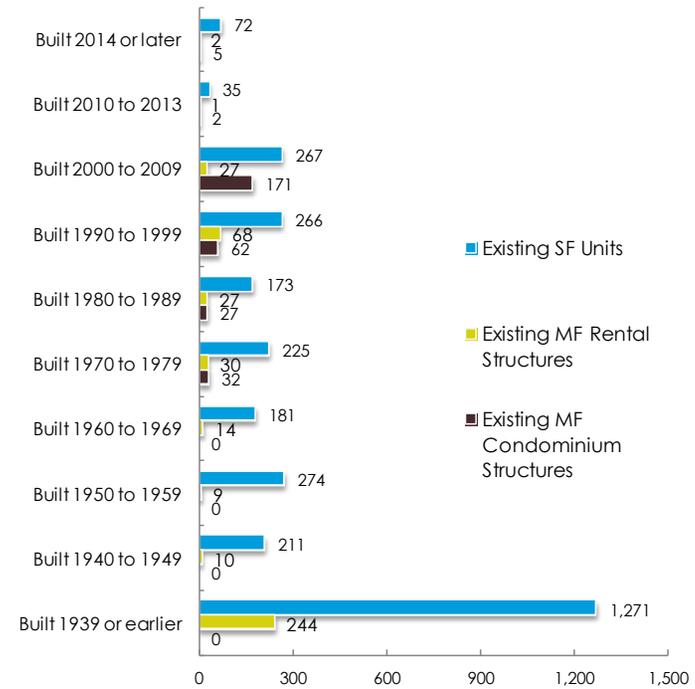
Figure N-2: Units per Rental Structure



Source: City of Baraboo

Figure N-3 shows Baraboo to have a very old housing stock, with the majority of single-family homes built before 1939. Most of the multifamily structures were built recently, from 2000 to 2009; with few new units built during the past decade. The City should ensure single family homeowners have the funds needed to rehabilitate their structures and the amount of multifamily stock keeps up with demand.

Figure N-3: Year Structure Built



Source: City of Baraboo

Figure N-4 shows construction trends for single-family, including 12 units built in 2017, mostly consisting of three (3), and four (4) bedrooms, and a peak of 37 units built in 2016, also mostly consisting of the same sizes. Construction of single-family homes dropped off in 2017 though, indicating a possible need for more construction going forward.

Figure N-4: Single-Family Construction

	Total Units	1 Bedroom	2 Bedroom	3 Bedroom	4 Bedroom	5 or More Bedroom	Total Assessed Value
2018	N/A	N/A	N/A	N/A	N/A	N/A	N/A
2017	12	0	1	6	3	2	\$2,557,400
2016	37	0	2	16	14	5	\$8,164,400
2015	14	0	2	1	10	1	\$3,674,900
2014	10	0	0	6	4	0	\$2,420,900
2013	24	0	1	17	4	2	\$4,820,900
2012	4	0	0	0	4	0	\$898,500
2011	3	0	1	2	0	0	\$681,800
2010	4	0	1	3	0	0	\$663,300
2009	7	0	0	6	1	0	\$1,689,400
2008	30	0	0	22	6	2	\$6,150,300
2007	17	0	2	10	3	2	\$3,770,600
2006	15	0	2	10	3	0	\$3,431,800
2005	24	0	1	17	3	3	\$5,392,300

Source: City of Baraboo

Figure N-5 shows that there has been no recent, within the past three (3) years, multi-family rental construction, although there were five (5) built in 2014.

Figure N-5: Multi-Family Rental Construction

	Total Units	1-2 Unit Structures	3-4 Unit Structures	5-9 Unit Structures	10-49 Units Structures	50+ Unit Structures	Total Assessed Value
2018	N/A	N/A	N/A	N/A	N/A	N/A	N/A
2017	0	0	0	0	0	0	\$0
2016	0	0	0	0	0	0	\$0
2015	0	0	0	0	0	0	\$0
2014	5	1	0	0	4	0	\$3,863,700
2013	0	0	0	0	0	0	\$0
2012	0	0	0	0	0	0	\$0
2011	0	0	0	0	0	0	\$0
2010	0	0	0	0	0	0	\$0
2009	1	1	0	0	0	0	\$236,600
2008	3	0	1	0	0	2	\$10,526,800
2007	0	0	0	0	0	0	\$0
2006	3	1	0	0	2	0	\$1,840,100
2005	8	0	0	0	8	0	\$6,000,000

Source: City of Baraboo

Figure N-6 shows that there has some recent, within the past three (3) years, multi-family rental construction, which is a re-emerging trend for Baraboo since 2008.

Figure N-6: Condominium construction

	Total Units	1-2 Unit Structures	2-5 Unit Structures	5-10 Unit Structures	10-50 Units Structures	50+ Unit Structures	Total Assessed Value
2018	N/A	N/A	N/A	N/A	N/A	N/A	N/A
2017	2	2	0	0	0	0	\$242,000
2016	3	3	0	0	0	0	\$834,600
2015	2	2	0	0	0	0	\$44,100
2014	2	2	0	0	0	0	\$328,000
2013	0	0	0	0	0	0	\$0
2012	0	0	0	0	0	0	\$0
2011	0	0	0	0	0	0	\$0
2010	0	0	0	0	0	0	\$0
2009	0	0	0	0	0	0	\$0
2008	0	0	0	0	0	0	\$0
2007	14	14	0	0	0	0	\$2,086,600
2006	23	23	0	0	0	0	\$3,641,000
2005	19	19	0	0	0	0	\$2,804,800

Source: City of Baraboo

The City has experienced growth in renter-occupied units, 16.4%, and high growth in owner vacancies, 50%, since 2011. The City also has a high percentage of older housing stock. In addition, Baraboo has a low percentage of owner-occupied homes, 56.1%, which is declining, and a decline in renter-occupied vacancy rates. This indicates an immediate need for rental units as demand for owner-occupied homes is shrinking and vacancies are rising. However, looking at the Financial Characteristics data, median homeowner income is low and the percentage of homeowners paying more than 30% of their income on housing is high. This indicates that newer residents cannot afford to own homes as past residents had been able to, which further indicates a need for affordable owner-occupied homes as well. An increase in affordable homes for sale would help to reduce the high demand for rentals.

Financial Characteristics

Twenty-five percent (25%) of owners have housing costs at 30% or more of income. Baraboo also had lower median home values, median homeowner income, and median renter income. As stated above, this shows a need for affordable rental units in the near term as well as a need for affordable owner units in the near to medium-term to make up for the currently low stock of both.

Baraboo Housing Needs Summary

- There is a need for affordable low to moderate income housing that is below-market-rate but not for very-low-income subsidized housing.
- There is a need to encourage construction of more two (2) and four (4) bedroom single-family units, as the City currently has a high percentage of three (3) bedroom units.
- Affordable housing should be provided for smaller households with fewer children or fewer older residents than for other partnership communities.
- There is an immediate need for rental units as demand for owner-occupied homes is shrinking and vacancies are rising. This need is for all types of rental units, including apartments. Three (3) bedroom apartments in particular are difficult to find.
- There is a need for smaller affordable owner-occupied homes in the near to medium-term in order to reduce the high demand for rentals. The need could be met through construction/developer assistance as well as homebuyer assistance.

Goals, Objectives & Strategies

This section presents goals, objectives and strategies necessary for the community to implement in order to ensure housing needs are met. These strategy items are derived in response to the needs detailed in the Needs Assessment section above. The goals, objectives and strategies for the community include the projected number of housing units needed and are based on population projections by age group for the next five (5), ten (10), and fifteen (15) years. The age groups are defined by generation, which influence the type of projected number of housing units needed due to the different generational preferences and characteristics regarding housing. A description of generational characteristics can be found in the County Goals, Objectives and Strategies chapter. A number of assumptions about these preferences have been included and are derived from a variety of sources, as noted in Appendix A.

The strategy items are organized by categories, which include housing type, senior housing, and affordable housing as well as neighborhood, community and other initiatives. These strategy items are also presented along with the needs they address and are summarized in an implementation matrix as well. Also, note that the described below strategies should be implemented as budgets allows and not all strategies should be expected to be implemented at the same time.

Baraboo

Projections

The following are a summary of projections for the number of new residents and households expected through 2033, as well as the

minimum number of housing units that will be demanded by these new residents. The full projections can be found in Appendix A – State of the Housing. The full projections show population growth and housing preferences by generation at five (5) year increments through 2033. The housing projections should be considered the minimum number of units which need to be built for new residents and to maintain current market vacancy rates for owner-occupied units, at 2.1%, and renter-occupied units, which range from 2% to 6.4%. Additional housing units will be needed to increase vacancy rates, particularly for owner-occupied units, and also accommodate those looking with special needs, such as those related to affordability and senior housing. However, the housing projections do account for those aging from one generation to another and having different preferences. The previous needs assessment as well as the goals, objectives and strategies listed below provide recommendations for building the projected housing that is needed as well as additional units to accommodate encourage higher vacancy rates. The goals, objectives and strategies also account for the special needs and particular local circumstances.

Figure S1 shows the local population to increase by 392 persons by 2023, by 367 more persons by 2028 and by 290 more persons by 2033. By 2023, Baraboo will have housing demand for 169 additional households who will need, at a minimum, 62 apartments, 49 attached multi-family units and 59 single family homes. By 2028, Baraboo will have housing demand for 154 additional households who will need 54 apartments, 49 attached multi-family units and 51 single family homes. By 2033, the City will have housing demand for 126 additional households who will need 36 apartments, 41 attached multi-family units, and 48 additional single family homes.

Figure S1: Projections

	2023	2028	2032
Additional Persons	392	367	290
Additional Households	169	154	126
Additional Apartments	62	54	36
Additional Condos/Townhomes/Duplexes	49	49	41
Additional SF Homes	59	51	48

* Source Vierbicher

Land Analysis

Figure S2 shows the number of vacant acres and vacant square feet by zoning district. This figure also summarizes the minimum lots size required for single-family and multi-family development in each district. The vacant square feet is then divided by the minimum lot size to generate an estimate of the number of units which could potentially be built on the vacant land in each zoning district.

The summary table does not take into account the size of each parcel, environmental constraints, or availability. The potential units which could be built is, however, multiplied by 75% to account for roads and other infrastructure which would generally be required as a set-aside for multiple-lot subdivisions. The total potential units represent an absolute maximum number of units which could be built; however, this serves as a general guide to the capacity of the community to construct new housing. The practical number of units which could be constructed is most likely considerably lower, due to site constraints, lack of property on the market, and other factors. The following goals, objectives and strategies do, however, account for the size and distribution of the vacant lots and provide recommendations.

Figure S2 shows Baraboo has four (4) residential zoning districts, only one (1) of which allows for multi-family development. The maximum number of single-family units which could be built on vacant property

is 872 units. The maximum number of multi-family units which could be constructed is only 29 units. There is an overlap of single-family and multi-family potential within the R-4 district, so both maximums would not be able to be built, as a choice would have to be made to build on or the other, or a mix of both, in the R-4 district.

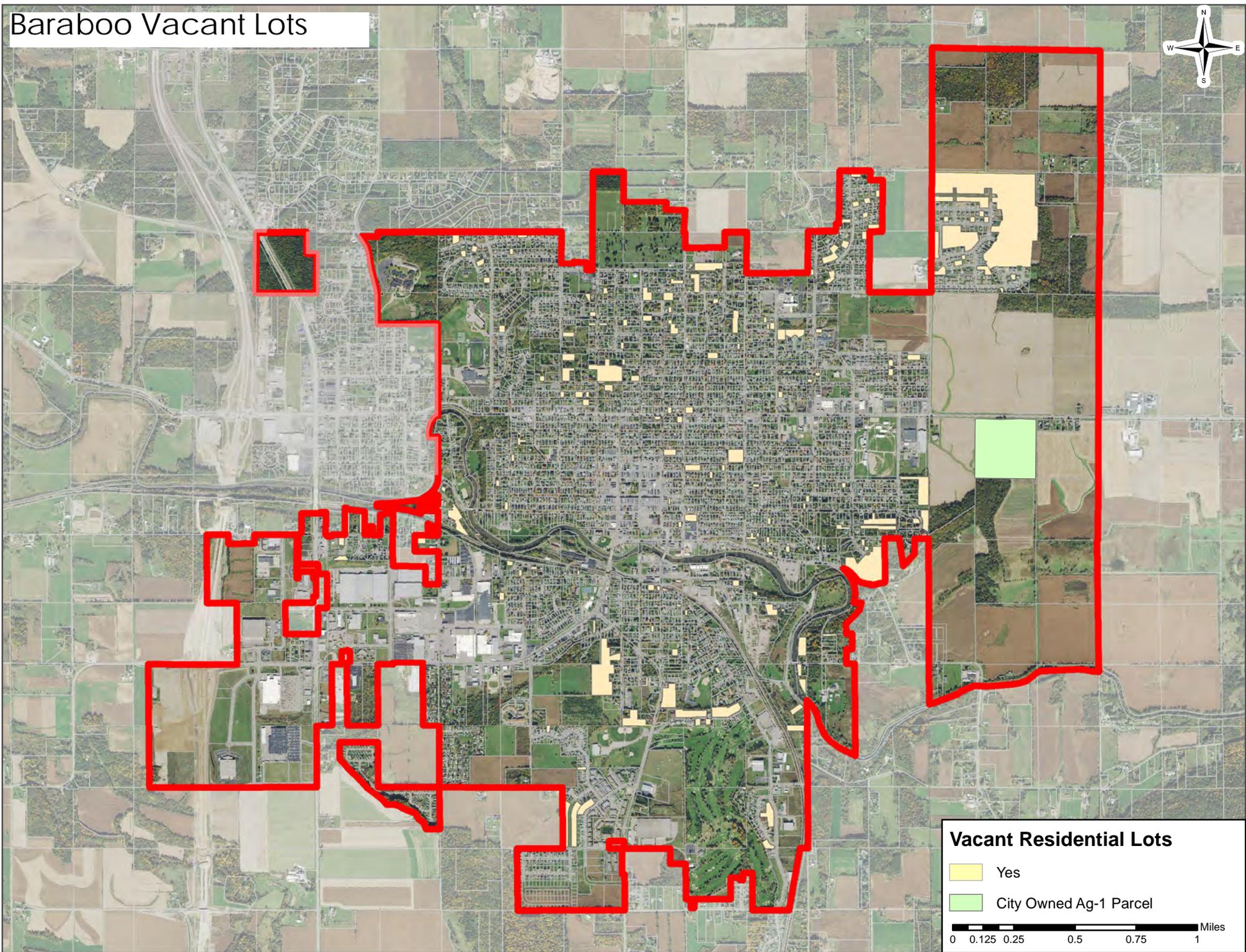
Figure S2 Land Analysis

Zoning	Acres	Sq. Ft.	Minimum SF Lot		Minimum MF Lot	
			Area per Unit	Potential SF Units	Area per Unit	Potential MF Units
R-1	9.28	404,423	12,500	32		
R1-A	157.46	6,859,154	8,500	807		
R-3	25.10	1,093,414	3,500	312		
R-4	2.25	97,941	8,500	12	2,500	39
Total Acres	194.10					
Total Potential SF Units * 75%				872		
Total Potential MF Units * 75%				29		

* Source: Local GIS & Zoning Data

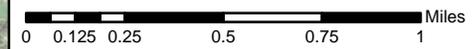
The Baraboo Vacant Lots map shows some vacant residentially-zoned lots located within newer existing subdivisions. There are also a considerable number of vacant lots within the older residential districts. A couple of larger vacant lots can be found with potential for larger residential developments. Most of the larger tracts are zoned Agricultural and could be rezoned for residential development; however some are located close to industrial and commercial districts and would be more suitable to multi-family units or apartments than single-family subdivisions. There is a City-owned AG-1 parcel that would be a good candidate for Apartment or multi-family Townhome/Condominium development.

Baraboo Vacant Lots



Vacant Residential Lots

-  Yes
-  City Owned Ag-1 Parcel



Single- Family Housing

Baraboo has a need for both workforce and low-income single-family housing. Household sizes are not particularly large and do not have high numbers of children or senior present in the household. Therefore, additional smaller housing units are needed. There is available land for residential subdivisions; however larger vacant parcels would have to be rezoned. Also, any single-family residential subdivision should be mixed with multi-family housing as well, in order to provide affordable options. Baraboo will have to give considerable assistance to developers to build new subdivisions which are affordable to the local workforce and lower income buyers. Local assistance will need to be combined with State and Federal assistance as well. Focusing on smaller houses and creating mixed-income and mixed housing-type community will help with affordability.

Goal: Encourage more single-family owner-occupied subdivision construction

Objective: Encourage single-family subdivision construction through site preparation assistance

Strategy: Prepare a preliminary site analysis (PSA) for target single-family subdivision sites

Strategy: Create environmental assessment and/or remediation grant/loan fund, policies & regulations to assist developers with environmental assessment and/or remediation costs associated with single-family subdivision construction

Objective: Provide off-site and on-site improvements to encourage single-family subdivision construction

Strategy: Develop policy & procedure for extending water, sewer & other utility mains to and/or throughout eligible development properties lacking adequate infrastructure

Strategy: Develop policy & procedure for providing transportation improvements to arterials roads leading to and/or throughout eligible development properties without adequate access

Strategy: Develop policy & procedure for installing water, sewer & other utility lateral lines throughout eligible development properties

Strategy: Develop policy & procedure for installing minor road transportation access throughout eligible development properties

Objective: Create off-site and/or on-site improvements grant/loan program to encourage developer single-family subdivision construction

Strategy: Develop policy & procedure for grant/loan program to extend water, sewer & other utility mains to and/or throughout eligible development properties lacking adequate infrastructure

Strategy: Develop policy & procedure for grant/loan program for transportation improvements to arterials roads leading to and/or throughout eligible development properties without adequate access

Strategy: Develop policy & procedure for grant/loan program for installing water, sewer & other utility lateral lines throughout eligible development properties

Strategy: Develop policy & procedure for grant/loan program for installing minor road transportation access throughout eligible development properties

Strategy: Develop policy & procedure for grant/loan program for installing sidewalks and/or curb and gutter improvements through eligible development properties

There is also an opportunity to provide infill development to provide additional single-family housing in existing neighborhoods, which represent an opportunity for the City to assist with land, purchase and other costs to facilitate construction on these lots. However, duplex construction as well as low-income-assisted infill development would be more likely to produce affordable housing on infill lots, where possible. Older duplexes in poor condition could be converted to single-family houses, which would be valued at a higher price and could justify the renovation; however Baraboo doesn't need larger houses. The City will need to provide financial assistance to builders to keep infill development affordable and will need to combine this assistance with State and Federal program funds as well.

Goal: Encourage more single-family owner-occupied infill construction

Objective: Increase supply of available land for single-family infill housing

Strategy: Create purchase fund from local funding sources and/or other agency/entity sources

Strategy: Purchase smaller vacant/redevelopable lots suitable for infill development

Strategy: Create a list of vacant land currently available land for development/purchase, work with realtors to market properties for infill development

Strategy: Develop land donation or reduced price policy and procedures to allow for municipality to donate or discount municipally-owned property to potential builders for single-family infill development

Objective: Encourage developer/builder participation in local, state, federal and non-profit housing assistance and initiatives

Strategy: Develop & distribute local, state, federal and non-profit housing assistance programs list to developers/builders.

There is a high percentage of older housing, when compared to other participating community, in Baraboo. The City had a high percentage of housing built before 1940. Therefore, there is tremendous need for single-family rehabilitation as a city-wide priority. City assistance and incentives should be considered for assistance to homeowners with home purchases and with rehabilitation.

Goal: Encourage single-family owner-occupied rehabilitation

Objective: Make home rehabilitation funding available to homeowners

Strategy: Establish a home improvement grant/revolving loan fund specifically for exterior owner-occupied housing improvements

Strategy: Establish a home improvement grant/revolving loan fund specifically for interior owner-occupied housing improvements

Strategy: Establish a weatherization grant/revolving loan program for owner-occupied homes

Strategy: Establish a code compliance grant/revolving loan fund for home owners

Finally, there is also a need for financial assistance for potential workforce homebuyers who may need help with downpayments or purchase of a home which may need repairs.

Goal: Encourage more homeownership

Objective: Encourage homeowner and renter participation in local, state, federal and non-profit housing assistance and initiatives

Strategy: Develop & distribute local, state, federal and non-profit housing assistance programs list to owners looking to sell their existing home and purchase another

Strategy: Develop & distribute local, state, federal and non-profit housing assistance programs list to renters who may be looking to purchase

Objective: Encourage owner-occupied acquisition and rehabilitation by builders/investors for resale (flippers)

Strategy: Establish an owner-occupied purchase & rehabilitation incentive program for builders/investors

Townhome/Duplex/Condo

Baraboo has a need for duplexes, triplexes, townhomes and other attached housing in order to provide affordable housing options for potential buyers and to provide for additional rental opportunities should those properties eventually be rented-out. There is opportunity

for multi-family attached developments on larger vacant lots as a stand-alone multi-family complex or as part of a mixed-income or mixed-housing type development. Baraboo will need to offer incentives or programs to assist with land development and encourage affordable multifamily units for the workforce and for lower income families are built. Priority should be given to smaller two (2) bedroom units to house smaller households and seniors. There is also opportunity for infill multi-family houses, especially duplexes, on smaller vacant lots; however with the high number of duplexes already available, this is less of a priority. City assistance with infill duplexes should focus on regulatory and other incentives, as opposed to financial assistance.

Goal: Encourage more owner-occupied attached housing construction

Objective: Encourage developer-driven attached housing construction through site preparation assistance

Strategy: Prepare a preliminary site analysis (PSA) for target attached housing sites

Strategy: Create environmental assessment and/or remediation grant/loan fund, policies & regulations to assist developers with environmental assessment and/or remediation costs associated with attached housing construction

Strategy: Create demolition grant/loan fund, policies & regulations to assist developers with demolition associated with senior housing construction

Objective: Provide off-site and on-site improvements to encourage developer-driven attached housing construction

Strategy: Develop policy & procedure for extending water, sewer & other utility mains to and/or throughout eligible development properties lacking adequate infrastructure

Strategy: Develop policy & procedure for providing transportation improvements to arterials roads leading to and/or throughout eligible development properties without adequate access

Strategy: Develop policy & procedure for installing water, sewer & other utility lateral lines throughout eligible development properties

Objective: Create off-site and/or on-site improvements grant/loan program to encourage developer-driven attached housing construction

Strategy: Develop policy & procedure for grant/loan program to extend water, sewer & other utility mains to and/or throughout eligible development properties lacking adequate infrastructure

Strategy: Develop policy & procedure for grant/loan program for transportation improvements to arterials roads leading to and/or throughout eligible development properties without adequate access

Strategy: Develop policy & procedure for grant/loan program for installing water, sewer & other utility lateral lines throughout eligible development properties

Strategy: Develop policy & procedure for grant/loan program for installing sidewalks and/or curb and gutter improvements through eligible development properties

Goal: Encourage more multi-family owner-occupied infill duplex construction

Objective: Increase supply of available land for infill duplex housing

Strategy: Create a list of vacant land currently available land for development/purchase, work with realtors to market properties for infill duplex development

Objective: Encourage builder participation in local, state, federal and non-profit housing assistance and initiatives

Strategy: Develop & distribute local, state, federal and non-profit housing assistance programs list to builders

Apartments

The City has a need for apartments, especially to house the local workforce, smaller families and seniors living on their own. However, sites for large apartment complexes are difficult to find within the City limits and some assistance with rezoning, zoning district amendments, and site purchase/assembly will be needed. In addition, should a commercial building become vacant or municipal property become available, the City should pursue any opportunity to acquire these sites and assist with demolition and/or site preparation to build apartments. Baraboo should offer incentives to developers willing to offer apartments are part of a mixed-use development and/or mixed-income development to ensure both market-rate and affordable

apartments are built. Incentives should be given to apartment complexes which offer a supply of three (3) bedroom apartments.

Goal: Encourage more apartment construction

Objective: Increase supply of available land for apartments

Strategy: Create purchase fund from local funding sources and/or other agency/entity sources

Strategy: Purchase vacant/redevelopable properties, sell properties for profit and use proceeds to purchase additional/better properties for apartments

Strategy: Develop land swap policy and procedures to allow for exchange of municipal property for property more suitable for apartment development

Strategy: Develop land lease policy and procedures to allow for municipality to lease municipally-owned property to potential apartment developers

Strategy: Develop land donation or reduced price policy and procedures to allow for municipality to donate or discount municipally-owned property to potential developers for apartment development

Objective: Encourage apartment construction through site preparation assistance

Strategy: Prepare a preliminary site analysis (PSA) for target apartment sites

Strategy: Create environmental assessment and/or remediation grant/loan fund, policies & regulations to assist developers with environmental assessment

and/or remediation costs associated with apartment construction

Strategy: Create demolition grant/loan fund, policies & regulations to assist developers with demolition associated with apartment construction

Objective: Provide off-site and on-site improvements to encourage apartment housing construction

Strategy: Develop policy & procedure for extending water, sewer & other utility mains to and/or throughout eligible development properties lacking adequate infrastructure

Strategy: Develop policy & procedure for providing transportation improvements to arterials roads leading to and/or throughout eligible development properties without adequate access

Strategy: Develop policy & procedure for installing water, sewer & other utility lateral lines throughout eligible development properties

Objective: Create off-site and/or on-site improvements grant/loan program to encourage apartment construction

Strategy: Develop policy & procedure for grant/loan program to extend water, sewer & other utility mains to and/or throughout eligible development properties lacking adequate infrastructure

Strategy: Develop policy & procedure for grant/loan program for transportation improvements to arterials roads leading to and/or throughout eligible development properties without adequate access

Strategy: Develop policy & procedure for grant/loan program for installing water, sewer & other utility lateral lines throughout eligible development properties

Strategy: Develop policy & procedure for grant/loan program for installing sidewalks and/or curb and gutter improvements through eligible development properties

Objective: Encourage developer participation in local, state, federal and non-profit housing assistance and initiatives

Strategy: Develop & distribute local state, federal and non-profit housing assistance programs list assistance programs to developers

Senior Living

The City also has some need to house seniors who are living on their own and may need assistance renovating their existing home. Baraboo should implement programs or make funding available to assist with accessibility and other rehabilitation projects for newer and older senior-occupied homes. Seniors may also be looking to transition from their existing single-family owner-occupied home to a rental senior property as well. Although larger sites are difficult to find in Baraboo, there may be parcels suitable for smaller senior facilities, including current commercial or other properties which could become vacant and should be pursued to construct senior housing. City incentives should be offered to encourage senior housing construction, include demolition and site preparation assistance.

Goal: Encourage single-family owner-occupied rehabilitation for seniors

Objective: Provide housing rehabilitation assistance by/for senior homeowners

Strategy: Establish a weatherization grant/revolving loan program for owner-occupied homes

Strategy: Establish an interior accessibility grant/revolving loan program for owner-occupied homes

Strategy: Establish an exterior accessibility grant/revolving loan program for owner-occupied homes

Strategy: Establish a code compliance grant/revolving loan fund for home owners

Objective: Encourage senior homeowner participation in local, state, federal and non-profit housing assistance and initiatives

Strategy: Develop & distribute local, state, federal and non-profit housing assistance programs list to owners

Goal: Encourage more multi-family construction for seniors

Objective: Encourage developer/builder senior housing construction through site preparation assistance

Strategy: Prepare a preliminary site analysis (PSA) for target senior housing sites

Strategy: Create environmental assessment and/or remediation grant/loan fund, policies & regulations to assist developers with environmental assessment and/or remediation costs associated with senior housing construction

Strategy: Create demolition grant/loan fund, policies & regulations to assist developers with demolition associated with senior housing construction

Objective: Encourage homeowner, renter, landlord and developer participation in local, state, federal and non-profit housing assistance and initiatives

Strategy: Develop & distribute local, state, federal and non-profit housing assistance programs to developers

Affordable Housing

There is a need for affordable workforce housing and moderate-income housing for smaller families as well as affordable senior housing, yet not necessarily very-low income housing as an immediate priority. Many residents may qualify for low-income State and Federal housing assistance, especially some seniors. Lower income owners should be encouraged to use existing rehabilitation State and Federal assistance. Lower income buyers should be encouraged to use existing State and Federal down payment assistance. In addition, landlords and investors may be able to take advantage of State and Federal programs if building multi-family developments or apartments for lower income buyers and renters. Development of mixed-income and mixed-housing type communities would serve a wider range of residents.

Goal: Encourage more affordable multi-family owner-occupied construction

Objective: Encourage construction of new owner-occupied multi-family attached housing by developers for lower income buyers

Strategy: Make housing program funds available to developers to build lower income or mixed-income owner-occupied multi-family housing

Strategy: Perform local market survey to determine median housing value for use with government housing program funds

Goal: Encourage more rental construction or supply for lower income renters

Objective: Encourage purchase or refinance of rental properties by landlords

Strategy: Make housing program funds available to landlords to purchase or refinance rental housing

Objective: Encourage construction of new affordable multi-family housing by developers

Strategy: Make housing program funds available to developers or landlords to build lower income multi-family housing

Goal: Encourage more homeownership for lower income buyers

Objective: Encourage purchase of owner-occupied single-family or multi-family homes by lower income buyers

Strategy: Establish an owner-occupied purchase assistance program for lower income homebuyers

Strategy: Make housing program funds available to lower income buyers to purchase owner-occupied housing

Strategy: Establish an owner-occupied purchase & rehabilitation program for lower income homebuyers

Strategy: Make housing program funds available to lower income homebuyers to purchase and rehabilitate owner-occupied housing

Objective: Encourage more homeownership by utilizing housing program educational initiatives

Strategy: Establish homebuyer counseling program with housing program funds

Strategy: Consolidate existing counseling programs

Goal: Encourage owner-occupied rehabilitation for lower income residents

Objective: Make home rehabilitation funding available to lower income homeowners

Strategy: Make housing program funds available to homeowners to rehabilitate LMI owner-occupied housing

Strategy: Perform local market survey to determine median housing value for use with government housing program funds

Objective: Encourage owner-occupied housing acquisition and rehabilitation by investors for resale to lower income buyers

Strategy: Establish an owner-occupied purchase & rehabilitation program for investors for resale to lower income buyers

Strategy: Make housing program funds available to potential investors to purchase and rehabilitate owner-occupied housing for resale to lower income buyers

Goal: Encourage rental rehabilitation for lower income renters

Objective: Make lower income rental rehabilitation funding available to landlords

Strategy: Make housing program funds available to landlords to rehabilitate lower income rental housing

Strategy: Perform local market survey to determine median rents for use with government housing program funds

Objective: Encourage purchase and rehabilitation of lower income rental properties by landlords

Strategy: Establish a lower-income rental purchase & rehabilitation program for landlords

Strategy: Make housing program funds available to potential landlords to purchase and rehabilitate lower income rental housing

Other Housing Initiatives and Administrative Tools

The City does not currently have a Historic Preservation ordinance, or Historic Preservation Committee, nor is the City a Certified Local Government. Becoming a Certified Local Government would allow access to grant funding for historic housing rehabilitation and other historic housing projects. Ordinances enable the municipality to form committees tasked with tracking and working with homeowners to preserve historic sites and structures within the jurisdiction.

Goal: Establish support entities to administer housing funding and assistance programs

Objective: Become a Certified Local Government (CLG)

Strategy: Establish contact with the Historic Preservation Commission in the Village of Sauk City to gain insights on successful historic preservation initiatives in this community

Strategy: Contact the State Historic Preservation Officer (SHPO) and pursue CLG certification

The City of Baraboo has four (4) base commercial zoning districts not including manufacturing: Neighborhood Residential/Office (NRO), Central Business District (B-1), Central Neighborhood District (B-2), and Highway Oriented Business District (B-3). NRO Districts allow single and two-family dwellings as permitted uses, but do not allow any other multifamily residential uses. Multifamily residential uses are prohibited from B-1, B-2, and B-3 Districts.

Goal: Provide greater zoning flexibility in order to allow for more multifamily and apartment development within existing zoning districts

Objective: Allow for attached multifamily and apartment development within certain commercial zoning districts

Strategy: Study commercial districts for the potential to allow for multifamily development as-of-right and amend the Zoning Code for the relevant districts as appropriate

Strategy: Consider amending the Zoning Code to create a mixed-use district that requires or incentivizes a mix of residential, commercial, office, recreational uses and other appropriate uses

Many of the identified housing needs and strategies could utilize State and Federal government assistance and funding. A number of government assistance and funding programs are directly available to homebuyers, renters, homeowners, developers, and landlords. However, other types of housing assistance and funding are only available to local governments and their partner organizations. In particular, the US Department of Housing and Urban Development (HUD) offers assistance through a number of programs which could be utilized by local governments. One source of HUD funding is the HUD HOME Investment Partnerships Program (HOME). This community on its own does not currently qualify as a jurisdiction which can receive an annual allocation of HOME funds from HUD. However, this jurisdiction can apply for HOME funds on a project by project basis and gain assistance for specific identified housing projects and programs. Another option would be to work with Sauk County and other jurisdictions in forming a HOME consortium. With the support of other potential partners, Sauk County and other consortium members could qualify for an annual allocation of HOME funds due to the greater combined need of all consortium members. In addition,

Community Development Block Grant (CDBG) as well as other State and Federal assistance funds can be used to complement HUD HOME funds and provide a wide range of housing financial and technical assistance.

Goal: Encourage increased utilization of local, State, Federal and Non-Profit Housing assistance Programs

Objective: Access HUD HOME funding programs

Strategy: Apply directly to the Department of Administration for rehabilitation, homebuyer assistance, renter assistance and rental housing development funding for identified affordable housing projects

Strategy: Contact Sauk County to measure interest and gain cooperation in forming a HUD HOME Consortium

Strategy: Work with West Baraboo to contact Community Housing Development Organizations (CHDOs)/other HUD program administration non-profit organizations and form partnerships to pursue HUD agency funding and assistance

Objective: Access CDBG funding programs

Strategy: Evaluate potential to apply for additional CDBG funds to support identified housing project and housing assistance programs

Strategy: Work with West Baraboo to contact Certified Community Development Organizations (CDOs) and form partnerships to pursue CDBG READI funding and assistance

Objective: Make use of current fiscal resources to maximize local funding for identified housing projects and housing assistance programs

Strategy: Evaluate the effect of current impact fees and the potential for additional impact fees to fund improvements needed to encourage additional housing construction

Strategy: Evaluate current use of Tax Increment Financing to determine how TIF can be used to support identified housing projects

Objective: Identify and access other State, Federal and Non-Profit funding programs

Strategy: Identify designated Community Development Financial Institutions which operate in Sauk County and apply for any available funding for identified housing projects and housing assistance programs

Strategy: Identify and solicit investor interest in utilizing opportunity zones, tax credits and other available financial incentives to invest in identified housing projects

Strategy: Identify additional State, Federal, and Non-Profit entities and apply for any available funding for identified housing projects and housing assistance programs

Strategy: Work with West Baraboo to contact Veteran's Administration/FHLBank/Senior Care program administration non-profit organizations and form partnerships to pursue government agency and other funding and assistance

Goal: Address flooding issues through flood mitigation strategies

Objective: Pursue flood mitigation efforts to assist with flood damaged properties

Strategy: Identify flood damaged properties

Strategy: Pursue State and Federal emergency assistance funding for flood mitigation

Strategy: Purchase identified flood damaged properties, demolish damaged housing, add vacated land to open space inventory

Strategy: Construct flood mitigation improvements to protect properties from future flooding

Strategy: Assist developers and homeowners in accessing flood mitigation funds to build replacement housing for demolished homes

Strategy: Assist developers and homeowners in accessing flood mitigation funds to flood-proof housing at risk of flooding

Baraboo should take the above goals, objectives and strategies and identify specific housing projects and initiatives which should be supported, encouraged and incentivized. Once specific housing projects are identified, the jurisdiction should ensure all assistance and incentives are identified which can support those projects. Such assistance and incentives could include any needed zoning

amendments, land acquisition or assembly, infrastructure provision, grant or loan assistance funds, and the policies and procedures needed to work with housing developers and builders in promoting the construction identified housing projects. Once these steps are taken, developer and builder interest should be solicited through a Request for Qualifications or Request for Proposals process.

Goal: Create process to encourage developer interest in targeted housing sites and projects

Objective: Proactively work with developers and investors to build identified housing projects on target properties

Strategy: Identify and build a network potential developers who would be interested in working on projects in the City.

Strategy: Prepare site proposal packets for target sites, including any PSA and/or environmental assessment and/or remediation Report, and distribute to developers and other potential project partners

Baraboo Housing Goals, Objectives and Strategies	Priority	Responsibility	Funding	Timeframe
Single- Family Housing			* Annual Cost	
Goal: Encourage more single-family owner-occupied subdivision construction				
<u>Objective: Encourage single-family subdivision construction through site preparation assistance</u>	1 2 3			
<i>Strategy: Prepare a preliminary site analysis (PSA) for target single-family subdivision sites</i>		City	\$25,000*	< 2yrs
<i>Strategy: Create environmental assessment and/or remediation grant/loan fund, policies & regulations to assist developers with environmental assessment and/or remediation costs associated with single-family subdivision construction</i>		City	\$40,000-80,000*	3-5 yrs
<u>Objective: Provide off-site and on-site improvements to encourage single-family subdivision construction</u>	1 2 3			
<i>Strategy: Develop policy & procedure for extending water, sewer & other utility mains to and/or throughout eligible development properties lacking adequate infrastructure</i>		City/ State Agency	\$400,000	3-5 yrs
<i>Strategy: Develop policy & procedure for providing transportation improvements to arterials roads leading to and/or throughout eligible development properties without adequate access</i>		City/ State Agency	\$400,000	3-5 yrs
<i>Strategy: Develop policy & procedure for installing water, sewer & other utility lateral lines throughout eligible development properties</i>		City/ State Agency	\$300,000	3-5 yrs
<i>Strategy: Develop policy & procedure for installing minor road transportation access throughout eligible development properties</i>		City/ State Agency	\$300,000	3-5 yrs
<u>Objective: Create off-site and/or on-site improvements grant/loan program to encourage developer single-family subdivision construction</u>	1 2 3			
<i>Strategy: Develop policy & procedure for grant/loan program to extend water, sewer & other utility mains to and/or throughout eligible development properties lacking adequate infrastructure</i>		City/ State Agency	\$400,000	3-5 yrs
<i>Strategy: Develop policy & procedure for grant/loan program for transportation improvements to arterials roads leading to and/or throughout eligible development properties without adequate access</i>		City/ State Agency	\$400,000	3-5 yrs
<i>Strategy: Develop policy & procedure for grant/loan program for installing water, sewer & other utility lateral lines throughout eligible development properties</i>		City/ State Agency	\$300,000	3-5 yrs
<i>Strategy: Develop policy & procedure for grant/loan program for installing minor road transportation access throughout eligible development properties</i>		City/ State Agency	\$300,000	3-5 yrs
<i>Strategy: Develop policy & procedure for grant/loan program for installing sidewalks and/or curb and gutter improvements through eligible development properties</i>		City/ State Agency	\$300,000	3-5 yrs
Goal: Encourage more single-family owner-occupied infill construction				
<u>Objective: Increase supply of available land for single-family infill housing</u>	1 2 3			
<i>Strategy: Create purchase fund from local funding sources and/or other agency/entity sources</i>		City/ Housing Agencies	Staff Time	Ongoing
<i>Strategy: Purchase smaller vacant/redevelopable lots suitable for infill development</i>		City	\$50,000* + \$75,000 initial year investment	Ongoing
<i>Strategy: Create a list of vacant land currently available land for development/purchase, work with realtors to market properties for infill development</i>		City/ Housing Partners	Staff Time	Ongoing
<i>Strategy: Develop land donation or reduced price policy and procedures to allow for municipality to donate or discount municipally-owned property to potential builders for single-family infill development</i>		City	Staff Time	Ongoing

Baraboo Housing Goals, Objectives and Strategies	Priority	Responsibility	Funding	Timeframe
<u>Objective: Encourage developer/builder participation in local, state, federal and non-profit housing assistance and initiatives</u>	1 2 3			
<i>Strategy: Develop & distribute local, state, federal and non-profit housing assistance programs list to developers/builders.</i>		City/ Housing Agencies/ Housing Partners	Staff Time	<2 yrs
Goal: Encourage single-family owner-occupied rehabilitation				
<u>Objective: Make home rehabilitation funding available to homeowners</u>	1 2 3			
<i>Strategy: Establish a home improvement grant/revolving loan fund specifically for exterior owner-occupied housing improvements</i>		City/ CHDO/ Housing Partners	\$25,000* + \$75,000 initial year investment	Ongoing
<i>Strategy: Establish a home improvement grant/revolving loan fund specifically for interior owner-occupied housing improvements</i>		City/ CHDO/ Housing Partners	\$25,000* + \$75,000 initial year investment	Ongoing
<i>Strategy: Establish a weatherization grant/revolving loan program for owner-occupied homes</i>		City/ CHDO/ Housing Partners	\$25,000* + \$75,000 initial year investment	Ongoing
<i>Strategy: Establish a code compliance grant/revolving loan fund for home owners</i>		City/ CHDO/ Housing Partners	\$25,000* + \$75,000 initial year investment	Ongoing
Goal: Encourage more homeownership				
<u>Objective: Encourage homeowner and renter participation in local, state, federal and non-profit housing assistance and initiatives</u>	1 2 3			
<i>Strategy: Develop & distribute local, state, federal and non-profit housing assistance programs list to owners looking to sell their existing home and purchase another</i>		City	Staff Time	Ongoing
<i>Strategy: Develop & distribute local, state, federal and non-profit housing assistance programs list to renters who may be looking to purchase</i>		City	Staff Time	Ongoing
<u>Objective: Encourage owner-occupied acquisition and rehabilitation by builders/investors for resale (flippers)</u>	1 2 3			
<i>Strategy: Establish an owner-occupied purchase & rehabilitation incentive program for builders/investors</i>		City/Housing Agencies	\$25,000* + \$75,000 initial year investment	Ongoing
Townhome/Duplex/Condo				
Goal: Encourage more owner-occupied attached housing construction				
<u>Objective: Encourage developer-driven attached housing construction through site preparation assistance</u>	1 2 3			
<i>Strategy: Prepare a preliminary site analysis (PSA) for target attached housing sites</i>		City	\$25,000*	Ongoing
<i>Strategy: Create environmental assessment and/or remediation grant/loan fund, policies & regulations to assist developers with environmental assessment and/or remediation costs associated with attached housing construction</i>		City	\$40,000-80,000*	Ongoing
<i>Strategy: Create demolition grant/loan fund, policies & regulations to assist developers with demolition associated with senior housing construction</i>		City	\$40,000* + initial year investment	3-5 yrs

Baraboo Housing Goals, Objectives and Strategies	Priority	Responsibility	Funding	Timeframe
<u>Objective: Provide off-site and on-site improvements to encourage developer-driven attached housing construction</u>	1 2 3			
<i>Strategy: Develop policy & procedure for extending water, sewer & other utility mains to and/or throughout eligible development properties lacking adequate infrastructure</i>		City/ State Agency	\$400,000	3-5 yrs
<i>Strategy: Develop policy & procedure for providing transportation improvements to arterials roads leading to and/or throughout eligible development properties without adequate access</i>		City/ State Agency	\$400,000	3-5 yrs
<i>Strategy: Develop policy & procedure for installing water, sewer & other utility lateral lines throughout eligible development properties</i>		City/ State Agency	\$300,000	3-5 yrs
<u>Objective: Create off-site and/or on-site improvements grant/loan program to encourage developer-driven attached housing construction</u>	1 2 3			
<i>Strategy: Develop policy & procedure for grant/loan program to extend water, sewer & other utility mains to and/or throughout eligible development properties lacking adequate infrastructure</i>		City/ State Agency	\$400,000	3-5 yrs
<i>Strategy: Develop policy & procedure for grant/loan program for transportation improvements to arterials roads leading to and/or throughout eligible development properties without adequate access</i>		City/ State Agency	\$400,000	3-5 yrs
<i>Strategy: Develop policy & procedure for grant/loan program for installing water, sewer & other utility lateral lines throughout eligible development properties</i>		City/ State Agency	\$300,000	3-5 yrs
<i>Strategy: Develop policy & procedure for grant/loan program for installing sidewalks and/or curb and gutter improvements through eligible development properties</i>		City/ State Agency	\$300,000	3-5 yrs
Goal: Encourage more multi-family owner-occupied infill duplex construction				
<u>Objective: Increase supply of available land for infill duplex housing</u>	1 2 3			
<i>Strategy: Create a list of vacant land currently available land for development/purchase, work with realtors to market properties for infill duplex development</i>		City	Staff Time	Ongoing
<u>Objective: Encourage builder participation in local, state, federal and non-profit housing assistance and initiatives</u>	1 2 3			
<i>Strategy: Develop & distribute local, state, federal and non-profit housing assistance programs list to builders</i>		City/ Housing Agencies/ Housing Partners	Staff Time	<2 yrs
Apartments				
Goal: Encourage more apartment construction				
<u>Objective: Increase supply of available land for apartments</u>	1 2 3			
<i>Strategy: Create purchase fund from local funding sources and/or other agency/entity sources</i>			Staff Time	<2 yrs
<i>Strategy: Purchase vacant/redevelopable properties, sell properties for profit and use proceeds to purchase additional/better properties for apartments</i>		City	\$50,000* + \$75,000 initial year investment	Ongoing
<i>Strategy: Develop land swap policy and procedures to allow for exchange of municipal property for property more suitable for apartment development</i>		City	Staff Time	<2 yrs
<i>Strategy: Develop land lease policy and procedures to allow for municipality to lease municipally-owned property to potential apartment developers</i>		City	Staff Time	<2 yrs
<i>Strategy: Develop land donation or reduced price policy and procedures to allow for municipality to donate or discount municipally-owned property to potential developers for apartment development</i>		City	Staff Time	<2 yrs

Baraboo Housing Goals, Objectives and Strategies	Priority	Responsibility	Funding	Timeframe
<u>Objective: Encourage apartment construction through site preparation assistance</u>	1 2 3			
<i>Strategy: Prepare a preliminary site analysis (PSA) for target apartment sites</i>		City	\$25,000*	Ongoing
<i>Strategy: Create environmental assessment and/or remediation grant/loan fund, policies & regulations to assist developers with environmental assessment and/or remediation costs associated with apartment construction</i>		City	\$40,000-80,000*	Ongoing
<i>Strategy: Create demolition grant/loan fund, policies & regulations to assist developers with demolition associated with apartment construction</i>		City	\$40,000* + initial year investment	Ongoing
<u>Objective: Provide off-site and on-site improvements to encourage apartment housing construction</u>	1 2 3			
<i>Strategy: Develop policy & procedure for extending water, sewer & other utility mains to and/or throughout eligible development properties lacking adequate infrastructure</i>		City/ State Agency	\$400,000	3-5 yrs
<i>Strategy: Develop policy & procedure for providing transportation improvements to arterials roads leading to and/or throughout eligible development properties without adequate access</i>		City/ State Agency	\$400,000	3-5 yrs
<i>Strategy: Develop policy & procedure for installing water, sewer & other utility lateral lines throughout eligible development properties</i>		City/ State Agency	\$300,000	3-5 yrs
<u>Objective: Create off-site and/or on-site improvements grant/loan program to encourage apartment construction</u>	1 2 3			
<i>Strategy: Develop policy & procedure for grant/loan program to extend water, sewer & other utility mains to and/or throughout eligible development properties lacking adequate infrastructure</i>		City/ State Agency	\$400,000	3-5 yrs
<i>Strategy: Develop policy & procedure for grant/loan program for transportation improvements to arterials roads leading to and/or throughout eligible development properties without adequate access</i>		City/ State Agency	\$400,000	3-5 yrs
<i>Strategy: Develop policy & procedure for grant/loan program for installing water, sewer & other utility lateral lines throughout eligible development properties</i>		City/ State Agency	\$300,000	3-5 yrs
<i>Strategy: Develop policy & procedure for grant/loan program for installing sidewalks and/or curb and gutter improvements through eligible development properties</i>		City/ State Agency	\$300,000	3-5 yrs
<u>Objective: Encourage developer participation in local, state, federal and non-profit housing assistance and initiatives</u>	1 2 3			
<i>Strategy: Develop & distribute local state, federal and non-profit housing assistance programs list assistance programs to developers</i>		City/ Housing Agencies/ Housing Partners	Staff Time	<2 yrs

Baraboo Housing Goals, Objectives and Strategies	Priority	Responsibility	Funding	Timeframe
Senior Living				
Goal: Encourage single-family owner-occupied rehabilitation for seniors				
<u>Objective: Provide housing rehabilitation assistance by/for senior homeowners</u>	1 2 3			
<i>Strategy: Establish a weatherization grant/revolving loan program for owner-occupied homes</i>		City/ CHDO/ Housing Partners	\$25,000* + \$75,000 initial year investment	Ongoing
<i>Strategy: Establish an interior accessibility grant/revolving loan program for owner-occupied homes</i>		City/ CHDO/ Housing Partners	\$25,000* + \$75,000 initial year investment	Ongoing
<i>Strategy: Establish an exterior accessibility grant/revolving loan program for owner-occupied homes</i>		City/ CHDO/ Housing Partners	\$25,000* + \$75,000 initial year investment	Ongoing
<i>Strategy: Establish a code compliance grant/revolving loan fund for home owners</i>		City/ CHDO/ Housing Partners	\$25,000* + \$75,000 initial year investment	Ongoing
<u>Objective: Encourage senior homeowner participation in local, state, federal and non-profit housing assistance and initiatives</u>	1 2 3			
<i>Strategy: Develop & distribute local, state, federal and non-profit housing assistance programs list to owners</i>		City/ Housing Agencies/ Housing Partners	Staff Time	<2 yrs
Goal: Encourage more multi-family construction for seniors				
<u>Objective: Encourage developer/builder senior housing construction through site preparation assistance</u>	1 2 3			
<i>Strategy: Prepare a preliminary site analysis (PSA) for target senior housing sites</i>		City	\$25,000*	Ongoing
<i>Strategy: Create environmental assessment and/or remediation grant/loan fund, policies & regulations to assist developers with environmental assessment and/or remediation costs associated with senior housing construction</i>		City	\$40,000-80,000*	Ongoing
<i>Strategy: Create demolition grant/loan fund, policies & regulations to assist developers with demolition associated with senior housing construction</i>		City	\$40,000* + initial year investment	Ongoing
<u>Objective: Encourage homeowner, renter, landlord and developer participation in local, state, federal and non-profit housing assistance and initiatives</u>	1 2 3			
<i>Strategy: Develop & distribute local, state, federal and non-profit housing assistance programs to developers</i>		City/ Housing Agencies/ Housing Partners	Staff Time	<2 yrs

Baraboo Housing Goals, Objectives and Strategies	Priority	Responsibility	Funding	Timeframe
Affordable Housing				
Goal: Encourage more affordable multi-family owner-occupied construction				
<u>Objective: Encourage construction of new owner-occupied multi-family attached housing by developers for lower income buyers</u>	1 2 3			
<i>Strategy: Make housing program funds available to developers to build lower income or mixed-income owner-occupied multi-family housing</i>		City/ Housing Agencies/ Housing Partners	TBD	Ongoing
<i>Strategy: Perform local market survey to determine median housing value for use with government housing program funds</i>		City	\$20,000	<2 yrs
Goal: Encourage more rental construction or supply for lower income renters				
<u>Objective: Encourage purchase or refinance of rental properties by landlords</u>	1 2 3			
<i>Strategy: Make housing program funds available to landlords to purchase or refinance rental housing</i>		City/ Housing Agencies/ Housing Partners	\$40,000* + \$90,000 initial	Ongoing
<u>Objective: Encourage construction of new affordable multi-family housing by developers</u>	1 2 3			
<i>Strategy: Make housing program funds available to developers or landlords to build lower income multi-family housing</i>		City/ Housing Agencies/ Housing Partners	TBD	Ongoing
Goal: Encourage more homeownership for lower income buyers				
<u>Objective: Encourage purchase of owner-occupied single-family or multi-family homes by lower income buyers</u>	1 2 3			
<i>Strategy: Establish an owner-occupied purchase assistance program for lower income homebuyers</i>		City/ Housing Agencies/ Housing Partners/CDHO	Staff Time	<2 yrs
<i>Strategy: Make housing program funds available to lower income buyers to purchase owner-occupied housing</i>		City/ Housing Agencies/ Housing Partners/CDHO	\$40,000* + \$90,000 initial year investment	Ongoing
<i>Strategy: Establish an owner-occupied purchase & rehabilitation program for lower income homebuyers</i>		City/ Housing Agencies/ Housing Partners/CDHO	Staff Time	<2 yrs
<i>Strategy: Make housing program funds available to lower income homebuyers to purchase and rehabilitate owner-occupied housing</i>		City/ Housing Agencies/ Housing Partners/CDHO	\$40,000* + \$90,000 initial year investment	Ongoing

Baraboo Housing Goals, Objectives and Strategies	Priority	Responsibility	Funding	Timeframe
<u>Objective: Encourage more homeownership by utilizing housing program educational initiatives</u>	1 2 3			
<i>Strategy: Establish homebuyer counseling program with housing program funds</i>		City/ Housing Agencies/ Housing Partners	Staff Time	<2 yrs
<i>Strategy: Consolidate existing counseling programs</i>		City/ Housing Agencies/ Housing Partners	Staff Time	<2 yrs
Goal: Encourage owner-occupied rehabilitation for lower income residents				
<u>Objective: Make home rehabilitation funding available to lower income homeowners</u>	1 2 3			
<i>Strategy: Make housing program funds available to homeowners to rehabilitate LMI owner-occupied housing</i>		City/ CHDO/ Housing Partners	\$25,000* + \$75,000 initial year investment	Ongoing
<i>Strategy: Perform local market survey to determine median housing value for use with government housing program funds</i>		City	\$20,000	<2 yrs
<u>Objective: Encourage owner-occupied housing acquisition and rehabilitation by investors for resale to lower income buyers</u>	1 2 3			
<i>Strategy: Establish an owner-occupied purchase & rehabilitation program for investors for resale to lower income buyers</i>		City/ Housing Agencies/ Housing Partners	Staff Time	<2 yrs
<i>Strategy: Make housing program funds available to potential investors to purchase and rehabilitate owner-occupied housing for resale to lower income buyers</i>		City/ Housing Agencies/ Housing Partners	\$40,000* + \$90,000 initial year investment	Ongoing
Goal: Encourage rental rehabilitation for lower income renters				
<u>Objective: Make lower income rental rehabilitation funding available to landlords</u>	1 2 3			
<i>Strategy: Make housing program funds available to landlords to rehabilitate lower income rental housing</i>		City/ CHDO/ Housing Partners	\$25,000* + \$75,000 initial year investment	Ongoing
<i>Strategy: Perform local market survey to determine median rents for use with government housing program funds</i>		City	\$20,000	<2 yrs
<u>Objective: Encourage purchase and rehabilitation of lower income rental properties by landlords</u>	1 2 3			
<i>Strategy: Establish a lower-income rental purchase & rehabilitation program for landlords</i>		City/ Housing Agencies/ Housing Partners/CDHO	Staff Time	<2 yrs
<i>Strategy: Make housing program funds available to potential landlords to purchase and rehabilitate lower income rental housing</i>		City/ Housing Agencies/ Housing Partners/CDHO	\$40,000* + \$90,000 initial year investment	<2 yrs

Baraboo Housing Goals, Objectives and Strategies	Priority	Responsibility	Funding	Timeframe
Other Housing Initiatives and Administrative Tools				
Goal: Establish support entities to administer housing funding and assistance programs				
<u>Objective: Become a Certified Local Government (CLG)</u>	1 2 3			
<i>Strategy: Establish contact with the Historic Preservation Commission in the Village of Sauk City to gain insights on successful historic preservation initiatives in this community</i>		City/State Agencies	Staff Time	<2 yrs
<i>Strategy: Contact the State Historic Preservation Officer (SHPO) and pursue CLG certification</i>		City/State Agencies	Staff Time	3-5 yrs
Goal: Encourage increased utilization of local, State, Federal and Non-Profit Housing assistance Programs				
<u>Objective: Access HUD HOME funding programs</u>	1 2 3			
<i>Strategy: Apply directly to the Department of Administration for rehabilitation, homebuyer assistance, renter assistance and rental housing development funding for identified affordable housing projects</i>		City	Staff Time	Ongoing
<i>Strategy: Contact Sauk County to measure interest and gain cooperation in forming a HUD HOME Consortium</i>		City/County	Staff Time	3-5 yrs
<i>Strategy: Work with West Baraboo to contact Community Housing Development Organizations (CHDOs)/other HUD program administration non-profit organizations and form partnerships to pursue HUD agency funding and assistance</i>		City/West Baraboo	Staff Time	3-5 yrs
<u>Objective: Access CDBG funding programs</u>	1 2 3			
<i>Strategy: Evaluate potential to apply for additional CDBG funds to support identified housing project and housing assistance programs</i>		City/State Agencies	TBD	<2 yrs
<i>Strategy: Work with West Baraboo to contact Certified Community Development Organizations (CDOs) and form partnerships to pursue CDBG READI funding and assistance</i>		City/West Baraboo	TBD	3-5 yrs
<u>Objective: Make use of current fiscal resources to maximize local funding for identified housing projects and housing assistance programs</u>	1 2 3			
<i>Strategy: Evaluate the effect of current impact fees and the potential for additional impact fees to fund improvements needed to encourage additional housing construction</i>		City	\$20,000	<2 yrs
<i>Strategy: Evaluate the current use of Tax Increment Financing to determine how TIF can be used to support identified housing projects</i>		City	\$20,000	<2 yrs
<u>Objective: Identify and access other State, Federal and Non-Profit funding programs</u>	1 2 3			
<i>Strategy: Identify designated Community Development Financial Institutions which operate in Sauk County and apply for any available funding for identified housing projects and housing assistance programs</i>		City/Housing Partners	Staff Time	<2 yrs
<i>Strategy: Identify and solicit investor interest in utilizing opportunity zones, tax credits and other available financial incentives to invest in identified housing projects</i>		City/Housing Partners	Staff Time	<2 yrs
<i>Strategy: Identify additional State, Federal, and Non-Profit entities and apply for any available funding for identified housing projects and housing assistance programs</i>		City/State Agencies	Staff Time	<2 yrs
<i>Strategy: Work with West Baraboo to contact Veteran's Administration/FHLBank/Senior Care program administration non-profit organizations and form partnerships to pursue government agency and other funding and assistance</i>		City/West Baraboo	Staff Time	<2 yrs

Baraboo Housing Goals, Objectives and Strategies	Priority	Responsibility	Funding	Timeframe
Goal: Address flooding issues through flood mitigation strategies				
<u>Objective: Pursue flood mitigation efforts to assist with flood damaged properties.</u>	1 2 3			
<i>Strategy: Identify flood damaged properties</i>		City/State Agencies	Staff Time	<2 yrs
<i>Strategy: Pursue State and Federal emergency assistance funding for flood mitigation</i>		City/State Agencies	Staff Time	<2 yrs
<i>Strategy: Purchase identified flood damaged properties, demolish damaged housing, add vacated land to open space inventory</i>		City	TBD	<2 yrs
<i>Strategy: Construct flood mitigation improvements to protect properties from future flooding</i>		City	TBD	<2 yrs
<i>Strategy: Assist developers and homeowners in accessing flood mitigation funds to build replacement housing for demolished homes</i>		City/State Agencies	Staff Time	<2 yrs
<i>Strategy: Assist developers and homeowners in accessing flood mitigation funds to flood-proof housing at risk of flooding</i>		City/State Agencies	Staff Time	<2 yrs
Goal: Provide process to encourage developer interest in targeted housing sites and projects				
<u>Objective: Proactively work with developers and investors to build identified housing projects on target properties.</u>	1 2 3			
<i>Strategy: Prepare site proposal packets for target sites, including any PSA and/or environmental assessment and/or remediation Report, and distribute to developers and other potential project partners</i>		City	\$20,000	3-5 yrs



Chapter 4 - Prairie du Sac Needs Assessment & Strategies

Needs Assessment Summary

Introduction

This section presents a Needs Assessment derived for the community from a county-wide survey, stakeholder interviews and community demographic and housing data. The county-wide survey results can be found in Appendix B – County Survey Summary and is a synthesis of the results from the electronic and mail responses to the survey. A summary of the survey can be found in the County Needs Assessment Summary. The Community Stakeholder meetings included input from multiple interviews that were held throughout the County and represent local opinions and observations from the various partnership communities. Stakeholders were interviewed from a variety of professions and responsibilities within the community in order to gain a diverse collection of local input. Stakeholder comments specific to the community are included below. A summary of all of the stakeholder meetings can be found in the County Needs Assessment Summary.

The Needs Assessment is also derived from Appendix A - State of the Housing Report, which includes an assessment of current and past community efforts as well as a housing market analysis. Local, State and Federal agency data was collected for the community and summarized in the Appendix. Data was collected and analyzed for Population, Households, Economic Characteristics, Housing Stock, and Financial Characteristics for the community. Needs were then assessed from this data and presented below.

Stakeholder Meetings Summary

A total of 12 stakeholder meetings were offered, two meetings per community. Meetings were offered during the day and the evening to accommodate various schedules. There was better turnout in some communities than others. Stakeholders consisted of financial institutions, realtors, landlords, city officials, property management professionals, builders, and developers. The following are highlights of the meeting specific to this community, although this meeting was combined with the Sauk City meeting and some of the Sauk City comments have been included.

Village of Prairie du Sac Highlights

- Forty percent of homes have outdated systems (electrical, plumbing, etc.)
- Any home listed under \$200,000 needs to be updated.
- Affordable homes are between \$200,000 and \$225,000.
- One of the only rural school districts (Sauk Prairie) in the State to grow.
- Home prices are better in Sauk than Madison, Middleton, and Waunakee.
- Baraboo prices are better than Sauk.
- Need \$40k per lot for a developer to develop.
- The old hospital has the potential for assisted living community.
- Barriers to building new homes
 - Cost of construction
 - Cost of fees
 - Cost of materials
 - Cost of labor
 - Cannot find people that want to work or can work
- Sauk Prairie does not have a mobile home park.
- Developers will not build less than 53 unit apartment building because they cannot afford onsite management for less than 53 units.

Needs Assessment

Prairie du Sac

Population

The Village has strong population growth, a 7.77% increase since 2011, along with a higher median age, 41, than many of the partnership communities. The Village also has an increase in the median age since 2011 as well, showing an aging population. The Village also has high levels of old age dependency, with older persons living with family, and this dependency rate is growing. This indicates a need for housing suited for a growing but aging population, which should accommodate seniors living with families or on their own.

Households

The Village has a high growth rate in the number of households since 2011, 5.8%, when compared to the partnership communities. The Village also has a high percentage of households with people 60 years and older present in the home, at 41.4%. The Village has high rates of those living alone and over 65, at 18%, a rate which has increased significantly since 2011. Also observed is a moderately high percentage of those enrolled in preschool, at 13.1% of all students, as well as a high percentage of students in K-12, at 78.9%, as opposed to those in college. These characteristics show Prairie du Sac to have a growing population that is older yet also has a significant number of younger children and school-aged children to house. The community has a high number of residents that already have their Bachelor's degree and are no longer enrolled in college as well. These characteristics indicate the need for housing that can accommodate larger households which have young children, school-age children, recent graduates from college, and older residents as well. The community also has a need for senior housing as indicated by the higher levels of those 65 years and older living alone and who may need housing options if they need to move from their current residence.

Economic Characteristics

Median household incomes are high at \$56,043 and the percentage of those in poverty is lower than for most partnership communities, at 4.3%. The unemployment rate is also low at 1.2%. This shows a need for workforce housing for young families and affordable senior housing for the high level of seniors, yet not necessarily subsidized or low-income housing as an immediate priority.

Housing

Figure N-1 shows construction trends for single-family housing for the Village. A total of 19 units were built in 2016, with a decrease to just nine (9) units in 2017 and seven (7) in 2018 (as of August).

Figure N-1 Single-family construction

	Total Units	1 Bedroom	2 Bedroom	3 Bedroom	4 Bedroom	5 or More Bedroom	Total Assessed Value
2018	7	N/A	N/A	N/A	N/A	N/A	N/A
2017	9	N/A	N/A	N/A	N/A	N/A	N/A
2016	19	N/A	N/A	N/A	N/A	N/A	N/A
2015	11	N/A	N/A	N/A	N/A	N/A	N/A
2014	8	N/A	N/A	N/A	N/A	N/A	N/A
2013	18	N/A	N/A	N/A	N/A	N/A	N/A
2012	11	N/A	N/A	N/A	N/A	N/A	N/A
2011	6	N/A	N/A	N/A	N/A	N/A	N/A
2010	11	N/A	N/A	N/A	N/A	N/A	N/A
2009	10	N/A	N/A	N/A	N/A	N/A	N/A
2008	12	N/A	N/A	N/A	N/A	N/A	N/A
2007	14	N/A	N/A	N/A	N/A	N/A	N/A
2006	19	N/A	N/A	N/A	N/A	N/A	N/A
2005	41	N/A	N/A	N/A	N/A	N/A	N/A

Source: Village of Prairie du Sac

Figure N-2 shows some recent multi-family unit construction with four (4) smaller structures built in both 2015 and 2016, along with two (2) structures built in 2017. So, far there are no rental units built in 2018. This could indicate a slow-down and a need to spur additional rental construction.

Figure N-2 Multi-family rental construction

	Total Units	1-2 Unit Structures	2-5 Unit Structures	5-10 Unit Structures	10-50 Units Structures	50+ Unit Structures	Total Assessed Value
2018	N/A	N/A	N/A	N/A	N/A	N/A	N/A
2017	2	0	2	0	0	0	N/A
2016	4	0	4	0	0	0	N/A
2015	4	0	4	0	0	0	N/A
2014	0	0	0	0	0	0	\$0
2013	0	0	0	0	0	0	\$0
2012	0	0	0	0	0	0	\$0
2011	0	0	0	0	0	0	\$0
2010	0	0	0	0	0	0	\$0
2009	0	0	0	0	0	0	\$0
2008	1	1	0	0	0	0	N/A
2007	0	0	0	0	0	0	\$0
2006	0	0	0	0	0	0	\$0
2005	3	3	0	0	0	0	N/A

Source: Village of Prairie du Sac

Figure N-3 shows there has been little condominium construction over the past decade in the Village. A few units were built before 2008, but there have been no condominiums built since.

Figure N-3 Multi-family condominium construction

	Total Units	1-2 Unit Structures	2-5 Unit Structures	5-10 Unit Structures	10-50 Units Structures	50+ Unit Structures	Total Assessed Value
2018	N/A	N/A	N/A	N/A	N/A	N/A	N/A
2017	0	0	0	0	0	0	\$0
2016	0	0	0	0	0	0	\$0
2015	0	0	0	0	0	0	\$0
2014	0	0	0	0	0	0	\$0
2013	0	0	0	0	0	0	\$0
2012	0	0	0	0	0	0	\$0
2011	0	0	0	0	0	0	\$0
2010	0	0	0	0	0	0	\$0
2009	0	0	0	0	0	0	\$0
2008	0	0	0	0	0	0	\$0
2007	1	0	0	0	27	0	N/A
2006	1	0	3	0	0	0	N/A
2005	1	0	3	0	0	0	N/A

Source: Village of Prairie du Sac

The Village has seen some growth in the number of single-family units in recent years, yet a decrease in the percent of owner-occupied housing from 71.2% in 2011 to 67.4% in 2016. This indicates that construction of occupied-housing units has not kept up with demand. Also, Prairie du Sac has a high percentage of for-sale units that are vacant and low percentages of units that are seasonal or recreational use. This could be an indication of older homes needing maintenance and/or housing list prices that are too high for buyers to afford. In addition, renter-occupied vacancy percentages are not as low as other partnership communities. This shows a need both for more owner-occupied and rental housing in the near term.

Financial Characteristics

The Village shows a high median home value when compared to other partnership communities, and a high level of owner-occupied households paying more than 30% of income on housing as well. Median renter income is high, yet the percentage of renters paying more than 30% of their income on rent is also high. This shows that both owner and rental housing units are expensive, relative to other communities, and even though renter incomes are higher, renters are spending a higher percentage of their income on rent. This further indicates a need for affordable homes where families can spend less of their income on housing and have an option other than expensive rental units.

Prairie du Sac Housing Needs Summary

- There is a need for housing suited to a growing but aging population. Housing should include senior living as part of a larger household and seniors living on their own.
- There is a need for housing that can accommodate larger households which have school-age children and recent graduates from college.
- There is a need for affordable workforce housing and moderate-income housing for young families as well as affordable senior housing, yet not necessarily very-low or low-income housing as an immediate priority.
- The increase in owner-occupied units coupled with a decrease in the percentage of owner versus renter-occupied units indicates a need for more owner-occupied housing to meet the demand that is outpacing the additional owner-occupied units coming on the market.
- The high level of for-sale vacancies indicates that the housing units that are coming on the market are not selling. Prairie du Sac has the highest home values and prices when compared to the partnership communities and, thus, houses may not be selling due to high home prices that young families cannot afford. There is a need for affordable units below the current market-rate in the immediate term in order to decrease the demand for rentals.

- While renter incomes are high, renters are paying higher percentages of their income on rent, thus indicating a need for below-market-rate rentals with three (3) to four (4) bedrooms as well as senior units.

Goals, Objectives & Strategies

This section presents goals, objectives and strategies necessary for the community to implement in order to ensure housing needs are met. These strategy items are derived in response to the needs detailed in the Needs Assessment section above. The goals, objectives and strategies for the community include the projected number of housing units needed and are based on population projections by age group for the next five (5), ten (10), and fifteen (15) years. The age groups are defined by generation, which influence the type of projected number of housing units needed due to the different generational preferences and characteristics regarding housing. A description of generational characteristics can be found in the County Goals, Objectives and Strategies chapter. A number of assumptions about these preferences have been included and are derived from a variety of sources, as noted in Appendix A.

The strategy items are organized by categories, which include housing type, senior housing, and affordable housing as well as neighborhood, community and other initiatives. These strategy items are also presented along with the needs they address and are summarized in an implementation matrix as well.

Prairie du Sac

Projections

The following are a summary of projections for the number of new residents and households expected through 2033, as well as the minimum number of housing units that will be demanded by these new residents. The full projections can be found in Appendix A – State of the Housing. The full projections show population growth and

housing preferences by generation at five (5) year increments through 2033. The housing projections should be considered the minimum number of units which need to be built for new residents and to maintain current market vacancy rates for owner-occupied units, at 3%, and renter-occupied units, which range from 5.5% to 6.3%. Additional housing units will be needed to increase vacancy rates, particularly for owner-occupied housing, and also accommodate those looking with special needs, such as those related to affordability and senior housing. However, the housing projections do account for those aging from one generation to another and having different preferences. The previous needs assessment as well as the goals, objectives and strategies listed below provide recommendations for building the projected housing that is needed as well as additional units to accommodate encourage higher vacancy rates. The goals, objectives and strategies also account for the special needs and particular local circumstances.

Figure S1 shows the local population to increase by 141 persons by 2023, by 148 more persons by 2028 and by 153 more persons by 2033. By 2023, Prairie du Sac will have housing demand for 55 additional households who will need, at a minimum, 16 apartments, 11 attached multi-family units and 29 single family homes. By 2028, Prairie du Sac will have housing demand for 60 additional households who will need 16 apartments, 14 attached multi-family units and 29 single family homes. By 2033, the Village will have housing demand for 63 additional households who will need 17 apartments, 15 attached multi-family units, and 31 additional single family homes.

Figure S1 Projections

	2023	2028	2033
Additional Persons	141	148	153
Additional Households	55	60	63
Additional Apartments	16	16	17
Additional Condos/Townhomes/Duplexes	11	14	15
Additional SF Homes	29	29	31

* Source: Vierbicher

Land Analysis

Figure S2 shows the number of vacant acres and vacant square feet by zoning district. This figure also summarizes the minimum lot size required for single-family and multi-family development in each district. The vacant square feet is then divided by the minimum lot size to generate an estimate of the number of units which could potentially be built on the vacant land in each zoning district.

The summary table does not take into account the size of each parcel, environmental constraints, or availability. The potential units which could be built is, however, multiplied by 75% to account for roads and other infrastructure which would generally be required as a set-aside for a multiple-lot subdivisions. The total potential units represent an absolute maximum number of units which could be built; however, this serves as a general guide to the capacity of the community to construct new housing. The practical number of units which could be constructed is most likely considerably lower, due to site constraints, lack of property on the market, and other factors. The following goals, objectives and strategies do, however, account for the size and distribution of the vacant lots and provide recommendations.

Figure S2 shows Prairie du Sac has five (5) residential zoning districts, two (2) of which allow for multi-family development. The maximum number of single-family units which could be built on vacant property is 54 units. However, there are no vacant lots within R-2 or RM, which

allow for multi-family units. Therefore, no multi-family construction is possible without rezoning.

Figure S2 Land Analysis

Zoning	Acres	Sq. Ft.	Minimum SF Lot Area per Unit	Potential SF Units	Minimum MF Lot Area per Unit	Potential MF Units
R-R	0.00	0	21,780	0		
R-1-A	12.99	566,023	9,000	63		
R-1-B	1.51	65,834	7,200	9		
R-2	0.00	0	7,200	0	5,000	0
RM	0.00	0	7,200	0	3,000	0
Total Acres	14.51					
Total Potential SF Units * 75%				54		
Total Potential MF Units * 75%						0

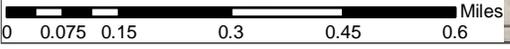
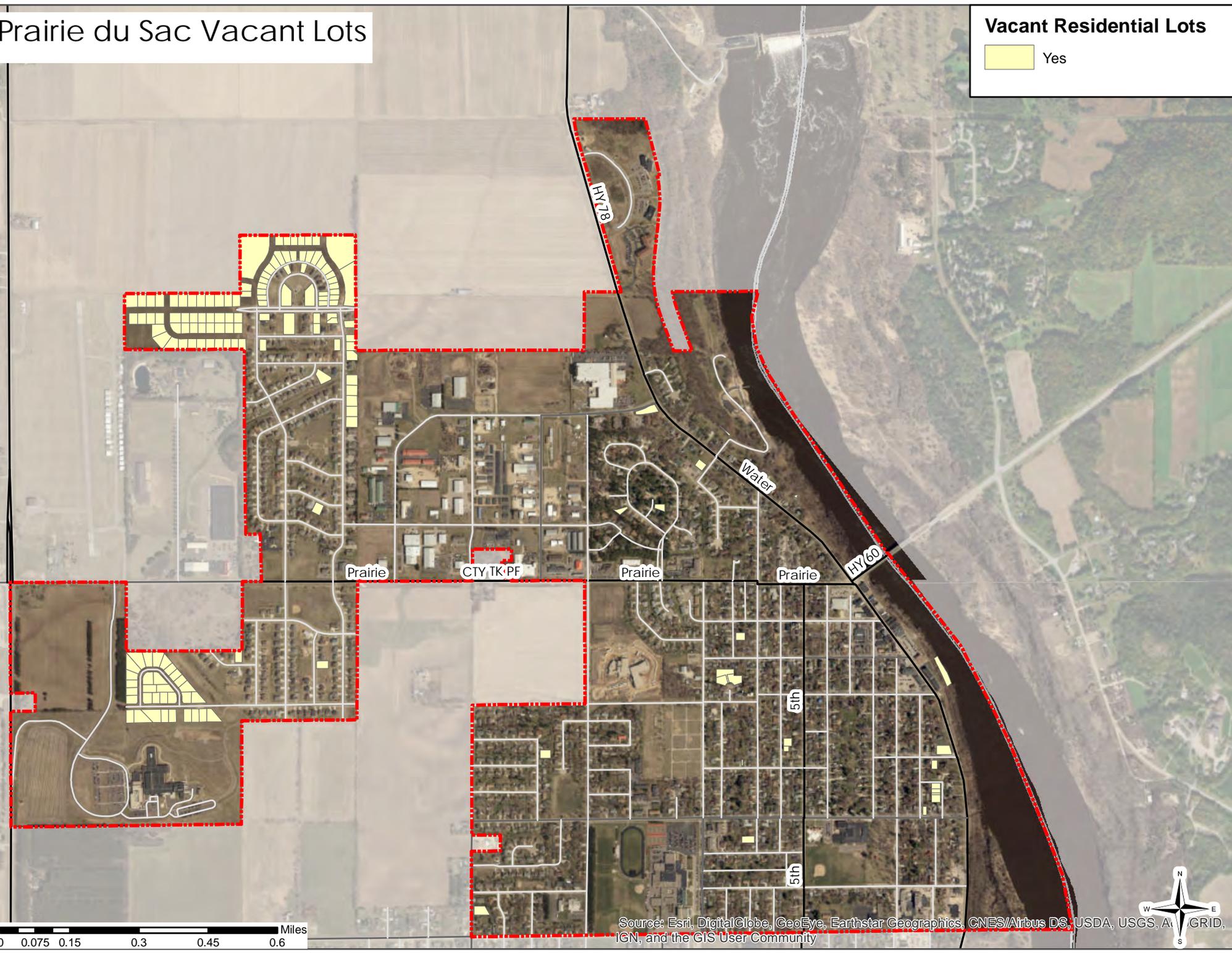
* Source: Local GIS & Zoning Data

The Prairie du Sac Vacant Lots map shows a number of vacant residentially-zoned lots located within newer existing subdivisions. There are few vacant lots within the older residential districts. A couple of larger vacant lots can be found with potential for larger residential development; however, many of the larger vacant lots are not zoned residential and would to be rezoned in order to provide available land for housing development. Larger vacant tracts suitable for development or senior or multi-family housing are zoned industrial or institutional. These parcels would have to be rezoned and carefully screened from neighboring uses if they were to host residential development.

Prairie du Sac Vacant Lots

Vacant Residential Lots

 Yes



Source: Esri, DigitalGlobe, GeoEye, Earthstar Geographics, CNES/Airbus DS, USDA, USGS, AeroGRID, IGN, and the GIS User Community



Single- Family Housing

Prairie du Sac has a need for single-family housing to accommodate larger households that include school-age children, recent graduates from college and seniors. There are no larger parcels available for development of a new residential subdivision, so the Village needs to focus on infill development on existing vacant lots. Housing needs to be affordable to the local workforce and government/non-profit programs should be created or existing programs utilized, where possible, to make workforce housing available.

Goal: Encourage more single-family owner-occupied infill construction

Objective: Increase supply of available land for single-family infill housing

Strategy: Create purchase fund from local funding sources and/or other agency/entity sources

Strategy: Purchase smaller vacant/redevelopable lots suitable for infill development

Strategy: Purchase vacant/redevelopable properties, sell properties for profit and use proceeds to purchase additional/better properties suitable for infill development

Strategy: Create a list of vacant land currently available land for development/purchase, work with realtors to market properties for infill development

Strategy: Develop land donation or reduced price policy and procedures to allow for municipality to donate or discount municipally-owned property to potential builders for single-family infill development

Objective: Encourage developer/builder participation in local, state, federal and non-profit housing assistance and initiatives

Strategy: Develop & distribute local, state, federal and non-profit housing assistance programs list to developers/builders.

The Village has a mixture of older housing stock, built before 1940, as well as newer stock, built since 2000. Therefore, there is a need to assist with rehabilitation of those older homes which may need work, especially since there is limited land available to build new houses. Current homeowners may have need for renovations or weatherization or other improvements which they cannot afford. Local or State government/non-profit programs should be created or existing programs utilized, where possible, to make rehabilitations more affordable in order to maintain the existing housing stock.

Goal: Encourage single-family owner-occupied rehabilitation

Objective: Make home rehabilitation funding available to homeowners

Strategy: Establish a home improvement grant/revolving loan fund specifically for exterior owner-occupied housing improvements

Strategy: Establish a home improvement grant/revolving loan fund specifically for interior owner-occupied housing improvements

Strategy: Establish a weatherization grant/revolving loan program for owner-occupied homes

Objective: Make home rehabilitation funding for code compliance available to homeowners

Strategy: Establish a code compliance grant/revolving loan fund for home owners

Finally, there is also a need for financial assistance for potential workforce homebuyers who may need help with downpayments or purchase of a home which may need repairs.

Goal: Encourage more homeownership

Objective: Encourage homeowner and renter participation in local, state, federal and non-profit housing assistance and initiatives

Strategy: Develop & distribute local, state, federal and non-profit housing assistance programs list to owners looking to sell their existing home and purchase another

Strategy: Develop & distribute local, state, federal and non-profit housing assistance programs list to renters who may be looking to purchase

Objective: Encourage owner-occupied acquisition and rehabilitation by builders/investors for resale (flippers)

Strategy: Establish an owner-occupied purchase & rehabilitation incentive program for builders/investors

Townhome/Duplex/Condo

Prairie du Sac lacks the larger parcels needed to build apartment complexes, so multi-family attached housing needs will most likely be met through multi-family infill development. Duplexes and triplexes could be built on vacant parcels available throughout the Village to

provide workforce owner-occupied and rental housing. Quadplexes were also mentioned during the stakeholder interviews as a possible option as well. Local or State government/non-profit programs should be created or existing programs utilized, where possible, to make infill multi-family attached housing available to the workforce.

Goal: Encourage more duplex, triplex and other attached multi-family owner-occupied construction

Objective: Increase supply of available land for infill attached housing

Strategy: Create purchase fund from local funding sources and/or other agency/entity sources

Strategy: Purchase smaller vacant/redevelopable lots suitable for attached infill housing

Strategy: Purchase vacant/redevelopable properties, sell properties for profit and use proceeds to purchase additional/better properties for attached infill housing

Strategy: Create a list of vacant land current available for development/purchase. Work with realtors to market properties for attached infill housing

Strategy: Develop land donation or reduced price policy and procedures to allow for municipality to donate or discount municipally-owned property to potential developers for attached housing development

Objective: Encourage developer/builder participation in local, state, federal and non-profit housing assistance and initiatives

Strategy: Develop & distribute local, state, federal and non-profit housing assistance programs list to developers/builders

Apartments

The Village has a need for apartments, especially to house the local workforce, larger families and seniors. However, sites for large apartment complexes are difficult to find within the Village limits. Multi-family needs are more likely to be filled through for-rent single-family houses, duplexes and townhomes. However, should a school site or municipal property become available, the Village should pursue any opportunity to acquire these sites and assist with demolition and/or site preparation to build apartments. Prairie du Sac should be prepared to offer incentives to ensure apartments can be offered below market-rate and affordable to the workforce. Incentives could also be used to ensure some portion of any new apartment complex include three (3) bedroom units.

Goal: Encourage more apartment construction

Objective: Increase supply of available land for apartments

Strategy: Create purchase fund from local funding sources and/or other agency/entity sources

Strategy: Purchase vacant/redevelopable properties, sell properties for profit and use proceeds to purchase additional/better properties for apartments

Strategy: Develop land swap policy and procedures to allow for exchange of municipal property for property more suitable for apartment development

Strategy: Develop land lease policy and procedures to allow for municipality to lease municipally-owned property to potential apartment developers

Strategy: Develop land donation or reduced price policy and procedures to allow for municipality to donate or discount municipally-owned property to potential developers for apartment development

Objective: Encourage apartment construction through site preparation assistance

Strategy: Prepare a preliminary site analysis (PSA) for target apartment sites

Strategy: Create environmental assessment and/or remediation grant/loan fund, policies & regulations to assist developers with environmental assessment and/or remediation costs associated with apartment construction

Strategy: Create demolition grant/loan fund, policies & regulations to assist developers with demolition associated with apartment construction

Senior Living

The Village also has some need to house seniors who are living on their own and may need assistance renovating their existing home. Prairie du Sac should implement programs or make funding available to assist with accessibility and other rehabilitation projects for newer and older senior-occupied homes. Seniors may also be looking to transition from their existing single-family owner-occupied home to a rental senior property as well. Although larger sites are difficult to find in Prairie du Sac, there may be parcels suitable for smaller senior facilities, including current commercial or other properties which

could become vacant and should be pursued to construct senior housing. Village incentives should be offered to encourage senior housing construction, include demolition and site preparation assistance.

Goal: Encourage single-family owner-occupied rehabilitation for seniors

Objective: Provide housing rehabilitation assistance by/for senior homeowners

Strategy: Establish a weatherization grant/revolving loan program for owner-occupied homes

Strategy: Establish an interior accessibility grant/revolving loan program for owner-occupied homes

Strategy: Establish an exterior accessibility grant/revolving loan program for owner-occupied homes

Strategy: Establish a code compliance grant/revolving loan fund for home owners

Objective: Encourage senior homeowner participation in local, state, federal and non-profit housing assistance and initiatives

Strategy: Develop & distribute local, state, federal and non-profit housing assistance programs list to owners.

Goal: Encourage more multi-family construction for seniors

Objective: Increase supply of available land for senior housing

Strategy: Create purchase fund from local funding sources and/or other agency/entity sources

Strategy: Purchase larger vacant/redevelopable lots suitable for multi-family senior development

Strategy: Purchase vacant/redevelopable properties, sell properties for profit and use proceeds to purchase additional/better properties for senior housing

Strategy: Develop land lease policy and procedures to allow for municipality to lease municipally-owned property to potential housing developers for senior housing

Strategy: Develop land donation or reduced price policy and procedures to allow for municipality to donate or discount municipally-owned property to potential developers for senior housing development

Objective: Encourage developer/builder senior housing construction through site preparation assistance

Strategy: Prepare a preliminary site analysis (PSA) for target senior housing sites

Strategy: Create environmental assessment and/or remediation grant/loan fund, policies & regulations to assist developers with environmental assessment

and/or remediation costs associated with senior housing construction

Strategy: Create demolition grant/loan fund, policies & regulations to assist developers with demolition associated with senior housing construction

Objective: Encourage homeowner, renter, landlord and developer participation in local, state, federal and non-profit housing assistance and initiatives

Strategy: Develop & distribute local, state, federal and non-profit housing assistance programs to developers.

Affordable Housing

There is a need for affordable workforce housing and moderate-income housing for young families as well as affordable senior housing, yet not necessarily very-low or low-income housing as an immediate priority. Many residents may not qualify for low-income State and Federal housing assistance; however, some seniors and other members of the community may be able to take advantage of assistance programs. Lower income owners should be encouraged to use existing rehabilitation State and Federal assistance. Lower income buyers should be encouraged to use existing State and Federal down payment assistance. In addition, landlords and investors may be able to take advantage of State and Federal programs if building infill development for lower income buyers and renters.

Goal: Encourage more rental construction or supply for lower income renters

Objective: Encourage purchase or refinance of rental properties by landlords

Strategy: Make housing program funds available to landlords to purchase or refinance rental housing

Objective: Encourage construction of new affordable rental infill multi-family housing by developers

Strategy: Make housing program funds available to developers or landlords to build lower income rental infill housing

Goal: Encourage more homeownership for lower income buyers

Objective: Encourage purchase of owner-occupied single-family or multi-family homes by lower income buyers

Strategy: Establish an owner-occupied purchase assistance program for lower income homebuyers

Strategy: Make housing program funds available to lower income buyers to purchase owner-occupied housing

Strategy: Establish an owner-occupied purchase & rehabilitation program for lower income homebuyers

Strategy: Make housing program funds available to lower income homebuyers to purchase and rehabilitate owner-occupied housing

Objective: Encourage more homeownership by utilizing housing program educational initiatives

Strategy: Establish homebuyer counseling program with housing program funds

Strategy: Consolidate existing counseling programs

Goal: Encourage owner-occupied rehabilitation for lower income residents

Objective: Make home rehabilitation funding available to lower income homeowners

Strategy: Make housing program funds available to homeowners to rehabilitate LMI owner-occupied housing

Strategy: Perform local market survey to determine median housing value for use with government housing program funds

Objective: Encourage owner-occupied housing acquisition and rehabilitation by investors for resale to lower income buyers

Strategy: Establish an owner-occupied purchase & rehabilitation program for investors for resale to lower income buyers

Strategy: Make housing program funds available to potential investors to purchase and rehabilitate owner-occupied housing for resale to lower income buyers

Goal: Encourage rental rehabilitation for lower income renters

Objective: Make lower income rental rehabilitation funding available to landlords

Strategy: Make housing program funds available to landlords to rehabilitate lower income rental housing

Strategy: Perform local market survey to determine median rents for use with government housing program funds

Objective: Encourage purchase and rehabilitation of lower income rental properties by landlords

Strategy: Establish a lower-income rental purchase & rehabilitation program for landlords

Strategy: Make housing program funds available to potential landlords to purchase and rehabilitate lower income rental housing

Other Housing Initiatives and Administrative Tools

The Village does not currently have a Community Development Authority (CDA), Housing Authority (HA), or Redevelopment Authority (RDA). Establishing such an entity would allow the Village greater ability to attract and distribute funding to housing projects. The scope and authority of these bodies is defined under Chapter 66 of the Wisconsin Statutes. Also, the Village has a Historic Preservation ordinance; however, the Village is not a Certified Local Government. Becoming a Certified Local Government would allow access to grant funding for historic housing rehabilitation and other historic housing projects.

Goal: Establish support entities to administer housing funding and assistance programs

Objective: Establish and fund an RDA, HA, or CDA

Strategy: Establish contact with the CDA in the City of Baraboo and/or the CDA in the City of Reedsburg to gain insights on successful development and redevelopment initiatives in those communities

Strategy: Create an RDA, HA, or CDA and pursue funding in order to support housing rehabilitation, development and redevelopment projects

Objective: Become a Certified Local Government (CLG)

Strategy: Establish contact with the Historic Preservation Commission in the Village of Sauk City to gain insights on successful historic preservation initiatives in this community

Strategy: Contact the State Historic Preservation Officer (SHPO) and pursue CLG certification

The Village has five base commercial zoning districts: Neighborhood Business (B-N), Central Business (B-C), Highway Business (B-H), Rural Business (B-R), and Office and Research (O-R). Two family residential development is listed as a permitted use in B-N and B-C Districts, but prohibited in all other commercial districts. Multifamily residential development of between three and eight units is listed as a permitted use in B-N and B-C Districts, but prohibited in all other commercial districts.

Goal: Provide greater zoning flexibility in order to allow for more multi-family and apartment development within existing zoning districts

Objective: Allow for attached multifamily and apartment development within certain commercial zoning districts

Strategy: Draft a list of properties in the B-C District adjacent to the Wisconsin River that could support multifamily structures larger than duplexes and amend the B-C District to allow for suitable multi-family development

Strategy: Study the B-N, B-H, B-R and O-R districts for the potential to allow for multifamily development as-of-right and amend the Zoning Code for the relevant districts as appropriate

Strategy: Consider amending the Zoning Code to create a mixed-use district that requires or incentivizes a mix of residential, commercial, office, recreational uses and other appropriate uses

Many of the identified housing needs and strategies could utilize State and Federal government assistance and funding. A number of government assistance and funding programs are directly available to homebuyers, renters, homeowners, developers, and landlords. However, other types of housing assistance and funding are only available to local governments and their partner organizations. In particular, the US Department of Housing and Urban Development (HUD) offers assistance through a number of programs which could be utilized by local governments. One source of HUD funding is the HUD HOME Investment Partnerships Program (HOME). This community on its own does not currently qualify as a jurisdiction which can receive an annual allocation of HOME funds from HUD. However, this jurisdiction can apply for HOME funds on a project by project basis and gain assistance for specific identified housing projects and programs. Another option would be to work with Sauk County and other jurisdictions in forming a HOME consortium. With the support of other potential partners, Sauk County and other consortium members could qualify for an annual allocation of HOME funds due to the greater combined need of all consortium members. In addition, Community Development Block Grant (CDBG) as well as other State and Federal assistance funds can be used to complement HUD HOME funds and provide a wide range of housing financial and technical assistance.

Goal: Encourage increased utilization of local, State, Federal and Non-Profit Housing assistance Programs

Objective: Access HUD HOME funding programs

Strategy: Apply directly to the Department of Administration for rehabilitation, homebuyer assistance, renter assistance and rental housing development funding for identified affordable housing projects

Strategy: Contact Sauk County to measure interest and gain cooperation in forming a HUD HOME Consortium

Objective: Access CDBG funding programs

Strategy: Evaluate potential to apply for additional CDBG funds to support identified housing project and housing assistance programs

Objective: Make use of current fiscal resources to maximize local funding for identified housing projects and housing assistance programs

Strategy: Evaluate the potential for additional impact fees to fund improvements needed to encourage additional housing construction

Strategy: Evaluate the current use of Tax Increment Financing to determine how TIF can be used to support identified housing projects

Objective: Identify and access other State, Federal and Non-Profit funding programs

Strategy: Identify designated Community Development Financial Institutions which operate in Sauk County and apply for any available funding for identified housing projects and housing assistance programs

Strategy: Identify and solicit investor interest in utilizing opportunity zones, tax credits and other available financial incentives to invest in identified housing projects

Strategy: Identify additional State, Federal, and Non-Profit entities and apply for any available funding for identified housing projects and housing assistance programs

Prairie du Sac should take the above goals, objectives and strategies and identify specific housing projects and initiatives which should be supported, encouraged and incentivized. Once specific housing projects are identified, the jurisdiction should ensure all assistance and incentives are identified which can support those projects. Such assistance and incentives could include any needed zoning amendments, land acquisition or assembly, infrastructure provision, grant or loan assistance funds, and the policies and procedures needed to work with housing developers and builders in promoting the construction identified housing projects. Once these steps are taken, developer and builder interest should be solicited through a Request for Qualifications or Request for Proposals process.

Goal: Provide process to encourage developer interest in targeted housing sites and projects

Objective: Proactively work with developers and investors to build identified housing projects on target properties

Strategy: Prepare site proposal packets for target sites, including any PSA and/or environmental assessment and/or remediation Report, and distribute to developers and other potential project partners

Prairie du Sac Housing Goals, Objectives and Strategies	Priority	Responsibility	Funding	Timeframe
Single- Family Housing				
Goal: Encourage more single-family owner-occupied infill construction				
<u>Objective: Increase supply of available land for single-family infill housing.</u>	1 2 3			
Strategy: Create purchase fund from local funding sources and/or other agency/entity sources		Village/ Housing Agencies	Staff Time	Ongoing
Strategy: Purchase smaller vacant/redevelopable lots suitable for infill development		Village	\$50,000* + \$75,000 initial year investment	Ongoing
Strategy: Purchase vacant/redevelopable properties, sell properties for profit and use proceeds to purchase additional/better properties suitable for infill development		Village	\$75,000	Ongoing
Strategy: Create a list of vacant land currently available land for development/purchase, work with realtors to market properties for infill development		Village	Staff Time	Ongoing
Strategy: Develop land donation or reduced price policy and procedures to allow for municipality to donate or discount municipally-owned property to potential builders for single-family infill development		Village	Staff Time	Ongoing
<u>Objective: Encourage developer/builder participation in local, state, federal and non-profit housing assistance and initiatives</u>	1 2 3			
Strategy: Develop & distribute local, state, federal and non-profit housing assistance programs list to developers/builders.		Village/ Housing Agencies/ Housing Partners	Staff Time	<2 yrs
Goal: Encourage single-family owner-occupied rehabilitation				
<u>Objective: Make home rehabilitation funding available to homeowners</u>	1 2 3			
Strategy: Establish a home improvement grant/revolving loan fund specifically for exterior owner-occupied housing improvements		Village/ CHDO/ Housing Partners	\$25,000* + \$75,000 initial year investment	Ongoing
Strategy: Establish a home improvement grant/revolving loan fund specifically for interior owner-occupied housing improvements		Village/ CHDO/ Housing Partners	\$25,000* + \$75,000 initial year investment	Ongoing
Strategy: Establish a weatherization grant/revolving loan program for owner-occupied homes		Village/ CHDO/ Housing Partners	\$25,000* + \$75,000 initial year investment	Ongoing
<u>Objective: Make home rehabilitation funding for code compliance available to homeowners</u>	1 2 3			
Strategy: Establish a code compliance grant/revolving loan fund for home owners		Village/ CHDO/ Housing Partners	\$25,000* + \$75,000 initial year investment	Ongoing
Goal: Encourage more homeownership				
<u>Objective: Encourage homeowner and renter participation in local, state, federal and non-profit housing assistance and initiatives</u>	1 2 3			
Strategy: Develop & distribute local, state, federal and non-profit housing assistance programs list to owners looking to sell their existing home and purchase another		Village	Staff Time	Ongoing
Strategy: Develop & distribute local, state, federal and non-profit housing assistance programs list to renters who may be looking to purchase		Village/ Housing Agencies/ Housing Partners	Staff Time	<2 yrs
<u>Objective: Encourage owner-occupied acquisition and rehabilitation by builders/investors for resale (flippers)</u>	1 2 3			
Strategy: Establish an owner-occupied purchase & rehabilitation incentive program for builders/investors		Village/ CHDO/ Housing Partners	\$40,000* + \$90,000 initial year investment	Ongoing

Prairie du Sac Housing Goals, Objectives and Strategies	Priority	Responsibility	Funding	Timeframe
Townhome/Duplex/Condo				
Goal: Encourage more duplex, triplex and other attached multi-family owner-occupied construction				
<u>Objective: Increase supply of available land for infill attached housing.</u>	1 2 3			
Strategy: Create purchase fund from local funding sources and/or other agency/entity sources		Village/ Housing Agencies	Staff Time	Ongoing
Strategy: Purchase smaller vacant/redevelopable lots suitable for attached infill housing		Village	\$50,000* + \$75,000 initial year investment	Ongoing
Strategy: Purchase vacant/redevelopable properties, sell properties for profit and use proceeds to purchase additional/better properties for attached infill housing		Village	\$75,000	Ongoing
Strategy: Create a list of vacant land current available for development/purchase. Work with realtors to market properties for attached infill housing		Village	Staff Time	Ongoing
Strategy: Develop land donation or reduced price policy and procedures to allow for municipality to donate or discount municipally-owned property to potential developers for attached housing development		Village	Staff Time	Ongoing
<u>Objective: Encourage developer/builder participation in local, state, federal and non-profit housing assistance and initiatives</u>	1 2 3			
Strategy: Develop & distribute local, state, federal and non-profit housing assistance programs list to developers/builders		Village/ Housing Agencies/ Housing Partners	Staff Time	<2 yrs
Apartments				
Goal: Encourage more apartment construction				
<u>Objective: Increase supply of available land for apartments.</u>	1 2 3			
Strategy: Create purchase fund from local funding sources and/or other agency/entity sources		Village/ Housing Agencies	Staff Time	Ongoing
Strategy: Purchase vacant/redevelopable properties, sell properties for profit and use proceeds to purchase additional/better properties for apartments		Village	\$75,000	Ongoing
Strategy: Develop land swap policy and procedures to allow for exchange of municipal property for property more suitable for apartment development		Village	Staff Time	Ongoing
Strategy: Develop land lease policy and procedures to allow for municipality to lease municipally-owned property to potential apartment developers		Village	Staff Time	Ongoing
Strategy: Develop land donation or reduced price policy and procedures to allow for municipality to donate or discount municipally-owned property to potential developers for apartment development		Village	Staff Time	Ongoing
<u>Objective: Encourage apartment construction through site preparation assistance</u>	1 2 3			
Strategy: Prepare a preliminary site analysis (PSA) for target apartment sites		Village	\$25,000*	Ongoing
Strategy: Create environmental assessment and/or remediation grant/loan fund, policies & regulations to assist developers with Penvironmental assessment and/or remediation costs associated with apartment construction		Village	\$40,000-80,000*	Ongoing
Strategy: Create demolition grant/loan fund, policies & regulations to assist developers with demolition associated with apartment construction		Village	\$40,000* + initial year investment	Ongoing

Prairie du Sac Housing Goals, Objectives and Strategies	Priority	Responsibility	Funding	Timeframe
Senior Living				
Goal: Encourage single-family owner-occupied rehabilitation for seniors				
<u>Objective: Provide housing rehabilitation assistance by/for senior homeowners.</u>	1 2 3			
Strategy: Establish a weatherization grant/revolving loan program for owner-occupied homes		Village/ CHDO/ Housing Partners	\$25,000* + \$75,000 initial year investment	Ongoing
Strategy: Establish an interior accessibility grant/revolving loan program for owner-occupied homes		Village/ CHDO/ Housing Partners	\$25,000* + \$75,000 initial year investment	Ongoing
Strategy: Establish an exterior accessibility grant/revolving loan program for owner-occupied homes		Village/ CHDO/ Housing Partners	\$25,000* + \$75,000 initial year investment	Ongoing
Strategy: Establish a code compliance grant/revolving loan fund for home owners		Village/ CHDO/ Housing Partners	\$25,000* + \$75,000 initial year investment	Ongoing
<u>Objective: Encourage senior homeowner participation in local, state, federal and non-profit housing assistance and initiatives</u>	1 2 3			
Strategy: Develop & distribute local, state, federal and non-profit housing assistance programs list to owners.		Village/ Housing Agencies/ Housing Partners	Staff Time	<2 yrs
Goal: Encourage more multi-family construction for seniors				
<u>Objective: Increase supply of available land for senior housing.</u>	1 2 3			
Strategy: Create purchase fund from local funding sources and/or other agency/entity sources		Village/ Housing Agencies	Staff Time	Ongoing
Strategy: Purchase larger vacant/redevelopable lots suitable for multi-family senior development		Village	\$60,000* + \$90,000 initial year investment	Ongoing
Strategy: Purchase vacant/redevelopable properties, sell properties for profit and use proceeds to purchase additional/better properties for senior housing		Village	\$75,000	Ongoing
Strategy: Develop land lease policy and procedures to allow for municipality to lease municipally-owned property to potential housing developers for senior housing		Village	Staff Time	Ongoing
Strategy: Develop land donation or reduced price policy and procedures to allow for municipality to donate or discount municipally-owned property to potential developers for senior housing development		Village	Staff Time	Ongoing
<u>Objective: Encourage developer/builder senior housing construction through site preparation assistance</u>	1 2 3			
Strategy: Prepare a preliminary site analysis (PSA) for target senior housing sites		Village	\$25,000*	Ongoing
Strategy: Create environmental assessment and/or remediation grant/loan fund, policies & regulations to assist developers with environmental assessment and/or remediation costs associated with senior housing construction		Village	\$40,000-80,000*	Ongoing
Strategy: Create demolition grant/loan fund, policies & regulations to assist developers with demolition associated with senior housing construction		Village	\$40,000* + initial year investment	Ongoing
<u>Objective: Encourage homeowner, renter, landlord and developer participation in local, state, federal and non-profit housing assistance and initiatives</u>	1 2 3			
Strategy: Develop & distribute local, state, federal and non-profit housing assistance programs to developers.		Village/ Housing Agencies/ Housing Partners	Staff Time	<2 yrs

Prairie du Sac Housing Goals, Objectives and Strategies	Priority	Responsibility	Funding	Timeframe
Affordable Housing				
Goal: Encourage more rental construction or supply for lower income renters				
<u>Objective: Encourage purchase or refinance of rental properties by landlords</u>	1 2 3			
Strategy: Make housing program funds available to landlords to purchase or refinance rental housing		Village/ Housing Agencies/ Housing Partners	\$40,000* + \$90,000 initial year investment	Ongoing
<u>Objective: Encourage construction of new affordable rental infill multi-family housing by developers</u>	1 2 3			
Strategy: Make housing program funds available to developers or landlords to build lower income rental housing		Village/ Housing Agencies	TBD	Ongoing
Goal: Encourage more homeownership for lower income buyers				
<u>Objective: Encourage purchase of owner-occupied single-family or multi-family homes by lower income buyers</u>	1 2 3			
Strategy: Establish an owner-occupied purchase assistance program for lower income homebuyers		Village/ Housing Agencies/ Housing Partners/CDHO	Staff Time	<2 yrs
Strategy: Make housing program funds available to lower income buyers to purchase owner-occupied housing		Village/ Housing Agencies/ Housing Partners/CDHO	\$40,000* + \$90,000 initial year investment	Ongoing
Strategy: Establish an owner-occupied purchase & rehabilitation program for lower income homebuyers		Village/ Housing Agencies/ Housing Partners/CDHO	Staff Time	<2 yrs
Strategy: Make housing program funds available to lower income homebuyers to purchase and rehabilitate owner-occupied housing		Village/ Housing Agencies/ Housing Partners/CDHO	\$40,000* + \$90,000 initial year investment	Ongoing
<u>Objective: Encourage more homeownership by utilizing housing program educational initiatives</u>	1 2 3			
Strategy: Establish homebuyer counseling program with housing program funds		Village/ Housing Agencies/ Housing Partners	Staff Time	<2 yrs
Strategy: Consolidate existing counseling programs		Village/ Housing Agencies/ Housing Partners	Staff Time	<2 yrs
Goal: Encourage owner-occupied rehabilitation for lower income residents				
<u>Objective: Make home rehabilitation funding available to lower income homeowners</u>	1 2 3			
Strategy: Make housing program funds available to homeowners to rehabilitate LMI owner-occupied housing		Village/ CHDO/ Housing Partners	\$25,000* + \$75,000 initial year investment	Ongoing
Strategy: Perform local market survey to determine median housing value for use with government available housing program funds		Village	\$20,000	<2 yrs

Prairie du Sac Housing Goals, Objectives and Strategies	Priority			Responsibility	Funding	Timeframe
<u>Objective: Encourage owner-occupied housing acquisition and rehabilitation by investors for resale to lower income buyers</u>	1	2	3			
<i>Strategy: Establish an owner-occupied purchase & rehabilitation program for investors for resale to lower income buyers</i>				Village/ Housing Agencies/ Housing Partners	Staff Time	<2 yrs
<i>Strategy: Make housing program funds available to potential investors to purchase and rehabilitate owner-occupied housing for resale to lower income buyers</i>				Village/ Housing Agencies/ Housing Partners	\$40,000* + \$90,000 initial year investment	Ongoing
Goal: Encourage rental rehabilitation for lower income renters						
<u>Objective: Make lower income rental rehabilitation funding available to landlords</u>	1	2	3			
<i>Strategy: Make housing program funds available to landlords to rehabilitate lower income rental housing</i>				Village/ CHDO/ Housing Partners	\$25,000* + \$75,000 initial year investment	Ongoing
<i>Strategy: Perform local market survey to determine median rents for use with government housing program funds</i>				Village	\$20,000	<2 yrs
<u>Objective: Encourage purchase and rehabilitation of lower income rental properties by landlords</u>	1	2	3			
<i>Strategy: Establish a lower-income rental purchase & rehabilitation program for landlords</i>				Village/ Housing Agencies/ Housing Partners/CDHO	Staff Time	<2 yrs
<i>Strategy: Make housing program funds available to potential landlords to purchase and rehabilitate lower income rental housing</i>				Village/ Housing Agencies/ Housing Partners/CDHO	\$40,000* + \$90,000 initial year investment	<2 yrs
Other Housing Initiatives and Administrative Tools						
Goal: Establish support entities to administer housing funding and assistance programs						
<u>Objective: Establish and fund an RDA, HA, or CDA</u>	1	2	3			
<i>Strategy: Establish contact with the CDA in the Village of Baraboo and/or the CDA in the Village of Reedsburg to gain insights on successful development and redevelopment initiatives in those communities</i>				Village/Baraboo/ Reedsburg	Staff Time	<2 yrs
<i>Strategy: Create an RDA, HA, or CDA and pursue funding in order to support housing rehabilitation, development and redevelopment projects</i>				Village/Housing Partners	\$20,000	Ongoing
<u>Objective: Become a Certified Local Government (CLG)</u>	1	2	3			
<i>Strategy: Establish contact with the Historic Preservation Commission in the Village of Sauk Village to gain insights on successful historic preservation initiatives in this community</i>				Village/State Agencies	Staff Time	<2 yrs
<i>Strategy: Contact the State Historic Preservation Officer (SHPO) and pursue CLG certification</i>				Village/State Agencies	Staff Time	3-5 yrs

Prairie du Sac Housing Goals, Objectives and Strategies	Priority	Responsibility	Funding	Timeframe
Goal: Provide greater zoning flexibility in order to allow for more multi-family and apartment development within existing zoning districts				
<u>Objective: Allow for attached multifamily and apartment development within certain commercial zoning districts</u>	1 2 3			
<i>Strategy: Draft a list of properties in the B-C District adjacent to the Wisconsin River that could support multifamily structures larger than duplexes and amend the B-C District to allow for suitable multi-family development</i>		Village	Staff Time	<2 yrs
<i>Strategy: Study the B-N, B-H, B-R and O-R districts for the potential to allow for multifamily development as-of-right and amend the Zoning Code for the relevant districts as appropriate</i>		Village	Staff Time	<2 yrs
<i>Strategy: Consider amending the Zoning Code to create a mixed-use district that requires or incentivizes a mix of residential, commercial, office, recreational uses and other appropriate uses</i>		Village	Staff Time	<2 yrs
Goal: Encourage increased utilization of local, State, Federal and Non-Profit Housing assistance Programs				
<u>Objective: Access HUD HOME funding programs</u>	1 2 3			
<i>Strategy: Apply directly to the Department of Administration for rehabilitation, homebuyer assistance, renter assistance and rental housing development funding for identified affordable housing projects</i>		Village/State Agencies	Staff Time	<2 yrs
<i>Strategy: Contact Sauk County to measure interest and gain cooperation in forming a HUD HOME Consortium</i>		Village/County	Staff Time	3-5 yrs
<u>Objective: Access CDBG funding programs</u>	1 2 3			
<i>Strategy: Evaluate potential to apply for additional CDBG funds to support identified housing project and housing assistance programs</i>		Village/State Agencies	TBD	<2 yrs
<u>Objective: Make use of current fiscal resources to maximize local funding for identified housing projects and housing assistance programs</u>	1 2 3			
<i>Strategy: Evaluate potential for additional impact fees to fund improvements needed to encourage additional housing construction</i>		Village	\$20,000	<2 yrs
<i>Strategy: Evaluate the current use of Tax Increment Financing to determine how TIF can be used to support identified housing projects</i>		Village	\$20,000	<2 yrs
<u>Objective: Identify and access other State, Federal and Non-Profit funding programs</u>	1 2 3			
<i>Strategy: Identify designated Community Development Financial Institutions which operate in Sauk County and apply for any available funding for identified housing projects and housing assistance programs</i>		Village/Housing Partners	Staff Time	<2 yrs
<i>Strategy: Identify and solicit investor interest in utilizing opportunity zones, tax credits and other available financial incentives to invest in identified housing projects</i>		Village/Housing Partners	Staff Time	<2 yrs
<i>Strategy: Identify additional State, Federal, and Non-Profit entities and apply for any available funding for identified housing projects and housing assistance programs</i>		Village/State Agencies	Staff Time	<2 yrs
Goal: Provide process to encourage developer interest in targeted housing sites and projects				
<u>Objective: Proactively work with developers and investors to build identified housing projects on target properties</u>	1 2 3			
<i>Strategy: Prepare site proposal packets for target sites, including any PSA and/or environmental assessment and/or remediation Report, and distribute to developers and other potential project partners</i>		Village	\$20,000	3-5 yrs



Chapter 5 - Reedsburg Needs Assessment & Strategies

Needs Assessment Summary

Introduction

This section presents a Needs Assessment derived for the community from a county-wide survey, stakeholder interviews and community demographic and housing data. The county-wide survey results can be found in Appendix B - County Survey Summary) and is a synthesis of the results from the electronic and mail responses to the survey. A summary of the survey can be found in the County Needs Assessment Summary. The Community Stakeholder meetings included input from multiple interviews that were held throughout the County and represent local opinions and observations from the various partnership communities. Stakeholders were interviewed from a variety of professions and areas of expertise within the community in order to gain a diverse collection of local input. Stakeholder comments specific to the community are included below. A summary of the stakeholder meetings can be found in the County Needs Assessment Summary.

The Needs Assessment is also derived from Appendix A - State of the Housing Report, which includes an assessment of current and past community efforts as well as a housing market analysis. Local, State and Federal agency data was collected for the community and summarized in the Appendix. Data was collected and analyzed for Population, Households, Economic Characteristics, Housing Stock, and Financial Characteristics for the community. Needs were then assessed from this data and presented as follows.

Stakeholder Meetings Summary

A total of 12 stakeholder meetings were offered throughout the County, with two meetings per community. Meetings were offered during the day and the evening to accommodate various schedules. There was better turnout in some communities than others. Stakeholders consisted representatives from financial institutions, realtors, landlords, city officials, property management professionals, builders, and developers. The following are highlights of the meeting specific to this community.

City of Reedsburg Highlights

- The property taxes are "higher" in Reedsburg. Additionally, the permits and additional development fees add \$5,000 to \$8,000 to the development costs.
- Second home buyers are likely to look at property taxes.
- Property taxes are perceived to be as high as communities in Madison (Sauk County rates average 1.8%, while Dane County rates average 2% for a \$250k home)
- There is a need for quadplexes.
- Recent years, it was normal to see 130 homes on the market. Only 30 homes are on the market right now and that is average for the past few months.
- WCCU credit union offers credit counseling for members.
- Only three (3) out of 13 loans are for those 30 years old or younger.

Stakeholder Meetings Summary

Reedsburg

Population

The median age in the City is lower than for the other partnership communities, 36, and has had a slower rate of growth in the median age since 2011 as well. In addition, rates of child dependency are high. This shows a younger population that is aging slowly and has a need to house younger families with younger children present.

Households

Household data shows a slight decline in a number of households since 2011, -1.5%, yet an increase in household size and a lower number of households having those 60 years and older present. The community also has low rates of those enrolled in K-12 and a high number of residents who moved within the County in 2016. This indicates an immediate need for housing options for larger families that have younger children not yet enrolled in school.

Economic Characteristics

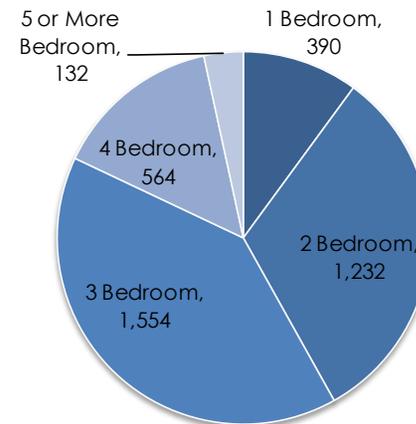
The City has a high percentage of its population below poverty, 12.9%, yet high median household income growth. This indicates that Reedsburg does have a need to provide housing for those in poverty, yet rising incomes could offset this issue to a certain extent in future years. Looking at other categories, Reedsburg has a lower median age, lower median age change, and a high child dependency score. This indicates a need for housing for younger households with young children present. Affordable housing and low-income subsidized housing should be an option for these younger families, particularly for those in poverty. Given Reedsburg's high percentage growth in the Financing and Insurance industries, 60.9% since 2011, as well as high growth in the Professional Service, Scientific, and Management industries as well, 74.3% since 2011, there is also a

substantial need for additional workforce housing which are affordable to new and existing workers in these and other industries.

Housing

Figure N-1 shows Reedsburg to have a fairly even distribution of unit-types by number of bedroom. Given the larger families, the need for three (3) bedrooms and four (4) bedrooms is likely to grow though.

Figure N-1 Bedrooms per single-family structure



Source: City of Reedsburg

Figure N-2 shows a significant number of single-family and duplex units have been built in the last three (3) years, although these numbers are slightly lower than pre-2008 levels. This indicates an opportunity for additional single-family and duplex construction, as there appears to be developer and buyer interest and the ability to absorb these units.

Figure N-2 Single-family and duplex construction

	Total Units	1 Bedroom	2 Bedroom	3 Bedroom	4 Bedroom	5 or More Bedroom	Total Assessed Value
2018	28	N/A	N/A	N/A	N/A	N/A	N/A
2017	28	N/A	N/A	N/A	N/A	N/A	N/A
2016	18	N/A	N/A	N/A	N/A	N/A	N/A
2015	7	N/A	N/A	N/A	N/A	N/A	N/A
2014	1	N/A	N/A	N/A	N/A	N/A	N/A
2013	10	N/A	N/A	N/A	N/A	N/A	N/A
2012	7	N/A	N/A	N/A	N/A	N/A	N/A
2011	15	N/A	N/A	N/A	N/A	N/A	N/A
2010	14	N/A	N/A	N/A	N/A	N/A	N/A
2008	36	N/A	N/A	N/A	N/A	N/A	N/A
2007	32	N/A	N/A	N/A	N/A	N/A	N/A
2006	54	N/A	N/A	N/A	N/A	N/A	N/A
2005	44	N/A	N/A	N/A	N/A	N/A	N/A

Source: City of Reedsburg

Figure N-3 shows a number of years since 2011 where no new rental units were constructed. However, 2017 saw 72 new units and 2018 saw 40 recently built or permitted additional units, including the Viking Drive Estates apartment complex. This also shows opportunity for continued construction, with the market currently able to supply multi-family units and there being enough demand for those units at current pricing.

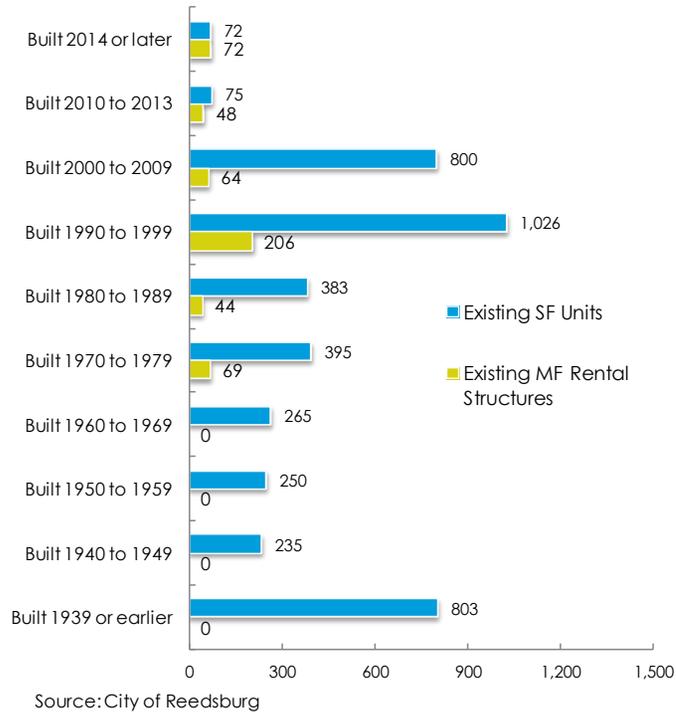
Figure N-3 Multi-family rental construction

	Total Units	1-2 Unit Structures	2-5 Unit Structures	5-10 Unit Structures	10-50 Units Structures	50+ Unit Structures	Total Assessed Value
2018	40	1	0	1	1	0	N/A
2017	72	N/A	N/A	N/A	N/A	N/A	\$4,800,000
2016	0	0	0	0	0	0	\$0
2015	0	0	0	0	0	0	\$0
2014	0	0	0	0	0	0	\$0
2013	0	0	0	0	0	0	\$0
2012	0	0	0	0	0	0	\$0
2011	48	N/A	N/A	N/A	N/A	N/A	\$4,400,000
2010	0	0	0	0	0	0	\$0
2008	0	0	0	0	0	0	\$0
2007	0	0	0	0	0	0	\$0
2006	0	0	0	0	0	0	\$0
2005	0	0	0	0	0	0	\$0

Source: City of Reedsburg

Figure N-4 shows Reedsburg's housing stock is either substantially new or very old. A considerable number of structures were built before 1940 and a substantial number were built between 1990 and 2009. This shows some need for rehabilitation of pre-war structures.

Figure N-4 Year structure built



The City has high growth in renter-occupied housing and a decline in owner-occupied housing in recent years. This could be caused by a number of factors, including more young families not being able to afford to buy a home, fewer affordable homes being built, owner-occupied homes being converted to rental units and more rental than owner units being built. Looking at Financial Characteristics data, Reedsburg has lower median home values, when compared to the other partnership communities, and a lower percentage of homeowners paying more than 30% of their income on housing costs. However, Reedsburg also has lower median household incomes for renter households and a higher percentage of renters paying more than 30% of their income on rent. Therefore, Reedsburg has a need to provide affordable and subsidized rental housing so residents can pay less of their income on rent and be able to save and eventually buy a home.

Financial Characteristics

Data from Appendix A shows low median annual household income for renters, at \$22,994, as compared to \$31,974 for the County . In addition, the percentage of renters paying greater than 30% of their income on rent are higher than all other partnership communities at 49.2%. This indicates that renters are in need of affordable rental housing options, including low-income and subsidized apartments.

Reedsburg Housing Needs Summary

- The median age in the City is low and rates of child dependency are high, indicating a need to house a younger population that is aging slowly and who are comprised of younger families with younger children present.
- An increase in household size, a lower number of households having those 60 years and older present and low rates of those enrolled in K-12 further indicates an immediate need for housing options for larger families that have younger children not yet enrolled in school.
- The City has a high percentage of its population with incomes below the poverty level, indicating a need for housing for very-low and low-income subsidized residents, including younger families with children.
- Rental housing market is growing while the owner-housing market is falling. This, along with lower housing prices, as compared to the other partnership communities, and lower median incomes indicates a need for very-low to low-income owner-occupied housing to offset the need for rentals. Very-low and low-income owner-occupied units would have to heavily subsidized and potential buyers would need substantial assistance as well.
- High growth in Finance and Professional industries indicates a need for affordable workforce housing as well.

Goals, Objectives & Strategies

This section presents goals, objectives and strategies necessary for the community to implement in order to ensure housing needs are met. These strategy items are derived in response to the needs detailed in the previous Needs Assessment section. The goals, objectives and strategies for the community include the projected number of housing units needed, which are based on population projections by age group for the next five (5), ten (10), and fifteen (15) years. The age groups are defined by generation, which influence the type of projected number of housing units needed due to the different generational preferences and characteristics regarding housing. A description of generational characteristics can be found in the County Goals, Objectives and Strategies chapter. A number of assumptions about these preferences have been included and are derived from a variety of sources, as noted in Appendix A.

The strategy items are organized by categories, which include housing type, senior housing, and affordable housing as well as neighborhood, community and other initiatives. These strategy items are also presented along with the needs they address and are summarized in an implementation matrix as well.

Reedsburg

Projections

The following are a summary of projections for the number of new residents and households expected through 2033, as well as the minimum number of housing units that will be demanded by these new residents. The full projections can be found in Appendix A – State of the Housing. The full projections show population growth and

housing preferences by generation at five (5) year increments through 2033. The housing projections should be considered the minimum number of units which need to be built for new residents and to maintain current market vacancy rates for owner-occupied units, at 2.2%, and renter-occupied units, which range from 2.4% to 5.8%. Additional housing units will be needed to increase vacancy rates, particularly for owner-occupied units, and also accommodate those looking with special needs, such as those related to affordability and senior housing. However, the housing projections do account for those aging from one generation to another and having different preferences. The previous needs assessment as well as the goals, objectives and strategies listed below provide recommendations for building the projected housing that is needed as well as additional units to accommodate encourage higher vacancy rates. The goals, objectives and strategies also account for the special needs and particular local circumstances.

Figure S1 shows the local population to increase by 271 persons by 2023, by 288 more persons by 2028 and by 264 more persons by 2033. By 2023, Reedsburg will have housing demand for 115 additional households who will need, at a minimum, 37 apartments, 24 attached multi-family units and 54 single family homes. By 2028, Reedsburg will have housing demand for 114 additional households who will need 32 apartments, 26 attached multi-family units and 55 single family homes. By 2033, the City will have housing demand for 104 additional households who will need 28 apartments, 27 attached multi-family units, and 50 additional single family homes.

Figure S1 Projections

	2023	2028	2033
Additional Persons	271	288	264
Additional Households	115	114	104
Additional Apartments	37	32	28
Additional Condos/Townhomes/Duplexes	24	26	27
Additional SF Homes	54	55	50

* Source: Vierbicher

The Department of Administration provides population projections for the years 2020, 2025, and 2030. Utilizing annual population growth between these years, additional population projections can be estimated to total an additional 850 persons by 2023, an additional 818 persons between 2023 to 2028, and an additional 702 persons between 2028 and 2033. These can be considered a high estimate of future population growth. As population projects by age are not available from the DOA, estimated housing demand cannot be projected using this data.

Land Analysis

Figure S2 shows the number of vacant acres and vacant square feet by zoning district. This figure also summarizes the minimum lot size required for single-family and multi-family development in each district. The vacant square feet is then divided by the minimum lot size to generate an estimate of the number of units which could potentially be built on the vacant land in each zoning district.

The summary table does not take into account the size of each parcel, environmental constraints, or availability. The potential units which could be built is, however, multiplied by 75% to account for roads and other infrastructure which would generally be required as a set-aside for multiple-lot subdivisions. The total potential units represent an absolute maximum number of units which could be built; however, this serves as a general guide to the capacity of the community to construct new housing. The practical number of units which could be constructed is most likely considerably lower, due to site constraints, lack of property on the market, and other factors. The following goals, objectives and strategies do, however, account for the size and distribution of the vacant lots and provide recommendations.

Figure S2 shows Reedsburg has three (3) residential zoning districts, one (1) of which allows for multi-family development. The maximum number of single-family units which could be built on vacant property is 1,038 units, if all property was available. The maximum number of multi-family units which could be constructed is 913 units. There is an overlap of single-family and multi-family potential within the R-3 district, so both maximums would not be able to be built, as a choice would have to be made to build on or the other, or a mix of both, in the R-3 district.

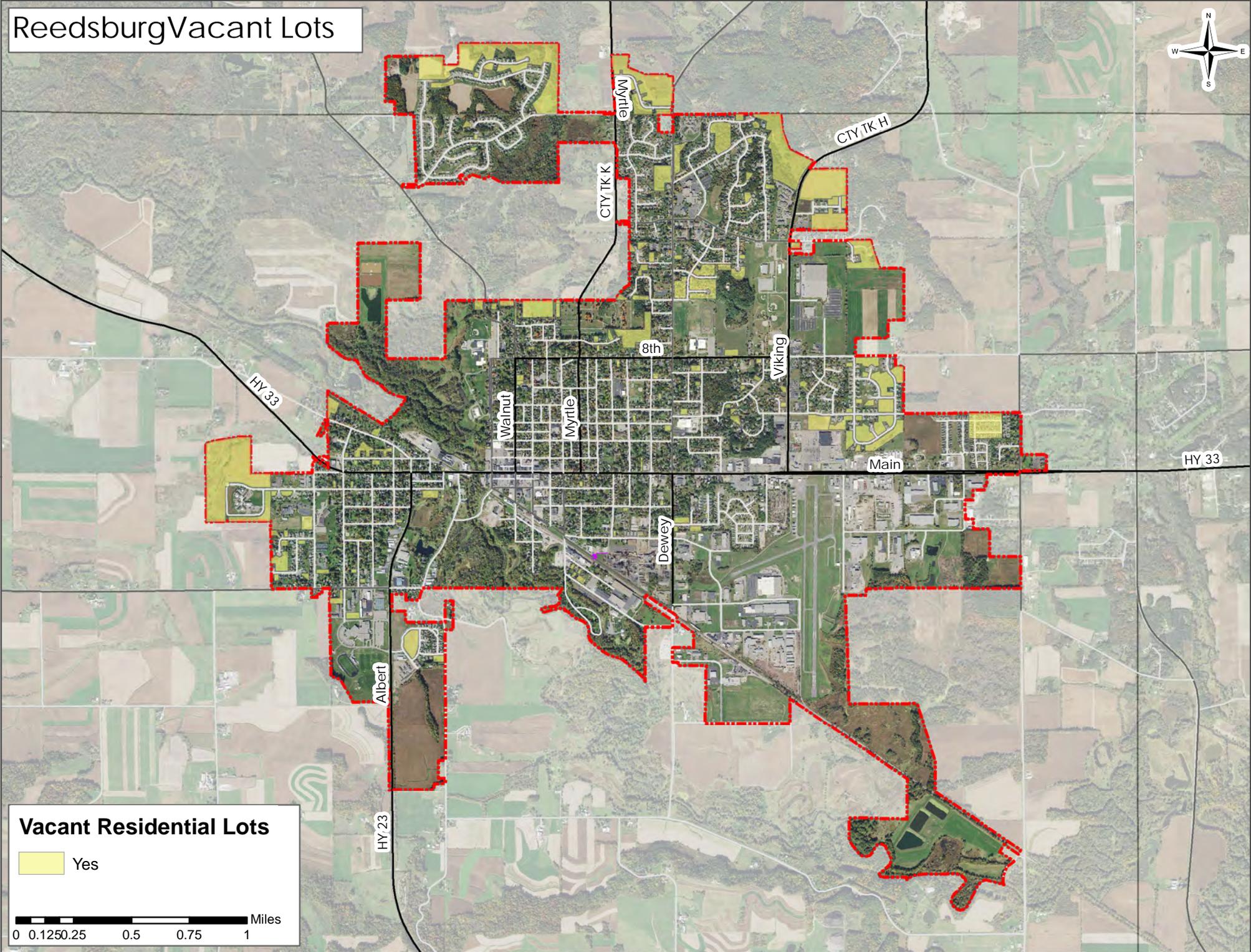
Figure S2 Land Analysis

Zoning	Acres	Sq. Ft.	Minimum SF Lot Area per Unit	Potential SF Units	Minimum MF Lot Area per Unit	Potential MF Units
R-1	11.83	515,097	6,000	86		
R-2	244.33	10,643,058	9,600	1,109		
R-3	41.90	1,825,242	9,600	190	1,500	1,217
Total Acres		298.06				
Total Potential SF						
Units * 75%					1,038	
Total Potential MF						
Units * 75%						913

* Source: Local GIS & Zoning Data

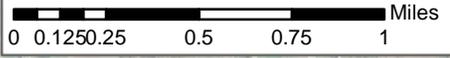
The Reedsburg Vacant Lots map shows a number of vacant residentially-zoned lots located within newer existing subdivisions. There are also a few vacant lots within the older residential districts. A couple of larger vacant lots can be found with potential for larger residential development; however, many of the larger vacant lots are not zoned residential and would have to be rezoned in order to provide available land for housing development. Larger tracts suitable for residential subdivision or mixed-type housing communities are zoned agricultural and would be ideal candidates for larger housing projects. In order to satisfy the demand for single-family homes in 2023 and 2023, 109 units, existing vacant lots in already platted subdivisions could be built upon without rezoning or subdividing. There are currently 135 existing single-family lots which could satisfy this demand. Infill lots or additional subdivisions would be required to satisfy the remaining of the 2033 single-family demand.

Reedsburg Vacant Lots



Vacant Residential Lots

 Yes



Single- Family Housing

Reedsburg has a need for both workforce and low-income single-family housing. Since 2011, there has been an increase in household size, mostly comprised of families with younger children. There is available land for residential subdivisions, although any a number of single-family residential subdivisions are already platted and have a supply of ready-to-build lots. Builders should be given City assistance and incentives to build infill housing in existing subdivisions and on existing lots within the older districts. Infill housing in older districts should be allowed to include zero-lot line and other smaller profile housing types. Amending existing zoning districts to eliminate setbacks on one side of residential lots would help to encourage zero-lot line construction.

Goal: Encourage more single-family owner-occupied infill construction

Objective: Increase supply of available land for single-family infill housing

Strategy: Create purchase fund from local funding sources and/or other agency/entity sources

Strategy: Purchase smaller vacant/redevelopable lots suitable for infill development

Strategy: Acquire lots which have become vacant due to a raze or repair program

Strategy: Purchase vacant/redevelopable properties, sell properties for profit and use proceeds to purchase additional/better properties suitable for infill development

Strategy: Create a list of vacant land currently available land for development/purchase, work with realtors to market properties for infill development

Strategy: Develop land donation or reduced price policy and procedures to allow for municipality to donate or discount municipally-owned property to potential builders for single-family infill development

Objective: Encourage developer/builder participation in local, state, federal and non-profit housing assistance and initiatives

Strategy: Develop & distribute local, state, federal and non-profit housing assistance programs list to developers/builders.

Regarding existing housing, Reedsburg has a mixture of houses built before 1940 as well as a significant number of homes built since 2000. So, there is some need for single-family rehabilitation. City assistance and incentives should be considered for assistance to homeowners for both rehabilitation of their current home as well as for new purchases needing rehabilitation. In addition, any rehabilitation program should also focus on duplex to single-family rehabilitation, especially for duplexes which are in poor shape and which a higher-priced single-family home could justify the conversion work.

Goal: Encourage single-family owner-occupied rehabilitation

Objective: Make home rehabilitation funding available to homeowners

Strategy: Establish a home improvement grant/revolving loan fund specifically for exterior owner-occupied housing improvements

Strategy: Establish a home improvement grant/revolving loan fund specifically for interior owner-occupied housing improvements

Strategy: Establish a weatherization grant/revolving loan program for owner-occupied homes

Objective: Make home rehabilitation funding for code compliance available to homeowners

Strategy: Establish a code compliance grant/revolving loan fund for home owners

Objective: Establish code enforcement policies and procedures to encourage housing construction and/or rehabilitation

Strategy: Develop raze or repair policies and procedures to require dilapidated properties to be repaired or demolished if repair not feasible

Strategy: Create policy and procedures which coordinate municipal code enforcement with County health department

Finally, there is also a need for financial assistance for potential workforce homebuyers who may need help with downpayments or purchase of a home which may need repairs. There is also an opportunity to encourage investors to rehabilitate and resell housing in poor condition.

Goal: Encourage more homeownership

Objective: Encourage homeowner and renter participation in local, state, federal and non-profit housing assistance and initiatives

Strategy: Develop & distribute local assistance programs list to owners looking to sell their existing home and purchase another

Strategy: Develop & distribute local, state, federal and non-profit housing assistance programs list to renters who may be looking to purchase

Objective: Encourage owner-occupied acquisition and rehabilitation by builders/investors for resale (flippers)

Strategy: Establish an owner-occupied purchase & rehabilitation incentive program for builders/investors

Townhome/Duplex/Condo

Reedsburg has a need for duplexes, triplexes, townhomes and other attached housing in order to provide affordable housing options for potential buyers and to provide for additional rental opportunities should those properties eventually be rented-out. There is opportunity for multi-family attached developments on larger vacant lots as a stand-alone multi-family complex or as part of a mixed-income or mixed-housing type development. Reedsburg will need to offer incentives or programs to assist with land development and encourage affordable multifamily units for the workforce and for lower income families are built. Priority should be given to three (3) bedroom units to house larger families. There is also opportunity for infill multi-family houses, especially duplexes, on smaller vacant lots. The City should assist with infill development, but focus on regulatory and other incentives, as opposed to financial assistance.

Goal: Encourage more owner-occupied attached housing construction

Objective: Encourage developer-driven attached housing construction through site preparation assistance

Strategy: Prepare a preliminary site analysis (PSA) for attached housing sites

Strategy: Create environmental assessment and/or remediation grant/loan fund, policies & regulations to assist developers with environmental assessment and/or remediation costs associated with attached housing construction

Objective: Provide off-site and on-site improvements or create grant/loan program to encourage developer-driven attached housing construction

Strategy: Develop policy & procedure for extending water, sewer & other utility mains to and/or throughout eligible development properties lacking adequate infrastructure

Strategy: Develop policy & procedure for providing transportation improvements to arterials roads leading to and/or throughout eligible development properties without adequate access

Strategy: Develop policy & procedure for installing water, sewer & other utility lateral lines throughout eligible development properties

Strategy: Develop policy & procedure for grant/loan program to extend water, sewer & other utility mains to and/or throughout eligible development properties lacking adequate infrastructure

Strategy: Develop policy & procedure for grant/loan program for transportation improvements to arterials roads leading to and/or throughout eligible development properties without adequate access

Strategy: Develop policy & procedure for grant/loan program for installing water, sewer & other utility lateral lines throughout eligible development properties

Strategy: Develop policy & procedure for grant/loan program for installing sidewalks and/or curb and gutter improvements through eligible development properties

Goal: Encourage more duplex, triplex and other attached multi-family infill construction

Objective: Increase supply of available land for infill attached housing

Strategy: Create purchase fund from local funding sources and/or other agency/entity sources

Strategy: Purchase smaller vacant/redevelopable lots suitable for attached infill housing

Strategy: Purchase vacant/redevelopable properties, sell properties for profit and use proceeds to purchase additional/better properties for attached infill housing

Strategy: Create a list of vacant land current available for development/purchase. Work with realtors to market properties for attached infill housing

Strategy: Develop land donation or reduced price policy and procedures to allow for municipality to donate or discount municipally-owned property to potential developers for attached housing development

Objective: Encourage multi-family attached housing construction through site preparation assistance

Strategy: Prepare a preliminary site analysis (PSA) for target attached housing sites

Strategy: Create environmental assessment and/or remediation grant/loan fund, policies & regulations to assist developers with environmental assessment and/or remediation costs associated with attached housing construction

Objective: Encourage builder participation in local, state, federal and non-profit housing assistance and initiatives

Strategy: Develop & distribute local, state, federal and non-profit housing assistance programs list to builders

Goal: Encourage multi-family attached housing rehabilitation

Objective: Make home rehabilitation funding available to homeowners and/or landlords

Strategy: Establish a home improvement grant/revolving loan fund specifically for exterior attached housing improvements

Strategy: Establish a home improvement grant/revolving loan fund specifically for interior attached housing improvements

Strategy: Establish a weatherization grant/revolving loan program for attached homes

Objective: Make home rehabilitation funding for code compliance available to attached housing owners/landlords

Strategy: Establish a code compliance grant/revolving loan fund for attached housing owners/landlords

Objective: Establish code enforcement policies and procedures to encourage housing construction and/or rehabilitation

Strategy: Develop raze or repair policies and procedures to require dilapidated properties to be repaired or demolished if repair not feasible

Strategy: Create policy and procedures which coordinate municipal code enforcement with County health department

Apartments

Reedsburg has a need for more apartments to house larger families with younger children. This need includes apartments affordable to lower income families, including land assembly and site preparation assistance. City assistance will be needed to encourage development of affordable apartments. Emphasis and assistance should be placed on three (3) bedroom apartments and could be included as part of a mixed-income or mixed-type development.

Goal: Encourage more apartment construction

Objective: Increase supply of available land for apartments

Strategy: Create purchase fund from local funding sources and/or other agency/entity sources

Strategy: Purchase larger vacant/redevelopable lots suitable for apartment development as part of a land purchase program

Strategy: Purchase vacant/redevelopable properties, sell properties for profit and use proceeds to purchase additional/better properties for apartments as part of a land banking program

Strategy: Develop land lease policy and procedures to allow for municipality to lease municipally-owned property to potential apartment developers

Strategy: Develop land donation or reduced price policy and procedures to allow for municipality to donate or discount municipally-owned property to potential developers for apartment development

Objective: Encourage apartment construction through site preparation assistance

Strategy: Prepare a preliminary site analysis (PSA) for target apartment sites

Strategy: Create environmental assessment and/or remediation grant/loan fund, policies & regulations to assist developers with environmental assessment and/or remediation costs associated with apartment construction

Objective: Encourage developer participation in local, state, federal and non-profit housing assistance and initiatives

Strategy: Develop & distribute local, state, federal and non-profit housing assistance programs to developers

Senior Living

There is some need for senior housing, which should include construction of smaller senior housing types as well as rehabilitation of

existing senior family homes to ensure they can remain in their current residence. Senior rental housing should also be developed as part of a larger mixed-income or mixed-housing type development or as part of individual stand-alone senior living rental housing.

Goal: Encourage more multi-family construction for seniors

Objective: Increase supply of available land for senior housing

Strategy: Create purchase fund from local funding sources and/or other agency/entity sources

Strategy: Purchase larger vacant/redevelopable lots suitable for multi-family senior development

Strategy: Purchase vacant/redevelopable properties, sell properties for profit and use proceeds to purchase additional/better properties for senior housing

Strategy: Develop land lease policy and procedures to allow for municipality to lease municipally-owned property to potential housing developers for senior housing

Strategy: Develop land donation or reduced price policy and procedures to allow for municipality to donate or discount municipally-owned property to potential developers for senior housing development

Objective: Encourage developer/builder senior housing construction through site preparation assistance

Strategy: Prepare a preliminary site analysis (PSA) for target senior housing sites

Strategy: Create environmental assessment and/or remediation grant/loan fund, policies & regulations to assist developers with environmental assessment and/or remediation costs associated with senior housing construction

Strategy: Create demolition grant/loan fund, policies & regulations to assist developers with demolition associated with senior housing construction

Objective: Encourage homeowner, renter, landlord and developer participation in local, state, federal and non-profit housing assistance and initiatives

Strategy: Develop & distribute local, state, federal and non-profit housing assistance programs to developers.

Goal: Encourage single-family owner-occupied rehabilitation for seniors

Objective: Provide housing rehabilitation assistance by/for senior homeowners

Strategy: Establish a weatherization grant/revolving loan program for owner-occupied homes

Strategy: Establish an interior accessibility grant/revolving loan program for owner-occupied homes

Strategy: Establish an exterior accessibility grant/revolving loan program for owner-occupied homes

Strategy: Establish a code compliance grant/revolving loan fund for home owners

Objective: Encourage senior homeowner participation in local, state, federal and non-profit housing assistance and initiatives

Strategy: Develop & distribute local, state, federal and non-profit housing assistance programs list to senior owners.

Affordable Housing

Reedsburg has considerable need to house lower income residents, especially families with children. The City will need to provide considerable assistance to buyers, renters, landlords, builders and developers to ensure lower income housing is built and existing housing in rehabilitated by and for lower income residents. The City will need to fully utilize State and Federal programs as well. Finally, any new larger development, including residential subdivisions, multi-family developments, apartment complexes, and mixed housing-type developments should include affordable housing a component of the project.

Goal: Encourage more affordable single-family and multi-family owner-occupied construction

Objective: Encourage construction of new owner-occupied single-family homes by developers for lower income buyers

Strategy: Make housing program funds available to developers to build lower income or mixed-income owner-occupied single-family housing

Strategy: Make housing program funds available to developers to build lower income or mixed-income owner-occupied multi-family housing

Goal: Encourage more rental construction or supply for lower income renters

Objective: Encourage purchase or refinance of rental properties by landlords

Strategy: Make housing program funds available to landlords to purchase or refinance rental housing

Objective: Encourage construction of new affordable rental multi-family developments by developers

Strategy: Make housing program funds available to developers or landlords to build lower income rental housing

Objective: Encourage construction of new affordable rental infill multi-family housing by builders

Strategy: Make housing program funds available to developers or landlords to build lower income rental infill housing

Goal: Encourage more homeownership for lower income buyers

Objective: Encourage purchase of owner-occupied single-family or multi-family homes by lower income buyers

Strategy: Establish an owner-occupied purchase assistance program for lower income homebuyers

Strategy: Make housing program funds available to lower income buyers to purchase owner-occupied housing

Strategy: Establish an owner-occupied purchase & rehabilitation program for lower income homebuyers

Strategy: Make housing program funds available to lower income homebuyers to purchase and rehabilitate owner-occupied housing

Objective: Encourage more homeownership by utilizing housing program educational initiatives

Strategy: Establish homebuyer counseling program with available housing program funds

Strategy: Consolidate existing counseling programs

Goal: Encourage owner-occupied rehabilitation for lower income residents

Objective: Make home rehabilitation funding available to lower income homeowners

Strategy: Make housing program funds available to homeowners to rehabilitate LMI owner-occupied housing

Strategy: Perform local market survey to determine median housing value for use with government available housing program funds

Objective: Encourage owner-occupied housing acquisition and rehabilitation by investors for resale to lower income buyers

Strategy: Establish an owner-occupied purchase & rehabilitation program for investors for resale to lower income buyers

Strategy: Make housing program funds available to potential investors to purchase and rehabilitate

owner-occupied housing for resale to lower income buyers

Goal: Encourage rental rehabilitation for lower income renters

Objective: Make lower income rental rehabilitation funding available to landlords

Strategy: Make housing program funds available to landlords to rehabilitate lower income rental housing

Strategy: Perform local market survey to determine median rents for use with government housing program funds

Objective: Encourage purchase and rehabilitation of lower income rental properties by landlords

Strategy: Establish a lower-income rental purchase & rehabilitation program for landlords

Strategy: Make housing program funds available to potential landlords to purchase and rehabilitate lower income rental housing

Other Housing Initiatives and Administrative Tools

The City operates a Community Development Authority (CDA). Wisconsin Statutes §66.1335(1) state the purpose of a CDA is to carry out blight elimination, slum clearance, urban renewal programs and projects, and housing projects. The Statute also authorizes the CDA to act as the agent for the City in planning and carrying out community development programs and activities approved by the mayor and Common Council. The City should expand the functions of this body and utilize it to diagnose, oversee, and administer solutions to housing issues in the City.

Goal: Expand CDA program creation and administration

Objective: Take advantage of CDA resources to fund housing needs identified in this Plan

Strategy: Create a new construction lease-to-own program for low income residents using CDA funds

Strategy: Create a partnership between the CDA and a community development financial institution to revitalize neighborhoods by purchasing and rehabilitating foreclosed properties in order to provide affordable housing for low income families

The City also has a Historic Preservation Commission tasked with identifying, evaluating, educating, and advocating preservation of properties and cultural resources within the City. The Commission serves as a resource for homeowners to determine the historical significance of their property and to maintain the historical character through rehabilitation and renovation efforts. While the Commission cannot lawfully restrict renovations or maintenance to privately owned sites or structures, it is a valuable resource for citizens who wish to preserve the charm and history of their property.

Goal: Encourage the Historic Preservation Commission to help with expansion of multifamily housing stock and rehabilitation of old structures

Objective: Encourage the Historic Preservation Commission to identify non-residential historic structures that could be repurposed for residential use

Strategy: Consider forming a land bank that purchases buildings of historic significance in order to renovate and sell to residential developers

Strategy: Consider working methods of working with property owners to rehabilitate historic structures before they become uninhabitable

Strategy: Consider an inventory list of non-residential properties that could potentially support infill residential development

Even though the City has a Historic Preservation Commission, the City's application to become a Certified Local Government was not approved. Becoming a Certified Local Government would allow access to grant funding for historic housing rehabilitation and other historic housing projects.

Goal: Establish support entities to administer housing funding and assistance programs

Objective: Re-apply to become a Certified Local Government (CLG)

Strategy: Establish contact with the Historic Preservation Commission in the Village of Sauk City to gain insights on successful historic preservation initiatives in this community

Strategy: Work with the State Historic Preservation Office to fill in any gaps to the City's application that prevented approval the first time the City applied

The City of Reedsburg has three base commercial zoning districts: Central Business (B1), General Business (B2), and Local Business (B3). The City allows one and two-family dwellings as permitted uses in B3 Districts, but does not allow two-family dwellings in B1 or B2 Districts. Multifamily dwellings are listed as conditional uses in B1 and B3

Districts. In addition, the City has smaller infill housing lots which may benefit from limited setback standards to allow for zero-lot line homes.

Goal: Create more flexibility within the Zoning Code for smaller single-family housing types or multi-family residential development

Objective: Allow for smaller single-family home types, such as zero-lot-line homes, on smaller residential lots

Strategy: Amend the zoning code to eliminate one of the side setbacks and allow for zero-lot line homes to be built on narrow lots in certain zoning districts

Objective: Allow for attached multifamily and apartment development within certain commercial zoning districts

Strategy: Streamline the review process for conditional use permits for multifamily developments in applicable commercial Districts

Strategy: Study commercial districts for the potential to allow as-of-right for multifamily development and amend the Zoning Code for the relevant districts as appropriate

Strategy: Consider amending the Zoning Code to create a mixed-use district that requires or incentivizes a mix of residential, commercial, office, recreational uses and other appropriate uses

Many of the identified housing needs and strategies could utilize State and Federal government assistance and funding. A number of government assistance and funding programs are directly available to homebuyers, renters, homeowners, developers, and landlords. However, other types of housing assistance and funding are only available to local governments and their partner organizations. In

particular, the US Department of Housing and Urban Development (HUD) offers assistance through a number of programs which could be utilized by local governments. One source of HUD funding is the HUD HOME Investment Partnerships Program (HOME). This community on its own does not currently qualify as a jurisdiction which can receive an annual allocation of HOME funds from HUD. However, this jurisdiction can apply for HOME funds on a project by project basis and gain assistance for specific identified housing projects and programs. Another option would be to work with Sauk County and other jurisdictions in forming a HOME consortium. With the support of other potential partners, Sauk County and other consortium members could qualify for an annual allocation of HOME funds due to the greater combined need of all consortium members. In addition, Community Development Block Grant (CDBG) as well as other State and Federal assistance funds can be used to complement HUD HOME funds and provide a wide range of housing financial and technical assistance.

Goal: Encourage increased utilization of local, State, Federal and Non-Profit Housing assistance Programs

Objective: Partner with local economic development organizations to support housing construction projects

Strategy: Work with the Reedsburg Industrial & Commercial Development Commission (RICDC) to promote workforce housing

Objective: Access HUD HOME funding programs

Strategy: Apply directly to the Department of Administration for rehabilitation, homebuyer assistance, renter assistance and rental housing development funding for identified affordable housing projects

Strategy: Contact Sauk County to measure interest and gain cooperation in forming a HUD HOME Consortium

Objective: Access CDBG funding programs

Strategy: Evaluate potential to apply for additional CDBG funds to support identified housing project and housing assistance programs

Objective: Make use of current fiscal resources to maximize local funding for identified housing projects and housing assistance programs

Strategy: Evaluate the effect of current impact fees and the potential for additional impact fees to fund improvements needed to encourage additional housing construction

Strategy: Evaluate the of current use of Tax Increment Financing to determine how TIF can be used to support identified housing projects

Strategy: Utilize existing Tax Increment Districts, such as TID #9, to promote workforce housing

Strategy: Utilize the affordable housing TIF extension program to create affordable housing and improve the condition of the housing stock

Objective: Identify and access other State, Federal and Non-Profit funding programs

Strategy: Identify designated Community Development Financial Institutions which operate in Sauk County and apply for any available funding for

identified housing projects and housing assistance programs

Strategy: Identify and solicit investor interest in utilizing opportunity zones, tax credits and other available financial incentives to invest in identified housing projects

Strategy: Identify additional State, Federal, and Non-Profit entities and apply for any available funding for identified housing projects and housing assistance programs

Goal: Address flooding issues through flood mitigation strategies

Objective: Pursue flood mitigation efforts to assist with flood damaged properties

Strategy: Identify flood damaged properties

Strategy: Pursue State and Federal emergency assistance funding for flood mitigation

Strategy: Purchase identified flood damaged properties, demolish damaged housing, add vacated land to open space inventory

Strategy: Construct flood mitigation improvements to protect properties from future flooding

Strategy: Assist developers and homeowners in accessing flood mitigation funds to build replacement housing for demolished homes

Strategy: Assist developers and homeowners in accessing flood mitigation funds to flood-proof housing at risk of flooding

Reedsburg should take the above goals, objectives and strategies and identify specific housing projects and initiatives which should be supported, encouraged and incentivized. Once specific housing projects are identified, the jurisdiction should ensure all assistance and incentives are identified which can support those projects. Such assistance and incentives could include any needed zoning amendments, land acquisition or assembly, infrastructure provision, grant or loan assistance funds, and the policies and procedures needed to work with housing developers and builders in promoting the construction identified housing projects. Once these steps are taken, developer and builder interest should be solicited through a Request for Qualifications or Request for Proposals process.

Goal: Provide process to encourage developer interest in targeted housing sites and projects

Objective: Proactively work with developers and investors to build identified housing projects on target properties

Strategy: Prepare site proposal packets for target sites, including any PSA and/or environmental assessment and/or remediation Report, and distribute to developers and other potential project partners

Reedsburg Housing Goals, Objectives and Strategies	Priority	Responsibility	Funding	Timeframe
Single- Family Housing				
Goal: Encourage more single-family owner-occupied infill construction				
Objective: Increase supply of available land for single-family infill housing.	1 2 3			
Strategy: Create purchase fund from local funding sources and/or other agency/entity sources		City/ Housing Agencies	Staff Time	Ongoing
Strategy: Purchase smaller vacant/redevelopable lots suitable for infill development		City	\$50,000* + \$75,000 initial year investment	Ongoing
Strategy: Acquire lots which have become vacant due to a raze or repair program		City	\$25,000*	Ongoing
Strategy: Purchase vacant/redevelopable properties, sell properties for profit and use proceeds to purchase additional/better properties suitable for infill development		City	\$75,000	Ongoing
Strategy: Create a list of vacant land currently available land for development/purchase, work with realtors to market properties for infill development		City	Staff Time	Ongoing
Strategy: Develop land donation or reduced price policy and procedures to allow for municipality to donate or discount municipally-owned property to potential builders for single-family infill development		City	Staff Time	Ongoing
Objective: Encourage developer/builder participation in local, state, federal and non-profit housing assistance and initiatives	1 2 3			
Strategy: Develop & distribute local, state, federal and non-profit housing assistance programs list to developers/builders.		City/ Housing Agencies/ Housing Partners	Staff Time	<2 yrs
Goal: Encourage single-family owner-occupied rehabilitation				
Objective: Make home rehabilitation funding available to homeowners	1 2 3			
Strategy: Establish a home improvement grant/revolving loan fund specifically for exterior owner-occupied housing improvements		City/ CHDO/ Housing Partners	\$25,000* + \$75,000 initial year investment	Ongoing
Strategy: Establish a home improvement grant/revolving loan fund specifically for interior owner-occupied housing improvements		City/ CHDO/ Housing Partners	\$25,000* + \$75,000 initial year investment	Ongoing
Strategy: Establish a weatherization grant/revolving loan program for owner-occupied homes		City/ CHDO/ Housing Partners	\$25,000* + \$75,000 initial year investment	Ongoing
Objective: Make home rehabilitation funding for code compliance available to homeowners	1 2 3			
Strategy: Establish a code compliance grant/revolving loan fund for home owners		City/ CHDO/ Housing Partners	\$25,000* + \$75,000 initial year investment	Ongoing
Objective: Establish code enforcement policies and procedures to encourage housing construction and/or rehabilitation	1 2 3			
Strategy: Develop raze or repair policies and procedures to require dilapidated properties to be repaired or demolished if repair not feasible		City	Staff Time	Ongoing
Strategy: Create policy and procedures which coordinate municipal code enforcement with County health department		City/County	Staff Time	Ongoing

Reedsburg Housing Goals, Objectives and Strategies				
	Priority	Responsibility	Funding	Timeframe
Goal: Encourage more homeownership				
<u>Objective: Encourage homeowner and renter participation in local, state, federal and non-profit housing assistance and initiatives</u>	1 2 3			
<i>Strategy: Develop & distribute local assistance programs list to owners looking to sell their existing home and purchase another</i>		City	Staff Time	Ongoing
<i>Strategy: Develop & distribute local, state, federal and non-profit housing assistance programs list to renters who may be looking to purchase</i>		City/ Housing Agencies/ Housing Partners	Staff Time	<2 yrs
<u>Objective: Encourage owner-occupied acquisition and rehabilitation by builders/investors for resale (flippers)</u>	1 2 3			
<i>Strategy: Establish an owner-occupied purchase & rehabilitation incentive program for builders/investors</i>		City/ CHDO/ Housing Partners	\$40,000* + \$90,000 initial year investment	Ongoing
Townhome/Duplex/Condo				
Goal: Encourage more owner-occupied attached housing construction				
<u>Objective: Encourage developer-driven attached housing construction through site preparation assistance</u>	1 2 3			
<i>Strategy: Prepare a preliminary site analysis (PSA) for attached housing sites</i>		City	\$25,000*	Ongoing
<i>Strategy: Create environmental assessment and/or remediation grant/loan fund, policies & regulations to assist developers with environmental assessment and/or remediation costs associated with attached housing construction</i>		City	\$40,000-80,000*	Ongoing
<u>Objective: Provide off-site and on-site improvements or create grant/loan program to encourage developer-driven attached housing construction</u>	1 2 3			
<i>Strategy: Develop policy & procedure for extending water, sewer & other utility mains to and/or throughout eligible development properties lacking adequate infrastructure</i>		City/ State Agency	\$400,000	3-5 yrs
<i>Strategy: Develop policy & procedure for providing transportation improvements to arterials roads leading to and/or throughout eligible development properties without adequate access</i>		City/ State Agency	\$400,000	3-5 yrs
<i>Strategy: Develop policy & procedure for installing water, sewer & other utility lateral lines throughout eligible development properties</i>		City/ State Agency	\$300,000	3-5 yrs
<i>Strategy: Develop policy & procedure for grant/loan program to extend water, sewer & other utility mains to and/or throughout eligible development properties lacking adequate infrastructure</i>		City/ State Agency	\$400,000	3-5 yrs
<i>Strategy: Develop policy & procedure for grant/loan program for transportation improvements to arterials roads leading to and/or throughout eligible development properties without adequate access</i>		City/ State Agency	\$400,000	3-5 yrs
<i>Strategy: Develop policy & procedure for grant/loan program for installing water, sewer & other utility lateral lines throughout eligible development properties</i>		City/ State Agency	\$300,000	3-5 yrs
<i>Strategy: Develop policy & procedure for grant/loan program for installing sidewalks and/or curb and gutter improvements through eligible development properties</i>		City/ State Agency	\$300,000	3-5 yrs

Reedsburg Housing Goals, Objectives and Strategies	Priority	Responsibility	Funding	Timeframe
Goal: Encourage more duplex, triplex and other attached multi-family infill construction				
Objective: Increase supply of available land for infill attached housing	1 2 3			
Strategy: Create purchase fund from local funding sources and/or other agency/entity sources		City/ Housing Agencies	Staff Time	Ongoing
Strategy: Purchase smaller vacant/redevelopable lots suitable for attached infill housing		City	\$50,000* + \$75,000 initial year investment	Ongoing
Strategy: Purchase vacant/redevelopable properties, sell properties for profit and use proceeds to purchase additional/better properties for attached infill housing		City	\$75,000	Ongoing
Strategy: Create a list of vacant land current available for development/purchase. Work with realtors to market properties for attached infill housing		City	Staff Time	Ongoing
Strategy: Develop land donation or reduced price policy and procedures to allow for municipality to donate or discount municipally-owned property to potential developers for attached housing development		City	Staff Time	Ongoing
Objective: Encourage multi-family attached housing construction through site preparation assistance	1 2 3			
Strategy: Prepare a preliminary site analysis (PSA) for target attached housing sites		City	\$25,000*	Ongoing
Strategy: Create environmental assessment and/or remediation grant/loan fund, policies & regulations to assist developers with environmental assessment and/or remediation costs associated with attached housing construction		City	\$40,000-80,000*	Ongoing
Objective: Encourage builder participation in local, state, federal and non-profit housing assistance and initiatives	1 2 3			
Strategy: Develop & distribute local, state, federal and non-profit housing assistance programs list to builders		City/ Housing Agencies/ Housing Partners	Staff Time	<2 yrs
Goal: Encourage multi-family attached housing rehabilitation				
Objective: Make home rehabilitation funding available to homeowners and/or landlords	1 2 3			
Strategy: Establish a home improvement grant/revolving loan fund specifically for exterior attached housing improvements		City/ CHDO/ Housing Partners	\$25,000* + \$75,000 initial year investment	Ongoing
Strategy: Establish a home improvement grant/revolving loan fund specifically for interior attached housing improvements		City/ CHDO/ Housing Partners	\$25,000* + \$75,000 initial year investment	Ongoing
Strategy: Establish a weatherization grant/revolving loan program for attached homes		City/ CHDO/ Housing Partners	\$25,000* + \$75,000 initial year investment	Ongoing
Strategy: Establish a flood mitigation grant/loan program to repair or demolish or replace attached homes using available local, State and Federal funding		City/State Agencies	TBD	<2 yrs
Objective: Make home rehabilitation funding for code compliance available to attached housing owners/landlords	1 2 3			
Strategy: Establish a code compliance grant/revolving loan fund for attached housing owners/landlords		City/ CHDO/ Housing Partners	\$25,000* + \$75,000 initial year investment	Ongoing
Objective: Establish code enforcement policies and procedures to encourage housing construction and/or rehabilitation	1 2 3			
Strategy: Develop raze or repair policies and procedures to require dilapidated properties to be repaired or demolished if repair not feasible		City	Staff Time	Ongoing
Strategy: Create policy and procedures which coordinate municipal code enforcement with County health department		City/County	Staff Time	Ongoing

Reedsburg Housing Goals, Objectives and Strategies	Priority	Responsibility	Funding	Timeframe
Apartments				
Goal: Encourage more apartment construction				
Objective: Increase supply of available land for apartments	1 2 3			
Strategy: Create purchase fund from local funding sources and/or other agency/entity sources		City/ Housing Agencies	Staff Time	Ongoing
Strategy: Purchase larger vacant/redevelopable lots suitable for apartment development as part of a land purchase program		City	\$60,000* + \$90,000 initial year investment	Ongoing
Strategy: Purchase vacant/redevelopable properties, sell properties for profit and use proceeds to purchase additional/better properties for apartments as part of a land banking program		City	\$75,000	Ongoing
Strategy: Develop land lease policy and procedures to allow for municipality to lease municipally-owned property to potential apartment developers		City	Staff Time	Ongoing
Strategy: Develop land donation or reduced price policy and procedures to allow for municipality to donate or discount municipally-owned property to potential developers for apartment development		City	Staff Time	Ongoing
Objective: Encourage apartment construction through site preparation assistance	1 2 3			
Strategy: Prepare a preliminary site analysis (PSA) for target apartment sites		City	\$25,000*	Ongoing
Strategy: Create environmental assessment and/or remediation grant/loan fund, policies & regulations to assist developers with environmental assessment and/or remediation costs associated with apartment construction		City	\$40,000-80,000*	Ongoing
Objective: Encourage developer participation in local, state, federal and non-profit housing assistance and initiatives	1 2 3			
Strategy: Develop & distribute local, state, federal and non-profit housing assistance programs to developers		City/ Housing Agencies/ Housing Partners	Staff Time	<2 yrs
Senior Living				
Goal: Encourage more multi-family construction for seniors				
Objective: Increase supply of available land for senior housing	1 2 3			
Strategy: Create purchase fund from local funding sources and/or other agency/entity sources		City/ Housing Agencies	Staff Time	Ongoing
Strategy: Purchase larger vacant/redevelopable lots suitable for multi-family senior development		City	\$60,000* + \$90,000 initial year investment	Ongoing
Strategy: Purchase vacant/redevelopable properties, sell properties for profit and use proceeds to purchase additional/better properties for senior housing		City	\$75,000	Ongoing
Strategy: Develop land lease policy and procedures to allow for municipality to lease municipally-owned property to potential housing developers for senior housing		City	Staff Time	Ongoing
Strategy: Develop land donation or reduced price policy and procedures to allow for municipality to donate or discount municipally-owned property to potential developers for senior housing development		City	Staff Time	Ongoing
Objective: Encourage developer/builder senior housing construction through site preparation assistance	1 2 3			
Strategy: Prepare a preliminary site analysis (PSA) for target senior housing sites		City	\$25,000*	Ongoing
Strategy: Create environmental assessment and/or remediation grant/loan fund, policies & regulations to assist developers with environmental assessment and/or remediation costs associated with senior housing construction		City	\$40,000-80,000*	Ongoing
Strategy: Create demolition grant/loan fund, policies & regulations to assist developers with demolition associated with senior housing construction		City	\$40,000* + initial year investment	Ongoing

Reedsburg Housing Goals, Objectives and Strategies				
	Priority	Responsibility	Funding	Timeframe
Objective: Encourage homeowner, renter, landlord and developer participation in local, state, federal and non-profit housing assistance and initiatives	1 2 3			
Strategy: Develop & distribute local, state, federal and non-profit housing assistance programs to developers.		City/ Housing Agencies/ Housing Partners	Staff Time	<2 yrs
Goal: Encourage single-family owner-occupied rehabilitation for seniors				
Objective: Provide housing rehabilitation assistance by/for senior homeowners	1 2 3			
Strategy: Establish a weatherization grant/revolving loan program for owner-occupied homes		City/ CHDO/ Housing Partners	\$25,000* + \$75,000 initial year investment	Ongoing
Strategy: Establish an interior accessibility grant/revolving loan program for owner-occupied homes		City/ CHDO/ Housing Partners	\$25,000* + \$75,000 initial year investment	Ongoing
Strategy: Establish an exterior accessibility grant/revolving loan program for owner-occupied homes		City/ CHDO/ Housing Partners	\$25,000* + \$75,000 initial year investment	Ongoing
Strategy: Establish a code compliance grant/revolving loan fund for home owners		City/ CHDO/ Housing Partners	\$25,000* + \$75,000 initial year investment	Ongoing
Objective: Encourage senior homeowner participation in local, state, federal and non-profit housing assistance and initiatives	1 2 3			
Strategy: Develop & distribute local, state, federal and non-profit housing assistance programs list to senior owners.		City/ Housing Agencies/ Housing Partners	Staff Time	<2 yrs
Affordable Housing				
Goal: Encourage more affordable single-family and multi-family owner-occupied construction				
Objective: Encourage construction of new owner-occupied single-family homes by developers for lower income buyers	1 2 3			
Strategy: Make housing program funds available to developers to build lower income or mixed-income owner-occupied single-family housing		City/ Housing Agencies	TBD	Ongoing
Strategy: Make housing program funds available to developers to build lower income or mixed-income owner-occupied multi-family housing		City/ Housing Agencies	TBD	Ongoing
Goal: Encourage more rental construction or supply for lower income renters				
Objective: Encourage purchase or refinance of rental properties by landlords	1 2 3			
Strategy: Make housing program funds available to landlords to purchase or refinance rental housing		City/ Housing Agencies/ Housing Partners	\$40,000* + \$90,000 initial year investment	Ongoing
Objective: Encourage construction of new affordable rental multi-family developments by developers	1 2 3			
Strategy: Make housing program funds available to developers or landlords to build lower income rental housing		City/ Housing Agencies	TBD	Ongoing

Reedsburg Housing Goals, Objectives and Strategies				
	Priority	Responsibility	Funding	Timeframe
Objective: Encourage construction of new affordable rental infill multi-family housing by builders	1 2 3			
Strategy: Make housing program funds available to developers or landlords to build lower income rental infill housing		City/ Housing Agencies	TBD	Ongoing
Goal: Encourage more homeownership for lower income buyers				
Objective: Encourage purchase of owner-occupied single-family or multi-family homes by lower income buyers	1 2 3			
Strategy: Establish an owner-occupied purchase assistance program for lower income homebuyers		City/ Housing Agencies/ Housing Partners/CDHO	Staff Time	<2 yrs
Strategy: Make housing program funds available to lower income buyers to purchase owner-occupied housing		City/ Housing Agencies/ Housing Partners/CDHO	\$40,000* + \$90,000 initial year investment	Ongoing
Strategy: Establish an owner-occupied purchase & rehabilitation program for lower income homebuyers		City/ Housing Agencies/ Housing Partners/CDHO	Staff Time	<2 yrs
Strategy: Make housing program funds available to lower income homebuyers to purchase and rehabilitate owner-occupied housing		City/ Housing Agencies/ Housing Partners/CDHO	\$40,000* + \$90,000 initial year investment	Ongoing
Objective: Encourage more homeownership by utilizing housing program educational initiatives	1 2 3			
Strategy: Establish homebuyer counseling program with available housing program funds		City/ Housing Agencies/ Housing Partners	Staff Time	<2 yrs
Strategy: Consolidate existing counseling programs		City/ Housing Agencies/ Housing Partners	Staff Time	<2 yrs
Goal: Encourage owner-occupied rehabilitation for lower income residents				
Objective: Make home rehabilitation funding available to lower income homeowners	1 2 3			
Strategy: Make housing program funds available to homeowners to rehabilitate LMI owner-occupied housing		City/ CHDO/ Housing Partners	\$25,000* + \$75,000 initial year investment	Ongoing
Strategy: Perform local market survey to determine median housing value for use with government available housing program funds		City	\$20,000	<2 yrs
Objective: Encourage owner-occupied housing acquisition and rehabilitation by investors for resale to lower income buyers	1 2 3			
Strategy: Establish an owner-occupied purchase & rehabilitation program for investors for resale to lower income buyers		City/ Housing Agencies/ Housing Partners	Staff Time	<2 yrs
Strategy: Make housing program funds available to potential investors to purchase and rehabilitate owner-occupied housing for resale to lower income buyers		City/ Housing Agencies/ Housing Partners	\$40,000* + \$90,000 initial year investment	Ongoing

Reedsburg Housing Goals, Objectives and Strategies				
	Priority	Responsibility	Funding	Timeframe
Goal: Encourage rental rehabilitation for lower income renters				
<u>Objective: Make lower income rental rehabilitation funding available to landlords</u>	1 2 3			
<i>Strategy: Make housing program funds available to landlords to rehabilitate lower income rental housing</i>		City/ CHDO/ Housing Partners	\$25,000* + \$75,000 initial year investment	Ongoing
<i>Strategy: Perform local market survey to determine median rents for use with government housing program funds</i>		City	\$20,000	<2 yrs
<u>Objective: Encourage purchase and rehabilitation of lower income rental properties by landlords</u>	1 2 3			
<i>Strategy: Establish a lower-income rental purchase & rehabilitation program for landlords</i>		City/ Housing Agencies/ Housing Partners/CDHO	Staff Time	<2 yrs
<i>Strategy: Make housing program funds available to potential landlords to purchase and rehabilitate lower income rental housing</i>		City/ Housing Agencies/ Housing Partners/CDHO	\$40,000* + \$90,000 initial year investment	<2 yrs
Other Housing Initiatives and Administrative Tools				
Goal: Expand CDA program creation and administration				
<u>Objective: Take advantage of CDA resources to fund housing needs identified in this Plan</u>	1 2 3			
<i>Strategy: Create a new construction lease-to-own program for low income residents using CDA funds</i>		City	TBD	3-5 yrs
<i>Strategy: Create a partnership between the CDA and a community development financial institution to revitalize neighborhoods by purchasing and rehabilitating foreclosed properties in order to provide affordable housing for low income families</i>		City/Housing Partners	TBD	Ongoing
Goal: Encourage the Historic Preservation Commission to help with expansion of multifamily housing stock and rehabilitation of old structures				
<u>Objective: Encourage the Historic Preservation Commission to Identify non-residential historic structures that could be repurposed for residential use</u>	1 2 3			
<i>Strategy: Consider forming a land bank that purchases buildings of historic significance in order to renovate and sell to residential developers</i>		City/State Agencies	TBD	3-5 yrs
<i>Strategy: Consider working methods of working with property owners to rehabilitate historic structures before they become uninhabitable</i>		City/State Agencies	TBD	Ongoing
<i>Strategy: Consider an inventory list of non-residential properties that could potentially support infill residential development</i>		City/State Agencies	TBD	<2 yrs
Goal: Establish support entities to administer housing funding and assistance programs				
<u>Objective: Re-apply to become a Certified Local Government</u>	1 2 3			
<i>Strategy: Establish contact with the Historic Preservation Commission in the Village of Sauk City to gain insights on successful historic preservation initiatives in this community</i>		City/State Agencies	Staff Time	<2 yrs
<i>Strategy: Work with the State Historic Preservation Office to fill in any gaps to the City's application that prevented approval the first time the City applied</i>		City/State Agencies	Staff Time	3-5 yrs
Goal: Create more flexibility within the Zoning Code for smaller single-family housing types or multi-family residential development				
<u>Objective: Allow for smaller single-family home types, such as zero-lot-line homes, on smaller residential lots</u>	1 2 3			
<i>Strategy: Amend the zoning code to eliminate one of the side setbacks and allow for zero-lot line homes to be built on narrow lots in certain zonina districts</i>		City	Staff Time	<2 yrs

Reedsburg Housing Goals, Objectives and Strategies				
	Priority	Responsibility	Funding	Timeframe
Objective: Allow for attached multifamily and apartment development within certain commercial zoning districts	1 2 3			
Strategy: Streamline the review process for conditional use permits for multifamily developments in applicable commercial Districts	/	City	Staff Time	<2 yrs
Strategy: Study commercial districts for the potential to allow as-of-right for multifamily development and amend the Zoning Code for the relevant districts as appropriate	/	City	Staff Time	<2 yrs
Strategy: Consider amending the Zoning Code to create a mixed-use district that requires or incentivizes a mix of residential, commercial, office, recreational uses and other appropriate uses	/	City	Staff Time	<2 yrs
Goal: Encourage increased utilization of local, State, Federal and Non-Profit Housing assistance Programs				
Objective: Partner with local economic development organizations to support housing construction projects	1 2 3			
Strategy: Work with the Reedsburg Industrial & Commercial Development Commission (RICDC) to promote workforce housing	/	City/RICDC	Staff Time	Ongoing
Objective: Access HUD HOME funding programs	1 2 3			
Strategy: Apply directly to the Department of Administration for rehabilitation, homebuyer assistance, renter assistance and rental housing development funding for identified affordable housing projects	/	City/State Agencies	Staff Time	<2 yrs
Strategy: Contact Sauk County to measure interest and gain cooperation in forming a HUD HOME Consortium	/	City/County	Staff Time	3-5 yrs
Objective: Access CDBG funding programs	1 2 3			
Strategy: Evaluate potential to apply for additional CDBG funds to support identified housing project and housing assistance programs	/	City/State Agencies	TBD	<2 yrs
Objective: Make use of current fiscal resources to maximize local funding for identified housing projects and housing assistance programs	1 2 3			
Strategy: Evaluate the effect of current impact fees and the potential for additional impact fees to fund improvements needed to encourage additional housing construction	/	City	\$20,000	<2 yrs
Strategy: Utilize the affordable housing TIF extension program to create affordable housing and improve the condition of the housing stock	/	City	Staff Time	TBD
Strategy: Utilize existing Tax Increment Districts, such as TID #9, to promote workforce housing	/	City	\$20,000	<2 yrs
Strategy: Utilize the affordable housing TIF extension to assist with funding identified housing construction projects	/	City	\$20,000	<2 yrs
Objective: Identify and access other State, Federal and Non-Profit funding programs	1 2 3			
Strategy: Identify designated Community Development Financial Institutions which operate in Sauk County and apply for any available funding for identified housing projects and housing assistance programs	/	City/Housing Partners	Staff Time	<2 yrs
Strategy: Identify and solicit investor interest in utilizing opportunity zones, tax credits and other available financial incentives to invest in identified housing projects	/	City/Housing Partners	Staff Time	<2 yrs
Strategy: Identify additional State, Federal, and Non-Profit entities and apply for any available funding for identified housing projects and housing assistance programs	/	City/State Agencies	Staff Time	<2 yrs
Goal: Address flooding issues through flood mitigation strategies				
Objective: Pursue flood mitigation efforts to assist with flood damaged properties	1 2 3			
Strategy: Identify flood damaged properties	/	City/State Agencies	Staff Time	<2 yrs
Strategy: Pursue State and Federal emergency assistance funding for flood mitigation	/	City/State Agencies	Staff Time	<2 yrs
Strategy: Purchase identified flood damaged properties, demolish damaged housing, add vacated land to open space inventory	/	City	TBD	<2 yrs
Strategy: Construct flood mitigation improvements to protect properties from future flooding	/	City	TBD	<2 yrs
Strategy: Assist developers and homeowners in accessing flood mitigation funds to build replacement housing for demolished homes	/	City/State Agencies	Staff Time	<2 yrs
Strategy: Assist developers and homeowners in accessing flood mitigation funds to flood-proof housing at risk of flooding	/	City/State Agencies	Staff Time	<2 yrs
Goal: Provide process to encourage developer interest in targeted housing sites and projects				
Objective: Proactively work with developers and investors to build identified housing projects on target properties	1 2 3			
Strategy: Prepare site proposal packets for target sites, including any PSA and/or environmental assessment and/or remediation Report, and distribute to developers and other potential project partners	/	City	\$20,000	3-5 yrs



Chapter 6 - Sauk City Needs Assessment & Strategies

Needs Assessment Summary

Introduction

This section presents a Needs Assessment derived for the community from a county-wide survey, stakeholder interviews and community demographic and housing data. The county-wide survey results can be found in Appendix B – County Survey Summary and is a synthesis of the results from the electronic and mail responses to the survey. A summary of the survey can be found in the County Needs Assessment Summary. The Community Stakeholder meetings included input from multiple interviews that were held throughout the County and represent local opinions and observations from the various partnership communities. Stakeholders were interviewed from a variety of professions and responsibilities within the community in order to gain a diverse collection of local input. Stakeholder comments specific to the community are included below. A summary of all of the stakeholder meetings can be found in the County Needs Assessment Summary.

The Needs Assessment is also derived from Appendix A - State of the Housing Report, which includes an assessment of current and past community efforts as well as a housing market analysis. Local, State and Federal agency data was collected for the community and summarized in the Appendix. Data was collected and analyzed for Population, Households, Economic Characteristics, Housing Stock, and Financial Characteristics for the community. Needs were then assessed from this data and presented below.

Stakeholder Meetings Summary

A total of 12 stakeholder meetings were offered, two meetings per community. Meetings were offered during the day and the evening to accommodate various schedules. There was better turnout in some communities than others. Stakeholders consisted of financial institutions, realtors, landlords, city officials, property management professionals, builders, and developers. The following are highlights of the meeting specific to this community. However, this meeting also included invitees from Prairie du Sac, so some of these comments apply to that community as well.

Village of Sauk City Highlights

- Forty percent of homes have outdated systems (electrical, plumbing, etc.) – Not verified
- Any home listed under \$200,000 needs to be updated. – Not verified
- Affordable homes are between \$200,000 and \$225,000.
- One of the only rural school districts (Sauk Prairie) in the State to grow.
- Home prices are better in Sauk than Madison, Middleton, and Waunakee.
- Baraboo prices are better than Sauk.
- Need \$40k per lot for a developer to develop.
- The old hospital has the potential for assisted living community.
- Barriers to building new homes
 - Cost of construction
 - Cost of fees
 - Cost of materials
 - Cost of labor
 - Cannot find people that want to work or can work
- Sauk Prairie does not have a mobile home park.
- Developers will not build less than 53 unit apartment building because they cannot afford onsite management for less than 53 units.

Needs Assessment

Sauk City

Population

Looking at population characteristics, Sauk City has had relatively level population growth of 2.15%, since 2011 and a median age of 40 years. In addition, child dependency and old age dependency rates are low. This indicates a need for housing for families with school-aged children, yet with fewer younger children or older persons as part of the household.

Households

The community had a decrease in the number of households from 2011 to 2016, -14.7%, yet an increase in the size of households from 2.09 in 2011 to 2.5 in 2016. This shows households are consolidating and growing in size. Household data also shows a low number of those over 65 years of age and living alone. The percent of children enrolled in K-12 is high, 83.4%, while the percentage of those enrolled in college is low. This indicates an immediate need for housing options for families, yet no immediate need for senior housing. There is also a need to house school-aged children.

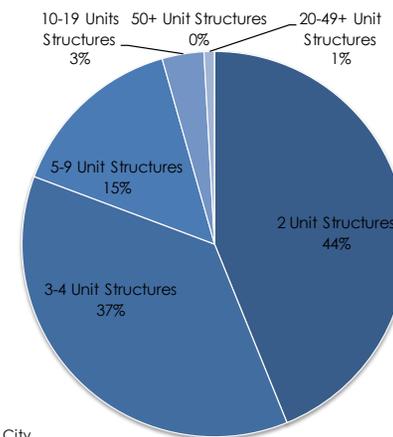
Economic Characteristics

Growth in annual household median income of 18.3% since 2011 to the current median of \$54,757 shows Sauk City to have strong and growing incomes, when compared to the other partnership communities. In addition, Sauk City has a low poverty rate of only 4.3%. The strong, growing incomes and lower poverty rate show there is less immediate need for subsidized or low-income housing and more of a need for workforce housing.

Housing

Sauk City has fairly even distribution of single-family versus multi-family, with 65% percent of existing residential units being single-family. The partnership communities range from 42.1% single-family to 72.6%, and Sauk County has 67.4% of its housing stock as single-family detached units. Looking at multi-family structures, Figure N-1 shows the majority of multi-family units in Sauk City are duplexes. This could indicate an opportunity to convert duplexes to single-family houses, especially older duplexes which need maintenance. Conversions to single-family could also provide for larger housing units needed to house families with growing children.

Figure N-1 Units per multi-family structure



Source: Village of Sauk City

Figure N-2 shows a recent uptick in single-family construction. However, the number of units is not sufficient to keep up with demand, showing a need for additional single-family construction.

Figure N-2 Single-family construction

	Total Units	1 Bedroom	2 Bedroom	3 Bedroom	4 Bedroom	5 or More Bedroom	Total Assessed Value
2018	9	N/A	N/A	N/A	N/A	N/A	\$18,314,400
2017	6	N/A	N/A	N/A	N/A	N/A	N/A
2016	5	N/A	N/A	N/A	N/A	N/A	N/A
2015	4	N/A	N/A	N/A	N/A	N/A	N/A
2014	2	N/A	N/A	N/A	N/A	N/A	N/A
2013	2	N/A	N/A	N/A	N/A	N/A	N/A
2012	3	N/A	N/A	N/A	N/A	N/A	N/A
2011	4	N/A	N/A	N/A	N/A	N/A	N/A
2010	3	N/A	N/A	N/A	N/A	N/A	N/A
2009	9	N/A	N/A	N/A	N/A	N/A	N/A
2008	9	N/A	N/A	N/A	N/A	N/A	N/A
2007	4	N/A	N/A	N/A	N/A	N/A	N/A
2006	4	N/A	N/A	N/A	N/A	N/A	N/A
2005	15	N/A	N/A	N/A	N/A	N/A	N/A

Source: Village of Sauk City

Figure N-3 shows no multi-family rental construction in recent years and all of the rentals built since 2005 were duplexes. Most of the recent construction, 22 structures, was built in 2005. This shows more multi-family rental structures with more than two (2) units need to be built to accommodate the growing need for housing. There have been no condominium structures built within the past decade, showing a need for multi-family owner-occupied structures to housing the local workforce.

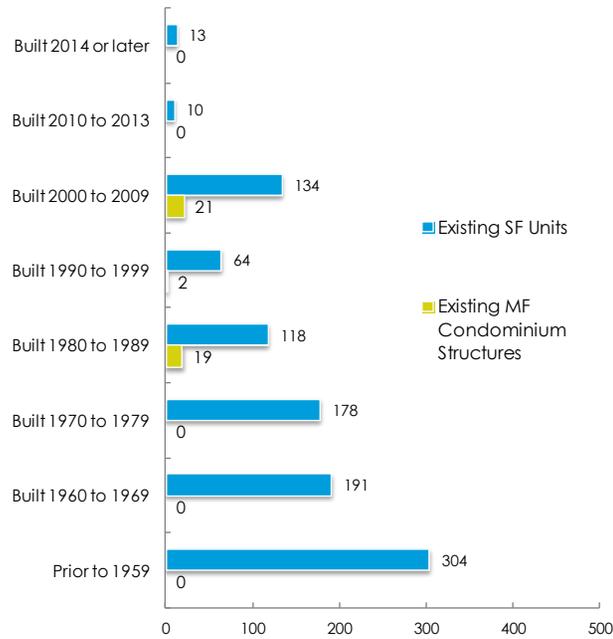
Figure N-3 Multi-family rental construction.

	Total Units	1-2 Unit Structures	2-5 Unit Structures	5-10 Unit Structures	10-50 Units Structures	50+ Unit Structures	Total Assessed Value
2018	0	0	0	0	0	0	\$0
2017	0	0	0	0	0	0	\$0
2016	0	0	0	0	0	0	\$0
2015	0	0	0	0	0	0	\$0
2014	0	0	0	0	0	0	\$0
2013	0	0	0	0	0	0	\$0
2012	1	1	0	0	0	0	N/A
2011	0	0	0	0	0	0	\$0
2010	3	3	0	0	0	0	N/A
2009	0	1	0	0	0	0	\$0
2008	0	0	0	0	0	0	\$0
2007	1	1	0	0	0	0	N/A
2006	3	3	0	0	0	0	N/A
2005	22	22	0	0	0	0	N/A

Source: Village of Sauk City

Figure N-4 shows an older housing stock, with most houses built prior to 1959. There are also significant numbers of units built in the 1960s, 1970s and 1980s. All housing built prior to 1980 could be in need of rehabilitation and should be considered a priority or Sauk City.

Figure N-4 Year Structure Built



Source: Village of Sauk City

Financial Characteristics

Sauk City has high annual median incomes for renters, \$34,659, and a low percentage of renters paying more than 30% of income on rent at just 24.4%. Therefore, Sauk City has a need for more rental units at moderate income and workforce prices and not necessarily for low-income rental units. The Village has also has high median home

values, \$183,400, and high median household income, \$58,826, for homeowners as well. This shows the need for moderate income and workforce housing owner-occupied homes.

Sauk City Housing Needs Summary

- Level population growth and low child and older dependent ratios show there is a need for housing for established families with school-aged children, yet with fewer younger children or older persons as part of the household.
- The decrease in the number of households since 2011 and an increase in the size of households shows there some smaller households could be moving out of the community while larger ones are staying or moving into the City from the County and elsewhere. This indicates a need to provide larger housing units or additions to existing homes in order to increase the size of current housing stock.
- Higher owner and rental household incomes and low poverty rates show Sauk City to have a need for moderate income and affordable workforce owner-occupied housing as well as rental units and less need for very-low or low-income housing.

Goals, Objectives & Strategies

This section presents goals, objectives and strategies necessary for the community to implement in order to ensure housing needs are met. These strategy items are derived in response to the needs detailed in the Needs Assessment section above. The goals, objectives and strategies for the community include the projected number of housing units needed and are based on population projections by age group for the next five (5), ten (10), and fifteen (15) years. The age groups are defined by generation, which influence the type of projected number of housing units needed due to the different generational preferences and characteristics regarding housing. A description of generational characteristics can be found in the County Goals, Objectives and Strategies chapter. A number of assumptions about these preferences have been included and are derived from a variety of sources, as noted in Appendix A.

The strategy items are organized by categories, which include housing type, senior housing, and affordable housing as well as neighborhood, community and other initiatives. These strategy items are also presented along with the needs they address and are summarized in an implementation matrix as well.

Sauk City

Projections

The following are a summary of projections for the number of new residents and households expected through 2033, as well as the minimum number of housing units that will be demanded by these new residents. The full projections can be found in Appendix A – State of the Housing. The full projections show population growth and

housing preferences by generation at five (5) year increments through 2033. The housing projections should be considered the minimum number of units which need to be built for new residents and to maintain current market vacancy rates for owner-occupied units, at 7.8%, and renter-occupied units, which ranges from 0% to 6.4%. Additional housing units will be needed to increase vacancy rates, particularly for rental units, and also accommodate those looking with special needs, such as those related to affordability and senior housing. However, the housing projections do account for those aging from one generation to another and having different preferences. The previous needs assessment as well as the goals, objectives and strategies listed below provide recommendations for building the projected housing that is needed as well as additional units to accommodate encourage higher vacancy rates. The goals, objectives and strategies also account for the special needs and particular local circumstances.

Figure S1 shows the local population to increase by 51 persons by 2023, by 59 more persons by 2028 and by 56 more persons by 2033. By 2023, Spring Green will have housing demand for 23 additional households, who will need, at a minimum, 6 apartments, 6 attached multi-family units and 11 single family homes. By 2028, Spring Green will have housing demand for 24 additional households, 7 apartments, 8 attached multi-family units and 9 single family homes. By 2033, the Village will have housing demand for 26 additional households, 8 apartments, 9 attached multi-family units, and 10 additional single family homes.

Figure S1 Projections

	2023	2028	2033
Additional Persons	51	59	56
Additional Households	23	24	26
Additional Apartments	6	7	8
Additional Condos/Townhomes/Duplexes	6	8	9
Additional SF Homes	11	9	10

* Source: Vierbicher

Land Analysis

Figure S2 shows the number of vacant acres and vacant square feet by zoning district. This figure also summarizes the minimum lots size required for single-family and multi-family development in each district. The vacant square feet is then divided by the minimum lot size to generate an estimate of the number of units which could potentially be built on the vacant land in each zoning district.

The summary table does not take into account the size of each parcel, environmental constraints, or availability. The potential units which could be built is, however, multiplied by 75% to account for roads and other infrastructure which would generally be required as a set-aside for multiple-lot subdivisions. The total potential units represent an absolute maximum number of units which could be built; however, this serves as a general guide to the capacity of the community to construct new housing. The practical number of units which could be constructed is most likely considerably lower, due to site constraints, lack of property on the market, and other factors. The following goals, objectives and strategies do, however, account for the size and distribution of the vacant lots and provide recommendations.

Figure S2 shows Sauk City has four (4) residential zoning districts, one (1) of which allow for multi-family development. The maximum number of single-family units which could be built on vacant property

is 146 units. The maximum number of multi-family units which could be constructed is 56 units. There is an overlap of single-family and multi-family potential within the RM district, so both maximums would not be able to be built, as a choice would have to be made to build on one or the other, or a mix of both, in the RM district.

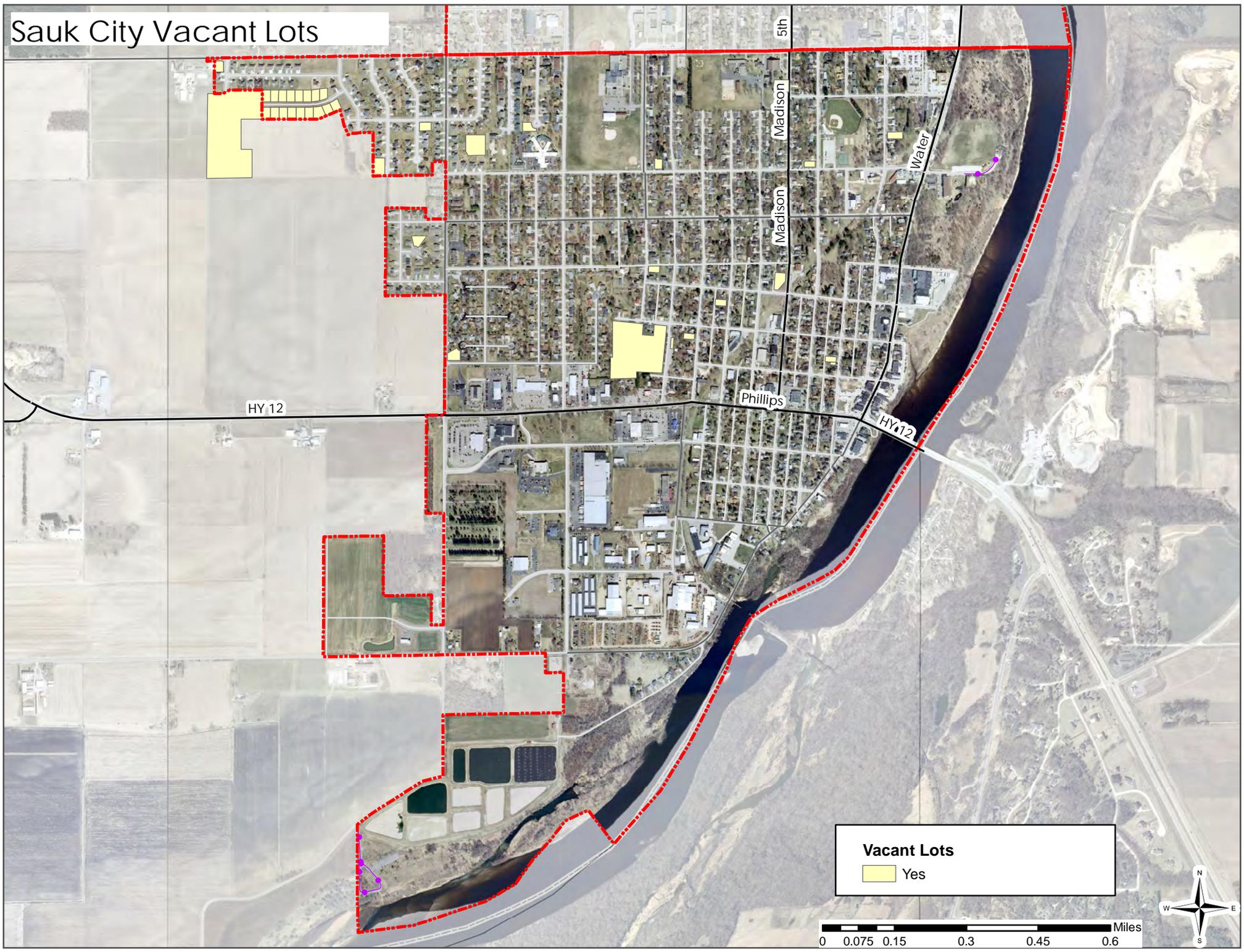
Figure S2 Land Analysis

Zoning	Acres	Sq. Ft.	Minimum SF Lot Area per Unit	Potential SF Units	Minimum MF Lot Area per Unit	Potential MF Units
R2	0.26	11,322	8,000	1		
R-1-A	32.39	1,410,732	9,000	157		
R-1-B	3.17	137,974	8,000	17		
RM	3.42	149,054	8,000	19	2,000	75
Total Acres	39.24					
Total Potential SF Units * 75%				146		
Total Potential MF Units * 75%				56		

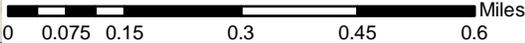
* Source: Local GIS & Zoning Data

The Sauk City Vacant Lots map shows some vacant residentially-zoned lots located within newer existing subdivisions. There are some vacant lots within the older residential districts as well, although not many. A couple of larger vacant lots can be found; however, the larger vacant lots are not zoned residential and would to be rezoned in order to provide available land for housing development. Some of the larger parcels are zoned General Industrial, which could be problematic to rezone for any housing other than workforce apartments which had substantial buffering to industrial neighbors. Other larger vacant parcels are zoned Agricultural, which would be less problematic to rezone and could be suitable for a wide range of multi-family housing developments.

Sauk City Vacant Lots



Vacant Lots
Yes



Single- Family Housing

Sauk City has a need to house larger workforce families with school-aged children and fewer older adults or seniors. A range of single-family housing along with multi-family housing would accommodate the growing population, with a priority given to mixed housing-type developments which offer a range of choice. Vacant land does exist for large developments, however the larger parcels may need to be rezoned and may need demolition and/or site preparation assistance. Few parcels suitable for infill development are present though. Village assistance will be needed to ensure mixed housing-type communities can be built which are affordable to the local workforce.

Goal: Encourage more single-family owner-occupied subdivision construction

Objective: Encourage single-family subdivision construction through site preparation assistance

Strategy: Prepare a preliminary site analysis (PSA) for target single-family subdivision sites

Strategy: Create environmental assessment and/or remediation grant fund, policies & regulations to assist developers with environmental assessment and/or remediation costs associated with single-family subdivision construction

Strategy: Create demolition grant/loan fund, policies & regulations to assist developers with demolition associated with single-family subdivision construction

Objective: Provide off-site and on-site improvements to encourage single-family subdivision construction

Strategy: Develop policy & procedure for extending water, sewer & other utility mains to and/or throughout eligible development properties lacking adequate infrastructure

Strategy: Develop policy & procedure for providing transportation improvements to arterials roads leading to and/or throughout eligible development properties without adequate access

Strategy: Develop policy & procedure for installing water, sewer & other utility lateral lines throughout eligible development properties

Strategy: Develop policy & procedure for installing minor road transportation access throughout eligible development properties

Objective: Create off-site and/or on-site improvements grant/loan program to encourage single-family subdivision construction

Strategy: Develop policy & procedure for grant/loan program to extend water, sewer & other utility mains to and/or throughout eligible development properties lacking adequate infrastructure

Strategy: Develop policy & procedure for grant/loan program for transportation improvements to arterials roads leading to and/or throughout eligible development properties without adequate access

Strategy: Develop policy & procedure for grant/loan program for installing water, sewer & other utility

lateral lines throughout eligible development properties

Strategy: Develop policy & procedure for grant/loan program for installing minor road transportation access throughout eligible development properties

Strategy: Develop policy & procedure for grant/loan program for installing sidewalks and/or curb and gutter improvements through eligible development properties

The Village also has a wide range of older homes built throughout the decades. This indicates a need for extensive rehabilitation and conversion assistance.

Goal: Encourage single-family owner-occupied rehabilitation

Objective: Make home rehabilitation funding available to homeowners

Strategy: Establish a home improvement grant/revolving loan fund specifically for exterior owner-occupied housing improvements

Strategy: Establish a home improvement grant/revolving loan fund specifically for interior owner-occupied housing improvements

Strategy: Establish a weatherization grant/revolving loan program for owner-occupied homes

Strategy: Establish a code compliance grant/revolving loan fund for home owners

Goal: Encourage more homeownership

Objective: Encourage homeowner and renter participation in local, state, federal and non-profit housing assistance and initiatives

Strategy: Develop & distribute local state, federal and non-profit housing assistance programs list to owners looking to sell their existing home and purchase another

Strategy: Develop & distribute local state, federal and non-profit housing assistance programs list to renters who may be looking to purchase

Townhome/Duplex/Condo

Sauk City has a need for duplexes, triplexes, townhomes and other attached housing in order to provide workforce housing options for potential buyers and to provide for additional rental opportunities should those properties eventually be rented-out. There is the opportunity for multi-family attached developments on larger vacant lots as a stand-alone multi-family complex or as part of a mixed-housing type development. The Village will need to offer incentives or programs to assist with land development and to help ensure affordable multifamily units for the workforce are built. Priority should be given to three (3) bedroom units to house larger families. There is little opportunity for infill multi-family houses on smaller vacant lots, as there are so few.

Goal: Encourage more owner-occupied attached housing construction

Objective: Encourage developer-driven attached housing construction through site preparation assistance

Strategy: Prepare a preliminary site analysis (PSA) for target attached housing sites

Strategy: Create environmental assessment and/or remediation grant/loan fund, policies & regulations to assist developers with environmental assessment and/or remediation costs associated with attached housing construction

Strategy: Create demolition grant/loan fund, policies & regulations to assist developers with demolition associated with attached housing construction

Objective: Provide off-site and on-site improvements to encourage developer-driven attached housing construction

Strategy: Develop policy & procedure for extending water, sewer & other utility mains to and/or throughout eligible development properties lacking adequate infrastructure

Strategy: Develop policy & procedure for providing transportation improvements to arterials roads leading to and/or throughout eligible development properties without adequate access

Strategy: Develop policy & procedure for installing water, sewer & other utility lateral lines throughout eligible development properties

Objective: Create off-site and/or on-site improvements grant/loan program to encourage developer-driven attached housing construction

Strategy: Develop policy & procedure for grant/loan program to extend water, sewer & other utility mains to and/or throughout eligible development properties lacking adequate infrastructure

Strategy: Develop policy & procedure for grant/loan program for transportation improvements to arterials roads leading to and/or throughout eligible development properties without adequate access

Strategy: Develop policy & procedure for grant/loan program for installing water, sewer & other utility lateral lines throughout eligible development properties

Strategy: Develop policy & procedure for grant/loan program for installing sidewalks and/or curb and gutter improvements through eligible development properties

Apartments

Sauk City has a need for smaller apartments in order to provide rental housing options for the local workforce. The provision of market-rate and workforce rental options should also put downward pressure on for-sale homes as well. There is the opportunity for smaller apartment development on larger vacant lots as a stand-alone apartment complex or as part of a mixed-housing type development. The Village will need to offer incentives or programs to assist with land development, demolition and/or site preparation and to help ensure affordable apartments for the workforce are built. Property may need to be rezoned for larger parcels. Priority should be given to

smaller apartment complexes with larger three (3) bedroom units to house larger families.

Goal: Encourage more apartment construction

Objective: Encourage apartment construction through site preparation assistance

Strategy: Prepare a preliminary site analysis (PSA) for target apartment sites

Strategy: Create environmental assessment and/or remediation grant/loan fund, policies & regulations to assist developers with environmental assessment and/or remediation costs associated with apartment construction

Strategy: Create demolition grant/loan fund, policies & regulations to assist developers with demolition associated with apartment construction

Objective: Provide off-site and on-site improvements to encourage apartment housing construction

Strategy: Develop policy & procedure for extending water, sewer & other utility mains to and/or throughout eligible development properties lacking adequate infrastructure

Strategy: Develop policy & procedure for providing transportation improvements to arterials roads leading to and/or throughout eligible development properties without adequate access

Strategy: Develop policy & procedure for installing water, sewer & other utility lateral lines throughout eligible development properties

Objective: Create off-site and/or on-site improvements grant/loan program to encourage developer-driven apartment construction

Strategy: Develop policy & procedure for grant/loan program to extend water, sewer & other utility mains to and/or throughout eligible development properties lacking adequate infrastructure

Strategy: Develop policy & procedure for grant/loan program for transportation improvements to arterials roads leading to and/or throughout eligible development properties without adequate access

Strategy: Develop policy & procedure for grant/loan program for installing water, sewer & other utility lateral lines throughout eligible development properties

Strategy: Develop policy & procedure for grant/loan program for installing sidewalks and/or curb and gutter improvements through eligible development properties

Objective: Encourage developer participation in local, state, federal and non-profit housing assistance and initiatives

Strategy: Develop & distribute local state, federal and non-profit housing assistance programs list assistance programs to developers

Senior Living

There is some need for senior housing; however, emphasis should be placed on rehabilitation of existing senior family homes to ensure they can remain in their current residence. Senior rental housing could be developed as part of a larger mixed-income or mixed-housing type development, as opposed to pursuing individual stand-alone senior living rental housing.

Goal: Encourage single-family owner-occupied rehabilitation for seniors

Objective: Provide housing rehabilitation assistance by/for senior homeowners

Strategy: Establish a weatherization revolving grant/loan program for owner-occupied homes

Strategy: Establish an interior accessibility grant/revolving loan program for owner-occupied homes

Strategy: Establish an exterior accessibility grant/revolving loan program for owner-occupied homes

Strategy: Establish a code compliance grant/revolving loan fund for home owners

Objective: Encourage senior homeowner participation in local, state, federal and non-profit housing assistance and initiatives

Strategy: Develop & distribute local, state, federal and non-profit housing assistance programs list to senior owners

Affordable Housing

There is a need for affordable workforce housing and moderate-income housing for young families, yet not necessarily very-low or low-income housing as a priority. Many residents may not qualify for low-income State and Federal housing assistance; however, some seniors and other members of the community may be able to take advantage of assistance programs. Lower income owners should be encouraged to use existing State and Federal rehabilitation assistance. Lower income buyers should be encouraged to use existing State and Federal down payment assistance.

Goal: Encourage more rental construction or supply for lower income renters

Objective: Encourage purchase or refinance of rental properties by landlords

Strategy: Make housing program funds available to landlords to purchase or refinance rental housing

Strategy: Perform local market survey to determine median rents for use with government housing program funds

Goal: Encourage more homeownership for lower income buyers

Objective: Encourage purchase of owner-occupied single-family or multi-family homes by lower income buyers

Strategy: Establish an owner-occupied purchase assistance program for lower income homebuyers

Strategy: Make housing program funds available to lower income buyers to purchase owner-occupied housing

Objective: Encourage single-family and multi-family housing purchase & rehabilitation by lower income homebuyers

Strategy: Establish an owner-occupied purchase & rehabilitation program for lower income homebuyers

Strategy: Make housing program funds available to lower income homebuyers to purchase and rehabilitate owner-occupied housing

Objective: Encourage more homeownership by utilizing housing program educational initiatives

Strategy: Establish homebuyer counseling program with housing program funds

Strategy: Consolidate existing counseling programs

Goal: Encourage owner-occupied rehabilitation for lower income residents

Objective: Make home rehabilitation funding available to lower income homeowners

Strategy: Make housing program funds available to homeowners to rehabilitate LMI owner-occupied housing

Strategy: Perform local market survey to determine median housing value for use with government housing program funds

Objective: Encourage owner-occupied housing acquisition and rehabilitation by investors for resale to lower income buyers

Strategy: Establish an owner-occupied purchase & rehabilitation program for investors for resale to lower income buyers

Strategy: Make housing program funds available to potential investors to purchase and rehabilitate owner-occupied housing for resale to lower income buyers

Other Housing Initiatives and Administrative Tools

The Village does not currently have a Community Development Authority (CDA), Housing Authority (HA), or Redevelopment Authority (RDA), as defined by the Wisconsin Statutes.

Goal: Establish support entities to administer housing funding and assistance programs

Objective: Establish and fund an RDA, HA, or CDA

Strategy: Establish contact with the CDA in the City of Baraboo and/or the CDA in the City of Reedsburg to gain insights on successful development and redevelopment initiatives in those communities.

Strategy: Create an RDA, HA, or CDA and pursue funding in order to support housing rehabilitation, development and redevelopment projects.

The Village has a Historic Preservation Ordinance and is a Certified Local Government (CLG), as determined by the Wisconsin State Historic Preservation Office. The Sauk City Historic Preservation

Committee is a member of the Wisconsin Association of Historic Preservation Commissions (WAHPC). These affiliations could be valuable tools for supporting the Village's housing goals.

Goal: Use historic preservation efforts as a way to improve and maintain existing significant or older housing stock

Objective: Safeguard the character of local architectural qualities

Strategy: Contact property owners with brief informational pamphlets on the historical and architectural character of the existing site or structure along with ways to preserve its character

Objective: Expand program funding for historic preservation efforts

Strategy: Aggressively pursue additional grant funding through the CLG program

Strategy: Research and apply for additional grant funding from foundations such as the National Trust for Historic Preservation

The Village has three base commercial zoning districts: Highway Business (B-H), Central Business (B-C), and Neighborhood Business (B-N). The Village does not allow multifamily residences in any of the commercial zoning districts either as a permitted use or conditional use.

Goal: Provide greater zoning flexibility in order to allow for more multifamily and apartment development within existing zoning districts

Objective: Allow for attached multifamily and apartment development within certain commercial zoning districts

Strategy: Study commercial districts for the potential to allow for multifamily development as-of-right and amend the Zoning Code for the relevant districts as appropriate

Strategy: Consider amending the Zoning Code to create a mixed-use district that requires or incentivizes a mix of residential, commercial, office, recreational uses and other appropriate uses

Many of the identified housing needs and strategies could utilize State and Federal government assistance and funding. A number of government assistance and funding programs are directly available to homebuyers, renters, homeowners, developers, and landlords. However, other types of housing assistance and funding are only available to local governments and their partner organizations. In particular, the US Department of Housing and Urban Development (HUD) offers assistance through a number of programs which could be utilized by local governments. One source of HUD funding is the HUD HOME Investment Partnerships Program (HOME). This community on its own does not currently qualify as a jurisdiction which can receive an annual allocation of HOME funds from HUD. However, this jurisdiction can apply for HOME funds on a project by project basis and gain assistance for specific identified housing projects and programs. Another option would be to work with Sauk County and other jurisdictions in forming a HOME consortium. With the support of other potential partners, Sauk County and other consortium members could qualify for an annual allocation of HOME funds due to the greater combined need of all consortium members. In addition,

Community Development Block Grant (CDBG) as well as other State and Federal assistance funds can be used to complement HUD HOME funds and provide a wide range of housing financial and technical assistance.

Goal: Encourage increased utilization of local, State, Federal and Non-Profit Housing assistance Programs

Objective: Access HUD HOME funding programs

Strategy: Apply directly to the Department of Administration for rehabilitation, homebuyer assistance, renter assistance and rental housing development funding for identified affordable housing projects

Strategy: Contact Sauk County to measure interest and gain cooperation in forming a HUD HOME Consortium

Objective: Access CDBG funding programs

Strategy: Evaluate potential to apply for additional CDBG funds to support identified housing project and housing assistance programs

Objective: Make use of current fiscal resources to maximize local funding for identified housing projects and housing assistance programs

Strategy: Evaluate potential for additional impact fees to fund improvements needed to encourage additional housing construction

Strategy: Evaluate the current use of Tax Increment Financing to determine how TIF can be used to support identified housing projects

Objective: Identify and access other State, Federal and Non-Profit funding programs

Strategy: Identify designated Community Development Financial Institutions which operate in Sauk County and apply for any available funding for identified housing projects and housing assistance programs

Strategy: Identify and solicit investor interest in utilizing opportunity zones, tax credits and other available financial incentives to invest in identified housing projects

Strategy: Identify additional State, Federal, and Non-Profit entities and apply for any available funding for identified housing projects and housing assistance programs

Sauk City should take the above goals, objectives and strategies and identify specific housing projects and initiatives which should be supported, encouraged and incentivized. Once specific housing projects are identified, the jurisdiction should ensure all assistance and incentives are identified which can support those projects. Such assistance and incentives could include any needed zoning amendments, land acquisition or assembly, infrastructure provision, grant or loan assistance funds, and the policies and procedures needed to work with housing developers and builders in promoting the construction identified housing projects. Once these steps are taken, developer and builder interest should be solicited through a Request for Qualifications or Request for Proposals process.

Goal: Provide process to encourage developer interest in targeted housing sites and projects

Objective: Proactively work with developers and investors to build identified housing projects on target properties

Strategy: Prepare site proposal packets for target sites, including any PSA and/or environmental assessment and/or remediation Report, and distribute to developers and other potential project partners

Sauk Village Housing Goals, Objectives and Strategies	Priority	Responsibility	Funding	Timeframe
Single- Family Housing				
Goal: Encourage more single-family owner-occupied subdivision construction				
<u>Objective: Encourage single-family subdivision construction through site preparation assistance</u>	1 2 3			
Strategy: Prepare a preliminary site analysis (PSA) for target single-family subdivision sites		Village	\$25,000*	Ongoing
Strategy: Create environmental assessment and/or remediation grant fund, policies & regulations to assist developers with environmental assessment and/or remediation costs associated with single-family subdivision construction		Village	\$40,000-80,000*	Ongoing
Strategy: Create demolition grant/loan fund, policies & regulations to assist developers with demolition associated with single-family subdivision construction		Village	\$40,000* + initial year investment	3-5 yrs
<u>Objective: Provide off-site and on-site improvements to encourage single-family subdivision construction</u>	1 2 3			
Strategy: Develop policy & procedure for extending water, sewer & other utility mains to and/or throughout eligible development properties lacking adequate infrastructure		Village/ State Agency	\$400,000	3-5 yrs
Strategy: Develop policy & procedure for providing transportation improvements to arterials roads leading to and/or throughout eligible development properties without adequate access		Village/ State Agency	\$400,000	3-5 yrs
Strategy: Develop policy & procedure for installing water, sewer & other utility lateral lines throughout eligible development properties		Village/ State Agency	\$300,000	3-5 yrs
Strategy: Develop policy & procedure for installing minor road transportation access throughout eligible development properties		Village/ State Agency	\$300,000	3-5 yrs
<u>Objective: Create off-site and/or on-site improvements grant/loan program to encourage single-family subdivision construction</u>	1 2 3			
Strategy: Develop policy & procedure for grant/loan program to extend water, sewer & other utility mains to and/or throughout eligible development properties lacking adequate infrastructure		Village/ State Agency	\$400,000	3-5 yrs
Strategy: Develop policy & procedure for grant/loan program for transportation improvements to arterials roads leading to and/or throughout eligible development properties without adequate access		Village/ State Agency	\$400,000	3-5 yrs
Strategy: Develop policy & procedure for grant/loan program for installing water, sewer & other utility lateral lines throughout eligible development properties		Village/ State Agency	\$300,000	3-5 yrs
Strategy: Develop policy & procedure for grant/loan program for installing minor road transportation access throughout eligible development properties		Village/ State Agency	\$300,000	3-5 yrs
Strategy: Develop policy & procedure for grant/loan program for installing sidewalks and/or curb and gutter improvements through eligible development properties		Village/ State Agency	\$300,000	3-5 yrs

Sauk Village Housing Goals, Objectives and Strategies		Priority	Responsibility	Funding	Timeframe
Goal: Encourage single-family owner-occupied rehabilitation					
<u>Objective: Make home rehabilitation funding available to homeowners</u>		1 2 3			
Strategy: Establish a home improvement grant/revolving loan fund specifically for exterior owner-occupied housing improvements		/	Village/ CHDO/ Housing Partners	\$25,000* + \$75,000 initial year investment	Ongoing
Strategy: Establish a home improvement grant/revolving loan fund specifically for interior owner-occupied housing improvements		/	Village/ CHDO/ Housing Partners	\$25,000* + \$75,000 initial year investment	Ongoing
Strategy: Establish a weatherization grant/revolving loan program for owner-occupied homes		/	Village/ CHDO/ Housing Partners	\$25,000* + \$75,000 initial year investment	Ongoing
Strategy: Establish a code compliance grant/revolving loan fund for home owners		/	Village/ CHDO/ Housing Partners	\$25,000* + \$75,000 initial year investment	Ongoing
Goal: Encourage more homeownership					
<u>Objective: Encourage homeowner and renter participation in local, state, federal and non-profit housing assistance and initiatives</u>		1 2 3			
Strategy: Develop & distribute local state, federal and non-profit housing assistance programs list to owners looking to sell their existing home and purchase another		/	Village/ Housing Agencies/ Housing Partners	Staff Time	<2 yrs
Strategy: Develop & distribute local state, federal and non-profit housing assistance programs list to renters who may be looking to purchase		/	Village/ Housing Agencies/ Housing Partners	Staff Time	<2 yrs
Townhome/Duplex/Condo					
Goal: Encourage more owner-occupied attached housing construction					
<u>Objective: Encourage developer-driven attached housing construction through site preparation assistance</u>		1 2 3			
Strategy: Prepare a preliminary site analysis (PSA) for target attached housing sites		/	Village	\$25,000*	Ongoing
Strategy: Create environmental assessment and/or remediation grant/loan fund, policies & regulations to assist developers with environmental assessment and/or remediation costs associated with attached housing construction		/	Village	\$40,000-80,000*	Ongoing
Strategy: Create demolition grant/loan fund, policies & regulations to assist developers with demolition associated with attached housing construction		/	Village	\$40,000* + initial year investment	Ongoing

Sauk Village Housing Goals, Objectives and Strategies	Priority	Responsibility	Funding	Timeframe
<u>Objective: Provide off-site and on-site improvements to encourage developer-driven attached housing construction</u>	1 2 3			
<i>Strategy: Develop policy & procedure for extending water, sewer & other utility mains to and/or throughout eligible development properties lacking adequate infrastructure</i>		Village/ State Agency	\$400,000	3-5 yrs
<i>Strategy: Develop policy & procedure for providing transportation improvements to arterials roads leading to and/or throughout eligible development properties without adequate access</i>		Village/ State Agency	\$400,000	3-5 yrs
<i>Strategy: Develop policy & procedure for installing water, sewer & other utility lateral lines throughout eligible development properties</i>		Village/ State Agency	\$300,000	3-5 yrs
<u>Objective: Create off-site and/or on-site improvements grant/loan program to encourage developer-driven attached housing construction</u>	1 2 3			
<i>Strategy: Develop policy & procedure for grant/loan program to extend water, sewer & other utility mains to and/or throughout eligible development properties lacking adequate infrastructure</i>		Village/ State Agency	\$400,000	3-5 yrs
<i>Strategy: Develop policy & procedure for grant/loan program for transportation improvements to arterials roads leading to and/or throughout eligible development properties without adequate access</i>		Village/ State Agency	\$400,000	3-5 yrs
<i>Strategy: Develop policy & procedure for grant/loan program for installing water, sewer & other utility lateral lines throughout eligible development properties</i>		Village/ State Agency	\$300,000	3-5 yrs
<i>Strategy: Develop policy & procedure for grant/loan program for installing sidewalks and/or curb and gutter improvements through eligible development properties</i>		Village/ State Agency	\$300,000	3-5 yrs
Apartments				
Goal: Encourage more apartment construction				
<u>Objective: Encourage apartment construction through site preparation assistance</u>	1 2 3			
<i>Strategy: Prepare a preliminary site analysis (PSA) for target apartment sites</i>		Village	\$25,000*	Ongoing
<i>Strategy: Create environmental assessment and/or remediation grant/loan fund, policies & regulations to assist developers with environmental assessment and/or remediation costs associated with apartment construction</i>		Village	\$40,000-80,000*	Ongoing
<i>Strategy: Create demolition grant/loan fund, policies & regulations to assist developers with demolition associated with apartment construction</i>		Village	\$40,000* + initial year investment	Ongoing
<u>Objective: Provide off-site and on-site improvements to encourage apartment housing construction</u>	1 2 3			
<i>Strategy: Develop policy & procedure for extending water, sewer & other utility mains to and/or throughout eligible development properties lacking adequate infrastructure</i>		Village/ State Agency	\$400,000	3-5 yrs
<i>Strategy: Develop policy & procedure for providing transportation improvements to arterials roads leading to and/or throughout eligible development properties without adequate access</i>		Village/ State Agency	\$400,000	3-5 yrs
<i>Strategy: Develop policy & procedure for installing water, sewer & other utility lateral lines throughout eligible development properties</i>		Village/ State Agency	\$300,000	3-5 yrs

Sauk Village Housing Goals, Objectives and Strategies	Priority	Responsibility	Funding	Timeframe
<u>Objective: Create off-site and/or on-site improvements grant/loan program to encourage developer-driven apartment construction</u>	1 2 3			
<i>Strategy: Develop policy & procedure for grant/loan program to extend water, sewer & other utility mains to and/or throughout eligible development properties lacking adequate infrastructure</i>		Village/ State Agency	\$400,000	3-5 yrs
<i>Strategy: Develop policy & procedure for grant/loan program for transportation improvements to arterials roads leading to and/or throughout eligible development properties without adequate access</i>		Village/ State Agency	\$400,000	3-5 yrs
<i>Strategy: Develop policy & procedure for grant/loan program for installing water, sewer & other utility lateral lines throughout eligible development properties</i>		Village/ State Agency	\$300,000	3-5 yrs
<i>Strategy: Develop policy & procedure for grant/loan program for installing sidewalks and/or curb and gutter improvements through eligible development properties</i>		Village/ State Agency	\$300,000	3-5 yrs
<u>Objective: Encourage developer participation in local, state, federal and non-profit housing assistance and initiatives</u>	1 2 3			
<i>Strategy: Develop & distribute local state, federal and non-profit housing assistance programs list assistance programs to developers</i>		Village/ Housing Agencies/ Housing Partners	Staff Time	<2 yrs
Senior Living				
Goal: Encourage single-family owner-occupied rehabilitation for seniors				
<u>Objective: Provide housing rehabilitation assistance by/for senior homeowners</u>	1 2 3			
<i>Strategy: Establish a weatherization revolving grant/loan program for owner-occupied homes</i>		Village/ CHDO/ Housing Partners	\$25,000* + \$75,000 initial year investment	Ongoing
<i>Strategy: Establish an interior accessibility grant/revolving loan program for owner-occupied homes</i>		Village/ CHDO/ Housing Partners	\$25,000* + \$75,000 initial year investment	Ongoing
<i>Strategy: Establish an exterior accessibility grant/revolving loan program for owner-occupied homes</i>		Village/ CHDO/ Housing Partners	\$25,000* + \$75,000 initial year investment	Ongoing
<i>Strategy: Establish a code compliance grant/revolving loan fund for home owners</i>		Village/ CHDO/ Housing Partners	\$25,000* + \$75,000 initial year investment	Ongoing
<u>Objective: Encourage senior homeowner participation in local, state, federal and non-profit housing assistance and initiatives</u>	1 2 3			
<i>Strategy: Develop & distribute local, state, federal and non-profit housing assistance programs list to senior owners</i>		Village/ Housing Agencies/ Housing Partners	Staff Time	<2 yrs

Sauk Village Housing Goals, Objectives and Strategies	Priority	Responsibility	Funding	Timeframe
Affordable Housing				
Goal: Encourage more rental construction or supply for lower income renters				
Objective: Encourage purchase or refinance of rental properties by landlords	1 2 3			
Strategy: Make housing program funds available to landlords to purchase or refinance rental housing		Village/ Housing Agencies/ Housing Partners/CDHO	\$40,000* + \$90,000 initial year investment	<2 yrs
Strategy: Perform local market survey to determine median rents for use with government housing program funds		Village	\$20,000	<2 yrs
Goal: Encourage more homeownership for lower income buyers				
Objective: Encourage purchase of owner-occupied single-family or multi-family homes by lower income buyers	1 2 3			
Strategy: Establish an owner-occupied purchase assistance program for lower income homebuyers		Village/ Housing Agencies/ Housing Partners	Staff Time	<2 yrs
Strategy: Make housing program funds available to lower income buyers to purchase owner-occupied housing		Village/ Housing Agencies/ Housing Partners	\$40,000* + \$90,000 initial year investment	Ongoing
Objective: Encourage single-family and multi-family housing purchase & rehabilitation by lower income homebuyers	1 2 3			
Strategy: Establish an owner-occupied purchase & rehabilitation program for lower income homebuyers		Village/ Housing Agencies/ Housing Partners	Staff Time	<2 yrs
Strategy: Make housing program funds available to lower income homebuyers to purchase and rehabilitate owner-occupied housing		Village/ Housing Agencies/ Housing Partners	\$40,000* + \$90,000 initial year investment	Ongoing
Objective: Encourage more homeownership by utilizing housing program educational initiatives	1 2 3			
Strategy: Establish homebuyer counseling program with housing program funds		Village/ Housing Agencies/ Housing Partners	Staff Time	<2 yrs
Strategy: Consolidate existing counseling programs		Village/ Housing Agencies/ Housing Partners	Staff Time	<2 yrs

Sauk Village Housing Goals, Objectives and Strategies		Priority	Responsibility	Funding	Timeframe
Goal: Encourage owner-occupied rehabilitation for lower income residents					
Objective: Make home rehabilitation funding available to lower income homeowners	1 2 3				
Strategy: Make housing program funds available to homeowners to rehabilitate LMI owner-occupied housing		Village/ CHDO/ Housing Partners	\$25,000* + \$75,000 initial year investment	Ongoing	
Strategy: Perform local market survey to determine median housing value for use with government housing program funds		Village	\$20,000	<2 yrs	
Objective: Encourage owner-occupied housing acquisition and rehabilitation by investors for resale to lower income buyers	1 2 3				
Strategy: Establish an owner-occupied purchase & rehabilitation program for investors for resale to lower income buyers		Village/ Housing Agencies/ Housing Partners	Staff Time	<2 yrs	
Strategy: Make housing program funds available to potential investors to purchase and rehabilitate owner-occupied housing for resale to lower income buyers		Village/ Housing Agencies/ Housing Partners	\$40,000* + \$90,000 initial year investment	Ongoing	
Other Housing Initiatives and Administrative Tools					
Goal: Establish support entities to administer housing funding and assistance programs					
Objective: Establish and fund an RDA, HA, or CDA	1 2 3				
Strategy: Establish contact with the CDA in the Village of Baraboo and/or the CDA in the Village of Reedsburg to gain insights on successful development and redevelopment initiatives in those communities.		Village/Baraboo/R eedsburg	Staff Time	<2 yrs	
Strategy: Create an RDA, HA, or CDA and pursue funding in order to support housing rehabilitation, development and redevelopment projects.		Village/Housing Partners	\$20,000	Ongoing	
Goal: Use historic preservation efforts as a way to improve and maintain existing significant or older housing stock					
Objective: Safeguard the character of local architectural qualities	1 2 3				
Strategy: Contact property owners with brief informational pamphlets on the historical and architectural character of the existing site or structure along with ways to preserve its character		Village/HP Committee	Staff Time	<2 yrs	
Objective: Expand program funding for historic preservation efforts	1 2 3				
Strategy: Aggressively pursue additional grant funding through the CLG program		Village/State Agencies/HP Committee	Staff Time	<2 yrs	
Strategy: Research and apply for additional grant funding from foundations such as the National Trust for Historic Preservation		Village/State Agencies/HP Committee	Staff Time	<2 yrs	

Sauk Village Housing Goals, Objectives and Strategies	Priority	Responsibility	Funding	Timeframe
Goal: Provide greater zoning flexibility in order to allow for more multi-family and apartment development within existing zoning districts				
<u>Objective: Allow for attached multifamily and apartment development within certain commercial zoning districts</u>				
<i>Strategy: Study commercial districts for the potential to allow for multifamily development as-of-right and amend the Zoning Code for the relevant districts as appropriate</i>		Village	Staff Time	<2 yrs
<i>Strategy: Consider amending the Zoning Code to create a mixed-use district that requires or incentivizes a mix of residential, commercial, office, recreational uses and other appropriate uses</i>		Village	Staff Time	<2 yrs
Goal: Encourage increased utilization of local, State, Federal and Non-Profit Housing assistance Programs				
<u>Objective: Access HUD HOME funding programs</u>	1 2 3			
<i>Strategy: Apply directly to the Department of Administration for rehabilitation, homebuyer assistance, renter assistance and rental housing development funding for identified affordable housing projects</i>		Village/State Agencies	Staff Time	<2 yrs
<i>Strategy: Contact Sauk County to measure interest and gain cooperation in forming a HUD HOME Consortium</i>		Village/County	Staff Time	3-5 yrs
<u>Objective: Access CDBG funding programs</u>	1 2 3			
<i>Strategy: Evaluate potential to apply for additional CDBG funds to support identified housing project and housing assistance programs</i>		Village/State Agencies	TBD	<2 yrs
<u>Objective: Make use of current fiscal resources to maximize local funding for identified housing projects and housing assistance programs</u>	1 2 3			
<i>Strategy: Evaluate potential for additional impact fees to fund improvements needed to encourage additional housing construction</i>		Village	\$20,000	<2 yrs
<i>Strategy: Evaluate the current use of Tax Increment Financing to determine how TIF can be used to support identified housing projects</i>		Village	\$20,000	<2 yrs
<u>Objective: Identify and access other State, Federal and Non-Profit funding programs</u>	1 2 3			
<i>Strategy: Identify designated Community Development Financial Institutions which operate in Sauk County and apply for any available funding for identified housing projects and housing assistance programs</i>		Village/Housing Partners	Staff Time	<2 yrs
<i>Strategy: Identify and solicit investor interest in utilizing opportunity zones, tax credits and other available financial incentives to invest in identified housing projects</i>		Village/Housing Partners	Staff Time	<2 yrs
<i>Strategy: Identify additional State, Federal, and Non-Profit entities and apply for any available funding for identified housing projects and housing assistance programs</i>		Village/State Agencies	Staff Time	<2 yrs
Goal: Provide process to encourage developer interest in targeted housing sites and projects				
<u>Objective: Proactively work with developers and investors to build identified housing projects on target properties</u>	1 2 3			
<i>Strategy: Prepare site proposal packets for target sites, including any PSA and/or environmental assessment and/or remediation Report, and distribute to developers and other potential project partners</i>		Village	\$20,000	3-5 yrs



Chapter 7 - Spring Green Needs Assessment & Strategies

Needs Assessment Summary

Introduction

This section presents a Needs Assessment derived for the community from a county-wide survey, stakeholder interviews and community demographic and housing data. The county-wide survey results can be found in Appendix B – County Survey Summary and is a synthesis of the results from the electronic and mail responses to the survey. A summary of the survey can be found in the County Needs Assessment Summary. The Community Stakeholder meetings included input from multiple interviews that were held throughout the County and represent local opinions and observations from the various partnership communities. Stakeholders were interviewed from a variety of professions and responsibilities within the community in order to gain a diverse collection of local input. Stakeholder comments specific to the community are included below. A summary of all of the stakeholder meetings can be found in the County Needs Assessment Summary.

The Needs Assessment is also derived from Appendix A - State of the Housing Report, which includes an assessment of current and past community efforts as well as a housing market analysis. Local, State and Federal agency data was collected for the community and summarized in the Appendix. Data was collected and analyzed for Population, Households, Economic Characteristics, Housing Stock, and Financial Characteristics for the community. Needs were then assessed from this data and presented below.

Stakeholder Meetings Summary

A total of 12 stakeholder meetings were offered, two meetings per community. Meetings were offered during the day and the evening to accommodate various schedules. There was better turnout in some communities than others. Stakeholders consisted of financial institutions, realtors, landlords, city officials, property management professionals, builders, and developers. The following are highlights of the meeting specific to this community.

Village of Spring Green Highlights

- Currently 13 homes for sale in the Village/Town. Typically 25 homes on average at any given time.
- Need starter homes.
- Slow internet is a barrier for residents and employers.
- There is a perception that taxes go up because there are additional people if they build additional housing.
- There are three subdivisions zoned for large unit apartments.
- There is a perception that the Village is ready for growth.
- SG does not have many homes with maintenance issues.
- American Players Theatre has over 75% of rentals in the community.
 - Only need rental April – October but rent year round.
 - Creative rentals – rent homes that are up for sale but have been on the market for a long time.
- Not enough people want to move here because of the “lack of amenities and economic drivers”. There is a slow trickle, but for the most part it is lifers moving around the community or region.
- Spring Green needs to bring another “big” business (large employer like Cardinal Glass). No big business has been brought in for ages.
- Influx of retirees, coupled with people associated with American Players Theatre, is taking up most of the available housing supply.

Stakeholder Meetings Summary

Spring Green

Demographics

The Village has a high median age of 44 years, as well as high levels of old age dependency and growth of the old age dependency level. This means the community has an older population living at home and the population is getting older. However, Spring Green also has a flat population growth. Therefore, this community can be seen as primarily needing housing for older residents, including senior housing, with less need for new residents.

Households

Household data shows a lower average household size, 2.34, and a decline in household size, -2.1%, and a high number of those households with people 60 years and older since 2011. However, growth in households with those 60 years and older has slowed. In addition, there are high numbers of the 65 years and older cohort living alone and high levels of enrolled college students living alone. This indicates a need for smaller households which can accommodate older persons living with others and living alone. This also indicates a need for housing of smaller families in the near term. In the medium term, household sizes could increase due to students moving back home, and there could be a need to house larger households.

Economic Characteristics

Median household incomes are high, \$58,611, and the unemployment rate is low. This shows a need for market-rate housing for seniors and smaller families. The number of renters with housing costs greater than 30% of income is low as well. This indicates a need for market-rate owner-occupied units.

Housing

The Village has a high percentage of owner-occupied homes and high growth in owner-occupied homes. The percentage of total residents living in renter-occupied homes is currently 33.6% and declining. Owner-occupied vacancies are at zero percent. The change in owner-occupied vacancies has been flat while the growth in renter-occupied vacancies has been high. This may be due to the American Players Theatre's seasonal schedule. However, the population is aging and seniors will be looking to sell and downsize. They may downsize to smaller owner homes or may be looking to rent. This indicates a need for more owner-occupied senior homes to be built as well as some need for senior rental homes as well. The rental market has some vacancies, which has grown in recent years, however, these units may not accommodate seniors, may have maintenance issues or may not be handicap accessible.

Figure N-1 shows there to be little single-family residential construction in recent years. There were four (4) units built in 2016, yet only one (1) in 2017 and only two (2) in 2018, so far. This shows a need to encourage and incentivize additional single-family construction.

Figure N-1: Single-Family Construction

	Total Units	1 Bedroom	2 Bedroom	3 Bedroom	4 Bedroom	5 or More Bedroom	Total Assessed Value
2018	2	0	0	2	0	0	\$0
2017	1	0	0	1	0	0	\$0
2016	4	0	0	4	0	0	\$0
2015	1	0	0	1	0	0	\$0
2014	1	0	0	0	1	0	\$0
2013	0	0	0	0	0	0	\$0
2012	2	0	1	1	0	0	\$0
2011	0	0	0	0	0	0	\$0
2010	0	0	0	0	0	0	\$0
2008	4	0	1	2	1	0	\$0
2007	3	0	0	3	0	0	\$0
2006	5	0	2	2	1	0	\$0
2005	8	0	2	5	1	0	\$0

Source: Village of Spring Green

Figure N-2 shows little multi-family construction as well. There were 5 units constructed in 2008 and only one (1) in 2016 and 2017. The recent units are smaller 1-2 unit attached structures. This shows a need to encourage and incentivize multi-family construction and to encourage a steady trend of smaller units, such as duplexes while larger apartment or attached housing units are targeted.

- Higher medium incomes, lower rates of those paying less than 30% of their income on housing indicate a need for moderate and market-rate owner-occupied and rental housing units. This provides for the opportunity to attract senior housing developers as there is demand and income for owners and renters.

Figure N-2 Multi-family rental construction

	Total Units	1-2 Unit Structures	2-5 Unit Structures	5-10 Unit Structures	10-50 Units Structures	50+ Unit Structures	Total Assessed Value
2018	0	0	0	0	0	0	\$0
2017	1	1	0	0	0	0	\$0
2016	0	0	0	0	0	0	\$0
2015	0	0	0	0	0	0	\$0
2014	0	0	0	0	0	0	\$0
2013	0	0	0	0	0	0	\$0
2012	0	0	0	0	0	0	\$0
2011	1	1	0	0	0	0	\$0
2010	0	0	0	0	0	0	\$0
2008	5	0	1	0	0	0	\$0
2007	0	0	0	0	0	0	\$0
2006	0	0	0	0	0	0	\$0
2005	8	0	8	0	0	0	\$0

Source: Village of Spring Green

Spring Green Housing Needs Summary

- With an aging population with more older residents living at home and flat population growth, Spring Green can be seen as primarily needing housing for existing older residents, including senior housing, with less need for new residents in the near term.
- Smaller average household size indicates a need to house smaller existing families with some seniors living with the family and looking for smaller living units in the near term.
- High levels of those enrolled in college are contributing to the current smaller average household size; however, returning students could lead to needing larger units in the short to medium term.

Goals, Objectives & Strategies

This section presents goals, objectives and strategies necessary for the community to implement in order to ensure housing needs are met. These strategy items are derived in response to the needs detailed in the Needs Assessment section above. The goals, objectives and strategies for the community include the projected number of housing units needed and are based on population projections by age group for the next five (5), ten (10), and fifteen (15) years. The age groups are defined by generation, which influence the type of projected number of housing units needed due to the different generational preferences and characteristics regarding housing. A description of generational characteristics can be found in the County Goals, Objectives and Strategies chapter. A number of assumptions about these preferences have been included and are derived from a variety of sources, as noted in Appendix A.

The strategy items are organized by categories, which include housing type, senior housing, and affordable housing as well as neighborhood, community and other initiatives. These strategy items are also presented along with the needs they address and are summarized in an implementation matrix as well.

Spring Green

Projections

The following are a summary of projections for the number of new residents and households expected through 2033, as well as the minimum number of housing units that will be demanded by these new residents. The full projections can be found in Appendix A – State of the Housing. The full projections show population growth and

housing preferences by generation at five (5) year increments through 2033. The housing projections should be considered the minimum number of units which need to be built for new residents and to maintain current market vacancy rates for owner-occupied units, at 0%, and renter-occupied units, at 7.4%. Additional housing units will be needed to increase vacancy rates, particularly for owner-occupied units, and also accommodate those looking with special needs, such as those related to affordability and senior housing. However, the housing projections do account for those aging from one generation to another and having different preferences. The previous needs assessment as well as the goals, objectives and strategies listed below provide recommendations for building the projected housing that is needed as well as additional units to accommodate encourage higher vacancy rates. The goals, objectives and strategies also account for the special needs and particular local circumstances.

Figure S1 shows the local population to increase by 91 persons by 2023, by 101 more persons by 2028 and by 85 more persons by 2033. By 2023, Spring Green will have housing demand for 37 additional households, who will need, at a minimum, 14 apartments, 9 attached multi-family units and 15 single family homes. By 2028, Spring Green will have housing demand for 39 additional households, 11 apartments, 9 attached multi-family units and 18 single family homes. By 2033, the Village will have housing demand for 31 additional households, 7 apartments, 7 attached multi-family units, and 17 additional single family homes.

Figure S1 Projections

	2023	2028	2033
Additional Persons	91	101	85
Additional Households	37	39	31
Additional Apartments	14	11	7
Additional Condos/Townhomes/Duplexes	9	9	7
Additional SF Homes	15	18	17

* Source: Vierbicher

Land Analysis

Figure S2 shows the number of vacant acres and vacant square feet by zoning district. This figure also summarizes the minimum lots size required for single-family and multi-family development in each district. The vacant square feet is then divided by the minimum lot size to generate an estimate of the number of units which could potentially be built on the vacant land in each zoning district.

The summary table does not take into account the size of each parcel, environmental constraints, or availability. The potential units which could be built is, however, multiplied by 75% to account for roads and other infrastructure which would generally be required as a set-aside for multiple-lot subdivisions. The total potential units represent an absolute maximum number of units which could be built; however, this serves as a general guide to the capacity of the community to construct new housing. The practical number of units which could be constructed is most likely considerably lower, due to site constraints, lack of property on the market, and other factors. The following goals, objectives and strategies do, however, account for the size and distribution of the vacant lots and provide recommendations.

Figure S2 shows Spring Green has three (3) residential zoning districts, two (2) of which allow for multi-family development. The maximum number of single-family units which could be built on vacant property

is 302 units. The maximum number of multi-family units which could be constructed is 554 units. There is an overlap of single-family and multi-family potential within the R-2 district, so both maximums would not be able to be built, as a choice would have to be made to build on or the other, or a mix of both, in the R-2 district.

Figure S2 Land Analysis

Zoning	Acres	Sq. Ft.	Minimum	Minimum	Potential	Potential
			SF Lot	MF Lot		
			Area per	Area per	SF Units	MF Units
			Unit	Unit		
R-1	6.29	274,119	5,000		55	
R-2	63.94	2,785,379	8,000		348	55
R-3	10.43	454,283				2,500
Total Acres	80.67					
Total Potential SF						
Units * 75%					302	
Total Potential MF						
Units * 75%						554

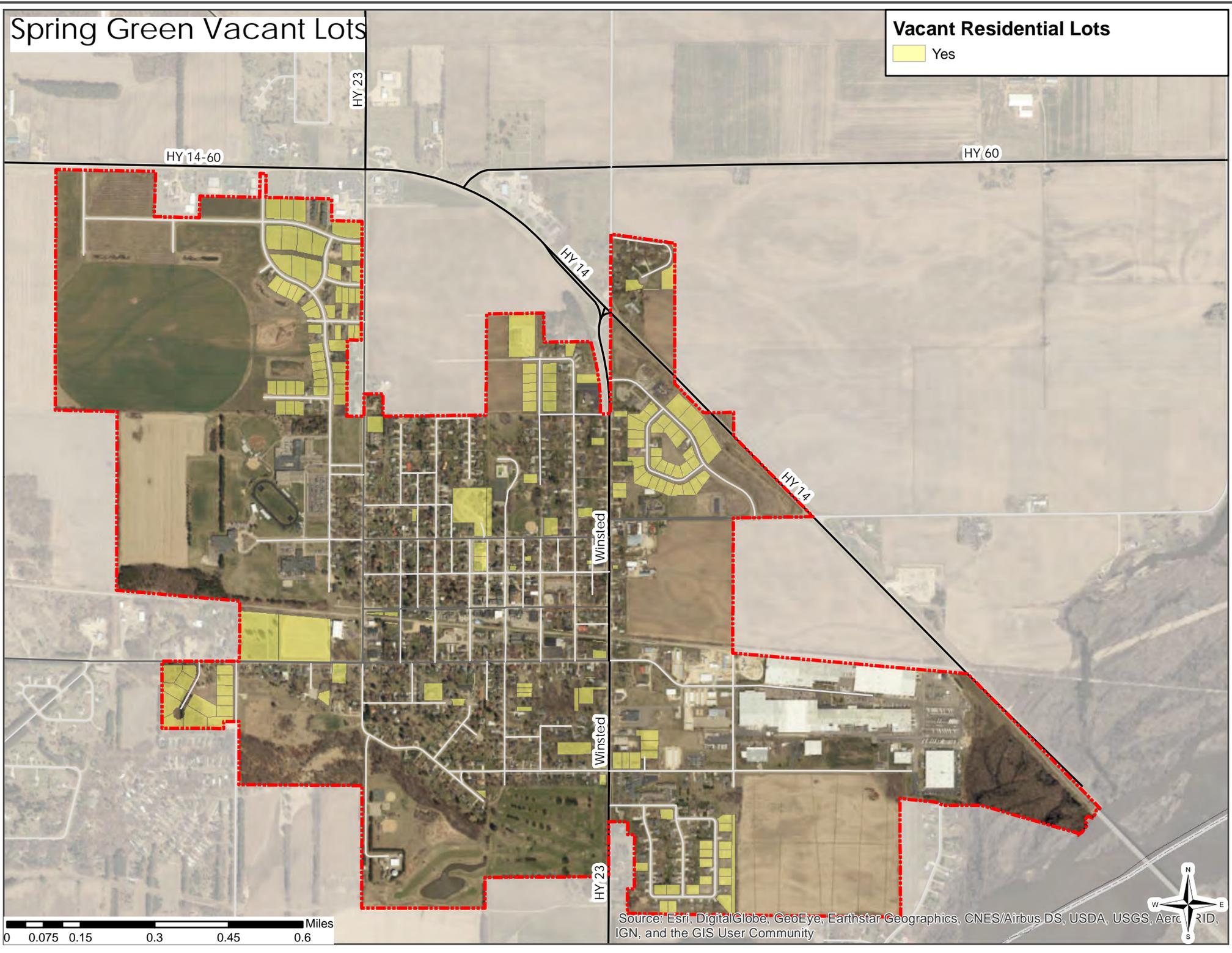
* Source: Local GIS & Zoning Data

The Spring Green Vacant Lots map shows a number of vacant residentially-zoned lots located within newer existing subdivisions. There are some vacant lots within the older residential districts as well. A couple of larger vacant lots can be found; however, many of the larger vacant lots are not zoned residential and would to be rezoned in order to provide available land for housing development.

Spring Green Vacant Lots

Vacant Residential Lots

Yes



Source: Esri, DigitalGlobe, GeoEye, Earthstar Geographics, CNES/Airbus DS, USDA, USGS, AeroGRID, IGN, and the GIS User Community

Single- Family Housing

Spring Green has a need to house smaller workforce families with some seniors present in the household and some living on their own. There are a number of vacant residential lots in both newer subdivisions as well as some vacant lots in the older neighborhoods which are suitable for infill development. Infill development should focus on smaller workforce single-family homes or senior-accessible single-family homes. Village assistance will be needed to ensure any infill houses are affordable to the local workforce.

Goal: Encourage more single-family owner-occupied infill construction

Objective: Increase supply of available land for single-family infill housing

Strategy: Create purchase fund from local funding sources and/or other agency/entity sources

Strategy: Purchase smaller vacant/redevelopable lots suitable for infill development

Strategy: Purchase vacant/redevelopable properties, sell properties for profit and use proceeds to purchase additional/better properties for infill development

Strategy: Create a list of vacant land currently available land for development/purchase, work with realtors to market properties for infill development

Strategy: Develop land donation or reduced price policy and procedures to allow for municipality to donate or discount municipally-owned property to potential builders for infill development

Objective: Encourage developer/builder participation in local, state, federal and non-profit housing assistance and initiatives

Strategy: Develop & distribute local, state, federal and non-profit housing assistance programs list to developers/builders

The Village has a mixture of older housing stock, built before 1940, as well as newer stock, built since 1990. Therefore, there is a need to assist with rehabilitation of those older homes which may need work. Current homeowners may have need for renovations or weatherization or other improvements which they cannot afford. However, higher local incomes will make State or Federal funding difficult to obtain for smaller workforce families. Local assistance would be required and should be limited in scope to encourage new buyers to purchase older homes while new home construction is being pursued.

Goal: Encourage single-family owner-occupied rehabilitation

Objective: Make home rehabilitation funding available to homeowners

Strategy: Establish a home improvement grant/revolving loan fund specifically for exterior owner-occupied housing improvements

Strategy: Establish a home improvement grant/revolving loan fund specifically for interior owner-occupied housing improvements

Strategy: Establish a weatherization grant/revolving loan program for owner-occupied homes

Strategy: Establish a code compliance grant/revolving loan fund for home owners

Finally, there is also a need for financial assistance for potential workforce homebuyers who may need help with downpayments or purchase of a home which may need repairs.

Goal: Encourage more homeownership

Objective: Encourage homeowner and renter participation in local, state, federal and non-profit housing assistance and initiatives

Strategy: Develop & distribute local, state, federal and non-profit housing assistance programs list to owners looking to sell their existing home and purchase another

Strategy: Develop & distribute local, state, federal and non-profit housing assistance programs list to renters who may be looking to purchase

Objective: Encourage owner-occupied acquisition and rehabilitation by builders/investors for resale (flippers)

Strategy: Establish an owner-occupied purchase & rehabilitation incentive program for builders/investors

Townhome/Duplex/Condo

There are larger parcels which could be rezoned to accommodate a either senior owner-occupied development or a senior multi-family rental development. Any workforce attached multi-family should be built in conjunction with senior-oriented housing to ensure demand and to take advantage of any potential lower income local, State, or Federal funding programs.

Goal: Encourage more attached housing construction

Objective: Increase supply of available land for attached housing development

Strategy: Purchase vacant/redevelopable properties, sell properties for profit and use proceeds to purchase additional/better properties for attached housing development

Strategy: Develop land swap policy and procedures to allow for exchange of municipal property for property more suitable for attached housing development

Strategy: Develop land lease policy and procedures to allow for municipality to lease municipally-owned property to potential attached housing developers

Strategy: Develop land donation or reduced price policy and procedures to allow for municipality to donate or discount municipally-owned property to potential developers for attached housing development

Objective: Encourage attached housing construction through site preparation assistance

Strategy: Prepare a preliminary site analysis (PSA) for target attached housing sites

Strategy: Create environmental assessment and/or remediation loan fund, policies & regulations to assist developers with environmental assessment and/or remediation costs associated with attached housing construction

Strategy: Create demolition grant/loan fund, policies & regulations to assist developers with demolition associated with attached housing construction

Duplexes are allowed in the R-2 zoning category, so encouraging duplex construction on infill properties would be an option for increasing workforce owner-occupied housing stock and also allowed for the potential of additional rental stock in the longer-term. The Village would have to give builder assistance to ensure any duplexes constructed would be affordable to smaller workforce families

Goal: Encourage more infill duplex construction

Objective: Increase supply of available land for infill duplexes

Strategy: Create purchase fund from local funding sources and/or other agency/entity sources

Strategy: Purchase smaller vacant/redevelopable lots suitable for infill housing

Strategy: Purchase vacant/redevelopable properties, sell properties for profit and use proceeds to purchase additional/better properties for duplex infill housing

Strategy: Develop land donation or reduced price policy and procedures to allow for municipality to donate or discount municipally-owned property to potential builders for duplex infill development

Strategy: Create a list of vacant land currently available land for development/purchase. Work with realtors to market properties for infill duplex development

Objective: Encourage builder participation in local, state, federal and non-profit housing assistance and initiatives

Strategy: Develop & distribute local, state, federal and non-profit housing assistance programs list to builders

Apartments

There are larger parcels which could be rezoned for apartments, however, greater need exists for attached multi-family workforce housing or for senior housing. Any larger parcels to be rezoned are currently public land or industrial. Therefore, any rezoning would need to fulfill a public need to be justifiable and the need for apartments is not likely strong enough and, therefore, should not be pursued. In addition, any attached multi-family housing which would be constructed could be rented out at some point as well, thus helping to satisfy rental demand.

Senior Living

The Village has a need to house seniors who are living on their own and may need assistance renovating their existing home. Spring Green should implement programs or make funding available to assist with accessibility and other rehabilitation projects for newer and older senior-occupied homes. Seniors may also be looking to transition from their existing single-family owner-occupied home to a rental senior property as well. Although larger sites are difficult to find in Spring Green, there may be parcels suitable for smaller senior facilities, including current industrial or other properties which could become vacant and should be pursued to construct senior housing. Village incentives should be offered to encourage senior housing construction. Infill duplex construction for seniors could also be an option.

Goal: Encourage single-family owner-occupied rehabilitation for seniors

Objective: Provide housing rehabilitation assistance by/for senior homeowners

Strategy: Establish a weatherization grant/revolving loan program for owner-occupied homes

Strategy: Establish an interior accessibility grant/revolving loan program for owner-occupied homes

Strategy: Establish an exterior accessibility grant/revolving loan program for owner-occupied homes

Strategy: Establish a code compliance grant/revolving loan fund for home owners

Objective: Encourage senior homeowner participation in local, state, federal and non-profit housing assistance and initiatives

Strategy: Develop & distribute local, state, federal and non-profit housing assistance programs list to senior owners.

Goal: Encourage more multi-family construction for seniors

Objective: Increase supply of available land for senior housing

Strategy: Create purchase fund from local funding sources and/or other agency/entity sources

Strategy: Purchase larger vacant/redevelopable lots suitable for multi-family senior development

Strategy: Purchase vacant/redevelopable properties, sell properties for profit and use proceeds to purchase additional/better properties for senior housing

Strategy: Develop land lease policy and procedures to allow for municipality to lease municipally-owned property to potential housing developers for senior housing

Strategy: Develop land donation or reduced price policy and procedures to allow for municipality to donate or discount municipally-owned property to potential developers for senior housing development

Objective: Establish a site preparation program to encourage developer senior housing construction

Strategy: Prepare a preliminary site analysis (PSA) for target senior housing sites

Strategy: Create environmental assessment and/or remediation grant fund, policies & regulations to assist developers with environmental assessment and/or remediation costs associated with senior housing construction

Strategy: Create demolition grant/loan fund, policies & regulations to assist developers with demolition associated with senior housing construction

Objective: Encourage developer participation in local, state, federal and non-profit housing assistance and initiatives

Strategy: Develop & distribute local, state, federal and non-profit housing assistance programs to developers

Affordable Housing

There is a need for affordable workforce housing and moderate-income housing for young families as well as affordable senior housing, yet not necessarily very-low or low-income housing as an immediate priority. Many residents may not qualify for low-income State and Federal housing assistance; however, some seniors and other members of the community may be able to take advantage of assistance programs. Lower income owners should be encouraged to use existing rehabilitation State and Federal assistance. Lower income buyers should be encouraged to use existing State and Federal down payment assistance. In addition, landlords and investors may be able to take advantage of State and Federal programs if building infill development for lower income buyers and renters.

Goal: Encourage more rental construction or supply for lower income renters

Objective: Encourage purchase or refinance of rental properties by landlords

Strategy: Make housing program funds available to landlords to purchase or refinance rental housing

Objective: Encourage construction of new affordable rental infill multi-family housing by developers

Strategy: Make housing program funds available to developers or landlords to build lower income rental infill housing

Goal: Encourage more homeownership for lower income buyers

Objective: Encourage purchase of owner-occupied single-family or multi-family homes by lower income buyers

Strategy: Establish an owner-occupied purchase assistance program for lower income homebuyers

Strategy: Make housing program funds available to lower income buyers to purchase owner-occupied housing

Strategy: Establish an owner-occupied purchase & rehabilitation program for lower income homebuyers

Strategy: Make housing program funds available to lower income homebuyers to purchase and rehabilitate owner-occupied housing

Objective: Encourage more homeownership by utilizing housing program educational initiatives

Strategy: Establish homebuyer counseling program with housing program funds

Strategy: Consolidate existing counseling programs

Goal: Encourage owner-occupied rehabilitation for lower income residents

Objective: Make home rehabilitation funding available to lower income homeowners

Strategy: Make housing program funds available to homeowners to rehabilitate lower-income owner-occupied housing

Strategy: Perform local market survey to determine median housing value for use with government housing program funds

Objective: Encourage owner-occupied housing acquisition and rehabilitation by investors for resale to lower income buyers

Strategy: Establish an owner-occupied purchase & rehabilitation program for investors for resale to lower income buyers

Strategy: Make housing program funds available to potential investors to purchase and rehabilitate owner-occupied housing for resale to lower income buyers

Goal: Encourage rental rehabilitation for lower income renters

Objective: Make lower income rental rehabilitation funding available to landlords

Strategy: Make housing program funds available to landlords to rehabilitate lower income rental housing

Strategy: Perform local market survey to determine median rents for use with government housing program funds

Objective: Encourage purchase and rehabilitation of lower income rental properties by landlords

Strategy: Establish a lower-income rental purchase & rehabilitation program for landlords

Strategy: Make housing program funds available to potential landlords to purchase and rehabilitate lower income rental housing

Other Housing Initiatives and Administrative Tools

The Village does not currently have a Community Development Authority (CDA), Housing Authority (HA), or Redevelopment Authority (RDA). Establishing such an entity would allow the Village greater ability to attract and distribute funding to housing projects. The scope and authority of these bodies is defined under Chapter 66 of the Wisconsin Statutes. Also, the Village has a Historic Preservation ordinance; however, the Village is not a Certified Local Government. Becoming a Certified Local Government would allow access to grant funding for historic housing rehabilitation and other historic housing projects.

Goal: Establish support entities to administer housing funding and assistance programs

Objective: Establish and fund an RDA, HA, or CDA

Strategy: Establish contact with the CDA in the City of Baraboo and/or the CDA in the City of Reedsburg to gain insights on successful development and redevelopment initiatives in those communities

Strategy: Create an RDA, HA, or CDA and pursue funding in order to support housing rehabilitation, development and redevelopment projects

Objective: Become a Certified Local Government (CLG)

Strategy: Establish contact with the Historic Preservation Commission in the Village of Sauk City to gain insights on successful historic preservation initiatives in this community

Strategy: Contact the State Historic Preservation Officer (SHPO) and pursue CLG certification

Furthermore, the Village has six main commercial zoning districts which might be suitable for housing: Village Retail Business (B-1), Village Retail Business District Outside the Downtown (B-2), Village & Extraterritorial Highway Commercial (B-3), Village Wholesale and Service District (B-4), Village Office and Business Park Commercial District (B-5), and Village & Extraterritorial Highway Commercial (B-8). The Village allows for second story housing in B-2 as a permitted use and partial ground floor residential as a conditional use; however, multifamily dwellings are not allowed as permitted or conditional uses in any of the other commercial districts.

Goal: Create more flexibility within the Zoning Code for multifamily residential development

Objective: Allow for attached multifamily and apartment development within certain commercial zoning districts

Strategy: Study commercial districts for the potential to allow for multifamily development as-of-right and amend the Zoning Code for the relevant districts as appropriate

Strategy: Consider amending the Zoning Code to create a mixed-use district that requires or incentivizes a mix of residential, commercial, office, recreational uses and other appropriate uses

Many of the identified housing needs and strategies could utilize State and Federal government assistance and funding. A number of government assistance and funding programs are directly available to homebuyers, renters, homeowners, developers, and landlords. However, other types of housing assistance and funding are only available to local governments and their partner organizations. In particular, the US Department of Housing and Urban Development (HUD) offers assistance through a number of programs which could be utilized by local governments. One source of HUD funding is the HUD HOME Investment Partnerships Program (HOME). This community on its own does not currently qualify as a jurisdiction which can receive an annual allocation of HOME funds from HUD. However, this jurisdiction can apply for HOME funds on a project by project basis and gain assistance for specific identified housing projects and programs. Another option would be to work with Sauk County and other jurisdictions in forming a HOME consortium. With the support of other potential partners, Sauk County and other consortium members could qualify for an annual allocation of HOME funds due to the greater combined need of all consortium members. In addition, Community Development Block Grant (CDBG) as well as other State and Federal assistance funds can be used to complement HUD HOME funds and provide a wide range of housing financial and technical assistance.

Goal: Encourage increased utilization of local, State, Federal and Non-Profit Housing assistance Programs

Objective: Access HUD HOME funding programs

Strategy: Apply directly to the Department of Administration for rehabilitation, homebuyer assistance, renter assistance and rental housing development funding for identified affordable housing projects

Strategy: Contact Sauk County to measure interest and gain cooperation in forming a HUD HOME Consortium

Objective: Access CDBG funding programs

Strategy: Evaluate potential to apply for additional CDBG funds to support identified housing project and housing assistance programs

Objective: Make use of current fiscal resources to maximize local funding for identified housing projects and housing assistance programs

Strategy: Evaluate the potential for additional impact fees to fund improvements needed to encourage additional housing construction

Strategy: Evaluate the current use of Tax Increment Financing to determine how TIF can be used to support identified housing projects

Objective: Identify and access other State, Federal and Non-Profit funding programs

Strategy: Identify designated Community Development Financial Institutions which operate in Sauk County and apply for any available funding for identified housing projects and housing assistance programs

Strategy: Identify and solicit investor interest in utilizing opportunity zones, tax credits and other available financial incentives to invest in identified housing projects

Strategy: Identify additional State, Federal, and Non-Profit entities and apply for any available funding for identified housing projects and housing assistance programs

Spring Green should take the above goals, objectives and strategies and identify specific housing projects and initiatives which should be supported, encouraged and incentivized. Once specific housing projects are identified, the jurisdiction should ensure all assistance and incentives are identified which can support those projects. Such assistance and incentives could include any needed zoning amendments, land acquisition or assembly, infrastructure provision, grant or loan assistance funds, and the policies and procedures needed to work with housing developers and builders in promoting the construction identified housing projects. Once these steps are taken, developer and builder interest should be solicited through a Request for Qualifications or Request for Proposals process.

Goal: Provide process to encourage developer interest in targeted housing sites and projects

Objective: Proactively work with developers and investors to build identified housing projects on target properties

Strategy: Prepare site proposal packets for target sites, including any PSA and/or environmental assessment and/or remediation Report, and distribute to developers and other potential project partners

Spring Green Housing Goals, Objectives and Strategies	Priority	Responsibility	Funding	Timeframe
Single- Family Housing				
Goal: Encourage more single-family owner-occupied infill construction				
<u>Objective: Increase supply of available land for single-family infill housing.</u>	1 2 3			
<i>Strategy: Create purchase fund from local funding sources and/or other agency/entity sources</i>		Village/ Housing Agencies	Staff Time	Ongoing
<i>Strategy: Purchase smaller vacant/redevelopable lots suitable for infill development</i>		Village	\$50,000* + \$75,000 initial year investment	Ongoing
<i>Strategy: Purchase vacant/redevelopable properties, sell properties for profit and use proceeds to purchase additional/better properties for infill development</i>		Village	\$75,000	Ongoing
<i>Strategy: Create a list of vacant land currently available land for development/purchase, work with realtors to market properties for infill development</i>		Village	Staff Time	Ongoing
<i>Strategy: Develop land donation or reduced price policy and procedures to allow for municipality to donate or discount municipally-owned property to potential builders for infill development</i>		Village	Staff Time	Ongoing
<u>Objective: Encourage developer/builder participation in local, state, federal and non-profit housing assistance and initiatives</u>	1 2 3			
<i>Strategy: Develop & distribute local, state, federal and non-profit housing assistance programs list to developers/builders</i>		Village/ Housing Agencies/ Housing Partners	Staff Time	<2 yrs
Goal: Encourage single-family owner-occupied rehabilitation				
<u>Objective: Make home rehabilitation funding available to homeowners.</u>	1 2 3			
<i>Strategy: Establish a home improvement grant/revolving loan fund specifically for exterior owner-occupied housing improvements</i>		Village/ CHDO/ Housing Partners	\$25,000* + \$75,000 initial year investment	Ongoing
<i>Strategy: Establish a home improvement grant/revolving loan fund specifically for interior owner-occupied housing improvements</i>		Village/ CHDO/ Housing Partners	\$25,000* + \$75,000 initial year investment	Ongoing
<i>Strategy: Establish a weatherization grant/revolving loan program for owner-occupied homes</i>		Village/ CHDO/ Housing Partners	\$25,000* + \$75,000 initial year investment	Ongoing
<i>Strategy: Establish a code compliance grant/revolving loan fund for home owners</i>		Village/ CHDO/ Housing Partners	\$25,000* + \$75,000 initial year investment	Ongoing
Goal: Encourage more homeownership				
<u>Objective: Encourage homeowner and renter participation in local, state, federal and non-profit housing assistance and initiatives</u>	1 2 3			
<i>Strategy: Develop & distribute local, state, federal and non-profit housing assistance programs list to owners looking to sell their existing home and purchase another</i>		Village/ Housing Agencies/ Housing Partners	Staff Time	<2 yrs
<i>Strategy: Develop & distribute local, state, federal and non-profit housing assistance programs list to renters who may be looking to purchase</i>		Village/ Housing Agencies/ Housing Partners	Staff Time	<2 yrs
<u>Objective: Encourage owner-occupied acquisition and rehabilitation by builders/investors for resale (flippers)</u>	1 2 3			
<i>Strategy: Establish an owner-occupied purchase & rehabilitation incentive program for builders/investors</i>		Village/ Housing Agencies/ Housing Partners	\$40,000* + \$90,000 initial year investment	Ongoing

Spring Green Housing Goals, Objectives and Strategies	Priority	Responsibility	Funding	Timeframe
Townhome/Duplex/Condo				
Goal: Encourage more attached housing construction				
<u>Objective: Increase supply of available land for attached housing development</u>	1 2 3			
<i>Strategy: Purchase vacant/redevelopable properties, sell properties for profit and use proceeds to purchase additional/better properties for attached housing development</i>		Village	\$75,000	Ongoing
<i>Strategy: Develop land swap policy and procedures to allow for exchange of municipal property for property more suitable for attached housing development</i>		Village	Staff Time	Ongoing
<i>Strategy: Develop land lease policy and procedures to allow for municipality to lease municipally-owned property to potential attached housing developers</i>		Village	Staff Time	Ongoing
<i>Strategy: Develop land donation or reduced price policy and procedures to allow for municipality to donate or discount municipally-owned property to potential developers for attached housing development</i>		Village	Staff Time	Ongoing
<u>Objective: Encourage attached housing construction through site preparation assistance</u>	1 2 3			
<i>Strategy: Prepare a preliminary site analysis (PSA) for target attached housing sites</i>		Village	\$25,000*	Ongoing
<i>Strategy: Create environmental assessment and/or remediation grant/loan fund, policies & regulations to assist developers with environmental assessment and/or remediation costs associated with attached housing construction</i>		Village	\$40,000-80,000*	Ongoing
<i>Strategy: Create demolition grant/loan fund, policies & regulations to assist developers with demolition associated with attached housing construction</i>		Village	\$40,000* + initial year investment	Ongoing
Goal: Encourage more infill duplex construction				
<u>Objective: Increase supply of available land for infill duplexes</u>	1 2 3			
<i>Strategy: Create purchase fund from local funding sources and/or other agency/entity sources</i>		Village/ Housing Agencies	Staff Time	Ongoing
<i>Strategy: Purchase smaller vacant/redevelopable lots suitable for infill housing</i>		Village	\$50,000* + \$75,000 initial year investment	Ongoing
<i>Strategy: Purchase vacant/redevelopable properties, sell properties for profit and use proceeds to purchase additional/better properties for duplex infill housing</i>		Village	\$75,000	Ongoing
<i>Strategy: Develop land donation or reduced price policy and procedures to allow for municipality to donate or discount municipally-owned property to potential builders for duplex infill development</i>		Village	Staff Time	Ongoing
<i>Strategy: Create a list of vacant land currently available land for development/purchase. Work with realtors to market properties for infill duplex development</i>		Village	Staff Time	Ongoing
<u>Objective: Encourage builder participation in local, state, federal and non-profit housing assistance and initiatives</u>	1 2 3			
<i>Strategy: Develop & distribute local, state, federal and non-profit housing assistance programs list to builders</i>		Village/ Housing Agencies/ Housing Partners	Staff Time	<2 yrs

Spring Green Housing Goals, Objectives and Strategies	Priority	Responsibility	Funding	Timeframe
Senior Living				
Goal: Encourage single-family owner-occupied rehabilitation for seniors				
<u>Objective: Provide housing rehabilitation assistance by/for senior homeowners</u>	1 2 3			
<i>Strategy: Establish a weatherization grant/revolving loan program for owner-occupied homes</i>		Village/ CHDO/ Housing Partners	\$25,000* + \$75,000 initial year investment	Ongoing
<i>Strategy: Establish an interior accessibility grant/revolving loan program for owner-occupied homes</i>		Village/ CHDO/ Housing Partners	\$25,000* + \$75,000 initial year investment	Ongoing
<i>Strategy: Establish an exterior accessibility grant/revolving loan program for owner-occupied homes</i>		Village/ CHDO/ Housing Partners	\$25,000* + \$75,000 initial year investment	Ongoing
<i>Strategy: Establish a code compliance grant/revolving loan fund for home owners</i>		Village/ CHDO/ Housing Partners	\$25,000* + \$75,000 initial year investment	Ongoing
<u>Objective: Encourage senior homeowner participation in local, state, federal and non-profit housing assistance and initiatives</u>	1 2 3			
<i>Strategy: Develop & distribute local, state, federal and non-profit housing assistance programs list to senior owners.</i>		Village/ Housing Agencies/ Housing Partners	Staff Time	<2 yrs
Goal: Encourage more multi-family construction for seniors				
<u>Objective: Increase supply of available land for senior housing</u>	1 2 3			
<i>Strategy: Create purchase fund from local funding sources and/or other agency/entity sources</i>		Village/ Housing Agencies	Staff Time	Ongoing
<i>Strategy: Purchase larger vacant/redevelopable lots suitable for multi-family senior development</i>		Village	\$60,000* + \$90,000 initial year investment	Ongoing
<i>Strategy: Purchase vacant/redevelopable properties, sell properties for profit and use proceeds to purchase additional/better properties for senior housing</i>		Village	\$75,000	Ongoing
<i>Strategy: Develop land lease policy and procedures to allow for municipality to lease municipally-owned property to potential housing developers for senior housing</i>		Village	Staff Time	Ongoing
<i>Strategy: Develop land donation or reduced price policy and procedures to allow for municipality to donate or discount municipally-owned property to potential developers for senior housing development</i>		Village	Staff Time	Ongoing
<u>Objective: Establish a site preparation program to encourage developer senior housing construction</u>	1 2 3			
<i>Strategy: Prepare a preliminary site analysis (PSA) for target senior housing sites</i>		Village	\$25,000*	Ongoing
<i>Strategy: Create environmental assessment and/or remediation grant/loan fund, policies & regulations to assist developers with environmental assessment and/or remediation costs associated with senior housing construction</i>		Village	\$40,000-80,000*	Ongoing
<i>Strategy: Create demolition grant/loan fund, policies & regulations to assist developers with demolition associated with senior housing construction</i>		Village	\$40,000* + initial year investment	Ongoing
<u>Objective: Encourage developer participation in local, state, federal and non-profit housing assistance and initiatives</u>	1 2 3			
<i>Strategy: Develop & distribute local, state, federal and non-profit housing assistance programs to developers</i>		Village/ Housing Agencies/ Housing Partners	Staff Time	<2 yrs

Spring Green Housing Goals, Objectives and Strategies	Priority	Responsibility	Funding	Timeframe
Affordable Housing				
Goal: Encourage more rental construction or supply for lower income renters				
Objective: Encourage purchase or refinance of rental properties by landlords	1 2 3			
Strategy: Make housing program funds, such as HUD funds, directly available to landlords to purchase or refinance rental housing		Village/ Housing Agencies/ Housing Partners	\$40,000* + \$90,000 initial year investment	Ongoing
Objective: Encourage construction of new affordable rental infill multi-family housing by developers	1 2 3			
Strategy: Make housing program funds, such as HUD funds, directly or indirectly available to developers or landlords to build lower income rental infill housing		Village/ Housing Agencies	TBD	Ongoing
Goal: Encourage more homeownership for lower income buyers				
Objective: Encourage purchase of owner-occupied single-family or multi-family homes by lower income buyers	1 2 3			
Strategy: Establish an owner-occupied purchase assistance program for lower income homebuyers		Village/ Housing Agencies/ Housing Partners/CDHO	Staff Time	<2 yrs
Strategy: Make housing program funds available to lower income buyers to purchase owner-occupied housing		Village/ Housing Agencies/ Housing Partners/CDHO	\$40,000* + \$90,000 initial year investment	Ongoing
Strategy: Establish an owner-occupied purchase & rehabilitation program for lower income homebuyers		Village/ Housing Agencies/ Housing Partners/CDHO	Staff Time	<2 yrs
Strategy: Make housing program funds available to lower income homebuyers to purchase and rehabilitate owner-occupied housing		Village/ Housing Agencies/ Housing Partners/CDHO	\$40,000* + \$90,000 initial year investment	Ongoing
Objective: Encourage more homeownership by utilizing housing program educational initiatives	1 2 3			
Strategy: Establish homebuyer counseling program with housing program funds		Village/ Housing Agencies/ Housing Partners	Staff Time	<2 yrs
Strategy: Consolidate existing counseling programs		Village/ Housing Agencies/ Housing Partners	Staff Time	<2 yrs
Goal: Encourage owner-occupied rehabilitation for lower income residents				
Objective: Make home rehabilitation funding available to lower income homeowners	1 2 3			
Strategy: Make housing program funds available to homeowners to rehabilitate lower-income owner-occupied housing		Village/ CHDO/ Housing Partners	\$25,000* + \$75,000 initial year investment	Ongoing
Strategy: Perform local market survey to determine median housing value for use with government housing program funds		Village	\$20,000	<2 yrs
Objective: Encourage owner-occupied housing acquisition and rehabilitation by investors for resale to lower income buyers	1 2 3			
Strategy: Establish an owner-occupied purchase & rehabilitation program for investors for resale to lower income buyers		Village/ Housing Agencies/ Housing Partners	Staff Time	<2 yrs
Strategy: Make housing program funds available to potential investors to purchase and rehabilitate owner-occupied housing for resale to lower income buyers		Village/ Housing Agencies/ Housing Partners	\$40,000* + \$90,000 initial year investment	Ongoing

Spring Green Housing Goals, Objectives and Strategies		Priority	Responsibility	Funding	Timeframe
Goal: Encourage rental rehabilitation for lower income renters					
<u>Objective: Make lower income rental rehabilitation funding available to landlords</u>		1 2 3			
Strategy: Make housing program funds available to landlords to rehabilitate lower income rental housing			Village/ CHDO/ Housing Partners	\$25,000* + \$75,000 initial year investment	Ongoing
Strategy: Perform local market survey to determine median rents for use with government housing program funds			Village	\$20,000	<2 yrs
<u>Objective: Encourage purchase and rehabilitation of lower income rental properties by landlords</u>		1 2 3			
Strategy: Establish a lower-income rental purchase & rehabilitation program for landlords			Village/ Housing Agencies/ Housing Partners/CDHO	Staff Time	<2 yrs
Strategy: Make housing program funds directly or indirectly available to potential landlords to purchase and rehabilitate lower income rental housing			Village/ Housing Agencies/ Housing Partners/CDHO	\$40,000* + \$90,000 initial year investment	<2 yrs
Other Housing Initiatives and Administrative Tools					
Goal: Establish support entities to administer housing funding and assistance programs					
<u>Objective: Establish and fund an RDA, HA, or CDA</u>		1 2 3			
Strategy: Establish contact with the CDA in the Village of Baraboo and/or the CDA in the Village of Reedsburg to gain insights on successful development and redevelopment initiatives in those communities			Village/Baraboo/ Reedsburg	Staff Time	<2 yrs
Strategy: Create an RDA, HA, or CDA and pursue funding in order to support housing rehabilitation, development and redevelopment projects			Village/Housing Partners	\$20,000	Ongoing
<u>Objective: Become a Certified Local Government (CLG)</u>		1 2 3			
Strategy: Establish contact with the Historic Preservation Commission in the Village of Sauk Village to gain insights on successful historic preservation initiatives in this community			Village/State Agencies	Staff Time	<2 yrs
Strategy: Contact the State Historic Preservation Officer (SHPO) and pursue CLG certification			Village/State Agencies	Staff Time	3-5 yrs
Goal: Create more flexibility within the Zoning Code for multifamily residential development					
<u>Objective: Allow for attached multifamily and apartment development within certain commercial zoning districts</u>		1 2 3			
Strategy: Study commercial districts for the potential to allow for multifamily development as-of-right and amend the Zoning Code for the relevant districts as appropriate			Village	Staff Time	<2 yrs
Strategy: Consider amending the Zoning Code to create a mixed-use district that requires or incentivizes a mix of residential, commercial, office, recreational uses and other appropriate uses			Village	Staff Time	<2 yrs

Spring Green Housing Goals, Objectives and Strategies	Priority	Responsibility	Funding	Timeframe
Goal: Encourage increased utilization of local, State, Federal and Non-Profit Housing assistance Programs				
<u>Objective: Access HUD HOME funding programs</u>	1 2 3			
<i>Strategy: Apply directly to the Department of Administration for rehabilitation, homebuyer assistance, renter assistance and rental housing development funding for identified affordable housing projects</i>		Village/State Agencies	Staff Time	<2 yrs
<i>Strategy: Contact Sauk County to measure interest and gain cooperation in forming a HUD HOME Consortium</i>		Village/County	Staff Time	3-5 yrs
<u>Objective: Access CDBG funding programs</u>	1 2 3			
<i>Strategy: Evaluate potential to apply for additional CDBG funds to support identified housing project and housing assistance programs</i>		Village/State Agencies	TBD	<2 yrs
<u>Objective: Make use of current fiscal resources to maximize local funding for identified housing projects and housing assistance programs</u>	1 2 3			
<i>Strategy: Evaluate potential for additional impact fees to fund improvements needed to encourage additional housing construction</i>		Village	\$20,000	<2 yrs
<i>Strategy: Evaluate the current use of Tax Increment Financing to determine how TIF can be used to support identified housing projects</i>		Village	\$20,000	<2 yrs
<u>Objective: Identify and access other State, Federal and Non-Profit funding programs</u>	1 2 3			
<i>Strategy: Identify designated Community Development Financial Institutions which operate in Sauk County and apply for any available funding for identified housing projects and housing assistance programs</i>		Village/Housing Partners	Staff Time	<2 yrs
<i>Strategy: Identify and solicit investor interest in utilizing opportunity zones, tax credits and other available financial incentives to invest in identified housing projects</i>		Village/Housing Partners	Staff Time	<2 yrs
<i>Strategy: Identify additional State, Federal, and Non-Profit entities and apply for any available funding for identified housing projects and housing assistance programs</i>		Village/State Agencies	Staff Time	<2 yrs
Goal: Provide process to encourage developer interest in targeted housing sites and projects				
<u>Objective: Proactively work with developers and investors to build identified housing projects on target properties.</u>	1 2 3			
<i>Strategy: Prepare site proposal packets for target sites, including any PSA and/or environmental assessment and/or remediation Report, and distribute to developers and other potential project partners</i>		Village	\$20,000	3-5 yrs



Chapter 8 - West Baraboo Needs Assessment & Strategies

Needs Assessment Summary

Introduction

This section presents a Needs Assessment derived for the community from a county-wide survey, stakeholder interviews and community demographic and housing data. The county-wide survey results can be found in Appendix B – County Survey Summary and is a synthesis of the results from the electronic and mail responses to the survey. A summary of the survey can be found in the County Needs Assessment Summary. The Community Stakeholder meetings included input from multiple interviews that were held throughout the County and represent local opinions and observations from the various partnership communities. Stakeholders were interviewed from a variety of professions and responsibilities within the community in order to gain a diverse collection of local input. Stakeholder comments specific to the community are included below. A summary of all of the stakeholder meetings can be found in the County Needs Assessment Summary.

The Needs Assessment is also derived from Appendix A - State of the Housing Report, which includes an assessment of current and past community efforts as well as a housing market analysis. Local, State and Federal agency data was collected for the community and summarized in the Appendix. Data was collected and analyzed for Population, Households, Economic Characteristics, Housing Stock, and Financial Characteristics for the community. Needs were then assessed from this data and presented below.

Stakeholder Meetings Summary

A total of 12 stakeholder meetings were offered, two meetings per community. Meetings were offered during the day and the evening to accommodate various schedules. There was better turnout in some communities than others. Stakeholders consisted of financial institutions, realtors, landlords, city officials, property management professionals, builders, and developers. The following are highlights of the meeting specific to this community.

Village of West Baraboo Highlights

- Homeless population
 - 2 -6 calls per week looking for assistance (gas cards, place to stay, food).
 - Churches do not have cots in summer but work with motels for discounted rates.
 - One church acts a shelter Nov-May.
 - Baraboo SSM health partial closure will impact community.

Needs Assessment

West Baraboo

Population

The Village has experienced high population growth, 29.74%, since 2011, as well as significant increases in child and old-age dependency ratios. However, the current child dependency ratio is high while the old-age dependency ratio is lower than the other partnership communities. West Baraboo also has a lower median age, just 30 years, as well as a lower male to female ratio. This indicates the need for housing a growing younger population with emphasis on accommodating younger children and female heads of household, relative to the other partnership communities.

Households

Household data shows the Village has a higher growth rate, 17.6%, in the number of households as well as a larger average household size, 2.66, when compared to the other partnership communities. This community also showed low attributes for those households currently having those over 60 present and those over 65 living alone. However, the number of households with residents 60 years and older, and growth in households with residents 65 years old and living alone are growing faster than the rest of the County. This indicates a need to accommodate households that have larger sizes in the near term and accommodate older residents in the medium to long-term. The population is not currently older, but housing for older residents will become an issue over the coming decades. The community also has a high number of residents enrolled in college who could return and require housing with current households or start their own households.

Economic Characteristics

The Village has lower median household incomes, declining median household incomes, and higher percentages of those below poverty than the other partnership communities. Median household income is

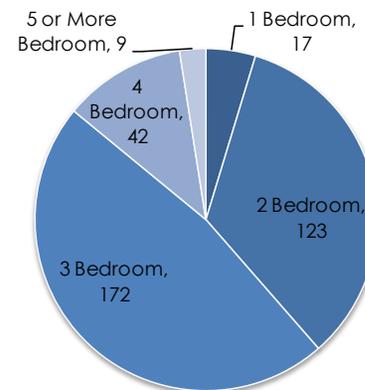
just \$41,985 per year and the percentage of those in poverty is 10.8%. The Village's unemployment rate is high at 8.9%. This indicates a need for very-low and low income subsidized housing.

Housing

Data shows some growth in the total number of housing units, yet a low percentage of owner-occupied homes at just 46%. Owner-occupied vacancies are moderate at 2.8% and the change in owner-occupied vacancies is flat. Housing stock is newer than comparable communities, yet a considerable number of pre-war homes do exist. Rental vacancy rates are moderately low and have shown a significant decrease from 2011. This shows less need for owner-occupied homes to be built and a greater need for rental units.

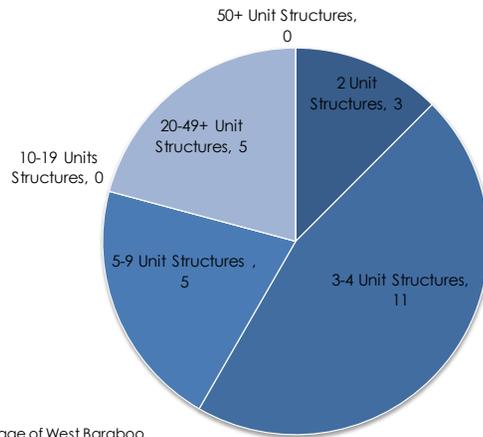
Figure N-1 shows the Village has a high number of three (3) bedrooms single-family homes. The Village should ensure these homes are rehabilitated, as needed, and kept on the market to accommodate the growing household sizes evident in this community.

Figure N-1: Bedrooms per Single-Family Home



Source: Village of West Baraboo

Figure N -2 shows West Baraboo has a large number of 3-4 unit structures, triplexes and quadplexes, as well as a large number of 5-9 unit structures. There is a need to increase the number of duplexes as well as larger rental structures in order to provide a range of rental types.



Source: Village of West Baraboo

Financial Characteristics

Data shows the Village has a median household income of \$64,432 for housing owners, yet does not show comparable income for renter households. Those households spending more than 30% of their income on housing costs are much higher for renters, 45.3%, than for home-owners, 18.6%. Renter costs are also higher relative to the rest of the County. This shows that West Baraboo has a younger population with a need for larger rental housing units in the near term and a need to accommodate seniors in the long term at a low cost. With a low median household income and stagnant income growth, low-income and subsidized rental housing options will need to be targeted.

West Baraboo Housing Needs Summary

- High population growth, high child dependency ratio and lower median age indicate a need for housing a growing younger population with emphasis on accommodating younger children.
- A lower male to female ratio indicates a need for housing that accommodates younger children with female heads of household.
- There is a need to accommodate households that have larger sizes in the near term and may have an even greater need for larger units in the short to medium term as the high number of residents enrolled in college could return and require housing with current households.
- The population is not currently older, but an increase in older dependants and older persons living alone is increasing faster than other partnership communities, indicating a need for senior housing in the medium term.
- Lower median household incomes, declining median household incomes, and higher percentages of those below poverty than indicates a need for very-low and low income and subsidized housing in the near term.
- Low and dropping rental vacancy rates, combined with a low percentage of owner-occupied homes and lower owner-occupied vacancy rates, indicates a need for more rental units in the near, short and medium term.
- The growth in population and the increase in larger and younger families along with comparable renter incomes indicates a need for very-low and low-income rentals in the near term as well as some moderate income rentals in the short to medium term.
- Low median owner incomes and high numbers of those spending more than 30% of the income on owner-housing indicates homeownership is out of reach for many. Very-low-income and low income subsidized owner-occupied housing, as well as homebuyer assistance, is needed in the short term.

Goals, Objectives & Strategies

This section presents goals, objectives and strategies necessary for the community to implement in order to ensure housing needs are met. These strategy items are derived in response to the needs detailed in the Needs Assessment section above. The goals, objectives and strategies for the community include the projected number of housing units needed and are based on population projections by age group for the next five (5), ten (10), and fifteen (15) years. The age groups are defined by generation, which influence the type of projected number of housing units needed due to the different generational preferences and characteristics regarding housing. A description of generational characteristics can be found in the County Goals, Objectives and Strategies chapter. A number of assumptions about these preferences have been included and are derived from a variety of sources, as noted in Appendix A.

The strategy items are organized by categories, which include housing type, senior housing, and affordable housing as well as neighborhood, community and other initiatives. These strategy items are also presented along with the needs they address and are summarized in an implementation matrix as well.

West Baraboo

Projections

The following are a summary of projections for the number of new residents and households expected through 2033, as well as the minimum number of housing units that will be demanded by these new residents. The full projections can be found in Appendix A – State of the Housing. The full projections show population growth and

housing preferences by generation at five (5) year increments through 2033. The housing projections should be considered the minimum number of units which need to be built for new residents and to maintain current market vacancy rates for owner-occupied units, at 2.8%, and renter-occupied units, at 4.3%. Additional housing units will be needed to increase vacancy rates, particularly for owner-occupied units, and also accommodate those looking with special needs, such as those related to affordability and senior housing. However, the housing projections do account for those aging from one generation to another and having different preferences. The previous needs assessment as well as the goals, objectives and strategies listed below provide recommendations for building the projected housing that is needed as well as additional units to accommodate encourage higher vacancy rates. The goals, objectives and strategies also account for the special needs and particular local circumstances.

Figure S1 shows the local population to increase by 56 persons by 2023, by 44 more persons by 2028 and by 38 more persons by 2033. By 2023, West Baraboo will have housing demand for 23 additional households, who will need, at a minimum, 8 apartments, 7 attached multi-family units and 9 single family homes. By 2028, West Baraboo will have housing demand for 17 additional households, 5 apartments, 5 attached multi-family units and 6 single family homes. By 2033, the Village will have housing demand for 14 additional households, 4 apartments, 4 attached multi-family units, and 7 additional single family homes.

Figure S1 Projections

	2023	2028	2033
Additional Persons	56	44	38
Additional Households	23	17	14
Additional Apartments	8	5	4
Additional Condos/Townhomes/Duplexes	7	5	4
Additional SF Homes	9	6	7

* Source: Vierbicher

Land Analysis

Figure S2 shows the number of vacant acres and vacant square feet by zoning district. This figure also summarizes the minimum lots size required for single-family and multi-family development in each district. The vacant square feet is then divided by the minimum lot size to generate an estimate of the number of units which could potentially be built on the vacant land in each zoning district.

The summary table does not take into account the size of each parcel, environmental constraints, or availability. The potential units which could be built is, however, multiplied by 75% to account for roads and other infrastructure which would generally be required as a set-aside for multiple-lot subdivisions. The total potential units represent an absolute maximum number of units which could be built; however, this serves as a general guide to the capacity of the community to construct new housing. The practical number of units which could be constructed is most likely considerably lower, due to site constraints, lack of property on the market, and other factors. The following goals, objectives and strategies do, however, account for the size and distribution of the vacant lots and provide recommendations.

Figure S2 shows West Baraboo has three (3) residential zoning districts, two (2) of which allow for multi-family development. The maximum number of single-family units which could be built on vacant property is 147 units. The maximum number of multi-family units which could be constructed is 230 units. There is an overlap of single-family and multi-family potential within the R-2 district, so both maximums would not be able to be built, as a choice would have to be made to build on or the other, or a mix of both, in the R-2 district.

Figure S2 Land Analysis

Zoning	Acres	Sq. Ft.	Minimum	Minimum	Potential SF Units	Area per MF Unit	Potential MF Units
			SF Lot	MF Lot			
R-1	15.32	667,400	8,000	83			
R-2	20.58	896,591	8,000	112	5,000		179
R-3	8.79	382,928				3,000	128
Total Acres		44.70					
Total Potential SF							
Units * 75%			147				
Total Potential MF							
Units * 75%			230				

* Source: Local GIS & Zoning Data

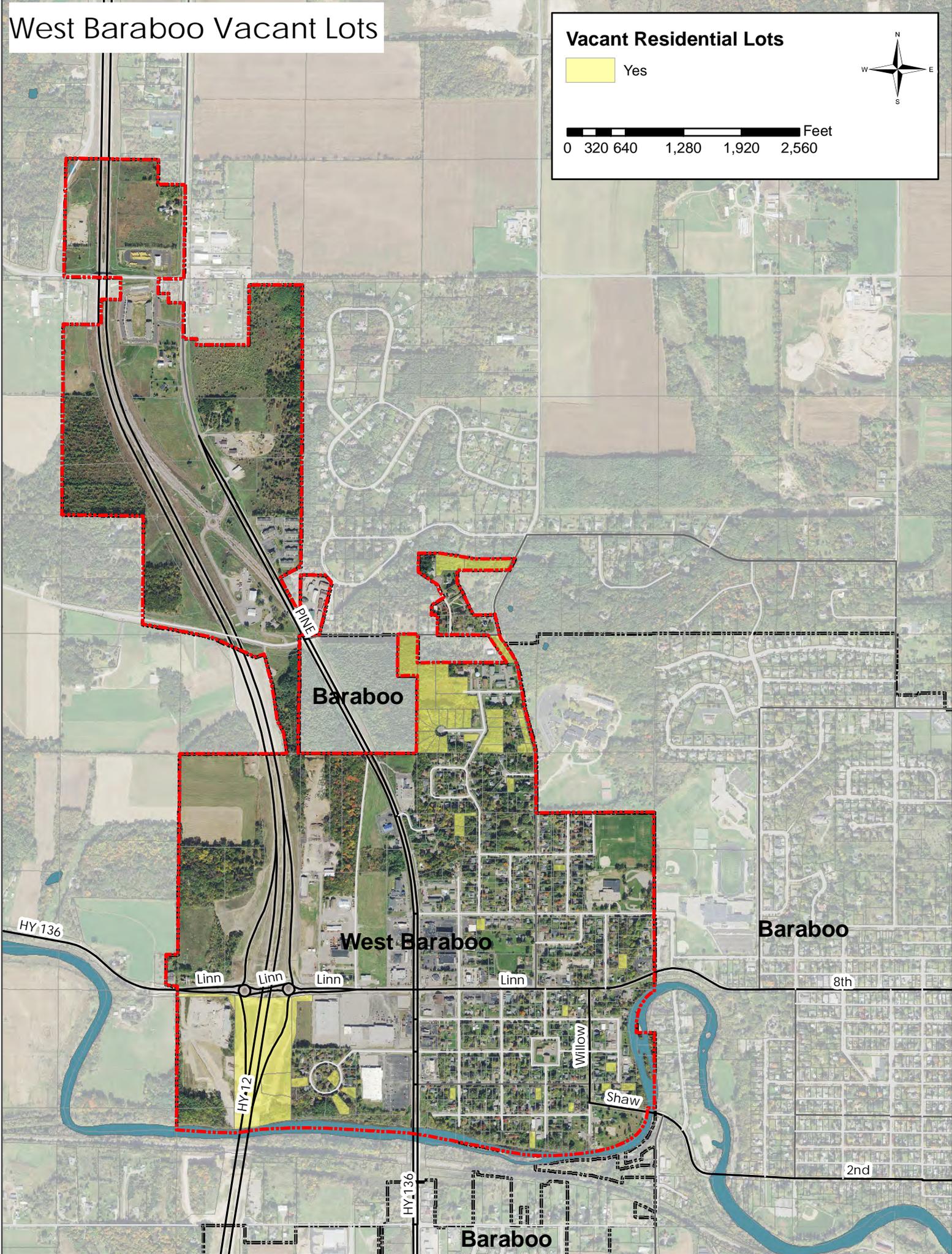
The West Baraboo Vacant Lots map shows some vacant residentially-zoned lots located within newer existing subdivisions. There are fewer vacant lots within the older residential districts. A couple of larger vacant lots can be found; however, many of the larger vacant lots are not zoned residential and would to be rezoned in order to provide available land for housing development. The larger vacant parcels are mostly located in commercial zoning districts, so a change to the zoning code allowing for multi-family zoning could also allow for more multi-family construction than what is currently possible.

West Baraboo Vacant Lots

Vacant Residential Lots



Yes



Single- Family Housing

West Baraboo has a need to house larger families with young children present in the household. There are some vacant residential lots in the newer subdivisions as well as few vacant lots in the older neighborhoods which are suitable for infill development. Infill development should focus on single-family homes, with an emphasis on affordability. Village assistance, including land cost and home purchase assistance, will be needed to ensure any infill houses are affordable to both workforce and lower income families. Village assistance will have to be combined with State and Federal housing programs to make new infill homes affordable to lower income person and maximize the impacts of local funds.

Goal: Encourage more single-family owner-occupied infill construction

Objective: Increase supply of available land for single-family infill housing

Strategy: Create purchase fund from local funding sources and/or other agency/entity sources

Strategy: Purchase smaller vacant/redevelopable lots suitable for infill development

Strategy: Purchase vacant/redevelopable properties, sell properties for profit and use proceeds to purchase additional/better properties suitable for infill development

Strategy: Create a list of vacant land currently available land for development/purchase. Work with realtors to market properties for infill development.

Strategy: Develop land donation or reduced price policy and procedures to allow for municipality to

donate or discount municipally-owned property to potential builders for single-family infill development

Objective: Encourage developer/builder participation in local, state, federal and non-profit housing assistance and initiatives

Strategy: Develop & distribute local, state, federal and non-profit housing assistance programs list to developers/builders.

The Village has an even distribution of housing stock, with a slightly higher number of homes built between 1970 and 1990. Therefore, there not a significant need to assist with rehabilitation of those older homes which may need work, beyond weatherization programs aimed at keeping utility costs low. Code compliance assistance would help with maintaining property values. Lower local incomes will make State or Federal funding easier to obtain for larger low-income families. These funds should be combined with local assistance.

Goal: Encourage single-family owner-occupied rehabilitation

Objective: Make home rehabilitation funding available to homeowners

Strategy: Establish a weatherization grant/revolving loan program for owner-occupied homes.

Strategy: Establish a code compliance grant/revolving loan fund for home owners.

There is also a need for financial assistance for potential workforce homebuyers who may need help with downpayments or purchase of a home which may need repairs.

Goal: Encourage more homeownership

Objective: Encourage homeowner and renter participation in local, state, federal and non-profit housing assistance and initiatives

Strategy: Develop & distribute local, state, federal and non-profit housing assistance programs list to owners looking to sell their existing home and purchase another

Strategy: Develop & distribute local, state, federal and non-profit housing assistance programs list to renters who may be looking to purchase

Townhome/Duplex/Condo

There are larger parcels which could be rezoned to accommodate attached multi-family owner-occupied development which could serve immediate buyer demand and serve renter demand if those units were later rented-out. Mixed-income and mixed-housing type developments would help with any rezoning and diversify the housing stock. A mixed-use development could allow for attached housing combined with commercial development to ensure the Village maintains a health tax base. Village assistance would be vital to ensure new construction is affordable and could include site preparation and other assistance. With lower local incomes, Village assistance could be combined with State, or Federal funding program to maximize assistance. Assistance should be target towards attached housing that provides three (3) bedroom units to accommodate larger families with young children.

Goal: Encourage more attached housing construction

Objective: Encourage attached housing construction through site preparation assistance

Strategy: Prepare a preliminary site analysis (PSA) for target attached housing sites

Strategy: Create environmental assessment and/or remediation loan fund, policies & regulations to assist developers with environmental assessment and/or remediation costs associated with attached housing construction

Objective: Encourage developer participation in local, state, federal and non-profit housing assistance and initiatives

Strategy: Develop & distribute local, state, federal and non-profit housing assistance programs to developers

Apartments

There are larger parcels which could also be rezoned, or existing commercial zoning regulations could be amended, to accommodate a smaller apartment development on vacant parcels. A mixed-use development combining apartment and commercial uses could help to ensure the Village maintains a health tax base and save on parking costs while offering an amenity to apartment renters. Village assistance would be vital to ensure new construction is affordable and could include helping developers secure and/or assembly property. With lower local incomes, Village assistance could be combined with State, or Federal funding program to maximize assistance. Assistance should be target towards smaller apartment complexes provide larger three (3) bedroom units to accommodate larger families with young children.

Goal: Encourage more apartment construction

Objective: Increase supply of available land for attached housing development

Strategy: Create purchase fund from local funding sources and/or other agency/entity sources

Strategy: Purchase vacant/redevelopable properties, sell properties for profit and use proceeds to purchase additional/better properties for apartment development

Strategy: Develop land swap policy and procedures to allow for exchange of municipal property for property more suitable for apartment development.

Strategy: Develop land lease policy and procedures to allow for municipality to lease municipally-owned property to potential apartment developers.

Strategy: Develop land donation or reduced price policy and procedures to allow for municipality to donate or discount municipally-owned property to potential developers for apartment development

Objective: Encourage apartment construction through site preparation assistance

Strategy: Prepare a preliminary site analysis (PSA) for target apartment sites

Strategy: Create environmental assessment and/or remediation grant/loan fund, policies & regulations to assist developers with environmental assessment and/or remediation costs associated with apartment construction

Objective: Provide off-site and on-site improvements to encourage apartment housing construction

Strategy: Develop policy & procedure for extending water, sewer & other utility mains to and/or throughout eligible development properties lacking adequate infrastructure

Strategy: Develop policy & procedure for providing transportation improvements to arterials roads leading to and/or throughout eligible development properties without adequate access

Strategy: Develop policy & procedure for installing water, sewer & other utility lateral lines throughout eligible development properties

Objective: Create off-site and/or on-site improvements grant/loan program to encourage developer-driven apartment construction

Strategy: Develop policy & procedure for grant/loan program to extend water, sewer & other utility mains to and/or throughout eligible development properties lacking adequate infrastructure

Strategy: Develop policy & procedure for grant/loan program for transportation improvements to arterials roads leading to and/or throughout eligible development properties without adequate access

Strategy: Develop policy & procedure for grant/loan program for installing water, sewer & other utility lateral lines throughout eligible development properties

Strategy: Develop policy & procedure for grant/loan program for installing sidewalks and/or curb and gutter improvements through eligible development properties

Objective: Encourage developer participation in local, state, federal and non-profit housing assistance and initiatives

Strategy: Develop & distribute local state, federal and non-profit housing assistance programs list assistance programs to developers

Senior Living

There is not currently a significant need to assist seniors, other than to ensure their homes are rehabilitated for accessibility, weatherized and able to meet zoning codes. Any assistance with site preparation or construction costs should be done in conjunction with apartment development which could include senior units as part of the overall building plan. Senior housing could also be included in any low income housing developments as well.

Goal: Encourage single-family owner-occupied rehabilitation for seniors

Objective: Provide housing rehabilitation assistance by/for senior homeowners

Strategy: Establish a weatherization grant/revolving loan program for owner-occupied homes

Strategy: Establish an interior accessibility grant/revolving loan program for owner-occupied homes

Strategy: Establish an exterior accessibility grant/revolving loan program for owner-occupied homes

Strategy: Establish a code compliance grant/revolving loan fund for home owners

Objective: Encourage senior homeowner participation in local, state, federal and non-profit housing assistance and initiatives

Strategy: Develop & distribute local, state, federal and non-profit housing assistance programs list to senior owners.

Goal: Encourage more multi-family construction for seniors

Objective: Establish a site preparation program to encourage developer senior housing construction

Strategy: Prepare a preliminary site analysis (PSA) for target senior housing sites

Strategy: Create environmental assessment and/or remediation grant fund, policies & regulations to assist developers with environmental assessment and/or remediation costs associated with senior housing construction

Objective: Encourage developer participation in local, state, federal and non-profit housing assistance and initiatives

Strategy: Develop & distribute local, state, federal and non-profit housing assistance programs to developers

Affordable Housing

West Baraboo has considerable need to house lower income residents, especially families with children. The Village will need to provide considerable assistance to buyers, renters, landlords, builders and developers to ensure lower income housing can be purchased by and built for lower income buyers. Rehabilitation should focus on ensuring any dilapidated housing is brought back to the market for sale or for rent. The Village will need to fully utilize State and Federal programs in combination with any local funds. Finally, any new larger developments should focus on including smaller apartment buildings and mixed-income attached housing and/or mixed-use housing and commercial developments.

Goal: Encourage more affordable multi-family owner-occupied construction

Objective: Encourage construction of new owner-occupied multi-family attached housing by developers for lower income buyers

Strategy: Make housing program funds available to developers to build lower income or mixed-income owner-occupied multi-family housing

Strategy: Perform local market survey to determine median housing value for use with government housing program funds

Goal: Encourage more rental construction or supply for lower income renters

Objective: Encourage purchase or refinance of rental properties by landlords

Strategy: Make housing program funds available to landlords to purchase or refinance rental housing

Objective: Encourage construction of new affordable rental multi-family developments by developers

Strategy: Make housing program funds available to developers or landlords to build lower income rental housing

Goal: Encourage more homeownership for lower income buyers

Objective: Encourage purchase of owner-occupied single-family or multi-family homes by lower income buyers

Strategy: Establish an owner-occupied purchase assistance program for lower income homebuyers

Strategy: Make housing program funds available to lower income buyers to purchase owner-occupied housing

Strategy: Establish an owner-occupied purchase & rehabilitation program for lower income homebuyers

Strategy: Make housing program funds available to lower income homebuyers to purchase and rehabilitate owner-occupied housing

Objective: Encourage more homeownership by utilizing housing program educational initiatives

Strategy: Establish homebuyer counseling program with housing program funds

Strategy: Consolidate existing counseling programs

Goal: Encourage owner-occupied rehabilitation for lower income residents

Objective: Encourage owner-occupied housing acquisition and rehabilitation by investors for resale to lower income buyers

Strategy: Establish an owner-occupied purchase & rehabilitation program for investors for resale to lower income buyers

Strategy: Make housing program funds available to potential investors to purchase and rehabilitate owner-occupied housing for resale to lower income buyers

Goal: Encourage rental rehabilitation for lower income renters

Objective: Make lower income rental rehabilitation funding available to landlords

Strategy: Make housing program funds available to landlords to rehabilitate lower income rental housing

Strategy: Perform local market survey to determine median rents for use with government housing program funds

Objective: Encourage purchase and rehabilitation of lower income rental properties by landlords

Strategy: Establish a lower-income rental purchase & rehabilitation program for landlords

Strategy: Make housing program funds available to potential landlords to purchase and rehabilitate lower income rental housing

Other Housing Initiatives and Administrative Tools

The Village does not currently operate a Community Development Authority (CDA), Housing Authority (HA), or Redevelopment Authority (RDA), as defined under Chapter 66 of the Wisconsin Statutes. These bodies all have separate functions, but can be established to address a range of issues, including blight elimination, urban renewal plan creation, and community development plan administration. Additionally, the Village does not currently have a Historic Preservation ordinance, or Historic Preservation Committee, nor is the City a Certified Local Government. Becoming a Certified Local Government would allow access to grant funding for historic housing rehabilitation and other historic housing projects.

Goal: Establish support entities to administer housing funding and assistance programs

Objective: Establish and fund an RDA, HA, or CDA

Strategy: Establish contact with the CDA in the City of Baraboo and/or the CDA in the City of Reedsburg to gain insights on successful development and redevelopment initiatives in those communities

Strategy: Create an RDA, HA, or CDA and pursue funding in order to support housing rehabilitation, development and redevelopment projects

Objective: Become a Certified Local Government (CLG)

Strategy: Establish contact with the Historic Preservation Commission in the Village of Sauk City to gain insights on successful historic preservation initiatives in this community

Strategy: Contact the State Historic Preservation Officer (SHPO) and pursue CLG certification

The Village of West Baraboo has three base commercial zoning districts: Small Scale Retail and Office #1 (SRO-I), Small Scale Retail and Office #2 (SRO-II), and Commercial (C). Multifamily dwellings are listed as a conditional use in SRO-I and SRO-II Districts. SRO-I Districts also allow two-family residences as a permitted use, whereas two-family residences are prohibited in SRO-II Districts. Multifamily residences with more than eight dwelling units and planned unit developments are both listed as conditional uses in C Districts.

Goal: Create more flexibility within the Zoning Code for multifamily residential development

Objective: Allow for attached multifamily and apartment development within certain commercial zoning districts

Strategy: Streamline the review process for conditional use permits for multifamily developments in B1 and B3 Districts

Strategy: Study commercial districts for the potential to allow for multifamily development as-of-right and amend the Zoning Code for the relevant districts as appropriate

Strategy: Consider amending the Zoning Code to create a mixed-use district that requires or incentivizes a mix of residential, commercial, office, recreational uses and other appropriate uses

Many of the identified housing needs and strategies could utilize State and Federal government assistance and funding. A number of government assistance and funding programs are directly available to homebuyers, renters, homeowners, developers, and landlords. However, other types of housing assistance and funding are only available to local governments and their partner organizations. In particular, the US Department of Housing and Urban Development (HUD) offers assistance through a number of programs which could be utilized by local governments. One source of HUD funding is the HUD HOME Investment Partnerships Program (HOME). This community on its own does not currently qualify as a jurisdiction which can receive an annual allocation of HOME funds from HUD. However, this jurisdiction can apply for HOME funds on a project by project basis and gain assistance for specific identified housing projects and programs. Another option would be to work with Sauk County and other jurisdictions in forming a HOME consortium. With the support of other potential partners, Sauk County and other consortium members could qualify for an annual allocation of HOME funds due to the greater combined need of all consortium members. In addition, Community Development Block Grant (CDBG) as well as other State and Federal assistance funds can be used to complement HUD HOME funds and provide a wide range of housing financial and technical assistance.

Goal: Encourage increased utilization of local, State, Federal and Non-Profit Housing assistance Programs

Objective: Access HUD HOME funding programs

Strategy: Apply directly to the Department of Administration for rehabilitation, homebuyer assistance, renter assistance and rental housing development funding for identified affordable housing projects

Strategy: Contact Sauk County to measure interest and gain cooperation in forming a HUD HOME Consortium

Strategy: Work with Baraboo to contact Community Housing Development Organizations (CHDOs)/other HUD program administration non-profit organizations and form partnerships to pursue HUD agency funding and assistance

Objective: Access CDBG funding programs

Strategy: Evaluate potential to apply for additional CDBG funds to support identified housing project and housing assistance programs

Strategy: Work with Baraboo to contact Certified Community Development Organizations (CDOs) and form partnerships to pursue CDBG READI funding and assistance

Objective: Make use of current fiscal resources to maximize local funding for identified housing projects and housing assistance programs

Strategy: Evaluate potential for additional impact fees to fund improvements needed to encourage additional housing construction

Strategy: Evaluate the current use of Tax Increment Financing to determine how TIF can be used to support identified housing projects

Objective: Identify and access other State, Federal and Non-Profit funding programs

Strategy: Identify designated Community Development Financial Institutions which operate in Sauk County and apply for any available funding for identified housing projects and housing assistance programs

Strategy: Identify and solicit investor interest in utilizing opportunity zones, tax credits and other available financial incentives to invest in identified housing projects

Strategy: Identify additional State, Federal, and Non-Profit entities and apply for any available funding for identified housing projects and housing assistance programs

Strategy: Work with Baraboo to contact Veteran's Administration/FHLBank/Senior Care program administration non-profit organizations and form partnerships to pursue government agency and other funding and assistance

West Baraboo should take the above goals, objectives and strategies and identify specific housing projects and initiatives which should be supported, encouraged and incentivized. Once specific housing projects are identified, the jurisdiction should ensure all assistance and incentives are identified which can support those projects. Such assistance and incentives could include any needed zoning amendments, land acquisition or assembly, infrastructure provision, grant or loan assistance funds, and the policies and procedures needed to work with housing developers and builders in promoting the construction identified housing projects. Once these steps are taken, developer and builder interest should be solicited through a Request for Qualifications or Request for Proposals process.

Goal: Provide process to encourage developer interest in targeted housing sites and projects

Objective: Proactively work with developers and investors to build identified housing projects on target properties

Strategy: Prepare site proposal packets for target sites, including any PSA and/or environmental assessment and/or remediation Report, and distribute to developers and other potential project partners

West Baraboo Housing Goals, Objectives and Strategies	Priority	Responsibility	Funding	Timeframe
Single- Family Housing				
Goal: Encourage more single-family owner-occupied infill construction				
Objective: Increase supply of available land for single-family infill housing	1 2 3			
Strategy: Create purchase fund from local funding sources and/or other agency/entity sources		Village/ Housing Agencies	Staff Time	Ongoing
Strategy: Purchase smaller vacant/redevelopable lots suitable for infill development		Village	\$50,000* + \$75,000 initial year investment	Ongoing
Strategy: Purchase vacant/redevelopable properties, sell properties for profit and use proceeds to purchase additional/better properties suitable for infill development		Village	\$75,000	Ongoing
Strategy: Create a list of vacant land currently available land for development/purchase. Work with realtors to market properties for infill development.		Village	Staff Time	Ongoing
Strategy: Develop land donation or reduced price policy and procedures to allow for municipality to donate or discount municipally-owned property to potential builders for single-family infill development		Village	Staff Time	Ongoing
Objective: Encourage developer/builder participation in local, state, federal and non-profit housing assistance and initiatives	1 2 3			
Strategy: Develop & distribute local, state, federal and non-profit housing assistance programs list to developers/builders.		Village/ Housing Agencies/ Housing Partners	Staff Time	<2 yrs
Goal: Encourage single-family owner-occupied rehabilitation				
Objective: Make home rehabilitation funding available to homeowners	1 2 3			
Strategy: Establish a weatherization grant/revolving loan program for owner-occupied homes.		Village/ CHDO/ Housing Partners	\$25,000* + \$75,000 initial year investment	Ongoing
Strategy: Establish a code compliance grant/revolving loan fund for home owners.		Village/ CHDO/ Housing Partners	\$25,000* + \$75,000 initial year investment	Ongoing
Goal: Encourage more homeownership				
Objective: Encourage homeowner and renter participation in local, state, federal and non-profit housing assistance and initiatives	1 2 3			
Strategy: Develop & distribute local, state, federal and non-profit housing assistance programs list to owners looking to sell their existing home and purchase another		Village/ Housing Agencies/ Housing Partners	Staff Time	<2 yrs
Strategy: Develop & distribute local, state, federal and non-profit housing assistance programs list to renters who may be looking to purchase		Village/ Housing Agencies/ Housing Partners	Staff Time	<2 yrs
Townhome/Duplex/Condo				
Goal: Encourage more attached housing construction				
Objective: Encourage attached housing construction through site preparation assistance	1 2 3			
Strategy: Prepare a preliminary site analysis (PSA) for target attached housing sites		Village	\$25,000*	Ongoing
Strategy: Create environmental assessment and/or remediation loan fund, policies & regulations to assist developers with environmental assessment and/or remediation costs associated with attached housing construction		Village	\$40,000-80,000*	Ongoing
Objective: Encourage developer participation in local, state, federal and non-profit housing assistance and initiatives	1 2 3			
Strategy: Develop & distribute local, state, federal and non-profit housing assistance programs to developers		Village/ Housing Agencies/ Housing Partners	Staff Time	<2 yrs

Apartments				
Goal: Encourage more apartment construction				
Objective: Increase supply of available land for attached housing development				
	1	2	3	
Strategy: Create purchase fund from local funding sources and/or other agency/entity sources				Village/ Housing Agencies Staff Time Ongoing
Strategy: Purchase vacant/redevelopable properties, sell properties for profit and use proceeds to purchase additional/better properties for apartment development				Village \$75,000 Ongoing
Strategy: Develop land swap policy and procedures to allow for exchange of municipal property for property more suitable for apartment development.				Village Staff Time Ongoing
Strategy: Develop land lease policy and procedures to allow for municipality to lease municipally-owned property to potential apartment developers.				Village Staff Time Ongoing
Strategy: Develop land donation or reduced price policy and procedures to allow for municipality to donate or discount municipally-owned property to potential developers for apartment development				Village Staff Time Ongoing
Objective: Encourage apartment construction through site preparation assistance				
	1	2	3	
Strategy: Prepare a preliminary site analysis (PSA) for target apartment sites				Village \$25,000* Ongoing
Strategy: Create environmental assessment and/or remediation grant/loan fund, policies & regulations to assist developers with environmental assessment and/or remediation costs associated with apartment construction				Village \$40,000-80,000* Ongoing
Objective: Provide off-site and on-site improvements to encourage apartment housing construction				
	1	2	3	
Strategy: Develop policy & procedure for extending water, sewer & other utility mains to and/or throughout eligible development properties lacking adequate infrastructure				Village/ State Agency \$400,000 3-5 yrs
Strategy: Develop policy & procedure for providing transportation improvements to arterials roads leading to and/or throughout eligible development properties without adequate access				Village/ State Agency \$400,000 3-5 yrs
Strategy: Develop policy & procedure for installing water, sewer & other utility lateral lines throughout eligible development properties				Village/ State Agency \$300,000 3-5 yrs
Objective: Create off-site and/or on-site improvements grant/loan program to encourage developer-driven apartment construction				
	1	2	3	
Strategy: Develop policy & procedure for grant/loan program to extend water, sewer & other utility mains to and/or throughout eligible development properties lacking adequate infrastructure				Village/ State Agency \$400,000 3-5 yrs
Strategy: Develop policy & procedure for grant/loan program for transportation improvements to arterials roads leading to and/or throughout eligible development properties without adequate access				Village/ State Agency \$400,000 3-5 yrs
Strategy: Develop policy & procedure for grant/loan program for installing water, sewer & other utility lateral lines throughout eligible development properties				Village/ State Agency \$300,000 3-5 yrs
Strategy: Develop policy & procedure for grant/loan program for installing sidewalks and/or curb and gutter improvements through eligible development properties				Village/ State Agency \$300,000 3-5 yrs
Objective: Encourage developer participation in local, state, federal and non-profit housing assistance and initiatives				
	1	2	3	
Strategy: Develop & distribute local state, federal and non-profit housing assistance programs list assistance programs to developers				Village/ Housing Agencies/ Housing Partners Staff Time <2 yrs
Senior Living				
Goal: Encourage single-family owner-occupied rehabilitation for seniors				
Objective: Provide housing rehabilitation assistance by/for senior homeowners				
	1	2	3	
Strategy: Establish a weatherization grant/revolving loan program for owner-occupied homes				Village/ CHDO/ Housing Partners \$25,000* + \$75,000 initial year investment Ongoing
Strategy: Establish an interior accessibility grant/revolving loan program for owner-occupied homes				Village/ CHDO/ Housing Partners \$25,000* + \$75,000 initial year investment Ongoing
Strategy: Establish an exterior accessibility grant/revolving loan program for owner-occupied homes				Village/ CHDO/ Housing Partners \$25,000* + \$75,000 initial year investment Ongoing
Strategy: Establish a code compliance grant/revolving loan fund for home owners				Village/ CHDO/ Housing Partners \$25,000* + \$75,000 initial year investment Ongoing

Objective: Encourage senior homeowner participation in local, state, federal and non-profit housing assistance and initiatives	1 2 3			
Strategy: Develop & distribute local, state, federal and non-profit housing assistance programs list to senior owners.		Village/ Housing Agencies/ Housing Partners	Staff Time	<2 yrs
Goal: Encourage more multi-family construction for seniors				
Objective: Establish a site preparation program to encourage developer senior housing construction	1 2 3			
Strategy: Prepare a preliminary site analysis (PSA) for target senior housing sites		Village	\$25,000*	Ongoing
Strategy: Create environmental assessment and/or remediation grant fund, policies & regulations to assist developers with environmental assessment and/or remediation costs associated with senior housing construction		Village	\$40,000-80,000*	Ongoing
Objective: Encourage developer participation in local, state, federal and non-profit housing assistance and initiatives	1 2 3			
Strategy: Develop & distribute local, state, federal and non-profit housing assistance programs to developers		Village/ Housing Agencies/ Housing Partners	Staff Time	<2 yrs
Affordable Housing				
Goal: Encourage more affordable multi-family owner-occupied construction				
Objective: Encourage construction of new owner-occupied multi-family attached housing by developers for lower income buyers	1 2 3			
Strategy: Make housing program funds available to developers to build lower income or mixed-income owner-occupied multi-family housing		Village/ Housing Agencies/ Housing Partners	TBD	Ongoing
Strategy: Perform local market survey to determine median housing value for use with government housing program funds		Village	\$20,000	<2 yrs
Goal: Encourage more rental construction or supply for lower income renters				
Objective: Encourage purchase or refinance of rental properties by landlords	1 2 3			
Strategy: Make housing program funds available to landlords to purchase or refinance rental housing		Village/ Housing Agencies/ Housing Partners	\$40,000* + \$90,000 initial year investment	Ongoing
Objective: Encourage construction of new affordable rental multi-family developments by developers	1 2 3			
Strategy: Make housing program funds available to developers or landlords to build lower income rental housing		Village/ Housing Agencies/ Housing Partners	TBD	Ongoing
Goal: Encourage more homeownership for lower income buyers				
Objective: Encourage purchase of owner-occupied single-family or multi-family homes by lower income buyers	1 2 3			
Strategy: Establish an owner-occupied purchase assistance program for lower income homebuyers		Village/ Housing Agencies/ Housing Partners/CDHO	Staff Time	<2 yrs
Strategy: Make housing program funds available to lower income buyers to purchase owner-occupied housing		Village/ Housing Agencies/ Housing Partners/CDHO	\$40,000* + \$90,000 initial year investment	Ongoing
Strategy: Establish an owner-occupied purchase & rehabilitation program for lower income homebuyers		Village/ Housing Agencies/ Housing Partners/CDHO	Staff Time	<2 yrs
Strategy: Make housing program funds available to lower income homebuyers to purchase and rehabilitate owner-occupied housing		Village/ Housing Agencies/ Housing Partners/CDHO	\$40,000* + \$90,000 initial year investment	Ongoing

Objective: Encourage more homeownership by utilizing housing program educational initiatives	1	2	3			
<i>Strategy: Establish homebuyer counseling program with housing program funds</i>				Village/ Housing Agencies/ Housing Partners	Staff Time	<2 yrs
<i>Strategy: Consolidate existing counseling programs</i>				Village/ Housing Agencies/ Housing Partners	Staff Time	<2 yrs
Goal: Encourage owner-occupied rehabilitation for lower income residents						
Objective: Encourage owner-occupied housing acquisition and rehabilitation by investors for resale to lower income buyers	1	2	3			
<i>Strategy: Establish an owner-occupied purchase & rehabilitation program for investors for resale to lower income buyers</i>				Village/ Housing Agencies/ Housing Partners	Staff Time	<2 yrs
<i>Strategy: Make housing program funds available to potential investors to purchase and rehabilitate owner-occupied housing for resale to lower income buyers</i>				Village/ Housing Agencies/ Housing Partners	\$40,000* + \$90,000 initial year investment	Ongoing
Goal: Encourage rental rehabilitation for lower income renters						
Objective: Make lower income rental rehabilitation funding available to landlords	1	2	3			
<i>Strategy: Make housing program funds directly available to landlords to rehabilitate lower income rental housing</i>				Village/ CHDO/ Housing Partners	\$25,000* + \$75,000 initial year investment	Ongoing
<i>Strategy: Perform local market survey to determine median rents for use with government housing program funds</i>				Village	\$20,000	<2 yrs
Objective: Encourage purchase and rehabilitation of lower income rental properties by landlords	1	2	3			
<i>Strategy: Establish a lower-income rental purchase & rehabilitation program for landlords</i>				Village/ Housing Agencies/ Housing Partners/CDHO	Staff Time	<2 yrs
<i>Strategy: Make housing program funds directly or indirectly available to potential landlords to purchase and rehabilitate lower income rental housing</i>				Village/ Housing Agencies/ Housing Partners/CDHO	\$40,000* + \$90,000 initial year investment	<2 yrs
Other Housing Initiatives and Administrative Tools						
Goal: Establish support entities to administer housing funding and assistance programs						
Objective: Establish and fund an RDA, HA, or CDA	1	2	3			
<i>Strategy: Establish contact with the CDA in the Village of Baraboo and/or the CDA in the Village of Reedsburg to gain insights on successful development and redevelopment initiatives in those communities</i>				Village/Baraboo/ Reedsburg	Staff Time	<2 yrs
<i>Strategy: Create an RDA, HA, or CDA and pursue funding in order to support housing rehabilitation, development and redevelopment projects</i>				Village/Housing Partners	\$20,000	Ongoing
Objective: Become a Certified Local Government (CLG)	1	2	3			
<i>Strategy: Establish contact with the Historic Preservation Commission in the Village of Sauk Village to gain insights on successful historic preservation initiatives in this community</i>				Village/State Agencies	Staff Time	<2 yrs
<i>Strategy: Contact the State Historic Preservation Officer (SHPO) and pursue CLG certification</i>				Village/State Agencies	Staff Time	3-5 yrs
Goal: Create more flexibility within the Zoning Code for multifamily residential development						
Objective: Allow for attached multifamily and apartment development within certain commercial zoning districts	1	2	3			
<i>Strategy: Streamline the review process for conditional use permits for multifamily developments in B1 and B3 Districts</i>				Village	Staff Time	<2 yrs
<i>Strategy: Study commercial districts for the potential to allow for multifamily development as-of-right and amend the Zoning Code for the relevant districts as appropriate</i>				Village	Staff Time	<2 yrs
<i>Strategy: Consider amending the Zoning Code to create a mixed-use district that requires or incentivizes a mix of residential, commercial, office, recreational uses and other appropriate uses</i>				Village	Staff Time	<2 yrs

Goal: Encourage increased utilization of local, State, Federal and Non-Profit Housing assistance Programs						
<u>Objective: Access HUD HOME funding programs</u>	1	2	3			
<i>Strategy: Apply directly to the Department of Administration for rehabilitation, homebuyer assistance, renter assistance and rental housing development funding for identified affordable housing projects</i>				Village/State Agencies	Staff Time	<2 yrs
<i>Strategy: Contact Sauk County to measure interest and gain cooperation in forming a HUD HOME Consortium</i>				Village/County	Staff Time	3-5 yrs
<i>Strategy: Work with Baraboo to contact Community Housing Development Organizations (CHDOs)/other HUD program administration non-profit organizations and form partnerships to pursue HUD agency funding and assistance</i>				Village/Baraboo	Staff Time	3-5 yrs
<u>Objective: Access CDBG funding programs</u>	1	2	3			
<i>Strategy: Evaluate potential to apply for additional CDBG funds to support identified housing project and housing assistance programs</i>				Village/State Agencies	TBD	<2 yrs
<i>Strategy: Work with Baraboo to contact Certified Community Development Organizations (CDOs) and form partnerships to pursue CDBG READI funding and assistance</i>				Village/Baraboo	TBD	3-5 yrs
<u>Objective: Make use of current fiscal resources to maximize local funding for identified housing projects and housing assistance programs</u>	1	2	3			
<i>Strategy: Evaluate potential for additional impact fees to fund improvements needed to encourage additional housing construction</i>				Village	\$20,000	<2 yrs
<i>Strategy: Evaluate the current use of Tax Increment Financing to determine how TIF can be used to support identified housing projects</i>				Village	\$20,000	<2 yrs
<u>Objective: Identify and access other State, Federal and Non-Profit funding programs</u>	1	2	3			
<i>Strategy: Identify designated Community Development Financial Institutions which operate in Sauk County and apply for any available funding for identified housing projects and housing assistance programs</i>				Village/Housing Partners	Staff Time	<2 yrs
<i>Strategy: Identify and solicit investor interest in utilizing opportunity zones, tax credits and other available financial incentives to invest in identified housing projects</i>				Village/Housing Partners	Staff Time	<2 yrs
<i>Strategy: Identify additional State, Federal, and Non-Profit entities and apply for any available funding for identified housing projects and housing assistance programs</i>				Village/State Agencies	Staff Time	<2 yrs
<i>Strategy: Work with Baraboo to contact Veteran's Administration/FHLBank/Senior Care program administration non-profit organizations and form partnerships to pursue government agency and other funding and assistance</i>				Village/Baraboo	Staff Time	<2 yrs
Goal: Provide process to encourage developer interest in targeted housing sites and projects						
<u>Objective: Proactively work with developers and investors to build identified housing projects on target properties</u>	1	2	3			
<i>Strategy: Prepare site proposal packets for target sites, including any PSA and/or environmental assessment and/or remediation Report, and distribute to developers and other potential project partners</i>				Village	\$20,000	3-5 yrs