



## 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.

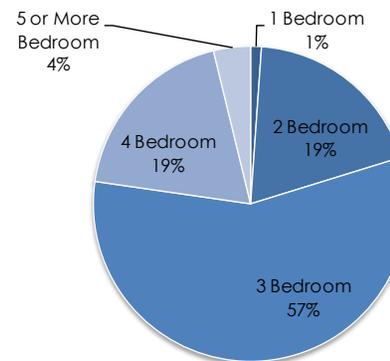
### Economic Characteristics

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

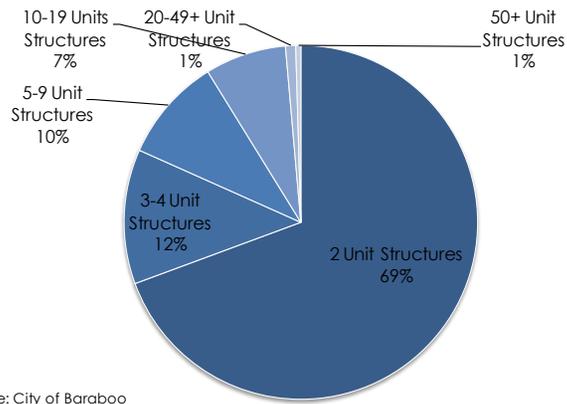
Figure N-1 shows the City has a high percentage of single family structures with three (3) bedrooms, 57%, and low percentages of two (2) bedroom units, 19%, and four (4) bedroom units, 19%. Figure N-2 shows the City also has a very high percentage of two (unit) rental structures, duplexes, at 69% of 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

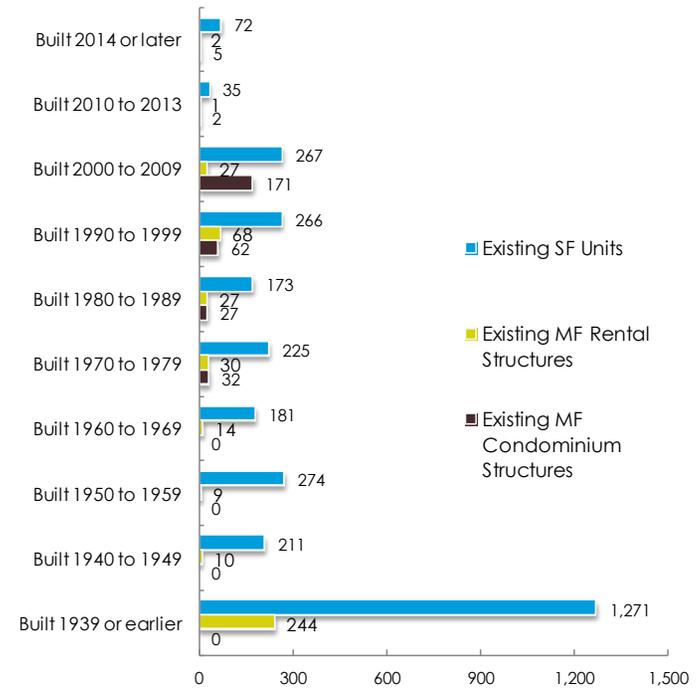
**Figure N-2: Units per Rental Structure**



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.

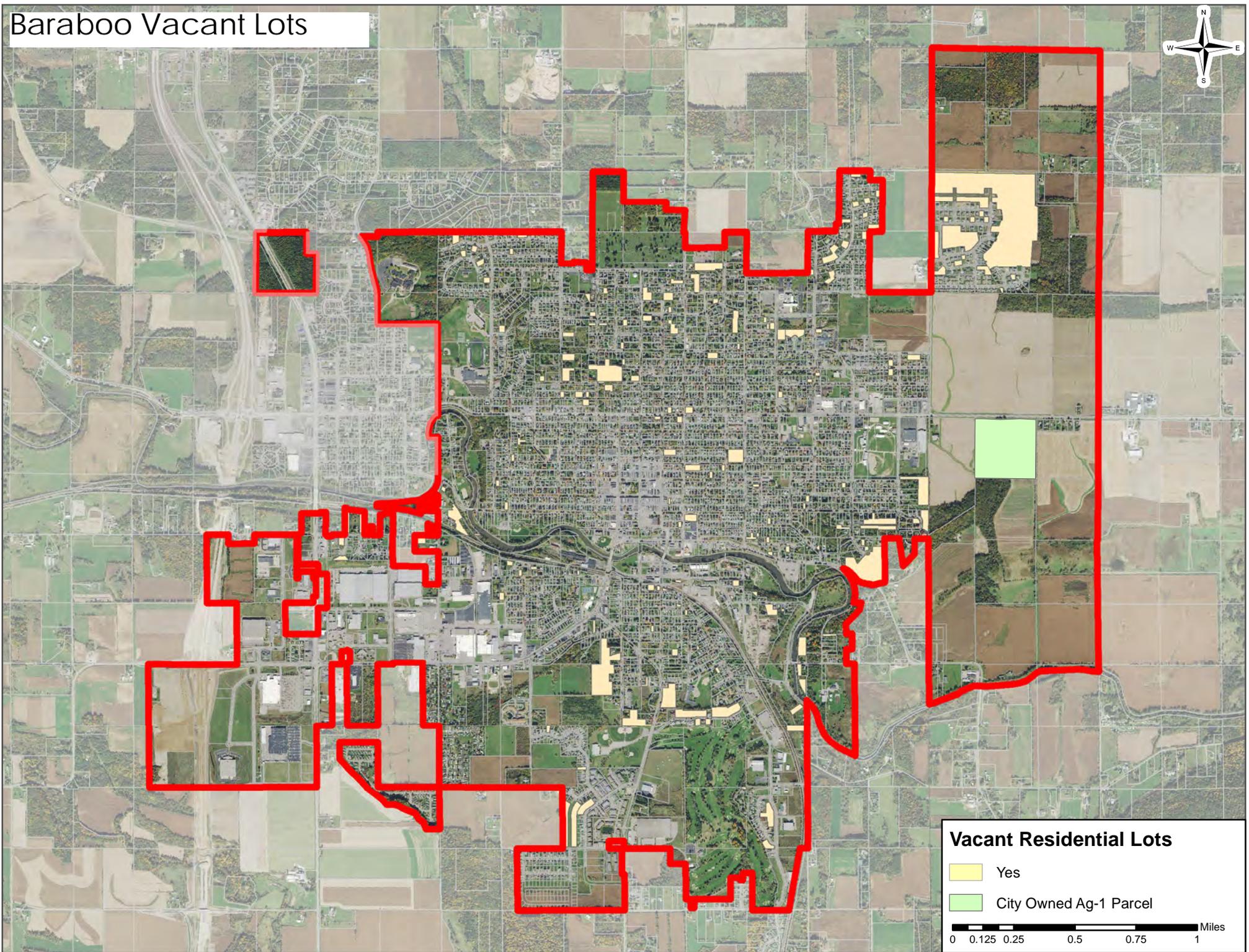
Figure S2 Land Analysis

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

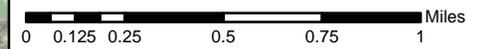
The Baraboo Vacant Lots map shows some vacant residentially-zoned lots located within newer existing subdivisions. There are also a considerable number of vacant lots within the older residential districts. A couple of larger vacant lots can be found with potential for larger residential developments. 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*

<b>Baraboo Housing Goals, Objectives and Strategies</b>	<b>Priority</b>	<b>Responsibility</b>	<b>Funding</b>	<b>Timeframe</b>
<b>Single- Family Housing</b>			* Annual Cost	
<b>Goal: Encourage more single-family owner-occupied subdivision construction</b>				
<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 &amp; 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 &amp; procedure for extending water, sewer &amp; 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 &amp; 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 &amp; procedure for installing water, sewer &amp; other utility lateral lines throughout eligible development properties</i>		City/ State Agency	\$300,000	3-5 yrs
<i>Strategy: Develop policy &amp; 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 &amp; procedure for grant/loan program to extend water, sewer &amp; 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 &amp; 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 &amp; procedure for grant/loan program for installing water, sewer &amp; other utility lateral lines throughout eligible development properties</i>		City/ State Agency	\$300,000	3-5 yrs
<i>Strategy: Develop policy &amp; 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 &amp; 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
<b>Goal: Encourage more single-family owner-occupied infill construction</b>				
<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

<b>Baraboo Housing Goals, Objectives and Strategies</b>	<b>Priority</b>	<b>Responsibility</b>	<b>Funding</b>	<b>Timeframe</b>
<u>Objective: Encourage developer/builder participation in local, state, federal and non-profit housing assistance and initiatives</u>	1 2 3			
<i>Strategy: Develop &amp; distribute local, state, federal and non-profit housing assistance programs list to developers/builders.</i>		City/ Housing Agencies/ Housing Partners	Staff Time	<2 yrs
<b>Goal: Encourage single-family owner-occupied rehabilitation</b>				
<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
<b>Goal: Encourage more homeownership</b>				
<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 &amp; 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 &amp; 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 &amp; rehabilitation incentive program for builders/investors</i>		City/Housing Agencies	\$25,000* + \$75,000 initial year investment	Ongoing
<b>Townhome/Duplex/Condo</b>				
<b>Goal: Encourage more owner-occupied attached housing construction</b>				
<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 &amp; 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 &amp; regulations to assist developers with demolition associated with senior housing construction</i>		City	\$40,000* + initial year investment	3-5 yrs

<b>Baraboo Housing Goals, Objectives and Strategies</b>	<b>Priority</b>	<b>Responsibility</b>	<b>Funding</b>	<b>Timeframe</b>
<u>Objective: Provide off-site and on-site improvements to encourage developer-driven attached housing construction</u>	1 2 3			
<i>Strategy: Develop policy &amp; procedure for extending water, sewer &amp; 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 &amp; 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 &amp; procedure for installing water, sewer &amp; 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 &amp; procedure for grant/loan program to extend water, sewer &amp; 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 &amp; 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 &amp; procedure for grant/loan program for installing water, sewer &amp; other utility lateral lines throughout eligible development properties</i>		City/ State Agency	\$300,000	3-5 yrs
<i>Strategy: Develop policy &amp; 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
<b>Goal: Encourage more multi-family owner-occupied infill duplex construction</b>				
<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 &amp; distribute local, state, federal and non-profit housing assistance programs list to builders</i>		City/ Housing Agencies/ Housing Partners	Staff Time	<2 yrs
<b>Apartments</b>				
<b>Goal: Encourage more apartment construction</b>				
<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

<b>Baraboo Housing Goals, Objectives and Strategies</b>	<b>Priority</b>	<b>Responsibility</b>	<b>Funding</b>	<b>Timeframe</b>
<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 &amp; 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 &amp; 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 &amp; procedure for extending water, sewer &amp; 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 &amp; 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 &amp; procedure for installing water, sewer &amp; 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 &amp; procedure for grant/loan program to extend water, sewer &amp; 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 &amp; 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 &amp; procedure for grant/loan program for installing water, sewer &amp; other utility lateral lines throughout eligible development properties</i>		City/ State Agency	\$300,000	3-5 yrs
<i>Strategy: Develop policy &amp; 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 &amp; 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

<b>Baraboo Housing Goals, Objectives and Strategies</b>	<b>Priority</b>	<b>Responsibility</b>	<b>Funding</b>	<b>Timeframe</b>
<b>Senior Living</b>				
<b>Goal: Encourage single-family owner-occupied rehabilitation for seniors</b>				
<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 &amp; distribute local, state, federal and non-profit housing assistance programs list to owners</i>		City/ Housing Agencies/ Housing Partners	Staff Time	<2 yrs
<b>Goal: Encourage more multi-family construction for seniors</b>				
<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 &amp; 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 &amp; 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 &amp; distribute local, state, federal and non-profit housing assistance programs to developers</i>		City/ Housing Agencies/ Housing Partners	Staff Time	<2 yrs

<b>Baraboo Housing Goals, Objectives and Strategies</b>	<b>Priority</b>	<b>Responsibility</b>	<b>Funding</b>	<b>Timeframe</b>
<b>Affordable Housing</b>				
<b>Goal: Encourage more affordable multi-family owner-occupied construction</b>				
<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
<b>Goal: Encourage more rental construction or supply for lower income renters</b>				
<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
<b>Goal: Encourage more homeownership for lower income buyers</b>				
<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 &amp; 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

<b>Baraboo Housing Goals, Objectives and Strategies</b>	<b>Priority</b>	<b>Responsibility</b>	<b>Funding</b>	<b>Timeframe</b>
<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
<b>Goal: Encourage owner-occupied rehabilitation for lower income residents</b>				
<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 &amp; 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
<b>Goal: Encourage rental rehabilitation for lower income renters</b>				
<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 &amp; 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

<b>Baraboo Housing Goals, Objectives and Strategies</b>	<b>Priority</b>	<b>Responsibility</b>	<b>Funding</b>	<b>Timeframe</b>
<b>Other Housing Initiatives and Administrative Tools</b>				
<b>Goal: Establish support entities to administer housing funding and assistance programs</b>				
<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
<b>Goal: Encourage increased utilization of local, State, Federal and Non-Profit Housing assistance Programs</b>				
<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

<b>Baraboo Housing Goals, Objectives and Strategies</b>	<b>Priority</b>	<b>Responsibility</b>	<b>Funding</b>	<b>Timeframe</b>
<b>Goal: Address flooding issues through flood mitigation strategies</b>				
<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
<b>Goal: Provide process to encourage developer interest in targeted housing sites and projects</b>				
<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