

Executive Summary

AP-05 Executive Summary - 91.200(c), 91.220(b)

1. Introduction

This Action Plan provides the basis and strategy for the use of federal funds granted to the City of Medford by the U.S. Department of Housing and Urban Development (HUD) under the Community Development Block Grant (CDBG) program. This plan presents proposed objectives and outcomes for the fifth year of the five-year Consolidated Plan (2020-2024). The City estimates that it will receive \$1,252,811. The program year extends from July 1, 2024-June 30, 2025. At the time of publication of this draft plan, the City has not yet received notification of its HUD CDBG grant allocation for PY50. Accordingly, all figures are estimates, and all proposed activities' budgets will be proportionally increased or decreased from the estimated funding levels to match actual allocation amounts.

The City of Medford, under the leadership of Mayor Breanna Lungo-Koehn, administers Community Development Block Grant funds through the Office of Planning, Development & Sustainability. The City has identified several needs through input from agencies and residents, data collection and analysis. As part of the process to establish priorities and strategies the public is invited to provide input and identify needs. Public service agencies submit proposals to be considered for funding. The Office of Planning, Development & Sustainability works with the Mayor to develop a draft budget and plan for input including proposed projects and funding. The Medford City Council authorizes submission of the application at a public hearing.

2. Summarize the objectives and outcomes identified in the Plan

This could be a restatement of items or a table listed elsewhere in the plan or a reference to another location. It may also contain any essential items from the housing and homeless needs assessment, the housing market analysis or the strategic plan.

Four priority needs were identified with goals corresponding to HUD's priority objectives by review of data, community meetings, public and stakeholder engagement, and NSC member consultations.

Economic Development: Create economic opportunities and thereby improve the sustainability of the City's neighborhoods, through:

- Establishing a vacant storefronts district and providing financial support to businesses in cooperation with the Commonwealth's Economic Assistance Coordinating Council.

- • Creating a retail pop-up with the dual goals of removing blight by occupying a vacant storefront and providing educational and other resources to low income small businesses.
- • Providing technical support to new and existing businesses through consultation services, translation, educational programming and training, and other forms of business support.

The City will also engage a consultant to develop an economic development SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis to better understand the present economic situation in Medford and help guide us towards future economic development planning.

Public Facilities, Infrastructure and Parks: Create suitable living environments by constructing infrastructure, park, water, sewer, drainage, sidewalk, roadway and public facilities to enhance the sustainability of neighborhoods by removing architectural barriers and eliminating slums and blight. Street and sidewalk improvements will focus on eligible low- to- moderate income areas. Improvements include:

- • Renovations to McGlynn Playground
- • Renovations to Tufts Park
- • Street and Sidewalk Improvements at Gourley Street/Dwyer Circle
- • Street and Sidewalk Improvements at George and Main Streets
- • ADA improvements to Sidewalks and Curb Cuts in low- and moderate-income neighborhoods

Public Services: Create suitable living environments by making public services available and accessible to low- and moderate-income individuals through a variety of programs and continued support of nonprofit community development agencies. See the AP-35 Projects section for breakdown of recommended funding. Objectives include:

- • Combating social illnesses, public safety and substance abuse which weaken the stability of the City's households and neighborhoods
- • Improving quality of life for Medford's school children through the provision of after school childcare programs
- • Improving the resources available to the City's population at risk of homelessness, residents in crisis, the physically and emotionally disabled population, and the homeless population
- • Improving quality of life for Medford's elderly population through the provision of day health and recreational programs and transportation to reduce isolation
- • Encouraging the creation of affordable housing and assisting those with emergency and transitional housing needs, including include legal aid, food pantry and meals, and referral and counseling services

See attached for details on Affordable Housing.

Affordable Housing

Affordable Housing: Meet the objective of providing decent housing by improving affordability of housing for low- and moderate-income households by continuing to implement the Housing Production Plan and Comprehensive Plan through:

- Implementing a housing rehab program
- Supporting the implementation of the ordinance to create an affordable housing trust including establishing and organizing a Board of Trustees
- Continuing to coordinate the administration of the Inclusionary Housing Ordinance with Boards and proponents and identifying potential amendments to the Ordinance to increase its effectiveness and further the goals outlined in the Housing Production Plan
- Analyzing the City's inclusionary housing fees and the potential addition of affordable housing to the City's linkage fees
- Coordinating an analysis of the City's zoning to determine what zoning changes are needed to enact the goals of the City's Comprehensive Plan and increase the flexibility of current zoning to allow for a broader range of housing increase availability of housing.
- Overseeing affordable housing lotteries and ensuring timely delivery of affordable units at market rate developments where affordable units have been required
- Developing affordable rental and home ownership opportunities for low to moderate income households
- Participation in local and regional housing planning
- Assisting individuals with referrals to agencies specializing in housing issues and programs

3. Evaluation of past performance

This is an evaluation of past performance that helped lead the grantee to choose its goals or projects.

The City's Office of Planning, Development & Sustainability (PDS) has been effective in executing previous Consolidated Plans and Annual Action Plans and meeting CDBG targets. The City of Medford uses CDBG funding to support a wide variety of projects and programs. Traditionally the City has focused on public infrastructure projects to maintain and replace aging infrastructure and provide a suitable living environment for our residents. This includes ongoing investments in our parks, fire stations and streets projects. The City utilized CDBG funding for those projects in FY23 and will continue to do so in FY24.

In recent years the City has also made commitments to supporting housing and economic development activities. While staffing vacancies led to delays in implementing economic development activities last year, the City was pleased to bring on board both a new Economic Development Director and a new Economic Development Planner in early 2024, and with this new staff we will be establishing new economic development initiatives in the coming year.

In addition, the City's new Housing Planner is in the process of designing and implementing a housing rehabilitation program to provide needed improvements to the homes of low- and moderate-income

residents. The City expects to start seeking applicants for this program in spring of 2024, with work on the first homes to be rehabilitated under the program to take place in FY25.

Further, through CDBG public services funding the City has invested in continued support for a broad range of public services, as further detailed in Section AP-35.

PDS has also kept in mind the rapidly changing needs of the City's low-and moderate-income population and the escalating regional housing crisis and continues to partner with agencies and organizations to develop and implement new strategies into the 2024 Annual Action Plan.

4. Summary of Citizen Participation Process and consultation process

Summary from citizen participation section of plan.

PDS engaged Medford residents, neighborhood stakeholders and public service providers to aid in the development of the July 1, 2024-June 30, 2025 Annual Action Plan. A series of public meetings and hearings were conducted by the City of Medford and North Suburban Consortium to discuss community needs and priorities, provide an overview of CDBG and the Action Planning process and summarize year to date expenditures. Meetings are conducted throughout the year on planning and implementation of various CDBG funded projects, and a public meeting was held on May 7, 2024. Additionally, a legal public hearing was held on May 14, 2024 to approve the submittal of the Annual Action Plan, and the plan was made available for public comment from May 1, 2024 to May 31, 2024. A public hearing was also held on October 16, 2023 in conjunction with the development of the CAPER for the prior program year.

5. Summary of public comments

This could be a brief narrative summary or reference an attached document from the Citizen Participation section of the Con Plan.

[Comments to be added]

A summary of other public comments received through the Citizen Participation and Consultation Process can be found within Section AP-12 Citizens Participation.

No public comments were received during the 30-day comment period on the Action Plan, or during the 30-day comment period on the amended Action Plan.

6. Summary of comments or views not accepted and the reasons for not accepting them

To date, all comments received have been accepted.

7. Summary

n/a

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PR-05 Lead & Responsible Agencies - 91.200(b)

1. Agency/entity responsible for preparing/administering the Consolidated Plan

The following are the agencies/entities responsible for preparing the Consolidated Plan and those responsible for administration of each grant program and funding source.

Agency Role		Name	Department/Agency
CDBG Administrator		MEDFORD	Office of Planning, Development & Sustainability

Table 1 – Responsible Agencies

Narrative

The Office of Planning, Development & Sustainability is the designated City office charged with the development and implementation of the City of Medford's Consolidated and Annual Action Plans. In addition to producing the plans that provide the strategy for the allocation of federal dollars, the office coordinates the process to recommend projects to best address priority needs of low and moderate-income residents and provides the necessary financial and programmatic oversight.

The Office of Planning, Development & Sustainability also participates in the North Suburban HOME Consortium (NSC) and the Massachusetts Balance of State (BOS) Continuum of Care, designating staff to represent and attend regular meetings. The Office ensures that the City of Medford's non-housing community development, economic development, housing, and homeless needs are addressed within the regional programs.

Consolidated Plan Public Contact Information

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AP-10 Consultation - 91.100, 91.200(b), 91.215(l)

1. Introduction

The July 1, 2024 - June 30, 2025 Annual Action Plan was developed by the City of Medford, Office of Planning, Development and Sustainability (PDS) through citizen participation and consultation efforts. The City engaged residents, stakeholders, and service providers to obtain input on priority needs for the year ahead. Building upon the comprehensive consultation process undertaken in the development of the 2020-2024 Consolidated Plan, the Action Plan incorporates feedback provided through community meetings and public hearings conducted by the City and North Suburban Consortium.

Provide a concise summary of the jurisdiction's activities to enhance coordination between public and assisted housing providers and private and governmental health, mental health and service agencies (91.215(l)).

PDS works collaboratively with the Medford Housing Authority, housing providers, planning, human service and homelessness agencies in the City and region. This ongoing coordination addresses many community needs, informs investment decisions, and ensures the provision of critical services including youth and elderly programming, childcare, family support services, crisis prevention, job preparedness training, transitional housing, and recreational opportunities for developmentally disabled persons. In addition, the City supports the Massachusetts Balance of State (BoS) Continuum of Care planning process by providing supportive services for those who are homeless and those in danger of becoming homeless. The City hosts weekly Hub meetings with key service providers, the police, and the Department of Health to coordinate care for critical cases. These are confidential case meetings, therefore the Office of PDS does not participate in these meetings. The City's Social Worker also participates in regional meetings for critical housing cases, as well as weekly meetings with the Task Force coordinated by Housing Families, Inc., a nonprofit agency, and funded through North Shore Consortium HOME funding, which includes representation from Medford and surrounding communities, as well as the Balance of State Continuum of Care. As a part of those efforts, the City has established Medford Connects, a program to share current activities amongst local agencies, organizations, and City departments; identify opportunities for improved communication and outreach to the Medford community; and create a space for opportunities to collaborate and make connections and build relationships within the community. Participating agencies and organizations include medical and mental health service providers, City departments, and service agencies. PDS staff participate in these meetings to better understand community-wide needs.

Describe coordination with the Continuum of Care and efforts to address the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans, and unaccompanied youth) and persons at risk of homelessness.

The City of Medford shares the Balance of State's goals of increasing the number of permanently supportive housing units; improving job readiness and achieving employment; providing homeless prevention and rapid rehousing assistance; and providing case management services to increase the likelihood of residential stability.

The City of Medford will continue to seek opportunities to support projects and programs that further the Balance of State goals. The Consolidated Plan consultations, as well as ongoing consultation with the CoC, will continue to have a direct impact on the allocation of funding.

The City's Social Worker has been instrumental in formulating and maintaining referral programs with local agencies. In FY25, the Social Worker will continue to assist with intakes and referrals to service agencies providing a rental and utility assistance program as well as a housing counseling program which serve to keep low- and moderate-income residents in their homes including eviction prevention services. The City's Social Worker also facilitates referrals to the Balance of State Continuum of Care to secure shelter placements for unhoused residents. In addition, the City's Community Recovery Coach provides ongoing services to connect the unhoused with shelter and other services, and with developing wellness plans with achievable goals to assist them in becoming more self-sufficient.

Describe consultation with the Continuum(s) of Care that serves the jurisdiction's area in determining how to allocate ESG funds, develop performance standards for and evaluate outcomes of projects and activities assisted by ESG funds, and develop funding, policies and procedures for the operation and administration of HMIS

The City of Medford is a member of the Balance of State Continuum of Care, and will be engaged in the establishment of priorities, selection of projects, and the development of HMIS policies. City staff participate in monthly meetings of the CoC. The City's Social Worker also participates in weekly meetings with a Task Force coordinated by Housing Families, Inc., a nonprofit agency, and funded through North Shore Consortium HOME funding, which includes representation from Medford and surrounding communities, as well as the Balance of State Continuum of Care.

2. Agencies, groups, organizations and others who participated in the process and consultations

Table 2 – Agencies, groups, organizations who participated

1	Agency/Group/Organization	MEDFORD HOUSING AUTHORITY
	Agency/Group/Organization Type	Housing PHA
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Public Housing Needs Anti-poverty Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The agency was consulted through a series of meetings around the need for redevelopment and renovation of several of their properties over the course of 2024-2025. MHA will also receive \$1.8 million in HOME funding through the North Suburban Consortium to fund the redevelopment of their Walkling Court housing development. There is an extreme need for more affordable housing in Medford, the desired outcome is more accessible housing and an increased amount of affordable housing.
5	Agency/Group/Organization	City of Medford Public Schools
	Agency/Group/Organization Type	Services-Children Services-Education Services - Broadband Internet Service Providers Services - Narrowing the Digital Divide Other government - Local
	What section of the Plan was addressed by Consultation?	Non-Homeless Special Needs Economic Development Anti-poverty Strategy

	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The City Department attended and participated in a public meeting held on 05/07/24. The School System identified the expanding need for affordable afterschool programs that provide emotional learning, family resources and support for working parents. The anticipated outcome is the continued support of afterschool childcare and coordination between families and the Medford Public Schools.
6	Agency/Group/Organization	COUNCIL ON AGING
	Agency/Group/Organization Type	Services-Elderly Persons Services-Persons with Disabilities Services-Health
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Non-Homeless Special Needs
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The agency attended and participated in a public meeting held on 05/07/24 and has also been consulted through a series of meetings around the need for transportation, home maintenance/modification services, social work and volunteer coordination for Medford seniors. The anticipated outcome is the continued support of senior programming and ability to keep seniors supported and in their homes.
7	Agency/Group/Organization	COMMUNITY FAMILY
	Agency/Group/Organization Type	Services-Elderly Persons Services-Persons with Disabilities Services-Health Health Agency
	What section of the Plan was addressed by Consultation?	Non-Homeless Special Needs

	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The agency attended and participated in a public meeting held on 05/07/24. The agency identified the need for adult day health services to support individuals with memory loss and respite for the caregivers of elders. Anticipated outcomes are an improved quality of life through a higher level of service, support and continued coordination amongst partnering agencies.
8	Agency/Group/Organization	MEDFORD COMMUNITY HOUSING
	Agency/Group/Organization Type	Services - Housing Service-Fair Housing
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Market Analysis
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The agency speaks with office staff and the Mayor periodically, including on several occasions in 2024, as they are currently working on building an affordable housing project in Medford. The agency identified the need for more affordable housing within the City as well as education for first time homebuyers.
10	Agency/Group/Organization	MALDEN YMCA
	Agency/Group/Organization Type	Services-Children Services-Education Child Welfare Agency
	What section of the Plan was addressed by Consultation?	Non-Homeless Special Needs Anti-poverty Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The agency attended and participated in a public meeting held on 05/07/24. The agency provides family support services, educational and recreational resources as well as the Mystic Community Market, a food distribution center located in Medford. The anticipated outcome is an enhanced focus on food security and improved access to fresh food and nutrition programs. Note this agency has changed its name to Mystic Valley YMCA.

11	Agency/Group/Organization	West Medford Community Center
	Agency/Group/Organization Type	Services-Children Services-Elderly Persons Services - Broadband Internet Service Providers Services - Narrowing the Digital Divide Child Welfare Agency
	What section of the Plan was addressed by Consultation?	Non-Homeless Special Needs Anti-poverty Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The agency attended and participated in a public meeting held 05/07/24 and was also consulted through a series of meetings around the needs for services for Medford seniors. The agency provides family support services, educational and recreational resources and a senior program. They identified the need for senior supports and community in addition to food access.
12	Agency/Group/Organization	SCM TRANSPORTATION INC.
	Agency/Group/Organization Type	Services-Elderly Persons Services-Persons with Disabilities Services-Health
	What section of the Plan was addressed by Consultation?	Non-Homeless Special Needs
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The organization attended and participated in a public meeting held on 05/07/24. The agency identified the increasing demand for community transportation services for elderly, critically ill and disabled residents and spoke of the rides as social events for the seniors. They also discussed requests from residents on the need for more individualized transportation. The anticipated outcome agency seeks improved access to the program as a result of the consultation.

13	Agency/Group/Organization	HOUSING FAMILIES, INC.
	Agency/Group/Organization Type	Housing Services - Housing Services-Children Services-Elderly Persons Services-Persons with Disabilities Services-Persons with HIV/AIDS Services-Victims of Domestic Violence Services-homeless
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Strategy Anti-poverty Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The organization attended and participated in a public meeting held on 05/07/24. Providing a full continuum of services ranging from homeless prevention and emergency shelter to permanent supportive housing, the agency identified the need for pro-bono legal assistance to support very low-income households in preventing crisis, avoiding eviction and stabilizing at-risk families. The anticipated outcome is assisting vulnerable populations to maintain their tenancies and provide access to justice and crisis mitigation.
15	Agency/Group/Organization	Magan Transportation
	Agency/Group/Organization Type	Services-Elderly Persons Services-Persons with Disabilities Services-Health
	What section of the Plan was addressed by Consultation?	Non-Homeless Special Needs

	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The organization attended and participated in a public meeting held on 05/07/24. The agency identified the increasing demand for community transportation services for elderly, critically ill and disabled residents. They specifically assist with individualized transportation. The anticipated outcome the agency seeks is improved access to the program as a result of the consultation.
16	Agency/Group/Organization	Comcast
	Agency/Group/Organization Type	Services - Broadband Internet Service Providers Services - Narrowing the Digital Divide
	What section of the Plan was addressed by Consultation?	Market Analysis
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	During the development of the 2020-2024 Consolidated Plan, the City of Medford consulted with Comcast (July 20, 2020). Comcast's Internet Essentials program provides affordable home internet for income-eligible households, so there can be greater access to homework, job opportunities, healthcare and benefits, and education resources. Once a customer of Internet Essentials, there is the option to purchase a laptop or desktop computer at a discounted price. Internet Essentials has connected more than 8 million customers with high-speed Internet at home since 2011. Through the 2024 program year, the City of Medford will continue promoting the Internet Essentials program and encourage local community organizations and public schools throughout the City to do the same.
17	Agency/Group/Organization	Medford Office of Energy & Environment
	Agency/Group/Organization Type	Agency - Managing Flood Prone Areas Agency - Management of Public Land or Water Resources Agency - Emergency Management Other government - Local Planning organization

	What section of the Plan was addressed by Consultation?	Market Analysis Sustainability, Resiliency
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The Office of Energy & Environment became fully engaged with consultation efforts on the Medford Consolidated Plan in January 2020, when the office merged with the Office of Community Development. Both offices are now referred to as the Office of Planning, Development & Sustainability. This partnership continued through the development of the 2024 Action Plan. Staff expert in sustainability contribute by identifying issues and initiatives to improve energy efficiency, air quality, climate change protection, wetlands protection, open space conservation and storm water management.
18	Agency/Group/Organization	ABCD
	Agency/Group/Organization Type	Services - Housing Services-Children Services-homeless Services-Education Services-Employment
	What section of the Plan was addressed by Consultation?	Homeless Needs - Chronically homeless Homeless Needs - Families with children
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The agency attended and participated in a public meeting conducted on 05/07/24. ABCD is a nonprofit human services organization that each year provides low-income residents with the tools and resources needed to transition from poverty to stability and from stability to success. The agency identified the need for rental and utility assistance and housing counseling services to prevent homelessness and create housing stability.

20	Agency/Group/Organization	The Welcome Project
	Agency/Group/Organization Type	Services-Education Services-Employment
	What section of the Plan was addressed by Consultation?	Economic Development
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The agency attended and participated in a public meeting held on 05/07/24. The agency identified the expanding need for English Language skills, with a focus on educating immigrant parents in English, thereby improving school performance and educational development of their school-aged children.
21	Agency/Group/Organization	Medford Chamber of Commerce
	Agency/Group/Organization Type	Business Leaders
	What section of the Plan was addressed by Consultation?	Economic Development
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The agency was consulted through a series of meetings around the needs of the Medford business community. The expected outcome is additional supports for small businesses owned and operated by low- and moderate-income residents.
22	Agency/Group/Organization	Civic Auditorium & Convention Center Commission
	Agency/Group/Organization Type	Other government - Local
	What section of the Plan was addressed by Consultation?	Economic Development

	<p>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</p>	<p>The agency was consulted through a series of meetings around the impact of the Chevalier Theatre on surrounding businesses as the patronage of the theatre continues to grow. The expect outcome is additional supports for small businesses owned and operated by low- and moderate-income residents affected by the operations of the theatre.</p>
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Identify any Agency Types not consulted and provide rationale for not consulting

There are no Agency Types that have not been consulted in connection with the development of this plan.

Other local/regional/state/federal planning efforts considered when preparing the Plan

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
Continuum of Care	Massachusetts Department of Housing and Community Development	Increase affordable housing opportunities for low and very low-income households; increase supportive services for special needs households.
Climate Action and Adaptation Plan	Medford Office of Planning, Development & Sustainability	Increase climate resiliency, stormwater mitigation and additional tree programs.
Open Space and Recreation Plan, 2019	Medford Office of Planning, Development & Sustainability	Improved open-spaces, accessibility and universal design, and increased tree programs.
Housing Production Plan	Medford Office of Planning, Development & Sustainability	Increase production of affordable housing; maintain affordability of current affordable housing, revive a home improvement program.
Medford Comprehensive Plan	Medford Office of Planning, Development & Sustainability	Increase climate resiliency and mitigation; improve quality and accessibility of public facilities, services, and open-spaces; support the city's affordable housing market; support economic development opportunities

Table 3 - Other local / regional / federal planning efforts

Narrative

The City of Medford through the Office of Planning, Development & Sustainability (PDS), as well as other departments, is in regular contact with various public and private agencies to ensure funding priorities are in line and coordinated with current community development goals and objectives. The Office maintains continued collaboration with the relevant Medford Departments and Human Services Organizations that provide the City's youth programs, family support services, and elder programs. In addition, the City of Medford is an active participating member in the North Suburban HOME Consortium and will consult with numerous housing and real estate entities throughout the implementation of the plan.

The City of Medford recognizes that its housing and economic development initiatives must be placed in a regional context. Medford enjoys a positive relationship with its neighbors and regularly consults with neighboring jurisdictions about redevelopment initiatives.

AP-12 Participation - 91.401, 91.105, 91.200(c)

1. Summary of citizen participation process/Efforts made to broaden citizen participation Summarize citizen participation process and how it impacted goal-setting

As a CDBG recipient, the City of Medford is required to adopt a detailed Citizen Participation Plan that sets forth the jurisdiction's policies and procedures for public participation. The plan is administered by PDS and must encourage the participation of low and moderate-income residents in Consolidated and Annual Action Planning processes; provide for reasonable access to proposed plans and substantial amendments; allot for public hearings and meetings and address citizen comments and complaints.

In developing the 2024-2025 Annual Action Plan, the City and the North Suburban Consortium (NSC) conducted public meetings and hearings to solicit citizen and service provider input. This feedback contributed to the identification of priority needs and CDBG investment strategies. A variety of human service agencies, housing providers, municipal officials and residents participated, establishing the continued need for services and improvements impacting low-to-moderate income residents.

Citizen Participation Outreach

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
1	Public Meeting	Non-targeted/broad community	On 05/07/24 the Medford City Council conducted a Committee of the Whole meeting in hybrid format to solicit input regarding the development of the 2025-2025 Annual Action Plan and public service priorities. Approximately ____ individuals attended in addition to the Medford City Council and Office of Planning, Development & Sustainability.	Service providers presented and discussed their respective programs with Medford City Councilors, reinforcing the collective need for supportive services, emergency assistance, affordable childcare, senior programming, homelessness prevention and transportation	All comments were accepted.	

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
2	Public Hearing	Non-targeted/broad community	On 5/14/24 the Medford City Council, conducted a public hearing to solicit public input regarding the proposed 2024-2025 Annual Action Plan and authorize submission of the PY2024 application to the U.S. Department of Housing and Urban Development.			
3	Newspaper Ad	Non-targeted/broad community	Advertisements to attend the Public Hearing were published on 04/30/24 and 05/07/24.	no comments were received.	n/a	

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
4	Public Hearing	Non-targeted/broad community	Public meetings held by the City of Malden on _____, 2024 for purposes of the North Suburban Consortium (NSC) 2024 Annual Action Plan.	No comments received specific to Medford.	All comments were accepted.	
5	Internet Outreach	Non-targeted/broad community	Advertisements to attend the public meeting was published on the City's website 04/30/24.	n/a	n/a	
6	Internet Outreach	Non-targeted/broad community	Advertisement to attend the public hearing was published on the City's website 04/30/24.			

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
7	Newspaper Ad	Non-targeted/broad community	Advertisements of the 30-day public comment period for the Draft Annual Action Plan was published on 04/30/24 and 05/07/24.			
8	Internet Outreach	Non-targeted/broad community	Advertisements of the 30-day public comment period for the Draft Annual Action Plan was published on the City's website 04/30/24 and 05/07/24.			

Table 4 – Citizen Participation Outreach

Expected Resources

AP-15 Expected Resources - 91.420(b), 91.220(c)(1,2)

Introduction

The City of Medford anticipates receipt of CDBG funds in the amount of \$1,252,811 for the plan year, as well as \$2,129.28 in program income. At the time of publication of this draft plan, the City has not yet received notification of its HUD CDBG grant allocation for PY50. Accordingly, all figures are estimates, and all proposed activities' budgets will be proportionally increased or decreased from the estimated funding levels to match actual allocation amounts. The City also has an estimated \$143,338.88 in prior year resources, including approximately \$29,338.88 in funds that had been allocated to Planning & Administration for the prior year which were not used due to temporary vacancies in staff positions, \$15,000 that had been allocated to Public Services for a grant to a subrecipient that was unable to perform, \$60,000 which had been allocated to the implementation of a Housing Rehab Loan Program which has been delayed to FY25 due to staffing changes, and \$39,000 which had been allocated to the Gourley/Dwyer Street project, the work for which has been delayed to FY25. To maximize the impact of CDBG funds, the City expends significant general government funds and encourages all partners and projects to strategically leverage additional funds.

As a member of the North Suburban Consortium, the City has available HOME Investment Partnership funds to support direct assistance to moderate income homebuyers and to subsidize the development cost of affordable housing projects.

Through the Coronavirus Aid, Relief, and Economic Security Act (CARES Act), which was enacted to respond to the growing effects of this historic public health crisis, the City of Medford received \$926,445 in round 1 of CDBG-CV allocations and \$525,848 in round 2 for Program Year 2020. The purpose of the special allocations is to assist the City in preventing, preparing for, and responding to the coronavirus (COVID-19). Utilization

of these funds is not reflected in this plan.

Anticipated Resources

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
CDBG	public - federal	Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services	1,252,811	2,129	143,339	1,398,279	0	Block grant from U.S. Department of Housing and Urban Development to address housing, community development and economic development needs.

Table 5 - Expected Resources – Priority Table

Explain how federal funds will leverage those additional resources (private, state and local funds), including a description of how matching requirements will be satisfied

To maximize the impact of the CDBG funds, the City strategically leverages additional resources and City partnerships whenever feasible. As a member of the North Suburban Consortium, the City may access HOME Investment Partnership (HOME) funds to support direct assistance to low-to-moderate-income first-time homebuyers and to subsidize an affordable housing development.

The City anticipates CDBG funds will also leverage additional resources, as well. Non-Entitlement funds, which will be used to further the goals of the Strategic Plan may include private foundations, organizations, and individuals.

The following anticipated leveraged resources, include:

Municipal General Funds: The annual City budget commits resources for the priority activities including Public Parks, Facilities, and Infrastructure, the Office of Outreach and Prevention, and the Disability Commission

Affordable Housing Resources: Affordable Housing developments are likely to utilize a variety of State Housing resources including HOME program funds, Low-Income Housing Tax Credit funds, Housing Bond funds, voucher-based Section 8 program, and private mortgage financing. Additional funds are leveraged through partnerships with private and for-profit developers.

Community Preservation Act: The City anticipates committing funds through the Community Preservation Act, as well as other state and federal grants that leverage spending on Affordable Housing, municipal infrastructure, parks and recreation and other CDBG-funded improvements.

Philanthropy: Private funding from national, state, and local funders including the United Way and private foundations/donors.

Section 8 Funds: The Medford Housing Authority administers the Section 8 Housing Choice Voucher program and provides rental subsidies.

Continuum of Care Funds: Non-profit human service providers that offer housing and services to homeless persons throughout Medford and Tri-City region can access resources through the Massachusetts Balance of State. These resources include, but are not limited to, non-entitlement ESG, McKinney-Vento, RAFT and HomeBASE. CSBG, LIHEAP, and Headstart are additional state and federal resources administered through the Community Action Program agency, ABCD.

In addition to these resources, the City is in the process of establishing an Affordable Housing Trust that will enable the expansion of its capacity to generate and commit revenue to affordable housing needs.

The HOME program matching requirements are met through State Housing Bond funds and the Mass Rental Voucher program. Matching funds requirements are monitored by the Malden Office of Strategic Planning & Community Development (formerly the Malden Redevelopment Authority) as the NSC Lead Entity.

If appropriate, describe publicly owned land or property located within the jurisdiction that may be used to address the needs

identified in the plan

No additional publicly owned land is anticipated to be used to address needs in the next program year, however the City will continue to evaluate city owned parcels for their feasibility for small-scale affordable infill housing and potential transfer to the affordable housing trust once it is set up. City parks and public facilities will continue to be operated to provide recreation and services to low- and moderate-income persons.

Discussion

The priorities identified within the Strategic Plan are the outcome of an extensive, comprehensive effort to identify community needs. The Strategic Plan assesses the available resources available to meet those needs. The City of Medford's investments will leverage public and private funds to address economic development, affordable housing, community development, and special needs populations' needs.

Annual Goals and Objectives

AP-20 Annual Goals and Objectives - 91.420, 91.220(c)(3)&(e)

Goals Summary Information

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
1	Expansion & Preservation of Affordable Housing	2020	2024	Affordable Housing		Affordable Housing Public Services	CDBG: \$120,000	Homeowner Housing Rehabilitated: 4 Household Housing Unit Direct Financial Assistance to Homebuyers: 3 Households Assisted
2	Increase Economic Development Opportunities	2020	2024	Non-Housing Community Development		Economic Development	CDBG: \$115,000	Facade treatment/business building rehabilitation: 2 Business Businesses assisted: 53 Businesses Assisted
3	Enhance Parks, Public Facilities, & Infrastructure	2020	2024	Non-Housing Community Development		Public Facilities, Infrastructure, & Parks	CDBG: \$724,795	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 23710 Persons Assisted
4	Enhance Public Services	2020	2024	Affordable Housing Homeless Non-Homeless Special Needs Non-Housing Community Development		Affordable Housing Public Services	CDBG: \$187,922	Public service activities other than Low/Moderate Income Housing Benefit: 6252 Persons Assisted

Table 6 – Goals Summary

Goal Descriptions

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1	Goal Name	Expansion & Preservation of Affordable Housing
	Goal Description	<p>Strategic Planning Goals: Support the expansion and supply of affordable homeownership and rental housing opportunities. Increase affordable housing ownership opportunities through homebuyer education programs and down-payment and closing cost assistance. Expand affordability of existing rental and owner-occupied housing through rehabilitation, thereby improving livability and ensuring homes become or remain affordable to low- to moderate-income households, by bringing units to code standard or providing safety improvements, energy efficiency improvements, access modifications, or treatment of lead or other home hazards.</p> <p>Proposed activities that the City of Medford anticipates funding through CDBG include:</p> <ul style="list-style-type: none"> • Implementing a housing rehab program • Supporting the implementation of the ordinance to create an affordable housing trust including establishing and organizing a Board of Trustees • Continuing to coordinate the administration of the Inclusionary Housing Ordinance with Boards and proponents and identifying potential amendments to the Ordinance to increase its effectiveness and further the goals outlined in the Housing Production Plan • Analyzing the City's inclusionary housing fees and the potential addition of affordable housing to the City's linkage fees • Coordinating an analysis of the City's zoning to determine what zoning changes are needed to enact the goals of the City's Comprehensive Plan and increase the flexibility of current zoning to allow for a broader range of housing increase availability of housing. • Overseeing affordable housing lotteries and ensuring timely delivery of affordable units at market rate developments where affordable units have been required • Developing affordable rental and home ownership opportunities for low to moderate income households • Participation in local and regional housing planning • Assisting individuals with referrals to agencies specializing in housing issues and programs <p>During the 2024 program year, it is the intention of the Office of Planning, Development & Sustainability to establish/design additional affordable housing programs and build internal capacity within the department to administer these programs throughout the rest of the 2020-2024 Consolidated Plan cycle</p>

2	Goal Name	Increase Economic Development Opportunities
	Goal Description	<p>The City seeks to support its business community through programs that will promote competitiveness, resiliency and accessibility, including:</p> <ul style="list-style-type: none"> • Establishing a vacant storefronts district and providing financial support to businesses in cooperation with the Commonwealth's Economic Assistance Coordinating Council. • Creating a retail pop-up with the dual goals of removing blight by occupying a vacant store-front and providing educational, and other resources to low income small businesses. • Providing technical support to new and existing businesses through consultation services, translation, educational programming and training, and other forms of business support. <p>The City will also engage a consultant to develop an economic development SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis to better understand the present economic situation in Medford, and help guide us towards future economic development planning.</p> <p>The City will pair CDBG funding with other sources, such as Mass Gaming Commission and the Encore Boston Harbor Surrounding Community Agreement, to support eligible programs.</p>
3	Goal Name	Enhance Parks, Public Facilities, & Infrastructure
	Goal Description	<p>The Strategic Plan Goal is to enhance publicly owned facilities and infrastructure that improves the community and neighborhoods throughout the City of Medford. Improvements may include parks, streets, sidewalks, streetscapes, tree planting, water/sewer/flood drainage, accessibility to meet American with Disabilities Act (ADA), improvement of neighborhood/recreational facilities, and other infrastructure and facilities.</p> <p>Specific activities include:</p> <ul style="list-style-type: none"> • Renovations to McGlynn Playground • Renovations to Tufts Park • Street and Sidewalk Improvements at Gourley Street/Dwyer Circle • Street and Sidewalk Improvements at George and Main Streets • ADA improvements to Sidewalks and Curb Cuts in low- and moderate-income neighborhoods

4	Goal Name	Enhance Public Services
	Goal Description	<p>Increase access to jobs, education, health and wellness, recreation, and health and social services activities. The City seeks to provide a variety of public service programs and to continue support of nonprofit community development agencies. City objectives include:</p> <ul style="list-style-type: none"> • Combating social illness, public safety and substance abuse, which weaken the stability of the City's households and neighborhoods; • Improving the quality of life for Medford's school children, through the provision of after school childcare programs; • Improving the resources available to the City's population at risk of homelessness, residents in crisis, local consumers, and the physically and emotionally disabled population; • Improving quality of life for Medford's elderly population, through the provision of day health and recreational programs and transportation to reduce isolation; • Encouraging the expansion of affordable housing and assisting those with emergency and transitional housing needs through providing housing advocacy and assistance. • Provide English language and citizenship preparedness training for new residents. • Support food programs and the distribution and provision of food. <p>The City anticipates allocating the maximum 15% of its CDBG allocations to Public Service activities during PY2024.</p>

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AP-35 Projects - 91.420, 91.220(d)

Introduction

In FY24, the City of Medford will utilize CDBG funding to address the priority needs identified in the Strategic Plan. Priorities the City will be focusing on this year specifically include park renovations, the creation of a new housing rehabilitation program, and supporting public services for vulnerable low-to-moderate-income residents.

This substantial amendment to the Action Plan for program year 2024-2025 includes an update to the list of projects and activities being funded with the current year's CDBG entitlement and the allocation of the funding among those projects and activities. This includes the removal of projects that were funded with entitlement funds from prior years (Fire Stations 3 and 5, Pinkert Street, Logan Park, and Morrison Park) and removal of the Tufts Pool ADA and Gillis Park projects which have been funded through other sources. It also reflects the increased allocation of funds for the McGlynn Playground renovation project, as well as the addition of street and sidewalk improvements at Gourley Street/Dwyer Circle, renovations to Community Gardens at LaPrise Village, and installation of new Community Gardens at Tempone Apartments. There were also adjustments to the funding for Affordable Housing and Economic Development to better reflect anticipated needs for the year. In addition, the City was able to reallocate unused funds from completed projects and activities in prior years. The allocation for the Public and Neighborhood Facilities Programmatic Infrastructure Improvements Program was increased from \$894,617.00 to \$1,010,129. The total increase for the project is \$115,512. As a result, the amounts allocated for the following projects were reduced: Public Infrastructure Improvements Program was reduced from \$103,512 to \$36,000. Housing Rehabilitation and Preservation Program was reduced from \$128,000 to \$100,000. Economic Development Program was reduced from \$60,000 to \$40,000.

#	Project Name
1	Planning & Administration
2	Public Services
3	Economic Development
4	Housing Rehabilitation and Preservation Program
5	Public Infrastructure Improvements Program
6	Public and Neighborhood Facilities Programmatic Infrastructure Improvements Program

Table 7 – Project Information

Describe the reasons for allocation priorities and any obstacles to addressing underserved needs

Funding has been allocated to best address the priorities identified in the Strategic Plan. The primary priority in the City of Medford, and throughout the Boston-Metro area, is the expansion and preservation of affordable housing. The City has been addressing this priority by utilizing non-CDBG

funding sources which allow more flexibility for the acquisition and preservation of such housing.

The establishment of our housing rehabilitation program will also allow us to address this priority by supporting the City's aging population of homeowners by making needed improvements that allow them to remain in their homes.

In FY24, the provision of public services is also a priority. A strong network of human service providers and non-profit agencies support low- and moderate-income Medford residents in achieving self-sufficiency, permanent housing, continuing education, job preparedness, wellness and other anti-poverty initiatives. However, the need for services far exceeds the available resources. Service providers are encouraged to maximize leveraged funds and to avoid duplication of services. The primary obstacle to addressing need is funding.

In past program years, the primary priority consisted of a continued commitment to an aging infrastructure and public facilities to increase accessibility to public spaces and services, particularly for low-to-moderate income Medford residents. Despite significant investment, this continues to be an area of need and the City will look to fund additional public infrastructure projects in FY24.

AP-38 Project Summary
Project Summary Information

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1	Project Name	Planning & Administration
	Target Area	
	Goals Supported	Expansion & Preservation of Affordable Housing Increase Economic Development Opportunities Enhance Parks, Public Facilities, & Infrastructure Enhance Public Services
	Needs Addressed	Affordable Housing Economic Development Public Facilities, Infrastructure, & Parks Public Services
	Funding	CDBG: \$250,562
	Description	This funding is for CDBG administrative activities not covered by program activity costs.
	Target Date	6/30/2025
	Estimate the number and type of families that will benefit from the proposed activities	n/a
	Location Description	
	Planned Activities	This funding is for CDBG administrative activities not covered by program activity costs.
2	Project Name	Public Services
	Target Area	
	Goals Supported	Enhance Public Services
	Needs Addressed	Public Services
	Funding	CDBG: \$187,921
	Description	Make public services available and accessible to low- and moderate-income individuals through the support of programs and services provided by nonprofit community development agencies including afterschool childcare, senior wellness, recreational and adult day health programming; transportation assistance for the elderly, disabled and critically ill; pro-bono legal aid; food pantry and emergency assistance; transitional housing, referrals and support services; and ESOL classes and job preparedness training.

	Target Date	6/30/2025
	Estimate the number and type of families that will benefit from the proposed activities	6,252 families
	Location Description	city-wide
	Planned Activities	<ul style="list-style-type: none"> • Afterschool childcare • Senior wellness, recreational and adult day health programming • Transportation assistance for the elderly, disabled and critically ill • Pro-bono legal aid • Food pantry and emergency assistance • Transitional housing, referrals and support services • ESOL classes and job preparedness training
3	Project Name	Economic Development
	Target Area	
	Goals Supported	Increase Economic Development Opportunities
	Needs Addressed	Economic Development
	Funding	CDBG: \$115,000
	Description	Create economic opportunities, and thereby improve the sustainability of the City's neighborhoods, through financial support of small businesses and providing and/or facilitating technical support to new and existing businesses through consultation services, educational programming and training, and other forms of business support.
	Target Date	6/30/2025
	Estimate the number and type of families that will benefit from the proposed activities	55 businesses
	Location Description	city-wide

	Planned Activities	<p>Establishing a vacant storefronts district and providing financial support to businesses in cooperation with the Commonwealth's Economic Assistance Coordinating Council - Direct Financial Assistance to For-Profit Business. National Objective: LMJ</p> <p>Creating a retail pop-up with the dual goals of removing blight by occupying a vacant store-front and providing educational, and other resources to low income small businesses. Direct Financial Assistance to For-Profit Business. National Objective: LMJ</p> <p>Providing and/or facilitating technical support to new and existing businesses through consultation services, educational programming and training, and other forms of business support: Economic Development - Technical Assistance. National Objective: LMJ</p>
4	Project Name	Housing Rehabilitation and Preservation Program
	Target Area	
	Goals Supported	Expansion & Preservation of Affordable Housing
	Needs Addressed	Affordable Housing
	Funding	CDBG: \$120,000
	Description	Expand affordability of existing rental and owner-occupied housing through rehabilitation, thereby improving livability and ensuring homes become or remain affordable to low- to moderate-income households.
	Target Date	6/30/2025
	Estimate the number and type of families that will benefit from the proposed activities	4 households
	Location Description	city-wide
5	Planned Activities	Bring units to code standard and provide safety improvements, energy efficiency improvements, access modifications, or treatment of lead or other home hazards.
	Project Name	Public Infrastructure Improvements Program
	Target Area	
	Goals Supported	Enhance Parks, Public Facilities, & Infrastructure
	Needs Addressed	Public Facilities, Infrastructure, & Parks
	Funding	CDBG: \$629,795

	Description	This project creates suitable living environments by supporting the improvement to Medford's aging infrastructure, increasing its availability and accessibility for Medford's low- and moderate-income residents.
	Target Date	6/30/2025
	Estimate the number and type of families that will benefit from the proposed activities	5,850
	Location Description	Street and sidewalk improvements at Gourley Street and Dwyer Circle; street and sidewalk improvements at George and Main Streets; ADA Sidewalk Improvements in low- and moderate-income areas
	Planned Activities	Street and sidewalks improvements: upgrading and replacement, where necessary of the water, sewer, sidewalk, drainage, and street systems; specifically, sewer, water and drainage rehabilitation; fire hydrant and water gate replacement; removal and replacement of lead service connections; sidewalk reconstruction. National Objective: LMA
6	Project Name	Public and Neighborhood Facilities Programmatic Infrastructure Improvements Program
	Target Area	
	Goals Supported	
	Needs Addressed	Public Facilities, Infrastructure, & Parks
	Funding	CDBG: \$95,000
	Description	Supports the creation of suitable living environments through the improvement of neighborhood facilities and parks, which increases their availability and accessibility for Medford's low- and moderate-income residents. The City defines public and neighborhood facilities as ones either publicly owned or that are traditionally provided by the government, owned by a nonprofit, and operated to be open to the general public.
	Target Date	6/30/2025

Estimate the number and type of families that will benefit from the proposed activities	17,960 persons assisted
Location Description	McGlynn Playground Renovations Tufts Park Renovations
Planned Activities	Rehabilitation of eligible neighborhood parks. National Objective: LMA

AP-50 Geographic Distribution - 91.420, 91.220(f)

Description of the geographic areas of the entitlement (including areas of low-income and minority concentration) where assistance will be directed

As the Community Development Block Grant (CDBG) is intended to predominantly serve low- to moderate-income residents, PY524 CDBG funding will be allocated to projects that are either within CDBG eligible areas, eliminate slum and blight, or directly impact low- and moderate-income beneficiaries. Projects consisting of physical improvements will be undertaken in low- and moderate-income areas or at public facilities serving low-to-moderate-income residents. Public service and housing activities are operated based upon the eligibility of the person/households, not through Geographic targeting.

Geographic Distribution

Target Area	Percentage of Funds

Table 8 - Geographic Distribution

Rationale for the priorities for allocating investments geographically

Projects were prioritized based on their ability to address identified needs with the resources available. In Year 4 of the Consolidated Plan, a priority continues to be investing CDBG funds to meet City-wide needs of an aged public infrastructure system. Selected activities are those projects that are determined to be a high priority by the Office of the Mayor, Department of Public Works, and Office of Planning, Development & Sustainability, and based on the consolidated planning process.

ADA accessibility remains a long-standing commitment of the City. Locations selected for improved accessibility are a function of many factors including design and coordination with Public Works projects to identify needs within low and moderate-income areas.

Updates to public facilities, redevelopment, supporting the creation of new housing and economic development activities will have a direct impact on the quality of life for low to moderate income residents

Discussion

The City of Medford will continue to target programmatic investments in low- and moderate-income areas, utilizing data analysis and input received during the citizen participation period and ongoing consultation with City departments, officials and community partners. As needs continue to far outweigh available resources, the City will seek to leverage additional resources whenever possible.

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AP-75 Barriers to affordable housing -91.420, 91.220(j)

Introduction

The City, in coordination with the North Suburban Consortium (NSC), continues to promote policies and practices that would support quality affordable housing within their communities. HOME funds are utilized to create affordable housing within the City of Medford and other member communities. The biggest barriers are identifying available land, development costs, administrative constraints, and infrastructure limitations.

Actions it planned to remove or ameliorate the negative effects of public policies that serve as barriers to affordable housing such as land use controls, tax policies affecting land, zoning ordinances, building codes, fees and charges, growth limitations, and policies affecting the return on residential investment

Planned Actions to remove the negative effects of these barriers include:

- Assist private and non-profit developers in identifying development sites and access funding toward development.
- Administer the City's Inclusionary Housing Ordinance.
- Analyze the possible addition of affordable housing to the City's schedule of linkage fees.
- Work with City Council to review and modernize zoning to allow and incentivize the creation of housing developments of varying scale throughout Medford affordable to a range of income levels.

In furtherance of these goals, the City has retained a consultant to assist the City in determining what zoning changes are needed and help the city modify our existing zoning to enact the goals of the Comprehensive Plan and increase the flexibility of the use of parcels with the goal of maximizing housing and implementing the City's Housing Production Plan.

Discussion

The need for affordable housing in the City exceeds the available affordable supply. The City continues to work with the NSC, private developers and non-profits to increase the affordable housing in Medford. Long-term affordability restrictions on homeowner and rental units will be maintained by adding units through the Local Initiative Program to the State's Subsidized Housing Inventory. First Time Homebuyer trainings

and programs will continue to be supported by the City through non-profits such as Medford Community Housing.

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AP-85 Other Actions - 91.420, 91.220(k)

Introduction

The activities and goals listed within this Annual Action Plan coincide with the priorities identified in the Consolidated Plan. Activities selected for FY24 funding are those projects that will make an immediate impact to low- and moderate-income residents. Eligible public service activities are selected through a formal solicitation process, which prioritizes programming to best address identified community needs.

Actions planned to address obstacles to meeting underserved needs

The primary obstacle to meeting the underserved affordable housing needs of low-and-moderate-income persons continues to be a lack of available resources compared to demand. Considering the level of public subsidy required to develop affordable housing, the City and the North Suburban Consortium are only able to fund a few projects annually. In order to provide funding to a larger number of projects and applicants, the NSC instituted a lower per unit subsidy limit. Each year HOME funds are nearly fully committed for both rental and ownership developments and the regional CHDOs have mentioned plans for several new projects on the horizon. While this limitation is beyond the City's ability to address, Medford and the City of Malden are committed to working with the Medford Housing Authority and housing developers - both for-profit and non-profit to identify development opportunities and secure the necessary resources. The rising values have created an obstacle for new homebuyers and the number of properties out of reach to prospective buyers are increasing. In addition, in FY24 the City will be implementing a new housing rehabilitation program to assist low- and moderate-income residents with needed safety, accessibility and weatherization improvements to allow them to stay in their homes. The City established an Affordable Housing Trust and is actively exploring funding sources for it such as existing Community Preservation Act funds, amending the City Inclusionary Zoning ordinance to allow for fractional payments, disposition of surplus City land, and updating the City's Linkage fee ordinance to include payments for the Affordable Housing Trust. In addition, the City received a state grant to study the feasibility of establishing a Community Land Trust as an additional affordable housing model.

A second obstacle to addressing underserved needs is the challenges of a changing job market. The demand for a higher educated workforce has shut many LMI persons out of living-wage jobs. The City will continue to seek to create local employment opportunities, and fund agencies that support self-sufficiency programs, such as the Evangelical Church of Holiness that is a Medford-based organization providing English as a Second Language, job readiness training and citizenship training.

Medford's membership within the North Suburban Consortium provides access to gap funding critical to address the lacking supply of affordable housing. The City will continue to identify projects and partners such as Medford Housing Authority, utilizing this resource whenever viable, as developing innovative

strategies. The City will also ensure that selected public improvement projects are ready to proceed.

Actions planned to foster and maintain affordable housing

Project coordination, monitoring expiring-use priorities, promoting affordable homeownership opportunities and ensuring long-term affordability through the addition of affordable units on the Local Initiative Program's Subsidized Housing Inventory are efforts of City staff and development boards to foster and maintain affordable housing. Additionally, the City will explore opportunities to create housing programs that preserve the quality of Medford's existing housing stock and support the creation of new housing. In addition, in FY22 the City adopted an ordinance to create affordable housing trust, and in FY24 will work to implement the ordinance and establish and organize a Board of Trustees. The City will also coordinate the administration of the Inclusionary Housing Ordinance, and identify potential amendments to the ordinance to increase its effectiveness and further the goals outlined in the City's Housing Production Plan, which was approved in FY22.

Actions planned to reduce lead-based paint hazards

The City, in coordination with the North Suburban Consortium, will ensure compliance with Massachusetts lead laws on all homebuyer assistance and developer-driven projects, both homeowner and rental. Testing and lead-safe removal of lead-based paint hazards are required in all HOME and CDBG funded rehabilitation activities.

The City of Medford Board of Health serves as a point of contact regarding lead-based hazards and distributes pamphlets describing lead regulations and resources in their office. Whenever lead concerns arise, the Board of Health refers families to the Greater Lawrence Poisoning Prevention Program to initiate lead home inspections and blood testing.

As a part of the Housing Rehabilitation Program that will be implemented in FY25, the City will provide needed lead testing and remediation for properties receiving housing rehabilitation services.

Actions planned to reduce the number of poverty-level families

Aligned with its commitment to reduce poverty, the City prioritizes the funding of public service programs that support low-income Medford families in achieving self-sufficiency. Continued support for these anti-poverty programs is crucial as they provide vulnerable, at-risk families access to a variety of supportive services, essentials, advocacy, recreational opportunities, transportation, affordable childcare, emergency housing, financial literacy, skill building and job preparedness. The provision of such programming is necessary in addressing the economic, housing and health challenges facing low-to-moderate income residents, helping families move out of poverty.

The City also supports efforts of the MassHire and the Workforce Investment Board and will continue to provide the availability of job training opportunities and employment readiness programs and rapid

response to mass layoffs. The City has identified The Welcome Project as a provider of ESOL to very poor families and has begun partnering with them to support their efforts.

Actions planned to develop institutional structure

The City will continue to enhance its program coordination functions, specifically in the areas of prioritization of projects and performance monitoring. Through inter-departmental communication, the Office of Planning, Development & Sustainability will identify ready-to-proceed public works and facility projects. In the prior year, PDS brought on board a new Economic Development Director, a new Economic Development Planner, and a Housing Planner. This increased staffing increased the City's capacity to perform these functions. The City will evaluate its process for selection of public service projects to include a greater focus on outcome measures. The City will also make use of new standardized tools to improve the ability to gather outcome data and monitor the performance of projects and services, including programs such as Neighborly, Smartsheets, and UniteUs. This will enable the City to coordinate services and aggregate data through City staff as well as outside public services agencies.

Actions planned to enhance coordination between public and private housing and social service agencies

The City will continue to build on the work of the Office of Outreach and Prevention, strengthening our engagement with community partners and enhancing outreach and coordination efforts. As a part of those efforts, the City has established Medford Connects, a program to share current activities amongst local agencies, organizations, and City departments; identify opportunities for improved communication and outreach to the Medford community; and create a space for opportunities to collaborate and make connections and build relationships within the community. Participating agencies and organizations include medical and mental health service providers, civic organizations, and service agencies.

The City will also continue its ongoing efforts to improve communication with and provide additional resources for managing and coordinating housing referrals to service agencies.

The City directly operates quality programs for Medford elders, through its Council on Aging. The Council on Aging also connects elderly residents with other community resources, augmenting existing senior programming. The Council on Aging's programs include providing the services of a handyperson to provide needed small but essential repairs which allow our elderly residents to remain in their homes.

Additionally, the City continues to participate as a member of the North Suburban Consortium to effectively coordinate its housing agenda with surrounding communities. The City is also a member of the Balance of State Continuum of Care and will engage with them on the development of policies and procedures to ensure needed services are provided to Medford residents.

The City will engage with the Medford Chamber of Commerce and other business and civic organizations

to facilitate coordination of efforts to provide programs and services supporting businesses operated by low- and moderate-income residents.

Discussion

The City's focus will be on upgrades to aging infrastructure and public facilities, job creation and retention and economic stabilization. Funding will also support affordable housing development, transportation, and recreational and supportive services aimed at special needs populations. Proposed activities fulfill HUD's priorities of providing decent affordable housing, suitable living environment and expanded economic opportunity, principally for low- and moderate-income persons. The Office of Planning, Development, and Sustainability staff work in partnership with residents, other City departments and the public and private sectors to accomplish established goals and objectives improving the quality of life for all Medford residents.

Program Specific Requirements

AP-90 Program Specific Requirements - 91.420, 91.220(I)(1,2,4)

Introduction

The City of Medford's Action Plan, in alignment with the Strategic Plan, outlines available resources and proposed activities to be undertaken during the course of the 2024-2025 program year. As stated earlier in the AP-15, the City expects to receive an estimated \$1,252,811.00 in Community Development Block Grant entitlement funds.

Community Development Block Grant Program (CDBG)

Reference 24 CFR 91.220(I)(1)

Projects planned with all CDBG funds expected to be available during the year are identified in the Projects Table. The following identifies program income that is available for use that is included in projects to be carried out.

1. The total amount of program income that will have been received before the start of the next program year and that has not yet been reprogrammed	0
2. The amount of proceeds from section 108 loan guarantees that will be used during the year to address the priority needs and specific objectives identified in the grantee's strategic plan.	0
3. The amount of surplus funds from urban renewal settlements	0
4. The amount of any grant funds returned to the line of credit for which the planned use has not been included in a prior statement or plan	0
5. The amount of income from float-funded activities	0
Total Program Income:	0

Other CDBG Requirements

1. The amount of urgent need activities	0
2. The estimated percentage of CDBG funds that will be used for activities that benefit persons of low and moderate income. Overall Benefit - A consecutive period of one, two or three years may be used to determine that a minimum overall benefit of 70% of CDBG funds is used to benefit persons of low and moderate income. Specify the years covered that include this Annual Action Plan.	85.00%

Discussion

A range of activities have been identified, including creation and preservation of affordable housing, physical improvements and upgrades to infrastructure and City systems, removal of architectural barriers, improvements to public facilities, job creation and retention and public services. The City anticipates that approximately 85% of CDBG funds, over a 3-year period (PY2022, PY2023, and PY2024) will be used toward projects benefiting low-and-moderate income residents. Medford has not engaged in, nor anticipates receiving any program income from Section 108 loan proceeds, urban renewal settlements or float-funded activities.

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