

IMPLEMENTATION

COMPREHENSIVE PLAN PURPOSE & PROCESS

Building Blocks

This comprehensive plan identifies five building blocks or themes for Medford's future:

- Open & Engaged Communication
- Climate Resilient
- Access for All
- Vibrant Places
- Welcoming & Supportive Neighborhoods.

These building blocks are tied to the essential elements listed in MGL Chapter 41, Section 81D: Land use, economic development, housing, natural and cultural resources, open space and recreation, services and facilities, and circulation. Each theme addresses a different combination of those elements, and the chapter devoted to each theme links the goals, strategies, and actions to the relevant Section 81D elements.

Together these building blocks form the goals and policies statement required by 81D and support a 30-year vision for the future of Medford:

By 2050...

*“Medford’s many **welcoming communities** thrive among **vibrant places** that enhance the daily lives of all who work, play, learn and grow in our city. Together, we share a future that is **protected from extreme heat and flooding, connects people** to where they need to go, and promotes **open, engaged communication.**”*

This implementation plan is the final element required by Section 81D, and it ties the building blocks to the what, who, when, and how needed for successful implementation. The following pages identify the components necessary for the City to address the actions identified during the planning process and compile the resources required for implementation.

Alignment with Massachusetts General Laws

What is the specific goal, objectives, and actions. These are described in more detail earlier in this plan.

Who is divided into two parts: the City Steward and Partners. The City Steward is the position or department responsible for the implementation of a specific action. Partners are those who can support the City Steward and may be other City departments and officials or may be outside organizations.

When is shown as specific milestones and priorities and may not apply to all actions.

How is also two components: the sources for funding specific projects and benchmarks to measure and evaluate progress. Funding sources include City and state grants, with a few alternative funding sources. Some grants can address several actions, and combining those actions may result in a stronger application for what are usually competitive funding cycles. Benchmarks are trends with the direction (increase or decrease) identified. The trends are linked to the building blocks that underlie this comprehensive plan. The City Steward should develop a base data set to measure each trend's direction over time. This will help the City understand if the implementation of the actions is progressing relative to the goal or if the implementation process needs to shift to meet the stated objectives.

Plan Implementation

This implementation plan represents a ten-year plan and the initial steps to realize the 30-year vision. The City has already begun to implement some of the actions

identified by this plan, which can be seen in the Projects column of the Implementation Table.

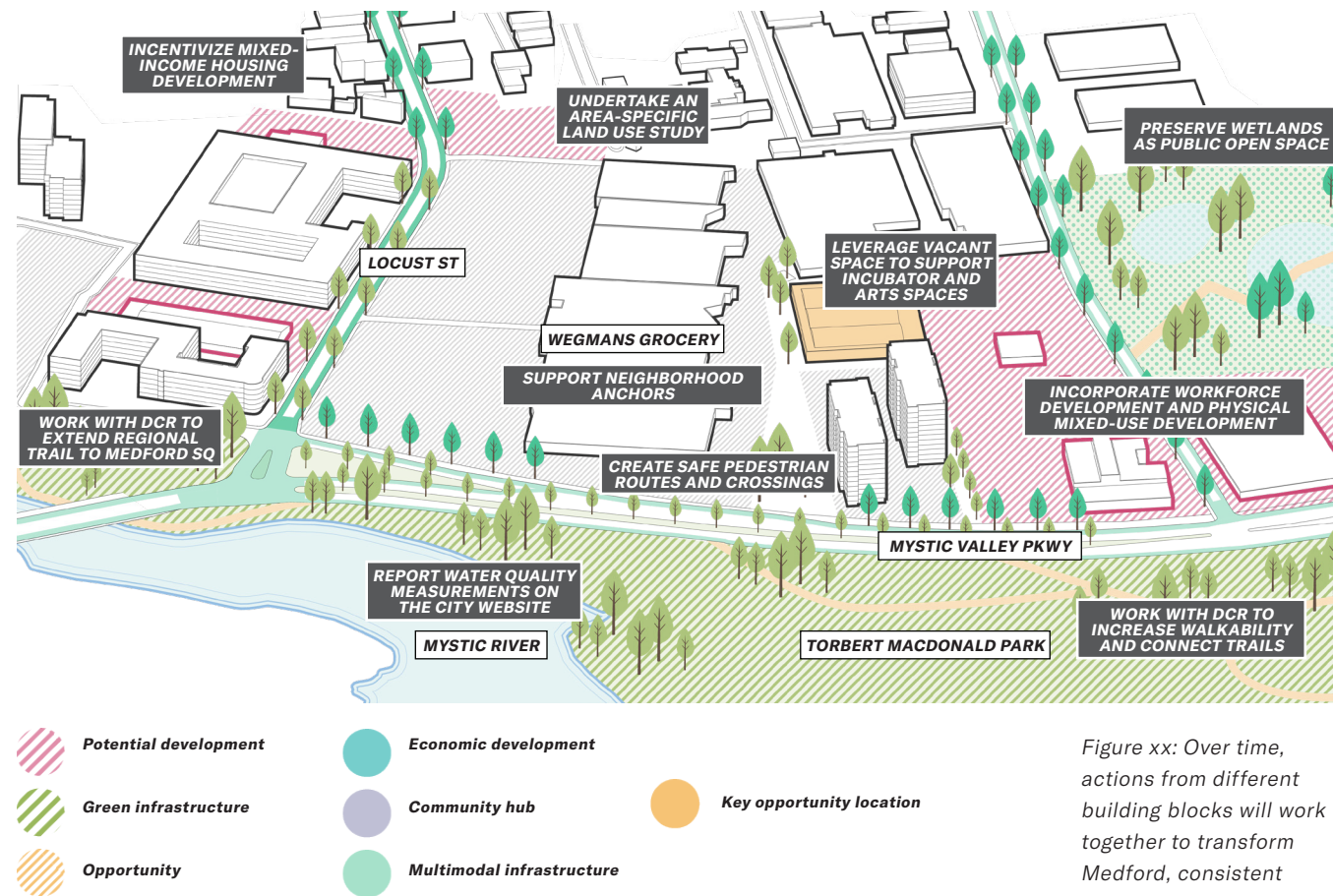


Figure xx: Over time, actions from different building blocks will work together to transform Medford, consistent with the vision and goals identified by this planning process.

Finally, land use is a critical component of the comprehensive planning process, and the City's zoning ordinance is the primary control over land use. Zoning can be seen as the codification of the City's values around how land should be used. The

building blocks of this plan contain many actions recommending changes to the City's zoning ordinance. This implementation plan provides two general strategies for those changes.

Resources for Implementation

This Comprehensive Plan addresses community needs and desires, bringing together a wide range of actions to address the five organizing themes: Open and Engaged Communities, Climate Resilience, Access for All, Vibrant Places, and Welcoming and Supportive Neighborhoods. These actions, detailed in this Implementation Plan, will further the vision for Medford over the next ten years.

Actions require resources, and the City has several types of resources that it can draw upon for implementation. The first level of resources will be City staff and the operating budget of each department. To accomplish the goals set in this plan, City departments will need to evaluate staffing levels, space allocation, equipment and other tools, and funds available for implementation. Departments may find efficiencies in reorganization of duties and space and may also be able to reprioritize certain efforts based on the goals of this plan.

Certain recommendations will require support from the Mayor and City Council for extra funds for additional staff, additional space, upgraded equipment, or new priorities. Department heads can support their requests by tying their draft budgets to the actions in this plan, as detailed in recommendation OE3.1 (page 51). Implementing recommendation OE.2.1 (page 47) will help Department heads by

establishing the benchmarks to measure progress towards their goals and the repository of data needed to evaluate those metrics. Department heads can incorporate the results in their budget to demonstrate the need for additional resources and the successful completion of the goals.

Other recommendations require partners, and this Implementation Plan identifies some of those partners. Recommendation OE.2.2 (page 49) will help City departments and agencies further develop working relationships that will supplement the City's own progress towards these goals. These relationships may help drive additional resources; for example, strong links with state agencies may lead to funding support through technical assistance or grants to address specific plan actions.

Finally, the Comprehensive Plan Implementation Committee (Recommendation OE1.1, page 39) will be a resource that links City departments, boards, committees, and agencies to Medford residents and businesses. The annual review of the plan and ongoing reports on the status of implementation will help keep the prioritization of resources on track and support departmental needs as actions are completed and priorities shift over time.

FUTURE LAND USE AND ZONING

The structure of this comprehensive plan starts with five main themes, with a series of goals, objectives, and actions under each. Each theme addresses multiple planning elements defined in M.G.L. Chapter 41, Section 81D. This structure means that specific actions, such as zoning changes, repeat under each theme but with variations appropriate to that theme. For example, recommendations for parking-related zoning changes are found in Theme 3: Access for All and Theme 4: Vibrant Places.

This section identifies the zoning recommendations across all themes and ties them to the Future Land Use Map. It also suggests how the City could combine

these independent recommendations into an overall strategy for zoning reform to supplement the zoning recodification process completed in spring 2022. Finally, this section contains a list of all zoning-related Objectives and Actions (explanations are in Themes, Goals, Objectives, and Actions).

The City has other ordinances related to land use, including public assets such as municipal buildings, rights-of-way, open land, and parks. This section focuses only on zoning regulations; discussions of other ordinances and policies are in Themes, Goals, Objectives, and Actions.

STRATEGY FOR ZONING CHANGES

The zoning-related goals, objectives, and actions at the end of this section can be divided into two types of strategies: geographic (i.e., address all recommendations for a specific area at once) or topical (i.e., address all actions related to a particular topic at once). These strategies also have an impact on the timing of implementation, as discussed below.

The Future Land Use Map provides a guide to grouping geographic recommendations. The map identifies Corridors, Centers & Squares, Neighborhood Centers, and Gateway Nodes. These areas deserve specific attention during implementation,

and some may require a more in-depth planning process. For example, Medford Square has received in-depth study and the path to implementation is well-defined; West Medford Square, Mystic Avenue, and the Wellington/Mystic Valley Parkway area may require a specific planning process to evaluate the specific changes necessary to achieve the goals of this comprehensive plan.

Topic-based strategies generally apply across larger areas of the city and may require additional research but not complete planning studies.

GEOGRAPHIC STRATEGIES

The key to the geographic strategy is understanding that the control of land use and development needs to be much more context-specific to achieve the goals of the comprehensive plan.

Goals for re-zoning these area types should include the following:

Gateway Nodes

These areas should mark the transition between places. In Medford, a Gateway Node could mark a significant entry from an adjacent community or the area around a transit stop. A Gateway Node should signal to someone that they are entering Medford. The strategies for these areas are more design-based; elements of public infrastructure, art, signage, and landscape

should indicate a clear differentiation in the space. Zoning does have a role in requiring context-sensitive development in a Gateway Node. New or infill development should reflect the goals of the specific node. For example, infill development near the border of an adjacent community can create a visual transition between the uses on one side and those on the other.

Example: The intersection of Mystic Valley Parkway and Auburn Street, where Somerville and Medford meet, includes a shopping plaza that spans the border of the two cities. The transition from the plaza to

the residential neighborhoods along Auburn Street, on both sides of the river, is abrupt. Other than the Lions Sign, neither city marks the transition from one community to the next.



Figure xx: The intersection of Mystic Valley Parkway and Auburn Street, where Somerville and Medford meet

Centers & Squares

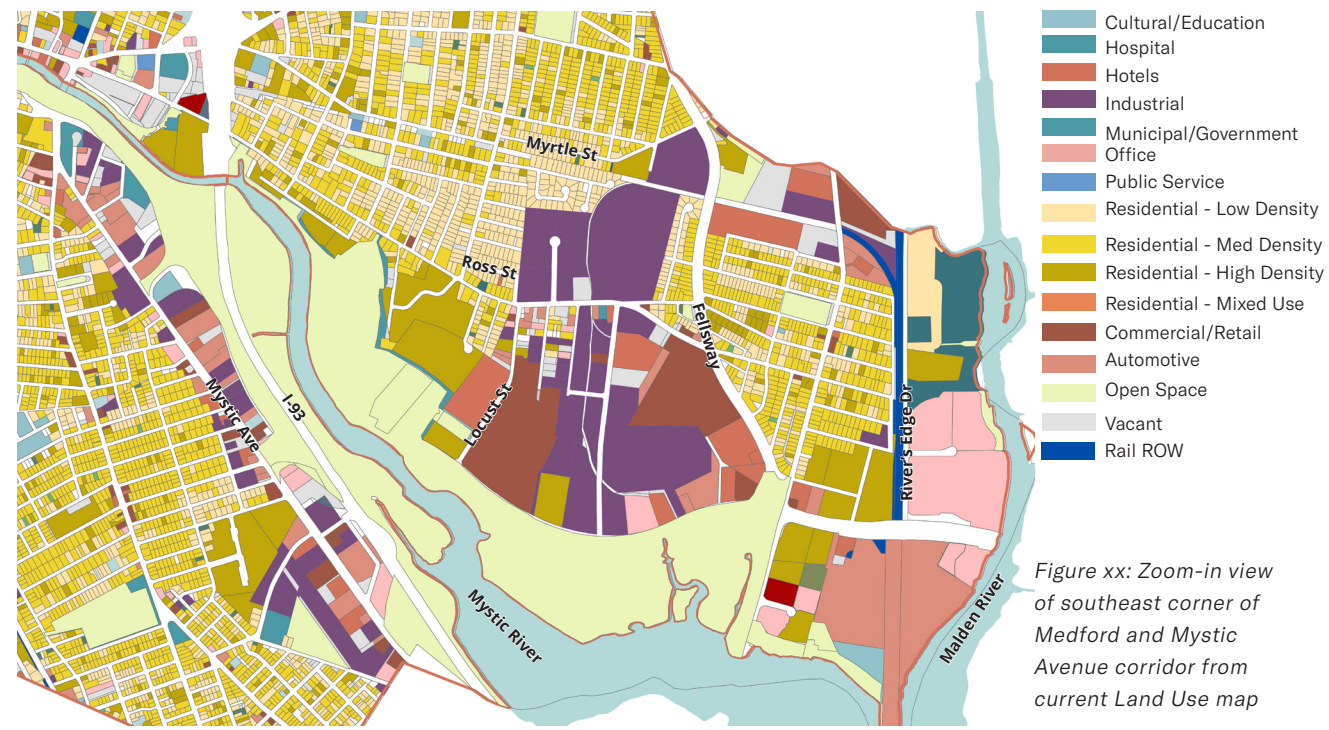
These areas should be the primary clusters of businesses and will include a mix of residential, arts and culture, and recreational uses appropriate to the type of center or square. Medford Square and West Medford Square have been discussed since the beginning of the planning process and are historic centers of activity. The opportunity for the Wellington/Mystic Valley Parkway/Fellsway area to become a different type of center emerged during the planning process. All three areas offer

possibilities for various combinations of uses, densities, and development strategies that the city can explore further through the recommendations of this plan. Zoning strategies should consider the mix of land uses within each area, development standards that enhance the public realm, encouraging activity from morning through evening, and the transition from mixed-use and higher density areas to those that are single-use and lower density.

Example: The southeast corner of Medford, east of I-93 and adjacent to Everett, has a different development pattern from the rest of the city, as shown in the current Land Use map. Ross and Locust Streets form the western edge of the first cluster of big box stores, industrial, and warehouse uses. This cluster ends to the east at Fellsway and to the north at Myrtle Street. A second cluster starts at River's Edge Drive and ends at the Malden River. This cluster includes the apartments at The Residences at River's

Edge. A residential area is sandwiched between the Fellsway and River's Edge Drive.

The development pattern in the first cluster is inefficient with low-scale buildings and large parking areas. With the proximity of this area to the Wellington Station (Orange line and bus hub) and I-93, the City should strongly consider rezoning this area for higher density uses, including life sciences and clean energy, two emerging sectors in Massachusetts.



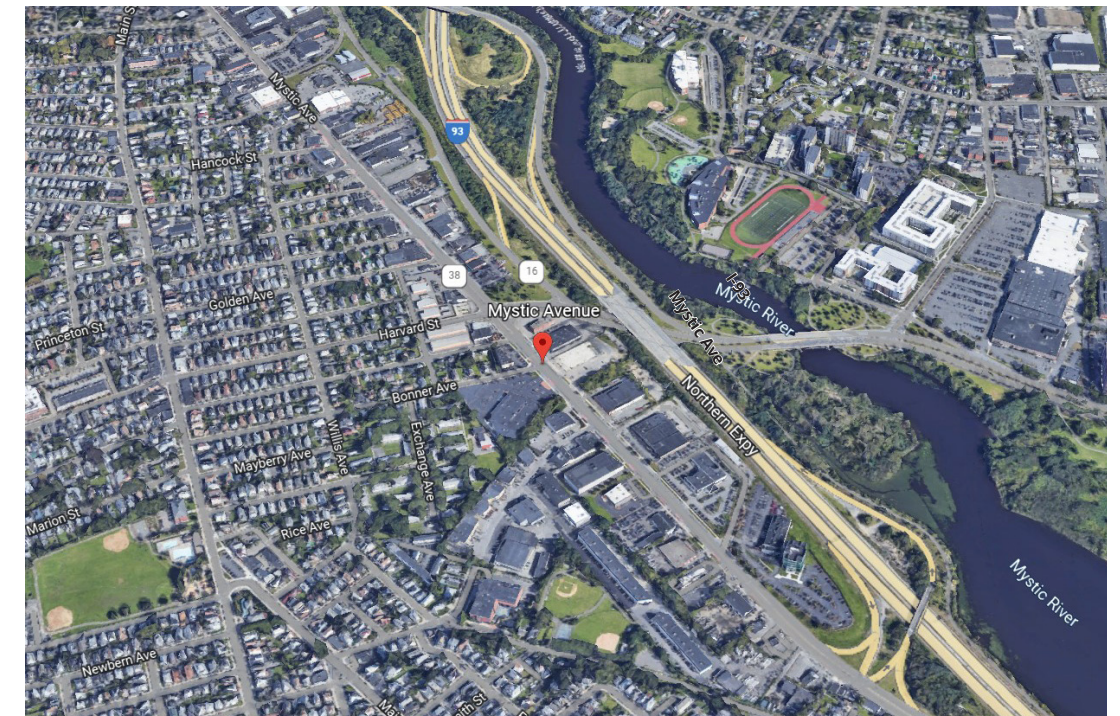
Corridors

These areas act as connectors throughout the city, linking Centers & Squares, Neighborhood Centers, and Civic & Institutional Anchors. The primary corridor is Mystic Avenue, which, like the Wellington area, is underutilized and has a different pattern from the rest of the city. Other corridors include Salem Street, linking Medford Square to the Fellsway; Main Street, which links Medford Square to South Medford; and Boston Avenue,

which connects Tufts to Harvard Street/ Mystic Valley Parkway and thus to the Wellington area. Zoning strategies for these areas should consider the transition from square to corridor and back to square, the interaction of development along the corridor with lower density uses on either side, and development standards that provide the corridor with its own identity while recognizing its transitional nature.

Example: The Land Use Map shows a mix of land use types and large parcels along Mystic Avenue, indicating a corridor with a diverse set of land use types. Because Mystic Avenue backs up to I-93, the City may have an opportunity to rezone this corridor at a higher density than some of

the other corridors. Zoning strategies should include a careful mix of uses, landscape, and public realm standards to create a greener, more inviting corridor, and higher density abutting I-93 to allow a lower density adjacent to lots zoned for a lower density.



Neighborhood Centers

These areas enhance adjacent residential-only areas by providing daily access to goods and services within walking distance of people's homes. Neighborhood Centers may be at the crossroads of two more significant streets and may include some residential over small retail, restaurant, or office spaces. The goal of these areas is not to replace the larger Centers & Squares but to provide places for quick errands,

Example: The corner of Spring Street and Magoun Avenue is an example of a Neighborhood Center that could be enhanced with a change in zoning. The one-story commercial space is much lower than the 2 ½-story houses around it. The buildings contain a restaurant, a

neighborhood gathering spot, personal services, or professional offices. Zoning strategies should restrict the uses to ones that have minimal auto-dependencies. Requirements for ground floor active spaces should be restricted to one or two parcels from the primary corners to avoid competition with the Centers & Squares or overbuilding ground floor space.

convenience store, an office, and a vacant storefront. An empty lot next door is used for parking. This building could likely become a three-story structure without undue impact on the neighborhood; the additional residents could provide support to fill the ground-floor commercial space.



Figure xx: The corner of Spring Street and Magoun Avenue

TOPIC-BASED STRATEGIES

Zoning changes can be clustered by topics as well. The five main topics are Climate Change, New Uses, Affordable Housing, Design and Development Standards, and Process. While the zoning ordinance did go through a recodification process recently, the focus of that effort was to address format and references, with the addition of a few new best practices. The city held off on changes to uses, dimensional standards, and other requirements until after the completion of this comprehensive plan.

Climate change – The Climate Action Plan recommended zoning changes that are incorporated into this document and should be considered on a city-wide level and as part of any individual area planning efforts, as described above.

New Uses – One focus of this comprehensive plan is the creation of living-wage jobs for Medford residents. Two strategies exist for encouraging new investment into commercial and industrial uses. The first is to add these new uses in the Table of Uses, providing definitions if needed, and tying them to the applicable zoning district. The second strategy is to reduce the time required for a property owner to receive the proper approvals – see Process below.

Affordable Housing – This comprehensive plan identifies several strategies for increasing the availability of housing that is affordable across several income levels. Zoning strategies include rezoning non-conforming lots in residential areas for houses that are smaller than average; establishing a mid-size multifamily type that would aid the transition between areas of higher density to areas of lower density; and encouraging higher-density housing near transit nodes. These housing types could be added to the Table of Uses and the Definitions and applied to the appropriate zoning districts.

Design and Development Standards – This strategy has an impact on two areas of concern – climate change and context-sensitive development. Standards for buildings and sites can incorporate requirements for clean energy, stormwater management, reduction in the heat island effect, and other design strategies to adapt the built environment to the projected impacts of climate change. Context-sensitive development includes several recommended actions from this comprehensive plan, such as those related to multimodal transit, public realm strategies, and preservation of architectural and cultural heritage preservation. Design strategies include requiring bicycle storage and connecting building entrances and parking lots to public sidewalks; developing design standards for landscaping (soft and hard surfaces), storefronts, principal façades, public spaces, public art, and treatment of front setbacks; and addressing building massing, form, and rooflines.

Process – Zoning strategies for the permitting process include allowing desired uses as-of-right, perhaps with site plan review, and streamlining the review process to reduce the number of required meetings with City departments. Requiring a formal pre-submission process, with a joint meeting of all relevant City staff, ensures that an application does not have to wait for input from City staff. Tying some of the development standards to administrative review also streamlines the process while allowing waivers by the Community Development Board during site plan review, possibly with the assistance of a Design Review Board. The public can still comment during the site plan approval process, but the process takes less time than a special permit. Uses with a higher likelihood of negative impact could still require a special permit, enhancing the ability for public comments and a more rigorous review from the Community Development Board.

PROCESS FOR TAKING ACTION

The two strategies listed above also have different recommendations for timing. Topic-based Strategies are less likely to require additional in-depth planning. With assistance from the Office of Planning, Development & Sustainability, these recommendations can begin to move through the planning process without much further study. These topics may need additional research into precedents before the language of the zoning ordinance can be drafted, and some community meetings for input on the draft. A legal review of the draft ordinance should take place before the draft ordinance moves into the City's review and adoption process.

The recommendations for the Geographic Strategies will require a more in-depth planning process first. These recommended neighborhood and corridor studies are more detailed than a comprehensive plan. The goal of such studies is to ensure that zoning changes address the needs of a specific area, incorporate specific community goals, and build support from participants in the process. In this case, a planning study under the management of the Office of Planning, Development & Sustainability would be the first step. Such a study could include the draft language for the zoning ordinance. Again, a legal review of the draft language would be required before formal review and adoption.

PRIORITIES FOR ACTION IN THE SHORT-TERM

The City should consider certain recommendations in the near term. These would include the following:

- An evaluation of the City's permitting process can begin almost immediately. Businesses and developers look for streamlined permitting processes when considering whether to invest in a new community.
- Focus on land uses in high demand and consider which to add to the Table of Uses, how those will be defined, and where they will be allowed.
- Focus on development standards for the uses in high demand and evaluate how

to tie community benefits to those land uses. The list of actions below indicates several pathways for community benefits tied to land development, including recommendations from the Climate Action Plan, the need for jobs, and the need for housing at different levels of affordability.

- Focus on areas that have been studied already. Public input indicated a certain amount of frustration that previous plans have not been implemented; Medford Square was a specific example given by participants in the public meetings.

List of Objectives and Actions Tied to Zoning Changes

Theme 2: Climate Resilience

CR Goal 2: Achieve and Evolve the 2021 Climate Action and Adaptation Plan

CR.2.1 Objective: Adopt zoning changes identified by the plan and identify metrics to ensure that the new regulations have the anticipated impact.

- CR.2.1.1 Action: Review adopted environmental performance standards to incorporate climate resilience best practices. (CAAP; Strategy BE 1.2.A)
- CR.2.1.4 Action: Adopt flood resilience building guidelines. (CAAP Strategy BE 1.3.B)
- CR.2.1.5 Action: Adopt design and material standards for cooler surfaces.(CAAP Strategy PH 1.2.C)
- CR.2.1.6 Action: Update zoning codes to support community health outcomes. (CAAP Strategy PH 1.1.A)
- CR.2.1.7 Action: Adopt new landscape performance standards for heat mitigation, stormwater infiltration, and soil health.

Theme 3: Access for All

AA Goal 1: Connect Multimodal Networks

AA.1.1 Objective: Continue to implement the Complete Streets Policy to accommodate all road users.

- AA.1.1.5 Action: Update design code and development permitting processes to integrate the City's Complete Streets policy.
- AA.1.1.7 Action: Evaluate effectiveness of existing performance standards related to transportation access and impacts.

AA Goal 2: Coordinate Mobility & Development

AA.2.1 Objective: Increase the presence of residents, jobs, and destinations in areas with high transit access today or in coordination with plans for expanded multi-modal access.

- AA.2.1.1 Action: Allow and promote increased density and mixed uses within walking distance of MBTA train stations and major bus hubs.
- AA.2.1.2 Action: Promote transit-oriented mixed-use development along emerging corridors like Mystic Avenue and Mystic Valley Parkway.
- AA.2.1.3 Action: Evaluate current density in transit-rich areas and consider increases that are compatible with areas of lower density.
- AA.2.1.4 Action: Evaluate whether Medford's current zoning is consistent with the new housing requirements for MBTA communities and modify zoning to bring the City into compliance and preserve its right to access state grants.
- AA.2.1.5 Action: Create design guidelines or studies to inform how areas of higher density can transition effectively to areas of lower density. Update zoning to address the uses, dimensional standards and development standards required.

AA Goal 3: Support an improved experience for all methods and levels of mobility.

AA.3.1 Objective: Improve the pedestrian and biking experience.

- AA.3.1.8 Action: Update bicycle and motor vehicle parking requirements.

Theme 4: Vibrant Places

VP Goal 1: Create accessible 12- and 18-hour communities in Medford

VP.1.1 Objective: Create opportunities for new amenities in Medford's Business Districts.

- VP.1.1.1 Action: Undertake corridor or commercial center studies to allow an appropriate mix of uses and land use controls for cohesive development along corridors and within village centers.
- VP.1.1.2 Action: Rezone to allow mixed-use in "village centers" as-of-right in smaller nodes outside the traditional commercial squares, such as Salem Street.
- VP.1.1.4 Action: Rezone appropriate emerging corridors, such as Mystic Avenue and Mystic Valley Parkway, to create zoning responsive to the desired land uses for each corridor.

VP.1.2 Objective: Make development and regulations consistent with the Comprehensive Plan's overall vision for land use within the City, considering squares, corridors, open spaces, and areas that are primarily residential.

- VP.1.2.1 Action: Balance as-of-right uses with appropriate land use controls.
- VP.1.2.2 Action: Address inconsistencies between current and past land use and the current zoning ordinance.
- VP.1.2.3 Action: Review process for site plan/special permit approval and consider whether the process can be streamlined.

VP.1.4 Objective: Increase job opportunities for residents within Medford.

- VP.1.4.3 Action: Update zoning code to create incentives for new types of industry that can mix with other land uses.

VP.1.6 Objective: Incentivize regular upgrades to facades and storefronts.

- VP.1.6.2 Action: Develop appropriate design guidelines for storefronts and signage design that reinforce the unique identity of each commercial center.

VP.1.8 Objective: Alleviate restrictions on land use and new construction that currently limit developer investment.

- VP.1.8.1 Action: Reduce zoning barriers to multifamily and mixed-use housing development.
- VP.1.8.2 Action: Create development standards/design guidelines for new construction and significant rehabilitation/additions and tie them to a Design Review Board or design criteria/requirements to maintain consistency in the review process.
- VP.1.8.3 Action: Reduce parking requirements where possible based on demand audits to allow for more flexible development proposals. (Also see recommendations from 2021 Climate Action and Adaptation Plan.)

- VP.1.8.4 Action: Update allowable uses under existing zoning codes, such as permitting life sciences and/or breweries and distilleries within commercial and industrial districts.
- VP.1.8.5 Action: Create bonuses for additional density, height, parking waivers, etc. tied to community benefits related to energy efficiency, climate adaptation, active ground floor spaces (indoor or outdoor), or other amenities. Consider a menu of options rather than strict requirements.
- VP.1.8.6 Action: Evaluate permitting and review process to reduce the time from application to approval.
- VP.1.8.7 Allow desired uses in specific areas as of right or with a reduced permitting process (ex. site plan review instead of a special permit and/or variance.).

VP Goal 2: Encourage balanced growth

VP.2.1 Objective: Enable growth through regulatory and policy changes.

- VP.2.1.1 Action: Review and revise zoning and permitting processes to encourage appropriate development within neighborhoods, including small-scale neighborhood retail and services, and neighborhood /commercial center and comprehensive plan goals.
- VP.2.1.2 Action: Revise zoning to allow for redevelopment of non-conforming lots for smaller housing types in neighborhoods.
- VP.2.1.4 Action: Review parking regulations for consistency with municipalities that have similar development patterns.

Theme 5: Welcoming and Supportive Neighborhoods

WS Goal 2: Ensure Affordable Housing for All

WS.2.1 Objective: Create, expand, and protect mixed-income housing options throughout the city to create a minimum of 600 units by FY2025 as called for in the 2021 Housing Production Plan.

- WS.2.1.1 Action: Update zoning to allow for multifamily dwellings of different typologies in different zoning districts, such as APT-1, APT-2, C-1, and C-2.
- WS.2.1.2 Action: Actively pursue mixed-income and mixed-use residential development opportunities for vacant and underutilized lots in Medford's business districts, such as existing surface parking lots and property owned by state agencies.
- WS.2.1.4 Action: Consider allowing smaller, infill housing on nonconforming lots to add to housing stock.
- WS.2.1.5 Action: Review impact of inclusionary housing ordinance and consider changes, such as cash-in-lieu for units or partial units.
- WS.2.1.6 Action: Enable smaller and more diverse housing options through zoning updates.
- WS.2.1.7 Action: Update zoning to foster affordable infill development.

IMPLEMENTATION MATRIX

OPEN & ENGAGED COMMUNICATION

KEY

Abbreviated Name	Full Name
PDS	City of Medford Office of Planning, Development & Sustainability
DEI	City of Medford Office of Diversity, Equity & Inclusion
DPW	City of Medford Department of Public Works
MassDOT	Massachusetts Department of Transportation
MAPC	Metropolitan Area Planning Council

OBJECTIVE	ACTION	CITY STEWARD	PARTNERS	CURRENT PROJECTS
GOAL 1: BUILD & MAINTAIN TRUST WITH THE COMMUNITY				
OE.1.1 Ensure that the community sees tangible results of their participation in planning processes	OE.1.1.1 Issue an annual Comprehensive Plan update.	PDS	Community members, Mayor, City Council, and Community Development Board	Formation of Comprehensive Plan Implementation steering committee
	OE.1.1.2 Create a Comprehensive Plan Implementation Committee.			
OE.1.2 Make participation in civic life clear and accessible to all	OE.1.2.1 Update digital communication platforms and ensure consistent communication across all platforms, including the City's website, social media, and e-newsletter.	Mayor's Office of Communications, Director of Communications	PDS, Director of Public Affairs	Streamlined process for volunteering for board and commission positions through SmartSheet platform
	OE.1.2.2 Document and share the process for joining and responsibilities for each Board, Commission or Committee.			
OE.1.3 Continuously engage community groups, partners, and traditionally underrepresented groups in plan implementation	OE.1.3.1 Develop engagement guidelines.	PDS	Office of Outreach and Prevention (Board of Health), DEI, Commission for Persons with Disabilities, Medford Family Network, Medford Senior Center, West Medford Community Center, Mystic Valley Elder Services, religious organizations, other neighborhood groups and community-wide groups	Creation of the community liaison program
	OE.1.3.2 Offer communication training to residents and staff, including mediation training			
	OE.1.3.3 Track participation demographics in planning processes and Boards and focus on recruitment and engagement of those who are not yet "in the room."			
	OE.1.3.4 Coordinate with other City Departments, such as Medford's Office of Outreach and Prevention, and community groups to reach a wide range of individuals.			
	OE.1.3.5 Provide resources and funding to support community participation such as stipends, food, and childcare.			
	OE.1.3.6 Meet people where they are by expanding meetings and engagement opportunities beyond the walls of City Hall.			
	OE.1.3.7 Maintain a community contacts database.			

OPEN & ENGAGED COMMUNICATION

OBJECTIVE	ACTION	CITY STEWARD	PARTNERS	CURRENT PROJECTS
GOAL 2: IMPLEMENT THE PLAN ACCORDING TO A CLEAR SET OF COMMUNITY-SUPPORTED PRIORITIES				
OE.2.1 Create systems for data-driven decision making	OE.2.1.1 Develop a central repository of data for Departments to promote cross-department use of information.	DPW	MassDOT, Information Technology Department, Board of Health (Office of Outreach and Prevention)	Formation of Municipal Solid Waste Task Force; Municipal Greenhouse Gas Emission tracking
	OE.2.1.2 Develop a list of data to measure implementation progress.	PDS		
OE.2.2 Identify strategic partnerships	OE.2.2.1 Identify institutions, nonprofits, and property owners who can help implement the recommendations of this plan.	Mayor's Office or PDS	State Delegation, MAPC	Participation in the Metro Mayors Climate Task Force; Coordination with Resilient Mystic Collaborative
	OE.2.2.2 Develop outreach programs for identified partners, create a regular schedule of contacts, and clarify who is responsible for relationships.			
GOAL 3: ALLOCATE RESOURCES EFFECTIVELY				
OE.3.1 Incorporate recommendations of this plan into the City's budget	OE.3.1.1 Require department heads to identify how their budgets will help implement the recommendations of this plan when requesting funding for new initiatives or capital needs.	Mayor's Office	City Department Heads, Mayor's Office, City Council	
	OE.3.1.2 Require the use of data to show how new initiatives or capital requests make progress towards achieving the Plan.			

IMPLEMENTATION MATRIX

CLIMATE RESILIENCE

KEY

Abbreviated Name	Full Name
PDS	City of Medford Office of Planning, Development & Sustainability
DEI	City of Medford Office of Diversity, Equity & Inclusion
DPW	City of Medford Department of Public Works

OBJECTIVE	ACTION	CITY STEWARD	PARTNERS	CURRENT PROJECTS
GOAL 1: RAISE COMMUNITY AWARENESS ABOUT CLIMATE CHANGE EFFECTS IN MEDFORD				
CR.1.1 Provide clear definitions and information to the community about threats and expected changes	CR.1.1.1 Build staff capacity and resources within City Departments to ensure climate change related communications are clear, consistent, and can be translated to community members who are foreign-born or speak English as a second language.	Mayor's Office	Engineering Division, Board of Health, DPW	Creation of the Climate Equity Task Force Release of Climate Change Action and Adaptation Plan (2022)* Release of Medford Climate Change Vulnerability Assessment (2019)*
	CR.1.1.2 Use ongoing City-led projects and policy changes to demonstrate climate change locally and express how the City is working to alleviate or adapt to increased threats.	Mayor's Office of Communications		
	CR.1.1.3 Partner with the Health Department and the Department of Public Works on communications strategies.	PDS		
	CR.1.1.4 Pull data from SeeClickFix, Google, and other crowdsourced databases to understand what issues the public cares about most that tie back to climate change.			
CR.1.2 Work with community groups to implement the Resilience Hubs recommendations	CR.1.2.1 Create a community resilience hub pilot in partnership with residents, especially those living in environmental justice communities and communities within the 100-yr floodplain.	Board of Health (Office of Outreach & Prevention)	Community groups, Non-profits, and Institutions, Medford Public Schools	"Resilient Medford, Resilience Hubs" project
GOAL 2: ACHIEVE AND EVOLVE THE 2022 CLIMATE ACTION AND ADAPTATION PLAN				
CR.2.1 Adopt zoning changes identified by the plan and identify metrics to ensure that the new regulations have the anticipated impact	CR.2.1.1 Review adopted environmental performance standards to incorporate climate resilience best practices.	PDS	City Council, Community Development Board, Board of Health, DPW, Energy and the Environment Committee	New Performance Standards under Zoning Recodification*
	CR.2.1.2 Implement a benchmarking ordinance for large buildings and adopt performance standards for benchmarked buildings.			
	CR.2.1.3 Offer incentives and technical assistance to help residents and owners navigate state programs and work with energy providers to achieve exceptional energy performance.			
	CR.2.1.4 Adopt flood resilience building guidelines.			
	CR.2.1.5 Adopt design and material standards for cooler surfaces.			
	CR.2.1.6 Update zoning codes to support community health outcomes.			
	CR.2.1.7 Adopt new landscape performance standards for heat mitigation, stormwater infiltration, and soil health.			

*Indicates a project that was recently completed.

CLIMATE RESILIENCE

OBJECTIVE	ACTION	CITY STEWARD	PARTNERS	CURRENT PROJECTS
GOAL 2: ACHIEVE AND EVOLVE THE 2022 CLIMATE ACTION AND ADAPTATION PLAN (CONT.)				
CR.2.2 Adopt other ordinance changes related to climate resilience and land use within the city	CR.2.2.1 Develop a rental licensing ordinance with energy efficiency standards.	Building Department		Create stormwater regulations
	CR.2.2.2 Update Medford's stormwater ordinance and stormwater regulations to meet best practices for stormwater management.	City Engineer		
	CR.2.2.3 Update private hauler regulations and recycling requirements.	Board of Health		
GOAL 3: PRESERVE AND ENHANCE NATURAL RESOURCES				
CR.3.1 Reach a tree canopy ratio necessary to reduce urban heat island temperatures and reduce stormwater runoff citywide	CR.3.1.1 Continue to build out Medford's digitized tree inventory.	Tree Warden	Trees Medford, Energy & Environment Committee, PDS, Mystic River Watershed Association, Park Division, Friends of Middlesex Fells	CDBG Funding for stump removal and tree planting in low-income areas "Back of the Sidewalk" Tree Planting Program; Adopt-a-Tree watering program Draft Tree Ordinance
	CR.3.1.2 Focus public tree investments in priority areas and align tree canopy investments with community goals.			
	CR.3.1.3 Introduce a tree protection ordinance for private land.	City Council		
	CR.3.1.4 Build capacity and resources needed to support tree health, complete the digital tree inventory, and contribute to future tree related plans.	DPW		
	CR.3.1.5 Include tree planting in every Complete Streets project.			
	CR.3.1.6 Expand staffing and funding capacity to support tree canopy efforts, including a tree fund, dedicated staff, and volunteer/ambassador programs.			
CR.3.2 Expand ecological function, green infrastructure and habitat areas	CR.3.2.1 Use parks, streets and passive open space areas for stormwater management to improve water quality and manage quantity.	Engineering Division	Medford's Conservation Commission, Massachusetts Department of Conservation and Recreation, Mystic River Watershed Association, PDS, Friends of Middlesex Fells, Mystic River Watershed Steering Committee	
	CR.3.2.2 Restore wetlands within the riverfront areas to create better ecological function and native habitat.			
	CR.3.2.3 Implement recommendations in partnership with Mystic River advocacy organizations.			
	CR.3.2.4 Introduce interpretive and educational signage along trails and in open spaces to educate and communicate about natural systems.			
CR.3.3 Prioritize Environmental Justice communities	CR.3.3.1 Draft actions in process with City-sponsored community liaisons.	Board of Health (Office of Outreach and Prevention)	PDS	ARPA-funded Outreach Liaison program serving as a pilot

IMPLEMENTATION MATRIX

ACCESS FOR ALL

KEY

Abbreviated Name	Full Name
PDS	City of Medford Office of Planning, Development & Sustainability
DEI	City of Medford Office of Diversity, Equity & Inclusion
DPW	City of Medford Department of Public Works
MassDCR	State of Massachusetts Department of Conservation & Recreation
MassDOT	State of Massachusetts Department of Transportation
MBTA	Massachusetts Bay Transit Authority (the "T")

OBJECTIVE	ACTION	CITY STEWARD	PARTNERS	CURRENT PROJECTS
GOAL 1: CONNECT MULTIMODAL NETWORKS				
AA.1.1 Continue to implement the Complete Streets Policy to accommodate all road users	AA.1.1.1 Ensure that all future design complies with Complete Streets Policy, focusing on early steps to create safe east-west bike routes through the City.	Engineering Division/ Traffic & Transportation	PDS, MassDOT, MassDCR, MBTA, Bicycle Commission, Traffic Commission, WalkMedford, Mystic River Watershed Association, Complete Streets Committee	Citywide Bike Plan update Reconstruction of Haines Square Comprehensive Sidewalk Map*
	AA.1.1.2 Develop and maintain a publicly-accessible comprehensive map and inventory of pedestrian and bike facility infrastructure to encourage public understanding of available network.			
	AA.1.1.3 Prioritize infrastructure projects which reduce gaps in sidewalk and bicycle network, in coordination across multiple departments.			
	AA.1.1.4 Implement the proposed short- and long-term improvements from the 2018 Medford Square Priority Roadways Improvement Study.			
	AA.1.1.5 Update design code and development permitting processes to integrate the City's Complete Streets policy.			
	AA.1.1.6 Develop performance measures to assess the rate, success, and effectiveness of Complete Streets implementation project.			
	AA.1.1.7 Evaluate the effectiveness of existing performance standards related to transportation access and impacts.			
AA.1.2 Advocate and partner on changes to state or regional infrastructure	AA.1.2.1 Take advantage of DCR/MassDOT planning initiatives to push for coordinated improvements to shared roads and other transportation infrastructure.	Engineering Division/ Traffic & Transportation	PDS, DPW, MassDOT, MassDCR, MBTA, Bicycle Commission, Traffic Commission, Route 16 Traffic Calming Coalition, Mystic River Watershed Association	South and Main Street Project MassDOT Wellington Circle Planning Study
	AA.1.2.2 Advocate for improvements to I-93 to reduce cut-through traffic.			
	AA.1.2.3 Support connectivity across I-93 via pedestrian crossings.			
	AA.1.2.4 Implement and prioritize the recommendations from recently completed Road Safety Audits (RSA), traffic studies, and MassDOT's ongoing Wellington Circle area study.			
	AA.1.2.5 Advocate for the state to develop a consolidated infrastructure maintenance plan for all state-owned assets.			
AA.1.3 Create a long-term plan for City roadway investment	AA.1.3.1 Develop a city-wide street infrastructure rehabilitation plan to show funded plans for maintaining roadway assets equitably across the city over their entire useful life.	Engineering Division/ Traffic & Transportation	PDS, Law Department, Mayor's Office, DPW	2021 Pavement Evaluation Report; 2021 Sidewalk Evaluation Report* Release of Private Way Map and Webinar*
	AA.1.3.2 Improve visibility and understanding of unaccepted roadways.			
	AA.1.3.3 Determine how to best integrate currently unaccepted streets into City ownership to allow for development of safe, standardized sidewalks and bicycle routes.			

*Indicates a project that was recently completed.

ACCESS FOR ALL

OBJECTIVE	ACTION	CITY STEWARD	PARTNERS	CURRENT PROJECTS
GOAL 2: COORDINATE MOBILITY & DEVELOPMENT				
AA.2.1 Increase the presence of residents, jobs, and destinations in areas with high transit access today or in coordination with plans for expanded multi-modal access	AA.2.1.1 Allow and promote increased density and mixed uses within walking distance of MBTA train stations and major bus hubs.	PDS	Tufts University, developers, Community Development Board, DPW, Transportation Division	Comply with and Develop Multi-Family Zoning Requirement for MBTA Communities; Creation of clear guidelines for Planned Development Districts, Wellington Circle Study
	AA.2.1.2 Promote transit-oriented mixed-use development along emerging corridors like Mystic Avenue and Mystic Valley Parkway.			
	AA.2.1.3 Evaluate current density in transit-rich areas and consider increases that are compatible with areas of lower density.			
	AA.2.1.4 Evaluate whether Medford's current zoning is consistent with the new housing requirements for MBTA communities and modify zoning to bring the City into compliance and preserve its right to access state grants.			
	AA.2.1.5 Create design guidelines or studies to inform how areas of higher density can transition effectively to areas of lower density. Update zoning to address the uses, dimensional standards and development standards required.			
	AA.2.1.6 Create policies to manage various demands on the curbside areas, from service vehicles and deliveries to rideshare vehicles.			
AA.2.2 Right-size parking across all commercial centers	AA.2.2.1 Prioritize and implement the recommendations from the March 2021 Parking Policy and Enforcement Commission Report.	Parking Department	PDS, DEI, Chevalier Theater, DPW, Traffic Division	EV charging station installations in public lots & schools are in process; zoning amended to reduce # of required spots near transit
	AA.2.2.2 Determine needed parking volume in each commercial square and perform inventory of spaces.			
	AA.2.2.3 Perform a citywide safety audit of parking, with the aim of removing angled parking.			
	AA.2.2.4 Standardize parking payment methods and values in each commercial square. Recommended 2 hour metered parking with the first 15 minutes free.			
	AA.2.2.5 Integrate a public garage into future redevelopment in Medford Square. (Require the garage be open for parking at the same rate as on-street meters, with a specific pass program for business owners/staff, and to accommodate evening events.)			
	AA.2.2.6 Add sustainability features to commercial center parking such as solar arrays, stormwater management, and/or electric vehicle charging.			
AA.2.3 Simplify the residential parking program	AA.2.3.21 Create a zoned parking program by neighborhood with permits for on-street parking. (Create specific regulations by neighborhood based on the prevalence of driveways, proximity to transit, and impact of unaccepted roadways. Ensure there is a nominal cost for on-street parking permits, and a mechanism for visitor passes.)	Traffic Commission or Mayor's Office	PDS	

ACCESS FOR ALL

OBJECTIVE	ACTION	CITY STEWARD	PARTNERS	CURRENT PROJECTS
GOAL 3: SUPPORT AN IMPROVED EXPERIENCE FOR ALL METHODS AND LEVELS OF MOBILITY				
AA.3.1 Improve the pedestrian & biking experience	AA.3.1.1 Perform an audit of pedestrian crossings and school-adjacent pedestrian routes for safe crossings.	Engineering Division/Traffic & Transportation	MassDOT, MassDCR, MBTA, Bicycle Commission, Traffic Commission, BlueBikes, ADA Compliance Office, Community Development Board, City Council, WalkMedford	Implement Bluebikes network; Citywide Bike Plan update; Metro Mobility eBike pilot program; Safe Routes to School
	AA.3.1.2 Create an equity-driven city-wide sidewalk rehabilitation/creation plan to achieve a sidewalk on every street by 2050.			
	AA.3.1.3 Add Blue Bike Stations and bicycle repair stations at key destinations.			
	AA.3.1.4 Prioritize quick-build fixes for dangerous pedestrian areas.			
	AA.3.1.5 Prioritize and implement recommendations from the 2016 Bicycle Infrastructure Master Plan to create safer bike lanes, more bike parking and off-street bike paths that link to regional bike paths.			
	AA.3.1.6 Develop and implement consistent signage and street markings for shared streets.			
	AA.3.1.7 Apply universal design principles to ensure existing and future parks and trails are accessible to all regardless of age or ability.			
	AA.3.1.8 Update bicycle and motor vehicle parking requirements.			
AA.3.2 Create a best-in-class transit experience to service existing and new development	AA.3.2.1 Partner to create a Medford Square bus hub for seamless, comfortable, safe, and coordinated transfers.	Engineering Division/PDS	MBTA, Disability Commission; MassDevelopment, PDS	Disability Commission advocating for West Medford Station, working with legislative delegation
	AA.3.2.2 Advocate for additional bus service by the MBTA, including connections to the Green Line Extension, Orange Line, and downtown Boston; coverage linking Medford Square to all City neighborhoods; and crosstown service from Malden to Arlington.			
	AA.3.2.3 Explore providing expanded local bus service via a local provider.			
	AA.3.2.4 Request the MBTA undertake a design process to make West Medford Station accessible to people with disabilities and better integrated into the surrounding community.			
	AA.3.2.5 Review the MBTA's bus stop inventory to prioritize sidewalk and crosswalk improvements.			
	AA.2.3.1-3.2.6 Pilot installation of EV charging stations curbside in residential areas. [Action moved - flagging for consistency across plan]	Traffic Commission or Mayor's Office		

IMPLEMENTATION MATRIX

VIBRANT PLACES

KEY

Abbreviated Name	Full Name
PDS	City of Medford Office of Planning, Development & Sustainability
DEI	City of Medford Office of Diversity, Equity & Inclusion
DPW	City of Medford Department of Public Works

OBJECTIVE	ACTION	CITY STEWARD	PARTNERS	CURRENT PROJECTS
GOAL 1: CREATE ACCESSIBLE 12- AND 18-HOUR COMMUNITIES IN MEDFORD				
VP.1.1 Create opportunities for new amenities in Medford's Business Districts	VP.1.1.1 Undertake corridor or commercial center studies to allow an appropriate mix of uses and land use controls for cohesive development along corridors and within village centers.	PDS (Economic Development Director)	Community Development Board, City Council, Chamber of Commerce, Developers	Modifying City Ordinance to streamline outdoor dining program Wellington area Economic Development study funded
	VP.1.1.2 Rezone to allow mixed-use in "village centers" as-of-right in smaller nodes outside the traditional commercial squares, such as Salem Street.			
	VP.1.1.3 Partner with developers to attract mixed-use development in underutilized sites in Medford's business districts.			
	VP.1.1.4 Rezone appropriate emerging corridors, such as Mystic Avenue and Mystic Valley Parkway, to create zoning responsive to the desired land uses for each corridor.			
VP.1.2 Make development & regulations consistent with this plan's vision for land use	VP.1.2.1 Balance as-of-right uses with appropriate land use controls.	PDS	Community Development Board, City Council, Mayor's office, community members	
	VP.1.2.2 Address inconsistencies between current and past land use and the current zoning ordinance.			
	VP.1.2.3 Review process for site plan/special permit approval and consider whether the process can be streamlined.			
	VP.1.2.4 Communicate with residents about development economics.			
VP.1.3 Create equitable development strategies to ensure that future changes are inclusive & beneficial to all	VP.1.3.1 Develop a toolkit to prevent displacement as a result of investment that increases housing costs and/or commercial rents.	PDS (Housing Staff)	Community Development Board, City Council, Chamber of Commerce, developers	Utilize City resources to support small and independent businesses through grants and technical support; Develop Medford Business Guide; Partner with mission driven affordable housing developers to create housing opportunities for underserved populations
	VP.1.3.2 Develop resources for tenants to inform them of their rights and responsibilities.	PDS (Planning Staff)		
	VP.1.3.3 Review linkage requirements and fees and consider how to appropriately spread benefits from development.			
	VP.1.3.4 Consider opportunities for development to improve the public realm through public space, landscaping and trees, and public art.			
	VP.1.3.5 Assess new funding mechanisms to support development in Medford's business districts.	PDS (Economic Development Director)		
VP.1.4 Increase job opportunities for residents within Medford	VP.1.4.1 Attract companies that provide well-paying jobs to residents and enable them to work in Medford.	PDS (Economic Development Director)	Medford Public Schools, Tufts University, MassHire, E4 All, Massachusetts Life Sciences Center (MLSC), MassBIO, Medford Vocational Technical High School, workforce development organizations, businesses and employers	Collaborating with the Chamber of Commerce and other business organizations to organize recruitment and training events; Working to diversify Medford's local economy to better align with resident skills (ex: life sciences); Encouraging partnerships between developers and local job readiness programs
	VP.1.4.2 Create new educational and workforce development opportunities for local residents to prepare them for growing job sectors.			
	VP.1.4.3 Update zoning code to create incentives for new types of industry that can mix with other land uses.			

VIBRANT PLACES

OBJECTIVE	ACTION	CITY STEWARD	PARTNERS	CURRENT PROJECTS				
GOAL 1: CREATE ACCESSIBLE 12- AND 18-HOUR COMMUNITIES IN MEDFORD (CONT.)								
VP.1.5 Leverage historic and cultural institutions, open space, and recreation assets as assets to employers looking to attract employees with a desire for a higher quality of life	VP.1.5.1 Better integrate the Chevalier Theater with the economic and cultural life of the rest of the city. (ex. work with restaurant owners to provide pre- and post-show dinner reservations).	PDS (Economic Development Director)	Chamber of Commerce, Chevalier Theater, Historical Commission	Providing support to revitalize the Chevalier Theater				
	VP.1.6 Incentivize regular upgrades to facades and storefronts				VP.1.6.1 Continue to promote and expand the City's new facade and storefront improvement program. VP.1.6.2 Develop appropriate design guidelines for storefronts and signage that reinforce the unique identity of each commercial center.	PDS (Economic Development Director)	Small businesses, Chamber of Commerce	Revitalization of Medford Storefronts with Facade Improvement Grant Program
	VP.1.7 Create commercial centers that meet residents' shopping needs				VP.1.7.1 Develop relationships with property owners and create a joint City/property owner marketing campaign to attract preferred businesses/business types. VP.1.7.2 Attract grocery stores and restaurants to ensure equitable food access for all. VP.1.7.3 Develop a palette of streetscape materials and furniture for public improvements that is flexible enough to reinforce the identity of each center and present a consistent identity throughout the city.			
VP.1.8 Alleviate restrictions on land use and new construction that currently limit developer investment restrictions on land use and new construction that currently limit developer investment	VP.1.8.1 Reduce zoning barriers to multifamily and mixed-use housing development. VP.1.8.2 Create development standards/design guidelines for new construction and significant rehabilitation/additions and tie them to a Design Review Board or design criteria/requirements to maintain consistency in the review process. VP.1.8.3 Reduce parking requirements where possible based on demand audits to allow for more flexible development proposals. VP.1.8.4 Update allowable uses under existing zoning codes, such as permitting life sciences and/or breweries and distilleries within commercial and industrial districts. VP.1.8.5 Create bonuses for density, height, parking waivers, etc. tied to community benefits related to energy efficiency, climate adaptation, active ground floor spaces, or other amenities. Consider a menu of options rather than strict requirements. VP.1.8.6 Evaluate permitting and review process to reduce the time from application to approval. VP.1.8.7 Allow desired uses in specific areas as of right or with a reduced permitting process (ex. site plan review instead of a special permit and/or variance).	PDS	Community Development Board, City Council, Mayor's office, community members	Implementation of Planned Development Districts, which will require community benefits Zoning Recodification*				
GOAL 2: ENCOURAGE BALANCED GROWTH								
VP.2.1 Enable growth through regulatory and policy changes	VP.2.1.1 Review and revise zoning and permitting processes to encourage appropriate development within neighborhoods, including small-scale neighborhood retail and services, and neighborhood/commercial center and comprehensive plan goals.	PDS	Community Development Board, City Council, Mayor's office, events programmers	Providing training and support for citizen boards and commissions Developing commercial district planning studies to inform changes				
	VP.2.1.2 Revise zoning to allow for redevelopment of non-conforming lots for smaller housing types in neighborhoods.							
	VP.2.1.3 Support small business and the arts by reviewing relevant policies, such as policies for liquor licenses, live music in restaurants, and food truck policies.							
	VP.2.1.4 Review parking regulations for consistency with municipalities that have similar development patterns.							

* Indicates a project that was recently completed.

VIBRANT PLACES

OBJECTIVE	ACTION	CITY STEWARD	PARTNERS	CURRENT PROJECTS
GOAL 2: ENCOURAGE BALANCED GROWTH (CONT.)				
VP.2.2 Develop underutilized parcels to meet specific needs, including different housing types/affordability, commercial development, and climate mitigation	VP.2.2.1 Leverage centrally located City-owned sites to promote and develop multi-family residential properties.	PDS (Economic Development Director)	City Council, Community Development Board (acting as City's Redevelopment Authority)	Wellington Transformation Study Implement a home improvement program to improve the quality of housing for low to moderate income households, with a strong emphasis on energy efficient and climate resilient retrofits
	VP.2.2.2 Capitalize on city-owned properties and air rights to Wellington parking lots to support new job growth.			
	VP.2.2.3 Consider a redevelopment plan to create incentives to address underutilized parcels in key areas.			
	VP.2.2.4 Consider a Design Review Board and design guidelines or standards for new development types to address community concerns about context, massing, and neighborhood impacts.			
GOAL 3: SUPPORT WORKFORCE DEVELOPMENT				
VP.3.1 Create workforce development programs for Medford residents, including under-resourced populations	VP.3.1.1 Create new workforce development opportunities within the City and partner with external organizations to bring regional resources to Medford.	PDS (Economic Development Director)	Medford Public Schools, Medford Vocational Technical High School, Tufts University, workforce development organizations, MassHire	Partnering with Mass Hire Metro North to promote training and placement services; Building relationships between private industry and MVTHS; Supporting initiatives led by the CoC to match small businesses with workforce; Using City communications platform to promote
	VP.3.1.2 Create educational and workforce development programs to support local youths' professional development, including trade and technical career paths, in line with emerging industries in Medford including life sciences.			
	VP.3.1.3 Pursue partnership opportunities with Tufts University for educational and workforce development programs focused on youth, low-income residents, and residents of color.			
GOAL 4: SUPPORT LOCAL BUSINESS				
VP.4.1 Create support programs and resources for Medford's small businesses and MWBEs	VP.4.1.1 Create technical support programs for small businesses and members of the workforce to improve digital literacy.	PDS (Economic Development Director)	Diversity Committee, Procurement Office	
	VP.4.1.2 Designate an MWBE contact within the City and develop a City-operated MWBE directory and resources webpage.			
	VP.4.1.3 Establish a target MWBE utilization rate for municipal contracts. Provide support and technical assistance to MWBE firms looking to contract with the City.			
GOAL 5: INCREASE ACCESS & ENJOYMENT OF MAJOR NATURAL RESOURCES				
VP.5.1 Expand the public use and programming of Medford's rivers	VP.5.1.1 Collaborate with private developers on riverfront or adjacent sites to expand pedestrian access and ensure compatible development patterns with the riverfront location.	PDS	Mystic River Watershed Association, MassDCR, events programmers, private vendors	Clippership Connector; Advocate for northeast native wildflower/pollinator seed mix to be used when appropriate
	VP.5.1.2 Collaborate to promote and advance projects promoted by DCR and MyRWA including the Clippership Connector, South Medford Connector, MacDonald Park, Mystic Lakes Linear Park, Wellington Greenway, Wellington Connector, and Condon Shell.			
	VP.5.1.3 Manage forested areas, particularly invasive plant species, along the riverbanks to support ecological well being and create more open water views.	DPW		
VP.5.2 Continue to improve access to major natural resources by creating linkages such as linear parks and designing multimodal transit networks between natural areas	VP.5.2.1 Improve and expand open space opportunities along the Mystic and Malden Rivers, including programmed linear park spaces connected by accessible multi-use paths.	PDS		
	VP.5.2.2 Improve pedestrian, bicycle, and car-free connections between parks and open spaces within Medford and in the region, focusing on major resources such as the Middlesex Fells and Wright's Pond.	DPW (Traffic & Transportation)		
	VP.5.2.3 Work with DCR to improve and restore the historic Medford Pipe Bridge and adjacent open space.	PDS		
	VP.5.2.4 Collaborate with DCR to implement existing connectivity plans and projects, such as their Mystic River Master Plan and Parkways Master Plan.			

IMPLEMENTATION MATRIX

WELCOMING & SUPPORTIVE NEIGHBORHOODS

KEY

Abbreviated Name	Full Name
PDS	City of Medford Office of Planning, Development & Sustainability
DEI	City of Medford Office of Diversity, Equity & Inclusion
DPW	City of Medford Department of Public Works
MassDCR	State of Massachusetts Department of Conservation & Recreation
CACHE	The Coalition for Arts, Culture, and a Healthy Economy

OBJECTIVE	ACTION	CITY STEWARD	PARTNERS	CURRENT PROJECTS
GOAL 1: HONOR HISTORY IN NEIGHBORHOODS				
WS.1.1 Preserve historical structures, landscapes, and documents and foster an appreciation for Medford’s many histories	WS.1.1.1 Expand the marketing program for small businesses to include historic and cultural assets (Royall House and Slave Quarters, Brooks Estate, Chevalier Theater, etc.) that can act as draws for tourists - local and beyond.	Historical Commission (supported by PDS staff)	Medford Arts Council; Historic District Commission; Medford Public Library; Medford Historical Society & Museum; historic site operators; religious organizations; local restaurants	New Public Library: Local history room; Coordination with Medford Brooks Estate Land Trust to develop access road
	WS.1.1.2 Hire a City liaison to work with historic, cultural, and arts groups and help more organizations and artists access City resources through a single point in City government (including permits and licenses for events.)			
	WS.1.1.3 Implement the recommendations of the Brooks Estate Master Plan.			
	WS.1.1.4 Evaluate City-owned properties for eligibility to be listed on the National or State Register of Historic Places and CPA funding for restoration.			
	WS.1.1.5 Improve accessibility for people who have disabilities to historic buildings and parks.			
	WS.1.1.6 Support the preservation of historic documents, artifacts, and records.			
	WS.1.1.7 Make historic documents, artifacts, and records available to the public, including researchers and artists. Draw on written records, photographs, and artifacts for display throughout the City either of originals or reproductions as components of public art.			
	WS.1.1.8 Evaluate historic structures for risk of damage by flooding (ex. Chevalier Theater) and consider this risk factor in targeting additional structures or areas for designation.			
	WS.1.1.9 Hire a full-time position to assist the Historical Commission and the Historic District Commission with administration and state compliance requirements.	PDS		

WELCOMING & SUPPORTIVE NEIGHBORHOODS

OBJECTIVE	ACTION	CITY STEWARD	PARTNERS	CURRENT PROJECTS
GOAL 1: HONOR HISTORY IN NEIGHBORHOODS (CONT.)				
WS.1.2 Incorporate the history of the City and its neighborhoods, the cultures of its residents, and the arts into day-to-day life	WS.1.2.1 Beautify the commercial centers and nodes by working with local artists to showcase neighborhood history and culture(s). This could include vacant storefronts and privately-owned public spaces.	Mayor's Office; PDS	Medford Arts Council; MassDevelopment; MassCultural Council; CACHE; historic site operators	Continued support for programming at Condon Shell
	WS.1.2.2 Develop a program for pop-up shops or art installations in empty ground floor space of commercial or mixed-use buildings.			
	WS.1.2.3 Use a portion of the funding from the Medford Arts Council to support public art by local artists that draws on the histories and cultures of Medford's residents.			
	WS.1.2.4 Create an outreach program to educate new artists about the support available from the Medford Arts Council.			
	WS.1.2.5 Encourage permanent location(s) for the arts in a place that is easily accessible for residents.			
	WS.1.2.6 Support cross-collaboration among historic, arts, and cultural groups, including developing and supporting a central calendar of all historic, arts, and cultural events in the city.			
	WS.1.2.7 Tie the history of the Royall House and Slave Museum, the Brooks Estate, and the Thomas Brooks Park (location of the Slave Wall) to the history of the City by adding them to the marketing plan and showcasing the impact of the history of Black communities to the City in public art and historical references.			
	WS.1.2.8 Engage students in the history, arts, and cultures of Medford, including youth and Tufts University groups.			
	WS.1.2.9 Consider creating one or more cultural districts in Medford (Medford Square, West Medford).			
GOAL 2: ENSURE AFFORDABLE HOUSING FOR ALL				
WS.2.1 Create, expand, and protect mixed-income housing options throughout the city to create a minimum of 600 units by FY2025 as called for in the 2021 Housing Production Plan	WS.2.1.1 Update zoning to allow for multifamily dwellings of different typologies in different zoning districts, such as APT-1, APT-2, C-1, and C-2.	PDS	City Council; Community Development Board; Community Preservation Board; Medford Housing Authority; Historical Commission; developers	Working to create Municipal Affordable Housing Trust; Exploration of affordable infill development on appropriate City owned lots; Promote and expand the down payment program with HOME and CPA funds
	WS.2.1.2 Actively pursue mixed-income and mixed-use residential development opportunities for vacant and underutilized lots in Medford's business districts, such as existing surface parking lots and property owned by state agencies.			
	WS.2.1.3 Identify appropriate housing types between four-family and the more recent large developments to address a missing segment of housing size and affordability.			
	WS.2.1.4 Consider allowing smaller, infill housing on nonconforming lots to add to housing stock.			
	WS.2.1.5 Review impact of inclusionary housing ordinance and consider changes, such as cash-in-lieu for units or partial units.			
	WS.2.1.6 Enable smaller and more diverse housing options through zoning updates.			
	WS.2.1.7 Update zoning to foster affordable infill development.			
	WS.2.1.8 Continue to foster partnerships and relationships with mission-driven and non-profit developers to amplify the work of the City, Housing Authority, and existing local housing organizations.			
	WS.2.1.9 Create neighborhood or area specific design guidelines for the Planning Board to use at site plan review that consider history/development patterns.			

WELCOMING & SUPPORTIVE NEIGHBORHOODS

OBJECTIVE	ACTION	CITY STEWARD	PARTNERS	CURRENT PROJECTS
GOAL 3: ENLIVEN OPEN SPACE AND COMMUNITY FACILITIES				
WS.3.1 Diversify the character and use of parks, facilities, and open spaces	WS.3.1.1 Incorporate arts programs including the visual arts, dance, music, and spoken word into events in parks, recreation, and open space.	Recreation	PDS; MassDCR; Paddle Boston; Farmer's Market; other private partners/vendors	Completion of Labyrinth and meditative space in North Riverbend Park; Carr Park Vision Plan implementation; Pedestrian wayfinding pilot program in Medford Square
	WS.3.1.2 Reduce recreation program tuition and entry fees to promote inclusivity.			
	WS.3.1.4 Track and respond to open space programming trends that reach a range of ages such as pickleball, skate parks, cricket, and trails.	DPW (Parks Division)		
	WS.3.1.3 Use future capital improvements to expand amenities in Medford's larger parks.			
	WS.3.1.5 Invest in water play with shade and benches within walking distance of all neighborhoods.			
	WS.3.1.6 Improve signage, wayfinding, and interpretation in Medford parks, trails, and plazas.			
WS.3.2 Continue to work toward completion of regular and deferred maintenance needs	WS.3.2.1 Develop a system for park facility management / maintenance.	DPW	Commission for Persons with Disabilities; Council on Aging; DEI; Medford Family Network; Medford Public Library; Medford Public Schools; Medford Arts Council; CACHE; Mystic Valley Elder Services; youth sports organizations; adult recreation groups	Gillis Park Re-design; Rebuilding of community garden beds at Andrews Middle School for school and community use; Exploration of prospective community garden sites
	WS.3.2.2 Address the need for dedicated, focused, and specialized facilities management personnel and operations.			
	WS.3.2.3 Address capital needs at Medford High School, fire department facilities, and public grounds and park facilities.			
	WS.3.2.4 Address capital needs for street and sidewalk repairs and replacement of water mains.			
	WS.3.2.5 Audit existing facilities for universal accessibility and retrofit where needed.	DPW or PDS		
WS.3.3 Provide activities and spaces to gather for all ages and abilities	WS.3.3.1 Support classes and activities at the Senior Center that will engage older adults in subjects such as computers, technology, poetry, and writing.	Mayor's Office; DEI	Commission for Persons with Disabilities; Council on Aging; DEI; Medford Family Network; Medford Public Library; Medford Public Schools; Medford Arts Council; CACHE; Mystic Valley Elder Services; youth sports organizations; adult recreation groups	Gillis Park Re-design; Rebuilding of community garden beds at Andrews Middle School for school and community use; Exploration of prospective community garden sites
	WS.3.3.2 Promote the new Medford Library's diverse program spaces widely and ensure that technology and equipment available in these spaces are accessible to different users across age, ability, and language.			
	WS.3.3.3 Increase the number of performance spaces throughout the city, especially smaller scale performance spaces, and support existing performance spaces. (Note: this could include restaurants which currently require a special permit, Tufts, the Royall House, or other spaces).	PDS; Mayor's Office		
	WS.3.3.4 Create a program to encourage and support neighborhood block parties or citywide celebrations.			
	WS.3.3.5 Continue the partnership with Medford Public Schools regarding the use of active sports fields, and improve operations of school-owned and city-operated recreational facilities.	Recreation; DPW (Parks Division); PDS		
	WS.3.3.6 Design/create universal design park spaces.			

FUNDING SOURCES

Summarized below is a snapshot of possible funding resources that could be leveraged for implementation of elements of Medford's Comprehensive Plan. This is not intended to represent a complete list of all possible sources, but rather to serve as a resource for implementation. Funding resources change frequently and the City should track relevant new opportunities as they arise.

American Rescue Plan Act (ARPA)

ARPA includes federal COVID-19 response funding from the US Treasury, some of which Medford has indicated will be invested into community projects, programs, and initiatives. <https://medfordma.org/arpa/>

Bipartisan Infrastructure Law (BIL)

The 2022 law includes federal funding opportunities available to local governments to make roadways safer, improve the resilience of transportation infrastructure, advance complete streets improvements, reconnect communities divided by transportation infrastructure, expand electric vehicle (EV) infrastructure, and help communities build innovative projects.

<https://www.transportation.gov/bipartisan-infrastructure-law/fact-sheet-bipartisan-infrastructure-law-will-deliver-local>

CDBG (Community Development Block Grant) Funding

The federal Department of Housing and Urban Development (HUD) provides annual grants on a formula basis to entitled communities to carry out a wide range of community development activities directed toward neighborhood revitalization, economic development, and improved community facilities and services.

<https://www.hudexchange.info/programs/cdbg/>

City General Fund

The City's primary operating fund is the General Fund. It accounts for all financial resources of the general government, except those required to be accounted for in another fund.

<https://medfordma.org/mayor2/city-budget/>

Chapter 90 Program

The purpose of the Chapter 90 Program is to provide municipalities with an annual funding source for improvements to and investments in local transportation networks. Eligible improvements might include crosswalks, pedestrian signage, traffic signals, ADA accessible ramps, berms and curbs, bike lanes (on-road and separated). Chapter 90 funding only applies to accepted roadways.

<https://www.mass.gov/chapter-90-program>

Clean Water State Revolving Fund Loans

A federal-state partnership that provides communities low-cost financing for a wide range of water quality infrastructure projects <https://www.epa.gov/cwsrf/learn-about-clean-water-state-revolving-fund-cwsrf#eligibilities>

Coastal Habitat and Water Quality (CHWQ) Grants

Grant opportunity from the Massachusetts Office of Coastal Zone Management (CZM) to provide financial resources for projects that assess and treat stormwater impacts and support comprehensive habitat restoration planning activities.

<https://www.mass.gov/service-details/coastal-habitat-and-water-quality-grants>

Coastal Pollutant Remediation (CPR) Grants

Grant program from the Massachusetts Office of Coastal Zone Management (CZM) to provide funding to municipalities to assess and treat stormwater pollution from impervious surfaces and to design and construct commercial boat waste pumpout facilities.

<https://www.mass.gov/service-details/coastal-pollutant-remediation-cpr-grant-program>

Community Planning Grant Program

(Community One Stop for Growth)

Provides funding for technical assistance for Community Planning projects. Funds are awarded based on the community planning or zoning project's nexus with housing, transportation, infrastructure, economic development, and community development including funding for MBTA Communities seeking compliance with draft guidelines for M.G.L. Chapter 40A, Section 3A.

<https://www.mass.gov/service-details/community-planning-grant-program>

Housing Choice Designated communities are also eligible for the Housing Choice Community Grant Program, which rewards municipalities that have produced a significant number of housing units in the last five years and that have adopted or established Best Practices that encourage housing production.

<https://www.mass.gov/service-details/community-planning-grant-program>

<https://www.mass.gov/how-to/housing-choice-community-grant-program>

Commonwealth Corporation Workforce Training Grants

The Workforce Training Fund Program helps address business productivity and competitiveness by providing resources to Massachusetts businesses to fund training for current and newly hired employees.

https://commcorp.org/header_program/workforce-training-fund-program/

Congestion Mitigation and Air Quality Improvement Program

Federal funding available to states to support transportation projects and programs designed to reduce traffic congestion and improve air quality, particularly in areas of the country that do not attain national air quality standards. Each MPO is required to include CMAQ-funded projects in the regional target portion of its Transportation Improvement Program (TIP) in order to fully utilize the regional target funding.

<https://www.transportation.gov/sustainability/climate/federal-programs-directory-congestion-mitigation-and-air-quality-cmaq>
<https://www.mass.gov/doc/statewide-funding-programs-and-categories/download>

Destination 2040 Investment Programs

Destination 2040 is the Long-Range Transportation Plan (LRTP) for the Boston Region. Funding in the Transportation Improvement Program (TIP) is categorized into six investment programs that are designed to move the MPO toward its transportation goals: Major Infrastructure; Intersection Improvements; Complete Streets; Bicycle and Pedestrian; Community Connections, and Transit Modernization.

<https://www.ctps.org/data/pdf/programs/mpo-101/3-LRTP-Booklet-Fall-2021.pdf>

Encore Community Mitigation Fund

The Expanded Gaming Act created the Community Mitigation Fund to support communities and governmental entities in offsetting impact costs related to the construction and operation of a gaming establishment. Current grants offered include transportation planning, transportation construction, workforce development, community planning, public safety, and "specific impacts" related to the operation of a gaming establishment.

Five Star and Urban Waters Restoration Grant Program

This Program through the National Fish and Wildlife Foundation seeks to develop nationwide community stewardship of local natural resources, preserving those resources for future generations and enhancing habitat for local wildlife. Grants seek to address water quality issues in priority watersheds, such as erosion due to unstable streambanks, pollution from stormwater runoff, and degraded shorelines caused by development.

<https://www.nfwf.org/programs/five-star-and-urban-waters-restoration-grant-program>

Hazard Mitigation Grants

FEMA's hazard mitigation assistance provides funding for eligible mitigation measures that reduce disaster losses. "Hazard mitigation" is defined any sustainable action that reduces or eliminates long-term risk to people and property from future disasters.

<https://www.fema.gov/grants/mitigation>

Healthy Communities Grant Program

This program is EPA New England's main competitive grant program to work directly with communities to reduce environmental risks to protect and improve human health and quality of life. Eligible projects must be located in or directly benefit a Target Investment Area and achieve measurable environmental or public health results in one or more of the Target Program Areas.

https://www3.epa.gov/region1/eco/uep/grants_2022hc.html

Healthy Estuaries Grant

With funding from the U.S. Environmental Protection Agency (EPA) under Section 320 of the Clean Water Act, MassBays provides small grants to nonprofit organizations, academic institutions, and municipalities for projects that fill gaps in knowledge about assessment areas, demonstrate new approaches to monitoring or protecting near-shore habitats, or lay the groundwork for future restoration, in alignment with MassBay's Comprehensive Conservation and Management plan.

<https://www.mass.gov/massbays-healthy-estuaries-grants>

Highway Safety Improvement Program (HSIP)

The HSIP provides federal funding for eligible improvements that reduce fatalities and serious injuries on public roads. In Massachusetts, an HSIP Task Force has developed guidelines for HSIP-eligible projects and programs.

<https://www.mass.gov/service-details/highway-safety-improvement-program>

MassTRAC Infrastructure Bond Bill

A 2022 Massachusetts bill authorizing investments in the Commonwealth's roads, bridges, railways, transit agencies, and environmental infrastructure, funding authorized under MassTRAC allows the Commonwealth to take full advantage of the increased federal funding opportunities under the federal Bipartisan Infrastructure Law, provides funding for MBTA safety improvements, and support for electric vehicle infrastructure.

<https://www.mma.org/gov-signs-infrastructure-bond-bill-with-some-amendments-and-vetoes/>

LWCF (Massachusetts Land & Water Conservation Fund) Grant Program

The Federal Land & Water Conservation Fund provides up to 50% of the total project cost for the acquisition, development, and renovation of parks, trails, and conservation areas. Municipalities must have an up-to-date Open Space and Recreation Plan to be eligible.

<https://www.mass.gov/service-details/massachusetts-land-and-water-conservation-fund-grant-program>

Mass Cultural Council: Cultural District Investment Grants

Mass Cultural Council funding to Massachusetts cities and towns to encourage the development and success of state-designated Cultural Districts. Eligibility requires designation by the state as a Cultural District.

<https://massculturalcouncil.org/communities/cultural-districts/cultural-district-investment-grants/>

Mass Cultural Council/MassDevelopment Cultural Facilities Fund (CFF)

A state initiative that makes grants to support the acquisition, design, repair, rehabilitation, renovation, expansion, or construction of nonprofit cultural facilities statewide. Municipalities, nonprofit cultural organizations, and colleges or universities that own cultural facilities are eligible to apply.

<https://massculturalcouncil.org/organizations/cultural-facilities-fund/>

Mass in Motion

A statewide movement that promotes opportunities for healthy eating and active living in the places that people live, learn, work, and play. Mass in Motion works with local governments partnered with community-based organizations to make policy and practice changes that make it easier for people to eat better and move more.

<https://www.mass.gov/about-mass-in-motion>

MassDevelopment Commonwealth Places

MassDevelopment's "Commonwealth Places" is a competitive opportunity to advance locally driven placemaking in downtown and neighborhood commercial districts in eligible communities throughout Massachusetts. The program makes awards through two funding categories: Category 1 Seed Grants used to fund inclusive engagement, visioning, and local capacity-building that will support future placemaking efforts and Category 2 Implementation Grants for implementation of locally led placemaking projects (includes a local match requirement).

<https://www.massdevelopment.com/what-we-offer/real-estate-services/commonwealth-places/>

MassDevelopment Real Estate Services (RES) Technical Assistance (Community One Stop for Growth)

Through in-house expertise and contracts with "house doctor" consultants, MassDevelopment provides technical assistance aimed at addressing site-specific and/or district-wide economic development challenges and providing creative solutions and feasible steps for municipalities and other public entities to effectively address planning and development projects.

<https://www.massdevelopment.com/what-we-offer/real-estate-services/technical-assistance/>

MassDevelopment Site Readiness Program (Community One Stop for Growth)

The Site Readiness Program aims to increase the Commonwealth's inventory of large, well-located, project-ready sites; to accelerate private-sector investment in industrial and commercial projects; and to support the conversion of abandoned sites and obsolete facilities into clean, actively used, tax-generating properties. Eligible assistance includes site preparation (e.g. site concept plans, site market studies, site acquisition and related tasks, demolition, construction of site-related upgrades) and predevelopment and permitting (e.g. engineering documents, reviewing assistance, pro-forma development, and due diligence activities).

<https://www.massdevelopment.com/what-we-offer/real-estate-services/site-readiness/>

MassDevelopment Underutilized Properties Program (Community One Stop for Growth)

This program provides funding for projects that will improve, rehabilitate or redevelop blighted, abandoned, vacant, or underutilized properties to achieve the public purposes of eliminating blight, increasing housing production, supporting economic development projects, and increasing the number of commercial buildings accessible to persons with disabilities.

<https://www.massdevelopment.com/what-we-offer/real-estate-services/underutilized-properties-program>

MassDevelopment Collaborative Workspaces Program (Community One Stop for Growth)

Through this program, MassDevelopment awards matching grant funds for the planning, development, and build-out of different types of collaborative workspaces.

<https://www.massdevelopment.com/what-we-offer/financing/grants/collaborative-workspace-program>

MassEVIP Workplace & Fleet Charging Incentives

Aimed at making electric vehicles (EVs) and EV charging stations more widely available across Massachusetts, this program provides incentives for employers and fleet operators to acquire and install Level 1 and Level 2 EV charging stations.

<https://www.mass.gov/how-to/apply-for-massevip-workplace-fleet-charging-incentives>

Mass Internet Connect (MIC)

MIC is a partnership comprised of Massachusetts Technology Collaborative (MTC), MassHire Department of Career Services (MDCS) and the MassHire Career Center System to support internet connectivity for unemployed Massachusetts residents that are working with MassHire and are actively seeking a job.

<https://broadband.masstech.org/recovery-plan-programs/mass-internet-connect>

Massachusetts Downtown Initiative (MDI) (One Stop for Community Growth)

DHCD's MDI initiative offers a range of services and assistance to communities seeking help on how to revitalize their downtowns. MDI's guiding principles are that the most effective approach to downtown revitalization is a holistic one; that it addresses economic and community development needs; and that it provides a framework of interrelated activities that promote positive change in a downtown to keep it healthy and prosperous.

<https://www.mass.gov/service-details/massachusetts-downtown-initiative-mdi>

Massachusetts Environmental Trust (MET) Grant Program

The MET is a grant program whose mission is to support projects that enable innovative approaches to protect and restore natural resources.

<https://www.mass.gov/orgs/massachusetts-environmental-trust>

Massachusetts Historic Commission Survey and Planning Grants

A federally funded, reimbursable, 50/50 matching grant program to support historic preservation planning activities in communities throughout the state, including completion of natural resource inventories, nomination of significant properties to the National Register of Historic Places, completion of preservation plans, and other studies, reports, publications, and projects.

<https://www.sec.state.ma.us/mhc/mhchpp/surveyandplanning.htm>

Massachusetts Historic Commission Preservation Projects Fund

A state-funded 50% reimbursable matching grant program to support the preservation of properties, landscapes, and sites (cultural resources) listed in the State Register of Historic Places.

<https://www.sec.state.ma.us/mhc/mhcmppf/mppfidx.htm>

Massachusetts Small Business Loans and Grants

The Massachusetts Executive Office of Housing and Economic Development and Executive Office of Labor and Workforce Development summarize information on a wide range of funding and financing options available to Massachusetts businesses.

<https://www.mass.gov/service-details/learn-about-business-funding-and-financing-programs>

Massachusetts SMART Solar Incentive for Municipalities

The Solar Massachusetts Renewable Target (SMART) Program is an incentive program established to support the development of solar in Massachusetts. The tariff-based incentive is paid directly by the utility company to the system owner, following

the approval of the application by the Solar Program Administrator and the Massachusetts Department of Energy Resources.

<https://www.mass.gov/info-details/solar-massachusetts-renewable-target-smart-program>

MassWorks Infrastructure Grant (Community One Stop for Growth)

The MassWorks Infrastructure Program is a competitive grant program that provides the largest and most flexible source of capital funds to municipalities and other eligible public entities primarily for public infrastructure projects that support and accelerate housing production, spur private development, and create jobs throughout the Commonwealth.

<https://www.mass.gov/service-details/massworks-infrastructure-program>

Metropolitan Area Planning Council (MAPC) District Local Technical Assistance (DLTA) Program

DLTA directly funds technical assistance for cities and towns to help them take on necessary projects that they don't have the staff capacity to address on their own, and to partner with neighboring communities to tackle shared projects with reduced administrative burden. DLTA funds can be spent on a wide variety of planning and implementation projects, such as zoning, housing production, economic development, conservation planning, and more.

<https://www.mapc.org/get-involved/legislative-priorities/district-local-technical-assistance-dlta/>

Municipal Vulnerability Preparedness (MVP) Program

The MVP provides support for cities and towns in Massachusetts to begin the process of planning for climate change resiliency and implementing priority projects. MVP provides both Planning Grants and Action Grants. Communities who complete the MVP program become certified as an MVP community and are eligible for MVP Action Grant funding and other opportunities.

<https://www.mass.gov/municipal-vulnerability-preparedness-mvp-program>

National Endowment for the Arts: Our Town Our Town is the NEA's creative placemaking grant program. Through project-based funding, the program supports activities that integrate arts, culture, and design into local efforts that strengthen communities.

<https://www.arts.gov/grants/our-town>

Massachusetts Board of Library Commissioners (MBLC) Grants

The MBLC provides variety of grant opportunities to enhance your library's services or to offer new programs. Funding for these grants comes from federal LSTA (Library Services and Technology Act) funds provided by the Institute of Museum Library Services (IMLS).

<https://mblc.state.ma.us/programs-and-support/lsta-grants/index.php>

Outdoor Recreation Legacy Partnership (ORLP) Program

Funded through the LWCF State and Local Assistance Program, ORLP is a nationally competitive grant program that delivers funding to urban areas with priority given to projects located in economically disadvantaged areas and lacking in outdoor recreation opportunities. These awards help underserved communities address outdoor recreation benefits by supporting projects that create new outdoor recreation spaces, reinvigorate existing parks, and form connections between people and the outdoors.

<https://lwcfcollation.org/orlp>

Medford Arts Council Grants

The Medford Arts Council offers grants on an annual cycle to community members, artists, writers, performers, instructors, students, cultural organizations, and others seeking to engage the Medford public. They also help sponsor new public arts and humanities initiatives in Medford.

<https://www.medfordartscouncil.org/>

PARC (Parkland Acquisitions and Renovations for Communities) Grant Program

The PARC Program was established to assist cities and towns in acquiring and developing land for park and outdoor recreation purposes. These grants can be used by municipalities

to acquire parkland, build a new park, or to renovate an existing park.

<https://www.mass.gov/service-details/parkland-acquisitions-and-renovations-for-communities-parc-grant-program>

Resilient Communities Grant Program Grant program through Wells Fargo and the National Fish and Wildlife Service (NFWF) designed to prepare for future environmental challenges by enhancing community capacity to plan and implement resiliency projects and improve the protections afforded by natural ecosystems by investing in green infrastructure and other measures.

<https://www.nfwf.org/programs/resilient-communities-program>

Section 319 Nonpoint Source Competitive Grants

This grant program is authorized under Section 319 of the federal Clean Water Act for implementation projects that address the prevention, control, and abatement of nonpoint source (NPS) pollution.

<https://www.mass.gov/info-details/grants-financial-assistance-watersheds-water-quality>

Section 604b Water Quality Management Planning Grants

Section 604(b) of the federal Clean Water Act established the Water Quality Management Planning Grant Program, a vehicle by which states can provide funds to eligible entities such as: Regional Planning Agencies, Councils of Government, counties, Conservation Districts, cities, and towns, to conduct watershed or sub-watershed based nonpoint source assessment and planning projects.

<https://www.mass.gov/info-details/grants-financial-assistance-watersheds-water-quality>

Small Business Administration

The U.S. Small Business Administration offers a range of resources including funding programs, counseling, federal contracting certifications, and disaster recovery to support small businesses.

<https://www.sba.gov/district/massachusetts>

The Fruit Tree Planting Foundation: Community Orchard Grants

FTPF programs strategically donate orchards where the harvest will best serve communities for generations, at places such as community gardens, public schools, city/state parks, low-income neighborhoods, Native American reservations, international hunger relief sites, and animal sanctuaries.

<https://www.ftpf.org/apply>

The Skatepark Project Grants

Organizations seeking to build free, public, concrete skateparks in underserved communities may apply for a construction grant from The Skatepark Project.

<https://skatepark.org/the-skatepark-project-grants/>

Urban Agenda Grant Program (Community One Stop for Growth)

Grants available through the Massachusetts Executive Office of Housing and Economic Development (EOHED) to local partnerships in selected urban communities to implement projects that are based on collaborative work models with the goal of advancing and achieving economic progress.

<https://www.mass.gov/service-details/urban-agenda-grant-program>

Urban and Community Forestry Challenge Grants

Annual grant opportunity for municipalities and nonprofit groups in Massachusetts to improve and protect their urban forests. These 50/50 matching grants help develop, grow

and sustain programs that plant, protect and maintain a community's public tree resources and develop partnerships with residents and community institutions.

<https://www.mass.gov/guides/urban-and-community-forestry-challenge-grants>

State Historic Records Advisory Board (SHRAB) Veterans Heritage Grants

Program open to Massachusetts municipalities and non-profits such as libraries, historical societies and commissions, museums, schools, and universities that provides matching grants to preserve objects, sites, and document collections that are significant to the history and experiences of military veterans in the Commonwealth.

<https://www.sec.state.ma.us/arc/arcshrab/grants-and-programs/shrab-veterans-heritage-grants.htm>

Water Management Act Grants

This grant program is designed to assist eligible public water suppliers and municipalities with Water Management Act permits by providing funds for planning assistance, demand management, and withdrawal impact mitigation projects in local communities.

<https://www.mass.gov/info-details/water-management-act-grant-programs-for-public-water-suppliers>