

	ACTIONS What actions must be completed to achieve the objective?	RESPONSIBLE Who will lead the action?	PARTNERS Who are the partners?	TIMEFRAME Short (1-2 years); Medium (3-5 years); Long (5+ years)	RESOURCES / BUDGET How much will it cost to implement	BUDGET SOURCE Where will the funding come from?	STATUS Is the action not started, in progress, or complete?	NOTES
7.2.1	Operationalize the Affordable Housing Trust	Planning	Mayor, City Council, Solicitor	Short	Staff labor	City Budget	Complete	Future work includes identifying new ways to fund the Trust, including CPA Fund, donations (funding and property), negotiations with developers, special fundraisers, grants, etc. in addition to continued fee payments in-lieu of affordable units through the City's inclusionary zoning ordinance.
7.2.2	Conduct ongoing community outreach and education	Planning	Mayor, Affordable Housing sponsors, State agencies	Short (ongoing)	Staff labor; Advertising and materials	City Budget	Ongoing	Substantial outreach was held during the Master Planning process and again through other planning efforts. Other education and engagement opportunities should continue to be pursued and could include: • Special forums on all new housing initiatives, • Housing summits,
7.2.3	Adopt Rezoning of the Bass River Area	Planning	Mayor, Engineering, Sustainability, City Council, Planning Board	Short	Staff and volunteers; Consultant: \$40,000-60,000	City Budget	In Progress - Began in 2017 and put on hold for MP; Restarted in 2021	It will likely be important for the City to be a strong advocate for securing other state and federal funds that can assist in redevelopment efforts. There may also be opportunities to strategically invest CPA or Housing Trust funds for particular projects.
7.2.4	Consider Modifying the Accessory Apartment Ordinance	Planning	Mayor, Planning Board, Housing Trust, City Council, MAPC	Short	Staff and volunteer time	City Budget; Grants	In Progress - began ADU Study Project with MAPC in 2021	
7.2.5	Reintroduce the Housing Rehabilitation Program	Planning	Mayor, City Council	Short	Staff; Annual Subsidy of >\$200,000	Uncertain: CDBG, Grants, Budget		
7.2.6	Explore Modifications to the Inclusionary Zoning Ordinance	Planning	Planning Board, Housing Trust, City Council, Mayor	Short	Staff	City Budget	Completed elements: 1. Widen affordability option so there is a range of options. 2. Lower eligibility threshold. 3. Revised the PIL formula for a higher amount.	
7.2.7	Pursue Further Opportunities for MF Housing inc. MU and TOD	Planning	Planning Board, Housing Trust, City Council, Mayor	Short	Staff; Consultant (\$35,000)	City Budget; State PATH Grant; City CPA	Complete: 1. Adoption of a 40R Smart Growth Overlay District. 2. rezoning at Bass River.	

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7.2.8	Monitor and Intervene on Appropriate Expiring Use Projects	Planning	Housing Trust; Private Developers and Property Managers; DHCD	Short (ongoing)	Staff	City Budget	Ongoing work	
7.3.1	Make Suitable Public Property Available for Affordable or Mixed Income Housing	Planning	Mayor, City Council with Planning Board and Housing Trust	Medium	Staff; Local and State Subsidies	City Budget; DHCD, HUD, CPA, BAHT, HOME	Complete (Briscoe Village)	
7.3.2	Consider Funding Other Housing Preservation Initiatives	Housing Trust; CPC	Planning Dept, Mayor, City Council	Medium	Staff, Volunteers; Annual Subsidy (\$5k-\$75k per unit)	City Budget; Federal Grants		
7.3.3	Support Small-Scale Infill Housing Development and Conversions	Planning Board	Housing Trust	Medium	Unknown (~\$125k per unit)	CPA, HOME, BAHT		
7.3.4	Help Preserve BHA Inventory	BHA, Planning	Mayor, City Council, Housing Trust, CPC	Medium	City leaders	None		
7.4.1	Modify MF Housing Requirements to Encourage More Housing Diversity	Planning	Planning Board, Housing Trust, City Council, Mayor	Long	Staff, volunteers	City Budget	In Progress: 1. Adopted Artist Live-Work Zoning; 2. Approved Briscoe Village Senior Housing Project. 3. Approved Anchor Point 40R District	
7.4.2	Broker more Partnerships with Local Institutions	Planning	Mayor, City Council	Long	Staff, volunteers	City Budget		