

City of



MASSACHUSETTS

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Gary Christenson, Mayor

Malden Affordable Housing Trust Fund

Action Plan Subcommittee Meeting Minutes

April 7, 2021 – 5:00 PM

Action Plan Subcommittee Members

Angie Liou

Roxanne Reddington-Wilde

Councillor-at-large Stephen Winslow

New Business:

1. Call to Order – 5:06 PM

Trustees Present: Angie Liou; Roxanne Reddington-Wilde; Councillor-at-large Stephen Winslow
Others Present: Evan Spetrini, Senior Planner, Malden Redevelopment Authority

2. Approval of Subcommittee Meeting Minutes from March 10, 2021

On a motion by Ms. Reddington-Wilde and seconded by Ms. Liou, the minutes from the March 10, 2021 Action Plan Subcommittee meeting were approved.

3. Draft Report Progress Update

Mr. Spetrini gave an update on the draft Action Plan. He stated that the first six sections are complete and reviewed edits to the Five Year Action Plan section. Mr. Spetrini created a color-coded chart indicating the timeline of each of the priorities from FY21 to FY25.

Priority Initiatives	Goals	FY21	FY22	FY23	FY24	FY25
Funding	Fund Community Development Corporation (CDC) acquisition of existing housing	1 + 2				
	Work with CDCs and Malden Housing Authority to develop new Affordable Housing	1				
	Preserve expiring affordability restrictions	1				
	Support eviction prevention and rental assistance programs	2				
	Fund development of supportive housing	1 + 2				
Advocacy	Support advocacy and educational campaign	3				
	Advocate for zoning changes to support new	1				

	Affordable Housing					
	Advocate for unit sizes that support families in new developments	1				
	Identify municipally owned parcels that can be RFP'd for AH development	1				
	Advocate for Inclusionary Zoning	1 + 4				
	Fund nexus study for Linkage Fees	4				
Capacity Building	Establish funding policies and procedures	5				
	Create central location for AH programs, developments, and resources	3				
	Develop partnership with CPC	4				
	Work with City and MRA to hire Affordable Housing Program Manager	5				

Ms. Liou stated that the first three advocacy priorities should extend beyond FY22. Mr. Spetrini agreed and clarified that some of the advocacy priorities are distinct projects, like inclusionary zoning and identifying municipally owned parcels, while others should be ongoing. Councillor Winslow added that we will need to pay special attention to the recently passed Housing Choice Bill's implications on zoning around MBTA stations when advocating for zoning changes. He also suggested that we include the Malden Housing Authority in the first funding priority in addition to community development corporations (CDC).

Mr. Spetrini then reviewed the first steps that the Trust should take, including establishing policies and procedures regarding project funding, conducting a linkage fee nexus study, developing a partnership with the CPC, and advocating for inclusionary zoning. These should all be done in FY21 and FY22. Ms. Liou asked how the MRA currently handles funding applications. Mr. Spetrini explained that each program (CDBG and HOME) have their own application process but they are trying to streamline applications for affordable housing projects.

Mr. Spetrini shared a rough staffing scenario chart (see attached). He explained that the chart includes all of the affordable housing related activities that the City and MRA are currently working on plus new projects indicated in the Trust's action plan. The chart contains two scenarios: one with a full-time Affordable Housing Program Manager, and one with the MRA Senior Planner splitting responsibilities with a part-time administrative staff person dedicated to the Trust. Mr. Spetrini explained that the Trust will need someone with real estate development expertise when it starts evaluating funding applications. Ms. Liou stated that if the City and MRA move to a one-stop application process, we may not need a dedicated person evaluating proposals for the Trust since most applicants will be looking for multiple funding sources. Mr. Spetrini said he would consult with the rest of the MRA team but agreed that we should not be duplicating efforts.

Finally, Mr. Spetrini reviewed the budget section. He stated that there was still more work to be done on this but wanted to review his approach to the section. The section will include line items

for the first year priorities and leave the remainder open to address funding requests as they are received. The Trustees indicated that they did not want to attach dollar amounts to each of the funding priorities to remain flexible. Councillor Winslow suggested including current staffing expenses and future expenses if an Affordable Housing Program Manager were to be hired.

4. Adjournment – 5:45 PM

Affordable Housing Staffing Plan

Project	Tasks	Option 1 - One full-time		Option 2 - Senior Planner + AHTF Admin		
		AH Policy and Program Manager	Consultants	Senior Planner	AHTF admin	Consultants
AHTF	Create agendas and minutes	x			x	
AHTF	Create and manage budget	x			x	
AHTF	Guide implementation and updates of Action Plan	x		x	x	
AHTF	Review funding applications including real estate development proposals	x	x			x
AHTF	Monitors AHTF funded projects and programs for compliance	x			x	
AHTF	Manage consultants as needed (lawyers, auditors, real estate development experts)	x			x	
AHTF	Provide memos and research to AHTF Board as necessary	x		x	x	
AHTF	Research additional funding sources for AHTF	x		x	x	
AHTF	Maintain AHTF website	x			x	
AHTF	Complete annual audit		x			x
IZ	Provide information and assistance to developers to ensure compliance with IZ ordinance	x				
IZ	Track and manage in-lieu payments	x				
IZ	Monitor affordable units created under IZ	x				
Neighborhood Hub	Liase with State partners	x		x		
Neighborhood Hub	Manage development and implementation of vacant/foreclosed prioritization plan	x		x		
Neighborhood Hub	Attend PPU meetings with City staff	x		x		
Neighborhood Hub	Manage CDC and funding partnerships on acquisition and rehabilitation of vacant/foreclosed properties	x		x		
General	Develop and implement housing stability programs	x				
General	Perform community outreach and education	x				
General	Develop zoning amendments and other policies to support affordable housing	x		x		
General	Manage consultants on various affordable housing studies, plans, and analyses	x		x		