

Lynn, Massachusetts Annual Action Plan

Federal Fiscal Year 2023
City Fiscal Year 2024



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AP-05 Executive Summary

1. Introduction

This Annual Action Plan for the City of Lynn, Massachusetts covers City Fiscal Year 2024 (Federal Fiscal Year 2023). Table 5 summarizes the estimated resources that the City of Lynn plans to utilize to implement the Annual Action Plan activities described herein. This includes \$3,225,263.00 in Federal Fiscal Year (FFY) 2023 entitlement funds that the City expects to receive. An estimated \$170,000.00 in program income will also be utilized to fund targeted housing, economic development and community development activities.

The impact of the projected entitlement program funds will be enhanced by additional private sector, foundation, and federal, state and local government funds. As part of the process for distributing entitlement funds, the City requests information from prospective grantees regarding other funding sources. Over the course of the five-year Consolidated Plan cycle, the City will continue to emphasize leveraging other funds so that limited entitlement funds achieve maximum impact and produce maximum benefits for Lynn's low and moderate income households.

In addition to entitlement funds, City agencies and providers receive funding from the McKinney-Vento/HEARTH Act funded grants and other public and private resources in order to reduce homelessness and address the needs of this population.

Funding for public housing and leased housing programs is received and administered by the Lynn Housing Authority & Neighborhood Development (LHAND). Note that all amounts are preliminary and subject to change based on HUD and Congressional action. Note also that budgets for other housing authorities which lease units in Lynn through the Housing Choice Voucher Program are not included in these figures.

Extensive other resources will be allocated to support housing, economic development and community development activities over the course of the Annual Action Plan. The Sources of Funds table in the Attachment provides a partial listing of other funding sources that address Lynn's housing, economic and community development needs and/or support the activities funded through the CDBG and ESG entitlement grant programs.

2. Summary of the objectives and outcomes identified in the Plan

Ten strategic goals have been identified through the Annual Action Plan and Consolidated Plan process, as shown and summarized below. The goals encompass a wide array of interrelated strategies to

address the Lynn community's priority needs related to housing, community and economic development.

1. Create and Preserve Deed-Restricted Affordable Housing

This goal encompasses initiatives to support implementation of the 2021 "Housing Lynn" Plan and other efforts to: develop new deed-restricted rental housing units with an emphasis on affordability for households at or below the Lynn local median income (which is significantly below the metropolitan wide Area Median Income) and special needs populations; expand workforce housing; secure adequate capital and operating funds for LHAND's state and federally assisted public housing portfolio; and, secure resources and undertake other activities to recapitalize and preserve existing, deed restricted affordable housing, including expiring use developments

2. Reduce Housing Cost Burdens and Improve Housing Conditions for Renters

This goal encompasses initiatives to reduce housing cost burdens and improve housing conditions for renters with a priority for households at or below the Lynn local median income including: tenant-based rental assistance programs; initiatives to prevent displacement and respond to the COVID-19 pandemic; housing stability and eviction prevention activities; initiatives to ensure building safety, improve building conditions and promote climate resilience, energy efficiency and sustainability.

3. Preserve and Expand Affordable Homeownership Opportunities

This goal encompasses initiatives to expand first time homebuyer opportunities and to improve health and safety issues for existing low and moderate-income homeowners with a priority for households earning at or below the Lynn local median income.

4. Increase Special Needs Housing Opportunities

This goal encompasses initiatives to make housing accessible for persons with disabilities and to provide a range of options that include housing and services for special needs populations.

5. Reduce Homelessness

This goal encompasses initiatives coordinated by the Lynn Continuum of Care to prevent and end homelessness among residents of Lynn. These include foci on specific at-risk populations such as youth and young adults, families, survivors of domestic violence, and elders, as well as addressing racial equity across the homeless system.

6. Enforce Fair Housing Laws and Support Residential Development that Advances Neighborhood Diversity

This goal encompasses initiatives to prevent housing discrimination, support neighborhood diversity and promote a welcoming and open community for all residents.

7. Promote Economic Development

This goal encompasses initiatives to improve the City's economy, reduce income inequality, expand business activity, improve the competitiveness of the Lynn workforce, upgrade regional and local public transportation options, promote private market investment and maximize public benefits resulting from development activity. This includes efforts to incubate and grow small businesses, including artists and the creative industry.

8. Revitalize and Strengthen Neighborhoods

This goal encompasses initiatives to revitalize and strengthen Lynn's Downtown, Waterfront, and Market Street Gateway, Washington Street Gateway, Central Lynn, Boston Street Corridor and other areas. This goal supports equitable development that fosters safe and diverse neighborhoods; advances climate resilience; development of transit-oriented housing and other mixed use projects; development of market rate and mixed-income housing; leveraging of new private investments; reinvestments in existing homes and multi-family developments; and, improvements to public safety and quality of life.

9. Improve Public Facilities and Infrastructure

This goal encompasses initiatives to improve public facilities, improve the climate resilience and sustainability of Lynn's infrastructure and make other necessary improvements and upgrades to municipal buildings, parks and infrastructure.

10. Expand Public Services and Other Supportive Services

This goal encompasses initiatives to respond to the many supportive service needs of Lynn's residents including special needs populations. This goal encompasses many objectives including providing services to public housing residents, seniors, at-risk youth, linguistic minorities, victims of domestic violence and other groups.

3. Evaluation of past performance

The City of Lynn is the grantee for the CDBG, HOME, and ESG programs. Planning and administration of all non-housing activities including economic development, community development, public services, and infrastructure and community facilities is the responsibility of the City's Department of Community Development (DCD). Lynn DCD directly administers economic and community development programs and provides oversight and monitoring for sub-recipients of non-housing funds. Planning and administration of all housing related activities funded through the formula programs is the responsibility of the Lynn Housing Authority & Neighborhood Development (LHAND). LHAND, as a sub-recipient, directly administers housing programs and provides oversight and monitoring for other sub-recipients of housing funds.

DCD and LHAND negotiate formal, performance-based contracts with all sub-recipients. Performance-based contracts include specific performance goals related to the Consolidated Plan and Annual Action Plan strategic objectives, along with reporting requirements related to participation rates and low-moderate income household participation.

While resources are inadequate to meet community needs including mitigating the impacts of the global pandemic, the CDBG, HOME and ESG programs continue to make a substantial positive impact on the quality of life in Lynn. Each year, the City provides an analysis of its performance in meeting the Consolidated Plan goals and objectives including detailed information on households served, housing units rehabilitated, jobs retained or added, businesses assisted and other pertinent information. The FY23 Annual Plan included in Part II provides updated information. The City also produces Consolidated Annual Performance and Evaluation Reports (CAPER) with similar information.

The City's ongoing evaluation of recent performance, including an assessment of strategies that have achieved desired community outcomes, helped shape the strategies identified in the Plan.

4. Summary of Citizen Participation Process and consultation process

The Consolidated Plan and Annual Action Plan was developed through an ongoing collaborative process involving hundreds of citizens and stakeholders from throughout the community, and that built on an extensive series of master planning and other activities involving community participation and consultation. For example, hundreds of Lynn residents and stakeholders participated in the 2019 Lynn City Summit and/or in activities leading up to publication of the "Housing Lynn" report in early 2021, and the strategies and recommendations from those processes are reflected in the Consolidated Plan. While the COVID-19 pandemic placed limitations on large in-person public meetings, intensive outreach efforts were made using local media, websites, email and direct mail to engage all segments of the community including low and moderate income households, agency providers, business owners, homeless and disability service organizations and other stakeholders.

Among the many community consultations reflected in the Consolidated Plan and Annual Action Plan, the City sponsored two virtual Community Forum events in coordination with the Citizen Advisory Board (CAB) and one agency/stakeholder focus group discussion, and other group and individual stakeholder meetings to develop the Needs Assessment, Housing Market Analysis and Strategic Plan. An online survey of community needs and priorities was completed by 79 community members. The Lynn Continuum of Care, Lynn Chamber of Commerce and other key stakeholder groups were consulted.

The Plan also incorporates recent/relevant studies and analyses from the Boston Region Metropolitan Planning Organization (MPO), Metropolitan Area Planning Council (MAPC), North Shore Workforce Investment Board, MassDevelopment's Transformative Development Initiative (TDI), and others. Many of these studies included community participation and consultation as part of their methodologies.

The City's long-term strategic objectives include implementing plans and recommendations that emerged from the "Housing Lynn" initiative and several major, master planning efforts for the Downtown (including the Lynn Downtown Vision Plan, Lynn Downtown Action Strategy, and Transformative Development Initiative), Transportation, Waterfront, Harbor, Market Street Gateway and Washington Street Gateway Districts. Each of these master planning efforts involved community participation and stakeholder input which has been considered and incorporated into the Consolidated Plan.

A public hearing was held before the CAB on Tuesday, March 7 at 6:00 pm at Lynn Housing Authority & Neighborhood Development, 10 Church Street, to provide an overview of entitlement grant activities undertaken during the prior year and to solicit public input with regard to the proposed FY24 AAP including the presentation of proposal applications and the solicitation of citizen comments on the development of community needs and activity funding. An advertisement was placed in the Daily Item on November 14, 2022 notifying the public of the availability of proposal applications and on February 21, 2023 notifying the public of the hearing date and time. Approximately 50 people attended the March 7th hearing during which representatives from thirty organizations presented summaries of their proposals to the CAB.

A second public hearing was held before the Lynn City Council on Tuesday, June 27, 2023 at 5:30 p.m. at the Lynn City Hall, Council Chamber to discuss the proposed funding activities for City Fiscal Year 2024. An advertisement was placed in the Daily Item on June 16, 2023 notifying the public of the hearing date and time. Approximately 40 people attended. A council vote in support of the proposed FY24 Annual Action Plan was taken.

Copies of advertisements and orders are attached hereto.

5. Summary of public comments

All comments will be considered in the development of the Annual Action Plan and are attached to this Plan.

No comments on the proposed FY24 Annual Action Plan were received.

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

All comments were considered in the development of the Annual Action Plan and are attached to this Plan.

7. Summary

Please see the discussion above.

PR-05 Lead & Responsible Agencies

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

The City of Lynn Department of Community Development is responsible for preparing the Action Plan and is the grantee and lead agency for the CDBG, HOME and ESG programs.

Table 1 – Responsible Agencies

Agency Role	Name	Department/Agency
CDBG Administrator	Lynn	Department of Community Development
HOME Administrator	Lynn	Department of Community Development
ESG Administrator	Lynn	Department of Community Development

Narrative (optional)

The City of Lynn (City), through the Department of Community Development (DCD), is the grantee and lead agency responsible for administering the CDBG, HOME and ESG entitlement programs and preparing the Consolidated Plan and Annual Action Plans. DCD plans and administers all non-housing activities including economic development, community development, public services, infrastructure, and community facilities. DCD directly administers economic and community development programs and provides oversight and monitoring for sub-recipients of non-housing funds.

Pursuant to a Memorandum of Understanding between the City and the Lynn Housing Authority & Neighborhood Development (LHAND), LHAND is responsible for planning and administering all housing related activities funded through the formula programs. LHAND, as a sub-recipient, directly administers housing programs and provides oversight and monitoring for other sub-recipients of housing funds. Also, LHAND is the Public Housing Authority (PHA) for the City, administering federal and state public housing, tenant and project-based vouchers and related programs.

DCD and LHAND’s program administration activities for the CDBG, HOME and ESG programs include:

- Collaborating to develop the Consolidated Plan and Annual Action Plan on an ongoing basis. DCD and LHAND staff meets and communicate regularly to coordinate program planning and implementation activities and to ensure consistency in program monitoring and oversight.
- Coordinating public participation activities to promote a high level of public engagement and feedback on housing and community development initiatives. In response to the COVID-19 pandemic, DCD and LHAND implemented a series of virtual meetings, an online survey and

other activities to promote community participation and input into the Consolidated Plan and Annual Plans.

- Working as a team to implement Consolidated Plan and Annual Plan activities with the active engagement of a broad and diverse array of community agencies and stakeholders. DCD and LHAND staff are experienced, qualified professionals who receive periodic training to ensure that they remain current with regulatory requirements, best practices and housing and community development trends and issues.
- Regularly communicating with the HUD Field Office and other federal, state and local regulatory and funding entities to promote information sharing, identify new funding sources and opportunities for further collaboration in support of the Consolidated Plan goals.
- Meeting on a regular basis to plan and implement housing and community development activities. DCD and LHAND staff conducts all program planning, implementation, oversight and monitoring for CDBG, HOME and ESG-funded activities. LHAND and DCD are active participants and meets regularly with the Lynn Continuum of Care (CoC) to coordinate the City's efforts to address homelessness issues.

The City's program administration activities promote public engagement, collaboration, accountability and sound administration. The administrative structure has been operational since July 1998, following the City and LHAND's execution of a Memorandum of Understanding.

Annual Action Plan & Consolidated Plan Public Contact Information

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AP-10 Consultation

1. Introduction

This Annual Action Plan was developed through an ongoing collaborative process involving extensive participation by community residents and stakeholders representing diverse constituencies and perspectives. The Plan builds on and incorporates other recent and/or ongoing planning and community engagement initiatives that involve hundreds of Lynn residents and stakeholders such as the “Housing Lynn: A Plan for Inclusive Growth” (“Housing Lynn”) project described herein. This comprehensive community engagement and consultation effort included Community Forums; public hearings; discussion meetings; one-on-one interviews; correspondence via telephone, letters, and email; review of local and regional reports and studies; surveys of residents; and discussions with local business owners.

The Plan's goals and strategies were developed based on a detailed needs assessment and market analysis and with input from citizens and from public and private agencies that provide housing, health, social services, victim services, employment, fair housing, education and other services. This includes organizations who work with low-income families, homeless persons, persons with disabilities and other special needs populations; state or local health and child welfare agencies; neighboring jurisdictions; regional planning agencies; the local public housing agency (LHAND); Lynn CoC; Lynn businesses; and other stakeholders.

The engagement of these diverse stakeholders helped shape the needs, priorities, and strategies described in the Consolidated Plan. As further discussed in the Plan, there are several significant planning processes that are ongoing or that have occurred within recent years which involved extensive participation by Lynn residents and other stakeholders. The resultant plans and studies from these initiatives have been reviewed and helped to inform the Consolidated Plan goals and strategies.

Provide a concise summary of the jurisdiction’s activities to enhance coordination between public and assisted housing providers and private and governmental health, mental health and service agencies

DCD and LHAND work collaboratively and on an ongoing basis with a diverse group of housing providers, private industry, and private and governmental health, mental health and service agencies to plan for and address the needs of Lynn residents. As the City’s Public Housing Authority, LHAND prepares the annual PHA Plan and is able to directly incorporate the needs and priorities of public and assisted housing residents into its ongoing program planning and implementation initiatives.

Through ongoing planning and coordination initiatives including the Lynn CoC, Citizens Advisory Board and other activities noted below, the City reached out to and consulted with business owners, major health and social service providers, housing providers including agencies providing services to homeless and at-risk households, organizations serving persons with AIDS and other special needs, state and regional agencies, and community residents.

To develop the Consolidated Plan, DCD and LHAND invited over 160 public service agency representatives to an online meeting in March 2021 to discuss Consolidated Plan needs and priorities. Input from these consultations helped to shape and inform the goals and strategies for the next five years and identify resources and activities to address community needs. The City's commitment to inclusive and diverse community consultation is ongoing.

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

The Lynn CoC is a diverse, broad-based multi-agency collaborative that operates under a Governance Charter that is updated periodically. The charter ensures the collaboration of the CoC with private and public organizations within Lynn that are focused on addressing homelessness or have specific programming for this population. It also ensures efforts to engage members of specific subpopulations including those who are chronically homeless, families with children, unaccompanied youth and young adults, and veterans, and the programs that serve them.

As the Collaborative Applicant (CA) for HUD CoC funding, LHAND provides coordination for the CoC in partnership with the CoC Executive Committee and Board of Directors. LHAND has a standing seat on the Executive Committee. The City of Lynn is represented by staff from DCD, Department of Public Health, the Family Success Center, and the Veterans Services Office. The goals and strategies described in the Consolidated Plan build directly upon the Lynn CoC's coordinated homeless assistance, rapid rehousing, permanent housing and supportive service systems.

The City utilizes CDBG, HOME, and ESG funding to support the efforts of many of the agencies participating in the Lynn CoC that provide supportive services and housing-related activities. Various projects funded include the City's Multi-Service Center, Lynn Shelter Association Day Program, Haven Project, Street Advocate, and rental assistance programs including down payment assistance, security deposits, first and last month's rent, and short-term rental assistance. Approximately \$4,541,720 in ESG-CV funds were also allocated for supportive services to Lynn's homeless individuals and families.

The backbone of the Lynn CoC is the committee structure through which all the work of the CoC is accomplished and the CoC engages with the larger community. Lynn CoC Committees are comprised of those from the full membership with special expertise or interest in the relevant topic such as youth, veterans, or elders, and at least one member of the Board of Directors.

Recognizing the disproportionate response of Lynn to homelessness relative to other regional communities, the City and LHAND continue to emphasize the need for collaborative regional solutions. Towards this end, LHAND serves as the administrator of the North Shore Housing Action Group (NSHAG), a network of 30 cities in the Essex county region. Through this regional collaborative, the City and LHAND work with other non-Lynn agencies to address the needs of 18-24 year olds that are experiencing housing instability.

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

DCD consults with LHAND and other participants in the CoC on a regular basis regarding the prioritization and utilization of ESG resources. The Lynn CoC reviews and provides recommendations for the final allocation of funds. This process ensures that ESG funds address identified local needs and is utilized in an efficient manner in accordance with HUD and local guidelines.

Members of the Lynn CoC met remotely with DCD staff in December 2020 to discuss allocations of ESG and ESG-CV funding, and to plan for future use of that funding. A virtual meeting of CoC representatives was also held in February 2021 to discuss Consolidated Plan needs and priorities. In addition, some members of the CoC sent a letter, which included data and recommendations relating to the Consolidated Plan and which the City carefully considered. The CoC Governance Charter includes ESG Policies and Procedures to strengthen the partnership and level of engagement between DCD and the Lynn CoC regarding ESG funding.

The Lynn CoC recently developed a 3-year Strategic Plan to Prevent and End Homelessness through which it defines the goals and objectives that in turn allow the full membership and committees to generate performance standards and evaluate outcomes. These goals and objectives will be part of the Ranking and Review Committee's analysis of renewal and new project applications during the annual NOFA funding. In addition, all programs funded through the CoC participate in an annual monitoring process to evaluate adherence to HUD regulations and success in meeting the accomplishments identified in their respective funding applications. The annual review also provides an opportunity to identify best practices and gauge success in meeting the performance standards defined by HUD and by the Lynn CoC's own goals and objectives.

Recognizing the importance of HMIS to creating, evaluating, and implementing successful programming, the City allocated \$70,000 in ESG-CV funding to strengthen and implement a new HMIS. The prior provider of the Lynn CoC's HMIS was the Balance of State CoC and the Massachusetts Department of Housing and Community Development (DHCD) which had provided notification that it would not be able to provide HMIS after December 2021. The ESG-CV funding was significant to the efforts of the Lynn CoC

HMIS Procurement Committee which selected a new vendor, Bit Focus Inc., and began and HMIS migration in 2021.

In addition, the Lynn CoC received an HMIS Capacity Building grant from HUD that has been instrumental in developing new policies and procedures including user training mandates and data quality reviews. Through this grant, HUD also provided HMIS Technical Assistance to ensure that policies and procedures are compatible with HUD regulations and expectations. The grant also provided for the integration of the Lynn CoC Coordinated Entry into HMIS including the development of policies and procedures that require all ESG and CoC-funded organizations to enter relevant performance information into HMIS.

2. Describe Agencies, groups, organizations and others who participated in the Consolidated Plan and Annual Action Plan process and describe the jurisdiction’s consultations with housing, social service agencies and other entities

Table 2 – Agencies, Groups, Organizations Who Participated

1	Agency/Group/Organization	Affordable Housing Associates of Lynn, Inc.
	Agency/Group/Organization Type	Housing
	What section of the Plan was addressed by Consultation?	Housing Need Assessment
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	On an on-going basis, Affordable Housing Associates, a member of the Lynn Continuum of Care (CoC) collaborates with the City, LHAND, and other stakeholders on housing, supportive services, community development and other issues of concern. As part of the consolidated planning process, the organization was contacted to participate in the Community Forums and provide their clients/members with information about the forums and Community Needs Survey for input on the development of the Consolidated Plan. In addition, the organization was contacted to participate in a stakeholder meeting for agencies to provide input on public service needs, resources, priorities and goals. Information provided by all stakeholders was used in the development of the needs analysis and market analysis and in the formation of goals and strategies for the Consolidated Plan. The CoC participants were directly involved in shaping the

		homelessness and homelessness prevention strategies described in the Consolidated Plan.
2	Agency/Group/Organization	All Care VNA
	Agency/Group/Organization Type	Services-Health Health Agency
	What section of the Plan was addressed by Consultation?	Non-Homeless Special Needs
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	On an on-going basis, All Care VNA & Hospice collaborates with the City, LHAND, and other stakeholders on housing, supportive services, community development and other issues of concern. As part of the consolidated planning process, the organization was contacted to participate in the Community Forums and provide their clients/members with information about the forums and Community Needs Survey for input on the development of the Consolidated Plan. In addition, the organization was contacted to participate in a stakeholder meeting for agencies to provide input on public service needs, resources, priorities and goals. Information provided by all stakeholders was used in the development of the needs analysis and market analysis and in the formation of goals and strategies for the Consolidated Plan.
3	Agency/Group/Organization	Boston Region Metropolitan Planning Organization
	Agency/Group/Organization Type	Regional organization Planning organization
	What section of the Plan was addressed by Consultation?	Market Analysis
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The City conducts consultations with the Boston Region Metropolitan Planning Organization on an on-going basis and reviews its planning studies and reports including the Route 1A/Lynnway/Carroll Parkway and other studies. Information provided by the organization was used in the development of the needs analysis and market analysis and in the formation of goals and strategies for the Consolidated Plan.
4	Agency/Group/Organization	Lynn Housing Authority & Neighborhood Development
	Agency/Group/Organization Type	PHA

	What section of the Plan was addressed by Consultation?	Housing Need Assessment Public Housing Needs Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Homelessness Strategy Lead-based Paint Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	On an on-going basis, LHAND collaborates with the City and other stakeholders on housing, supportive services, community development and other issues of concern. As the PHA, LHAND is responsible for the planning and administration of all housing related activities funded through the formula programs and oversees the City's Lead Based Paint Program. LHAND collaborates with the City in the development of the Consolidated Plan and all Annual Plans, and in the accomplishment of the activities contained therein. In partnership with the City and the Citizen Advisory Board, LHAND served as co-sponsor of the Community Forums and participated in the stakeholder meeting for social service agencies to inform the development of the housing market analysis and housing strategy. As the lead agency for the Lynn Continuum of Care, LHAND participated in the Continuum of Care Public Hearing and meeting to provide input on homeless needs, resources and priorities and ESG fund allocations. LHAND was directly involved in the development of the needs analysis and market analysis and in the formation of housing, supportive services, self-sufficiency, homelessness, homelessness prevention, and other housing and economic development goals and strategies for the Consolidated Plan.
5	Agency/Group/Organization	Lynn Shelter Association
	Agency/Group/Organization Type	Services-homeless
	What section of the Plan was addressed by Consultation?	Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Homelessness Strategy

	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The Lynn Shelter Association is part of the Lynn Continuum of Care (CoC) and regularly collaborates with the City, LHAND and other stakeholders on homelessness prevention and other issues of concern to ensure coordination of efforts, where feasible. As part of the consolidated planning process, the organization was contacted to participate in the Community Forums and provide their clients/members with information about the forums and Community Needs Survey for input on the development of the Consolidated Plan. The organization was also contacted to participate in a stakeholder meeting for agencies to provide input on public service needs, resources, priorities and goals. In addition, CoC members were contacted to participate in the Continuum of Care Public Hearing and meeting to provide input on homeless needs, resources and priorities and ESG fund allocations. The CoC participants were directly involved in shaping the homelessness and homelessness prevention strategies described in the Consolidated Plan.
6	Agency/Group/Organization	City of Salem, Planning & Community Development Dept.
	Agency/Group/Organization Type	Other government – Local
	What section of the Plan was addressed by Consultation?	Regional needs
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The City of Salem, Planning & Community Development Dept. was contacted to solicit input about regional priorities.
7	Agency/Group/Organization	Lynn Business Partnership
	Agency/Group/Organization Type	Business Leaders Civic Leaders
	What section of the Plan was addressed by Consultation?	Market Analysis Economic Development
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated	Business leaders were contacted to provide input on needs, resources, and priorities for businesses operating within the City. The input of the business community

	outcomes of the consultation or areas for improved coordination?	directly informed the community and economic development strategies described in the Consolidated Plan.
8	Agency/Group/Organization	Lynn Citizen Advisory Board
	Agency/Group/Organization Type	Other government – Local
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Public Housing Needs Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Homelessness Strategy Non-Homeless Special Needs Market Analysis Economic Development Anti-poverty Strategy Lead-based Paint Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Working through the Department of Community Development (DCD) the Citizen Advisory Board (CAB) played an integral part in the consolidated planning process, facilitating citizen participation by citizens in the community development process and consolidated planning process. Working in partnership with the City and LHAND, the CAB served as co-sponsor of the Community Forums and participated in the stakeholder meeting. The CAB was consulted in the development of the needs analysis and in the formation of goals and strategies for the Consolidated Plan.
9	Agency/Group/Organization	Lynn Inspectional Services Dept.
	Agency/Group/Organization Type	Other government – Local
	What section of the Plan was addressed by Consultation?	Economic Development
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	DCD collaborates with the Inspectional Services Department on an on-going basis regarding community development and other issues of concern. City departments were contacted to provide capital budgeting and planning information, including resources and funding for the consolidated plan period.

10	Agency/Group/Organization	Bridgewell
	Agency/Group/Organization Type	Housing Services-homeless
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homelessness Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Bridgewell is part of the Lynn Continuum of Care (CoC) and regularly collaborates with the City, LHAND and other stakeholders on homelessness prevention and other issues of concern to ensure coordination of efforts, where feasible. As part of the consolidated planning process, the organization was contacted to participate in the Community Forums and provide their clients/members with information about the forums and Community Needs Survey for input on the development of the Consolidated Plan. The organization was also contacted to participate in a stakeholder meeting for agencies to provide input on public service needs, resources, priorities and goals. In addition, CoC members were contacted to participate in the Continuum of Care Public Hearing and meeting to provide input on homeless needs, resources and priorities and ESG fund allocations. The CoC participants were directly involved in shaping the homelessness and homelessness prevention strategies described in the Consolidated Plan.
11	Agency/Group/Organization	Catholic Charities North
	Agency/Group/Organization Type	Services-homeless
	What section of the Plan was addressed by Consultation?	Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Homelessness Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Catholic Charities North is part of the Lynn Continuum of Care (CoC) and regularly collaborates with the City, LHAND and other stakeholders on homelessness prevention and other issues of concern to ensure coordination of efforts, where feasible. As part of the consolidated planning process, the organization was contacted to participate in the Community Forums and

		<p>provide their clients/members with information about the forums and Community Needs Survey for input on the development of the Consolidated Plan. The organization was also contacted to participate in a stakeholder meeting for agencies to provide input on public service needs, resources, priorities and goals. In addition, CoC members were contacted to participate in the Continuum of Care Public Hearing and meeting to provide input on homeless needs, resources and priorities and ESG fund allocations. The CoC participants were directly involved in shaping the homelessness and homelessness prevention strategies described in the Consolidated Plan.</p>
12	Agency/Group/Organization	Eliot Community Human Services
	Agency/Group/Organization Type	<p>Housing Services-Persons with Disabilities Services-homeless Services-Health Health Agency</p>
	What section of the Plan was addressed by Consultation?	<p>Housing Need Assessment Homelessness Strategy Non-Homeless Special Needs</p>
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	<p>Eliot Community Human Services is part of the Lynn Continuum of Care (CoC) and regularly collaborates with the City, LHAND and other stakeholders on homelessness prevention and other issues of concern to ensure coordination of efforts, where feasible. As part of the consolidated planning process, the organization was contacted to participate in the Community Forums and provide their clients/members with information about the forums and Community Needs Survey for input on the development of the Consolidated Plan. The organization was also contacted to participate in a stakeholder meeting for agencies to provide input on public service needs, resources, priorities and goals. In addition, CoC members were contacted to participate in the Continuum of Care Public Hearing and meeting to provide input on homeless needs, resources and priorities and ESG fund allocations. The CoC participants were directly involved in shaping the</p>

		homelessness and homelessness prevention strategies described in the Consolidated Plan.
13	Agency/Group/Organization	Greater Lynn Senior Services
	Agency/Group/Organization Type	Services-Elderly Persons Services-homeless
	What section of the Plan was addressed by Consultation?	Homelessness Strategy Non-Homeless Special Needs
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Greater Lynn Senior Services, Inc. is part of the Lynn Continuum of Care (CoC) and regularly collaborates with the City, LHAND and other stakeholders on homelessness prevention and other issues of concern to ensure coordination of efforts, where feasible. As part of the consolidated planning process, the organization was contacted to participate in the Community Forums and provide their clients/members with information about the forums and Community Needs Survey for input on the development of the Consolidated Plan. The organization was also contacted to participate in a stakeholder meeting for agencies to provide input on public service needs, resources, priorities and goals and to provide input on housing needs, priorities, and strategies through participation in a focus group/interview. Information from stakeholders participating in this process was used in the development of the housing market analysis and housing strategy. In addition, CoC members were contacted to participate in the Continuum of Care Public Hearing and meeting to provide input on homeless needs, resources and priorities and ESG fund allocations. The CoC participants were directly involved in shaping the homelessness and homelessness prevention strategies described in the Consolidated Plan.
14	Agency/Group/Organization	The Haven Project
	Agency/Group/Organization Type	Services-Victims of Domestic Violence Services-homeless
	What section of the Plan was addressed by Consultation?	Homeless Needs - Families with children Homelessness Strategy Non-Homeless Special Needs

	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The Haven Project is part of the Lynn Continuum of Care (CoC) and regularly collaborates with the City, LHAND and other stakeholders on homelessness prevention and other issues of concern to ensure coordination of efforts, where feasible. As part of the consolidated planning process, the organization was contacted to participate in the Community Forums and provide their clients/members with information about the forums and Community Needs Survey for input on the development of the Consolidated Plan. The organization was also contacted to participate in a stakeholder meeting for agencies to provide input on public service needs, resources, priorities and goals. In addition, CoC members were contacted to participate in the Continuum of Care Public Hearing and meeting to provide input on homeless needs, resources and priorities and ESG fund allocations. The CoC participants were directly involved in shaping the homelessness and homelessness prevention strategies described in the Consolidated Plan.
15	Agency/Group/Organization	Healing Abuse Working for Change
	Agency/Group/Organization Type	Services-Victims of Domestic Violence
	What section of the Plan was addressed by Consultation?	Homeless Needs - Families with children Non-Homeless Special Needs
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	On an on-going basis, Healing Abuse Working for Change (HAWC) collaborates with the City, LHAND, and other stakeholders on housing, supportive services, community development and other issues of concern. As part of the consolidated planning process, the organization was contacted to participate in the Community Forums and provide their clients/members with information about the forums and Community Needs Survey for input on the development of the Consolidated Plan. In addition, the organization was contacted to participate in a stakeholder meeting for agencies to provide input on public service needs, resources, priorities and goals. Information provided by all stakeholders was used in the development of the needs analysis and market analysis and in the formation of goals and strategies for the Consolidated Plan.

16	Agency/Group/Organization	Lynn Area Chamber of Commerce
	Agency/Group/Organization Type	Business Leaders Civic Leaders
	What section of the Plan was addressed by Consultation?	Market Analysis Economic Development
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	As part of the consolidated planning process, the organization was contacted to participate in the Community Forums and provide their members with information about the forums and Community Needs Survey for input on the development of the Consolidated Plan. In addition, the organization was contacted to participate in a stakeholder meeting for agencies to provide input on public service needs, resources, priorities and goals. Information provided by all stakeholders was used in the development of needs analysis and market analysis and in the formation of goals and strategies for the Consolidated Plan. Members of the Lynn Area Chamber of Commerce participated in a virtual meeting to provide input on the needs, resources, and priorities for economic development in the City.
17	Agency/Group/Organization	Lynn Community Health Center
	Agency/Group/Organization Type	Services-homeless Services-Health Services-Education Health Agency Services - Minorities and Immigrant Populations
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homelessness Strategy Economic Development Anti-poverty Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The Lynn Community Health Center is part of the Lynn Continuum of Care (CoC) and regularly collaborates with the City, LHAND and other stakeholders on homelessness prevention and other issues of concern to ensure coordination of efforts, where feasible. As part of the consolidated planning process, the organization was contacted to participate in the Community Forums and provide their clients/members with information

		<p>about the forums and Community Needs Survey for input on the development of the Consolidated Plan. The organization was also contacted to participate in a stakeholder meeting for agencies to provide input on public service needs, resources, priorities and goals. In addition, CoC members were contacted to participate in the Continuum of Care Public Hearing and meeting to provide input on homeless needs, resources and priorities and ESG fund allocations. The CoC participants were directly involved in shaping the homelessness and homelessness prevention strategies described in the Consolidated Plan.</p>
18	Agency/Group/Organization	Lynn Police Department
	Agency/Group/Organization Type	<p>Services-Persons with Disabilities Services-Victims of Domestic Violence Services-homeless Other government - Local</p>
	What section of the Plan was addressed by Consultation?	<p>Homelessness Strategy Non-Homeless Special Needs</p>
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	<p>DCD collaborates with the Police Department on an on-going basis regarding community development, public safety and other issues of concern. City departments were contacted to provide capital budgeting and planning information, including resources and funding for the consolidated plan period.</p>
19	Agency/Group/Organization	Lynn School Department
	Agency/Group/Organization Type	Services-Education
	What section of the Plan was addressed by Consultation?	<p>Non-Homeless Special Needs Market Analysis Anti-poverty Strategy</p>
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	<p>DCD collaborates with the Lynn School Department on an on-going basis regarding community development, education and other issues of concern. As part of the consolidated planning process, the organization was contacted to participate in the Community Forums and provide their clients/members with information about the forums and Community Needs Survey for input on the development of the Consolidated Plan. In addition, the organization was contacted to participate in a</p>

		stakeholder meeting for agencies to provide input on public service needs, resources, priorities and goals. The input provided by the organization informed the needs analysis and goals and strategies described in the Consolidated Plan. The Lynn School Dept. is part of the Lynn Continuum of Care (CoC) and regularly collaborates with the City, LHAND and other stakeholders on homelessness prevention and other issues of concern to ensure coordination of efforts, where feasible.
20	Agency/Group/Organization	Cornerstone Wellness Center
	Agency/Group/Organization Type	Services-Persons with HIV/AIDS
	What section of the Plan was addressed by Consultation?	Homelessness Strategy Non-Homeless Special Needs
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	On an on-going basis, the Cornerstone Wellness Center collaborates with the City, LHAND, and other stakeholders on housing, supportive services, community development and other issues of concern. As part of the consolidated planning process, the organization was contacted to participate in the Community Forums and provide their clients/members with information about the forums and Community Needs Survey for input on the development of the Consolidated Plan. In addition, the organization was contacted to participate in a stakeholder meeting for agencies to provide input on public service needs, resources, priorities and goals.
21	Agency/Group/Organization	Children's Law Center of MA
	Agency/Group/Organization Type	Child Welfare Agency
	What section of the Plan was addressed by Consultation?	Anti-poverty Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	On an on-going basis, the Children's Law Center of MA collaborates with the City, LHAND, and other stakeholders on housing, supportive services, community development and other issues of concern. As part of the consolidated planning process, the organization was contacted to participate in the Community Forums and provide their clients/members with information about the forums and Community

		Needs Survey for input on the development of the Consolidated Plan. In addition, the organization was contacted to participate in a stakeholder meeting for agencies to provide input on public service needs, resources, priorities and goals.
22	Agency/Group/Organization	Lynn Community Association, Inc.
	Agency/Group/Organization Type	Civic Leaders
	What section of the Plan was addressed by Consultation?	Economic Development Anti-poverty Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	On an on-going basis, the Lynn Community Association, Inc. collaborates with the City, LHAND, and other stakeholders on housing, supportive services, community development and other issues of concern. As part of the consolidated planning process, the organization was contacted to participate in the Community Forums and provide their clients/members with information about the forums and Community Needs Survey for input on the development of the Consolidated Plan. In addition, the organization was contacted to participate in a stakeholder meeting for agencies to provide input on public service needs, resources, priorities and goals.
23	Agency/Group/Organization	Lynn Community Connections Coalition
	Agency/Group/Organization Type	Services-Children Services-Education Services - Families
	What section of the Plan was addressed by Consultation?	Market Analysis Anti-poverty Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	On an on-going basis, the Lynn Community Connections Coalition, a member of the Lynn Continuum of Care (CoC), collaborates with the City, LHAND, and other stakeholders on housing, supportive services, community development and other issues of concern. As part of the consolidated planning process, the organization was contacted to participate in the Community Forums and provide their clients/members with information about the forums and Community Needs Survey for input on the development of the Consolidated Plan. In addition, the organization was

		<p>contacted to participate in a stakeholder meeting for agencies to provide input on public service needs, resources, priorities and goals. Information provided by all stakeholders was used in the development of the needs analysis and market analysis and in the formation of goals and strategies for the Consolidated Plan. The CoC participants were directly involved in shaping the homelessness and homelessness prevention strategies described in the Consolidated Plan.</p>
24	Agency/Group/Organization	Commonwealth of MA, Dept. of Mental Health, Lynn Site Office
	Agency/Group/Organization Type	<p>Services-Persons with Disabilities Services-homeless Health Agency Publicly Funded Institution/System of Care</p>
	What section of the Plan was addressed by Consultation?	<p>Housing Need Assessment Homelessness Strategy Non-Homeless Special Needs</p>
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	<p>The MA Department of Mental Health is part of the Lynn Continuum of Care (CoC) and regularly collaborates with the City, LHAND and other stakeholders on homelessness prevention and other issues of concern to ensure coordination of efforts, where feasible. As part of the consolidated planning process, the organization was contacted to participate in the Community Forums and provide their clients/members with information about the forums and Community Needs Survey for input on the development of the Consolidated Plan. The organization was also contacted to participate in a stakeholder meeting for agencies to provide input on public service needs, resources, priorities and goals. In addition, CoC members were contacted to participate in the Continuum of Care Public Hearing and meeting to provide input on homeless needs, resources and priorities and ESG fund allocations. The CoC participants were directly involved in shaping the homelessness and homelessness prevention strategies described in the Consolidated Plan.</p>

25	Agency/Group/Organization	Lynn Department of Public Health
	Agency/Group/Organization Type	Services-Health Health Agency Other government - Local
	What section of the Plan was addressed by Consultation?	Non-Homeless Special Needs Lead-based Paint Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The Department of Community Development (DCD) collaborates with the City Department of Public Health on an on-going basis regarding community development and other issues of concern. City departments were contacted to provide capital budgeting and planning information, including resources and funding for the consolidated plan period. In addition, as part of the consolidated planning process, the organization was contacted to participate in the Community Forums and provide their clients/members with information about the forums and Community Needs Survey for input on the development of the Consolidated Plan. The organization was also contacted to participate in a stakeholder meeting for agencies to provide input on public service needs, resources, priorities and goals. Information provided by the department informed the community and economic development strategies described in the Consolidated Plan.
26	Agency/Group/Organization	Northeast Justice Center
	Agency/Group/Organization Type	Services-homeless Service-Fair Housing
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Homelessness Strategy Market Analysis
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The Northeast Justice Center, which is an affiliate of Northeast Legal Aid, is part of the Lynn Continuum of Care (CoC) and regularly collaborates with the City, LHAND and other stakeholders on homelessness prevention and other issues of concern to ensure

		<p>coordination of efforts, where feasible. As part of the consolidated planning process, the organization was contacted to participate in the Community Forums and provide their clients/members with information about the forums and Community Needs Survey for input on the development of the Consolidated Plan. The organization was also contacted to participate in a stakeholder meeting for agencies to provide input on public service needs, resources, priorities and goals. In addition, CoC members were contacted to participate in the Continuum of Care Public Hearing and meeting to provide input on homeless needs, resources and priorities and ESG fund allocations. The CoC participants were directly involved in shaping the homelessness and homelessness prevention strategies described in the Consolidated Plan.</p>
27	Agency/Group/Organization	Lynn YMCA
	Agency/Group/Organization Type	Services-homeless Service-Fair Housing
	What section of the Plan was addressed by Consultation?	<p>Housing Need Assessment Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Homelessness Strategy Market Analysis</p>
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	<p>The Lynn YMCA collaborates with the City, LHAND and other stakeholders on homelessness prevention and other issues of concern to ensure coordination of efforts, where feasible. As part of the consolidated planning process, the organization was contacted to participate in the Community Forums and provide their clients/members with information about the forums and Community Needs Survey for input on the development of the Consolidated Plan. The organization was also contacted to participate in a stakeholder meeting for agencies to provide input on public service needs, resources, priorities and goals. Information from stakeholders participating in this process was used in the development of the housing</p>

		market analysis and housing strategy.
28	Agency/Group/Organization	Lynn Museum
	Agency/Group/Organization Type	Cultural Organization
	What section of the Plan was addressed by Consultation?	Economic Development
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The Lynn Museum collaborates with the City, LHAND, and other stakeholders on community development and other issues of concern. As part of the consolidated planning process, the organization was contacted to participate in the Community Forums and provide their clients/members with information about the forums and Community Needs Survey for input on the development of the Consolidated Plan. In addition, the organization was contacted to participate in a stakeholder meeting for agencies to provide input on public service needs, resources, priorities and goals.
29	Agency/Group/Organization	Lynn Home for Women
	Agency/Group/Organization Type	Housing Services-homeless
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homelessness Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The Lynn Home for Women regularly collaborates with the City, LHAND and other stakeholders on homelessness prevention and other issues of concern to ensure coordination of efforts, where feasible. As part of the consolidated planning process, the organization was contacted to participate in the Community Forums and provide their clients/members with information about the forums and Community Needs Survey for input on the development of the Consolidated Plan. The organization was also contacted to participate in a stakeholder meeting for agencies to provide input on public service needs, resources, priorities and goals. Information from stakeholders participating in this process was used in the development of the housing market analysis and housing strategy.
30	Agency/Group/Organization	Metropolitan Area Planning Council
	Agency/Group/Organization Type	Regional organization

		Planning organization
	What section of the Plan was addressed by Consultation?	Market Analysis
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The City conducts consultations with the regional planning organization on an on-going basis and participates in and reviews its planning studies and reports. Information provided by the organization, including Housing Lynn: A Plan for Inclusive Growth, which was developed with the active participation of LHAND and other local stakeholders, was used in the development of the needs analysis and market analysis and in the formation of goals and strategies for the Consolidated Plan.
31	Agency/Group/Organization	My Brothers Table
	Agency/Group/Organization Type	Services-homeless Food
	What section of the Plan was addressed by Consultation?	Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Homelessness Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	My Brothers Table is part of the Lynn Continuum of Care (CoC) and regularly collaborates with the City, LHAND and other stakeholders on homelessness prevention and other issues of concern to ensure coordination of efforts, where feasible. As part of the consolidated planning process, the organization was contacted to participate in the Community Forums and provide their clients/members with information about the forums and Community Needs Survey for input on the development of the Consolidated Plan. The organization was also contacted to participate in a stakeholder meeting for agencies to provide input on public service needs, resources, priorities and goals. In addition, CoC members were contacted to participate in the Continuum of Care Public Hearing and meeting to provide input on homeless needs, resources and priorities and ESG fund allocations. The CoC participants were directly involved in shaping the

		homelessness and homelessness prevention strategies described in the Consolidated Plan.
32	Agency/Group/Organization	North Shore Community College
	Agency/Group/Organization Type	Services-Education
	What section of the Plan was addressed by Consultation?	Economic Development Anti-poverty Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	On an on-going basis, North Shore Community College collaborates with the City, LHAND, and other stakeholders on housing, education, supportive services, community development and other issues of concern. As part of the consolidated planning process, the organization was contacted to participate in the Community Forums and provide their clients/members with information about the forums and Community Needs Survey for input on the development of the Consolidated Plan. In addition, the organization was contacted to participate in a stakeholder meeting for agencies to provide input on public service needs, resources, priorities and goals
33	Agency/Group/Organization	North Shore Workforce Investment Board
	Agency/Group/Organization Type	Services-Employment
	What section of the Plan was addressed by Consultation?	Market Analysis Economic Development Anti-poverty Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The City conducts consultations with the North Shore Workforce Investment Board (WIB) on an on-going basis and reviews its planning studies and reports. Information provided by the organization was used in the development of the needs analysis and market analysis and in the formation of goals and strategies for the Consolidated Plan.
34	Agency/Group/Organization	Pathways, Inc.
	Agency/Group/Organization Type	Services-Education
	What section of the Plan was addressed by Consultation?	Market Analysis Anti-poverty Strategy
	Briefly describe how the Agency/Group/Organization was	On an on-going basis, Pathways collaborates with the City, LHAND, and other stakeholders on housing,

	consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	supportive services, community development and other issues of concern. As part of the consolidated planning process, the organization was contacted to participate in the Community Forums and provide their clients/members with information about the forums and Community Needs Survey for input on the development of the Consolidated Plan. In addition, the organization was contacted to participate in a stakeholder meeting for agencies to provide input on public service needs, resources, priorities and goals.
35	Agency/Group/Organization	New American Association of Massachusetts
	Agency/Group/Organization Type	Services-Education Services - Minorities and Immigrant Populations
	What section of the Plan was addressed by Consultation?	Market Analysis Anti-poverty Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	With its mission of assisting newly arriving refugees and immigrants with integration into American society, promoting economic stability, building bridges with the larger community, and fostering the maintenance of refugee and immigrant cultural identities, the New American Association of Massachusetts (NAAM) collaborates with the City, LHAND, and other stakeholders on housing, supportive services, community development and other issues of concern. As part of the consolidated planning process, the organization was contacted to participate in the Community Forums and provide their clients/members with information about the forums and Community Needs Survey for input on the development of the Consolidated Plan. In addition, the organization was contacted to participate in a stakeholder meeting for agencies to provide input on public service needs, resources, priorities and goals.
36	Agency/Group/Organization	St. Stephen's Episcopal Church
	Agency/Group/Organization Type	Services - Housing Services-Education
	What section of the Plan was addressed by Consultation?	Market Analysis Anti-poverty Strategy
	Briefly describe how the	On an on-going basis, St. Stephens Episcopal Church

	Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	collaborates with the City, LHAND, and other stakeholders on housing, supportive services, community development and other issues of concern. As part of the consolidated planning process, the organization was contacted to participate in the Community Forums and provide their clients/members with information about the forums and Community Needs Survey for input on the development of the Consolidated Plan. In addition, the organization was contacted to participate in a stakeholder meeting for agencies to provide input on public service needs, resources, priorities and goals.
37	Agency/Group/Organization	Town of Swampscott, Planning Dept.
	Agency/Group/Organization Type	Other government - Local Planning organization
	What section of the Plan was addressed by Consultation?	Market Analysis
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The Town of Swampscott, Planning Department was contacted to solicit input about regional priorities.
38	Agency/Group/Organization	Gregg Neighborhood House
	Agency/Group/Organization Type	Services-Children
	What section of the Plan was addressed by Consultation?	Anti-poverty Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	On an on-going basis, the Gregg Neighborhood House collaborates with the City, LHAND, and other stakeholders on housing, supportive services, community development and other issues of concern. As part of the consolidated planning process, the organization was contacted to participate in the Community Forums and provide their clients/members with information about the forums and Community Needs Survey for input on the development of the Consolidated Plan. In addition, the organization was contacted to participate in a stakeholder meeting for agencies to provide input on public service needs, resources, priorities and goals.

39	Agency/Group/Organization	Lynn Mayor's Office
	Agency/Group/Organization Type	Other government - Local
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Market Analysis Economic Development Anti-poverty Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	As the City Chief Executive Officer, the Mayor provides leadership and collaborates with DCD, LHAND, and other stakeholders on housing, supportive services, community development and other issues of concern. The Mayor was consulted throughout the consolidated planning process.
40	Agency/Group/Organization	Arts After Hours
	Agency/Group/Organization Type	Civic Leaders
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Market Analysis Economic Development
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	As part of the consolidated planning process, Arts After Hours, a neighborhood organization in Lynn, was contacted to participate in the Community Forums and provide their clients/members with information about the forums and Community Needs Survey for input on the development of the Consolidated Plan. In addition, the organization was contacted to participate in a stakeholder meeting for agencies to provide input on public service needs, resources, priorities and goals.
41	Agency/Group/Organization	Lynn Veterans Services
	Agency/Group/Organization Type	Other government - Local
	What section of the Plan was addressed by Consultation?	Homelessness Needs - Veterans Non-Homeless Special Needs
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Lynn Veterans Services is part of the Lynn Continuum of Care (CoC) and regularly collaborates with the City, LHAND and other stakeholders on homelessness prevention and other issues of concern to ensure coordination of efforts, where feasible. As part of the consolidated planning process, the organization was contacted to participate in the Community Forums and

		provide their clients/members with information about the forums and Community Needs Survey for input on the development of the Consolidated Plan. The organization was also contacted to participate in a stakeholder meeting for agencies to provide input on public service needs, resources, priorities and goals. In addition, CoC members were contacted to participate in the Continuum of Care Public Hearing and meeting to provide input on homeless needs, resources and priorities and ESG fund allocations. The CoC participants were directly involved in shaping the homelessness and homelessness prevention strategies described in the Consolidated Plan.
42	Agency/Group/Organization	Family and Children's Service of Greater Lynn
	Agency/Group/Organization Type	Child Welfare Agency
	What section of the Plan was addressed by Consultation?	Anti-poverty Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	On an on-going basis, the Family and Children's Services of Greater Lynn collaborates with the City, LHAND, and other stakeholders on housing, supportive services, community development and other issues of concern. As part of the consolidated planning process, the organization was contacted to participate in the Community Forums and provide their clients/members with information about the forums and Community Needs Survey for input on the development of the Consolidated Plan. In addition, the organization was contacted to participate in a stakeholder meeting for agencies to provide input on public service needs, resources, priorities and goals.
43	Agency/Group/Organization	Massachusetts Coalition for the Homeless
	Agency/Group/Organization Type	Services-homeless
	What section of the Plan was addressed by Consultation?	Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Homelessness Strategy
	Briefly describe how the Agency/Group/Organization was	Massachusetts Coalition for the Homeless is part of the Lynn CoC and regularly collaborates with the City,

	consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	LHAND and other stakeholders on homelessness prevention and other issues of concern to ensure coordination of efforts, where feasible. The organization was contacted to participate in the Community Forums and provide their clients/members with information about the forums and Community Needs Survey for input on the development of the Consolidated Plan. The organization was also contacted to participate in a stakeholder meeting for agencies to provide input on public service needs, resources, priorities and goals. In addition, Lynn CoC members were contacted to participate in the Lynn CoC Public Hearing and meeting to provide input on homeless needs, resources and priorities and ESG fund allocations. The CoC participants were directly involved in shaping the homelessness and homelessness prevention strategies described in the Consolidated Plan.
44	Agency/Group/Organization	Amirah Inc.
	Agency/Group/Organization Type	Services-Victims of Domestic Violence
	What section of the Plan was addressed by Consultation?	Homeless Needs - Families with children Homelessness Strategy Non-Homeless Special Needs
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	As an agency that provides aftercare, resources, and opportunities to women who have survived different forms of sexual exploitation, sex trafficking, and prostitution, Amirah is part of the Lynn Continuum of Care (CoC) and regularly collaborates with the City, LHAND and other stakeholders on homelessness prevention and other issues of concern to ensure coordination of efforts, where feasible. As part of the consolidated planning process, the organization was contacted to participate in the Community Forums and provide their clients/members with information about the forums and Community Needs Survey for input on the development of the Consolidated Plan. In addition, the organization was contacted to participate in a stakeholder meeting for agencies to provide input on public service needs, resources, priorities and goals. CoC members are contacted to participate in the Continuum of Care meetings to provide input on homeless needs,

		resources and priorities and ESG fund allocations. The CoC participants were directly involved in shaping the homelessness and homelessness prevention strategies described in the Consolidated Plan. Information provided by all stakeholders was used in the development of the needs analysis and market analysis and in the formation of goals and strategies for the Consolidated Plan.
45	Agency/Group/Organization	Soldier On
	Agency/Group/Organization Type	Services-homeless
	What section of the Plan was addressed by Consultation?	Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	As an organization committed to ending veteran homelessness, Soldier On is part of the Lynn Continuum of Care (CoC), which collaborates with the City, LHAND and other stakeholders on homelessness prevention and other issues of concern to ensure coordination of efforts, where feasible. CoC members are contacted to participate in the Continuum of Care meetings to provide input on homeless needs, resources and priorities and ESG fund allocations. As part of the consolidated planning process, the organization was contacted to participate in the Community Forums and provide their clients/members with information about the forums and Community Needs Survey for input on the development of the Consolidated Plan. In addition, the organization was contacted to participate in a stakeholder meeting for agencies to provide input on public service needs, resources, priorities and goals. The CoC participants were directly involved in shaping the homelessness and homelessness prevention strategies described in the Consolidated Plan. Information provided by all stakeholders was used in the development of the needs analysis and market analysis and in the formation of goals and strategies for the Consolidated Plan.

46	Agency/Group/Organization	MassHire North Shore Career Center
	Agency/Group/Organization Type	Services-Education Services-Employment
	What section of the Plan was addressed by Consultation?	Market Analysis Economic Development Anti-poverty Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	On an on-going basis, MassHire/North Shore Career Center collaborates with the City, LHAND, and other stakeholders on community development and other issues of concern. MassHire/North Shore Career Center provides area businesses and job seekers with candidate sourcing assistance, job search, and skills training assistance and is part of the Lynn Continuum of Care (CoC). CoC members are contacted to participate in the Continuum of Care meetings to provide input on homeless needs, resources and priorities and ESG fund allocations. As part of the consolidated planning process, the organization was contacted to participate in the Community Forums and provide their clients/members with information about the forums and Community Needs Survey for input on the development of the Consolidated Plan. In addition, the organization was contacted to participate in a stakeholder meeting for agencies to provide input on public service needs, resources, priorities and goals.
47	Agency/Group/Organization	Centerboard, Inc.
	Agency/Group/Organization Type	Services - Housing Services-Education Services-Employment
	What section of the Plan was addressed by Consultation?	Market Analysis Economic Development Anti-poverty Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Centerboard provides support for families and young people through housing, access to employment, education and financial empowerment and is invested in the creative economy of Lynn by spearheading public art projects. The agency is also part of the Lynn Continuum of Care (CoC). CoC members are contacted to participate in the Continuum of Care meetings to

		provide input on homeless needs, resources and priorities and ESG fund allocations. On an on-going basis, Centerboard collaborates with the City, LHAND, and other stakeholders on homelessness, housing, supportive services, community development and other issues of concern. As part of the consolidated planning process, the organization was contacted to participate in the Community Forums and provide their clients/members with information about the forums and Community Needs Survey for input on the development of the Consolidated Plan. In addition, the organization was contacted to participate in a stakeholder meeting for agencies to provide input on public service needs, resources, priorities and goals.
48	Agency/Group/Organization	Justice Resource Institute
	Agency/Group/Organization Type	Services-Children Services-homeless Services-Health Services-Education Health Agency
	What section of the Plan was addressed by Consultation?	Homelessness Strategy Non-Homeless Special Needs Anti-poverty Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	JRI is part of the Lynn Continuum of Care (CoC) and regularly collaborates with the City, LHAND and other stakeholders on homelessness prevention and other issues of concern to ensure coordination of efforts, where feasible. As part of the consolidated planning process, the organization was contacted to participate in the Community Forums and provide their clients/members with information about the forums and Community Needs Survey for input on the development of the Consolidated Plan. The organization was also contacted to participate in a stakeholder meeting for agencies to provide input on public service needs, resources, priorities and goals. In addition, CoC members participate in the Continuum of Care meetings to provide input on homeless needs, resources and priorities and ESG fund allocations. The CoC participants were directly involved in shaping the homelessness and

		homelessness prevention strategies described in the Consolidated Plan.
49	Agency/Group/Organization	United Way of Mass Bay & Merrimack Valley
	Agency/Group/Organization Type	Services-homeless Services-Education Services-Employment
	What section of the Plan was addressed by Consultation?	Market Analysis Economic Development Anti-poverty Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The United Way, a member of the Lynn Continuum of Care (CoC), provides support for families and young people by helping them achieve financial opportunity and educational success. On an on-going basis, the United Way collaborates with the City, LHAND, and other stakeholders on homelessness, housing, supportive services, community development and other issues of concern. As part of the consolidated planning process, the organization was contacted to participate in the Community Forums and provide their clients/members with information about the forums and Community Needs Survey for input on the development of the Consolidated Plan. In addition, the organization was contacted to participate in a stakeholder meeting for agencies to provide input on public service needs, resources, priorities and goals.
50	Agency/Group/Organization	New England Center for Homeless Veterans (NECHV)
	Agency/Group/Organization Type	Services-homeless
	What section of the Plan was addressed by Consultation?	Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	As a service and care provider for former military service men and women, the NECHV offers a broad array of programs and services that enable success, reintegration, meaningful employment and independent living to Veterans who are facing or at-risk of homelessness. NECHV is part of the Lynn Continuum of Care (CoC), which collaborates with the City, LHAND and other stakeholders on homelessness prevention

		and other issues of concern to ensure coordination of efforts, where feasible. CoC members are contacted to participate in the Continuum of Care meetings to provide input on homeless needs, resources and priorities and ESG fund allocations. As part of the consolidated planning process, the organization was contacted to participate in the Community Forums and provide their clients/members with information about the forums and Community Needs Survey for input on the development of the Consolidated Plan. In addition, the organization was contacted to participate in a stakeholder meeting for agencies to provide input on public service needs, resources, priorities and goals. The CoC participants were directly involved in shaping the homelessness and homelessness prevention strategies described in the Consolidated Plan.
51	Agency/Group/Organization	Leading through Empowering Opportunities Inc. (LEO)
	Agency/Group/Organization Type	Services-Children Services-homeless Services-Education
	What section of the Plan was addressed by Consultation?	Homelessness Strategy Non-Homeless Special Needs Anti-poverty Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	LEO is part of the Lynn Continuum of Care (CoC) and regularly collaborates with the City, LHAND and other stakeholders on homelessness prevention and other issues of concern to ensure coordination of efforts, where feasible. As part of the consolidated planning process, the organization was contacted to participate in the Community Forums and provide their clients/members with information about the forums and Community Needs Survey for input on the development of the Consolidated Plan. The organization was also contacted to participate in a stakeholder meeting for agencies to provide input on public service needs, resources, priorities and goals. In addition, CoC members participate in the Continuum of Care meetings to provide input on homeless needs, resources and priorities and ESG fund allocations. The CoC participants were directly involved in shaping the homelessness and

		homelessness prevention strategies described in the Consolidated Plan.
52	Agency/Group/Organization	Lynn Economic Development & Industrial Corp. (EDIC)
	Agency/Group/Organization Type	Housing Planning organization
	What section of the Plan was addressed by Consultation?	Market Analysis Economic Development Hazard Mitigation/Resiliency
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The City conducts consultations with EDIC on an on-going basis and reviews its planning studies and reports. Information provided by the organization was used in the development of the needs analysis and market analysis and in the formation of goals and strategies for the Consolidated Plan. In 2016, Lynn EDIC sponsored the Lynn Coastal Resilience study completed by Weston & Sampson and funded by the Massachusetts Office of Coastal Zone Management (OCZM). Representatives of EDIC, OCZM, the Saugus River Watershed Council and others participated in a working group to develop the study. The purpose of the study was to evaluate sea level rise and coastal flooding that could occur under future climate change predictions, and to identify ways that Lynn can plan to adapt to these changes to improve resiliency. The study presents engineering and programmatic approaches that Lynn could implement to adapt to predicted inundation from sea level rise and storm surge including retrofitting existing municipal infrastructure and improvements to coastal protection.
53	Agency/Group/Organization	Beyond Walls
	Agency/Group/Organization Type	Services-Children Civic Leaders
	What section of the Plan was addressed by Consultation?	Market Analysis Economic Development
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	As part of the consolidated planning process, Beyond Walls, a neighborhood organization in Lynn, was contacted to participate in the Community Forums and provide their clients/members with information about the forums and Community Needs Survey for input on the development of the Consolidated Plan. In addition,

		the organization was contacted to participate in a stakeholder meeting for agencies to provide input on public service needs, resources, priorities and goals.
54	Agency/Group/Organization	Lynn Youth Street Outreach Advocacy
	Agency/Group/Organization Type	Services-Children Services-homeless Services-Employment
	What section of the Plan was addressed by Consultation?	Homeless Needs - Families with children Homelessness Needs - Unaccompanied youth Homelessness Strategy Non-Homeless Special Needs
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The Lynn Youth Street Outreach Advocacy (LYSOA) is part of the Lynn Continuum of Care (CoC) and regularly collaborates with the City, LHAND and other stakeholders on homelessness prevention and other issues of concern to ensure coordination of efforts, where feasible. As part of the consolidated planning process, the organization was contacted to participate in the Community Forums and provide their clients/members with information about the forums and Community Needs Survey for input on the development of the Consolidated Plan. The organization was also contacted to participate in a stakeholder meeting for agencies to provide input on public service needs, resources, priorities and goals. In addition, CoC members were contacted to participate in the Continuum of Care Public Hearing and meeting to provide input on homeless needs, resources and priorities and ESG fund allocations. The CoC participants were directly involved in shaping the homelessness and homelessness prevention strategies described in the Consolidated Plan.
55	Agency/Group/Organization	Massachusetts Office of Coastal Zone Management
	Agency/Group/Organization Type	Agency - Managing Flood Prone Areas Other government - State
	What section of the Plan was addressed by Consultation?	Other: Hazard Mitigation/Resiliency
	How was the Agency/Group/Organization consulted	In 2016, the Massachusetts Office of Coastal Zone Management (OCZM) funded the Lynn Coastal

	and what are the anticipated outcomes of the consultation or areas for improved coordination?	Resilience study undertaken by Lynn EDIC. Representatives of EDIC, OCZM, the Saugus River Watershed Council and others participated in a working group to develop the study. The purpose of the study was to evaluate sea level rise and coastal flooding that could occur under future climate change predictions, and to identify ways that Lynn can plan to adapt to these changes to improve resiliency. The study presents engineering and programmatic approaches that Lynn could implement to adapt to predicted inundation from sea level rise and storm surge including retrofitting existing municipal infrastructure and improvements to coastal protection.
56	Agency/Group/Organization	Pew Research Center
	Agency/Group/Organization Type	Services - Narrowing the Digital Divide Other: Non-profit foundation
	What section of the Plan was addressed by Consultation?	Other: Broadband Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Pew Research Center (PRC) is a national non-profit research organization with a focus on public policy issues including narrowing the digital divide. To assess broadband needs and strategies to increase access to broadband services for low income Lynn residents, the City reviewed reports and studies prepared by PRC and incorporated relevant information into the Consolidated Plan. In addition, the City utilized Census data and research to assess internet provider service, industry competitiveness and community needs.

Identify any Agency Types not consulted and provide rationale for not consulting

The City worked to engage all agency types involved in housing, homelessness, community development and economic development activities in the planning process. The COVID-19 pandemic presented challenges for many organizations and individuals; however, the City conducted broad outreach to agencies throughout the community, inviting them to participate in virtual meetings and community forum and/or to complete an online survey regarding needs and priorities. Over 160 public service agency representatives were invited to participate in an online meeting held in March 2021 to discuss the Consolidated Plan and Annual Plans. To the extent that any agencies did not participate, the City

welcomes their participation in future planning efforts including those related to funding priorities for future Annual Action Plans.

All agencies noted were considered in the development of this Annual Action Plan.

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

Table 3 – Other Local / Regional / Federal Planning Efforts

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
Continuum of Care	Lynn Housing Authority & Neighborhood Development	The Lynn CoC goal to prevent and end homelessness is consistent with the City goals to outreach and provide an array of housing and supportive services to alleviate and prevent homelessness.
PHA 5-Year Plan	Lynn Housing Authority & Neighborhood Development	The LHAND 5-Year Plan outlines the agencies long term goals. Many of the LHAND goals are directly related to the Strategic Plan goals, such as: efficiently and effectively managing public housing programs; identifying and securing federal and state funds to support housing revitalization and resident service programs; implementation of a housing strategy; expansion of affordable housing; and implementing supportive services that promote independent living and economic self-sufficiency.
2021 Housing Lynn: A Plan for Inclusive Growth	Metropolitan Area Planning Council (MAPC)	The City’s goal to create and preserve affordable housing is generally consistent with the vision and goals stated in the “Housing Lynn” report, which was developed with the active involvement of LHAND, community residents and numerous local stakeholders: New housing will meet the needs of Lynn residents and increase the strength and vibrancy of neighborhoods. Housing will enable everyone to thrive in a community that is inclusive to all. The Report identifies housing need and demand, vision and goals, future development considerations and opportunities and provides recommendations to achieve the Lynn housing vision and goals. Information from the plan was used to help shape the Needs Analysis, Market Analysis and Strategic Plan chapters of the Consolidated Plan.
Unified Planning Work Program FFY	Boston Region Metropolitan	The UPWP goals of promoting infrastructure improvements, reducing congestion, improving reliability, creating economic

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
2021	Planning Organization (MPO)	vitality, and protecting environmental sustainability, are all goals that are consistent with the Lynn Strategic Plan. The UPWP was produced by the Boston Region MPO.
2020 Lynn City Summit Summary Report	Metropolitan Area Planning Council (MAPC)	The Lynn City Summit was held in November 2019 to bring community members, advocates, city departments, non-profits, the business community, and residents together for a fruitful discussion on the most pressing issues that are affecting Lynn today. Areas of discussion included transportation, arts and culture, economic development, housing, public safety and education. The report summarizes the strengths and challenges, ideas and topics identified during the summit, which are consistent with the goals of the City Strategic Plan.
City of Lynn Proposed FY 2020-FY2024 Capital Improvement Plan	Edward J. Collins, Jr. Center for Public Management at the University of Massachusetts Boston under contract to the City of Lynn	The City's Five Year Capital Improvement Plan (CIP) prioritizes a variety of goals, including: putting the City on a course toward a stronger financial footing; investing in basic infrastructure needs, such as roads, buildings, and parks/playground; beginning to address the significant space needs at the Lynn Public Schools; and, spurring economic development in downtown and at the waterfront through strategic capital projects. These goals overlap with the Strategic Plan goals of the City. Information from the CIP was used to help shape the Needs Analysis and Strategic Plan chapters of the Consolidated Plan.
Lynn Fire: 5 Year Capital Plan	City of Lynn Fire Department	The 5 Year Capital Plan lists the priorities and needs of the City's Fire Department with respect to apparatus and vehicle replacement and improvements and repairs to facilities. As stated in the Plan, the Department's vision, which overlaps with the Strategic Plan goals of the City, is to train and equip a modern and progressive fire/rescue/EMS department that is thoroughly prepared to meet the challenges of the 21 st century. Information from the Plan was used to help shape the Needs Analysis and Strategic Plan chapters of the Consolidated Plan.
Waterfront Public Safety Building Proposal	City of Lynn Fire Department	The City's Fire Department proposes the development of a Fire Department Public Safety Facility on the waterfront to provide a welcome and comforting public safety presence and plan for public safety needs. The goals of the proposal are consistent with the Lynn Strategic Plan. Information from the proposal was

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
		used to help shape the Needs Analysis and Strategic Plan chapters of the Consolidated Plan.
Racial Equity Municipal Action Plan	Metropolitan Area Planning Council (MAPC)	The program is a collaboration with MAPC partners at the Government Alliance on Race and Equity (GARE) and the Federal Reserve Bank of Boston (FRBB) to provide technical assistance to create racial equity action plans and to take meaningful action to advance racial equity. A key goal of the program is to build racial equity practices by establishing racial equity as a community value, developing shared understanding of key equity concepts, and fostering partnerships within the community to address racial inequity. In concert with the City's Strategic Plan goals, the City, LHAND and other community groups are working to enhance staff and organizational capacity to support racial equity work both internally within municipal government and externally throughout the community.
2020 Lynn Municipal Harbor Plan (MHP)	City of Lynn Economic Development and Industrial Corporation (EDIC)	The 2020 Lynn MHP culminates almost two decades of planning and development efforts to revitalize and diversify the Lynn waterfront, centered around a signature public waterfront park. The MHP envisions a reinvigorated, active waterfront community that is welcoming to a wide range of diverse residents and visitors. The Plan goal of maximizing the development potential of land abutting the Atlantic Ocean along the Lynnway is consistent with the goals of the Strategic Plan. It has the potential to generate hundreds of new construction and/or permanent jobs and substantial new tax revenues, and provides an exciting strategy for future land use including mixed uses (housing, commercial, retail), open space and the development of entirely new City neighborhoods.
Transportation Improvement Program (TIP): 2021-25	Boston Region Metropolitan Planning Organization	The Transportation Improvement Program (TIP) is the five-year rolling capital plan for the 97 cities and towns in the Boston Region Metropolitan Planning Organization (MPO) planning area. The TIP documents all transportation projects receiving federal funding in the region over the next five years. The MPO study supports and allocates multiple projects in and around Lynn that overlap directly with the Consolidated Plan goals to improve transit and quality of life.
2020 Greater	Dukakis Center	Created yearly to identify greater Boston housing needs,

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
Boston Housing Report Card	for Urban and Regional Policy, Northeastern University	impediments to meeting those needs and proposals for attaining them, the goals of the Housing Report Card overlap with the Lynn Strategic Plan to further economic development, create a diverse tax base, and meet the housing needs of residence through continued investment in housing and continued development initiatives.
2019 Waterfront Open Space Master Plan	City of Lynn/ Economic Development and Industrial Corp of Lynn/Dept of Conservation and Recreation	Consistent with the City goals of revitalizing neighborhoods and investing in public facilities and infrastructure, the purpose of the Lynn Waterfront Open Space Master Plan was to locate public parks, plazas, and a continuous promenade along the waterfront, and to provide enforceable Design Guidelines for all public open spaces within the project area. Consistent with the City Strategic Plan goals, the Master Plan vision is to: establish a framework for a vibrant public realm; provide a series of destinations that are connected by parks and promenades; connect downtown and neighborhoods to the waterfront on well-designed city streets; promote development that engages city street edges and promotes public access; provide welcoming and exciting public parks, plazas, and promenades that are inviting to all members of the public; and provide a range of uses to attract a diversity of visitors at different times of day.
2019 Lynn Revised Waterfront Master Plan	City of Lynn Economic Development and Industrial Corporation (EDIC)	The 2019 Revised Waterfront MP builds off the 2019 Waterfront Open Space MP to create a flexible planning framework for how future development can grow on the waterfront while implementing open space goals. The Plan proposed a flexible approach to land use and regulations that can encourage creative mixed-uses to emerge alongside existing industrial areas and facilitate new development at a scale capable of contributing to a connected public realm and waterfront.
Lynn Public Schools District Plan Overview 2019-24	Lynn Public Schools	The Lynn Public Schools Strategic Plan identifies the goal of "Drawing upon the strength of our community, our families, our students, and our partners, Lynn Public Schools commits to fulfilling the intellectual, physical, and social-emotional potential of all of our students. We work together so our students learn to thrive, advance, and impact the greater community and the world". This is consistent with the City's goal to improve educational attainment and promote economic self-sufficiency

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
		among Lynn’s low income populations.
A Toolkit for West Lynn: Neighborhood Planning in the City of Opportunity	City of Lynn in partnership with Massachusetts Institute of Technology Dept. of Urban Studies and Planning	The MIT Toolkit identifies the following three goals, which are consistent with the City’s Strategic Plan goals: to present development strategies that allow Lynn to continue growing, promote inclusivity and celebrate West Lynn’s diversity of experience, background, and talent; harness West Lynn’s full potential through robust economic development strategies that improve the economy while contributing to community health and mobility improvements; and, present strategies to promote climate resiliency through responsible development. The long-term strategies/recommendations presented in the Toolkit include the following: allow dense, mixed-use development on the end of the Western Riverfront; create a Riverfront Overlay District; establish exaction-based flood mitigation; and, create a Transportation Demand Management Plan. Information from the Toolkit was used to help shape the Needs Analysis and Strategic Plan chapters of the Consolidated Plan.
Lynn Business Guide	City of Lynn/EDIC	The Business Guide provides guidance to businesses as they relocate, renovate or expand an existing company, or embark on a new venture. Included in the guide is contact information, business checklist and information on certificates, permits and licensing. The guide supports the City's goal of promoting economic development.
North Shore Workforce Board Strategic Plan 2018-21	North Shore Workforce Board	The NSWB is comprised of over 40 local business, industry, labor, education and training leaders that have statutory authority to fund and promote workforce development initiatives throughout its 19 city and town region, including the City of Lynn, in direct overlap with the City's strategic goals. The board serves as the oversight and policy-making body for federally funded employment and training services in the region. The board also has the broader role of addressing critical labor market issues and developing strategic partnerships with local leaders in economic development, the K-12 and higher education system, government agencies, chambers of commerce, community-based, and labor organizations.
2019 Regional Labor Market	North Shore Workforce	The NSWIB Regional Labor Market Blueprint Update for the Northeast region provides perspectives on where the region is

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
Blueprint Update: NE	Investment Board (NSWIB)	now, how it is doing, and where it wants to go. NSWIB's strategies are consistent with the City's strategic plan goal of promoting economic development.
Destination 2040: Long-Range Transportation Plan	Boston Region Metropolitan Planning Organization	Destination 2040 is the Boston Region Metropolitan Planning Organization (MPO) Long-Range Transportation Plan (LRTP) that will guide decisions about investments in the transportation network to bring the system from its present state towards the MPO vision for the future: A modern, well-maintained transportation system that supports a sustainable, healthy, livable, and economically vibrant region. The Plan identifies reconstruction of Western Avenue, bridge restoration on Route 1A over the Saugus Rive, and the Blue Line Extension to Lynn as major infrastructure focus areas. The goal of addressing these needs and other regional needs impacting Lynn aligns directly with the Consolidated Plan.
Lynn Public Schools Entry Report 2018-2019	Lynn Public Schools	The Lynn Public Schools engaged in a highly collaborative and interactive process to establish an Entry Report addressing the following goals, which are consistent with the Consolidated Plan goals: To determine strengths, challenges, and goals in our schools and supporting departments; To gain deeper insight to the student experience; To determine the nature of the relationships between schools and families and schools and the broader community; To become familiar with policies, protocols, and norms; and, To identify data to inform a long-range strategic plan.
Gateway Cities Economic Snapshot TDI Report 2018	MassDevelopment Transformative Development Initiative (TDI)	The TDI initiative is an integrated, place based approach designed to implement strategic and sustainable revitalization activities in areas within Massachusetts designated as Gateway Cities including Lynn. With the objective of reducing blight and underutilization, increasing district activity, and producing new jobs and prosperity, these goals overlap with the Strategic Plan goals of the City. Participation in the TDI program leverages additional funding for projects found in the Strategic Plan. The Gateway City Economic Snapshot includes data from Lynn on residential and commercial real estate and hyper-local economic and industrial conditions, as well as data from a customized survey undertaken Lynn that examines community perceptions of district business and property owners and the people who

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
		live, work, or play in the district. Each of these methods establishes current economic conditions to provide a baseline for measuring future changes.
Downtown Action Strategy for the City of Lynn	MassDevelopment Transformative Development Initiative (TDI)	The TDI strives to enhance and accelerate redevelopment in key Gateway City districts. The TDI seeks to implement locally initiated, strategic, and catalytic revitalization activities in the Massachusetts Gateway Cities to effect successful redevelopments, which overlaps with the City goal of promoting economic development.
2016 Lynn Open Space and Recreation Plan	Metropolitan Area Planning Council (MAPC)	The primary purpose of this Plan was to identify the open space and recreational resources in the City of Lynn and to produce a consistent policy directive designed to maintain and enhance the park and recreation facilities of the City. Consistent with goal of investing in public facilities and infrastructure, the Lynn Open Space and Recreation Plan outlines a number of goals and objectives for improvements to the open space and recreational resources of the City, Specific to the Strategic Plan, it sets goals to improve security and maintenance at all sites, improve and upgrade existing recreational facilities, improve overall appearance and visual character of the City, determine potential locations for new neighborhood and community wide recreation sites, continue to improve accessibility to existing sites for elderly and disabled users, develop pedestrian oriented circulation between open space and recreation areas.
2016 Lynn Coastal Resiliency Assessment	City of Lynn Economic Development and Industrial Corp (EDIC)	Lynn Economic Development and Industrial Corporation (EDIC) conducted a community based process to assess vulnerability and consider adaptation strategies to future climatic conditions along the Lynn shoreline and Saugus River areas. The overall goal of the project was to improve coastal resilience, which is consistent with the Strategic Plan goals of the City.
Route 1a Lynnway Carroll Parkway Study in Lynn	Boston Region Metropolitan Planning Organization (MPO)	The study analyzes exiting conditions to develop short and long term alternatives that would transform the Lynnway and Carroll Parkway into a pedestrian and bicyclist friendly roadway as well as a transportation corridor that serves all modes of transportation and maintains regional travel capacity. MPO recommendations include improvements to the Lynn Commuter Rail Station, Lynn Shore Drive, the Lynnway and route 129, and

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
		continued study of extending the Blue Line to Lynn. The study goals of transit improvement are consistent with the goals of the Consolidated Plan.
Lynn Housing Study 2016	RKG Associates, Inc. under contract to LHAND	Information from the Housing Market Study was used to help shape the Needs Analysis, Market Analysis and Strategic Plan chapters of the Consolidated Plan.
2015 Economic Development Strategy	RKG Associates, Inc for the City of Lynn Economic Development Industrial Corporation	The goals of the Economic Development Study were to: evaluate market trends and economic indicators; survey major employers and business leaders to gather experiences and needs; and analyze the tax base of the City and land use patterns to identify economic opportunity zones. These goals coincide with the Strategic Plan of the City and its goals of engaging the public and business communities to target economic development activities that serve specific needs of both groups and to help to shape future plans and strategies.
Downtown Lynn Traffic Circulation Study	City of Lynn	In support of the goal of investing in public facilities and infrastructure, the Lynn Traffic Circulation Study was conducted to evaluate existing downtown traffic flow and circulation; develop short-term, low-cost improvements; and evaluate impacts of converting select one-way streets to two-way operation.
A Technical Assistance Panel Report	Urban Land Institute (ULI) Boston/New England, MassDevelopment	The ULI Technical Assistance Panel connected local residents with ULI experts to develop new approaches for redeveloping the downtown area. The goals of the panel were to: encourage private development; increase active uses of downtown; improve connectivity; identify strategic assets; and create a targeted plan of action. All of these are goals of the Strategic Plan.
Build on the Vision for Downtown Lynn	Metropolitan Area Planning Council (MAPC)	The City worked with MAPC on this study, which outlines the community vision, identifies barriers, and makes recommendations for a vibrant, dynamic and economically competitive Downtown. This initiative includes ideas and recommendations that build on the vision of a prosperous and inviting Downtown Lynn, which overlap with the Strategic Plan goals of the City.

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
City of Lynn Arts and Culture Application	Lynn Economic Development and Industrial Corporation	The successful Lynn application to the Massachusetts Cultural Council for the creation of a Cultural District outlines goals that align directly with the Strategic Plan. The plan for the cultural district includes: allocating small business loans to artists and arts businesses; rezoning parts of downtown to encourage artist live/work space; and forming a committee of City officials, the local arts community, and other stakeholders to guide the district. The overarching goal of the plan is economic development that attracts new market rate housing and regional consumer dollars to the benefit of the existing local artist community and the City as a whole.
Market Street Vision Plan	City of Lynn	The goal of the revitalization plan for Market Street and the immediately surrounding section of downtown Lynn is to create a mixed income community to build on the existing assets and ongoing investments of the area. This overlaps with the Strategic Plan goals of economic development and leverage of funds.
Washington Street Gateway District Plan	City of Lynn	The goals of the study, which overlap with the goals of the Strategic Plan, are to: facilitate mixed-use development; increase real estate investment; connect the neighborhood and the waterfront; promote accessibility; replace vacant or underutilized land, low-density development, and incompatible uses; and encourage transit-oriented development.
Lynn High Housing Dev Incentive Prog HD Zone Plan	City of Lynn/ Metropolitan Area Planning Council (MAPC)	The City of Lynn worked with MAPC to apply for the Commonwealth Housing Development Incentive Program and to establish a Housing Development Zone in the Downtown and Waterfront areas, which overlaps with the Strategic Plan goals of the City to create and preserve affordable housing. The Housing Development zone provides market-rate housing developments access to a local real estate tax exemption on the property tax increment, as well as access to state tax credits on rehabilitation expenses. The zone explicitly targets market-rate development for the lowest-income neighborhoods in the City, in part to promote neighborhood stabilization and economic development (in addition to residential development and housing stock diversity). The HD zone plan followed several significant zoning reforms in the application of the City, and the redevelopments in the HD zones are eligible for the HDIP incentives.

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
Lynn Downtown Action Strategy (2016)	City of Lynn/ MassDevelopment	Working with MassDevelopment, and consultants Interface Studio and Nelson\Nygaard, the City drafted the Lynn Downtown Action Strategy, a plan to bring more street activity to a 5-block-by-5-block node around the Lynn MBTA station. The plan largely focused on public art, wayfinding and other signage, programming, complete streets and walkability improvements, improved parks and plazas, and infill development. The infill development strategy catalogued opportunity sites, and suggested mixed-use, commercial, and residential developments for them, which is consistent with the goals of the Strategic Plan.
Community Health Needs Assessment (2016)	NextShift Collaborative	NextShift Collaborative, a planning consultancy, published a Community Health Needs Assessment (CHNA) for Lynn in 2016. Healthcare Worker’s Union 1199-SEIU commissioned the study, which addressed the broad health needs of the community in the context of North Shore Medical Center (NSMC) consolidating services and closing Union Hospital.
Union Hospital Study (2018)	Metropolitan Area Planning Council (MAPC)	In 2019, Partners HealthCare closed Union Hospital in Lynn as part of its consolidation of North Shore Medical Center. The closing of the only hospital in Lynn was contentious in the community. Partners is now building a medical village, offering outpatient and medical professional services on a quarter of the Union Hospital site, and it plans to sell the remainder of the site. In 2018, the City worked with MAPC to conduct a community process and site study to plan for the future of the hospital. The plan proposes that Lynn create new base zoning for a Medical Village district at the site. That proposed district would allow for senior housing at various densities, assisted living, and general office, medical village, and open space uses. The site was purchased, and concept plans include senior living on the front parcel, including units with supportive services, and single-family homes at the rear near Lynn Woods. More than 50% of units would be affordable, with up to 70% restricted for local residents, which is consistent with the Strategic Plan goals of the City.
Former Marshall School Site Study (2019)	Metropolitan Area Planning Council (MAPC)	MAPC recently conducted a study of the former site of Marshall Middle School. The study assessed market conditions and various redevelopment scenarios, including commercial, residential, and public open space uses, and it looked at the

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
		viability of Affordable Housing as a component of the redevelopment, which overlap with the Strategic Plan goals of the City to revitalize neighborhoods, promote economic development, and create and preserve affordable housing. The study assessed current zoning and potential alternatives based on similar projects in Lynn and nearby. The process included public vetting of potential zoning alternatives, as well as financial analysis and conversations with developers to ensure ultimate viability.
Northern Strand Zoning Study	Metropolitan Area Planning Council (MAPC)	Commissioned by EDIC, MAPC is currently studying a potential zoning overlay for land adjacent to the Northern Strand Community Trail. In 2018, the Commonwealth committed \$1.5 million to extend the trail into Lynn and to the Waterfront. This zoning study includes public engagement and land use analysis to develop land use goals along the trail and the surrounding Saugus River neighborhood.
Creative Placemaking	Metropolitan Area Planning Council (MAPC)	Downtown Lynn has been an official state Cultural District since 2012, and the visibility of Downtown Lynn as a cultural destination has only grown through installation of public art, such as the Beyond Walls murals and Ghosts of Lynn. Building on this, MAPC is currently developing a creative placemaking plan for Lynn. The plan will include an overall creative place making strategy, analysis, and recommendations based in part on public workshops and other engagement and overlaps with the goals to revitalize the City and promote economic development.
Vision Lynn	City Of Lynn	The City of Lynn’s first-ever comprehensive plan, Vision Lynn, was created in collaboration with the community. The document captures a twenty-year vision for the city, including shared values and goals, and will guide future development and investments in infrastructure. Vision Lynn was adopted on June 27, 2023.
A Roof for Every Youth – Lynn’s Coordinated Community Plan to End Youth Homelessness	Lynn Continuum of Care (CoC) Youth Action Board (YAB)	The Lynn CoC and YAB goals to prevent and end youth homelessness are consistent with the City goals to outreach and provide an array of housing and supportive services to alleviate and prevent youth homelessness.

Narrative (optional)

Commonwealth of Massachusetts

On an ongoing basis, the City cooperates and coordinates its housing and economic development activities with the Commonwealth of Massachusetts. The Consolidated Plan also incorporates relevant data from the state on issues such as Lead Based Paint and other topics.

Neighboring Jurisdictions

The City reached out to neighboring jurisdictions regarding regional priorities and strategies for housing, job creation, workforce development, transportation, and other critical activities. Plans, reports, and other documents identifying regional priorities and strategies were researched and reviewed in developing the Consolidated Plan.

Regional Planning Agencies

On an ongoing basis, LHAND and DCD staff collaborates with the Metropolitan Area Planning Council (MAPC) and other regional planning agencies to develop coordinated housing and community development policies and programs. For example, LHAND and the Mayor's Office worked with MAPC to facilitate a community-driven process to develop an Affordable Housing strategy that augments market-rate residential development. Titled "Housing Lynn: A Plan for Inclusive Growth", the March 2021 Plan is based on a comprehensive analysis of community needs and priorities. See also other MAPC initiatives noted above.

As part of the Consolidated Plan process, DCD and LHAND conducted extensive consultations with City officials and department heads, business leaders, public service agencies, and other community stakeholders. These consultations build on a lengthy history of ongoing collaboration and communication that goes well beyond the Consolidated Plan process. The citizen participation process is described in PR-15.

As shown on Table 2, a wide range of other stakeholders provided input towards the development of the housing market analysis and housing strategy. These included Lynn CoC member's agencies and other social service agencies who were invited to an online meeting in March 2021. In addition, "Housing Lynn: A Plan for Inclusive Growth" was an integral resource that was used to inform the consolidated planning process and help shape the Needs Analysis, Market Analysis and Strategic Plan sections of the Consolidated Plan. Completed in March 2021, the report reflected input from hundreds of residents as well as an assessment of housing needs based on demographic and housing data. The plan attempts to convey the housing needs and demand that represent Lynn's population as a whole based on quantitative data analysis and qualitative information collected through public engagement.

Social Service Agencies

As part of its efforts to identify and prioritize needs for the Lynn community and solicit input from all stakeholders, the City held a virtual focus group meeting for agencies and organizations serving the Lynn community and members of the Citizen Advisory Board. Over 160 agency representatives, including members of the Lynn CoC, were invited to attend and provide input. This included agencies that provide: housing; services for children, elderly persons, persons with disabilities, persons with HIV/AIDS, victims of domestic abuse, homeless persons, minorities and immigrant groups; health, education, employment, and fair housing services; and other services. Participants were asked to provide input on public service needs and priorities, especially those impacting low-income and/or special needs populations. As part of the discussion, participants were also asked to identify the resources that are currently available and planned and the major gaps in housing and supportive services. Information gleaned from this meeting was used to develop Consolidated Plan needs, priorities and strategies in the areas of public services, housing and community facilities. Among the issues emphasized by participants in this meeting was the need to target affordable housing to extremely low-income households, given that the metropolitan AMI is significantly higher than that of the City of Lynn. Concerns about income and racial inequality, the need for additional transitional housing, permanent supportive housing and housing that incorporates mental health and other supportive services, health care needs for the homeless and other issues were raised by participants.

Private Industry, Businesses, Developers

The City works on an on-going basis with businesses and civic groups to promote trade, industry and business development. This includes collaboration with the Lynn Area Chamber of Commerce and the Lynn Business Partnership to strengthen the City's economic infrastructure and business community.

Working with Lynn EDIC, the City is responsible for initiating outreach efforts to enhance "living wage" job opportunities to unemployed and underemployed residents throughout the community. This includes meeting with established and potential businesses to encourage business growth, retention and start-up opportunities; and administering CDBG funds for business loans through the Lynn Municipal Finance Corporation (LMFC). These funds leverage millions of dollars in private equity/debt financing/grants and result in the creation and retention of jobs in the City.

Information provided by the business community was used to develop Consolidated Plan needs, priorities and strategies in the areas of community and economic development.

Citizen Advisory Board

The City of Lynn's Citizen Advisory Board (CAB) is an eighteen member group appointed by the Mayor and City Council to advise the City on housing and community development issues. It facilitates active participation by citizens and makes every effort to encourage citizen participation in the community development process. The CAB disseminates information and holds public meetings and hearings about the CDBG Program, community needs, and proposals to meet those needs. The CAB facilitates communication with the public, and advises the Mayor, through LHAND and DCD staff, regarding community development needs and program proposals. Board members also provide ongoing communication with their respective City Councilors concerning housing and community development

issues. Finally, the Board strives to increase the quality of citizen participation in the Consolidated Planning process.

The CAB played an integral part in the planning process. Working in partnership with DCD and LHAND, the CAB served as co-sponsor of the virtual Community Forums and was consulted in the development of the needs analysis and in the formation of goals and strategies for the Consolidated Plan.

City Departments and Elected Officials

In addition to its on-going collaborations, DCD contacted City Departments including Lynn Inspectional Services, Lynn Assessor's Office, Lynn Health Department, Lynn School Department, Lynn Police Department, Lynn Fire Department, and others regarding capital/infrastructure needs and other relevant information. Working in partnership with DCD, the City's Principal Planner was engaged throughout the Consolidated Planning process. Input from City and State elected officials helped inform the housing and community needs and strategies identified in the Consolidated Plan. Table 2 includes a sample of the City Departments and elected officials that were consulted.

See also discussion regarding cooperation and coordination with other public entities.

Please see the Consolidated Plan for information on cooperation and coordination with other public entities, private industry, businesses, developers and social service agencies during the Annual Action Plan process.

AP-12 Participation

1. Summary of citizen participation process/Efforts made to broaden citizen participation in the Consolidated and Annual Action Plan process. Summarize citizen participation process and how it impacted goal-setting in the Consolidated Plan.

DCD, in partnership with LHAND and the Citizen Advisory Board, coordinated all public participation activities to promote a high degree of public involvement and feedback on housing and community development needs, priorities and strategies. In light of the limitations on in-person meetings posed by the COVID-19 pandemic, the majority of meetings and interactions were conducted through virtual meetings, telephone conferences and email communications. In addition, an online survey was conducted to provide opportunities for residents to express their views of community needs and priorities. The planning process encouraged participation from low- and moderate-income persons, residents in areas where CDBG funds are proposed for use, minorities, non-English speaking persons, persons with disabilities, public housing residents, and local and regional institutions, including the Lynn CoC, businesses, non-profit organizations, community-based organizations and others. Input from the citizen participation process informed the setting of goals and strategies for the Plan.

In addition to the public participation activities summarized in the Citizen Participation Outreach table, other recent planning processes that involved significant numbers of community residents and other stakeholders helped inform the planning process. Two examples of this include the Lynn City Summit and the “Housing Lynn: A Plan for Inclusive Growth” report that was finalized in March 2021, both of which included extensive citizen participation.

The Lynn City Summit held in November 2019 brought together community members, advocates, City departments, non-profits, the business community, and residents to discuss the most pressing issues affecting Lynn. Areas of discussion included transportation, arts and culture, economic development, housing, public safety and education. Over 240 individuals participated in the all-day event that featured workshops and a community resource fair that provided an opportunity to connect one-on-one with City departments and organizations working to improve and enhance community development in the City. Participants communicated their opinions regarding strengths, challenges and “big ideas” to address specific challenges and preserve specific strengths. This information was used to inform the City’s needs and strategic plan.

“Housing Lynn: A Plan for Inclusive Growth” was the result of a community-driven process, involving hundreds of residents, to develop a housing affordability strategy that complements the City’s market-rate development initiatives. Facilitated and produced by the Metropolitan Area Planning Council, the City, LHAND and the Mayor’s Office worked with the community to understand and raise awareness of housing need, establish goals, and identify strategies and actions to increase housing security for Lynn residents and proactively guide the type, amount, and location of future residential development.

Hundreds of residents participated in the process, which was used to help shape the Needs Analysis, Market Analysis and Strategic Plan sections of the Consolidated Plan.

Community Forums and Community Needs Survey

As part of the Consolidated Plan planning process, two virtual Community Forums were held in March 2021. The forums engaged the community through an introductory presentation on the Consolidated Plan and Annual Plans followed by an open discussion in which participants were asked to provide their opinions on what they consider the housing, economic, and community development priorities for the City. Approximately 36 individuals participated. Interpretation services were provided during the forums.

Further outreach was conducted through administration of a Community Needs Survey. The survey polled respondents about their priorities for the City's housing, community and economic development, infrastructure, and public services. In an effort to reach as many citizens as possible, the survey was administered in multiple languages (English, Spanish and Khmer) and was available on-line. Hard copies of the survey were available at LHAND's elderly/disabled public housing sites. Seventy-nine survey responses were collected. The following initiatives were identified by more than 70% of the respondents as "high priority" initiatives:

Housing Initiatives:

- Preserve and rehabilitate affordable, rental housing (82% of respondents)
- Permanent and supportive housing for the homeless (76% of respondents)
- Housing for people with special needs (79% of respondents)
- Enforcement of neighborhood codes and health and safety standards, i.e. rodent control (81% of respondents)

Community and Economic Development Initiatives

- Programs to create new jobs (80% of respondents)
- Programs to keep existing jobs in Lynn (80% of respondents)
- Job training programs (82% of respondents)

Infrastructure Initiatives:

- Improvements to public parks and recreational facilities (73%)
- Street, sidewalk and parking improvements (82% of respondents)
- Water, sewer, and drainage improvements (77% of respondents)

Public Service Initiatives:

- Increase transparency and engagement in decision making (77% of respondents)
- Services for seniors (82% of respondents)
- Services for people with disabilities (82% of respondents)

- Services for people with special needs, i.e. homeless, HIV/AIDS, alcohol/substance abuse, abused women and children (81%)
- Youth after-school and summer programs (86% of respondents)
- Educational programs (77% of respondents)
- Programs to reduce racial disparities (71% of respondents)
- Neighborhood cleanups (75% of respondents)

To inform citizens about the forums and survey, a flyer (in English, Spanish and Khmer) was distributed to public service agencies and public housing developments. The public service agencies that were contacted are included in Table 2. The flyer provided details about the citizen outreach efforts and the link for the on-line survey. Community groups were asked to alert their clients/members that community forums would be taking place and a Community Needs Survey administered as part of the Consolidated Planning process. Information about the forums was also publicized on agency websites, bulletin boards and through social media outlets.

Continuum of Care Public Hearing

On November 19, 2020, the Lynn CoC hosted a virtual public hearing to provide local agencies and citizens an opportunity to voice their opinions about the needs of the homeless in Lynn and how McKinney funds should be utilized to provide housing and services for the homeless population. Agency representatives discussed the work they are doing to eliminate homelessness and provide housing and services for the homeless population. Participants expressed the need to work together towards the goal of eliminating homelessness.

Thirty-two people participated in the public hearing and expressed the need for additional services for the homeless.

DCD and LHAND also invited CoC members to participate in an online meeting held in February 2021 to discuss the Consolidated Plan process, identify potential sources of data and solicit the CoC's involvement in shaping the Consolidated Plan needs and priorities.

Public Review

The City provided formal opportunities for public review and comment prior to finalizing the Consolidated Plan and Annual Action Plans. This included:

- To prepare its Annual Action Plan priorities, the City issued a public notice in The Daily Item on November 14, 2022 to inform non-profit organizations of the availability of proposal applications and to solicit public input on community needs and funding allocations. Subsequently, the Citizen Advisory Board (CAB), a group appointed by the Mayor and City Council to advise the City on housing and community development issues, in cooperation with DCD and LHAND, reviewed and evaluated the proposals for consistency with the Annual Action Plan priorities. This information was essential to the funding allocation process.

- The City published legal notices on June 16, 2023 and provided opportunities for public review and comments on the draft FFY2023 (FY24) Annual Action Plan. A public hearing with the Lynn City Council was held on June 27, 2023 to allow the public to review the Plan and to submit comments. The Notice of Public Hearing was published in newspapers of local circulation prior to date of the public hearing. The proposed Annual Action Plan was made available for review during the period June 23, 2023 – July 23, 2023 and citizens were afforded an opportunity to review and comment on the Annual Action Plan following the Notice of Public Hearing.
- All public comments were considered during the development of the Annual Action Plan. A summary of public comments is included in Table 4.

Citizen Participation Outreach

Table 4 – Citizen Participation Outreach

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
1	Public Meeting	Non-targeted/broad community	Thirty-two individuals attended the Lynn CoC Public Hearing held on November 19, 2020.	Agency representatives discussed the work they are doing to eliminate homelessness and provide housing and services for the homeless population. Participants voiced the need for additional services.	Not applicable.	
2	Virtual Meeting	CoC Members	CoC members participated in a virtual meeting with LHAND and DCD on February 11, 2021 to discuss the Consolidated Plan outreach process, potential data sources and CoC involvement in developing Consolidated Plan needs and priorities.	Participants expressed a willingness to provide CoC input to the Consolidated Plan process and to help outreach to their clients to encourage participation in the Community Forums and online survey.	Not applicable.	

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
3	Virtual Meeting	Public Service Agencies	Over 160 public service agency representatives were invited to participate in a virtual meeting held on March 25, 2021 to discuss agency perspectives on community needs and priorities. A total of 26 agency representatives participated. The meeting included a presentation on the Consolidated Plan and Annual Plan processes, background on the CDBG, HOME and ESG funding sources and other relevant information.	Participants identified a range of community needs, concerns and priorities. The fact that Lynn’s median income is much lower than the metropolitan area median income was emphasized, as it highlights the need to target housing resources to the extremely low income households. The need for a variety of subsidized housing resources was discussed including transitional housing, permanent supportive housing, and housing that combine mental health and other services. Concerns were raised about the need to address longstanding income and racial inequalities and	Not applicable.	

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
				disparities in developing new programs. The need for health care services for homeless and other populations, the need for additional wheelchair accessible units, food insecurity and other concerns were raised by participants.		
4	Public Meeting	Non-targeted/broad community	Approximately 20 individuals attended the 1st Community Forum held virtually on March 24, 2021. Participants included: Lynn residents, homeowners, and members of the workforce; and volunteers and staff of Lynn public services agencies.	Participants voiced the need for affordable and accessible housing; services and shelter for the homeless; school funding; health care needs; senior center needs; equitable development; racial equality and other needs. The issue of Lynn's median income being significantly lower than that of the larger metropolitan SMSA was	Not applicable.	

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
				raised, pointing to the need to target resources to the very lowest income households. The Lynn Public Health Director voiced the need for more space to accommodate all the health needs (emotional and physical) of the residents of Lynn.		
5	Public Meeting	Non-targeted/broad community	Approximately 20 individuals attended the 2nd Community Forum held virtually on March 25, 2021. Participants included Lynn residents and members/staff of Lynn public services agencies. Interpretation services were provided.	Participants largely echoed the concerns noted above in the prior public meeting. The need for permanent supportive housing, health care services for elders and the homeless, capital improvements for public housing and related concerns were identified. Other concerns included addressing income	Not applicable.	

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
				inequality and racial disparities within the community.		
6	Community Needs Survey	Non-targeted/broad community	79 respondents completed the survey.	See above summary of survey results.	All comments were reviewed.	
7	Public Hearing	Non-targeted/broad community	A public hearing was held on March 7, 2023. 50 attendees were present for the hearing. Individuals representing 30 organizations presented individual summaries of the proposal applications before the Citizens Advisory Board.	Presentations of proposal applications and the public comments were all considered during the development of the final plan.	All comments were reviewed.	
8	Public Hearing	Non-targeted/broad community	The proposed Annual Action Plan was made available for review during the period June 23, 2023 – July 23, 2023, and citizens were afforded an opportunity to review and comment on the Annual Action Plan following the Notice of Public Hearing. Approximately 40 people attended the public hearing	All public comments were considered during the development of the final plan.	All comments were reviewed.	

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
			on June 27,2023 to discuss the Annual Action Plan and proposed funding activities for fiscal year 2024.			

AP-15 Expected Resources

Introduction

Table 5 summarizes the estimated resources that the City of Lynn plans to utilize to implement the Annual Action Plan activities described herein. This includes \$3,225,263.00 in Federal Fiscal Year (FFY) 2023 entitlement funds that the City expects to receive. An estimated \$170,000.00 in program income will also be utilized to fund targeted housing, economic development and community development activities.

The impact of the projected entitlement program funds will be enhanced by additional private sector, foundation, and federal, state and local government funds. As part of the process for distributing entitlement funds, the City requests information from prospective grantees regarding other funding sources. Over the course of the five-year Consolidated Plan cycle, the City will continue to emphasize leveraging other funds so that limited entitlement funds achieve maximum impact and produce maximum benefits for Lynn's low and moderate income households.

In addition to entitlement funds, City agencies and providers receive funding from the McKinney-Vento/HEARTH Act funded grants and other public and private resources in order to reduce homelessness and address the needs of this population.

Funding for public housing and leased housing programs is received and administered by the Lynn Housing Authority & Neighborhood Development. Note that all amounts are preliminary and subject to change based on HUD and Congressional action. Note also that budgets for other housing authorities which lease units in Lynn through the Housing Choice Voucher Program are not included in these figures.

Extensive other resources will be allocated to support housing, economic development and community development activities over the course of the Annual Action Plan. The Sources of Funds table in the Attachment provides a partial listing of other funding sources that address Lynn's housing, economic and community development needs and/or support the activities funded through the CDBG and ESG entitlement grant programs. Prior year funds as of 07/25/2023 for CDBG total \$3,630,815.75, for HOME total \$6,173,490.31, for ESG total \$1,242,959.44.

Anticipated Resources

Table 5 – Expected Resources – Priority Table

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
CDBG	public – federal	Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services	\$2,069,095	\$120,000	3,630,815.75	\$5,819,910.75	\$4,378,190	CDBG funds support a range of housing, community development and public service activities primarily benefiting low and moderate-income residents.
HOME	public – federal	Acquisition Homebuyer assistance Homeowner rehab Multifamily rental new construction	\$961,509	\$50,000	\$6,173,490.31	\$7,184,999.31	\$2,023.018	The HOME Investment Partnership Program provides funds for housing and rehabilitation, homebuyer

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
		Multifamily rental rehab New construction for ownership TBRA						assistance, renter assistance, and CHDO activities.
ESG	public – federal	Street Advocacy Homeless Support Services Overnight Shelter Rapid re-housing (rental assistance) Rental Assistance Services Transitional housing, HMIS	\$194,659	\$0	\$1,242,959.44	\$1,437,618.44	\$389,318	ESG funds will be used to fund support services and facilities for the City’s homeless, as well as the HMIS system.

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

In light of the scope of community needs and ongoing federal, state and local budget constraints, achieving the strategic objectives described in the Consolidated Plan requires leveraging public sector investments. Thus, supporting and facilitating community-wide partnerships involving citizens, business owners, developers, non-profit providers, government agencies and stakeholders will continue to be an essential component of the City's future strategy.

To the maximum extent feasible, the City will continue to use limited CDBG, HOME and ESG formula grant funds to leverage non-governmental and other government resources including private capital and philanthropy. For example, public investments in economic development activities such as the Waterfront Master Plan provide a major opportunity to leverage substantial additional private sector investments that will increase jobs to low and moderate income households, expand the City's commercial and residential tax base and leverage related investments in housing and other community facilities. The City will continue to carefully monitor the performance of grantee agencies to ensure that measurable outcomes aligned to strategic objectives are reached.

The HOME match will be accomplished through various sources, which may include McKinney funds, State HOME funds, Low Income Housing Tax Credits, and other sources. Match details will be included with the CAPER submission.

The City's ESG match requirement will be fulfilled by attributing the amount of non-CDBG funds provided by one ESG funded agency, Haven Project, to provide support services to Lynn's homeless and at-risk population. This funding (\$430,000) is comprised primarily of private foundation grants and private contributions. Additionally, the annual rental income that the city receives on behalf of the tenants of the Multi-Service Center (\$118,321) serves as a match, as this income is allocated solely for operating expenses related to the ongoing management of the Multi-Service Center. Approximately 58% of ESG funds will be allocated towards emergency shelter activities. Additionally, the City will be allocating ESG funds for a Homeless Management Information Systems (HMIS). The City will continue to monitor the varying needs of its homeless population on an annual basis and use this assessment to determine future ESG allocations.

The City of Lynn anticipates CDBG funds will leverage additional resources. Non-entitlement funds that will be used to further goals of the Strategic Plan may include: private foundations, organizations, and individuals. The following leveraged resources are anticipated during the Consolidated Plan period:

City Funds: The annual City budget commits resources for the priority activities including public parks, community facilities, and infrastructure.

Affordable Housing Resources: Affordable Housing Developments are likely to utilize a variety of State Housing Resources including the Mass Rental Voucher program, Low Income Housing Tax Credits (LIHTC)

and private mortgage financing. The City of Lynn has an established Affordable Housing Trust Fund to provide for the creation and preservation of affordable housing in Lynn. .

Philanthropy: Private funding from national, state, and local funders, private foundations, and private donors.

Section 8 Funds: Section 8 is administered by Lynn Housing and Neighborhood Development (LHAND) and provides rental subsidies.

Continuum of Care Fund: Project funds awarded to non-profit human services providers to assist in housing services to homeless persons through a selection system established by the HUD NOFA and administered by the City of Lynn Continuum of Care.

The HOME program matching requirements are met through various sources, which may include McKinney funds, State HOME funds, Low Income Housing Tax Credits, and other sources.

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

The “Housing Lynn” report identifies a wide range of properties that are good candidates for mixed income housing development that includes affordable rental and/or homeownership units. The City and LHAND will work to further explore the feasibility of some or all of these sites and other appropriate sites and to facilitate development where financially feasible using both public and privately owned land. Also, Lynn EDIC is a quasi-public agency that has ownership of various properties located in the City. Lynn EDIC coordinates its efforts with LHAND and DCD, working to support the City’s overall housing, community and economic goals.

Discussion

Ongoing efforts will continue over the course of the Consolidated Plan period to leverage limited formula grant funds to secure private, other governmental, non-profit and philanthropic resources needed to accomplish the City’s strategic goals.

AP-20 Annual Goals and Objectives

Goals Summary Information

Table 6 – Goals Summary

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
1	Create and Preserve Deed-Restricted Affordable Housing	2023	2024	Affordable Housing	Waterfront District Market Street Gateway Washington Street Gateway Boston Street Corridor Central Lynn Downtown Lynn (including Lynn Downtown Cultural District)	Affordable Housing Homelessness Homeownership	CDBG: \$92,462.94 HOME: \$206,422.73	Direct Financial Assistance to Homebuyers: 14 households assisted Rental Units Constructed: 5 household housing units Rental Unit Rehabilitated: 4 household housing units Homeowner Housing Rehabilitated: 6 household housing units
2	Reduce Housing Cost Burdens and Improve Housing Conditions for Renters	2023	2024	Affordable Housing	Waterfront District Market Street Gateway	Affordable Housing Homelessness Homeownership	CDBG: \$120,785.27	Homeowner Housing Rehabilitated: 4 household housing units

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
					Washington Street Gateway Boston Street Corridor Central Lynn Downtown Lynn (including Lynn Downtown Cultural District)			Tenant-based rental assistance / Rapid Rehousing: 10 Household Assisted
3	Preserve and Expand Affordable Homeownership Opportunities	2023	2024	Affordable Housing	Waterfront District Market Street Gateway Washington Street Gateway Boston Street Corridor Central Lynn Downtown Lynn (including Lynn Downtown Cultural District)	Homeownership	CDBG: \$127,035.27 HOME: \$356,422.73	Homeowner Housing Added: 10 Household Housing Units Homeowner Housing Rehabilitated: 10 household housing units Direct Financial Assistance to Homebuyers: 20 households assisted Rental Units Constructed: 10 household housing units Rental Unit Rehabilitated:

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
								2 household housing units Homelessness Prevention: 8 persons assisted
4	Increase Special Needs Housing Opportunities	2023	2024	Affordable Housing Non-Homeless Special Needs	Waterfront District Market Street Gateway Washington Street Gateway Boston Street Corridor Central Lynn Downtown Lynn (including Lynn Downtown Cultural District)	Affordable Housing Homelessness Homeownership	CDBG: \$127,035.27 HOME: \$45,974.40	Homeowner Housing Rehabilitated: 12 household housing units Rental Units Rehabilitated: 5 Household Housing Units
5	Reduce Homelessness	2023	2024	Homeless	Waterfront District Market Street Gateway Washington Street Gateway Boston Street Corridor Central Lynn	Homelessness	CDBG: \$29,443.94 HOME: \$118,474 ESG:\$194,659.00	Homelessness Prevention: 5,200 persons assisted Tenant-based Rental Assistance/ Rapid Rehousing: 108 households assisted Homeless Person

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
					Downtown Lynn (including Lynn Downtown Cultural District)			Overnight Shelter: 250 persons assisted
6	Enforce Fair Housing Laws and Support Residential Development that Advances Neighborhood Diversity	2023	2024	Affordable Housing	Waterfront District Market Street Gateway Washington Street Gateway Central Lynn Downtown Lynn (including Lynn Downtown Cultural District)	Affordable Housing Homelessness Homeownership	CDBG: \$110,887.60	Rental Units Rehabilitated: 2 household housing units
7	Promote Economic Development	2023	2024	Non-Housing Community Development	Waterfront District Market Street Gateway Washington Street Gateway Boston Street Corridor Central Lynn	Economic Development	CDBG: \$684,989.15	Jobs Created/Retained: 20 jobs Businesses Assisted: 282 businesses assisted

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
					Downtown Lynn (including Lynn Cultural District)			
8	Revitalize and Strengthen Neighborhoods	2023	2024	Affordable Housing	Waterfront District Market Street Gateway Washington Street Gateway Boston Street Corridor Central Lynn Downtown Lynn (including Lynn Cultural District)	Neighborhood Revitalization	CDBG: \$183,804.29 HOME: \$296,422.74	Homeowner Housing rehabilitated: 10 household housing units Direct Financial Assistance to Homebuyers: 4 households assisted Rental Units Rehabilitated: 10 household housing units Tenant-based Rental Assistance/ Rapid Rehousing: 12 households assisted
9	Improve Public Facilities and Infrastructure	2023	2024	Non-Housing Community Development	Waterfront District Market Street Gateway Washington Street Gateway	Economic Development Public Facilities and Infrastructure	CDBG: \$987,113.43	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 5,000 persons assisted

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
					Boston Street Corridor Central Lynn Downtown Lynn (including Lynn Downtown Cultural District)			
10	Expand Public Services and Other Supportive Services	2023	2024	Non-Homeless Special Needs Non-Housing Community Development	Waterfront District Market Street Gateway Washington Street Gateway Boston Street Corridor Central Lynn Downtown Lynn (including Lynn Downtown Cultural District)	Homelessness Neighborhood Revitalization Public Services and Other Supportive Services	CDBG: \$413,177.84	Public Service Activities other than Low/Moderate Income Housing Benefit: 38,951 Persons Assisted

Goal Descriptions

Table 7 – Goals Description

1	Goal Name	Create and Preserve Deed-Restricted Affordable Housing
	Goal Description	Initiatives to support implementation of the 2021 “Housing Lynn” Plan and other efforts to: develop new deed-restricted rental housing units with an emphasis on affordability for households at or below the Lynn local median income (which is significantly below the metropolitan wide Area Median Income) and special needs populations; expand workforce housing; secure adequate capital and operating funds for LHAND’s state and federally assisted public housing portfolio; and, secure resources and undertake other activities to recapitalize and preserve existing, deed restricted affordable housing including expiring use developments.
2	Goal Name	Reduce Housing Cost Burdens and Improve Housing Conditions for Renters
	Goal Description	Initiatives to reduce housing cost burdens and improve housing conditions for renters with a priority for households at or below the Lynn local median income including: tenant-based rental assistance programs; initiatives to prevent displacement and respond to the COVID-19 pandemic; housing stability and eviction prevention activities; initiatives to ensure building safety, improve building conditions and promote climate resilience, energy efficiency and sustainability.
3	Goal Name	Preserve and Expand Affordable Homeownership Opportunities
	Goal Description	Initiatives to expand first time homebuyer opportunities and to improve health and safety issues for existing low and moderate-income homeowners with a priority for households earning at or below the Lynn local median income.
4	Goal Name	Increase Special Needs Housing Opportunities
	Goal Description	Initiatives to make housing accessible for persons with disabilities and to provide a range of options that include housing and services for special needs populations.

5	Goal Name	Reduce Homelessness
	Goal Description	Initiatives coordinated by the Lynn Continuum of Care to prevent and end homelessness among residents of Lynn. These include focusing on specific at-risk populations such as youth and young adults, families, survivors of domestic violence, and elders, as well as addressing the need to ensure racial equity across the homeless system.
6	Goal Name	Enforce Fair Housing Laws and Support Residential Development that Advances Neighborhood Diversity
	Goal Description	Initiatives to prevent housing discrimination, support neighborhood diversity and promote a welcoming and open community for all residents.
7	Goal Name	Promote Economic Development
	Goal Description	Initiatives to improve the City’s economy, mitigate economic impacts of the COVID-19 pandemic, reduce income inequality, expand business activity, improve the competitiveness of the Lynn workforce, upgrade regional and local public transportation options, promote private market investment and maximize public benefits resulting from development activity. This includes efforts to incubate and grow small businesses, including artists and the creative industry.
8	Goal Name	Revitalize and Strengthen Neighborhoods
	Goal Description	Initiatives to revitalize and strengthen Lynn’s Downtown, Waterfront, Market Street Gateway, Washington Street Gateway, Central Lynn, Boston Street Corridor and other areas including potential development sites identified in the “Housing First” report. This goal supports equitable development that fosters safe and diverse neighborhoods; advances climate resilience; development of transit-oriented housing and other mixed use projects; development of market rate and mixed-income housing with a focus on deed-restricted housing that is affordable to households earning less than the Lynn local area median income; leveraging of new private investments; reinvestments in existing homes and multi-family developments; and, improvements to public safety and quality of life.
9	Goal Name	Improve Public Facilities and Infrastructure
	Goal Description	Initiatives to improve public facilities improve the climate resilience and sustainability of Lynn’s infrastructure and make other necessary improvements and upgrades to municipal buildings, parks and infrastructure.

10	Goal Name	Expand Public Services and Other Supportive Services
	Goal Description	Initiatives to respond to the many supportive service needs of Lynn’s residents including special needs populations. This goal encompasses many objectives including mitigating the negative health and economic impacts of COVID-19 and providing needed services to public housing residents, seniors, at-risk youth, linguistic minorities, victims of domestic violence and other groups.

P-35 Projects

Introduction

The City and its subgrantees will implement a wide array of housing, economic development and community development programs and activities during City Fiscal Year 2024. Each of these programs and activities supports and relates to the priority needs and objectives identified in the five-year Consolidated Plan.

Projects

Table 8 – Project Information

#	Project Name
1	Summer Youth Employment
2	Community Policing Program
3	Lynn Parks & Recreation
4	Lynn Special Needs Camp
5	Lynn Special Games
6	Teen Drop In Center
7	Catholic Charities
8	GLSS – Phoenix Food HUB
9	Curwin Youth Sports Program - LHAND
10	HALT Conference
11	Lynn Museum
12	Building Bridges Through Music
13	Lynn Community Connections Coalition
14	Raw Art Works
15	Healing Abuse Working for Change (HAWC)
16	Lynn Youth Street Outreach Advocacy (LYSOA)
17	The Highlands Coalition
18	Parent Professional Advocacy League (PPAL)
19	College Application Education Project (CAEP)
20	Community Minority Cultural Center (CMCC)
21	Cultural Latina Dance Academy (CLDA)
22	North Shore Juneteenth
23	East Lynn Little League
24	Boys & Girl Club
25	Demakes Family YMCA

#	Project Name
26	West Lynn Little League
27	Pine Hill Little League
28	Lynn Youth Hockey
29	New American Association of Massachusetts (NAAM)
30	Pathways Adult Education & Training
31	Community Movie Program
32	Northeast Legal Aid Small Business Legal Assistance
33	Greater Lynn Chamber of Commerce Small Business Assistance
34	Lynn Main Streets
35	Neighborhood Stabilization
36	Rehabilitation Loans and Grants
37	Affordable Housing Rehabilitation
38	Homeownership Assistance Programs
39	HOME - Homeownership Assistance Programs
40	HOME - Rehabilitation Loan & Grant Programs
41	HOME – CHDO
42	HOME - Neighborhood Stabilization (Construction & Rehab)
43	HOME - Tenant Based Rental Assistance (TBRA)
44	ESG 22 Lynn
45	Activity Delivery - Community Facilities
46	Activity Delivery - Housing
47	Activity Delivery - Public Services
48	General Administration
49	HOME Administration
50	Activity Delivery – Economic Development
51	PARC Match – Lynn Common Fountain
52	Keaney Park Improvements
53	LMFC Loan Program

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

The funding priorities of this Action Plan are the same as those outlined in the Strategic Plan.

Any changes to future allocation priorities will be outlined in subsequent Action Plans. Obstacles to addressing underserved needs are also outlined in the Strategic Plan and in Section AP-75 of this Annual Action Plan, and will be updated in subsequent Action Plans if they change.

The City intends to continue to invest in needed programs on a citywide basis, while prioritizing economic development and housing activities in the local target areas and at potential development

sites including those identified in the “Housing Lynn” report. As identified through multiple community planning processes, the basis by which the City allocates investments geographically is to focus on currently underutilized locations in and around higher density neighborhoods that present the largest opportunity to generate economic development and housing benefits for low and moderate-income residents and the broader community. The City and its residents have numerous needs and not enough funding to address them all. By focusing on priority areas, the City can maximize impact per dollar spent.

The primary barriers to additional affordable housing in Lynn are the extremely limited funding available from federal and state government sources; the high cost of land and housing in the local and regional markets; the limited availability of land for development; and, the aged conditions of a majority of the housing stock. While the Massachusetts Subsidized Housing Inventory (SHI) indicates that over 12% of the City’s housing inventory is subsidized, therefore exceeding the state’s minimum threshold of 10% under Chapter 40B, there remains a very significant affordability issue in the community with a majority of low-income renters paying more than 30% of income towards housing costs. The Housing Lynn report identified a framework for future development intended in part to address this need.

See also section MA-40 of the Consolidated Plan for further discussion of needs, priorities and strategies to remove barriers to affordable housing.

AP-38 Project Summary Information

Table 9 – Project Summary Information

1	Project Name	Summer Youth Employment
	Target Area	Downtown Lynn (including Lynn Downtown Cultural District) Central Lynn
	Goals Supported	Expand Public Services and Other Supportive Services
	Needs Addressed	Public Services and Other Supportive Services
	Funding	CDBG: \$5,000.00
	Description	The Summer Youth Employment Program offers summer employment for Lynn youth ages 16-21. The program helps the City’s youth become ambitious workers and dependable individuals. Last summer 127 Lynn youth were employed through the program, of which 62% were from low/moderate income families and 44% were of a minority group. The positions run seven weeks, 25 hours per week. Employment consists of light construction activities and outdoor clean crews at selected sites in the City. Additionally, private businesses in the City provide clerical job training opportunities to improve participant work skills. This activity will be funded \$5,000.00.
	Target Date	6/30/2024
	Estimate the number and type of families that will benefit from the proposed activities	The Summer Youth Employment Program offers summer employment for Lynn youth ages 16-21. The program will benefit approximately 150 Lynn youth, a majority of which are low/moderate income.
	Location Description	Lynn Department of Community Development, Room 311, Lynn City Hall, Lynn, MA 01901
	Planned Activities	The Summer Youth Employment Program offers summer employment for Lynn youth ages 16-21. The program helps the City’s youth become ambitious workers and

		dependable individuals. Employment consists of light construction activities and outdoor clean crews at selected sites in the City. Additionally, private businesses in the City provide clerical job training opportunities to improve participant work skills.
2	Project Name	Community Policing Program
	Target Area	Downtown Lynn (including Lynn Downtown Cultural District)
	Goals Supported	Expand Public Services and Other Supportive Services
	Needs Addressed	Public Services and Other Supportive Services
	Funding	CDBG: \$30,000
	Description	This public safety program will provide additional police coverage in Lynn's Downtown area and selected target neighborhoods throughout the City during peak hours of activity. The program will provide additional foot patrols in the most crime-ridden areas to enhance the safety of businesses, customers and residents. The goal of the program is to reduce crime by connecting with the community on a personal level and engaging the community as part of the solution to criminal behavior. Officers will patrol selected areas on a more frequent basis and interact directly with local individuals to address related public safety concerns. The Community Policing Initiative will benefit over 28,000 individuals, a majority of which are low/moderate income. CDBG funds in the amount of \$30,000 will support this program. This activity will be completed by the end of the fiscal year.
	Target Date	6/30/2024
	Estimate the number and type of families that will benefit from the proposed activities	The Community Policing Initiative will benefit over 28,000 individuals, a majority of which are of low/moderate income.
	Location Description	Lynn Police Department, 300 Washington Street, Lynn, MA 01902

	Planned Activities	This public safety program will provide additional police coverage in Lynn's Downtown area and selected target neighborhoods throughout the City during peak hours of activity. The program will provide additional foot patrols in the most crime-ridden areas to enhance the safety of businesses, customers and residents. The goal of the program is to reduce crime by connecting with the community on a personal level and engaging the community as part of the solution to criminal behavior. Officers will patrol selected areas on a more frequent basis and interact directly with local individuals to address related public safety concerns.
3	Project Name	Lynn Parks & Recreation
	Target Area	Downtown Lynn (including Lynn Downtown Cultural District) Central Lynn
	Goals Supported	Expand Public Services and Other Supportive Services
	Needs Addressed	Public Services and Other Supportive Services
	Funding	\$3,400.00
	Description	Lynn Parks & Recreation provides recreational programming for Lynn youth. Program activities include Unified basketball program, Monday evening Track and Field program, Summer Evening Basketball program, Field trips and special events, Art and Crafts.
	Target Date	06/30/2024
	Estimate the number and type of families that will benefit from the proposed activities	CDBG funds in the amount of \$3,400.00 will support this program which will benefit approximately 1,665 youth, a majority of which are low/moderate income.
	Location Description	Lynn DPW 250 Commercial Street Lynn, MA 01905

	Planned Activities	CDBG funds will be used to help defray cost for admissions to various venues and bus transportation. Along with other expenses throughout the year for special events, sporting supplies, arts and crafts supplies, Disc Jockey and Entertainers, DVD player and two portable speakers for events.
4	Project Name	Lynn Special Needs Camp
	Target Area	Downtown Lynn (including Lynn Downtown Cultural District) Central Lynn
	Goals Supported	Expand Public Services and Other Supportive Services
	Needs Addressed	Public Services and Other Supportive Services
	Funding	\$3,000.00
	Description	The Lynn Special Needs Camp provides recreational programming for Lynn youth with special needs. Program activities include field trips, special events, outdoor play, and arts and crafts.
	Target Date	06/30/2024
	Estimate the number and type of families that will benefit from the proposed activities	CBBG funds in the amount of \$3,000.00 will support this program which will benefit approximately 62 youth, a majority of which are low/moderate income individuals.
	Location Description	Lynn DPW 250 Commercial Street Lynn, MA 01905
	Planned Activities	CDBG funds will be used to help defray cost for admissions to various filed trip venues, bus transportation, staffing shirts, outdoor play equipment, arts and crafts supplies and iPad.

5	Project	Lynn Special Games
	Target Area	Downtown Lynn (including Lynn Downtown Cultural District) Central Lynn
	Goals Supported	Expand Public Services and Other Supportive Services
	Needs Addressed	Public Services and Other Supportive Services
	Funding	\$2,600.00
	Description	The Lynn Special Games is a field day event that provides recreational programming for Lynn youth with special needs. Program activities include track and field games and sporting events. Events include: an obstacle course, soccer, basketball, bean bag toss, the broad jump, ring toss and moon bounce. All participants are presented with a medal at the conclusion of the special events by City Officials.
	Target Date	06/30/2024
	Estimate the number and type of families that will benefit from the proposed activities	CDBG funds in the amount of \$2,600.00 will support this program which will benefit approximately 300 youth who are enrolled in Special Education or Adaptive Physical Education classes. A majority of youth are low/moderate income individuals.
	Location Description	Lynn DPW 250 Commercial Street Lynn, MA 01905
	Planned Activities	CDBG funds will be used for event expenditures which include a DJ, Photo Booth, inflatable equipment, food, water, and entertainment.
6	Project Name	Teen Drop In Center
	Target Area	Downtown Lynn (including Lynn Downtown Cultural District)

		Central Lynn
	Goals Supported	Expand Public Services and Other Supportive Services
	Needs Addressed	Public Services and Other Supportive Services
	Funding	\$1,500.00
	Description	The Lynn Teen Drop In Center is hosted weekly for youth to engage in recreational programming during after school and evening hours. Activities include playing sports, games, listening to music, and guest speakers.
	Target Date	06/30/2024
	Estimate the number and type of families that will benefit from the proposed activities	CDBG funds in the amount of \$1,500.00 will support this program which will benefit approximately 875 youth, a majority of which are low/moderate income individuals
	Location	Lynn DPW 250 Commercial Street Lynn, MA 01905
	Planned Activities	CDBG funds will be used for event expenditures which will include sporting goods (volleyballs, basketballs, and ping-pong tables), staff shirts, first aid supplies, pizza and water.
7	Project Name	Catholic Charitable Bureau of the Archdiocese of Boston, Inc. (Catholic Charities) Lynn Market Pantry
	Target Area	Downtown Lynn (including Lynn Downtown Cultural District)
	Goals Supported	Expand Public Services and Other Supportive Services
	Needs Addressed	Public Services and Other Supportive Services
	Funding	CDBG: \$4,900.00
	Description	Catholic Charities operates the Lynn Market Food Pantry that opened in October of 2022 in response to community need. Program components support families' basic needs and address food insecurity among low income people in Lynn, assistance with SNAP enrollment, nutrition counseling, and cooking classes.
	Target Date	6/30/2024
	Estimate the number and type of	CDBG funds will support this program which will service

	families that will benefit from the proposed activities	3,200 low/moderate income individuals.
	Location Description	Catholic Charities, 117 North Common Street, Lynn, MA 01902 / Greater Lynn Senior Services, 8 Silsbee Street, Lynn, MA 01901
	Planned Activities	CDBG funds will support a portion of the full-time food pantry coordinator position for the Lynn Market Pantry location. In addition, it will provide partial support of the salary for the agency's director of food pantries. Funding will also assist with program supplies.
8	Project Name	GLSS –Phoenix Food Hub – SNAP Application Assistance & Facilities Support
	Target Area	Downtown Lynn (including Lynn Downtown Cultural District)
	Goals Supported	Expand Public Services and Other Supportive Services
	Needs Addressed	Public Services and Other Supportive Services
	Funding	CDBG: \$16,660.00
	Description	<p>Greater Lynn Senior Services (GLSS) is collaborating with Lynn's Food Security Task Force (FSTF) and other organizations to develop a comprehensive nutrition hub for the City that will squarely address the critical issues of food-related health disparities currently experienced across the multiple populations comprising the City's under-resourced residents. Phoenix Food Hub (PFH) seeks to support all Lynn residents at-risk for food insecurity.</p> <p>Programming will focus on SNAP application support with the addition of a SNAP Outreach Coordinator who will provide assistance which will include explaining of application requirements, assistance with application completion and submittal, follow-up, and appeals.</p>
	Target Date	6/30/2024
	Estimate the number and type of families that will benefit from the proposed activities	CDBG funds in the amount of \$16,660.00 will support this program which will service 1,000 persons within the year, 90% being of low/moderate income.
	Location Description	Greater Lynn Senior Services, 8 Silsbee Street, Lynn, MA 01901

	Planned Activities	CDBG funds will support programming which will focus on SNAP application support with the addition of a SNAP Outreach Coordinator. Funds will also support expanded hours of operation and delivery of programming in the evenings and weekends.
9	Project Name	Curwin Youth Education & Recreation Program – LHAND
	Target Area	Central Lynn
	Goals Supported	Expand Public Services and Other Supportive Services
	Needs Addressed	Public Services and Other Supportive Services
	Funding	CDBG: \$4,000.00
	Description	The Curwin Youth Education & Recreation Program provides a comprehensive plan of recreational and educational activities for the youth of Curwin Circle, a public housing development containing 279 units of federally assisted housing for low-income residents. The program provides positive outlets for the youth and incorporates LHANDs anti-drug and violence mission. This program is an important tool in the LHANDs commitment to reduce the incidences of drug use and drug related violence in Curwin Circle. The programs main goals are to offer positive choices and provide healthy alternatives to the negative, self-destructive spiral of drug abuse and street violence and foster the development of a strong family living environment for the youth residing at Curwin Circle. This activity is expected to serve approximately 225 high-risk children ages 5-19 of which 100% are low/moderate income and 92% are from a minority group.
	Target Date	6/30/2024
	Estimate the number and type of families that will benefit from the proposed activities	This activity is expected to serve approximately 225 high-risk children ages 5-19, of which 100% are low/moderate income and 92% are from a minority group.
	Location Description	92 Curwin Circle, Lynn, MA 01902
	Planned Activities	CDBG funds will support program supplies to include learning resources, books, computers, recreational supplies, balls, game tables, sports equipment, desks, equipment, and furniture. Funds will also support field trip costs to include transportation. In addition, it will

		provide partial support of the staff salary.
10	Project Name	HALT Conference
	Target Area	Central Lynn
	Goals Supported	Expand Public Services and Other Supportive Services
	Needs Addressed	Public Services and Other Supportive Services
	Funding	CDBG \$1,481.00
	Description	The annual HALT (Harmony Among Lynn Teens) Conference is a free event for Lynn Teens that includes workshops based on healthy choices for teens, community resource tables geared towards teens, contests, guest speakers, recreational activities. The HALT Conference is held yearly at Lynn Tech High School. The cafeteria and surrounding classrooms are used for workshops and resource tables and the gym is used for a basketball tournament that follows the workshops. The Lynn Housing Authority teams up with the Lynn Police Department and Lynn Parks and Recreation to help run the event. Lynn Public Schools and Girls Inc. also partner with LHA for the event.
	Target Date	06/30/2024
	Estimate the number and type of families that will benefit from the proposed activities	This activity is expected to serve approximately 350 teens (aged 13-19), of which 79% are low/moderate income.
	Location Description	LVTI High School 80 Neptune Blvd Lynn, MA 01905
	Planned Activities	CDBG funds will used to assist with the HALT Conference event supplies to include recreational supplies, basketballs, games, entertainment, refreshments, t-shirts, water bottles, and advertising of the event.
11	Project Name	Lynn Museum
	Target Area	Central Lynn Downtown Lynn (including Lynn Downtown Cultural District)
	Goals Supported	Expand Public Services and Other Supportive Services
	Needs Addressed	Public Services and Other Supportive Services
	Funding	CDBG \$3,000.00

	Description	For 125 years, the Lynn Museum & Historical Society has been the repository and custodian of Lynn's history. The Museum's programming engages adults, seniors, students, and families across the city providing innovative, educational, and creative experiences that foster an appreciation for Lynn's rich and diverse history, art, and culture. Programming includes; MESA – the longstanding monthly lecture series that covers wellness, genealogy, and current events and features local experts, authors, and community members; Second Saturdays - which offers residents a free monthly weekend day to explore the galleries and participate in art-making activities; Downtown Lynn Open Studios – a partnership with Lydia Pinkham Labs, promoting our resident artists and offering an art market featuring local artisans and creatives one weekend each November; The History Detectives program - which begins with a Lynn Public Schools classroom visit from museum staff to prepare the students for their museum excursion. Students receive a fun, fact-filled workbook exploring their community's historical figures and industries, which informs their visit to the Museum, where they interact with exhibits and artifacts to dive deeper into the multicultural urban stories of Lynn's history.; School Vacation Week Festivals and Free Family Days - engages Lynn families with dynamic and fun activities and often offer them their first cultural experience.
	Target Date	06/30/2024
	Estimate the number and type of families that will benefit from the proposed activities	This activity is expected to serve approximately 1,000 individuals of which 70% are low/moderate income.
	Location Description	Lynn Museum 590 Washington Street Lynn, MA 01901
	Planned Activities	CDBG funds will support programming to include art supplies, pens, pencils, audit visual aids, workbooks and bags for 750 students, and space. Funds will also assist with a portion of program staff costs.
12	Project Name	Building Bridges Through Music
	Target Area	Central Lynn
	Goals Supported	Expand Public Services and Other Supportive Services

	Needs Addressed	Public Services and Other Supportive Services
	Funding	CDBG: \$3,153.00
	Description	Building Bridges Through Music Integrative Arts program increases the exposure to music and culturally diverse outlets and provides a positive connection with at-risk students from elementary through high school age. STREAM (Science-Technology-Reading-Engineering-Arts-Music/Math) Integrative Arts Program Capacity Building is a high quality and comprehensive educational enrichment program which increases the number of at risk youth with access to comprehensive arts and education programs while promoting cultural diversity and awareness throughout the City of Lynn.
	Target Date	6/30/2024
	Estimate the number and type of families that will benefit from the proposed activities	This activity is expected to service 35 youth, 91% being of low/moderate income.
	Location Description	Building Bridges Through Music, 93 Euclid Avenue, Lynn, MA 01902
	Planned Activities	CDBG funds will support programming to include office supplies, printed materials, music and technology equipment, program materials, field trip costs and transportation, space, insurance, and telephone. Funds will also assist with a portion of program staff costs.
13	Project Name	Lynn Community Connections Coalition – Supporting Lynn Families Basic Needs
	Target Area	Central Lynn Downtown Lynn (including Lynn Downtown Cultural District)
	Goals Supported	Expand Public Services and Other Supportive Services
	Needs Addressed	Public Services and Other Supportive Services
	Funding	CDBG: \$3,626.00
	Description	The Lynn Community Connections Coalition (LCCC) is an organization that is fiscally represented by the Lynn Housing Authority & Neighborhood Development. LCCC is organized to support families with services and assistance with basic needs. LCCC compiles information

		on services, programs, and available benefits for families and makes referrals. LCCC also directly distributes supplies and administers assistance.
	Target Date	6/30/2024
	Estimate the number and type of families that will benefit from the proposed activities	This program will service 200 individuals, 88% being of low/moderate income and 28% being of a minority group.
	Location Description	39 Curwin Terrace, Lynn, MA 01905
	Planned Activities	LCCC will engage Lynn residents via a registration process to determine what basic needs they can assist with. These will be typically supplies (e.g. infant supplies/diapers, food, clothing) or utility assistance. CDBG funds will assist with program supplies.
14	Project Name	Raw Art Works – Raw Chiefs
	Target Area	Downtown Lynn (including Lynn Downtown Cultural District)
	Goals Supported	Expand Public Services and Other Supportive Services
	Needs Addressed	Public Services and Other Supportive Services
	Funding	CDBG: \$2,446.00
	Description	Raw Art Works is a nationally recognized, community-based youth arts organization that uses the power of the arts to nurture growth in at-risk children and teenagers. As part of its RAW Chiefs Program, 14+ at-risk teens (ages 14 and up) are hired to assist staff in leading arts groups for younger children. RAW Chiefs develop and help other children develop both art skills (i.e. painting, drawing, and multi-media collage) and life skills (i.e. teamwork, conflict resolution, and leadership). The RAW Chiefs provide the younger children with role models of teens from their own community who are committed to resisting high-risk activities, and making the choices necessary to become strong, creative adults.
	Target Date	6/30/2024
	Estimate the number and type of families that will benefit from the proposed activities	This program will service 154 Lynn youth, 85% being of low/moderate income and 88% being of a minority group.
	Location Description	37 Central Square, Lynn, MA 01901

	Planned Activities	CDBG funds will support RAW Chief program salary costs.
15	Project Name	Healing Abuse Working for Change (HAWC)
	Target Area	Central Lynn Downtown Lynn (including Lynn Downtown Cultural District)
	Goals Supported	Expand Public Services and Other Supportive Services
	Needs Addressed	Public Services and Other Supportive Services
	Funding	CDBG: \$2,156.00
	Description	HAWC will provide comprehensive domestic violence services to Lynn residents out of the Lynn office at 20 Central Avenue, Suite 511. HAWC supports the needs of domestic violence victims with both prevention and intervention services that include: a 24-hour hotline, emergency shelter, legal and medical advocacy, trauma recovery counseling, support groups, All services and programs are confidential and free of charge. Services are provided in Spanish, Portuguese and English. In addition, HAWC works with the Lynn Police Department, probation, the court and other agencies to prevent domestic violence homicide through the High Risk Teams.
	Target Date	6/30/2024
	Estimate the number and type of families that will benefit from the proposed activities	This activity will service 750 victims of abuse, 100% being of low/moderate income.
	Location Description	Lynn HAWC office, 20 Central Avenue, Suite 511, Lynn, MA 01901
Planned Activities	HAWC will continue to provide comprehensive domestic violence services to Lynn residents out of the Lynn office at 20 Central Avenue, Suite 511. CDBG funds will support program staff salary and fringe and telephone services.	
16	Project Name	Lynn Youth Street Outreach Advocacy (LYSOA) – Youth Community Impact Program
	Target Area	Downtown Lynn (including Lynn Downtown Cultural District)

	Goals Supported	Expand Public Services and Other Supportive Services
	Needs Addressed	Public Services and Other Supportive Services
	Funding	CDBG: \$3,419.00
	Description	<p>The Lynn Youth Street Outreach Advocacy (LYSOA) is a community based organization providing advocacy and services to at risk, proven risk, young adults and their families in the community.</p> <p>LYSOA's Youth Community Impact (YCI) is a community service/volunteer program that ensures that our youth have an opportunity to learn responsibility and to also to interact with other community activities in coordination with other agencies in the city. YCI teaches youth to take responsibility for their actions and promotes self-sufficiency by involving youth in planning and participating in community events and community revitalization as part of court-mandated community service. The program operates 3 days per week, targeting a population that consists of youth between the ages of 10- 17 from low-to-moderate income families. Participants also include youth referred by the Lynn Juvenile Court Probation Department.</p> <p>LYSOA will continue project work while building the capacity of this program; expanding access to coordinated Case Management services to YCI participants and their families.</p>
	Target Date	6/30/2024
	Estimate the number and type of families that will benefit from the proposed activities	This activity is expected to service 30 youth, 90% being of low/moderate income.
	Location Description	312A Union Street, Lynn, MA 01901
	Planned Activities	CDBG funds will support program staff salary and fringe expenses.
17	Project Name	The Highlands Coalition
	Target Area	Central Lynn
	Goals Supported	Expand Public Services and Other Supportive Services
	Needs Addressed	Public Services and Other Supportive Services

	Funding	CDBG: \$1,361.00
	Description	<p>Highlands Coalition Inc. operates four community gardens in the City, growing food and distributing to families in need. The gardens can produce hundreds of pounds of vegetables. Goals of the program are to eliminate food insecurity for 100 Lynn families in the first year and build the program to accommodate up to 1,000 families over 10 years.</p> <p>Programming includes free vegetables supply for all, free organic medicinal herbs and vegetables to elderly or those fighting with serious health issues, and the Healthy Eating Youth Club (at 4 locations). The HEY Clubs serve 9-12 year youth. Youth work at the all locations of the community gardens to grow vegetables, herbs and flowers, distribute vegetables, and learn about nutrition.</p> <p>Programming allows economically vulnerable residents to save money on food purchases at grocery retailers</p> <p>Gardens are located at Essex Street, Lynn Tech High school, High Rock Tower Park, and Warren Street Playground.</p>
	Target Date	6/30/2024
	Estimate the number and type of families that will benefit from the proposed activities	This activity is expected to service 400 individuals, 100% being of low/moderate income.
	Location Description	Essex Street, Lynn Tech High school, High Rock Tower Park, and Warren Street Playground.
	Planned Activities	CDBG funds will support programing supplies to include equipment, shed storage, garden bed construction supplies (lumber, screws, compost, irrigation, and seeds), education materials, and program insurance.
18	Project Name	Parent Professional Advocacy League (PPAL)
	Target Area	Downtown Lynn (including Lynn Downtown Cultural District)
	Goals Supported	Expand Public Services and Other Supportive Services
	Needs Addressed	Public Services and Other Supportive Services
	Funding	CDBG: \$2,957.00

	Description	The Friday Family Support Group (FFSG) exists to provide children with Serious Emotional Disorders (SED) and other special health care needs, their parents and siblings with support in their community. The Group meets weekly on Friday nights, year-round, at the Lynn YMCA and provides recreational activities while also aiming to address social skills, acceptance and personal development. The goal of the FFSG is to keep families of SED children thriving in the community.
	Target Date	6/30/2024
	Estimate the number and type of families that will benefit from the proposed activities	This activity is expected to service 150 individuals, 93% being of low/moderate income.
	Location Description	Lynn YMCA, 20 Neptune Blvd, Lynn, MA 01902
	Planned Activities	CDBG funds will support programming supplies (arts, crafts, games, paper goods), field trip costs to include transportation, storage space for program supplies, refreshments for participants.
19	Project Name	College Application Education Project (CAEP) – Mentor & Tutoring
	Target Area	Central Lynn
	Goals Supported	Expand Public Services and Other Supportive Services
	Needs Addressed	Public Services and Other Supportive Services
	Funding	CDBG: \$3.839.00
	Description	The mission of the College Application Education Project, Inc. is to offer parents, middle school and high school student’s career development, college preparation, college selection, admissions and financial application training. The project also provides a series of programs and activities designed to enhance individual skills in resolving conflict, resistance to drugs and alcohol, self-esteem, self-discipline, decision making, leadership, while reinforcing positive citizenship, and seeing the value of education as a way to a productive future.
	Target Date	6/30/2024
	Estimate the number and type of	This activity will service 125 individuals, 92% being of

	families that will benefit from the proposed activities	low/moderate income.
	Location Description	CAEP, 2 Adams Street Extension, Lynn, MA 01902
	Planned Activities	CDBG funds will support program field trip to local colleges (transportation costs), staff salary, and insurance costs.
20	Project Name	Community Minority Cultural Center (CMCC)
	Target Area	Downtown Lynn (including Lynn Downtown Cultural District)
	Goals Supported	Expand Public Services and Other Supportive Services
	Needs Addressed	Public Services and Other Supportive Services
	Funding	CDBG: \$27,100.00
	Description	The Community Minority Cultural Center (CMCC) carries out programming which is designed to assist individuals in skills that will assist them in their assimilation into American Culture while allowing them to maintain their own native cultures. CMCC provides year round cultural activities, computer, internet, and social media training. The computer classes provide computer access and training to youths and adults.
	Target Date	6/30/2024
	Estimate the number and type of families that will benefit from the proposed activities	It is estimated that this activity will service 3,255 individuals, 96% being of low/moderate income.
	Location Description	CMCC, 298 Union Street, Lynn, MA 01901
	Planned Activities	CDBG funds will support salary and fringe expense for program staff, and operating expenses (insurance, rent of space, utilities).
21	Project Name	Cultural Latina Dance Academy (CLDA)
	Target Area	Downtown Lynn (including Lynn Downtown Cultural District)
	Goals Supported	Expand Public Services and Other Supportive Services
	Needs Addressed	Public Services and Other Supportive Services
	Funding	\$1,256.00

	Description	Cultural Latina Dance Academy Inc is a nonprofit organization teaching children and teens dance (ages 3 1/2 and up). CLDA provides dance and community activities and affordable dance lessons through scholarships families that cannot afford lessons.
	Target Date	06/30/2024
	Estimate the number and type of families that will benefit from the proposed activities	It is estimated that this activity will service 90 individuals, 89% being of low/moderate income.
	Location Description	25 Exchange Street Lynn, MA 01901
	Planned Activities	CDBG funds will support operating and supply expenses to include rents, utilities, insurance, transportation, costumes, speakers, electronics, and costumes.
22	Project Name	North Shore Juneteenth
	Target Area	Central Lynn Downtown Lynn (including Lynn Downtown Cultural District)
	Goals Supported	Expand Public Services and Other Supportive Services
	Needs Addressed	Public Services and Other Supportive Services
	Funding	\$2,185.00
	Description	<p>North Shore Juneteenth Association Inc.is organized to create awareness about the Juneteenth holiday, educate the broader community about positive aspects of Black American culture, and dismantle racism by using events and programming as a tool for change.</p> <p>North Shore Juneteenth Association hosts educational events throughout the year to engage and educate the community. These include the annual City of Lynn Juneteenth flag raising ceremony which commemorates the freedom of enslaved Black Americans and the annual Frederick Douglas Reading during which the 4h of July speech given by Doulas is recited. Events feature artists and speakers providing enrichment and education. Programming raises awareness and creates opportunities for reflection on the many positive contributions Black Americans have added to our country and to renew our commitment to being</p>

		inclusive of all cultures in our community.
	Target Date	06/30/2024
	Estimate the number and type of families that will benefit from the proposed activities	It is estimated that this activity will service 700 individuals, 57% being of low/moderate income
	Location Description	Frederick Douglas Park and 590 Washington Street Lynn, MA
	Planned Activities	CDBG funds will support the annual Juneteenth flag raising and Frederick Douglas Reading events; assisting event costs (artists, speakers, performers, sound system, DJ, printed materials).
23	Project Name	East Lynn Little League – Youth Baseball & Softball
	Target Area	Central Lynn
	Goals Supported	Expand Public Services and Other Supportive Services
	Needs Addressed	Public Services and Other Supportive Services
	Funding	\$2,722.00
	Description	East Lynn Little League provides instructional and recreational baseball and softball programming for youth. Programming provides the opportunity for children to learn how to win and also lose with dignity, how to be good teammates and how to be disciplined. The League serves youth (age 4 - 12) who live in the East Lynn Area, and have been proudly doing so since 1951.
	Target Date	06/30/2024
	Estimate the number and type of families that will benefit from the proposed activities	It is estimated that this activity will service 275 individuals, 51% being of low/moderate income
	Location Description	Keaney Park / Kiley Park
	Planned Activities	Instructional and recreational youth baseball and softball. CCDBG funds will assist with program supplies to include baseballs and softballs.
24	Project Name	Boys & Girls Club of Lynn (BGCL) – Out of School Time Programming
	Target Area	Central Lynn Downtown Lynn (including Lynn Downtown Cultural

		District)
	Goals Supported	Expand Public Services and Other Supportive Services
	Needs Addressed	Public Services and Other Supportive Services
	Funding	\$2,474.00
	Description	<p>Boys & Girls Club of Lynn serves youth ages 5-18 years old. Programming is focused around core values Academic Success, Healthy Lifestyles, and Good Character & Leadership. These are introduced to them by club staff whom they have bonded with outside of a strict school setting. Programs offered allow our members access to knowledge and guidance that they may not have comfortable access to elsewhere. The Boys & Girls Club of Lynn understands the value of a positive adult role model to mentor our members. The impact of providing mentors to marginalized populations enhances our ability to assist in the development of relationships that are built around acceptance, foster continuous growth and ultimately create a support system for our youth. Creating these secure, comfortable relationships with our members of the club has been a staple in our success of recruitment and retention for these out of school program initiatives.</p> <p>The BGCL will enhance the STEAM Dream Initiative. This mission of STEAM Dream is to deliver high quality STEAM programming to our members ages 6-18.</p>
	Target Date	06/30/2024
	Estimate the number and type of families that will benefit from the proposed activities	It is estimated that this activity will service 275 individuals, 51% being of low/moderate income
	Location Description	25 North Common Street Lynn, MA 01901
	Planned Activities	CDBG funds will support the STEAM Dream Initiative assisting with outfitting the lab with materials and supplies needed to create engaging and hands on activities to include a 3D printer and supplies and STEAM kits for participants.
25	Project Name	Demakes Family YMCA - Leadership & Mentoring Programs at the Lynn Youth Development Center

	Target Area	Central Lynn
	Goals Supported	Expand Public Services and Other Supportive Services
	Needs Addressed	Public Services and Other Supportive Services
	Funding	\$1,185.00
	Description	<p>The Demakes Family YMCA in Lynn will strengthen program resources, capacity, and impact of our leadership program for youth (Captain’s Club, ages 8-11) and mentoring programs for teen men and women (My Time and Boys2Men, ages 12-16).</p> <p>Captain’s Club provides opportunities for youth in the program to design and implement group activities, such as a community service project, encouraging students to think critically, work collaboratively, and take true ownership of Youth Center programming.</p> <p>My Time, which provides one-on-one mentoring and group sessions with staff to bring awareness, knowledge, support, and empower teens in their daily lives. The goal is to provide our young women with relevant information and resources on real life topics and help prepare them to be successful in future situations.</p> <p>Boys2Men in 2023, a teen mentoring program for young men will focus on providing students with a successful transition from high school to adult life through one-on-one and group mentoring, access to positive role models and social activities with like-minded peers.</p>
	Target Date	06/30/2024
	Estimate the number and type of families that will benefit from the proposed activities	Approximately 300 youth will be served, 80% being of low/moderate income.
	Location Description	40 Neptune Blvd & 20 Neptune Blvd. Lynn, MA 01901
	Planned Activities	CDBG funds will support program staff salary and fringe and program supplies.
26	Project Name	West Lynn Little League – Youth Baseball
	Target Area	Boston Street Corridor
	Goals Supported	Expand Public Services and Other Supportive Services

	Needs Addressed	Public Services and Other Supportive Services
	Funding	\$2,584.00
	Description	West Lynn Little League provides instructional and recreational baseball programming for youth. The program teaches and practices baseball skills and drills. Youth play on a team with their peers and work together. Baseball promotes not only physical activity but also a sense of community and the importance of being a part of a team.
	Target Date	06/30/2024
	Estimate the number and type of families that will benefit from the proposed activities	Approximately 150 youth will be served, 67% being of low/moderate income.
	Location Description	West Lynn Field Barry Park
	Planned Activity	Instructional and recreational youth baseball. CDBG funds will assist with program supplies to include baseballs and safety equipment.
27	Project Name	Pine Hill Little League (PHLL) – Youth Baseball
	Target Area	Central Lynn
	Goals Supported	Expand Public Services and Other Supportive Services
	Needs Addressed	Public Services and Other Supportive Services
	Funding	\$2,722.00
	Description	PHLL provides instructional and recreational baseball programming for youth. PHLL provides the basic fundamentals of baseball from the t-ball to Major division. They are supervised by CORI-approved adults that can give them basic to advanced knowledge of the sport, safety precautions, and rules and regulations implemented by Little League, International.
	Target Date	06/30/2024
	Estimate the number and type of families that will benefit from the proposed activities	Approximately 100 youth will be served, 83% being of low/moderate income.
	Location Description	Gallagher Park
	Planned Activities	Instructional and recreational youth baseball. CDBG

		funds will assist with program supplies to include baseballs, bats, and safety equipment. Funding will also assist with operating expenses.
28	Project Name	Lynn Youth Hockey – Ice Hockey
	Target Area	Central Lynn
	Goals Supported	Expand Public Services and Other Supportive Services
	Needs Addressed	Public Services and Other Supportive Services
	Funding	\$1,994.00
	Description	Lynn Youth Hockey Association provides Instructional Hockey, House League and Travel Programs are offered to boys and girls of preschool through age 18.
	Target Date	06/30/2024
	Estimate the number and type of families that will benefit from the proposed activities	Approximately 150 youth will be served, 51% being of low/moderate income.
	Location Description	Connery Ice Rink
	Planned Activities	Instructional and recreational youth ice hockey. CDBG funds will assist with program supplies to include pucks, training equipment, and uniforms. Funding will also assist with operating expenses such as ice costs and printed materials.
29	Project Name	New American Association of Massachusetts (NAAM) - New American Center Youth Program
	Target Area	Central Lynn Downtown Lynn (including Lynn Downtown Cultural District)
	Goals Supported	Expand Public Services and Other Supportive Services
	Needs Addressed	Public Services and Other Supportive Services
	Funding	CDBG: \$2,733.00
	Description	New American Center (NAC) Youth Program operates year-round programming for immigrant and refugee youth. During the school year this consists of an afterschool program for elementary students, tutoring and mentoring for middle and high schoolers, weekly playgroups for toddlers, career development and college preparation for high schoolers and out-of-school youth,

		parent liaison services, and case management for all ages. During the summer months there is a comprehensive six-week summer program for students entering grades K-12, which includes academics, enrichment and recreation activities, and field trips. All programming is offered free of charge.
	Target Date	6/30/2024
	Estimate the number and type of families that will benefit from the proposed activities	Approximately 100 youth will be served, 100% being of low/moderate income.
	Location Description	NAAM, 330 Lynnway, Suite 302, Lynn, MA 01901
	Planned Activities	CDBG funds will assist with program supplies.
30	Project Name	Pathways Adult Education & Training
	Target Area	Central Lynn
	Goals Supported	Expand Public Services and Other Supportive Services
	Needs Addressed	Public Services and Other Supportive Services
	Funding	CDBG \$2,047.00
	Description	<p>Pathways provides Adult Education Programming for low income residents of Lynn (16 years or older), not currently enrolled in secondary school or college, who do not possess a high school diploma, or have a HS diploma from another country, and who want to obtain a high school equivalency degree or improve their English.</p> <p>Pathways students come from more than 40 countries, speak 17 different languages, range in age from 18 -60, the majority falling between 25 and 45 years of age. Two thirds of our students are women and two thirds work. 98% fall below the federal poverty line.</p>
	Target Date	6/30/2024
	Estimate the number and type of families that will benefit from the proposed activities	Pathways assist 350 individuals, 94% being of low/moderate income.
	Location Description	Pathways, 330 Lynnway, Suite 302, Lynn, MA 01901
	Planned Activities	CDBG funds will assist with program operating costs; rent.

31	Project Name	Community Movie Program
	Target Area	Central Lynn Downtown Lynn (including Lynn Downtown Cultural District)
	Goals Supported	Expand Public Services and Other Supportive Services
	Needs Addressed	Public Services and Other Supportive Services
	Funding	CDBG: \$ 5,000.00
	Description	<p>The Office of Economic and Community Development and the Lynn Parks & Recreation Department will coordinate a Community Movie Program, providing free and local family movies for Lynn residents. The program will offer both passive and active recreational opportunities primarily to Lynn Youth. Community resources are incorporated into each movie night to provide residents with information on various topics such as health and safety, literacy, education, youth services, elder services, food insecurity, financial literacy, and housing, crime prevention, crime awareness. Community Development will invite local organizations and or City departments to each movie night to set up resources tables and engage the community. This activity is an eligible public service activity and meets the national objective set forth in Section 570.208 (a) (1) Area benefit activities. The activity is also consistent with the Annual Action Plan goal to "Expand Public Services and Other Supportive Services". Four summer movies will be held at the Goldfish Pond Park, where free boat rides will be given on Goldfish Pond, Gallagher Park, Red Rock Park, and Magnolia Park. A free movie will also be held in the Lynn Auditorium during the annual Lynn Common Tree Lighting Ceremony in December. The purpose of this program is to improve the quality of life in Lynn's neighborhoods and to encourage and promote diversity among Lynn residents. CDBG funds in the amount of \$5,000.00 will be used for movie rentals, projector equipment rentals and temporary provision of porta-potties at selected sites. Funds allocated for this project will have a citywide benefit, benefiting approximately</p>

		5,000 persons, 58% of whom will be of low/moderate income. This activity will be completed by the end of the fiscal year.
	Target Date	6/30/2024
	Estimate the number and type of families that will benefit from the proposed activities	Funds allocated for this project will have a citywide benefit, benefiting approximately 5,000 persons, 59% of whom will be of low/moderate income.
	Location Description	Lynn Department of Community Development, Room 311, Lynn City Hall, Lynn, MA 01901
	Planned Activities	CDBG funds in the amount of \$5,000.00 will be used for movie rentals, projector equipment rentals and temporary provision of porta-potties at selected sites. .
32	Project Name	Northeast Legal Aid (NLA) Small Business Legal Assistance – <i>Microenterprise Assistance</i>
	Target Area	Market Street Gateway Washington Street Gateway Central Lynn Downtown Lynn (including Lynn Downtown Cultural District)
	Goals Supported	Promote Economic Development
	Needs Addressed	Economic Development
	Funding	CDBG \$32,000.00
	Description	NLA’s Community Development Unit will provide support for small businesses in the Lynn community in order to help stimulate economic growth and provide support to low-income and minority business owners who often lack the resources to navigate the complex business related legal issues. The project will involve the hiring of a small business attorney to provide support for issues such as incorporation and choice of entity, support for contract negotiation, contract drafting, contract review, employment law, licenses, permits, zoning, intellectual property counseling, commercial leases, and financing. Legal assistance would ensure that business owners are able to be part of the engine that drives development and creates jobs in their communities. NLA’s Community Development Unit will work closely with local business incubators and local

		economic development organizations to coordinate support for small businesses. Legal assistance would not only make sure new businesses are able to open in the community, but also help these new businesses thrive.
	Target Date	6/30/2024
	Estimate the number and type of families that will benefit from the proposed activities	NLA estimates 20 businesses owners will be assisted, 100% of which will be of low/moderate income.
	Location Description	181 Union St. #201A Lynn, MA 01901
	Planned Activities	CDBG funds in the amount of \$32,000.00 will support this program assisting with staff salary and fringe for one staff attorney.
33	Project Name	Greater Lynn Chamber of Commerce - Small Business Assistance - <i>Microenterprise Assistance</i>
	Target Area	Market Street Gateway Washington Street Gateway Central Lynn Downtown Lynn (including Lynn Downtown Cultural District)
	Goals Supported	Promote Economic Development
	Needs Addressed	Economic Development
	Funding	CDBG: \$32,000
	Description	<p>The Greater Lynn Chamber of Commerce operates a Business Support Center. This center provides a vast array of resources, trainings, and support services. The Business Support Center serves a huge range of businesses across many industries and across many points in a business life cycle.</p> <p>The three core functions of the Business Support Center are; Business Counseling, Professional Development, and Business Education.</p> <ol style="list-style-type: none"> 1. Business Counseling is provided by SCORE (Service Corps of Retired Executives). SCORE counselors work confidentially with business clients, providing a vast array of support. GLCC staff refers to this service. 2. Professional Development is provided directly by

		<p>the Chamber through a series of management training programs. Contractors/Trainers deliver programs developed by the Chamber to attendees. These training programs are designed to provide base-level competency for early career and small business management.</p> <p>3. Business Education is provided through the Chamber. These educational sessions are delivered by industry experts and are designed to provide insight into a wide variety of business opportunities and concepts. These can include updates to small business tax codes, social media marketing tools, HR benefit packages, etc.</p>
	Target Date	6/30/2024
	Estimate the number and type of families that will benefit from the proposed activities	GLCC estimates 200 businesses owners will be assisted, 51% of which will be of low/moderate income.
	Location Description	Lynn Area Chamber of Commerce, 583 Chestnut Street, Lynn, MA 01904
	Planned Activities	CDBG funds in the amount of \$32,000.00 will support this program assisting with staff salary and fringe and operating costs.
34	Project Name	Lynn Main Streets - Promoting Small Businesses and Tourism in Downtown Lynn -Microenterprise Assistance
	Target Area	Market Street Gateway Washington Street Gateway Central Lynn Downtown Lynn (including Lynn Downtown Cultural District)
	Goals Supported	Promote Economic Development
	Needs Addressed	Economic Development
	Funding	\$32,000.00
	Description	Lynn Main Streets (LMS) is committed to prioritizing the voices and needs of locally-owned small businesses with a focus on supporting and promoting small businesses in Downtown Lynn, many owned by immigrants and refugees.

		<p>LMS will provide small business technical assistance to business in need of marketing plan development. Focus will be geared towards digital marketing to increase online presence (web site development, social media page development). LMS will also assist with joint marketing campaigns. These initiatives aim to increase visitation to the assisted businesses.</p> <p>LMS will also expanding and refining the Lynn Main Streets Business Directory.</p>
	Target Date	06/30/2024
	Estimate the number and type of families that will benefit from the proposed activities	Lynn Main Streets estimates 75 businesses owners will be assisted, 67% of which will be of low/moderate income.
	Location Description	Various locations in downtown, including the Cultural District and Exchange Street Corridor
	Planned Activities	CDBG funds in the amount of \$32,000.00 will support this program assisting with program staff salary and fringe, operating costs, and contracted services for photography and videography.
35	Project Name	Neighborhood Stabilization
	Target Area	Central Lynn
	Goals Supported	Create and Preserve Deed-Restricted Affordable Housing, Enforce Fair Housing Laws and Support Residential Development that Advance Neighborhood Diversity, Revitalize and Strengthen Neighborhoods
	Needs Addressed	Neighborhood Revitalization
	Funding	CDBG: \$50,000.00
	Description	Non-profit organizations and housing developers can utilize CDBG funds to purchase and rehabilitate existing housing or acquire and construct new housing units to sell to potential first time homebuyers or to create new affordable rental units. It is estimated that approximately 4 units will be created through this process. CDBG funds in the amount of \$50,000.00 plus \$50,000 of Program Income will support this program.
	Target Date	6/30/2024

	Estimate the number and type of families that will benefit from the proposed activities	It is estimated that approximately 4 units will be created through this process.
	Location Description	Lynn Housing Authority and Neighborhood Development, 10 Church Street, Lynn, MA 01902
	Planned Activities	Non-profit organizations and housing developers can utilize CDBG funds to purchase and rehabilitate existing housing or acquire and construct new housing units to sell to potential first time homebuyers or to create new affordable rental units. It is estimated that approximately 4 units will be created through this process.
36	Project Name	Rehabilitation Loans and Grants
	Target Area	Central Lynn
	Goals Supported	Revitalize and Strengthen Neighborhoods, Reduce Housing Cost Burdens and Improve Housing Conditions for Renters, Increase Special Needs Housing Opportunities
	Needs Addressed	Neighborhood Revitalization
	Funding	CDBG: \$20,000.00
	Description	LHAND administers rehabilitation grant and loan programs as follows: Rehab Loan Program provides: Direct Loan: Owner-occupants of 1 to 4 unit residential buildings, city-wide with a priority given to residents located within LHANDs Neighborhood Revitalization Area (NRA), are eligible for a \$15,000 loan at 3% interest for the cost of eligible repairs with a 5 - 15 year repayment period. Elderly Deferred: Elderly owner-occupants (over 62 years old) who own a single family home are eligible for a \$15,000 deferred loan at 0% for the cost of eligible repairs. Priority will be given to improving energy efficiency and the correction of code violations. Handicap Accessibility: Owner-occupants who own a 1 to 4 unit residential building are eligible for a \$15,000 deferred loan at 0% in order to make any unit in their home handicap accessible. Grant Program provides: Development Area Grant: Residents located within the designated Development Area who own a 1-

	<p>4 unit residential building are eligible for a grant of up to \$5,000 for eligible exterior repairs. Program is based on availability of funds. Target Area Grant: Residents located within the designated Target Area, who own a single-family residential unit, are eligible for a grant of up to \$5,000 for eligible exterior repairs. This program is based on availability of funds. It is estimated that 5 homeowners will be assisted during FY24 utilizing \$20,000.00 in grant funds to support these programs.</p>
Target Date	6/30/2024
Estimate the number and type of families that will benefit from the proposed activities	It is estimated that 5 homeowners will be assisted during FY24 utilizing \$20,000.00 to support these programs.
Location Description	Lynn Housing Authority and Neighborhood Development, 10 Church Street, Lynn, MA 01902
Planned Activities	<p>LHAND administers rehabilitation grant and loan programs as follows: Rehab Loan Program provides: Direct Loan: Owner-occupants of 1 to 4 unit residential buildings, city-wide with a priority given to residents located within LHANDs Neighborhood Revitalization Area (NRA), are eligible for a \$15,000 loan at 3% interest for the cost of eligible repairs with a 5 - 15 year repayment period. Elderly Deferred: Elderly owner-occupants (over 62 years old) who own a single family home are eligible for a \$15,000 deferred loan at 0% for the cost of eligible repairs. Priority will be given to improving energy efficiency and the correction of code violations. Handicap Accessibility: Owner-occupants who own a 1 to 4 unit residential building are eligible for a \$15,000 deferred loan at 0% in order to make any unit in their home handicap accessible. Grant Program provides: Development Area Grant: Residents located within the designated Development Area who own a 1-4 unit residential building are eligible for a grant of up to \$5,000 for eligible exterior repairs. Program is based on availability of funds. Target Area Grant: Residents located within the designated Target Area, who own a single-family residential unit, are eligible for a grant of up to \$5,000 for eligible exterior repairs. This program is based on availability of funds.</p>

37	Project Name	Affordable Housing Rehabilitation
	Target Area	Central Lynn
	Goals Supported	Revitalize and Strengthen Neighborhoods, Create and Preserve Deed-Restricted Affordable Housing, Preserve and Expand Affordable Homeownership Opportunities, Increase Special Needs Housing Opportunities
	Needs Addressed	Neighborhood Revitalization Affordable Housing
	Funding	CDBG: \$25,000
	Description	Non-profit organizations can utilize CDBG funds to rehabilitate existing low moderate housing units in an effort to continue to provide safe, energy efficient and affordable decent housing. \$25,000 in CDBG funds will be used to support this program. It is anticipated that approximately 6 units will be rehabilitated through this process.
	Target Date	6/30/2024
	Estimate the number and type of families that will benefit from the proposed activities	It is anticipated that approximately 6 units will be rehabilitated through this process.
	Location Description	Lynn Housing Authority and Neighborhood Development, 10 Church Street, Lynn, MA 01902
Planned Activities	Non-profit organizations can utilize CDBG funds to rehabilitate existing low moderate housing units in an effort to continue to provide safe, energy efficient and affordable decent housing.	
38	Project Name	Homeownership Assistance Programs
	Target Area	Central Lynn
	Goals Supported	Create and Preserve Deed-Restricted Affordable Housing, Preserve & Expand Affordable Homeownership Opportunities, Revitalize and Strengthen Neighborhoods
	Needs Addressed	Homeownership
	Funding	CDBG: \$28,779.00
	Description	LHAND administers two homebuyer programs as follows: Realizing the Dream of Homeownership is meant to expand the affordability of homeownership to

	<p>eligible first-time buyers whose savings and income are inadequate to meet certain costs associated with the purchase of a 1-4 residential property. This program is available city wide and the resources from this program will be in the form of a second mortgage. Homebuyers will be eligible for a \$5,000 forgivable deferred loan and a 0% \$5,000 amortized loan for a term of 5 years for the maximum amount of \$10,000. The assistance is only for down-payment, closing costs, increasing energy efficiency and the correction of code violations. The One Mortgage Assistance Program provides down payment and closing cost assistance for those who are participating in the state approved Soft Second Program. The Soft Second loans are available to low and moderate income first-time homebuyers to reduce their first mortgage amounts and eliminate the need for Private Mortgage Insurance and make homeownership more affordable. LHAND will match up to 1.5% of the down payment amount and provide closing cost assistance for a maximum amount of \$5,000 in the form of a forgivable deferred loan to eligible first-time buyers whose savings and income are inadequate to meet the cost associated with the purchase of a 1-4 residential property. It is estimated that 10 households (est. 5 minority households) will be served during FY24 utilizing \$28,779.00 in grant funds. This program is available city wide.</p>
Target Date	6/30/2024
Estimate the number and type of families that will benefit from the proposed activities	It is estimated that 10 households (est. 5 minority households) will be served during FY24 utilizing \$28,779.00 in grant funds.
Location Description	Lynn Housing Authority and Neighborhood Development, 10 Church Street, Lynn, MA 01902
Planned Activities	LHAND administers two homebuyer programs as follows: Realizing the Dream of Homeownership is meant to expand the affordability of homeownership to eligible first-time buyers whose savings and income are inadequate to meet certain costs associated with the purchase of a 1-4 residential property. This program is available city wide and the resources from this program

		<p>will be in the form of a second mortgage. Homebuyers will be eligible for a \$5,000 forgivable deferred loan and a 0% \$5,000 amortized loan for a term of 5 years for the maximum amount of \$10,000. The assistance is only for down-payment, closing costs, increasing energy efficiency and the correction of code violations. The One Mortgage Assistance Program provides down payment and closing cost assistance for those who are participating in the state approved Soft Second Program. The Soft Second loans are available to low and moderate income first-time homebuyers to reduce their first mortgage amounts and eliminate the need for Private Mortgage Insurance and make homeownership more affordable. LHAND will match up to 1.5% of the down payment amount and provide closing cost assistance for a maximum amount of \$5,000 in the form of a forgivable deferred loan to eligible first-time buyers whose savings and income are inadequate to meet the cost associated with the purchase of a 1-4 residential property. This program is available city wide.</p>
39	Project Name	HOME - Homeownership Assistance Programs
	Target Area	Central Lynn
	Goals Supported	Preserve & Expand Affordable Homeownership Opportunities, Create and Preserve Deed-Restricted Affordable Housing
	Needs Addressed	Homeownership
	Funding	HOME: \$100,000.00
	Description	<p>LHAND administers two homebuyer programs as follows: Realizing the Dream of Homeownership is meant to expand the affordability of homeownership to eligible first-time buyers whose savings and income are inadequate to meet certain costs associated with the purchase of a single family or condominium residential property. This program is available city wide and the resources from this program will be in the form of a second mortgage. Clients that meet the income requirements will be eligible for a \$5,000 forgivable deferred loan. The assistance is only for down-payment and closing costs. The One Mortgage Assistance</p>

	<p>Program provides down payment and closing cost assistance for those who are participating in the state approved Soft Second mortgage program. The Soft Second loans are available to low and moderate income first-time homebuyers to reduce their first mortgage amount and eliminate the need for Private Mortgage Insurance to make homeownership more affordable. LHAND will match up to 1.5% of the down payment amount and provide closing cost assistance for a maximum amount of \$5,000 in the form of a forgivable deferred loan to eligible first-time buyers whose savings and income are inadequate to meet the cost associated with the purchase of a single family or condominium residential property. This program is available city wide. It is estimated that 6 first-time homebuyers will benefit from this program. \$100,000.00 in HOME funds will support this program.</p>
Target Date	6/30/2024
Estimate the number and type of families that will benefit from the proposed activities	It is estimated that 6 first-time homebuyers will benefit from this program.
Location Description	Lynn Housing Authority and Neighborhood Development, 10 Church Street, Lynn, MA 01902
Planned Activities	<p>LHAND administers two homebuyer programs as follows: Realizing the Dream of Homeownership is meant to expand the affordability of homeownership to eligible first-time buyers whose savings and income are inadequate to meet certain costs associated with the purchase of a single family or condominium residential property. This program is available city wide and the resources from this program will be in the form of a second mortgage. Clients that meet the income requirements will be eligible for a \$5,000 forgivable deferred loan. The assistance is only for down-payment and closing costs. The One Mortgage Assistance Program provides down payment and closing cost assistance for those who are participating in the state approved Soft Second mortgage program. The Soft Second loans are available to low and moderate income first-time homebuyers to reduce their first mortgage</p>

		amount and eliminate the need for Private Mortgage Insurance to make homeownership more affordable. LHAND will match up to 1.5% of the down payment amount and provide closing cost assistance for a maximum amount of \$5,000 in the form of a forgivable deferred loan to eligible first-time buyers whose savings and income are inadequate to meet the cost associated with the purchase of a single family or condominium residential property. This program is available city wide.
40	Project Name	HOME - Rehabilitation Loan & Grant Programs
	Target Area	Central Lynn
	Goals Supported	Revitalize and Strengthen Neighborhoods, Increase Special Needs Housing Opportunities
	Needs Addressed	Neighborhood Revitalization
	Funding	HOME: \$65,000.00
	Description	LHAND administers rehabilitation grant and loan programs as follows: Rehab Loan Program provides: Direct Loan: Owner-occupants of a single family, city-wide with a priority given to residents located within LHANDs Neighborhood Revitalization Area (NRA), are eligible for a \$15,000 loan at 3% interest for the cost of eligible repairs with a 5 - 15 year repayment period. Elderly Deferred: Elderly owner-occupants (over 62 years old) who own a single family home are eligible for a \$15,000 deferred loan at 0% for the cost of eligible repairs. Priority will be given to improving energy efficiency and the correction of code violations. Handicap Accessibility: Owner-occupants who own a single family are eligible for a \$15,000 deferred loan at 0% in order to make any unit in their home handicap accessible. Grant Program provides: Development Area Grant: Residents located within the designated Development Area who own a single family are eligible for a grant of up to \$5,000 for eligible exterior repairs. Program is based on availability of funds. Target Area Grant: Residents located within the designated Target Area, who own a single-family residential unit, are eligible for a grant of up to \$5,000 for eligible exterior

		repairs. This program is based on availability of funds. It is estimated that 5 homeowners will be assisted utilizing \$65,000.00 in HOME funds to support these programs.
	Target Date	6/30/2024
	Estimate the number and type of families that will benefit from the proposed activities	It is estimated that 5 homeowners will be assisted utilizing \$65,000.00 in HOME funds to support these programs.
	Location Description	Lynn Housing Authority and Neighborhood Development, 10 Church Street, Lynn, MA 01902
	Planned Activities	<p>LHAND administers rehabilitation grant and loan programs as follows: Rehab Loan Program provides: Direct Loan: Owner-occupants of a single family, city-wide with a priority given to residents located within LHANDs Neighborhood Revitalization Area (NRA), are eligible for a \$15,000 loan at 3% interest for the cost of eligible repairs with a 5 - 15 year repayment period.</p> <p>Elderly Deferred: Elderly owner-occupants (over 62 years old) who own a single family home are eligible for a \$15,000 deferred loan at 0% for the cost of eligible repairs. Priority will be given to improving energy efficiency and the correction of code violations.</p> <p>Handicap Accessibility: Owner-occupants who own a single family are eligible for a \$15,000 deferred loan at 0% in order to make any unit in their home handicap accessible.</p> <p>Grant Program provides: Development Area Grant: Residents located within the designated Development Area who own a single family are eligible for a grant of up to \$5,000 for eligible exterior repairs. Program is based on availability of funds. Target Area Grant: Residents located within the designated Target Area, who own a single-family residential unit, are eligible for a grant of up to \$5,000 for eligible exterior repairs. This program is based on availability of funds.</p>
41	Project Name	HOME- CHDO (Community Housing Development Organization)
	Target Area	Central Lynn
	Goals Supported	Preserve & Expand Affordable Homeownership Opportunities

	Needs Addressed	Affordable Housing
	Funding	HOME: \$144,226.35
	Description	LHAND provides HOME funds to eligible Certified CHDOs to provide affordable homeownership and rental opportunities. This program will benefit 4 individuals. Proceeds from the resale of housing units can be reused by the CHDO for similar activities. HOME funds in the amount of \$144,226.35 will support this program.
	Target Date	6/30/2024
	Estimate the number and type of families that will benefit from the proposed activities	This program will benefit 4 individuals.
	Location Description	Lynn Housing Authority and Neighborhood Development, 10 Church Street, Lynn, MA 01902
	Planned Activities	LHAND provides HOME funds to eligible Certified CHDOs to provide affordable homeownership and rental opportunities. This program will benefit 4 individuals. Proceeds from the resale of housing units can be reused by the CHDO for similar activities. HOME funds in the amount of \$144,226.35 will support this program.
42	Project Name	HOME - Neighborhood Stabilization (Construction & Rehab)
	Target Area	Central Lynn
	Goals Supported	Revitalize and Strengthen Neighborhoods, Preserve & Expand Affordable Homeownership Opportunities, Create and Preserve Deed-Restricted Affordable Housing
	Needs Addressed	Neighborhood Revitalization
	Funding	HOME: \$500,000.00
	Description	Non-profit organizations and Housing Developers can utilize HOME funds to purchase & rehabilitate existing housing or acquire and construct new housing units to sell to potential first time homebuyers or to create new affordable rental units. Proceeds from the resale of the housing units will go back into a revolving fund to reuse for additional projects. It is anticipated that approximately 6 units will be created through this

		process. HOME funds in the amount of \$500,000.00 and HOME program income of \$50,000 will support this program.
	Target Date	6/30/2024
	Estimate the number and type of families that will benefit from the proposed activities	It is anticipated that approximately 6 units will be created through this process.
	Location Description	Lynn Housing Authority and Neighborhood Development, 10 Church Street, Lynn, MA 01902
	Planned Activities	Non-profit organizations and Housing Developers can utilize HOME funds to purchase & rehabilitate existing housing or acquire and construct new housing units to sell to potential first time homebuyers or to create new affordable rental units. Proceeds from the resale of the housing units will go back into a revolving fund to reuse for additional projects.
43	Project Name	HOME -Tenant Based Rental Assistance (TBRA)
	Target Area	Central Lynn
	Goals Supported	Reduce Homelessness, Revitalize and Strengthen Neighborhoods
	Needs Addressed	Affordable Housing Homelessness
	Funding	HOME: \$56,131.75
	Description	This program, as part of the agency's Housing First initiative, is meant to assist qualified families transitioning out of DTA emergency shelters into permanent housing that pay a disproportionate share of their income toward housing costs (rent and utilities), unaccompanied high school youth identified as at-risk by the Lynn School Department, elders identified by Greater Lynn Senior Services as victims of abuse and/or neglect, grandparents acting as parents, working families residing in HOME-funded developments located within the city's Neighborhood Revitalization Area (NRA) and Housing First. LHAND will provide these households with a housing grant per month to help pay their rent for a period of one (1) year. LHAND will assist 12 clients under this program. HOME funds in the amount of \$56,131.75 will support this program.
	Target Date	6/30/2024

	Estimate the number and type of families that will benefit from the proposed activities	LHAND will assist 12 clients under this program.
	Location Description	Lynn Housing Authority and Neighborhood Development, 10 Church Street, Lynn, MA 01902
	Planned Activities	This program, as part of the agency's Housing First initiative, is meant to assist qualified families transitioning out of DTA emergency shelters into permanent housing that pay a disproportionate share of their income toward housing costs (rent and utilities), unaccompanied high school youth identified as at-risk by the Lynn School Department, elders identified by Greater Lynn Senior Services as victims of abuse and/or neglect, grandparents acting as parents, working families residing in HOME-funded developments located within the city's Neighborhood Revitalization Area (NRA) and Housing First. LHAND will provide these households with a housing grant per month to help pay their rent for a period of one (1) year.
44	Project Name	ESG-23 Lynn
	Target Area	Downtown Lynn (including Lynn Downtown Cultural District)
	Goals Supported	Reduce Homelessness
	Needs Addressed	Homelessness
	Funding	ESG: \$194,659.00
	Description	<p>The city will allocate 194,659.00 towards ESG activities under the shelter, HMIS, and administration components.</p> <p>Shelter Component</p> <p>The City will allocate \$90,860.00 towards the emergency shelter component. Dollars will be allocated towards shelter operations and essential services carried out at the Multi-Service Center and Haven Project locations.</p> <p>The Multi-Service Center currently houses four non-profit tenants that provide supportive services for Lynn's homeless and at-risk individuals: My Brother's Table, Lynn Shelter Association, Healthy Streets Outreach</p>

	<p>Program and the Essex County Sheriff's Department. \$90,860.000 in ESG funds will be available to provide operations and security services at this facility.</p> <p>The Haven Project will receive \$19,200.00 in ESG funds for operational expenses related to its Drop-In Center for Homeless Young Adults. The program offers support and services to young adults of Lynn who do not have a safe and stable living environment.</p> <p>HMIS Component</p> <p>The City will allocate \$70,000.00 in ESG funds to LHADG to assist operating costs and staff salary/fringe for maintenance of Homeless Management Information System (HMIS).</p> <p>Administration Component</p> <p>The City will allocate \$14,599.00 towards administration expenditures.</p>
Target Date	6/30/2024
Estimate the number and type of families that will benefit from the proposed activities	Approximately 8,200 homeless and at-risk individuals will be serviced by the aforementioned activities.
Location Description	<p>Shelter</p> <p>Multi-Service Center, 100 Willow Street, Lynn, MA 01901 and Haven Project 57 Munroe Street Lynn, MA 01901</p> <p>HMIS</p> <p>Lynn Housing Authority and Neighborhood Development, 10 Church Street, Lynn, MA 01902</p> <p>Administration</p> <p>Community Development, Lynn City Hall, Room 311, Lynn, MA 01901</p>
Planned Activities	ESG funds will be allocated for shelter operations at the Multiservice Center, operational costs for the drop in center for homeless youth at the Haven Project, and HMIS system costs and a portion of HMIS staff salary.

45	Project Name	Activity Delivery - Community Facilities
	Target Area	Downtown Lynn (including Lynn Downtown Cultural District) Central Lynn
	Goals Supported	Improve Public Facilities and Infrastructure
	Needs Addressed	Public Facilities and Infrastructure
	Funding	CDBG: \$270,253.90
	Description	Activity delivery costs include staff costs associated with providing Community Facilities activities.
	Target Date	6/30/2024
	Estimate the number and type of families that will benefit from the proposed activities	Activity delivery costs include staff costs associated with providing Community Facilities activities. It is estimated that 5,000 persons will be assisted by community facilities activities.
	Location Description	Community Development, Lynn City Hall, Room 311, Lynn, MA 01901
	Planned Activities	Activity delivery costs in the amount of \$270,253.90 include staff costs associated with providing Community Facilities activities.
46	Project Name	Activity Delivery - Housing
	Target Area	Central Lynn
	Goals Supported	Preserve and Expand Affordable Housing Opportunities, Revitalize and Strengthen Neighborhoods, Increase Special Needs Housing Opportunities, Reduce Housing Cost Burdens and Improve Housing Conditions for Renters, Enforce Fair Housing Laws and Support Residential Development that Advances Neighborhood Diversity
	Needs Addressed	Affordable Housing Opportunities and Neighborhood Revitalization
	Funding	CDBG: \$290,040
	Description	Activity delivery costs in the amount of \$290,040 include staff costs associated with providing housing activities.
	Target Date	6/30/2024

	Estimate the number and type of families that will benefit from the proposed activities	Activity delivery costs in the amount of \$290,040 include staff costs associated with providing housing activities. It is estimated that 10 units, 10 households and 5 homeowners will be assisted by housing activities.
	Location Description	Lynn Housing Authority and Neighborhood Development, 10 Church Street, Lynn, MA 01902
	Planned Activities	Activity delivery costs in the amount of \$290,040 include staff costs associated with providing housing activities.
47	Project Name	Activity Delivery - Public Services
	Target Area	Downtown Lynn (including Lynn Downtown Cultural District) Central Lynn
	Goals Supported	Expand Public Services and Other Supportive Services
	Needs Addressed	Public Services and Other Supportive Services
	Funding	CDBG: \$115,000.00
	Description	Activity delivery costs in the amount include staff costs associated with providing Public Service activities.
	Target Date	6/30/2022
	Estimate the number and type of families that will benefit from the proposed activities	Activity delivery costs in the amount of include staff costs associated with providing Public Service activities. It is estimated that 49,415 persons will be assisted by public service activities
	Location Description	Community Development, Lynn City Hall, Room 311, Lynn, MA 01901
	Planned Activities	Activity delivery costs in the amount of \$115,000.00 include staff costs associated with providing Public Service activities.
48	Project Name	General Administration
	Target Area	All Target Areas
	Goals Supported	Expand Public Services and Other Supportive Services, Improve Public Facilities and Infrastructure, Promote Economic Development, Preserve and Expand Affordable Housing Opportunities, Revitalize and Strengthen Neighborhoods, Reduce Homelessness, Create and Preserve Deed-Restricted Housing, Reduce

		Housing Cost Burdens and Improve Housing Conditions for Renters, Increase Special Needs Housing Opportunities, Enforce Fair Housing Laws and Support Residential Development that Enhance Neighborhood Diversity
	Needs Addressed	Economic Development Public Facilities and Infrastructure Public Services and Other Supportive Services Homelessness
	Funding	CDBG: \$407,745.65
	Description	General planning/administrative expenses
	Target Date	6/30/2024
	Estimate the number and type of families that will benefit from the proposed activities	General planning/administrative expenses. It is estimated that 62,615 persons, 295 businesses, 10 households, 10 units and 5 homeowners will be assisted with CDBG funds.
	Location Description	Community Development, Lynn City Hall, Room 311, Lynn, MA 01901
	Planned Activities	General planning/administrative expenses in the amount of \$407,745.65
49	Project Name	HOME Administration
	Target Area	Central Lynn
	Goals Supported	Preserve & Expand Affordable Homeownership Opportunities, Revitalize and Strengthen Neighborhoods, Reduce Homelessness, Create and Preserve Deed-Restricted Affordable Housing, Increase Special Needs Housing Opportunities
	Needs Addressed	Homelessness Homeownership Affordable Housing Neighborhood Revitalization
	Funding	HOME: \$96,150.90
	Description	HOME administrative expenses in the amount of \$96,150.90
	Target Date	6/30/2024

	Estimate the number and type of families that will benefit from the proposed activities	HOME administrative expenses in the amount of \$96,150.90. It is estimated that 18 persons, 5 units, 6 homebuyers and 5 homeowners will be assisted with HOME funds.
	Location Description	Lynn Housing Authority and Neighborhood Development, 10 Church Street, Lynn, MA 01902
	Planned Activities	HOME administrative expenses in the amount of \$96,150.90.
50	Project Name	Activity Delivery – Economic Development
	Target Area	Market Street Gateway, Washington Street Gateway, Central, Downtown Lynn
	Goals Supported	Promote Economic Development
	Needs Addressed	Economic Development
	Funding	CDBG: \$132,463.68
	Description	Activity delivery costs in the amount of \$132,463.68 include staff costs associated with providing Economic Development activities.
	Target Date	6/30/24
	Estimate the number and type of families that will benefit from the proposed activities	Activity delivery costs include staff costs associated with providing Economic Development Activities. It is estimated that 295 businesses will be generated as a result of economic development activities.
	Location Description	Community Development, Lynn City Hall, Room 311, Lynn, MA 01901
	Planned Activities	Activity delivery costs in the amount of \$132,463.68 include staff costs associated with providing Economic Development activities.
51	Project Name	PARC Match -Lynn Common Fountain
	Target Area	Central Lynn
	Goals Supported	Improve Public Facilities and Infrastructure
	Needs Addressed	Public Facilities Improvements
	Funding	CDBG: \$180,000.00

	Description	Funding will be used a match for a state awarded PARC grant to undertake a variety of physical improvements to Lynn Common Fountain to enhance active and passive recreational activities at this currently underutilized park. CDBG funds in the amount of \$180,000.00 will support this project as a PARC grant match. The overall project cost is estimated at \$500,000.00.
	Target Date	6/30/24
	Estimate the number and type of families that will benefit from the proposed activities	It is estimated that over 5,000 individuals will utilize park amenities with the majority of users being of low and moderate income.
	Location Description	Lynn Common
	Planned Activities	This park improvement will include the upgrade of the existing fountain.
52	Project Name	Keaney Park
	Target Area	Central Lynn
	Goals Supported	Improve Public Facilities and Infrastructure
	Needs Addressed	Public Facilities Improvements
	Funding	\$301,312.77
	Description	Funding will be used to undertake a variety of physical improvements (to include an upgrade to the irrigation systems) to enhance active and passive recreational activities at this currently underutilized park. CDBG funds in the amount of \$301,312.77 will support the overall project cost.
	Target Date	06/30/2024
	Estimate the number and type of families that will benefit from the proposed activities	It is estimated that over 5,000 individuals will utilize park amenities with the majority of users being of low and moderate income
	Location Description	Keaney Park

	Planned Activities	This park improvement will include the upgrade of the irrigations systems and physical improvements.
53	Project Name	Lynn Municipal Finance Corporation (LMFC) Loan Program
	Target Area	Waterfront District Market Street Gateway Washington Street Gateway Central Lynn Downtown Lynn (including Lynn Downtown Cultural District)
	Goals Supported	Promote Economic Development
	Needs Addressed	Economic Development
	Funding	\$0.00 CDBG
	Description	The LMFC and the Economic Development and Industrial Corporation of Lynn (EDIC) function as both a primary lender, lender of last resort and subordinated lender for businesses that are primarily located in the City's designated planning area. The loan program generates business and employment opportunities for low/moderate-income residents and provides assistance to microenterprises. Funding will provide eligible businesses with small business loans. Loans will support economic development as well as job creation and or retention. It is estimated that 5 businesses will be assisted. CDBG funds in the amount of \$0.00 and \$70,000.00 in program income will support this program. This activity will be completed by the end of the fiscal year.
	Target Date	6/30/2024
	Estimate the number and type of families that will benefit from the proposed activities	The LMFC and the Economic Development and Industrial Corporation of Lynn (EDIC) function as both a primary lender, lender of last resort and subordinated lender for businesses that are primarily located in the City's designated planning area. It is estimated that 5 businesses will be assisted. The program generates business and employment opportunities for low/moderate-income residents.

	Location Description	Economic Development Industrial Corporation, Lynn City Hall, Room 405, Lynn, MA 01901
	Planned Activities	The LMFC and the Economic Development and Industrial Corporation of Lynn (EDIC) function as both a primary lender, lender of last resort and subordinated lender for businesses that are primarily located in the City's designated planning area. The program generates business and employment opportunities for low/moderate-income residents. Funding will provide available dollars to fund small and or microenterprise business loans.

AP-50 Geographic Distribution

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

While investments will continue to be made in projects citywide, the City has identified a series of local target areas which are high priority revitalization zones that are targeted for intensive housing, economic development and other improvements in future years. Priority areas are:

Downtown Lynn (including Lynn Downtown Cultural District)

- Waterfront District
- Market Street Gateway
- Washington Street Gateway
- Central Lynn

Boston Street Corridor

A summary of each area can be found in section SP-10 of the Consolidated Plan.

Geographic Distribution

Table 10 – Geographic Distribution

Target Area	Percentage of Funds
Waterfront District	1
Market Street Gateway	5
Washington Street Gateway	5
Boston Street Corridor	6
Central Lynn	39
Downtown Lynn (including Lynn Downtown Cultural District)	44

Rationale for the priorities for allocating investments geographically

As previously noted, the City intends to continue to invest in needed programs on a citywide basis, while prioritizing economic development and housing activities in the local target areas described in the Consolidated Plan in future years. As identified through multiple community planning processes, the basis by which the City allocates investments geographically is to focus on currently underutilized locations in and around higher density neighborhoods that present the largest opportunity to generate economic development and housing benefits for low and moderate-income residents and the broader community.

AP-55 Affordable Housing

Introduction

As discussed in the Consolidated Plan, the lack of affordable, quality housing is the most significant and common housing problem in Lynn and it impacts both renters and homeowners. As housing costs increase without a corresponding rise in incomes, housing issues such as cost burdens, overcrowding, unsuitable housing, and homelessness can reasonably be expected to increase. Please see the Consolidated Plan for additional information.

Table 11 – One Year Goals for Affordable Housing by Support Requirement

One Year Goals for the Number of Households to be Supported	
Homeless	100
Non-Homeless	1,750
Special-Needs	100
Total	1,950

Table 12– One Year Goals for Affordable Housing by Support Type

One Year Goals for the Number of Households Supported Through	
Rental Assistance	1,890
The Production of New Units	10
Rehab of Existing Units	20
Acquisition of Existing Units	30
Total	1,950

AP-60 Public Housing

Introduction

Over the course of the Annual Plan period, Lynn Housing Authority & Neighborhood Development (LHAND) will implement a series of activities to address the needs of its public housing stock and of LHAND residents and voucher program participants as further described in the PHA Annual Plan submitted to HUD.

Actions planned during the next year to address the needs to public housing

See LHAND's PHA Annual Plan for a full description of planned actions and strategies. As the City's public housing authority, LHAND remains firmly committed to serving its residents and to achieving excellence in property management. Over time, LHAND has implemented numerous efficiencies including a comprehensive energy-savings program, ongoing staff training initiatives, cost-savings capital improvements and responsive maintenance services.

LHAND has also pursued alternative funding sources to support both the physical needs of its developments and the supportive service and other needs of its residents. Wherever possible, activities are planned in a manner that promote neighborhood revitalization and support the City's overall economic development goals and strategies.

Actions to encourage public housing residents to become more involved in management and participate in homeownership

LHAND will continue to work with and support resident councils at their public housing sites, and to encourage resident involvement in the development and implementation of housing policy.

In partnership with the City, LHAND will work to expand and support Initiatives to enable low and moderate-income households to become first time homebuyers. LHAND will continue the Section 8 Homeownership Program, including applying for additional vouchers when available for use as homeownership opportunities.

If the PHA is designated as troubled, describe the manner in which financial assistance will be provided or other assistance

LHAND is not designated as troubled.

Discussion

See above discussion.

AP-65 Homeless and Other Special Needs Activities

Introduction

The Lynn Continuum of Care (Lynn CoC) oversees the City's homeless strategy and the administration of all McKinney-Vento/HEARTH Act-funded grants, except McKinney-Vento funds that are directly allocated to the Lynn Public Schools. The Lynn CoC is a broad-based coalition comprised of local social service organizations, homeless advocates, health service agencies, State agencies, local government representatives, consumers, and the local housing authority. The Lynn Housing Authority & Neighborhood Development (LHAND) is the lead agency for the Lynn CoC. The City is represented on the Lynn CoC by staff of the City's Department of Community Development (DCD), Veterans Services, and Public Health Department. The Lynn CoC meets monthly to identify gaps in homeless services, additional affordable housing opportunities, funding opportunities and to review, evaluate, and improve upon the overall service delivery system for Lynn's homeless population. The Lynn CoC is responsible for implementation of the HEARTH Act and consistently works to meet its requirements such as use of a standard assessment tool and Coordinated Entry System. The Lynn CoC also reviews and approves the City's annual ESG plan, oversees the yearly Point-In-Time Count and hosts an annual city-wide public hearing on the needs of the homeless.

The Lynn CoC has been in existence for approximately 28 years and has brought over \$50,000,000 in housing and support services to the City. The Lynn CoC coordinates the development and submission of the yearly consolidated McKinney-Vento application for funds to HUD and currently receives in excess of \$2 million annually. The Lynn CoC has developed a comprehensive housing and supportive services delivery system consisting of emergency shelter, transitional housing and permanent supportive housing units for both individuals and families. A total of 1,265 housing and shelter beds have been brought on line over a multi-year period. Sub-populations provided housing includes the chronically homeless, families with children, homeless individuals, veterans, survivors of domestic violence, and unaccompanied youth. Supportive services include prevention and outreach activities, case management, legal advocacy, job training and employment, representative payee, alcohol/substance abuse, mental health, educational services, meal programs, housing search, and general health care programs.

Lynn's strategy to end homelessness is based on the idea that issues surrounding homelessness are best addressed through the coordination of services and by accessing different social service providers that specialize in one particular field, rather than having one agency try to meet all of the needs of the homeless population. The following overall objectives reflect the continuum's policy of facilitating the movement of clients through the Lynn CoC and ensuring that supportive services and housing are provided to homeless individuals and families in an effective and efficient manner.

- Continue to work with regional communities through the North Shore Housing Action Group (NSHAG) to implement regional solutions to the homelessness problem, including encouraging development of supportive housing resources throughout the region.
- Continue working with the Commonwealth and Federal government to best utilize the housing first model and transition project into this approach.
- Reduce and ultimately end chronic homelessness.
- Create additional permanent housing, job training, employment and supportive service opportunities for the chronic and other homeless populations focusing on parental support programs for families with children.
- Facilitate access to housing, health care, nutrition and other supportive services for persons with HIV/AIDS using HOPWA and other available funds.
- Facilitate access to home care, nutrition, housing, transportation, recreation, and medical services for seniors and non-elderly disabled households.
- Apply for VASH and other available vouchers that can be combined with supportive services to address the needs of veterans and other sub-populations.
- Facilitate access to emergency services, counseling, support and permanent housing services for abused women and their children.
- Maintain services for unaccompanied homeless youth.

Describe the jurisdictions one-year goals and actions for reducing and ending homelessness including reaching out to homeless persons (especially unsheltered persons) and assessing their individual needs

As previously discussed in the City’s Consolidated Plan under SP-60 Homelessness Strategy, the Lynn Shelter Association (LSA) is the central outreach point for Lynn’s CoC. It may be accessed through Lynn CoC referrals, self-referrals, and street outreach workers. Case managers are available for walk-ins as well as by appointment. While accessing services is encouraged, it is not mandatory. The City will continue to provide ESG funding to support a Street Advocate overseen by the LSA. In addition, the City will continue to fund operational costs of LSA’s day program, a source for outreach and assessment activities located in Lynn’s Multi-Service Center.

Street advocates from other agencies, as well as the City’s police department, provide outreach to the City’s homeless on a daily basis. The street advocates spend time in areas frequented by homeless persons, encouraging utilization of supportive services. Since the Lynn CoC approach is to utilize multiple services, each agency has a working knowledge of community resources and is responsible for documenting referrals. Individual agencies also provide assessment services and referrals to appropriate housing and services.

Eliot Community Human Services, through its Aggressive Street Outreach (ASO) program provides street-based assistance to homeless individuals who live on the streets and rarely or never use

shelters. Tangible items such as food and blankets are offered in an effort to build trust while engaging individuals to accept mental health services, benefit assistance, and housing support.

The CoC's goals and objectives are highlighted below and build upon the previous work of the City and the Lynn CoC.

LYNN CoC GOALS AND OBJECTIVES

(AS IDENTIFIED IN THE CONSOLIDATED PLAN)

These goals take several documents into consideration. While the HEARTH Act and a desire for continued funding was the impetus, as we discussed in recent meetings, this legislation could be overridden by other legislation at any time, so the goals need to also reflect the larger intent of the CoC – to fill the needs of those who are homeless, reduce homelessness and reduce the risk of homelessness.

In addition to the HEARTH Act, the other documents used to develop these include the 2010 *Opening Doors Federal Strategic Plan to Prevent and End Homelessness*, the 2012 update to this plan, 2012 Appendix, the 2012 & 2015 Amendments; the United States Interagency Council on Homelessness 2019 Massachusetts Homelessness Statistics; & the March 2021 Lynn CoC Governance Charter.

Goal 1 – Secure a contract with vendor-managed HMIS in order to continue HMIS data collection and reporting.

The U.S. Department of Housing and Urban Development (HUD) and federal partners, along with other planners and policymakers use aggregate Homeless Management Information System (HMIS) data to better inform homeless policy and decision making at the federal, state, and local levels.

A Homeless Management Information System (HMIS) is a local information technology system used to collect client-level data and data on the provision of housing and services to homeless individuals and families and persons at risk of homelessness. HUD requires each Continuum of Care (CoC) nationally to select an HMIS software solution that complies with HUD's data collection, management, and reporting standards.

The HEARTH Act, enacted into law on May 20, 2009, requires that all communities have an HMIS with the capacity to collect unduplicated counts of individuals and families experiencing homelessness. Through their HMIS, a community should be able to collect information from projects serving homeless families and individuals to use as part of their needs analyses and to establish funding priorities. The Act also codifies into law certain data collection requirements integral to HMIS. With enactment of the HEARTH Act, HMIS participation became a statutory requirement for recipients and subrecipients of the Continuum of Care (CoC) Program and Emergency Solutions Grant (ESG) funds.

Since 2017, MA-502 has been using an HMIS implementation with Social Solutions/ETO under an agreement with the Massachusetts Department of Housing and Community Development (DHCD) at no cost. This arrangement will no longer be available by the end of 2021. Detailed Aspects of the CoC's timeline are below.

Objectives:

- 1). Purchase SaaS for reporting, data integration, HMIS data collection, and data warehousing. Complete within 6 months**
- 2) Purchase SaaS that includes migration of data in the current HMIS system. Complete within 6 months**

3) Purchase a technical services and support plan to accompany the software and provide for bug fixes and enhancements. **Complete within 6 months**

4) Establish a regular HMIS training schedule. **Complete within year one**

Goal 2 – Further develop the Coordinated Entry System that includes all community organizations with an interest in homelessness by year five.

This goal operates in conjunction with Goal one and serves to strengthen the community base of the CoC as well as the flow of information while, at the same time minimizing any duplication of services.

Objectives:

1) Finalize the written standards that establish which households are eligible for and/or should be prioritized for placement in transitional housing, rapid re-housing, and permanent supportive housing programs. **Complete within 6 months**

2) Finalize clear, written policies and procedures around assessment, referrals, data entry, and data sharing for a centralized, continuum-wide, coordinated entry process. **Complete within 6 months**

3) Develop a discrete tool for those in CoC whose data should be captured for an overview of the City's population but who do not receive HUD dollars and therefore are not required to use the HMIS data forms. **Complete within 9 months**

4) Recruitment of agencies who serve the homeless tangentially to provide data in the proscribed manner. **Complete within one year**

5) Consult with the HMIS vendor to define the methods for providing access to all CoC members using a unique identifier and the limitations of how info sharing will be accomplished. **Complete within year one**

Goal 3 - Reduce the amount of time people spend homeless.

As of January 2019, Massachusetts had an estimated **18,471** experiencing homelessness on any given day, as reported by Continuums of Care to the U.S. Department of Housing and Urban Development (HUD). Of that Total, **3,766** were family households, **917** were Veterans, **480** were unaccompanied young adults (aged 18-24), and **2,370** were individuals experiencing chronic homelessness.

Objectives:

1) Provide case management from identified service providers for both individuals and families, which lasts a minimum of 12 months for individuals, and 18 months for families. This reduces recidivism. **Completed and in place now**

2) Increase the number of transitional housing & shelter beds to help move motel families into a service rich environment that speeds housing placement **Complete within one year**

Goal 4 – Reduce the number of episodes of homelessness for individuals and families.

Objectives:

To reduce recidivism, the Lynn CoC participants have developed a committee group that meets monthly to case conference. While rapid re-housing with services works, without services, the recidivism rate is tragically high and our service providers developed a system to address the needs of housed unstable families and individuals.

- 1) Individuals and families will receive stabilization services from placement for a minimum of 12-18 months. **Completed and in place now**
- 2) Build housing stock inventory **Complete within 5 years**

Goal 5 - Reduce the number of people who become homeless.

Objectives:

- 1) Build & strengthen relationships with area landlords **Completed & ongoing**
- 2) Ensure CoC membership includes organizations and individuals representing employment, training and educational resources. **Completed and in place now**
- 3) Provide updates as needed to Directory of Services for those who are at Risk or Homeless listing services and contact information: legal, substance abuse, domestic violence, mental health, medical, emergency shelter, housing resources, programs, detox, childcare, transportation, food pantries, MBT, clothing, eyeglasses, dental, etc. **Completed & ongoing**
- 4) Market the resources available at LHAND's Family Success Center, the Family Resource Center & the various Coalitions within the city to all residents. **Completed & ongoing**
- 5) Build relationships with area immigrant and refugee organizations, encouraging membership with CoC. **One in place now, add 2 within 2 years**

Addressing the emergency shelter and transitional housing needs of homeless persons

The Lynn CoC's Goal 3 – **to reduce the amount of time people spend homeless** is focused on reducing the number of families housed in shelters and transitional housing by creating more units of permanent housing, providing stabilization case management services, increasing the number of congregate shelters to help move motel families into a service rich environment and establishing a central resource center for information and referral services. These initiatives will continue during the coming year.

Lynn will continue to utilize CDBG and HOME funds as well as providing RAFT, HomeBASE, ESG, ERMA, and SSVF funding through the Family Success Centre (FSC). These programs support the efforts of many of the agencies participating within the Lynn CoC addressing emergency shelter and transitional housing needs of homeless persons and to prevent households from becoming homeless. Various projects funded include the City's Multi-Service Center, Street Advocate, rapid re-housing for individuals and families including rental assistance including down payment assistance, security deposits, first and last month's rent, rental arrearage payments and short-term rental assistance. The City's Department of Community Development (DCD) and Veterans Services Office will remain active within the Lynn CoC.

Emergency shelter and supportive services are provided by the Lynn Shelter Association (LSA). The Lynn Shelter provides emergency housing to homeless men and women over the age of eighteen. LSA also provides emergency housing for families each night at the Bridge House, the Green House & the Independence House Family Shelters. The City will continue to support a Street Advocate as well as fund space at the City's Multi-Service Center.

In addition, Eliot Community Human Services' shelter specialists, working out of the Lynn Shelter, provide supportive services to the homeless population in Lynn. Also, the Eliot Community Human Services' Project for Assistance in Transition from Homelessness (PATH) provides mental health assessment, treatment, advocacy, benefit assistance, DMH referrals, housing assistance and other support services to the adult homeless population.

The City and the Lynn CoC implements a Coordinated Entry System (CES), which will be available to anyone who is homeless in the City. Homeless individuals and families will be able to go to one location and receive the referrals and assistance needed. This process allows for client tracking and minimizes the risk of duplication of effort or service provision. The Coordinated Entry Specialist will continue to work with agencies to engage them in the CES.

Helping homeless persons (especially chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth) make the transition to permanent housing and independent living, including shortening the period of time that individuals and families experience homelessness, facilitating access for homeless individuals and families to affordable housing units, and preventing individuals and families who were recently homeless from becoming homeless again

To support the efforts of Opening Doors, Federal Plan to Prevent and End Homelessness (Goal 6), the Lynn CoC will focus its efforts on increasing the number of veterans using SSVF, VASH and other services the coalition has developed over the past few years. In addition, the Lynn CoC will continue to identify additional opportunities to create housing including a facility to house veterans with children.

The City, through the Department of Community Development, will continue to subcontract with Lynn CoC providers to assist families and individuals in existing emergency shelter and transitional housing programs move to permanent housing. The City and the Lynn CoC agencies will work together to secure additional sources of funding to provide permanent housing opportunities. Examples of non-entitlement funding includes State family prevention resources as well as housing vouchers, Family Unification Program (FUP) vouchers, Federal VASH vouchers and Supportive Services for Veterans and their Families (SSVF) funds. In addition, Lynn Housing Authority & Neighborhood Development (LHAND), the Lynn CoC lead agency, offers a HOME Tenant Based Rental Assistance (TBRA) program and administers a sponsor-based Shelter Care Plus program that houses both homeless individuals and families.

The City supports a “Housing First” model by addressing the barriers that prevent households from leaving shelter and transitional housing programs and helping clients to move quickly from homelessness to self-sufficiency and independent living. This is accomplished by providing households with security and utility deposits, and short or medium term rental assistance. Clients receive case management targeted to gaining employment and budgeting and financial competency. As previously stated, the Lynn CoC has developed approximately 309 permanent housing beds to serve this population.

Helping low-income individuals and families avoid becoming homeless, especially extremely low-income individuals and families and those who are: being discharged from publicly funded institutions and systems of care (such as health care facilities, mental health facilities, foster care and other youth facilities, and corrections programs and institutions); or, receiving assistance from public or private agencies that address housing, health, social services, employment, education, or youth needs

Again, in line with implementation of the Federal Opening Doors Plan, the Lynn CoC has established goals and objectives (Goals 6 & 7) that seek to reduce and end homelessness among children, youth and families that focus on developing intervention models for certain underserved and over-represented subgroups, access to educational resources for youth and expanding public – private partnerships that seek to integrate diverse yet important supports and resources for children and youth. By establishing the goal of returning homeless families to permanent housing within 30 days, the City and the Lynn CoC have developed an ambitious agenda to increase housing opportunities by reaching out to the private sector and expanding outside of Lynn into the regional for resources.

Lynn will continue to utilize CDBG, HOME, RAFT, HomeBASE and ESG funding to support the efforts of many of the agencies participating within the Lynn CoC providing supportive services and housing

related activities. Various projects funded include the City's Multi-Service Center, Street Advocate, and rental assistance including down payment assistance, security deposits, first and last month's rent and short-term rental assistance. In addition, the City allocates a sufficient amount of CDBG public services funds to community agencies that provide education, cultural, health, family support and recreational activities that are geared to serving Lynn's low-income population.

The City and the Lynn CoC have built a broad-based and coordinated system of housing resources and supportive services designed to move homeless and "at risk" families and individuals toward permanent housing and economic self-sufficiency. The major services offered include emergency housing assistance, housing search, housing and support services for abused women and their children, rental assistance, legal services, rep payee, outreach, case management, free meals, alcohol/substance abuse and mental health services all of which are also offered through LHAND's Family Success Center.

In addition to the housing resources specifically targeted to the homeless, the City has a substantial portfolio of other affordable, subsidized housing units and vouchers that serve low-income households who may have been homeless before occupancy and/or would be homeless if these housing resources did not exist.

Discussion

See above discussions.

Lynn's strategy to end homelessness is based on the idea that issues surrounding homelessness are best addressed through the coordination of services and by accessing different social service providers that specialize in one particular field, rather than having one agency try to meet all of the needs of the homeless population. The following overall objectives reflect the continuum's policy of facilitating the movement of clients through the Lynn CoC and ensuring that supportive services and housing are provided to homeless individuals and families in an effective and efficient manner.

- Continue to work with regional communities through the North Shore Housing Action Group (NSHAG) to implement regional solutions to the homelessness problem, including encouraging development of supportive housing resources throughout the region.
- Continue working with the Commonwealth and Federal government to best utilize the housing first model and transition project into this approach.
- Reduce and ultimately end chronic homelessness.
- Create additional permanent housing, job training, employment and supportive service opportunities for the chronic and other homeless populations focusing on parental support programs for families with children.
- Facilitate access to housing, health care, nutrition and other supportive services for persons with HIV/AIDS using HOPWA and other available funds.
- Facilitate access to home care, nutrition, housing, transportation, recreation, and medical services for seniors and non-elderly disabled households.
- Apply for VASH and other available vouchers that can be combined with supportive services to address the needs of veterans and other sub-populations.

- Facilitate access to emergency services, counseling, support and permanent housing services for abused women and their children.
- Maintain services for unaccompanied homeless youth.

The Lynn CoC Goals & Objectives are included with the Annual Action Plan as an attachment.

AP-75 Barriers to Affordable Housing

Introduction

While not all are directly impacted by public policies, barriers to additional affordable housing in Lynn include the extremely limited funding available from federal and state government sources; the high cost of land and housing in the local and regional markets; the limited availability of land for development; and, the aged conditions of a majority of the housing stock which increases rehabilitation costs.

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

A key objective of the “Housing Lynn” process was to identify strategies and recommendations to help increase the supply of affordable housing in the City. The report identified an overall vision that “Lynn’s housing will be safe, affordable and accessible. New housing will meet the needs of Lynn residents and increase the strength and vibrancy of neighborhoods. Housing will enable everyone to thrive in a community that is inclusive to all.” This vision is supported by a series of six (6) goals, each of which has implications for affordable housing development, public policy decision-making and resource allocation:

Goal 1: Affordable Housing. Facilitate greater production of housing in Lynn that is deed-restricted to be affordable to residents with incomes below the local median of \$53,500.

Goal 2: Anti-Displacement. Establish protections against displacement for vulnerable residents.

Goal 3: Building Safety. Ensure building maintenance and safety standards are enforced.

Goal 4: Integrated Neighborhoods. Welcome residential development that advances integration and prevent discrimination in tenant practices.

Goal 5: Representative Governance. Increase representation in municipal governance, transparency and engagement in decision-making.

Goal 6: New Development Benefits. Leverage market-rate and mixed-income residential development to meet a range of housing needs, provide community benefits and support economic development.

In addition to these broad goals, twelve (12) priority actions are recommended with respect to housing including, but not limited to: using the City’s zoning ordinance to facilitate development of varied housing at a range of prices; providing tax incentives for deeper affordability; providing public land for

affordable housing development; support Community Development Corporations and other non-profit developments to complement and strengthen Neighborhood Development Associates' efforts to increase the supply of new affordable housing; adopting various policies and initiatives to protect the rights of Lynn renters in a changing real estate market; and, others. The City intends to use this framework to help guide Consolidated Plan funding decisions in the future where applicable.

It should be noted that recent zoning changes have promoted increased density and transit-oriented development in key target areas. The City continues to support development of affordable housing including the recently completed Gateway Residences project, which includes affordable units in a transit-oriented development site. The project supports and enhances the City's broader revitalization goals for the Washington Street Gateway and TDI initiatives.

Discussion

See above.

In addition to the above, the City has reviewed HUD's Interim Final Rule on Affirmatively Furthering Fair Housing (AFFH), which was published in the Federal Register on June 10, 2021. In accordance with the Interim Final Rule, the City and LHAND certify that they will affirmatively further fair housing, to be defined as "taking meaningful actions that, taken together, address significant disparities in housing needs and in access to opportunity, replacing segregated living patterns with racially balanced living patterns, transforming racially or ethnically concentrated areas of poverty into areas of opportunity, and fostering and maintaining compliance with civil rights and fair housing."

AP-85Other Actions

Introduction

This section includes a discussion of efforts to meet underserved needs, foster and maintain affordable housing, reduce lead-based paint hazards, reduce the level of poverty, develop institutional structure, and enhance coordination between public and private housing and social service agencies.

These efforts will be conducted as part of the City's plans, as stated in its Strategic Plan, to accomplish the jurisdiction's goals in addressing priority needs over the next five years.

Actions planned to address obstacles to meeting underserved needs

The City plans to continue to respond to the many supportive service needs of Lynn's low and moderate income residents, including the special needs populations identified in the Consolidated Plan. This includes providing services to public housing residents, seniors, at-risk youth, linguistic minorities, victims of domestic violence and other groups. Examples of related projects include the Lynn Council on Aging's Senior Center, Lynn Youth Street Outreach Advocacy's (LYSOA) Youth Community Impact Program, and Healing Abuse Working For Change, Inc.'s (HAWC) Domestic Violence Prevention and Intervention Services.

In addition, the Lynn CoC plans to continue its efforts to: reduce and ultimately eliminate homelessness, respond to the needs of homeless individuals and families, and prevent homelessness among at-risk populations. Examples of related projects include programs offered by the Lynn Shelter Association and the Lynn Multi Service Center.

Actions planned to foster and maintain affordable housing

The City plans to continue its efforts to foster and maintain affordable housing by creating new rental housing units, securing adequate capital and operating funds for LHAND's public housing, preserving existing affordable housing including expiring use developments, and providing tenant-based rental assistance. Examples of related projects include: the Lynn Housing Authority Development's Rental Assistance Program; and, LHAND's Neighborhood Stabilization Program, Tenant Based Rental Assistance Program & Housing First Program, and Affordable Housing Rehabilitation Program.

Actions planned to reduce lead-based paint hazards

Through LHAND, the City will continue to work with the state and City's health department to identify children with elevated blood levels in order to prioritize and abate lead hazards and also to proactively address the dangers of lead-based paint found in the aging housing stock. LHAND will continue to administer the Lynn Lead Abatement Program (LLAP) utilizing 2019 competitive grant fund. The agency will also continue to enforce lead-based paint policy for all Housing Choice Voucher program leasing.

As discussed in Section SP-65 of the Consolidated Plan, LHAND is currently administering the Lynn Lead Abatement Program (LLAP). More than 400 homes will be de-leaded through a \$9.3 million grant funded in 2019 by the US Department of Housing & Urban Development. While the City has estimated that over \$450 million will be needed to eliminate lead paint hazards, this grant will make a major contribution to addressing the problem. Created to make homes safer for low-income families, the goal of the LLAP is to

provide lead paint abatement for low and moderate income individuals in order to create decent, safe, and affordable housing for all Lynn residents while ensuring that low-income families no longer have to choose between a lead safe environment for their children and housing they can afford. Eligibility requirements for participation in the grant program will require that a property be located in the four designated high impact census tracts in the City of Lynn. The tracts identified that will have the highest impact on reducing lead paint are 2070, 2062, 2061, and 2055. This program provides:

A one-time grant averaging \$11,000 per unit to perform lead hazard abatement in eligible properties.

- Initial Lead Inspection and a re-inspection with dust wipe test.
- Relocation assistance for occupants when necessary.
- Letter of Full De-leading Compliance.
- Healthy Homes funding to address any additional health hazard as deemed necessary by LHAND.

Over more than 10 years LHAND has successfully utilized HUD grant funds to provide a range of services, including inspections; testing of children under the age of six; de-leading of units, common areas and exteriors; relocation; contractor education; and other services. From 2009 through 2018, Lynn received \$9.1 million in HUD funds to make more than 600 homes safe. During this period, LHAND surpassed its benchmarks and received a high performing grant status.

In addition, as further described below, LHAND also ensures that homes occupied by families with rental vouchers that have children under the age of 6 are lead safe by providing pre-occupancy inspections, connecting owners to lead remediation resources and other efforts.

Lead Paint in Public Housing

LHAND has and will continue to aggressively respond to the threat of lead-based paint hazards in public housing. All LHAND family public housing units have been de-leaded. LHAND maintains strict compliance with local state and federal notification requirements. Further, LHAND through briefings, handouts and notices advises participants to maintain communications regarding elevated blood lead level conditions among household members. In this way, LHAND can respond and make appropriate referrals for families at risk.

Lead Paint in Section 8 Housing

LHAND has and will continue to implement strict policies to enforce lead-based paint regulatory requirements. All Section 8 (or Housing Choice Voucher) units occupied by children under six years of age require owner de-lead certification prior to approving occupancy. Additionally, owners are required to take corrective actions if needed and re-certify units when children are identified with elevated blood lead levels. Through education, briefing and written materials, LHAND actively empowers its tenants to

maintain the health and well-being of their families. Section 8 owners are able to participate where eligible in the LLAP program.

Actions planned to reduce the number of poverty-level families

Achieving a reduction in the number of families living in poverty remains a key goal of the City and its community partners. This objective is reflected in the Consolidated Plan strategic goals and priorities such as the focus on creating affordable housing for households at or below the local median income, and has helped shape the City's response to the COVID-19 pandemic.

As discussed in Section SP-70 of the Consolidated Plan, the consequences of poverty are borne by individual families and by a wide range of community systems including police, health care, schools and other vital institutions. As the City has limited resources to comprehensively address this issue, coordinating responses and leveraging resources through public-private partnerships are essential, as is a more far reaching commitment on the part of the state and federal governments. National and regional economic factors and trends outside of the City's control have an enormous impact on the extent of poverty in Lynn, i.e. the rate of poverty rises or falls based on the strength or weakness of the broader economy.

Lynn has an extensive network of qualified, mission-driven agencies that work continuously to address and mitigate issues related to poverty. Many agencies are partially supported with limited entitlement resources provided by the federal government, including Lynn CoC agencies. Collectively, Lynn CoC agencies provide an extensive set of programs and services that are intended to both respond to the needs of persons living in poverty and to provide opportunities to work towards economic self-sufficiency. A detailed discussion of CoC programs and policies and examples of anti-poverty and other services provided to special needs and at-risk populations are provided in the Market Analysis chapter.

A good example of a coordinated program initiative focusing on reducing poverty is the Lynn Family Success Center, which was started in 2014 by LHAND and United Way of Massachusetts Bay and Merrimack Valley in partnership with the Lynn Public Schools. The Lynn Family Success Center model is based on research that demonstrates that individuals who benefit from a center-based approach that offers bundled services and coaching are far more likely to increase their income, net worth or credit scores. The center also works to identify homeless children, and children at-risk of homelessness, and connect them to academic support and resources, and to also connect their families to the financial stability services. LHAND's housing and case management programs, services for veterans, CoC centralized intake services, partner agencies that provide child care resources and family nurturing programs for grandparents, fathers and families, and the planning coalitions for homeless services in the region are based at the Center.

Another example of targeted anti-poverty efforts is the Jobs Plus Initiative launched by LHAND in 2019. This multi-year program serves public housing residents and is based on HUD's national Jobs Plus model. Through case management, rent incentives and other supportive services, Jobs Plus aims to help

address and overcome obstacles to employment and to provide career ladder opportunities for unemployed and underemployed public housing residents. Collaborative partnerships with local agencies and employers are key to the effort to help recruit, train and place residents in good paying jobs with benefits that provide pathways to economic self-sufficiency.

In addition to the collective CoC efforts, Jobs Plus and the work of the Family Success Center, the City and its partner agencies will work to reduce poverty by:

- Targeting entitlement funds to activities designed to increase literacy, leverage jobs, improve workforce skills and achieve other substantial additional economic development benefits including initiatives to mitigate the economic hardships experienced by local residents as a result of the global pandemic;
- Continuing to provide housing, economic development and public service opportunities funded through CDBG, HOME, and other available grants to low and moderate income households with an emphasis on targeting households with incomes at or below the local area median income, as discussed in the “Housing Lynn” report;
- Monitoring and aggressively pursuing existing and future federal, state and philanthropic initiatives which have the potential to address some of Lynn’s most pressing concerns including both housing and economic development needs. Existing and proposed initiatives which will be assessed and pursued as appropriate include, but are not limited to: Housing Trust Funds to be distributed through the Commonwealth of Massachusetts; Gateway Cities funding; Low Income Housing Tax Credit for future mixed-income developments; Transportation Investment Generating Economic Recovery (TIGER) grants through the US Department of Transportation; CHOICE Neighborhoods; and, other opportunities which arise in the future.
- Facilitating access to jobs through economic development activities funded by the City;
- Participating in regional partnerships to promote location of new businesses and jobs in the area;
- Collaborating with NSWIB and others to identify and secure job training opportunities for low income residents;
- Supporting Lynn CoC and other agencies in providing job training, employment and other support services to chronically homeless and other special needs populations;
- Promoting benefits maximization among low-income households; and,
- Facilitating access to services and benefits available to low income households, such as Individual Development Accounts and Earned Income Tax Credits, through collaborations with local agencies who serve low-income populations.

Actions planned to develop institutional structure

The City and LHAND have a highly capable housing and community development delivery system, in partnership with a large network of non-profit organizations that deliver services to residents. The City will continue to coordinate the use of CDBG, HOME, and ESG funding for economic development, housing development, and social services through the DCD, LHAND, and the Lynn CoC. A network of qualified and committed local agencies will continue to be essential partners in the delivery system.

As discussed in Section MA-30 of the Consolidated Plan, since its inception, the various organizations which comprise the Lynn CoC have built a broad-based and coordinated system of housing resources and supportive services designed to move homeless families and individuals toward permanent housing and economic self-sufficiency. The main fundamental services that Lynn CoC member organizations provide to homeless families and individuals under the categories prevention, outreach, and supportive services include emergency housing assistance, housing search, housing and support services for abused women and their children, rental assistance, legal services, rep payee, outreach, case management, free meals, alcohol/substance abuse and mental health services.

The City's Veterans Services Office, which is represented on the Lynn CoC, oversees services for veterans eligible for financial assistance under MGL c. 115 which supports services and housing resources to low income veterans. Housing assistance may include short-term rental assistance, back rent, utility assistance, first and last month rent or security deposits to prevent homelessness. Veterans not eligible for MGL c. 115 are provided resources from Lynn's CDBG, HOME or ESG programs and/or the state-funded RAFT Program. Health services for veterans are available through the Veterans Outreach Center located in Lynn. The Lynn CoC has been certified by HUD as having achieved functional zero related to veteran homelessness.

Chronically homeless individuals face barriers to obtaining housing because of mental illness and substance and/or alcohol abuse. Oftentimes, these clients do not follow through with referrals and treatments and refuse to accept available services. Other barriers include reductions in funding for existing programs and shortages of mental health, legal and substance abuse services. In the past, Lynn's emergency shelter has been utilized by the chronic homeless as a permanent residence. To reverse this practice, the Department of Community Development (DCD) funds a street advocate who aggressively targets the chronic homeless to transition them out of the shelter system and into transitional and permanent housing.

Today, as a result of this initiative, a permanent housing program for the City's chronic homeless, Great Hill, has housed over thirty (30) individuals, some who have been in the program since its inception. This program has been highly successful and has contributed a steady decline in the number of chronic homeless street population.

The City and Lynn CoC will continue to implement key strategies, studying best practices to end chronic homeless for both individuals and families with children, and improving the system to rapidly rehouse the homeless by fully implementing a "housing first" strategy. In addition, the City

will work with the Lynn CoC to identify public and private resources that can fill in identified service and housing gaps. As the City and the Lynn CoC fully implement key strategies of the HEARTH Act, the service delivery system will continue to grow and strengthen.

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

The City recognizes the importance of establishing and maintaining public-private partnerships and coordination with social service agencies. As discussed in Section PR-10 of the Consolidated Plan, DCD and LHAND work collaboratively and on an ongoing basis with a diverse group of housing providers, private industry, and private and governmental health, mental health and service agencies to plan for and address the needs of Lynn residents. As the City's Public Housing Authority, LHAND prepares the annual PHA Plan and is able to directly incorporate the needs and priorities of public and assisted housing residents into its ongoing program planning and implementation initiatives.

Through ongoing coordination initiatives such as the Lynn CoC, Lynn Business Partnership, Citizens Advisory Board and other efforts, the City will continue to reach out to and consult with business owners, major health and social service providers, housing providers including agencies providing services to homeless and at-risk households, organizations serving persons with AIDS and other special needs, state and regional agencies, and other citizens. The input from these consultations is used to inform and develop the goals and strategies for the City and identify resources and activities to address community needs. Continuing to support and foster focused, community-wide partnerships involving citizens, business owners, developers, non-profit providers, and government agencies will be a fundamental and essential component of the City's future strategy.

The City and LHAND will continue to emphasize the need for collaborative regional solutions to homelessness. Towards this end, LHAND serves as the administrator of the North Shore Housing Action Group (NSHAG), a network of 30 communities organized into three sub-regions. Through this regional collaborative, the City and LHAND work with other non-Lynn agencies to address regional homeless needs and develop supportive housing opportunities in communities that currently have little or no such housing.

Discussion

Please see discussions above.

AP-90 Program Specific Requirements

Introduction

Community Development Block Grant Program (CDBG)

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

projects to be carried out.

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

Other CDBG Requirements

1. The amount of urgent need activities	0
2. The estimated percentage of CDBG funds that will be used for activities that benefit persons of low and moderate income. Overall Benefit - A consecutive period of one, two or three years may be used to determine that a minimum overall benefit of 70% of CDBG funds is used to benefit persons of low and moderate income. Specify the years covered that include this Annual Action Plan.	80.00%

HOME Investment Partnership Program (HOME)

1. A description of other forms of investment being used beyond those identified in Section 92.205 is as follows:

LHAND does not use HOME funds in any other manner beyond those identified in Section 92.205.

2. A description of the guidelines that will be used for resale or recapture of HOME funds when used for homebuyer activities as required in 92.254, is as follows:

See attached (Resale/Recapture Guidelines).

3. A description of the guidelines for resale or recapture that ensures the affordability of units acquired with HOME funds? See 24 CFR 92.254(a)(4) are as follows:

See attached (Resale/Recapture Guidelines).

4. Plans for using HOME funds to refinance existing debt secured by multifamily housing that is rehabilitated with HOME funds along with a description of the refinancing guidelines required that will be used under 24 CFR 92.206(b), are as follows:

LHAND does not offer this program or any refinancing.

Emergency Solutions Grant (ESG)

1. Include written standards for providing ESG assistance (may include as attachment)

The City of Lynn's ESG Policies and Procedures are attached to this Annual Action Plan.

2. If the Continuum of Care has established centralized or coordinated assessment system that meets HUD requirements, describe that centralized or coordinated assessment system.

The City and Lynn CoC have built a broad-based and coordinated system of housing resources and supportive services designed to move homeless and at risk families and individuals toward permanent housing and economic self-sufficiency.

The City and the CoC have implemented a Coordinated Entry System (CES), which is available to anyone who is homeless in the City. Homeless individuals and families are able to contact one source and receive the referrals and assistance needed. This process allows for client tracking and minimizes the risk of duplication of effort or service provision. The CES has recently been updated to include bi-weekly case conferencing calls to further assist clients and minimize the length of time homeless. The CES has recently been updated to include bi-weekly case conferencing calls to further assist clients and minimize the length of time homeless.

In addition, the Lynn CoC received an HMIS Capacity Building grant from HUD that has been instrumental in developing new policies and procedures including user training mandates and data quality reviews. Through this grant, HUD also provided HMIS Technical Assistance to ensure that policies and procedures are compatible with HUD regulations and expectations. The grant also provided for the integration of the Lynn CoC Coordinated Entry into HMIS including the development of policies and procedures that require all ESG and CoC-funded organizations to enter relevant performance information into HMIS.

3. Identify the process for making sub-awards and describe how the ESG allocation available to private nonprofit organizations (including community and faith-based organizations).

DCD regularly consults with LHAND and other participants in the Lynn CoC on the prioritization and use of ESG resources. The Lynn CoC reviews and makes funding recommendations for the final allocation of funds. This process insures that funds address identified local needs and are utilized in an efficient manner in accordance with HUD and local guidelines.

Lynn CoC member agencies assist in setting standards for the outcomes homeless programs should accomplish during their contract period. Consultations with the Lynn CoC allow for an open dialog to discuss how to establish performance measures that address local needs and support the broader goals of the City. In doing so, the City is informed of the standards that ESG

funds demand as well as other best practice outcomes and is able to incorporate these goals when negotiating contracts with sub-recipients.

ESG sub-recipients oversee implementation and ongoing management of Lynn’s HMIS system. These sub-recipients administer the HMIS for the continuum and establish uniform standards for all agencies to capture information for HUD reporting and local homeless strategies. All ESG-funded organizations enter relevant performance information into the HMIS system.

4. If the jurisdiction is unable to meet the homeless participation requirement in 24 CFR 576.405(a), the jurisdiction must specify its plan for reaching out to and consulting with homeless or formerly homeless individuals in considering policies and funding decisions regarding facilities and services funded under ESG.

The membership of the Lynn City Council and Citizen’s Advisory Board does not currently include a homeless or formerly homeless person; however, in accordance with the requirements of 24 CFR 576.405(b) the City consults with the Lynn CoC in making policies and decisions regarding facilities, services, or other assistance that receive funding under ESG, which includes a formerly homeless individual as a Board member.

5. Describe performance standards for evaluating ESG.

DCD and LHAND negotiate formal, performance-based contracts with all sub-recipients:

- Performance-based contracts include specific performance goals related to the City’s Consolidated Plan and Annual Action Plan strategic objectives.
- Performance-based contracts include reporting requirements related to participation rates and low-moderate income household participation.

DCD and LHAND monitor and collect data on sub-recipient performance. For sub-recipients of ESG funds, DCD conducts annual evaluations at the sub-recipients’ sites. It includes a site and facility tour and interviews with program staff. DCD also collects quarterly data on household profiles, participation rates and low/moderate income benefit levels. The City’s policy is to count individuals served by a specific agency only once each year. LHAND is responsible for reporting household information for families and individuals participating in prevention activities under the Emergency Solutions Grant.

Attachments

- ESG Subrecipient Monitoring
- Residential Anti-Displacement Relocation Assistance Plan
- ESG Policies & Procedures Manual
- Resale/Recapture Guidelines
- Legal Notice Advertisements & Affidavits of Publication
- City Council Order to Accept FY24 (FFY23) Annual Action Plan
- Certification Forms