



REQUEST FOR PROPOSAL FOR A MASTER PLANNER 2019-08-01

CHERRY HILL DEVELOPMENT CORPORATION

ISSUED: AUGUST 1, 2019

INTRODUCTION & HISTORY

Cherry Hill is a self-contained community geographically isolated by two physical barriers the Patapsco River to the north and east and a network of railroad tracks that includes the Baltimore Light Rail system to the west and south. Cherry Hill covers over 300 acres of land; bounded by the Middle Branch, the Patapsco River, Hanover Street and Waterview Avenue. Cut off from the rest of Baltimore City's main urban landscape and coupled by the City's largest concentration of public housing units, investment in Cherry Hill has been difficult to attract and has incrementally reinforced the perception of Cherry Hill as a disinvested, low income community.

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In the 1940s Cherry Hill became the first planned "*Negro Suburb*" in the country; selected by City officials because of the neighborhood's isolation and the presents of the then existing hazardous environmental conditions that included, but not limited to several industrial plants and the City's incinerator. In 1943, the Housing Authority of Baltimore City (HABC), along with the United States War Housing Administration built 600 units of housing for Black War workers. Shortly after WWII, Cherry Hill Homes was converted to low income housing. In the 1950s, fueled by the racial policies of the time, HABC expanded Cherry Hill Homes adding 632 units in 1952 and another 360 units in 1956. In the 1980s, HABC purchased the Patapsco Park Apartments, renamed Charles K. Anderson Village from the Federal Housing Administration, adding another 121 public housing units to Cherry Hill. The acquisition of Charles K. Anderson brought the number of public housing units in Cherry Hill above 1700; making Cherry Hill one of the largest concentrations of public housing on the east coast. In the 1990s and early 2000s, 432 public housing units were demolished because of their conditions, leaving several viable lots vacant to rebuild.

Despite the federal desegregation order, Cherry Hill remains predominately an African American community at 94%. Much of the housing stock is subsidized rental housing for low income families. It is estimated that less than 16% of the housing stock is owner occupied. The lack of homeownership in Cherry Hill speaks to the community's economic instability. In 2010, over 45% of households lived at below the poverty level. In 2012, the median household income in Cherry Hill was \$22,716 compared to \$40,803 for the rest of Baltimore City. In 2014, the unemployment rate was reported to be 22%, more than three times the national average.

Despite these grim statistics, Cherry Hill is a community of rich heritage and tradition. Many prominent political leaders, professionals, doctors, lawyers, ministers, judges, educators, writers, musicians and other prominent people called

Cherry Hill home at one time. In 2018, Cherry Hill benefited from the opening of two brand new 21st century schools, Arundel Elementary and Cherry Hill Elementary/Middle. In 2020 Maryland's first Adult High School will be housed in Cherry Hill. The Adult High School will assist adults with securing their high school diploma. In the fall of 2019, the state-of-the-art Fitness and Wellness Center at Reedbird Park is scheduled to break ground. Moreover, the proposed Port Covington development which borders the Cherry Hill community and the redevelopment on the Middle Branch promises to bring new investment and employment opportunities to the area.

Additionally, with the aid of Senator Bill Ferguson, Weller Development and the Cherry Hill Development Corporation, Cherry Hill is under consideration to become a *"Purpose Built Community"*. The Purpose Built vision is to guide neighborhood revitalization by creating pathways out of poverty for low income residents, and building strong, economically diverse communities. Purpose Built Communities is an Atlanta based nonprofit consulting firm that works with local leaders to implement a holistic approach to neighborhood revitalization through public and private partnerships and grassroots organization.

The Cherry Hill Development Corporation (CHDC) is a nonprofit 501(c)(3) organization and a longstanding member of the Cherry Hill community, who aims to serve the community and address the needs of families that reside there. Established in 1981, CHDC has consistently worked to promote economic development and investment in the areas of quality affordable housing, reliable healthcare, commercial development, and quality education. Since its inception, CHDC has been instrumental in organizing, engaging, and advocating on behalf of the community at large to improve the socio-economic conditions of Cherry Hill. CHDC represents the community on issues affecting the quality of life of Cherry Hill families to include, land use and comprehensive planning, real estate development, public safety, education, healthcare, transportation and public infrastructure. Throughout its history, CHDC has established effective partnerships with Baltimore City government, elected officials, State agencies, neighboring community associations, philanthropic organizations, and private developers as a means to affect positive change within the community.

CHCD organized and engaged the Cherry Hill community to complete the 2008 Cherry Hill Master Plan that was adopted by Baltimore City's Planning Commission. The Master Plan laid out a series of recommendations for addressing Cherry Hill's challenges as it relates to economic development, transportation, land use and

zoning, housing, public safety, education, health and wellness. There have been positive outcomes from the 2008 Master Plan in terms of education, housing, and recreation, but there is still much to be accomplished. The new investments coming to the area has raised concerns of gentrification, economic development, social and economic empowerment. As such, CHDC believes a community engagement process is warranted, to dispel misinformation and fears, redefined community priorities, leverage investment opportunities and build community consensus as it relates to the future direction of Cherry Hill.

SCOPE OF SERVICES

CHDC seeks to hire an experienced Master Planner to put together a comprehensive master plan utilizing an inclusive and robust community engagement process with all stakeholders that is adopted by Baltimore City's Planning Commission. The selected firm must have experience in developing strategies that embrace new urbanist design, walkability, sustainability, connectivity and will appreciate the history and character of Cherry Hill. The selected firm will be responsible for authoring the 2020 Cherry Hill Comprehensive Master Plan (Master Plan), which should include renderings, detailed design principles for development, illustrate connectivity between the Cherry Hill's schools, housing communities, recreational areas and the Town Center. The Master Plan should also outline the community's specific boundaries and include demographic information as it relates to income levels, poverty rate, market demand, property values, employment and other economic indicators within the community. The Master Plan should acknowledge new development activities that are currently underway, as well as anticipated projects that are believed to be soon underway. Additionally, the Master Plan should address community factors such as mixed income housing inclusive of both rental and homeownership, the local economy, transportation, education, the environment, recreation, commercial development, and public infrastructure. The Master Plan shall describe in detail the vision of the community and how its growth can have a positive impact on neighboring communities such as, Westport, Mt. Winans, Lakeland, Brooklyn, Curtis Bay and the other neighborhoods within South Baltimore. The Master Plan should identify specific areas of opportunity to promote housing, recreation, commercial development and public services. The master planning process will be inclusive of all stakeholders (all residents, business owners, and landowners who will be affected by any development or redevelopment activity) and should identify and build on the strengths, highlight weaknesses, and potential

opportunities within the Cherry Hill neighborhood. Community stakeholders' participation will be encouraged throughout the entire Master Planning process.

The Master Plan must include the following elements:

- Site Assessment- a narrative, tabular, and graphic depiction of the Cherry Hill community and its immediate environs; the development opportunities and constraints presented by site, its location and access; and the social and economic characteristics of the surrounding neighborhoods.
- Preliminary Redevelopment Concepts- a narrative and graphic presentation of reasonable and appropriate development approaches, given the physical assessment of the various sites, the development values of the City, and the vision of Cherry Hill residents and community stakeholders in the planning process. Preliminary redevelopment concepts must include an affordability matrix. The matrix must present a range of options for inclusion of different housing products, in terms of density, type, income levels for both rental and homeownership.
- Preliminary Market Analysis- conducted in accordance with established market analysis methods and procedure to test the preliminary redevelopment concepts. Also define the housing and commercial products and market segment that can be supported within the neighborhood and vicinity.
- Physical Plan and Alternatives- include layout of streets, buildings, greenspaces and amenities, and general land use mix, density and building massing.
- Design and Development Principles- a narrative of recommendations for land use controls and design principles to ensure development consistent with the Master Plan.
- Pattern Book- a narrative and graphic presentation that establishes the architectural rules for the development of various sites within Cherry Hill.

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The Master Plan for Cherry Hill should achieve the following goals and outcomes:

Goals

- Develop **long-term strategies for responsible planning development** that encourages growth in population over time, in a manner that does not adversely affect neighborhood resources.
- Develop **strategies for addressing the community's socio-economic conditions** inclusive of poverty, unemployment, crime, safety and blight.
- Identify **new partnerships** that will assist in leveraging community investments to facilitate redevelopment/economic development initiatives.

- Develop **methods for directing resources and leveraging investments made** in the community through **new partnerships** to facilitate new redevelopment initiatives as economic drivers for the community.
- Identify areas of opportunity for **increasing the production of homeownership within Cherry Hill as a community stabilizer.**
- Address **public concern of gentrification and ensuring affordable housing options** (rental and homeownership) are included in all redevelopment plans and are evenly dispersed throughout the community.
- Develop strategies for **improving transportation and public infrastructure that promotes walkability and enhances public safety.**
- Address **concerns related to food insecurity** and **identify economically feasible solutions** to this problem.
- **Prioritize community needs** and **develop strategies** for improving neighborhood conditions that reinforce the pride and heritage of Cherry Hill.
- **Assist HABC with the community engagement process and establish a framework of which HABC can utilize in the future as it relates to the redevelopment of HABC owned property in the Cherry Hill community.**

Outcomes

- Update the **vision for Cherry Hill that has community support for the next 15 years.** The community engagement process will provide stakeholders the opportunity to learn, brainstorm, and discuss the future of their community. **Additionally, residents can learn about redevelopment projects currently underway and proposed within Cherry Hill and its vicinity.**
- Provide a detail map of the area of Cherry Hill to include neighborhood boundaries.
- The Master Plan will be developed through a **robust public input process.** **CHDC seeks to obtain five percent (5%) or more resident participation.** (Cherry Hill has slightly above 8,000 residents). The engagement process will be documented, inclusive, and stakeholders will be given an opportunity to participate during public meetings, focus groups and the public comment period prior to formal adoption of the Master Plan. Community stakeholders will be encouraged to expressed their opinions, viewpoints, ideas and concerns throughout the entire Master Planning Process.
- The updated Master Plan will provide **justification for future development decisions.** The Master Plan will provide **factual and objective basis to**

support future development within Cherry Hill. Redevelopment decisions that are consistent with the Master Plan will be supported.

- The Master Plan will outline desired outcomes, detail strategies for accomplishing the outcomes, identify resources and identify partners or partnerships required for effective implementation.
- Provide continuity. The Master Plan will establish the framework for the City of Baltimore, the community and future investors and serve as a guidebook for implementing “smart growth” principles and “land use efficiency” as it relates to future development in Cherry Hill.
- The Master Plan will be a mechanism for protecting public investment(s) by striking a balance amongst competing demands on land by creating development pattern that is orderly and rational and provides the greatest benefit to the community.
- Established design principles for the community. The Master Plan will set forth policies that foster a distinctive sense of place, promotes sustainability and replicate the positive character of Cherry Hill. Every development project should be seamlessly integrated into the community and not insular. The Master Plan should propose a mix of housing types, sizes and styles, including options for affordable, workforce, moderate and market rate rental and homeownership opportunities.
- The Plan will establish priorities for directing public expenditures and resources to support and leverage private investment within Cherry Hill.
- The formal adoption of the Master Plan by the City will aid developers in securing competitive 9% LIHTCs, Baltimore Regional Neighborhood Initiative funding, federal funding and other subordinate funding options. The Cherry Hill community is designated a Qualified Census Tract (QCT) and an Opportunity Zone. The Master Plan must meet the guidelines and principles of the State of Maryland’s Department of Housing Community Revitalization Plan which is attached hereto as Exhibit A and HUD guidelines under the Choice Neighborhood Initiative.
- Increase homeownership by 50% over the next 15 years.
- Define and promote opportunities for economic empowerment through education, health, training and employment. Identify and remove barriers to self-sufficiency for families earning 30% and below the area median income. And, establish partnerships with Community Anchors like, Harbor Hospital, the University of Maryland System, the City of Baltimore, the Housing Authority of Baltimore City, philanthropic agencies and other organizations.

The selected firm will be required to work closely with CHDC's Executive Director, its Development Consultant, the President of the Cherry Hill Homes Tenant Council, the City of Baltimore Planning Department, Housing Authority of Baltimore City and the Community Steering Committee – a group of 15- 20 community stakeholders and residents in the preparation of the comprehensive Master Plan. The Respondent should be prepared to attend a minimum of four large public meetings, attending focus group meetings and participate on conference calls and meetings with the Community Steering Committee on a bi-weekly basis over a period of 6 months. The Respondent will be responsible for authoring the Master Plan which must be consistent with the guidelines and principles defined in Exhibit A and HUD's Choice Neighborhood Initiatives. HABC operates over 1200 units of housing and owns several vacant parcels of land within Cherry Hill. As such, the Master Planner should be familiar with HUD guidelines as it relates to the community engagement process under the Choice Neighborhood model, Rental Assistance Demonstration Program and other federal housing redevelopment programs.

The selected Master Planner will be required to perform the following activities in addition to the services defined herein.

1. Conduct visioning sessions, design charrettes with the Cherry Hill community.
2. Participate in focus group discussions, conference calls and meetings with the Community Steering Committee.
3. Take minutes of all vision sessions, design charrettes, focus group discussions, conference calls and meetings with the Community Steering Committee.
4. Prepare a land use assessment, including, but not limited to zoning analysis, existing vs. permitted uses analysis, a detailed property inventory, an ownership and usage patterns analysis and an assessment of the structural viability of the existing buildings within the Cherry Hill community.
5. Identify traffic patterns and related environmental factors- topography, sidewalks/ walkways/bike paths, road connectivity, vehicular counts, proposed public improvements, infrastructure and public safety plan (crime statistics), etc.
6. Prepare a preliminary opportunity and constraints analysis with solutions.
7. Prepare market analysis to include, but not limited to population demographics analysis, supply and demand for retail, services and operations, rental housing, for-sale housing, light industrial, identification of funding sources for each type of development.
8. Author the Master Plan that will include narratives supported by graphics to establish development goals, benefits, directions and implementation strategies. Assist with the promotion of the Master Planning Process by

informing the Cherry Hill community about the various public meetings, focus group sessions and design charettes. Include communication methods that will be utilized to reach the Cherry Hill community.

SUBMISSION REQUIREMENTS AND DEADLINE

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CHDC shall utilize the following estimated schedule to review proposals, select a Respondent and award contract. However, Respondents are advised that any failure on the part of CHDC to complete the procurement within the estimated schedule shall not be grounds for a protest or claim by any Respondent.

Action	Estimated Date of Completion
RFP Issued	August 1, 2019
Letter of Intent (not mandatory)	August 8, 2019
Pre-Proposal Conference (not mandatory)	August 8, 2019 at Arundel Elementary School 2400 Round Road, Baltimore, MD 21225
Deadline to Submit Questions	August 12, 2019
Posting of Responses to Questions	August 21, 2019
Proposal Submission Deadline	August 30, 2019
Interviews with Respondents	September 9-13, 2019
Final Selection	September 20, 2019
Beginning of Master Planning Process	October 2019
Completion of the Master Planning Process	March 2020
Formal Adoption of Master Plan	April 2020

One (1) original and eight (8) hard copies of the proposal and one (1) electronic copy in PDF format shall be submitted to the Cherry Hill Development Corporation 806 Cherry Hill Road, Baltimore, MD 21225 by the submission deadline. Any questions concerning this RFP must be submitted via email to vharris@kairosdevelopmentllc.com. Inquiries should reference the RFP number and title as indicated on the cover page of this RFP. Respondents are expected to examine all elements of this RFP included in the Scope of Services as well as the documents that can be found on CHDC's website www.chdcmd.org under the resource tab. The original proposal must contain a manual original signature of the authorized representative of the Respondent.

There will be no public opening of proposals. All proposals and information concerning the same shall remain confidential until all negotiations are completed and the Notice of Award is issued.

MINORITY/WOMEN OWED BUSIENSS ENTERPRISES PARTICAPTION

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CHDC believes in extending opportunities to Minority/Women Owned Business Enterprises (M/WBEs) wherever possible. For these purpose, M/WBE is defined as (a) a business in which at least 51% is owned and controlled by one or more minority person and is certified as a M/WBE by the State of Maryland Department of Transportation, the City of Baltimore or another jurisdiction.

SELECTION CRITERIA

- A. **Statement of Qualifications-** Provide a detail narrative highlighting your firm's experience working with communities in preparing a comprehensive master plan in the past five years. Please include examples of communities that involved residential, recreational, educational and commercial revitalization. Please provide the description of the community(ies), the client's name and contact information.
- B. **Description of Community Engagement** - Provide a detail narrative explaining your firm's community engagement process, participants in the process, engagement of residents, community residents, other community organizations, businesses, service providers, religious institutions, schools, etc. Describe engagement of government agencies and broader civic engagement. Explain how the resident and community outreach and input process will be coordinated to ensure neighborhood residents are able to make meaningful contributions. Please be sure you illustrate your understanding of the Cherry Hill community.
- C. **Resumes-** Provide resumes of the firm and staff who will be involved in the comprehensive planning of Cherry Hill.
- D. **References:** Provide a least 5 references of communities or municipalities in which you have successful worked and were your firm has prepared master plans that has been implemented or is currently being implemented. At least one of the references must be from a community resident or group.
- E. **M/WBE Participation** – If applicable please provide evidence of M/WBE certification.
- F. **Fee Proposal** - Respondent should provide a detail cost proposal for the services requested. The fee proposal must include a breakdown of cost for each

component of the services rendered with the billing rates for each team member involved, and a not to exceed fee provision.

G. **Professional Liability Insurance** - Respondent should show its ability to provide Professional Liability, Worker's Compensation Insurance, General Liability Insurance, Comprehensive Automobile Liability Insurance.

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H. **Evidence of Good Standing**- Respondent should provide evidence that its firm is in good standing to do business within the State of Maryland. Respondents do not need to purchase a good standing certificate.

EVALUATION CRITERIA

Criteria Description	Maximum Points
Master Planning Experience	25
Approach to Community Engagement	20
Familiarity w/ the Cherry Hill Community	10
Fee Proposal	25
M/WBE	5
Overall Responsiveness to RFP	10
Readiness to Proceed	5
Maximum Total Points	100

An RFP Evaluation Panel consisting of a maximum of 10 members will be established. The RFP Evaluation Panel will consist of members of CHDC's Board of Directors, persons appointed by the Cherry Hill Homes Tenant Council, the City of Baltimore Planning Commission, the Housing Authority of City of Baltimore, and other community stakeholders.

ORGANIZATION OF PROPOSAL

A. **Letter of Interest:** The Respondent must provide a letter of interest listing the firm, team members and identifying the primary contact person. The Letter of Interest must be signed by an authorized principle of the firm and include a statement that the Response will remain valid for not less than 180 calendar days from the due date. Respondent must certify that the Respondent is available to start immediately, upon award. Respondent should describe any time commitments or restraints that will impair the Respondent's ability to proceed expeditiously. The Letter of Interest should not exceed 4 pages.

B. Description of the Firm Design and Master Planning Experience and Qualifications: (25 points)

a. Profile of the Firm

- i. Provide an overview of the firms experience in the master planning process of a mixed-income and mixed-use developments in an urban setting. Demonstrate the firms experience and ability to be visionary, innovative and creative particularly in a distressed inner-city urban area. Provide the firms approach to master planning and redevelopment of inner-city urban areas.
- ii. Description of the size, number of employees and current work load of firm. Describe how if selected, the firm will satisfy the conditions and requirements of the RFP.
- iii. Include Firm's Resume and Staff Resumes.
- iv. Provide a minimum three (3) examples of previous master planning projects the firm has successfully completed that involved mixed income housing (both homeownership and rental), mixed use, educational, recreational, and commercial developments in an urban setting similar in size to Cherry Hill.
- v. List not less than five (5) references; the reference should be familiar enough with the projects listed above to comment on the process as it relates to master planning process, the community engagement process and the condition of the community. Please include contact full contract information name, title, organization, telephone number, mailing address and email address. At least one of the references must be a community resident or group.

C. Approach to Community Engagement: (20 points) Demonstrate the firm's experience and ability to be visionary, innovative, and creative particularly in distressed inner-city urban area. Describe your firm's approach to the master planning process and how essential it is to the redevelopment process. Illustrates the firms understanding of State of Maryland Department of Housing and Community Development's requirement for Master Plans and HUD Choice Neighborhood Initiative and other revitalization programs.

D. Familiarity with the Cherry Hill Neighborhood: (10 points) **Demonstrate** your familiarity with the Cherry Hill community and its challenges, to include recent investment, physical condition, zoning, poverty level, etc. The Respondent should highlight projects it has completed in similar

neighborhoods and communities within the State of Maryland or District of Columbia.

- E. **Minority/Women Participation:** (5 points) Provide documentation if the firm is a certified minority or women owned business or describe any joint venture or partnerships with a minority or women owned business. If a joint venture or partnership arrangement is proposed to include an M/WBE please explain in detail the breakdown of work and responsibility.
- F. **Fee Proposal:** (25 points) Provide a detailed fee schedule with deliverables and the estimated time to complete. Estimate the first community meeting will be held in October of 2019. CHDC must complete the Master Plan and formal adoption within 6 months from the start of the master planning process.
- G. **Evidence of Insurance:** Respondent should provide evidence of Professional Liability and General Liability Insurance in the amount of \$1,000,000 per occurrence. Upon selection, the Respondent will have to include CHDC as an additional insured.
- H. **Evidence of Good Standing:** Respondent should provide evidence the firm is in good standing with the State of Maryland.

COMMUNICATION

During the bidding process all communication related to this RPF should be directed to CHDC's Consultant, Vonnette Harris with Kairos Development, LLC vharris@kairosdevelopmentllc.com. All communication shall be done in writing. Respondent should refrain from reaching out to CHDC's staff or Board of Directors. Failure to do so may result in disqualification.

EXHIBIT A MARYLAND DEPARTMENT OF HOUSNG & COMMUNITY DEVELOPMENT REVITALIZATION PLAN REQUIRMENTS

NEIGHBORHOOD REVITALIZATION PLAN (100 points)

A. Introduction

Eligible Baltimore Regional Neighborhood Initiative (BRNI) and National Capital Strategic Economic Development Fund (NED) applicants must submit a Neighborhood Revitalization Plan. The Neighborhood Revitalization Plan is a multi-year community revitalization strategy that focuses around six elements and is based on the local Sustainable Community Plan. Project proposals for funding should relate to the actionable items of the plan.

The BRNI and NED plans will be evaluated based on how they relate to the goals outlined in the community's larger Sustainable Communities plan; description of community conditions; the appropriateness of outlined strategies and their ability to address the identified community challenges and achieve the desired outcomes; and identified partners that can assist with implementing the plan.

The Neighborhood Revitalization Plan will be scored accordingly:

I. Neighborhood plan

1. Housing	30
2. Economy	30
3. Transportation	10
4. Environment	10
5. Quality of life	10
6. Community engagement	<u>10</u>
	100 points

Required portions of the plan application consist of I) Neighborhood Revitalization Plan and II) Description of target area boundaries. Applicants have the option of attaching a III) Copy of existing strategic plan or plan narrative that has already been developed and is the basis for the information in this application.

B. Neighborhood Revitalization Plan - Application

I. NEIGHBORHOOD REVITALIZATION PLAN

Using the format below, applicants should submit a neighborhood revitalization action plan outlining:

- a) the strengths and weaknesses of the current community conditions,
- b) your vision and goals for each area,
- c) the strategies, projects and activities for which you seek BRNI or NED funding that will address challenges or build on the strengths identified in the community conditions, and the involvement of which, if any, partner entities, and
- d) how the strategies fit into the larger Sustainable Communities plan.

For BRNI and NED applicants submitting an updated plan, applicants should also describe if there have been any changes in strategic direction for each element and why that occurred.

Please note that the revitalization/implementation strategy and expected outcomes/goals should be considered for a five year period. Pending funding availability, BRNI and NED applicants will be invited to submit project proposals and compete for funding in annual application rounds. The project proposals should be clearly linked to and help achieve the outcomes identified in this plan.

Housing

What are your community's goals and strategies for attracting and sustaining housing investment for households with a range of incomes, ages and physical challenges? Please elaborate on how you will preserve affordable housing so that barriers to entering the residential market for lower income home owners and renters are mitigated as the local housing market improves.

Strengths		Weaknesses	
<u>Desired Outcomes and Progress Measures</u> Based on the strengths and weaknesses identify the strengths on which you would like to build and the challenges you would like to address. What outcomes are you trying to achieve? Where/ in what area do you want those changes to happen? Progress Measure: Identify how you will know that you have achieved your outcome.	<u>Strategies and Action Items</u> Identify strategies, projects and activities that will help your community to achieve each identified outcome listed in the column to the left.	<u>Implementation Partners</u> Which community stakeholders need to be involved to realize each action step and strategy? Name specific public, private, philanthropic and/or community partners.	
Outcome 1: Progress Measures:	Strategy A: Strategy B:		
Outcome 2: Progress Measures:	Strategy A: Strategy B:		

1H. How do these desired outcomes and strategies relate to the Sustainable Community Plan? (250 words)

2H. If there have been significant changes to your housing strategies in the past few years, briefly describe the changes in your approach and the conditions (internal or external to the community, organizational, etc.) that led to the changes. (300 words)

Economy

Sustainable communities provide employment and business development opportunities for residents and merchants, and consider opportunities for sustaining and strengthening vulnerable households. What are your goals strategies for improving the economy of your community, including your local business district, if applicable? What are your goals for connecting the local workforce to job opportunities (either in the community or region) and to asset building opportunities or other programs that can build family wealth (EITC, savings strategies, immigrant supports, etc.)

Strengths		Weaknesses	
Desired Outcomes and Progress Measures	Strategies and Action Items		Implementation Partners
Outcome 1: Progress Measures:	Strategy A: Strategy B:		
Outcome 2: Progress Measures:	Strategy A: Strategy B:		

1Ec. How do these strategies and goals relate to the Sustainable Community Plan? (250 words)

2Ec. If there have been significant changes to your economic development strategies in the past few years, briefly describe the changes in your approach and the conditions (internal or external to the community, organizational, etc.) that led to the changes. (300 words)

Transportation

What policies, strategies and projects are envisioned to strengthen the transportation network that affects the neighborhood? How will these initiatives support enhanced transportation choices (including walking, bicycling, bus or rail transit, and carpooling) or otherwise promote an efficient transportation network that integrates housing, economic development and transportation land uses?

Strengths		Weaknesses	
Desired Outcomes and Progress Measures	Strategies and Action Items		Implementation Partners
Outcome 1: Progress Measures:	Strategy A: Strategy B:		
Outcome 2: Progress Measures:	Strategy A: Strategy B:		

1T. How do these strategies and goals relate to the Sustainable Community Plan? (250 words)

2T. If there have been significant changes to your transportation strategies in the past few years, briefly describe the changes in your approach and the conditions (internal or external to the community, organizational, etc.) that led to the changes. (300 words)

Environment

The inclusion of safe and connected streets, trails, green space, parks and trees contribute to the character and health of a community. Examples might include improvements to the tree canopy by planting street trees, improving local neighborhood streams, reusing a vacant lot for a new community park or playground, and launching a rain barrel initiative and “green street” strategies for mitigating water run-off. Describe policies, initiatives or projects that will increase community access to green spaces, parks as well as protect and preserve natural resources such as water.

Strengths		Weaknesses	
Desired Outcomes and Progress Measures	Strategies and Action Items		Implementation Partners
Outcome 1: Progress Measures:	Strategy A: Strategy B:		
Outcome 2: Progress Measures:	Strategy A: Strategy B:		

1En. How do these strategies and goals relate to the Sustainable Community Plan? (250 words)

2En. If there have been significant changes to your environmental strategies in the past few years, briefly describe the changes in your approach and the conditions (internal or external to the community, organizational, etc.) that led to the changes. (300 words)

Quality of Life

A community can gain social and physical benefits from access to a healthy, natural and built environment. Applicants may wish to consider a range of “quality of life” strategies, including but not limited to: healthy food access, quality educational opportunities, and reduction of crime and blight. Identify the quality of life goals and strategies that are a priority for your community, and explain how you will address those needs.

Strengths		Weaknesses	
Desired Outcomes and Progress Measures	Strategies and Action Items	Implementation Partners	
Outcome 1: Progress Measures:	Strategy A: Strategy B:		
Outcome 2: Progress Measures:	Strategy A: Strategy B:		

1Q. How do these strategies and goals relate to the Sustainable Community Plan? (250 words)

2Q. If there have been significant changes to your quality of life strategies in the past few years, briefly describe the changes in your approach and the conditions (internal or external to the community, organizational, etc.) that led to the changes. (300 words)

Community Engagement

Quality communication and established relationships with residents and community groups is important to equitable community development. Thus, it is vital that the community is part of this revitalization process and remain informed of the efforts associated with it. Engagement and awareness efforts are facilitated by community outreach, using such methods as community organizing, hosting public meetings, and using social media. Please explain how you will keep the community stakeholders engaged in the revitalization process.

Strengths		Weaknesses	
Desired Outcomes and Progress Measures	Strategies and Action Items	Implementation Partners	
Outcome 1: Progress Measures:	Strategy A: Strategy B:		
Outcome 2: Progress Measures:	Strategy A: Strategy B:		

1C. How do these strategies and goals relate to the Sustainable Community Plan? (250 words)

2C. If there have been significant changes to your community engagement strategies in the past few years, briefly describe the changes in your approach and the conditions (internal or external to the community, organizational, etc.) that led to the changes. (300 words)

II. DESCRIPTION OF TARGET AREA BOUNDARIES

Provide a description of your target area boundaries, using neighborhood names and/or street names (300 words). If useful, provide a map of the area. Feel free to use a Google map, City View map, DHCD mapper, or other print out to denote boundaries.

Note that the Department will be creating polygons from your descriptions for use in mapping products for potential public use, so please provide exact boundaries. Please contact the Department if you would like assistance with creating a shapefile and map of your BRNI or NED area.

III. OPTIONAL STRATEGIC PLAN ATTACHMENT

If there is an existing document that details your organization's neighborhood revitalization plan and it covers the aforementioned six key strategic elements, feel free to submit it in lieu of this template. See program guidelines for on-line submission instructions.

BRNI/NED Plan – Outcomes and Strategies/Projects Example

Below is an example of the types of outcomes you may be trying to achieve in your BRNI or NED area and a list of strategies, projects and activities for which you may seek funding to implement the outcome. Note how the strategies and projects clearly connect to the outcome trying to be achieved.

Plan Outcomes/Goals

<u>Example</u>	Housing	Economic Development	Transportation	Natural Resources	Quality of Life	Community Engagement and Awareness
Plan Outcomes/ Goals	1) Establish a thriving community with housing options available to people at affordable, workforce and market rate price points	1) Create a healthy environment for small and midsize businesses, providing neighborhood amenities and local employment opportunities	1) Improve neighborhood walkability and access to commercial corridor/central business district	1) Promote environmentally responsible development through neighborhood greening initiatives	1) Ensure residents have access to healthy food, good education and opportunities for criminal activity are reduced	1) Maintain education of and relationship with residents about the revitalization efforts in the community
Year 1						
Strategies/ Projects/ Activities	1a) Increase market rate home-ownership by 5% 1b) Construct 20 new units of affordable and workforce housing	1a) Establish small business grant/loan program for new and expanding businesses 1b) Make five grants/loans through new program	1a) Widen 500 feet of sidewalk in downtown commercial corridor to accommodate outdoor dining and pedestrians 1b) Paint bike lanes along neighborhood roadways that connect to central bike path	1a) Launch white roof program in neighborhood – provide matching grants for business and residences 1b) Construct two pocket parks on existing vacant lots 1c) Plant 10 trees per year to increase tree canopy	1a) Install pedestrian-oriented lighting in business district – will install 12 light poles in year 1 1b) Rehabilitate abandoned school building as new charter school for pre-school through eighth grade	1a) Attend neighborhood community meetings quarterly 1b) Make at least one Facebook and Twitter post for each news release published

Maryland Department of Housing & Community Development
OWNER/DEVELOPER CERTIFICATION OF COMMUNITY REVITALIZATION PLAN
LOCAL GOVERNMENT CERTIFICATION OF COMMUNITY REVITALIZATION PLAN

(Submit under Exhibit H in Application)

Project Name:

The Maryland Department of Housing & Community Development (the Department) provided for additional competitive incentives to projects located in a Qualified Census Tract (QCT) or Difficult Development Area (DDA) (this does not include any State-designated DDA under the authority granted in §42, more commonly referred to as a “state-designated basis boost”) that contributes to a concerted community revitalization plan.

A concerted community revitalization plan means a development plan which:

- 1) is geographically specific;
- 2) outlines a clear plan for implementation and goals for outcomes;
- 3) includes a strategy for applying for or obtaining commitments of public or private investment (or both) in non-housing infrastructure, amenities, or services; and
- 4) demonstrates the need for community revitalization.

To meet the definition of a concerted community revitalization plan and qualify for points in this category, a concerted community revitalization plan must meet the following requirements:

<input type="checkbox"/>	a)	Officially adopted or endorsed by a local government or created with local government involvement;
<input type="checkbox"/>	b)	Established to increase investment in the community or build from existing community assets;
<input type="checkbox"/>	c)	Developed and approved in accordance with local planning requirements;
<input type="checkbox"/>	d)	Includes evidence of community and stakeholder engagement;
<input type="checkbox"/>	e)	Has a defined geographic boundary, that includes the proposed site or is focused within a single municipality, jurisdiction, or targeted area;
<input type="checkbox"/>	f)	If there is a housing component in the plan, the plan should include rehabilitation or new construction of rental housing as a goal for the community;

<input type="checkbox"/>	g)	Includes details of implementation measures along with specific time frames for the achievement of such policies and housing activities; and
<input type="checkbox"/>	h)	Provides a list of other investment occurring or planned within the immediate area.

As Owner/Developer, I hereby certify that the referenced project is located in a Qualified Census Tract (QCT) or Difficult Development Area (DDA) (that does not include any State-designated DDA under the authority granted in §42, more commonly referred to as a “state-designated basis boost”) that contributes to a concerted community revitalization plan.

I, _____, representative of _____ (local government), hereby certify that the referenced project is located in a Qualified Census Tract (QCT) or Difficult Development Area (DDA) (that does not include any State-designated DDA under the authority granted in §42, more commonly referred to as a “state-designated basis boost”) that contributes to a concerted community revitalization plan.

Owner/Developer:

Signed: _____ Date: _____

Printed name and Title:

Company Name:

Local Government:

Signed: _____ Date: _____

Printed name and Title:

Local Government:
