



SUSTAINABLE COMMUNITIES PROGRAM

APPLICATION FOR DESIGNATION RENEWAL

Eligible Applicants:

*Local Governments with a Sustainable
Communities Designation*

*Local Government Consortiums with a
Sustainable Communities Designation*

Application must be submitted
on or before the expiration date of
Sustainable Communities designation.

Maryland Department of Housing and Community Development
Division of Neighborhood Revitalization
2 N Charles Street, Suite 450
Baltimore, MD 21201
410-209-5800
<http://dhcd.maryland.gov/>

SGSC Approved - 3.24

Overview of Sustainable Communities

The Sustainable Communities Act of 2010 established a framework for reinvestment and revitalization of Maryland’s existing communities creating a single, locally designated geographic focus area. Since that time the “Sustainable Communities” designation has provided an efficient means of targeting scarce public and private resources for multiple State agency investments and prioritizations.

Purpose or Renewal and Streamlined Application

The Sustainable Communities (SC) designation must be renewed every five years. This renewal application provides an opportunity for local governments to update their existing SC action plan and report on the accomplishments made over the past five years. Through the renewal process, local governments can request additional technical assistance and highlight any areas from the original action plan for which progress must still be made.

Application Eligibility and Threshold Requirements

Local governments (municipal or county) are eligible to apply.

Eligible applicants are to reconvene their **Sustainable Communities Workgroup** to discuss the accomplishments and challenges of their Sustainable Community Action Plans in addition to any update they may like to make to the Action Plan. The applicant may choose to select new members to participate in the Workgroup. The purpose of this workgroup is to continue and reinforce working relationships and collaborations among local governmental departments and better align community development priorities and strategies. In addition, this is an opportunity to assess if the Workgroup would like technical assistance from State government agencies to implement certain action items or develop strategies to address local challenges.

Threshold Requirements

All Sustainable Community applications must meet the following threshold requirements:

- 1) Sustainable Community Area boundaries must be entirely within a Priority Funding Area (PFA) and should be an area in need of renewal and reinvestment that would benefit from a targeted long-term strategy. Applicants can verify Priority Funding Area boundaries by visiting the MDP website at:
<http://www.mdp.state.md.us/OurProducts/pfamap.shtml>
- 2) The proposed Sustainable Community is within or near a town center or transportation center, or there is a need for financing assistance for small businesses, nonprofit organizations or microenterprises;
- 3) The updated Plan must be consistent with other existing community or comprehensive plans;
- 4) A Sustainable Communities Workgroup is re-convened and a roster of members should be provided with the application.

Applications that do not meet these threshold requirements will not be considered.

Application Submission and Evaluation

The Sustainable Community application will be evaluated based on thorough assessment of strengths and weaknesses and how well desired outcomes, strategies and action steps are connected to the local conditions.

The first page of the electronic application is the Table of Contents. This should also serve as a checklist and be used to provide corresponding tabs.

Please submit all materials (application, maps, pictures, and/or shapefiles) via email to the Sustainable Communities project management team.

Incomplete applications will not be accepted.

Deliver Sustainable Community Applications via email:

Subject Line: Sustainable Community Application

To: Carter Reitman

carter.reitman@maryland.gov

Copy: Olivia Ceccarelli-McGonigal

olivia.ceccarelli@maryland.gov

Site Visits. Follow-up Discussion, Technical Assistance

Attendance at a minimum of one application consultation session or training is mandatory for all applicants. Consult with Carter Reitman at 410-209-5849 or by email at carter.reitman@maryland.gov if you would like to schedule a meeting.

If requested, the Department can provide technical assistance to local governments to prepare their Sustainable Communities applications. When needed, the Department may offer technical assistance, in collaboration with the Maryland Department of Planning, to local governments with limited capacity to prepare their Sustainable Communities applications.

During the application review process, the review team may make site visits and/or hold meetings with applicants. In addition, applicants may be contacted by the Department for follow-up discussions prior to awards.

Approval

Approval of applications will be made by the Governor's Smart Growth Coordinating Committee on the recommendation of an inter-agency review team. The review team is coordinated by the Department of Housing and Community Development. The Governor's Smart Growth Coordinating Committee can defer the approval of a Sustainable Communities renewal to the Governor's Smart Growth Subcabinet.

All questions related to the application, please contact Carter Reitman at 410-209-5849 or by email at carter.reitman@maryland.gov or your regional project manager, found at this link: <https://dhcd.maryland.gov/Communities/Documents/SRP/PM-Map-ContactInfo.pdf>

RENEWAL APPLICATION INSTRUCTIONS

The Sustainable Communities application for renewal has **three** sections:

A. Contact information, General Information, Organizational Capacity:

In this section, applicants are asked to update their contact information, provide information about demographic shifts over the past five years, discuss the strengths and weaknesses of their Sustainable Communities workgroup and share any technical assistance needs the workgroup may have.

B. Report on accomplishments over past five years:

The report is an opportunity to reflect on any accomplishments achieved in the Sustainable Community area. It is a tool used to evaluate if the SC applicant achieved its intended outcomes, implemented the strategies initially envisioned, and identify what resources were used. Renewal applicants are encouraged to discuss how priorities, actions, and objectives were or were not achieved across the six elements listed on the previous page (v), including how any of the elements may have interrelated during the five initial years of SC designation.

C. Sustainable Communities Action Plan Update:

The Sustainable Communities Action Plan has been revised so that it is less time consuming and focused on developing a strategic implementation plan. Renewal applicants are encouraged to use their previous Sustainable Communities applications as a basis for their updated Action Plan. You may identify which weaknesses have not yet been addressed or which strategies have not yet been implemented. Include your revitalization priorities for the next five years, basing them on your community's current strengths and weaknesses.

SUSTAINABLE COMMUNITIES PLAN ELEMENTS

The table below provides a description of each subject area/element of the Sustainable Communities Action Plan. Included are examples of common strengths and weaknesses within each subject area and the types of projects that might be implemented to address said strengths and weaknesses.

ENVIRONMENT: Describes projects involving the natural environment, our use of natural resources, and our relationships to the natural environment.

This category includes projects focusing on (but not limited to): the quality of land, water, and air; watershed maintenance and preservation; tree canopies and green spaces; climate change mitigation and adaptation; energy conservation; green infrastructure; stormwater infrastructure and management; water and sewer capacity; recycling, pet waste, and organic waste programs; the mitigation of environmental hazards; and parks and recreation.

ECONOMY: Describes projects centered on economic growth and management.

This category includes projects focusing on (but not limited to): business attraction & retention; improving and maintaining the health of business districts, downtowns, and main streets; commercial vacancy reduction; workforce attraction and retention; employment/job training; marketing, branding, and tourism; improving or creating economic impact of cultural and historic assets; providing technical and financial assistance to businesses; commercial building acquisition, rehabilitation and/or adaptive re-use; and creating a sense of place and vibrancy through streetscaping and beautification.

TRANSPORTATION: Describes projects involving the way people in your community get from place to place.

This category includes projects focusing on (but not limited to): access to transit corridors; pedestrian safety and accessibility; sidewalks; alternative modes of transportation, such as bikeways and trails; public transit, such as bus and rail; carpooling; proximity to transportation centers; parking; and road conditions.

HOUSING: Describes projects involving the homes in which people in your community live and which make it easier for them to find and stay in a place to call home.

This category includes projects focusing on (but not limited to): affordability; increasing homeownership; increasing rental housing; diversifying the kinds of housing available; improving housing conditions (interior or exterior); housing programs; aging in place; preventing foreclosures; and reducing residential vacancies.

COMMUNITY HEALTH & QUALITY OF LIFE: Describes projects concerned with public health, community culture, and the day-to-day life of community residents.

This category includes projects focusing on (but not limited to): improvement of public safety and the reduction of crime; libraries; educational facilities and programs; health and wellness facilities and programs; senior facilities and programs; youth facilities and programs; facilities and programs for the disabled; civic amenities, access to quality food options; collaborations with faith-based organizations; arts and entertainment education; and homelessness prevention, services, and facilities.

LOCAL PLANNING & STAFFING CAPACITY: Describes projects concerned with a local government's ability to plan for the community's future and to meet the current needs of residents.

This category includes projects focusing on (but not limited to): updating zoning ordinances or land use; updating municipal/local policies, taxes, fees, etc.; increasing local government staff capacity; and updating planning documents like sector plans or comprehensive plans.

Additional Guidance for Developing the Sustainable Communities Action Plan

III. SUSTAINABLE COMMUNITY ACTION PLAN UPDATE

The Sustainable Community Action Plan (SC Plan or Plan) is meant to be a multi-year investment strategy – a strategic set of revitalization initiatives and projects that local partners believe will increase the economic vitality and livability of their community, increase prosperity for local households and improve the health of the surrounding environment. The Plan should be flexible enough to be updated regularly and renewed every five years as the community envisions new goals. The priority initiatives and projects identified in the action plan are your priorities for improving the livability of community places -- residential, commercial, or other public or private properties – and the sustainability of new work, retail, recreational and housing opportunities for residents. At the same time, the plan should only discuss the strategies that will impact the geographic area targeted for revitalization, so that resources have the best opportunity to have the intended effect. These projects can also be designed to reduce the environmental impact of the community through water and energy resource conservation and management strategies. In this way, the Plan can be a road map for local stakeholders as well as State agencies to work together to create a more livable and sustainable community.

All communities submitted an SC Plan when the community earned its original designation. Some applicants may want to take advantage of the designation renewal process to outline new strategies, set new priorities or reaffirm existing strategies for their Sustainable Community. Changes to SC Plans may reflect changes in external factors affecting the community or changes in the priorities of the applicant.

Action Plan Guidance

The Action Plan section has been broken down into the same six categories as the Comprehensive Assessment section of this document. These parts address key components of your Sustainable Community Action Plan. Follow the guidelines below to fill out the matrix.

- 1) For each section, pinpoint essential strengths and weaknesses of your community.** Example Transportation: Strength - Good sidewalk connectivity. Weakness - Insufficient amount of downtown parking.
- 2) Based on those strengths and weaknesses, formulate specific outcomes that address the most pressing issues or greatest potentials. Include a means of measuring the success of said outcome.** Example Economy: Outcome – Expand broadband fiber optics in Town. Progress Measure - Linear measurement of fiber laid and number of residential and business connections.
- 3) After defining the outcomes, list detailed strategies (break down to several action steps if needed) that will serve as the means to achieve those goals.** Example Economy: Strategy - Increase number of Town sponsored events □ Develop with community input, a series of weekend events that the Town could host.
- 4) List potential partners that can support the successful implementation of these strategies through different types of resources.** Example Economy: DHCD (Community Legacy program), Small Business Administration (Services and financial assistance) etc.

CHECKLIST AND TABLE OF CONTENTS

APPLICANT: Commissioners of Cambridge

NAME OF SUSTAINABLE COMMUNITY: City of Cambridge

Please review the checklist of attachments and furnish all of the attachments that are applicable. Contents of the application should be tabbed and organized as follows:

☐ **Section A - Sustainable Community Renewal Applicant Information**

- [Applicant Information](#)

☐ **Section B – Sustainable Community Renewal Action Plan Update (Matrix)**

- [Action Plan](#)

☐ **Section C – Sustainable Community Renewal Report (Projects, Strategies and Partners)**

- [Part 1: Qualitative Assessment](#)
- [Part 2: Comprehensive Assessment](#)
- [Competitive Funding](#)

☐ **Section D – Sustainable Communities Workgroup Roster**

☐ **Section E – Signature Letter (acknowledging Disclosure Authorization and Certification)**

- [Disclosure Authorization](#)

☐ **Section F – Additional Files:** The following contents should be included:

- If requesting a boundary modification, map in pdf format and a GIS shapefile of the proposed Sustainable Community boundary
- Photos (jpeg format) of your aforementioned accomplished projects of the last five years

SECTION A - SUSTAINABLE COMMUNITY RENEWAL

APPLICANT INFORMATION

Name of Sustainable Community:		City of Cambridge	
Name of Applicant:		Commissioners of Cambridge	
Applicant's Federal Identification Number:		52-6000780	
Applicant's Street Address:		410 Academy Street	
City: Cambridge	County: Dorchester	State: MD	Zip Code: 21613
Phone Number: 410-228-4020	Fax Number: 410-228-4554	Web Address: www.choosecambridge.com	

Sustainable Community Application Local Contact:

Name: Lynne Widli		Title: Special Projects Coordinator	
[REDACTED]		[REDACTED]	
[REDACTED]		[REDACTED]	

Sustainable Community Contact for Application Status:

Name: Lynne Widli		Title: Special Projects Coordinator	
Address:		[REDACTED]	
[REDACTED]		[REDACTED]	

Other Sustainable Community Contacts:

Name: Brandon Hesson		Title: Assistant City Manager/ Director, Economic Development	
Address:		[REDACTED]	
[REDACTED]		[REDACTED]	

(1) Sustainable Community Boundary and Description

- (1) Are you requesting any changes to your Sustainable Community boundary? Describe why or why not?

The City of Cambridge requests a minor change to its current Sustainable Community boundaries to include a 33-acre parcel of open field that adjoins the Mace's Lane High School

Sustainable Communities Renewal Application - Section A

property that is in the process of conversion into the Mace's Lane Community Center. The 33-acre parcel is owned by Dorchester County, with future transfer to Mace's Lane Community Association.

- (2) If yes, Include the following in as an attachment:
- PDF or JPEG of modified Sustainable Communities boundary map,
 - GIS shapefiles of modified Sustainable Community boundary (mapped to the parcel boundary),
- (3) Approximate number of acres of entire SC Area:
264.19 (before inclusion of the boundary expansion requested above)
- (4) Existing federal, state or local designations:
- ☒ Main Street
 - ☒ Maple Street
 - ☒ National Register Historic District
 - ☒ Local Historic District
 - ☒ Arts & Entertainment District
 - ☒ State Enterprise Zone Special Taxing District
 - ☐ BRAC
 - ☐ State Designated TOD
 - ☒ Other(s): HUB Zone, Heart of Chesapeake Heritage Area, Opportunity Zone
- (5) Describe the SC Area's current demographic trends (with respect to age, race, household size, household income, educational attainment, number of housing units, or other relevant factors). How have demographics changed in the last five years?

The population in Cambridge has grown by about 4%, with the median age rising by 11%, a significant increase. Additionally, the elder population, those aged 65 and older, has increased by almost 4%. Both white and Black populations have decreased, with more residents identifying as two or more races.

The City has seen a steady increase in the number of housing units, although the vacancy rate remains unchanged at 19%. While owner-occupied units have increased significantly in value by 22%, rents have also increased by almost 7% over the same period. Seventeen per cent of households have no vehicles.

Educational attainment has improved slightly with an increase of almost 4% in the high school graduation rate. A somewhat better educated workforce has not translated into an improved jobs outcome- the employment rate has dropped by almost 3%. In the same period, the median household income has increased by about 9.5%. While this is a significant improvement, it is important to note that the 2021 median income is less than 50% of the State of Maryland's median income of \$90,203. At the same time, while there has been improvement since 2016 in the percentage of residents living below poverty level, the current overall rate of those living below the poverty line is 23.3%.

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The table below shows selected demographic statistics for the City of Cambridge and their per cent change from 2016 to 2021, the most recent five-year comparison available from the American Community Surveys.

City of Cambridge selected statistics	2016	2021	% change 2016 to 2021
Total Population	12,552	13,096	4.3%
Median Age	34.4	38.2	11.0%
65 Years and older	15.8%	19.7%	3.9%
White alone	42.7%	39.8%	-2.9%
Black or African American alone	46.9%	42.8%	-4.1%
Hispanic or Latino	6.2%	7.0%	0.8%
American Indian or Alaska Native alone	1.4%	2.6%	1.2%
Asian alone	2.6%	2.3%	-0.3%
Two or more races	2.4%	7.9%	5.5%
Housing Units	6303	6,671	5.8%
Vacant Housing Units	18.9%	18.9%	0.0%
Median Value Owner Occupied Housing Unit	\$157,400	\$192,300	22.2%
Median Gross Rent	\$815	\$868	6.5%
No Vehicles available	17.2%	17.0%	-0.2%
High School graduate or higher, persons age 25 years & higher	83.9%	87.6%	3.7%
Bachelor's degree or higher, persons age 25 years & higher	20.9%	20.8%	-0.1%
Households w/Cash Public Assistance Income	6.9%	3.5%	-3.4%
Households w/Food Stamps/SNAP Benefits	39.5%	31.8%	-7.7%
Persons without Health Care Coverage	7.4%	4.9%	-2.5%
Employment Rate	57.7%	55.0%	-2.7%
Below Poverty Level	27.3%	23.3%	-4.0%
Median Household Income	\$36,600	\$40,094	9.5%

Source: American Community Surveys 2016 & 2021

(2) Organizational Structure, Experience and Public Input:

- (1) Describe any changes to the Applicant's organizational structure. Specifically, how has membership of the Sustainable Communities Workgroup changed in the last five years? Who are/were the leaders, and how will/did the Workgroup advisor or staff manage implementation of the SC Area Plan?**

The organizational structure of the City of Cambridge has evolved rapidly during the past year, as new city manager Tom Carroll made numerous changes to departmental organization, along with filling roles that had either not existed previously or had lapsed due to economic and/or pandemic challenges. For example, the field maintenance portion of the Municipal Utilities

Commission (formerly MUC) which had operated separately from the overall City structure, was folded into the Public Services department, reducing duplication of employee effort and use of equipment. The former MUC billing department merged into the Finance Department, again reducing duplication of effort, and providing several more clerks to the Finance department team. Similarly, a Department of Development was re-created, headed by Assistant City Manager Brandon Hesson, who now has insight into and coordination of all aspects of development in the City including planning, housing, building safety services, code enforcement, and historic preservation. The Cambridge Police Department centered its organization around community-oriented policing, and as a result, is reversing staffing declines from the prior three years. An Administrative Services Department was established to organize IT, HR, and risk management.

The Sustainable Communities Workgroup has recently been completely reinvented. Unfortunately, during the pandemic years, the Workgroup lapsed due to lack of City staffing, among other challenges. Mr. Hesson, chairperson of the new Sustainable Communities Workgroup, provides some continuity to the previous Workgroup as he was employed by the City in 2018 and provided input on the 2018 Sustainable Communities application for redesignation. However, he left the City to work for Chesapeake College soon after, and the then economic development director, Carol Richardson, also soon left City employ. Economic development remained under-resourced until the Commissioners created the Department of Development in early 2023. A public call was made in August 2023 for interested City residents to become members of the Sustainable Communities Workgroup. The Workgroup was re-constituted and has met several times to review the previous Sustainable Communities Action Plan and determine any needed updates for the 2023 Plan. The Workgroup envisions inviting various subject matter experts to meet with the core Workgroup, as needed, as the team continues its work in assuring that the Sustainable Communities Action Plan aligns with, among others, the City's Comprehensive Plan, which is scheduled to be reviewed and revised during 2024.

When comparing the 2023 Sustainable Communities Action Plan to the 2018 Plan, it should be noted that despite the challenges in maintaining a workgroup over the past five years, several of the initiatives that the 2018 team envisioned have already or soon will come to fruition, significantly the Packing House project and the long-term Choptank River shoreline resilience project that has been studied, approved, and funded. Additionally, the Cambridge Harbor project took a quantum leap forward during the last five years. (These projects are further detailed in the Qualitative Assessment section of this application.) These successful projects benefited from the strong public/private stewardship that was in place prior to the pandemic.

(2) What have been the strengths and challenges of the capacity of the Sustainable Communities Workgroup with respect to implementation of the SC Plan?

As described above, the Sustainable Communities Workgroup had not existed for several years due to economic and pandemic constraints. While the City has been able to reconvene a Workgroup, the membership of the current workgroup could be expanded. For example, adding the City's director of planning to the group would be beneficial but challenging at this point as the planning role has only very recently been filled. However, the Workgroup recognizes that additional participation by non-profit partners and commercial stakeholders will need to be expanded as the Workgroup continues to align the Sustainable Communities Action Plan with the

various City plans, such as the Comprehensive Plan, which will be undergoing review over the next year.

(3) How did residents and other stakeholders in the community provide input to the Sustainable Communities Action Plan update? On which existing local plans (comprehensive plans, economic development plans, sector plans, etc.) is the Sustainable Communities Action Plan based?

Stakeholders and residents in the community are represented by the members of the Workgroup who have met several times over the past months to compare, assess, and update the 2023 Sustainable Communities Action Plan. The 2023 plan is based on a collection of plans, including the City's Comprehensive Plan, Cambridge Neighborhood Revitalization Plan, Make Cambridge Resilient Initiative, Cambridge Harbor master plan, and an emerging art in public spaces plan. Each of these plans, over time, has benefited from significant resident input. The Workgroup will continue to evolve its plan as the City updates its Comprehensive Plan during 2024.

In addition, volunteer-staffed stakeholder groups, such as the Cambridge Utilities Commission, Historic Preservation Commission, Arts & Entertainment District Advisory Committee and Traffic & Safety Committee meet regularly to provide community decision-making insights and program development within the Sustainable Communities area.

(4) Would you like any technical assistance from State agencies to help expand the capacity of your SC Workgroup or implement your SC plan? Please describe with which revitalization strategies you would like assistance.

The City would welcome technical assistance from the State of Maryland, though we have no specific request at this time.

SECTION B - SUSTAINABLE COMMUNITIES ACTION PLAN

City of Cambridge

Sustainable Communities Renewal Application - Section B

Example Section

<u>Strengths</u>	<u>Weaknesses</u>
<ul style="list-style-type: none"> Insert bulleted list of strengths (provide some detail as to why and how this is a strength in your community) 	<ul style="list-style-type: none"> Insert bulleted list of weaknesses (provide some detail as to why and how this is a weakness in your community)

<u>Desired Outcomes and Progress Measures</u> Outcomes should be considered end results of actions and strategies. Based on the strengths and weaknesses, identify the strengths on which you would like to build and the challenges you would like to address. Progress Measure: What will you use to measure success toward outcome? Is it quantifiable or qualifiable?	<u>Strategies and Action Items</u> Identify strategies that will help your community to achieve each identified outcome to the left. If applicable, break down each strategy into specific action items that outline different steps of the strategy. Specify how you are planning to achieve the desired outcomes.	<u>Implementation Partners</u> Which community stakeholders need to be involved to realize each action step and strategy? Name specific public and/or private sector partners.
<p>Example Outcome 1: Code violations and complaints are reduced in the Sustainable Community residential areas.</p> <p>Example Progress Measures: Code violations reduced by 25% in Sustainable Community residential areas</p>	<p>Example Strategy A: Review and revise, as needed, code compliance program to reduce frequency and number of residential code violations.</p> <p>Example Action 1: Complete analysis of code violations over the past five years to determine areas, both geographically and topically, for which code violations are most frequent.</p> <p>Example Action 2: Conduct outreach program to determine barriers to code compliance.</p> <p>Example Action 3: Analyze code compliance program for potential inefficiencies and opportunities for proactive engagement.</p> <p>Example Action 4: Pursue façade improvement funding to assist low-income homeowners overcome barriers to code compliance.</p>	<p>Maryland Department of Planning, Maryland Department of Housing, County Planning Department, local homeowners association</p>

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Environment

This section describes projects involving the natural environment, our use of natural resources, and our relationships or access to the natural environment. This category includes projects focusing on (but not limited to): the quality of land, water, and air; tree canopies and green spaces; green infrastructure; habitat improvement, climate change mitigation and adaptation; nuisance flooding,; stormwater infrastructure and management; water and sewer capacity; energy conservation; recycling, pet waste, and organic waste programs; the mitigation of environmental hazards; and parks and recreation improvements.

Strengths

- Choptank River is both an environmental and a tourist asset.
- Choptank River public waterfront access and parks.
- Green Street on Maryland Ave. and bioswale in Long Wharf Park.
- New neighborhood parks under construction and renovation of existing parks.

Weaknesses

- Nuisance flooding and sea-level rise.
- Aging public marina.
- Aging sewer system.
- Aging seawalls on Choptank and West End Avenues.
- No curbside recycling program due to prohibitive costs.

Desired Outcomes and Progress Measures

Outcome 1: Address tidal flooding and sea-level rise along the Choptank River.

Progress Measures:

- Reduction in number of street closures due to nuisance flooding as recorded by the tidal gauge located on the Choptank River near Bill Burton Fishing Pier.
- Reduction in street flooding events unrelated to tidal flooding, utilizing sewer overflow statistics to measure.

Strategies and Action Items

Strategy A: Rebuild the Choptank River shoreline from Gerry Boyle Park to Cambridge Harbor, per the “Cambridge Shoreline Resilience Plan.”

Strategy B: Renovate the Trenton Street pumping station.

Strategy C: Renovate Marina piers and implement wave reduction strategies.

Implementation Partners

FEMA, Maryland Dept. of Emergency Mgmt., DNR Chesapeake & Coastal Service, MWIFA, University of Maryland Horn Point Lab, Dorchester County, City of Cambridge, Residents of Cambridge

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<ul style="list-style-type: none"> Completed number of green infrastructure and stormwater mitigation projects. 		
<p>Outcome 2: Enhance and activate public spaces.</p> <p>Progress Measures:</p> <ul style="list-style-type: none"> Increased number of public parks, especially in underserved neighborhoods. Increased number of park visitors. Increased acres of green space. 	<p>Strategy A: Build/renovate multiple neighborhood parks.</p> <p>Action 1: Build Leonard's Lane Park: the new 6-acre park will include a wetland for stormwater management and various pollinator habitats. Construction is expected to begin Fall 2024.</p> <p>Action 2: Build Cannery Park: 8.95-acres, including a new regional trail head, both passive and active recreation, adjacent to the campus of Phillips Packing House.</p> <p>Action 3: Restore Cornish Park: located in the historic Pine Street neighborhood. Updates will include new basketball courts designed with murals funded by the City's Public Art Program, a walking path, security features, updated playscape and pavilion. Expected completion Fall 2023. Update 2/9/24: the improvements to Cornish Park, described in Action 3, were completed in Fall of 2023, as indicated. However, the City intends to continue its focus on Cornish Park over the next several years by activating and leveraging programming at the Park in conjunction with two of its non-profit partners, Four Eleven Kitchen and Groove City Black Heritage & Culture Group. Additionally, the City envisions a public art piece at the confluence of Douglas Street, Lincoln Terrace, and Wells Street, highlighting the park.</p> <p>Action 4: Renovate Meadow Avenue Park with tree and shrub plantings, improved signage and play area materials. Add approximately 8,000 square feet to the overall park acreage with the demolition of an adjacent deteriorated dwelling unit.</p>	<p>National Park Service, DNR, Eastern Shore Land Conservancy, Cross Street Partners, Parker Rodriguez, Biohabitats, Chesapeake Bay Habitat Goal Implementation Team, Dorchester County, City of Cambridge, Residents of Cambridge, Four Eleven Kitchen, Groove City Black Heritage & Culture Group</p>

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Economy

This section is centered on economic growth and management.

Strengths and weaknesses might focus on the following: business attraction & retention; improving and maintaining the health of business districts, downtowns, and main streets; commercial vacancy reduction; workforce attraction and retention; employment/job training; marketing, branding, and tourism; improving or creating economic impact of cultural and historic assets; providing technical and financial assistance to businesses; commercial building acquisition, rehabilitation and/or adaptive re-use; and creating a sense of place and vibrancy through streetscaping and beautification.

<u>Strengths</u>	<u>Weaknesses</u>
<ul style="list-style-type: none"> • Stable Main Street district. • Route 50 corridor is also generally stable, requiring minimal attention to business attraction. • Working waterfront, watermen/women culture. • Shovel-ready 35-acre waterfront site. 	<ul style="list-style-type: none"> • Lack of diverse base of businesses in the downtown core, leading to a seasonal economy based on summer tourism. • Lack of career opportunities and a gap between workers' skills and the skills needed by local companies. • Median household income is less than 50% of the State of Maryland's median income. 23% of households are below the poverty line.

<u>Desired Outcomes and Progress Measures</u>	<u>Strategies and Action Items</u>	<u>Implementation Partners</u>
<p>Outcome 1: Diversify the economic base.</p> <p>Progress Measures:</p> <ul style="list-style-type: none"> • Increased number of new businesses in the City and job creation. • Transformation of one warehouse space to production. 	<p>Strategy A: Create a repository for vacant commercial and industrial spaces.</p> <p>Strategy B: Create and regularly maintain a list of new businesses throughout the city.</p> <p>Update 2/9/24: The up-to-date inventories of vacant commercial and industrial spaces and new businesses will help the City respond to occasional requests from prospective businesses seeking sites in Cambridge. This usage, though more reactive than proactive, allows the City to be actively helpful to any prospective business that reaches out.</p>	<p>Dorchester County Economic Development; Area Real Estate Professionals, Dorchester Chamber of Commerce, State of Maryland, City of Cambridge</p>

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	Beyond this, such an inventory will help the City identify industrial, retail, or commercial space that is over or under-represented. The City can then use this information to convert represented retail space that, for example, could be updated to other land uses or guide the City to build out new space to fill identified needs.	
<p>Outcome 2: Enhance workforce development efforts.</p> <p>Progress Measures:</p> <ul style="list-style-type: none"> ● Increase in meetings with Regional employers. ● Living wage attainment by City residents. ● Annual real dollars spent on MBE-certified enterprises hired by the City. 	<p>Strategy A: Fully stand up the Economic Development division of the City and staff with support professionals.</p> <p>Strategy B: Envision and implement economic inclusion programs.</p> <p>Action 1: Design a scorecard of current, previous, and ideal-state metrics.</p> <p>Action 2: Obtain grants for workforce training.</p> <p>Update 2/9/24: An example of how the City plans to enhance our workforce is described in our current housing strategy, which includes obtaining HUD grants for lead paint abatement. The City has already determined that Cambridge is underserved by certified lead abatement contractors. When the City obtains these grants, funds have been budgeted to train Cambridge residents, especially those from our disadvantaged neighborhoods, to abate lead paint.</p> <p>Similarly, given the numerous infrastructure and housing update projects that Cambridge has embarked on, we plan to address the noticeable lack of carpenters, plumbers, electricians, pipefitters, painters, and other trades, in a similar fashion.</p> <p>As an illustration of the challenges of meeting the City's need for a robust array of trades and contracting companies, Cambridge twice bid an estimated \$3.3 million sewer project in 2023. The first bid had only one respondent and was bid at \$4.3 million and thus rejected. The City rebid, and the second time we also received only one bid from a different contractor for \$3.8 million. There are simply not enough companies in our region, minority or otherwise, to meet the tremendous demand for construction that is on the books.</p>	<p>Dorchester County Economic Development, Dorchester County Chamber of Commerce, Chesapeake College, Dorchester County Public Schools, City of Cambridge</p>

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The City has identified \$481,200,000 in planned construction projects in the Cambridge community over the next five or so years. If we are not careful and intentional, most of this construction investment will go to employees and companies outside our area and the City and its residents will not enjoy the full social and economic benefit of this construction.

Regarding the State Enterprise Zone program, the City is open to learning more about the program itself and how the State can assist us to grow our workforce and expand our tax base. The City does share Enterprise Zone applications when requested by prospective businesses, but the level of interest is low. At present, the City is uncertain about how the Enterprise Zone Program can help us achieve our shared outcomes.

Transportation

This section describes the way people in your community get from place to place.

Strengths, weaknesses and outcomes can focus on: access to transit corridors; pedestrian safety and accessibility; sidewalks; alternative modes of transportation, such as bikeways and trails; public transit, such as bus and rail; carpooling; proximity to transportation centers; parking; and road conditions.

Strengths

- Delmarva Community Transportation (buses) provides some public transportation options throughout the City.
- Proximity to Route 50.
- A Bikeways Feasibility Study was recently completed to assess connectivity between Cannery Way at the Packing House, the Pine Street neighborhood, and the Cambridge Harbor development. The consultant's study results are currently available for public comment.

Weaknesses

- City bike lanes are minimally protected/marked. The network of City bike lanes lacks connectivity.
- Lack of household transportation- 17% of residences have no vehicle.
- The condition of existing sidewalks is poor to fair. To help mitigate this, a new City program to provide residents with low or no-cost loans for sidewalk repair has been funded by the City council and is being prepared for roll-out in early 2024.

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<ul style="list-style-type: none"> • The Unified Development Code was updated to create parking maximums instead of parking minimums. • Small fleet of Bird e-scooters. 	<ul style="list-style-type: none"> • Lack of bike racks around the downtown core. • Automobile-centered planning. • Taxi enterprises are not among the legally approved land uses in the City, thus hampering the creation of small business taxi enterprises in underserved areas of the City. • Siloed communications/interactions with intergovernmental transportation agencies.
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	Desired Outcomes and Progress Measures	Strategies and Action Items	Implementation Partners
	<p>Outcome 1: Sidewalk connectivity to all Cambridge schools completed by 2028.</p> <p>Progress Measures:</p> <ul style="list-style-type: none"> • Number of schools connected. • Feet of sidewalk completed. 	<p>Strategy A: Complete multi-modal transportation study.</p> <p>Action 1. Apply for federal technical assistance grants for implementation.</p> <p>Action 2. Apply for state and federal grants to implement identified solutions.</p>	Dorchester County Public Schools, State Highway Administration, Federal Department of Transportation, Dorchester County, City of Cambridge
	<p>Outcome 2: Sidewalk Improvement Revolving Loan Program stood up by January 2024.</p> <p>Progress Measures:</p> <ul style="list-style-type: none"> • Number of feet of deteriorated sidewalk improved. • Amount of City funding used to contract with MBEs for repairs. 	<p>Strategy A: Review existing 2019 study of Cambridge's sidewalk inventory for updates, improvements, further deterioration.</p> <p>Action 1: Determine neighborhoods to be targeted for repairs.</p> <p>Action 2: Assess affected residents' abilities to fund repairs and access revolving loan program as needed.</p>	City of Cambridge
	<p>Outcome 3: Explore and assess common best practices for all types of multi-modal transportation and signage/signals.</p>	<p>Strategy A: Review various multi-modal programs and assess ongoing value to City.</p>	City of Cambridge, MDOT, Cambridge Police Dept.

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<p>Progress Measures:</p> <ul style="list-style-type: none">• Value of e-scooter program defined.• Efficacy of traffic light controls/stop signage/sidewalk curb widening at various downtown intersections determined.• Number of “Green and Complete Streets” envisioned or in progress.	<p>Action 1: Assess efficacy of e-scooter program, via customer usage analysis, geographic usage analysis, cost per ride analysis, police department interaction analysis (scooters left on public ways interfering with pedestrians or vehicles, scooters used in commission of crimes, etc.)</p> <p>Action 2: Assess efficacy of traffic control changes via analysis of traffic movement, pedestrian/vehicle interactions, vehicle/vehicle interactions, etc.</p> <p>Action 3: Study and execute “Green and Complete Streets” in underserved neighborhoods.</p>	
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<p>Housing</p> <p>This section focuses on the homes in which people in your community live and efforts which make it easier for them to find and stay in a place to call home.</p> <p>Strengths, weaknesses and outcomes might focus on the following: affordability; increasing homeownership; increasing rental housing; diversifying the kinds of housing available; improving housing conditions (interior or exterior); housing programs; aging in place; preventing foreclosures; and reducing residential vacancies.</p>	
<p>Strengths</p> <ul style="list-style-type: none">• Focused neighborhood rehabilitation on Wells Street in the Pine Street neighborhood: twelve new homes built by Habitat Choptank in 2023/2024.• Four new homes are under construction on Douglas Street in the Pine Street neighborhood.• Multi-agency targeted focus on the Pine Street neighborhood, including new homes, comprehensive repairs of existing properties, removal of blighted structures.• Creation of the Land Bank Authority of Cambridge (ordinances expected to be passed by January 2024.)	<p>Weaknesses</p> <ul style="list-style-type: none">• High level of residential vacancies, 19%, remains unchanged since 2018.• Deteriorating homes throughout the City, although primarily in the Pine Street neighborhood.• High ratio of rental to owner-occupied properties, approximately 54.8% rental to 45.2% owner-occupied.• Lack of affordability for both rental and purchased homes.• Lack of interior rental housing inspection protocol. Note that this issue will be addressed as ordinances are developed as the City’s

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near-term overall housing strategy is reviewed and prepared for Council review in early 2024.

Desired Outcomes and Progress Measures	Strategies and Action Items	Implementation Partners
<p>Outcome 1: Increase housing unit availability.</p> <p>Progress Measures:</p> <ul style="list-style-type: none"> Long-term vacant properties returned to usefulness, approximately 90 properties in five years. 	<p>Strategy A: Land Bank Authority of Cambridge (LBAC)</p> <p>Action 1: Pass ordinances.</p> <p>Action 2: Enhance the City’s existing code enforcement tools and authorities. Introduce scheduled, street-targeted code enforcement protocols.</p> <p>Action 3: Identify properties for intervention by the LBAC.</p>	<p>City of Cambridge, Land Bank Authority of Cambridge, Dorchester County</p>
<p>Outcome 2: Reduce blighted properties in the underserved Pine Street neighborhood, build new homes on sites, with subsidized purchase prices for first-time homeowners that will help establish opportunities for generational wealth accumulation. Additionally, reduce crime in the neighborhood by removing blighted properties and re-establishing connectivity, as needed.</p> <p>Progress Measures:</p> <ul style="list-style-type: none"> Blight reduction of 30% within five years of program launch. 20 new homes built by 2026. 20 new homes sold to first-time owners by 2026. 	<p>Strategy A: Home Ownership Works Program</p> <p>Action 1: Assemble sufficient parcels to site approximately 20 homes.</p> <p>Action 2: Establish program for identifying potential homeowners and providing necessary education/support to enable home purchase.</p> <p>Action 3: Build homes and improve shared spaces.</p> <p>Action 4: Establish pedestrian connectivity with Cornish Park and Pine Street.</p>	<p>DHCD, HOW (Home Ownership Works), City of Cambridge, Land Bank Authority of Cambridge</p>

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Community Health and Quality of Life

This section is concerned with public health, community culture, and the day-to-day life of community residents.

This category includes projects focusing on (but not limited to): improvement of public health including improving community design to promote healthy behaviors such as walking and strengthening community support and connectedness through health and wellness programs and facilities that create inclusive communities. These projects may include built environment, indoor spaces, outdoor environments such as increasing community gardens and access to services including educational facilities and programs; health and wellness facilities and programs that serve multi-generations; senior facilities and programs; youth facilities and programs; facilities and programs for the disabled; civic amenities, access to quality food options; collaborations with faith-based organizations; arts and entertainment education; and homelessness prevention, services, and facilities. Projects should include community engagement that includes participation in the selection of strategies and outcomes, progress reports, and evaluation.

Strengths	Weaknesses
<ul style="list-style-type: none">● Shifted, in 2022, the focus of the Cambridge Police Department (CPD) to Community-Oriented Policing, including hiring a community liaison partner to represent previously over-policed and underserved neighborhoods.● Mace's Lane Community Center, repurposing of an old segregated high school into a community center with a Boy's & Girl's Club along with a museum focused on African American education and educators in Cambridge. Phase I construction is underway.● University of Maryland Shore Regional Health Center, located on Route 50. Opened October 2021.● Empowerment Center- recently licensed by the State to provide summer and afterschool enrichment programs. Located in the Pine Street neighborhood.● Designated MSAC Arts & Entertainment District, second 10-year redesignation.● Significant public art, including multiple murals and "Beacon of Hope" (Harriet Tubman) statue, all added in recent years.	<ul style="list-style-type: none">● Poor educational attainment, poor public school system.● Low median household income and high poverty rate.● High crime rate.● Lack of cohesive wayfinding signage that benefits both residents and tourists.● Challenges knitting the historic Black neighborhoods into the overall social and economic fabric of the City due to continuing effects of structural racism and as-of-yet insufficient intentionality to address this sad legacy.● Challenges with City to resident communication and citizen engagement within the various neighborhoods throughout the City.

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- “Art in Public Places” program to begin in 2024, funded by a “1% for the Arts” ordinance adopted by City Council for FY 24.
- Thriving weekly farmers’ market located at Long Wharf Park, May-November.
- New market/cafe in the Pine Street neighborhood, opening Fall 2023, representing the first food purchasing option in the neighborhood in many decades.
- Community garden and food security training implemented in early 2024 in the Pine Street neighborhood by local non-profit organization Four Eleven Kitchen.

Desired Outcomes and Progress Measures	Strategies and Action Items	Implementation Partners
<p>Outcome 1: Commission three public art installations by 2027.</p> <p>Progress Measures:</p> <ul style="list-style-type: none"> • Art in Public Spaces comprehensive plan envisioned and approved by City Council by year-end 2024. • Number of art pieces commissioned by end of year 2025. • Number of art pieces installed by end of year 2027. 	<p>Strategy A: Develop Art-in-Public Spaces plan in 2024.</p> <p>Strategy B: Leverage 1% for the arts funding stream to obtain outside investment in public art to facilitate art installations and performances.</p>	<p>MSAC, Arts and Entertainment District Advisory Committee, Dorchester Center for the Arts, Alpha Genesis CDC, Groove City Black Heritage & Culture Group, Main Street Gallery, Dorchester County Tourism, Dorchester County Chamber of Commerce, Cambridge Main Street, City of Cambridge</p>
<p>Outcome 2: Establish a community event which by design circulates people attending the event</p>	<p>Strategy A: Work with Arts & Entertainment District Advisory Committee, Cambridge Main Street, the Pine and Race Street</p>	<p>Arts and Entertainment District Advisory Committee,</p>

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<p>from Race Street to Pine Street and back again in a continuous loop to break down figurative barriers from the City's racist history.</p> <p>Progress Measures:</p> <ul style="list-style-type: none"> • Event planned by end of 2024. • Event implemented in 2025. • Crowd size for event. • Enthusiasm for repeat of event. 	<p>neighborhoods, public schools to assess most effective type of event-historical scavenger hunt? Garden and historic buildings/venues tour? Progressive musical festival re-visiting sites on the former "chitlin' circuit"? Parade with floats representing various venues/history in both neighborhoods?</p> <p>Strategy B: Involve elementary and high school students in the planning and implementation of the event on the theory that if kids are involved, parents will be, too. Poster contest? Research? Music?</p> <p>Strategy C: Market the event through multiple media outlets across Dorchester and Talbot Counties.</p>	<p>Dorchester Center for the Arts, Alpha Genesis CDC, Groove City Black Heritage & Culture Group, Four Eleven Kitchen, Cambridge Main Street, Dorchester County Chamber of Commerce, Dorchester County Tourism, Dorchester County Public Schools, City of Cambridge</p>
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Local Planning and Staffing Capacity

This section is concerned with a local government's ability to plan for the community's future and to meet the current needs of residents.

Strengths, weaknesses and outcomes might focus on the following: updating zoning ordinances or land use; updating municipal/local policies, taxes, fees, etc.; increasing local government staff capacity; and updating planning documents like sector plans or comprehensive plans.

Strengths	Weaknesses
<ul style="list-style-type: none"> • Reorganization of City administration in 2023 to better support needs of residents. Included filling key roles that have been empty or underfunded for several years, such as Director of Economic Development, Director of Public Services, code enforcement officers, etc. • Assistant City Manager oversees all development services to improve coordination between and among divisions involved in planning, permitting, code enforcement, housing, etc. 	<ul style="list-style-type: none"> • Challenges filling open staff roles; weak candidate pool. • Years' long delay in revising Comprehensive Plan, Pine Street Small Area Plan, Economic Development Plan, CIP, Water and Sewer Comprehensive Plans, all due to staff and funding shortages and pandemic disruptions.

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<ul style="list-style-type: none"> Public Services combine water and sewer into one overarching utility operation and share equipment and staffing resources as needed with Streets and Buildings and Grounds to improve service delivery. Administrative Services provides centralized support to all front-line departments around IT, HR, Risk Management, and special projects. Finance oversees utility billing to improve separation of duties and provide customer service backups to each other, thus improving both yearly financial audit results and residents' interactions with the City. 		
Desired Outcomes and Progress Measures	Strategies and Action Items	Implementation Partners
<p>Outcome 1: Restructured administration roles filled. Duplication of effort is eliminated. Residents are better served.</p> <p>Progress Measures:</p> <ul style="list-style-type: none"> Departmental performance baseline measures established for FY 2024 exceeded in FY 2025. Resident complaints re code enforcement reduced by 50% in FY 2025. 	<p>Strategy A: Review and reinforce performance standards.</p> <p>Action 1: Capture and update data that will support performance measures.</p> <p>Action 2: Analyze data on a regular basis to determine trends and provide actionable insights.</p> <p>Action 3: Provide reporting on performance measures on a timely basis, in a transparent manner, both internally and to residents.</p>	City of Cambridge
<p>Outcome 2: Various City master plans updated.</p> <p>Progress Measures:</p> <ul style="list-style-type: none"> Comprehensive Plan updated by end of 2024. 	<p>Strategy A: Determine which plans can realistically be updated within a year.</p> <p>Strategy B: Seek funding to enable hiring of consultants.</p> <p>Strategy C: Hold multiple citizen engagement and input conversations throughout updating.</p>	City of Cambridge, various consultants to be hired to facilitate plan updates, Residents of Cambridge

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<ul style="list-style-type: none">• Economic Development Strategic Plan updated by end of 2024.• Small Area neighborhood plan(s) updated by end of 2025.		
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SECTION C - SUSTAINABLE COMMUNITY RENEWAL REPORT

PART I: QUALITATIVE ASSESSMENT

Purpose:

The purpose of this assessment is to capture significant projects/ improvements that have been completed since the approval of your local government's Sustainable Communities designation.

In relation to the goals stated in your local government's Sustainable Community Action Plan, **please highlight at least three major accomplishments from the last five years**, including how you achieved them. When writing your narrative, consider the questions below and refer to the six elements discussed in the General Information section of this document (page iv) – Environment, Economy, Transportation, Housing, Quality of Life, and Land Use/Local Planning.

- 1) **Outcome:** Which outcomes identified in your Sustainable Community plan were you able to achieve?
- 2) **Projects:** Which projects did you implement in order to achieve the outcome? Also indicate when you started and completed these projects.
- 3) **Partners:** With whom (i.e. state agencies, local stakeholders) did you partner to complete projects?
- 4) **Impact:** What kind of measurable impact did the achieved outcome have on your community? Are there other intangible benefits?
- 5) **Photos:** Please also include pictures that depict your accomplishments.

[EXAMPLE] Descriptive Narrative: Please list the most significant accomplishments that apply

Example – Accomplishment 1

Outcome: Improved stormwater management

Projects:

Project 1: Stormwater Retrofit Plan – In October 2014, the Town Council approved the Town's stormwater retrofit plan which outlines various strategies and capital budget expenditures over the next five years. Strategies include reducing the amount of impervious surface in the community and improving stormwater management. One of the plan recommendations is to pass an ordinance that assesses an environmental protection fee on municipal permits.

Project 2: Green Streets – The Town added green elements to approximately 600 linear feet of roadway that had been experiencing severe flooding. Specifically, bioswales were constructed and trees were planted.

Partners:

Chesapeake Bay Trust – provided technical assistance

MD DHCD – provided financial assistance in form of a Community Legacy grant (totaling \$50,000).

Impact: The implementation of the projects had a significant impact on the community by improving stormwater runoff. The streets with the newly constructed bioswales no longer experience flooding.

Descriptive Narrative: Please list the most significant accomplishments that apply.

Accomplishment 1:

Outcome: Enhance agricultural connection through Food & Farming Exchange.

Project 1: Completion of the rehabilitation of the packing building (Factory F) and the adjacent park.

While this project took a different turn from the original concept outlined in the 2018 SC Action Plan, the adaptive reuse of the space to include the Four Eleven Kitchen nods to the original food and farming exchange concept. Already tenanted by several businesses and the soon-to-be home of Four Eleven Kitchen, a shared-use commercial kitchen designed to empower the food-entrepreneur community in Cambridge. The Packing House also contributes to Cambridge's entertainment/tourism economy with a newly created summer concert series and a 2 1/2-story atrium available for community and private events. Ribbon-cutting was held in June 2022.

Cannery Park, adjacent to the Packing House complex, is intended to provide recreational opportunities to all residents equally. Planned improvements to allow better pedestrian and bikeway connections, including a direct connection to the County pool, will promote usage by residents who do not have access to a car. Crosby & Associates has recently completed architectural plans to renovate a shed building in the Park into a performance and events venue. This project will be funded by the City, CDBG, and Community Legacy grants.

Partners: *Preservation Maryland, Eastern Shore Land Conservancy, Cross Street Partners, Maryland Dept. of Housing & Community Development, Dorchester County, City of Cambridge, CDBG, Crosby & Associates*

Impact: *Preservation and adaptive re-use of the last brick and mortar factory building of the 30-acre Phillips family campus. The Phillips canning facilities were a significant part of Cambridge's history and once employed over 10,000 residents, contributing to the economic engine that helped grow Cambridge in the early 20th century. The building provides modern, functional work and event space for the community, helps to weave together disparate neighborhoods in the City, and offers residents much-needed green and recreational space in a former industrial area of the City.*

Accomplishment 2:

Outcome: Develop Waterfront to encourage greater tourism to the city.

Project 1: Implement Waterfront 2020 Vision by choosing developer for Sailwinds site.

This project is now known as Cambridge Harbor. During the past several years the lead organization, Cambridge Waterfront Development, Inc. (CWDI), has assembled a 35-acre parcel on the Choptank waterfront, including donated parcels from Dorchester County, the State of Maryland, and the City of Cambridge, created a master plan with BCT Design Group, incorporated the Richardson Maritime Museum into its holdings, cleared the site, demolished the old Dorchester County hospital, added and named a new street, and has issued an REOI to assess interest from developers, site activation entities, contractors, etc., with positive results that are being analyzed now.

Project 2: Explore future uses for the former Dorchester County Hospital site.

As indicated above, the visioning and activation of the former hospital site is well under way, with the old hospital replaced in 2021 by the University of Maryland Shore Regional Health Center; an 82,000 square foot complex with emergency services and a helipad, located centrally on Route 50 in Cambridge.

Partners: Rural Maryland Economic Development Fund/Maryland Dept. of commerce- financial assistance \$1,000,000 grant in 2022, State of Maryland, Dorchester County, Dorchester Chamber of Commerce, City of Cambridge, CWDI

Impact:

Plans are still being developed for the Cambridge Harbor project, and the details of the final redevelopment plan remain uncertain as of this writing. Plans contemplate a new 100-room boutique hotel, over 300 residential units of assorted sizes and product types, 30,000 square feet of retail and food and beverage space, a 125-slip marina, and green space open to the public along the waterfront. As conceived by CWDI today, the project contemplates over \$116 million in new private investment. CWDI, the City, the County, and the State of Maryland are continuing discussions about how to deliver this program with a combination of private and public investment. The City has had numerous meetings with CWDI representatives in the fall of 2023 to attempt to drive this project towards a consensus that is workable for all stakeholders.

Accomplishment 3:

Outcome: Address flooding and sea-level rise.

Project 1: Replace the aging seawalls at Choptank Avenue, West End Avenue, and Oakley Street.

The Oakley Street seawall has been replaced. The Choptank and West End seawalls will be replaced as part of the “Make Cambridge Resilient” flood mitigation project.

Project 2: Restore Peachblossom Branch Stream.

The Peachblossom Stream Restoration project has been designed and will be completed as permits are obtained and construction funding has been secured.

Project 3: Create plan to mitigate sea level rise & nuisance flooding.

The “Make Cambridge Resilient” flood mitigation project is well underway, and the preliminary planning phase has been completed. The City recently received a \$600,000 FEMA HMA grant for

furthering the “Make Cambridge Resilient” Community Development Program and is currently awaiting another FEMA grant for final design and construction of Phase I of the flood mitigation project.

Project 4: Landscape City property to reduce run off and filtrate water.

Cambridge has already completed several of these projects: Long Wharf, Maryland Avenue, various municipal parking lots. Additional projects in the planning stage include Leonard’s Lane Park, Cedar Street improvements that include culvert replacement and drainage into Cambridge Creek, and the Mill Street nature way, a bioretention project designed to mitigate flooding in the oldest built section of the West End Historic District.

Partners: *FEMA, Maryland Emergency Management, Maryland Dept. of the Environment, City of Cambridge, Horn Point Laboratory, Dorchester County, ShoreRivers, Maryland Dept. of Planning, Maryland Dept. of Natural Resources, U.S. Army Corp of Engineers*

Impact: *Taken together, these flood mitigation and stormwater management projects will help reduce river-adjacent flooding and localized flooding in both the near term and the future as sea levels rise and storm intensity increases.*

Descriptive Narrative: Please use this section to describe any major outcomes or projects from your last Sustainable Communities Action Plan that have NOT been accomplished and why.

Outcome: Improve housing quality & safety

Narrative:

Several projects envisioned as catalysts for this outcome have gained traction during the past year, with the hiring of the new city manager, access to substantial ARPA funding, and the easing of the pandemic.

The Homeowner Helper Program was approved by the City commissioners in June 2023 to fund home repairs that will aid with aging in place and homeowners that are experiencing difficulties in keeping up financially with their home maintenance. The program is expected to begin operating in the third quarter of FY 2024. In support of this and other programs, two additional code enforcement officers have been hired. Additionally, Realtors selling properties in the West End Historic District are now required to inform the purchaser that their exterior renovations must first be approved by the City’s Historic Preservation Commission, prior to acquiring the requisite building permits.

However, in August 2023, a major HUD Healthy Homes grant intended to help abate lead and repair homes in the Pine Street neighborhood was not awarded. A pilot program, Homeownership Works (HOW), intended to demolish a nuisance building which had become a crime-magnet and required excessive police presence to manage, and help replace it with up to 20 single-family homes in the surrounding area, has had a slow start, with demolition of the targeted building finally being accomplished in October 2023.

Rental registration, along with vacant property and short-term rental registrations, has also proven to be a complex issue to unravel and re-envision, and while the research and analysis to accomplish this is well underway, it will be several more months before a fully realized and integrated program and series of ordinances comes to fruition. The Land Bank Authority of Cambridge (LBAC), approved and funded by the City Commissioners at the beginning of FY 2024, is developing necessary ordinances and

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programs to identify and mitigate vacant buildings throughout Cambridge. The Land Bank is expected to stand up operation soon after final ordinances related to it are passed by January 2024.

Outcome:

Narrative:

Outcome:

Narrative:

PART II: COMPREHENSIVE ASSESSMENT

Purpose:

The purpose of the comprehensive assessment is to capture indicators of accomplishments in each Sustainable Community. Indicators should reflect the five year time period since the adoption of the Sustainable Communities Action Plan. Thus, the following questions focus on the common outcomes that were identified in the various Sustainable Community Action Plans approved by the State. The assessment will be grouped in the sections of Environment, Economy, Transportation, Housing, Quality of Life, and Land Use.

Please answer the following questions to the best of your knowledge.

Check “YES” if applicable to your community. If you answer “YES” please quantify the accomplishment (i.e. Q: Has there been an increase in the number of businesses in your Main Street/commercial district? A: YES 4 new businesses have opened in the past five years). If necessary, please also provide a short description of the accomplishment.

Please check “NO” if the question item did not have any impact on your community. If you answer “NO” please briefly summarize what kept you from achieving your plan’s desired outcomes.

Check “N/A”, if the question item does not apply to your Sustainable Community.

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ENVIRONMENT	YES	NO	N/A	If YES, specify in quantifiable units and compare values from the last five years If NO, why not? What kept you from achieving your plan's desired outcomes?
1. Has there been an improvement in water quality? Have you completed any projects intended to improve water quality? Ex. impervious surface reduction, stormwater improvements etc.	X			<ul style="list-style-type: none"> ● Tap water/drinking water- no violations all years. ● Grant to improve headwater of Cambridge Creek-2016. The Cannery Park stream restoration project, for which the City received funding from DNR Chesapeake & Atlantic Coastal Bays Trust Fund, was focused on sediment and nutrient reduction. Construction of this \$1.8 million project was completed in 2018. ● The Cannery Park project supports the stream restoration process by ensuring that the site is maintained in such a way that the stream stays healthy, which in turn improves the health of Cambridge Creek. It also serves as an opportunity to educate residents about the process. As an additional benefit, the stream restoration construction satisfied the stormwater management requirements for the park development, lessening the burden on the park project.
2. Have you improved wildlife habitat in your community? Ex. native plantings, pollinator gardens, rain gardens	X			<ul style="list-style-type: none"> ● The City installed additional plantings and demolished a deteriorated house adjacent to the neighborhood Meadows Avenue Park, adding to the park's size by approximately 8,000 square feet. ● Leonard's Lane Park is a "Targeted Outreach for Green Infrastructure Pilot Program" under the aegis of the Chesapeake Bay Program. This park will have some active recreation areas but will be primarily a naturalized area with native plantings to facilitate stormwater runoff. The design of the park is currently under review and construction is planned for spring and summer of 2024. ● Egypt Road Solar Field will incorporate sustainable native plantings and pollinator habitat on almost three hundred acres. ● Hudson Road Solar Field will incorporate and maintain sustainable native plantings and pollinator habitat on almost 7.7 acres.

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<p>3. Have you increased access to green space, parks or outdoor recreational opportunities?</p>	<p>X</p>			<ul style="list-style-type: none"> • The City received a DNR grant to improve Cornish Park, an important neighborhood park in the historic Pine Street area, with a new pavilion, equipment, resurfacing, and murals added to the basketball courts, new basketball back boards, bleachers, and fencing. • Leonard's Lane Park is planned to be a new 6- acre park. The design has been completed and \$389,000 in grants from the National Park Service have been obtained for Phase 1 construction. • Cannery Park- an ongoing process as the City obtains additional funding. Phase I will include creation of a great lawn area and an entertainment venue. A National Park Service grant of \$1 million is pending for use in completing Phase I. A trail with exercise stations has already been installed. • Meadow Avenue Park – planted new shrubs and trees, improved the surfacing material for the play equipment area. • Bikeways Feasibility Study –hired a consultant for planning and preliminary design for new bikeways and complete streets in and around Downtown Cambridge. The study is completed, and results are available for the public comment period. Goals of the project are to 1) connect neighborhoods to the core of downtown Cambridge with bikeways, 2) improve pedestrian and bicycle safety, 3) provide enhanced recreational amenities serving the local community and visitors and 4) encourage tourism for heritage and environmental appreciation with connections to scenic areas and local destinations. • Cedar Street Green Street – the City was recently awarded a grant from the DNR Chesapeake Bay Program to advance the planning of the Cedar Street Green Street project through public engagement and development of concept drawings. As a Green Street, the design of Cedar Street will advance both modernization of the street with considerations for multi-modal transportation, as well as coherent urban design of stormwater management, water quality facilities and urban trees.
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4. Have you implemented operational sustainability practices (example: town hall enhancements) and/or community-based practices? (ex. Rain barrels or rain gardens at residences, recycling, composting etc)	X			<ul style="list-style-type: none"> Installed solar panels on the City's Public Services Shop and expanded the solar array at the Public Safety Building. Leased and purchased hybrid & EV vehicles for employee use. Replaced approximately one tenth of the City's fleet with EV and hybrid vehicles. Green, rechargeable tools are used where feasible in the Public Services Department. EV charging stations at City Hall, the Public Services Department, and the Public Safety Building were installed in 2023. A Fall leaf collection program was designed by the Cambridge Clean Water Advisory Committee and instituted City-wide in 2021.
OTHER:				

ECONOMY	YES	NO	N/A	If YES, specify in quantifiable units and compare values from the last five years If NO, why not? What kept you from achieving your plan's desired outcomes?
1. Has there been an increase in the number of new businesses in your Main Street/ Commercial District?		X		<ul style="list-style-type: none"> Many new businesses have started since 2018, but this has been mainly a one-for-one swap as other businesses left. The City typically experiences seasonal turnover but expects occupancy in the downtown commercial district to remain the same.

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2. Did the Municipality/ Sustainable Community area receive any designations that support local economic development?	X			<ul style="list-style-type: none"> • Hub Zone • Arts & Entertainment District redesignation 2023 • Main Street • Maple Street • Enterprise Zone
3. Has there been an increase in foot traffic in the Main Street/commercial district?	X			<ul style="list-style-type: none"> • Foot traffic in Cambridge is not measured, so impacts are anecdotal. Not surprisingly, with the pandemic shutdown, foot traffic was non-existent in the downtown core. However, as the pandemic has eased, pedestrians are venturing to the area again. This is reinforced by the restaurant environment which has seen at least two new restaurants open in the area in the past few months.
4. Have the number of commercial vacancies decreased?		X		<ul style="list-style-type: none"> • Commercial vacancies have not decreased; however, there has been an increase in new-build businesses. Tractor Supply opened in Dorchester Square in 2021. Cambridge Marketplace has seen substantial growth with newly built businesses ranging from Starbucks to Wendy's to Shore Regional Health Medical Center. The historic Pine Street neighborhood has seen multiple businesses open on Pine Street over the last two years.
5. Has there been an increase in local jobs within the Sustainable Community for its residents?	X			<ul style="list-style-type: none"> • Because of the absence of an Economic Development department until very recently, we cannot say for certain that there has been an increase, but we can confidently say that there has been little- to- no decrease. New employers along the Route 50 corridor, as well as a second expansion of TreeHouse Foods, lead us to believe there has been an increase, and unemployment remains at historical lows for Cambridge.

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6. Has there been an increase in workforce development training or other opportunities for connecting potential employees to well-paying jobs?	X			<ul style="list-style-type: none"> The Portia Johnson-Ennels summer internship program is a five-year pilot program created and funded by the City in 2023 to employ youth, ages 16-21, in meaningful work for the City, while earning a living wage and receiving mentoring and education in jobs skills, resume writing, and financial skills. Thirteen interns were hired in the inaugural 2023 program to work seasonally for the City. Post-program the City hired two of the interns to continue as full-time employees working in the Finance and Public Services departments.
OTHER:				

TRANSPORTATION	YES	NO	N/A	If YES, specify in quantifiable units and compare values from the last five years If NO, why not? What kept you from achieving your plan's desired outcomes?
1. Has the amount of bike trails/paths increased? How many linear feet do the trails cover?	X			<ul style="list-style-type: none"> Bikeways Feasibility Study Grant – This study has been submitted for public feedback on ideas to connect three key areas of Cambridge: the downtown core, the waterfront, and the historic Pine Street neighborhood. The study was guided by Cambridge's stated desire to connect neighborhoods, improve pedestrian and bike safety, provide enhanced recreational amenities, and encourage tourism.
2. Have there been improvements to the public transit infrastructure?			X	<ul style="list-style-type: none"> Delmarva Community Services continues to be the largest, and only, provider of public transportation, via bus, in Cambridge. DCS publishes service schedules on their website and maintains a discounted fare structure for seniors, Medicare card holders, and persons with disabilities. There are regular bus stops and "on demand" stops located throughout the City and the Sustainable Community. Very recently, schedules in the form of permanent signs have been added to the bus stops.

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3. Has there been an increase in sidewalks? (Amount in linear feet). Were accessibility elements added, such as more ADA-accessible ramps and signage/signals? Has there been a noticeable increased use of these walking places?	X			<ul style="list-style-type: none"> Bayly Road sidewalk improvements consisted of adding approximately 2600 feet of 5-foot-wide sidewalk and ADA ramps. This sidewalk section is adjacent to public schools in Cambridge and was envisioned as a means of improving pedestrian and schoolchild safety in the area.
4. Have there been any roadway improvements that support “Complete” or “Green” streets?	X			<ul style="list-style-type: none"> Cambridge recently received a \$30,000 grant to advance planning for the Cedar Street Green Street Project through public engagement and the development of concept drawings. The intent of the project is to modernize Cedar Street, one of the city’s major gateways, with multi-modal transportation options and improved stormwater management and water quality facilities.
5. Has traffic congestion along major roads decreased? (Amount in percent)			X	<ul style="list-style-type: none"> Traffic congestion is not a significant issue in Cambridge, aside from minor back-ups created when the drawbridge on Maryland Avenue is raised for boat traffic. During special events, such as Ironman, organizers provide shuttle service from locations around the city, which helps ease any congestion.
OTHER:				
HOUSING	YES	NO	N/A	If YES, specify in quantifiable units and compare values from the last five years If NO, why not? What kept you from achieving your plan’s desired outcomes?
1. Have any residential facades or interiors been improved? Has the energy efficiency of any housing units been increased?	X			<ul style="list-style-type: none"> The City council has funded, and staff is in the process of structuring a Homeowner Helper program, intended to provide low to no-cost loans to residents, who for various reasons may not be able to keep up their home maintenance, including exterior painting, etc. This program is expected to go live in the third quarter of FY 2024.

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				<ul style="list-style-type: none"> Habitat for Humanity Choptank /CDBG helps the City fund façade improvements. Under this program five homeowner-occupied homes have been rehabbed. In partnership with State funding one homeowner-occupied home is currently being completely renovated.
2. Has the homeownership rate increased?	X			<ul style="list-style-type: none"> The homeownership rate in Cambridge has increased by almost 2 %, from 41.0% in 2018 to 42.7% in 2021 (<i>American Communities Survey</i>).
3. Has there been an increase in the number of housing units in the Sustainable Community area? What number and/or percent are affordable? How many are within .5 miles of a transit stop?	X			<ul style="list-style-type: none"> With a CDBG grant, five new homes have been constructed and purchased by low-to-moderate income residents. Four additional homes are currently under construction with an additional ten to twelve new-build homes slated to begin development in 2024. 100% of these homes are affordable and HUD-regulated units. All these homes are well within a half mile of Delmarva Community Services bus routes, and as noted previously in the Transportation section, DCS will provide on-demand stops if requested.
4. Has there been demolition of blighted properties?	X			<ul style="list-style-type: none"> Fifty-one blighted buildings have been demolished in the past three years. Approximately 38% of the demolitions have occurred in the Pine Street neighborhood.
5. Has the residential vacancy rate decreased?		X		<ul style="list-style-type: none"> The residential vacancy rate remains at 19%, as it has since 2018.

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6. Has the jurisdiction partnered with any community development corporations to improve its housing stock, increase the availability of affordable housing, or support those experiencing homelessness or being threatened with eviction? Has the jurisdiction initiated any of its own programs to do the same?	X			<ul style="list-style-type: none"> The City has partnered with Habitat for Humanity Choptank to improve the housing stock within the Pine Street neighborhood with home rehabilitation and new construction. Additionally, the City is partnering with Home Partnership, Inc. to build new homes on Chesapeake Court. The exact number of houses is still to be determined, with an additional 42,000 square feet now available for this project since the demolition of the Club Dujour. The City received MHT approval for four homes to be built on Douglas Street. These new units will complement the twelve new homes that have been constructed on the adjacent Wells Street.
7. Has there been an increase in homeownership counseling services or individuals accessing such services?	X			<ul style="list-style-type: none"> Habitat for Humanity Choptank provides housing counseling services for each home sold. Currently they are working with twelve potential homeowners on Wells Street. Home Partnership, Inc. through the HOW program, is providing housing counseling services for the potential new homeowners of this program.
OTHER:				
COMMUNITY HEALTH & QUALITY OF LIFE	YES	NO	N/A	If YES, specify in quantifiable units and compare values from the last five years If NO, why not? What kept you from achieving your plan's desired outcomes?
1. How many historic properties were renovated/improved? To your knowledge, did the renovations mitigate certain environmental hazards such as lead and asbestos?	X			<ul style="list-style-type: none"> In the last 5 years approximately 660 renovations/repairs have been approved by the Historic Preservation Commission and completed within the West End Historic District. These improvements range in complexity from roof replacements to porch repair to more substantive exterior remodels/renovations.

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				<ul style="list-style-type: none"> The Municipal Building, built in 1926 and vacant since 2008, is planned to be returned to service as City Hall by June 2026. The building will be remediated for numerous environmental hazards, including asbestos and lead paint. Phase 1 work (remediation and some exterior renovation) is expected to be completed by February 2024.
2. Have there been improvements and/or additions to your public or community available spaces? Examples include museums, community centers, public plazas, murals and public art.	X			<ul style="list-style-type: none"> Richardson Museum combined with Ruark Boatworks on the Cambridge Harbor waterfront property in 2023. “Beacon of Hope” Harriet Tubman statue, dedicated September 2022. Dorchester Women’s Mural, dedicated August 2022. Black Lives Matter Street mural, dedicated June 2020, and refurbished June 2022. Phillips Packing House community space, ribbon-cutting June 2022. Boys & Girls Club Mace’s Lane, including a museum honoring former Mace’s Lane school faculty and staff in their fight against racism for the students of Cambridge. Phase 1 exterior stabilization is expected to be completed by spring 2024.
3. Are there opportunities for residents to gather, communicate and celebrate? Do they serve multi-generations and all populations in the community? Examples are wide-ranging and may include fairs, community history days, neighborhood meetings, etc.	X			<ul style="list-style-type: none"> Cambridge supports about fifteen fairs, festivals, and community celebrations throughout the calendar year in various venues around the city. These range from the annual Christmas parade to the Juneteenth celebration and an annual Day of Resilience gathering to a new offering inaugurated in January 2022, the Cambridge Ice & Oyster Festival, to the Groove City Culture Fest held annually in August on Pine Street. The City hosts both the Eagleman and Ironman Triathlons annually, with many opportunities for residents to volunteer or compete in the events. The Cambridge Police Department actively hosts 40-45 neighborhood events throughout the year in every neighborhood in the City, in furtherance of their community policing goals. These events typically are fun, kid-centered gatherings. The National Night Out public pool party is an especially

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				successful example of this type of event, with over 200 attendees this summer.
4. Have there been any changes in access to health and wellness services? Examples include mobile clinics, hospitals, telehealth opportunities.	X			<ul style="list-style-type: none"> The University of Maryland Shore Medical Center opened on Route 50, in the center of Cambridge, in October 2021, replacing the 1904 Dorchester General Hospital.
5. Are there any residential health and wellness opportunities in place (i.e. athletic facilities, recreational indoor/outdoor courses or groups)?	X			<ul style="list-style-type: none"> Cambridge and Dorchester County support many athletic options for residents, including the YMCA, a public swimming pool, the Cambridge Racquet Club, pickleball courts, public tennis courts, basketball courts, baseball, lacrosse, and soccer fields, along with active swimming, sailing, kayaking, canoeing, and other Choptank River-based sports programs and opportunities. Cambridge hosts two extremely successful triathlons, the Eagleman and Ironman races, both held yearly. Fair Winds Wellness opened in downtown Cambridge in 2019, providing access to yoga, massage, and other holistic wellness programs.
6. Do all residents have access to healthy food options such as fresh food grocery stores, farmers markets, community gardens, etc., within the Sustainable Community?	X			<ul style="list-style-type: none"> A new supermarket and a new neighborhood market have opened in the past year: Aldi's and Beasley Market. Beasley Market is the first grocery store to open in the historic Pine Street neighborhood in many decades. Additionally, Cambridge supports a Food Lion supermarket and the neighborhood Center Market on Race Street. Two community gardens provide access to fresh produce in the underserved Pine Street neighborhood: the Waugh Chapel community garden and a new community garden and "food shed" adjacent to Cornish Park which will be run by a non-profit partner, Four Eleven Kitchen. This garden will be "neighborhood-sourced," providing garden food and nutritional instruction along with fresh produce (planned to open in Spring 2024).

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				<ul style="list-style-type: none"> A weekly farmers' market at Long Wharf, open May-November.
7. Has there been a decrease in crime rate?		X		<ul style="list-style-type: none"> After a significant drop in the number of violent crimes reported in 2018 and 2019, compared to 2017, during the last reported year of 2020, violent crimes again climbed nearly to 2017 levels. (<i>FBI Crime Data Explorer</i>) This trend has been mirrored across the U.S. with crime rates rising in conjunction with the onset of the pandemic. The Cambridge Police department, which recently moved to a community policing model, recognizes this increase and is working to mitigate it. One example, recently undertaken, has been to create a small substation in a vacant apartment in a troubled, privately owned apartment complex located in the most challenged neighborhood in Cambridge. CPD is also implementing design changes in public spaces such as restricting public access on two streets and sealing a hole in a fenced area to reduce environmental conditions exploited by criminals.
8. Do all residents have access to the Internet and other basic utilities and services?	X			<ul style="list-style-type: none"> All residents in the Sustainable Community area have access to Internet service if they choose to purchase it. Other basic utilities and services (water, sewer, electric, trash) are accessible to City of Cambridge residents living within the SC.
OTHER:				
LOCAL PLANNING &	YES	NO	N/A	If YES, specify in quantifiable units and compare values from the last five years If NO, why not? What kept you from achieving your plan's desired outcomes?

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STAFFING CAPACITY				
1. Have there been any infill developments?	X			<ul style="list-style-type: none"> • There are twelve new single-family homes being completed on Wells Streets in the Pine Street neighborhood. Eleven of these homes have been built by the City's partner Habitat for Humanity Choptank. There is one additional home being constructed on Wells Street with DHCD funds. • With the assistance of Home Partnership, Inc. there will be four additional homes built on Douglas Street with a scheduled completion date of Spring/Summer 2024. • Nine previously approved subdivisions that have been vacant for several years are being filled in with single family houses, townhouses, and apartments, with a total of approximately 350 units completed and about 188 units remaining to be built. • The City is also experiencing infill development with commercially zoned lots. An example of this is an older old strip center along Route 50. The parcel consisted of vacant commercial spaces, an old grocery store, the Health Department, and a Kmart. This property has now been transformed with several new retail tenants, fast food pad sites and the new state-of-the-art medical building. An additional example is the commercial space on the Walmart site that has two new uses in the old Metro building and a new auto parts store. • There is additional infill in progress along Route 50 with the redevelopment of the Dunkin Donuts site, the construction of a car wash on a previously vacant lot, and a new Chipotle being built on the gateway site at the corner of Maryland Avenue and Route 50.
2. Has there been an increase in the amount of preserved/protected land?			X	<ul style="list-style-type: none"> • There has been no increase recently in protected land in Cambridge. In 2015, the City executed a comprehensive, citywide rezoning. This resulted in a "green belt" around the southern and eastern perimeter of the city. These

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				lands are zoned Resource Conservation with limited, low impact uses and very low densities.
3. Have there been any developments hindered by growth constraints? If so, please describe. Example constraints could be inadequate infrastructure, insufficient zoning density/intensity, or lack of buildable land.		X		<ul style="list-style-type: none"> The City has adequate infrastructure to accommodate additional growth. Depending on where new development is proposed, there may be additional infrastructure needed to accommodate the proposed development, for example the redevelopment of the City's waterfront, the Cambridge Harbor project.
4. Have there been any zoning or policy changes that have fostered growth or redevelopment in your Sustainable Community?	X			<ul style="list-style-type: none"> In 2019 the City adopted commercial design standards to facilitate development review that would aid developers with specific design goals to be achieved. The City and State have been active with revitalization efforts for the Pine Street neighborhood. The City has been awarded \$5.6 million since 2016 for these efforts from HUD and CDBG. The City is establishing a land bank, capitalized with \$1 million, to begin active market intervention on failed housing sites. This will be among the first land banks set up in Maryland to address market failures and blight.
5. Have there been any significant improvements to the municipal infrastructure within the Sustainable Community (i.e., street lighting, water/sewer lines)?	X			<ul style="list-style-type: none"> The City works with Delmarva Power to upgrade streetlights to LED fixtures for energy savings and improved lighting. Sewer lines have been replaced adjacent to Cannery Stream and along Wells Street, in the Pine Street neighborhood.

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<p>6. Have you hired any new staff members, reassigned duties, or procured the services of a contractor to increase or better align local capacity? Have you implemented any professional development programs?</p>	<p>X</p>			<ul style="list-style-type: none"> • Over the past year, the City Manager undertook a complete review of staffing and the departmental structure of the City administration to align roles and departments more effectively, with the goal of providing improved services and less cost duplication of services for City residents. • The City has created and filled numerous staff roles in the past year, including a grants coordinator, grants accountant, housing program specialist, two additional code enforcement officers, and a non-sworn community resource officer. • An Environmental Program Manager has very recently been hired, with the help of a significant FEMA grant. He will oversee <i>Make Cambridge Resilient</i>; the program currently being created that will drive green infrastructure and stormwater management in Cambridge. • The Housing Program Manager position is being transitioned to an in-house employee role rather than the outsourced, contractual, remote position it had been for several years prior. • In a critical role, the Assistant City Manager will also oversee economic development for the City, a department and role that had lapsed due to budget constraints several years previously. All development-related projects and initiatives will run through a centralized development department, ensuring continuity and adherence to various economic development plans envisioned by the City. • The City provides training via the <i>American Planning Association</i> for the Planning staff.
<p>7. Has your community initiated or completed any planning efforts that will support the Sustainable Community area, including comprehensive planning, small area planning, or planning studies?</p>	<p>X</p>			<ul style="list-style-type: none"> • The City has numerous planning efforts in, or soon to be in, progress, many of which had been delayed during the pandemic years due to financial and/or staffing constraints: <ul style="list-style-type: none"> ◦ The City has applied for financial assistance for the upcoming Comprehensive Plan, anticipated to begin Spring 2024.

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				<ul style="list-style-type: none">o The City expects to complete a new Economic Development Strategic Plan in 2024, replacing one that we consider to be incomplete, or obsolete.o The Arts & Entertainment District Advisory Committee will be tasked in 2024 with creating a comprehensive plan for the City’s Art in Public Spaces program, with a goal of three public art pieces installed by 2027.
OTHER:				

Part III: Competitive Funding

Use the rows below to list competed funds sought for sustainability or revitalization projects since receiving Sustainable Communities designation.	Source (federal, state, foundation, etc.)	Amount Received	If no funding was received, what technical or other assistance from the state would help with future applications?	Other Notes
Community Legacy (CL): <ul style="list-style-type: none"> 2023-Cannery Park 2022- Beasley Market 2022- Mace's Lane Community Center 2022/3-444-448 Race Street 2023- Historic Municipal Building 2023-Façade Improvement Program Pine Street Neighborhood 	DHCD	\$1,385,000 \$300,000 \$1,300,000 \$1,200,000 \$750,000 \$50,000 \$360,000		\$700,000 Pending Pending Pending
Strategic Demolition Fund (SDF): <ul style="list-style-type: none"> 2023- Club Dujour 	DHCD	\$335,000		
Community Safety & Enhancement Program: <ul style="list-style-type: none"> 2023-Bikeways Feasibility Study 2020-Bayly Road Safe Routes to School 	MDOT	\$32,000 \$122,000		
Sidewalk Retrofit Program:	MDOT			
<ul style="list-style-type: none"> 2021-Oakley Street Seawall Reconstruction 	MDE	\$256,000		

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Other Funding Programs: *examples are U.S. HUD Community Development Block Grants (CDBG), or grants from USDA, EPA, Appalachian Regional Commission, Chesapeake Bay Trust, Maryland Heritage Areas Association, Preservation Maryland, Safe Routes to School, Maryland Rural Development Corporation, Maryland Energy Administration, Maryland Department of Natural Resources, etc.*

*Please add more rows if necessary

<ul style="list-style-type: none"> 2023-Healthy Homes 	HUD/2023 Lead Hazard Reduction Grant Program	\$4,352,000		Denied
<ul style="list-style-type: none"> 2023-Arts & Entertainment District Network Organizational Development 2023-Arts & Entertainment District Operating Grant 	MSAC	\$10,000 \$17,846		
<ul style="list-style-type: none"> 2023-Renovation of the Historic Cambridge Municipal Building 2023-Renovation of the Historic Cambridge Municipal Building 	MHAA MHT	\$100,000 \$100,000		Denied
<ul style="list-style-type: none"> 2023-Make Cambridge Resilient (shoreline flood mitigation) 2023-Make Cambridge Resilient (shoreline flood mitigation) 2020-Flood Mitigation Planning 	FEMA/MDE	\$18,000,000 \$540,000 \$187,500		Pending
<ul style="list-style-type: none"> 2023-Marina Improvements 2023-Marina Wave Reduction improvements 2023-Floating Breakwater Maintenance 2023-Franklin St. Boat Ramp Maintenance & Repairs 2023-Additional Wave Reduction Improvements 	DNR Chesapeake & Coastal Service/ DNR Waterway Improvement Fund	\$250,000 \$250,000 \$95,000 \$250,000 \$180,000 \$99,000 \$99,000		

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<ul style="list-style-type: none"> 2020-Marina Electrical Improvements & Breakwater repair 2020-Franklin Street Boat Ramp Repairs 				
<ul style="list-style-type: none"> 2023-Trenton Street Pumping Station 2023-Cambridge Creek Interceptor Sewer Rehab 	MWIFA	\$4,044,000 \$2,907,000		Pending
<ul style="list-style-type: none"> 2023-Public Services Shop Solar Panels 2023-Public Services Shop Solar Expansion 	MEA/ Public Facility Solar Grant Program	\$125,000 \$53,900		
<ul style="list-style-type: none"> Leonard's Lane Park 	National Park Service Senator Ben Cardin Award	\$105,000 \$389,000		
<ul style="list-style-type: none"> 2023-Cedar St. Green Street Planning 2023-Cedar St. Green Street Capital Investment 2023-Cedar St. Green Street Planning 	USDOT DNR	\$162,400 \$4,083,000 \$30,000		Denied Denied
<ul style="list-style-type: none"> 2023-Cannery Park Pine St. Neighborhood Phases 1&2 Pine St. Neighborhood Phase 3 Mace's Lane Community Center Home Ownership Works (HOW) Cambridge Cemetery Cannery Park 	CDBG HUD DGS DOI	\$785,000 \$1,187,000 \$2,600,000 \$1,600,000 \$3,000,000 \$75,000 \$1,000,000		Pending Pending

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COMPETITIVE FUNDING: Are there any types of projects/needs for which your Sustainable Community needs funding; however, there isn't a funding source?
The City would be interested in any additional funding sources that might be available for the Old City Hall renovation project.

