



# 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/>

**LARRY HOGAN**, *Governor*

**KENNETH C. HOLT**, *Secretary*

**BOYD K. RUTHERFORD**, *Lt. Governor*

**TONY REED**, *Deputy Secretary*

## **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 OF 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 ASSISTANCE**

If a local government has limited capacity, staff from the Maryland Department of Housing and Community Development (DHCD) and Department of Planning (MDP) will be available to assist local government officials through the application process.

Please contact your Regional Project Manager at DHCD if you would like to request or learn more about this assistance (see page iv for contact information).

## **SUSTAINABLE COMMUNITIES BENEFITS**

The benefits of a Sustainable Community designation are substantial. The SC designation is a threshold requirement for application to several Maryland Department of Housing and Community Development revitalization programs (such as the Community Legacy Program and Strategic Demolition Fund listed below). Other programs from both the Department and other State agencies offer additional points or preference in the application process. The Sustainable Communities designation provides access to a suite of resources that can support housing and community development, local transportation enhancements, tax credit programs and programs to support a healthier environment. Taken together, these resources can promote safer, healthier and more attractive communities for families to live and put down roots.

**Community Legacy Program** is administered by the Maryland Department of Housing and Community Development and provides local governments and community development organizations with financial assistance to strengthen communities through such activities as business retention and attraction, encouraging homeownership and commercial revitalization. Community Legacy funds are restricted to Sustainable Community Areas.

**Strategic Demolition Fund** is administered by the Maryland Department of Housing and Community Development and provides grants and loans to local governments and community development organizations for predevelopment activities including demolition and land assembly for housing and revitalization projects.

The Strategic Demolition Fund catalyzes public and private investment in the reuse of vacant and underutilized sites. These funds are restricted to Sustainable Communities.

### **Application Eligibility and Threshold Requirements**

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

Eligible applicants are to convene 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;
- 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 Evaluation**

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

### **Priority Funding Areas**

All Sustainable Communities must be located entirely within a Priority Funding Area. Applicants can verify Priority Funding Area boundaries by visiting the MDP website at:

<http://www.mdp.state.md.us/OurProducts/pfamap.shtml>

### **Application Training**

The Department will be hosting various webinars for communities planning to submit a renewal application. Attendance at a minimum of one application training session is strongly encouraged for all applicants. Contact your Regional Project Manager (contact information page iv) to schedule an application training or verify when the webinars will be scheduled.

### **Application Submission**

Applications will be submitted both electronically/digitally and via postal mail. Each applicant must submit **one** hard copy of their application with all required attachments. DHCD reserves the right to not consider incomplete applications.

The first printed page of the electronic application is a Table of Contents (see page vii). This should also serve as a checklist and be used to provide corresponding tabs. In addition to the digital copy of the application, all pictures and maps are to be submitted on a CD-ROM or flash drive. Pictures should be burned to the CD in a JPEG format and maps should be burned to the CD in a pdf format. Please ALSO include GIS shapefiles of Sustainable Community boundaries and other GIS related data if a boundary change is requested. Be sure to label your files on the CD-ROM appropriately, i.e., “Proposed Sustainable Community Boundary,” “Current Sustainable Community Boundary,” etc.

No incomplete applications will be accepted.

Deliver Sustainable Community Applications to:  
Sustainable Community Application  
ATTN: Mary Kendall  
Division of Neighborhood Revitalization  
Department of Housing and Community Development  
2 N Charles Street, Suite 450  
Baltimore, MD 21201

### **Site Visits, Follow-up Discussion**

During the application review process, the review team may make site visits, hold meetings or have for follow-up discussions with applicants prior to designation approval.

### **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.

### **Contact Information**

*All questions related to application content, please contact your regional project manager. Regional contacts listed in the table on the next page.*

DIVISION OF NEIGHBORHOOD REVITALIZATION, STATE REVITALIZATION PROGRAMS <b>REGIONAL PROJECT MANAGERS</b>		
<p><b>REGION 1:</b></p> <ul style="list-style-type: none"> <li>• Northwest Baltimore City</li> <li>• Northwest Baltimore County</li> </ul> <p>Larry Brown                      Program Officer                      Phone: 410-209-5819                      Email: <a href="mailto:larry.brownjr@maryland.gov">larry.brownjr@maryland.gov</a></p>	<p><b>REGION 2:</b></p> <ul style="list-style-type: none"> <li>• Northeast Baltimore City</li> <li>• Northeast Baltimore County</li> </ul> <p>Garland Thomas                      Project Manager                      Phone: 410-209-5803                      Email: <a href="mailto:garland.thomas@maryland.gov">garland.thomas@maryland.gov</a></p>	<p><b>REGION 3:</b></p> <ul style="list-style-type: none"> <li>• Southeast Baltimore City</li> <li>• Southeast Baltimore County</li> <li>• Anne Arundel County</li> </ul> <p>Olivia Ceccarelli-McGonigal Project Manager                      Phone: 410-209-5826                      Email: <a href="mailto:olivia.ceccarelli@maryland.gov">olivia.ceccarelli@maryland.gov</a></p>
<p><b>REGION 4:</b></p> <ul style="list-style-type: none"> <li>• Southwest Baltimore City</li> <li>• Southwest Baltimore County</li> <li>• Howard County</li> </ul> <p>Nick Mayr                      Project Manager                      Phone: 410-209-5842                      Email: <a href="mailto:nicholas.mayr@maryland.gov">nicholas.mayr@maryland.gov</a></p>	<p><b>REGION 5:</b>                      Western Maryland</p> <ul style="list-style-type: none"> <li>• Allegany</li> <li>• Frederick</li> <li>• Garrett</li> <li>• Washington</li> <li>• Carroll</li> </ul> <p>Sara Jackson                      Project Coordinator                      Phone: 410-209-5812                      Email: <a href="mailto:Sara.jackson@maryland.gov">Sara.jackson@maryland.gov</a></p>	<p><b>REGION 6:</b>                      Washington DC Metropolitan</p> <ul style="list-style-type: none"> <li>• Prince George’s</li> <li>• Montgomery</li> </ul> <p>Duane Felix                      Program Officer                      Phone: 410-209-5825                      Email: <a href="mailto:Duane.Felix@maryland.gov">Duane.Felix@maryland.gov</a></p>
<p><b>REGION 7:</b>                      Upper Eastern Shore</p> <ul style="list-style-type: none"> <li>• Harford County</li> <li>• Caroline</li> <li>• Cecil</li> <li>• Kent</li> <li>• Queen Anne’s</li> <li>• Talbot</li> </ul> <p>Ashlee Green                      Project Manager                      Phone: 410-209-5815                      Email: <a href="mailto:Ashlee.Green@maryland.gov">Ashlee.Green@maryland.gov</a></p>	<p><b>REGION 8:</b>                      Lower Eastern Shore, Southern Maryland</p> <p>Lower Eastern Shore</p> <ul style="list-style-type: none"> <li>• Dorchester</li> <li>• Somerset</li> <li>• Wicomico</li> <li>• Worcester</li> </ul> <p>Southern Maryland</p> <ul style="list-style-type: none"> <li>• Calvert</li> <li>• Charles</li> <li>• St. Mary’s</li> </ul> <p>Raynell Cooper                      Jr. Project Manager                      Phone: 410-209-5836                      Email: <a href="mailto:Raynell.cooper@maryland.gov">Raynell.cooper@maryland.gov</a></p>	

**SUSTAINABLE COMMUNITIES PLAN ELEMENTS**

Ongoing designation as a Sustainable Community is contingent upon the continuation, expansion, and/or modification of a multi-year investment strategy that addresses the topic areas of Environment, Economy, Transportation, Housing, Quality of Life, and Land Use/Local Planning. The table below provides a non-exhaustive list of ideas that can be incorporated into each element as they are addressed in the sections that follow in this application.

**ENVIRONMENT:** Environmental accomplishments and objectives may include improvement of quality of land, water, air or watersheds, increased tree canopy, mitigation or adaptation to issues related to sea level rise, reduction of carbon footprint, improved energy conservation, access to local foods, green infrastructure, stormwater infrastructure/management, construction of parks, trails and other recreation facilities, recycling, improved water and sewer capacity, etc.

**ECONOMY:** Economic accomplishments and objectives may include increased regional accessibility, business attraction/retention, improved health of the business district and decreased commercial vacancies, improved accessibility to employment opportunities and economic drivers, adopted local policies/regulations that encourage economic growth, enhanced marketing and tourism, improvements to cultural and historic assets, etc.

**TRANSPORTATION:** Transportation accomplishments and objectives may include increased access to transit corridors, improved pedestrian safety and increased accessibility/sidewalks, alternative modes of transportation, such as bikeways and trails, public transit, such as bus and rail, carpooling, improved parking and road conditions, etc.

**HOUSING:** Housing accomplishments and objectives may include an increase in affordable, workforce or market rate housing, either for homeownership or rental, improved housing conditions and values, increase in housing programs, reduction in foreclosures and residential vacancies, increase in property values and home sale values, etc.

**QUALITY OF LIFE:** Quality of life accomplishments and objectives may include crime, socio-economic demographics, educational opportunities, museums, libraries, historic and cultural assets, civic amenities, faith-based organizations, economic health of households, sense of place, etc.

**LAND USE/LOCAL PLANNING:** Land use accomplishments and objectives may include changes to zoning, improved land use policies, increase/decrease in taxes and fees, etc.

## **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. Qualitative and Comprehensive 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.

**CHECKLIST AND TABLE OF CONTENTS**

**APPLICANT: Brandon Hesson, Associate Director of Economic Development**

**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**
- Section B – Sustainable Community Renewal Report (Projects, Strategies and Partners)**
- Section C – Sustainable Community Renewal Action Plan Update (Matrix)**
- Section D – Sustainable Communities Workgroup Roster**
- Section E – Signature Letter (acknowledging Disclosure Authorization and Certification)**
- Section F – CD-ROM;** The CD-ROM should include the following contents:
  - If requesting a boundary modification, map in pdf format of the proposed Sustainable Community
  - **GIS shapefiles of the modified Sustainable Community boundary (if requesting a modification) and other GIS related data**
  - Pictures (jpeg format) of your accomplished projects of the last five years (as indicated in Section B)
  - Digital copy of completed Sustainable Communities Renewal Application



**I. SUSTAINABLE COMMUNITY RENEWAL APPLICANT INFORMATION**

**Name of Sustainable Community:** City of Cambridge

**Name of Renewal Applicant:** City 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) 221-6074 **Fax Number:** (410) 228-4554 **Web Address:** choosecambridge.com

---

**Sustainable Community Renewal Application Local Contact:**

**Name:** Carol Richardson **Title:** Director, Economic Development

---

**Address:** 1025 Washington Street **City:** Cambridge **State:** MD **Zip Code:** 21613

---

**Phone Number:** (410) 228-1955 **Fax Number:** **E-mail Address:**  
[crichardson@choosecambridge.com](mailto:crichardson@choosecambridge.com)

---

**Other Sustainable Community Contacts:**

**Name:** Pat Escher **Title:** Division Manager, Planning, Housing and  
Economic Development

---

**Address:** 1025 Washington Street **City:** Cambridge **State:** MD **Zip Code:** 21613

---

**Phone Number:** (410) 228-1955 **Fax Number:** **E-mail Address:** pescher@choosecambridge.com

---

**I. SUSTAINABLE COMMUNITY – General Information**

**A. Sustainable Community Boundary and Description**

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

We are not requesting changes to the Sustainable Community Boundary at this time. The existing Sustainable Community Boundary reflects parts of the city identified as the most likely in need of funding, or as the sites of future projects. The City of Cambridge recently requested and was given a small correction to the boundary, to include the old Mace’s Lane School building. At that time, the boundary was reviewed, and no other changes to the boundary were apparent at that time.

- (2) Include the following in as an attachment (if requesting a modification to your current boundary):

- a. PDF or JPEG of modified Sustainable Communities boundary map,
- b. GIS shapefiles of modified Sustainable Community boundary (mapped to the parcel boundary),

- (3) Approximate number of acres of entire SC Area: 264.19 acres

- (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 the Chesapeake Heritage Area Target Investment Zone.

Sustainable Communities Renewal Application - Section A

(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?

Minimal growth in population, with relatively stable racial division.

Largest growth experienced in the 20-24 year old age group, the 25-29 year old group and 30-34 year old age group, with a collective 5.1% increase. It’s possible that this is reflected in the increase in two-person households, as the population trends younger, where children and families have not begun yet.

The City of Cambridge has experienced a significant increase in the workforce, a minimal increase in median household income, and an improvement in educational attainment. This is reflected in an unemployment rate decrease by 5%. However, the city has experienced sharp increases in families below the poverty level and those requiring food stamp and SNAP benefits over the past 12 months.

<b>Attribute</b>	<b>2011</b>	<b>2016</b>
<b>Population</b>	<b>12226</b>	<b>12552</b>
<i>Male</i>	5821	5710
<i>Female</i>	6405	6842
<b>Median Age</b>	<b>38.4</b>	<b>34.4</b>
<i>Under 5 years</i>	8.70%	7.60%
<i>5 to 9 years</i>	5.90%	7.50%
<i>10 to 14 years</i>	6.20%	5.60%
<i>15 to 19 years</i>	5.60%	5.50%
<i>20 to 24 years</i>	7.20%	9.40%
<i>25 to 29 years</i>	7.80%	8.90%
<i>30 to 34 years</i>	4.30%	6.10%
<i>35 to 39 years</i>	6.60%	4.30%
<i>40 to 44 years</i>	6.00%	5.90%
<i>45 to 49 years</i>	8.40%	5.40%
<i>50 to 54 years</i>	6.30%	5.50%
<i>55 to 59 years</i>	6.50%	5.60%
<i>60 to 64 years</i>	5.00%	6.80%
<i>65 to 69 years</i>	4.40%	4.50%
<i>70 to 74 years</i>	3.40%	3.40%
<i>75 to 79 years</i>	1.40%	2.90%
<i>80 to 84 years</i>	3.20%	2.00%
<i>85 years and over</i>	3.10%	3.00%
<b>Race</b>		
<i>White</i>	5956 (48.7%)	5860 (46.7%)
<i>Black</i>	5933 (47.7%)	6227 (49.6%)

Sustainable Communities Renewal Application - Section A

<i>Asian</i>	282	(2.3%)	322	(2.6%)
<i>Other (none more than 2%)</i>	55	(1.3%)	143	(1.1%)
<b>Household size</b>	<b>5116</b>		<b>5113</b>	
<i>1-person Household</i>	33.70%		34.30%	
<i>2-person Household</i>	32.20%		38.50%	
<i>3-person Household</i>	17.60%		10.50%	
<i>4-or more person Household</i>	16.50%		16.60%	
<b>Household income</b>				
<i>Labor Force</i>	5935		6331	
<i>Unemployed</i>	15.60%		10.90%	
<i>Median Household Income</i>	\$	35,599.00	\$	36,600.00
<i>Mean Household Income</i>	\$	49,230.00	\$	50,737.00
<i>With Supplemental Security Income</i>	8%		9.30%	
<i>With Cash Pblc Assistance</i>	6.50%		6.90%	
<i>Food Stamp/SNAP benefits in last year</i>	29.60%		39.50%	
<i>Families below poverty level</i>	17.70%		23.60%	
<b>Educational Attainment (Age 25+)</b>				
<i>High School or more</i>	78.60%		83.90%	
<i>Associate, College or Graduate degree</i>	21.10%		25.30%	

**B. 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?

There has been significant turnover in staff at the City of Cambridge, Dorchester County and partner organizations, resulting in significant changes to the work group. Only one member of the original work group remains, and they represent a different organization now. The City Planning and Economic Development divisions managed the Sustainable Community previously. That is still the case, but individual staff members have changed.

The Sustainable Community plan was distributed to partner organizations, and irregular meetings between stakeholders occurred around the creation of projects and grant applications. The Sustainable Community work plan guided shared goals.

## Sustainable Communities Renewal Application - Section A

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

The Sustainable Community Work Group represents a variety of local government divisions, non-profit partners and commercial stakeholders. This has led to a thorough and collaborative understanding of the direction of the Sustainable Community, and catalyzed important conversations between organizations for the future good of the City of Cambridge.

Because partner organizations span a large geographic region, and include a variety of discordant missions and goals, the Sustainable Community Action Plan has been hard to keep track of with everyone's common interests in mind. The format of the older application and work plan were also difficult and not intuitive to follow. The goal for this renewal application is to use this opportunity to establish a clean, collaborative document which takes into account all positions of stakeholders.

- (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?

The Sustainable Community Action Plan is based on a collection of plans from Work Group partners, as well as the City of Cambridge Comprehensive Plan, the Economic Development Strategic Plan, Sailwinds 2020 Plan, Working Waterfront Plan. Each of these received significant input from the community

- (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.

# **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) **Pictures:** 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: Promoting Access to Quality Affordable*

*Housing Projects:*

1. Conduct a housing quality study – In 2016, the City of Cambridge completed a housing quality study of every parcel in the incorporated city boundary. This study used a GIS application and strategy designed by staff and was completed with 20 Salisbury University students. The effort was awarded a ‘Special Achievement in GIS’ by industry leader ESRI at its annual Users’ Conference in 2017.
2. Seek grant funds and mechanisms to encourage replacement housing – Using the housing quality data compiled by the study, the city committed \$130,000 towards a housing rehabilitation program. Habitat for Humanity – Choptank became a partner with over \$400,000 funding, and this was used to leverage a Community Development Block Grant to bring the program’s total budget to more than \$1 million. As part of this effort, with a series of community meetings, the city has created an implementation plan for moving forward with the neighborhood revitalization efforts.
3. Reduce Excise Taxes in the downtown core – Dorchester County waived excise taxes until June 2020, and the City of Cambridge has waived Impact Fees until June 2020.

*Partners: Habitat for Humanity Choptank; Salisbury University; Eastern Shore Regional GIS cooperative; Mid- Shore Regional Council; City of Cambridge; Dorchester County; Maryland Department of Housing and Community Development.*

*Impact: Habitat for Humanity is presently constructing three new homes in a subject area located in the area of Pine and High Streets and has implemented a robust home improvement and maintenance program in the area to aid homeowners. Community outreach efforts have highlighted more important community projects that will be completed in future phases.*

**Accomplishment 2:**

*Outcome: Enhancing Economic Competitiveness*

*Projects:*

1. Economic Development Strategic Plan Update – In 2016, the City of Cambridge adopted the update to an original Economic Development Strategic Plan completed in 2010. This new plan included three initiatives from the past plan, as well as six new initiatives.
2. Vacant and Underutilized Building Tax Incentive – as part of the Strategic Plan update, the city implemented a vacant and underutilized building tax incentive. This eight-year, tiered tax abatement program has been utilized on Phase 1 and part of Phase 2 of the Cambridge Marketplace development project on Route 50 and is intended to attract difference-making development to Cambridge.

*Partners: City of Cambridge City Council, Dorchester Chamber of Commerce; Eastern Shore Land Conservancy; City of Cambridge planning commission.*

*Impact: The city has experienced an increase in development in the downtown commercial district, but also along the Route 50 corridor.*

**Accomplishment 3:**

*Outcome: Valuing Communities and Neighborhoods – building up assets and amenities*

*Projects:*

- 1. Streetscape improvements in the core business district: Street trees, period-specific lighting, banners, and Christmas decorations have been added to the downtown commercial Main Street district.*
- 2. Increased code enforcement for sidewalks and building violations: in 2017, the City of Cambridge created a division manager position for code enforcement. This professional has decades of experience, is familiar with resources, and has implemented a steady plan for change in our code enforcement division.*
- 3. Improved Historic Preservation Guidelines: in 2018, the Cambridge Historic Preservation Commission used an outside consultant to facilitate community input and to develop guidelines which were implemented by the commission and city council. These guidelines are more clear, easier to follow, and created an administrative approval process.*
- 4. Development of an awards recognition program for historic preservation efforts: The Historic Preservation District has held annual HPC Awards for project in Cambridge for three years.*
- 5. Special Events – Cambridge is the host of EAGLE MAN and IRONMAN Maryland, which attracts several thousand people to the city in the spring and fall and has continued to support existing and new special events throughout Cambridge.*

*Partners: City of Cambridge Historic Preservation Commission, Dorchester County, IRONMAN and World Triathlon Corp., Cambridge Main Street, Dorchester Chamber of Commerce;*

*Impact: Investments in beautification projects have attracted personal investment throughout the city. Housing markets have begun to improve.*

**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: “A mixed use waterfront with new development opportunities including preservation of the seafood industry, boatbuilding and waterman history.”*

*Narrative: In 2016-2017, the City of Cambridge completed a Working Waterfront Plan through a consultant, and the city council of Cambridge is in the process of adopting portions of this document. This plan highlights key waterfront assets and how to utilize them in a more sustainable Working Waterfront as described in the original Sustainable Community Action Plan.*



Sustainable Communities Renewal Application - Section B

*Outcome: Implementation of the Sailwinds 2020 Plan*

*Narrative: While not yet completed, the city of Cambridge and Dorchester County have made great strides in bringing the waterfront development to market. A Request for Qualifications and subsequent Request for Proposal process resulted in very little interest in the property, but garnered valuable feedback from developers, which expressed a concern about the large adjacent "Hospital Parcel" which is the current location of the University of Maryland Shore Regional Health facility (UMSRH).*

*City and County staff had already begun working UMSRH on a relocation to a parcel located on route 50. While that development continues to negotiation and construction, the city helped form Cambridge Waterfront Development Inc.(CDWI), a non-profit development corporation, consisting of city, county, state staff and local citizens, tasked with owning the property and developing it in conjunction with all pertinent city and county plans.*

*CWDI is finalizing its organizational structure, and this project continues on a productive, although prolonged, course.*

*Outcome: "Increase city's assessable base or core community."*

*Narrative: This progress measure has yet to show significant results, but new city housing efforts are sure to create a visible and measured improvement in the core Historic Pine Street community.*

*In 2016, the city began a citywide housing quality study utilizing existing GIS technology. This effort was done in conjunction with Salisbury University, the Mid-Shore Regional Council, and the Eastern Shore Regional GIS Cooperative. The study was eventually used in more than one dozen Eastern Shore towns and was awarded a Special Achievement in GIS by ESRI.*

*This data was used to develop a housing rehabilitation program, which is being completed with partners Habitat for Humanity and the Maryland Department of Housing and Community Development Community Development Block Grant. This effort has selected the historic Pine Street neighborhood and targeted it with a series of acquisition and new construction projects. We are hopeful that the citywide assessments in 2020 will show increased property values in that area and beyond.*

## **SUSTAINABLE COMMUNITY RENEWAL REPORT**

### **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.

Sustainable Communities Renewal Application - Section B

<b>ENVIRONMENT</b>	<b>YES</b>	<b>NO</b>	<b>N/A</b>	<b>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?</b>
1. Has there been an improvement in water quality?		x		Water quality has improved and fluctuated, but largely remained the same within the Sustainable Community. However, public awareness and procedures for measuring water quality have improved significantly. The city, along with partner stakeholders have also completed significant water quality projects, like the Cambridge Creek restoration at the future Cannery Park site.
2. Has the amount of impervious surface in your Community been reduced? (Amount in SF)	x			Pervious surfaces have been added to Maryland Avenue and Long Wharf Park, as well as in other areas of the city, like the Waugh Chapel parking lot and the redevelopment of Cambridge Marketplace.
3. Have there been improvements and/ or additions to your park and/ or recreational green space?	x			While city park and green space have not increased significantly, the use and maintenance of this space has improved greatly. Over the past five years, IRONMAN Maryland, which utilizes several of the city's public parks, has drawn a lot of attention to these public assets and what they provide. The city/county are currently working with SHA to begin the construction of a multi-modal trail that will be part of a regional trail system and is integrated into the development of a 9 acre park within Cambridge.
4. Did the Sustainable Community implement any recycling or waste reduction programs?	x			The City of Cambridge and Dorchester County partnered to purchase and provide recycling containers on Leonard's Lane, which provided a more convenient recycling option for residents in the Neck District and the West End of Cambridge. Previously, the only recycling in the city existed at the furthest possible location on the east side of the city.
5. Do all residents have access to healthy food options (i.e. fresh food grocery stores, farmers markets etc.) within the Sustainable Community?	x			While the residents of Cambridge have access to fresh foods and groceries at three grocery stores, and a number of small neighborhood grocers, like Simmons Center Market, an overall consensus is that Cambridge needs some additional alternatives. ESLC and Cross Street Partners are attempting to provide that with the redevelopment of the packing building into a food based operation. The Cambridge Farmers' Market also runs from Spring to Fall at Long Wharf Park, where public transportation has a stop.
<b>OTHER:</b>				

Sustainable Communities Renewal Application - Section B

<b>ECONOMY</b>	<b>YES</b>	<b>NO</b>	<b>N/A</b>	<b>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?</b>
1. Has there been an increase in the number of new businesses in your Main Street/ Commercial District?	x			The City of Cambridge has experienced significant investment in commercial projects over the last five year, and this is especially true in the downtown commercial district, where the Cambridge Main Street designation exists. While there are still regular closures in the winter, and income is largely seasonal, incremental progress has resulted in a much more thriving downtown.
2. Did the Municipality/ Sustainable Community area receive any designations that support local economic development?	x			Much of the city's Sustainable Community (two tracts) was recently designated as an Opportunity Zone, and the city also maintains Enterprise Zone, Arts and Entertainment, Main Street and HUB Zone designations.
3. Has there been an increase in foot traffic in the Main Street/commercial district?	x			Foot traffic has not been measured, so the impacts are anecdotal, but downtown has begun to experience parking issues as a result of successful business attraction and retention. This has led to a visible increase in foot traffic, which has attracted more retail and restaurant locations. Efforts are still focused in historically disinvested parts of the city, like the Pine Street Historic District and certain blocks of Race Street.
4. Have the number of commercial vacancies decreased?	x			Commercial vacancy rates have dropped significantly, and created an atmosphere where developers are now speculatively building out future retail spaces. This is a promising sign.
5. Has there been an increase in local jobs within the Sustainable Community for its residents?	x			Citywide, jobs have increased, and we believe this is also the case within the Sustainable Community, where the number of businesses has increased, and there have been few large employers cutting jobs.
<b>OTHER:</b>				

Sustainable Communities Renewal Application - Section B

<b>TRANSPORTATION</b>	<b>YES</b>	<b>NO</b>	<b>N/A</b>	<b>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?</b>
1. Has the amount of bike trails/paths increased? How many linear feet do the trails cover?	x			Bike trails have been added to major roads throughout the city, including Maryland Ave and Cedar Street, where specific cycling pavement markers were installed. The city/county anticipate starting construction of multi-modal trail connecting Cedar Street to Washington Street (1/3 of a mile). It is envisioned that this trail will serve as a trail head that will run through the city and into county, terminating in Caroline County.
2. Have there been improvements to the public transit infrastructure?	x			Delmarva Community Services continues to be the largest provider of public transportation in the City of Cambridge and continues to solicit public input from stakeholders and riders as to how it can better provide transportation in our community. DCS publishes ride schedules, maintains a website, and has bus stops throughout the Sustainable Community.
3. Has there been an increase in sidewalks? (Amount in linear feet)	x			1500 linear feet of sidewalk has been added to Bayly Ave, and other sidewalk projects are being considered by the city. Maintenance continues to be an issue for city sidewalks.
4. Have there been any roadway improvements that support "Complete" or "Green" streets?	x			Maryland Avenue became a designated Green Street in October 2015, with the addition of pervious surfaces, rain gardens, bump outs and bike lanes. Other green initiatives have been completed when appropriate and possible.
5. Has traffic congestion along major roads decreased? (Amount in percent)		x		Historically, traffic congestion has not been a significant problem in Cambridge, but as attractions and commercial locations continue to prosper, traffic has become a larger consideration. Morning commutes get crowded on Maryland Ave, but there is not a citywide concern re: traffic congestions. During special events, organizers provide shuttle service from locations around the city, which helps significantly.
<b>OTHER:</b>				

Sustainable Communities Renewal Application - Section B

<b>HOUSING</b>	<b>YES</b>	<b>NO</b>	<b>N/A</b>	<b>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?</b>
1. Have any residential facades been improved?	x			In 2017 and 2018, combined, the city processed 702 residential permits and 677 were for residential alterations of some kind, for a total investment of more than \$9.5 million. Since 2012, the city's Façade Improvement Program has used \$279,967 in grant-funded program spending to leverage nearly \$650,000 in private investment in private façade improvement projects
2. Has the home ownership rate increased?	x			Since 2014, homeownership has increased 17%, and rental-occupied units have decreased by more than 7%. There has been a total reduction of 71 previously-vacant housing units. In 2014, 62% of all occupied homes in Cambridge were rental-occupied, and that number currently sits at a little less than 54%.
3. Has there been an increase in the number of housing units in the Sustainable Community area? What number and/or percent are affordable?	x			The city of Cambridge has experienced an increase of 204 housing units since 2014, but it is not readily known how many would be classified as 'affordable.'
4. Has there been demolition of blighted properties?	x			The city has continued its program of demolition of blighted homes throughout the city after the appropriate legal action has been taken.
5. Has the residential vacancy rate decreased?	x			Since 2014 (16%), the residential vacancy rate has declined minimally, to 14.34%.
<b>OTHER:</b>				

Sustainable Communities Renewal Application - Section B

<b>QUALITY OF LIFE</b>	<b>YES</b>	<b>NO</b>	<b>N/A</b>	<b>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?</b>
1. Has there been a decrease in crime rate?	x			According to the Cambridge Police Department's most recent 2018 Annual Report, the crime rate is lower than it has been in six years. In 2018, there were 726 Part 1 crimes. The average number of Part 1 crimes between 2013-18 is 850 per year.
2. Have there been improvements and/ or additions to your public spaces (i.e. museums, community centers, public plazas)?		x		While there have not been significant additions to public space, the focus has been more on utilizing the resources already in place, like the waterfront amphitheater, Long Wharf, Sailwinds and Great Marsh Parks. These incredible assets now serve as the home for IRONMAN Maryland, regular free Family Movie Nights, and free concerts.
3. Has there been an increase in public art/ arts & entertainment programs/venues (i.e. murals, movie theatre, music events)?	x			As a state-designated Arts & Entertainment district, Cambridge and partner organizations have worked to promote art and entertainment. Murals have been installed, celebrating everything from Harriet Tubman to our waterfront heritage at multiple locations from Route 50, into downtown and even at the most recent Cambridge Marketplace commercial development.
4. How many historic properties were renovated/improved?	x			So far, in FY2019, the Historic Preservation Commission has received 76 applications, but historic residential improvement is not captured in other areas of the Sustainable Community.
5. Are there any residential health and wellness opportunities in place (i.e. athletic facilities, recreational indoor/ outdoor courses or groups)?	x			Cambridge has a wealth of healthy, family-friendly opportunities, like the Dorchester County YMCA, Cambridge Racquet Club, public tennis courts, baseball fields, basketball courts and open spaces for walking and playing with family. There are a number of organizations, like Cambridge Little League Baseball and Softball, Dorchester Lacrosse, Dorchester youth football, and other leagues offered through Dorchester County Parks and Rec.
<b>OTHER:</b>				

Sustainable Communities Renewal Application - Section B

<b>LAND USE/ LOCAL PLANNING</b>	<b>YES</b>	<b>NO</b>	<b>N/A</b>	<b>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?</b>
1. Have there been any infill developments?	x			There have been a number of infill developments in the Sustainable Community. Most notably, Cambridge Marketplace is rebuilding and developing a shopping center on Route 50, where there were a number of vacant commercial buildings. Residential infill development has been located in our existing neighborhoods.
2. Has there been an increase in the amount of preserved/protected land?		x		The Sustainable Community here is a densely populated area, although reclamation projects at the head of Cambridge Creek, as well as the 'Resource Conservation' zoning designation in our Unified Development Code have provided opportunities to ensure resource conservation for future opportunities.
3. Have there been any developments hindered by growth constraints?		x		There have been no developments known to be hindered by growth restraints. Economic Factors have played a role in two housing developments, but these were approved developments and did not experience any issues with local zoning regulations.
4. Have there been any zoning or any policy changes that have fostered growth in your Sustainable Community?	x			The city's Unified Development Code is constantly under review by an active Planning Commission that considered text amendments and updates through ordinances to ensure prudent but active zoning regulations entice responsible residential and commercial development.
5. Have there been any significant improvements to the municipal infrastructure within the Sustainable Community (i.e. street lighting, water/sewer lines)?	x			Over the last five years, street lighting has been installed in our downtown commercial district, as well as gateways from Route 50 and Pine Street. The 300 Block of High Street had its 100+ year-old water and sewer upgraded as part of a significant infrastructure improvement project.
<b>OTHER:</b>				



Sustainable Communities Renewal Application - Section B

<b>COMPETITIVE FUNDING:</b> Use the rows below to list competed funds sought for sustainability or revitalization projects since receiving Sustainable Communities designation.	<b>Source</b> (federal, state, foundation, etc.)	<b>Amount Received</b>	<b>If no funding was received, what technical or other assistance from the state would help with future applications?</b>	<b>Other Notes</b>
<b>Community Legacy (CL):</b> <ul style="list-style-type: none"> <li>• Cambridge Streetscape Program (2014)</li> <li>• Harriet Tubman Museum Rehabilitation (2014)</li> <li>• Cambridge Façade Improvement Program (2014)</li> <li>• Neighborhood Building in Cambridge (2014)</li> <li>• Acquisition of 505 Race Street (2014)</li> <li>• Cambridge Façade Improvement Project (2016)</li> <li>• Cambridge Façade Improvement Program (2017)</li> <li>• Downtown Protective Bollards (2018)</li> <li>• Cambridge Façade Improvement Program (2018)</li> <li>• Pine Street Housing Rehab – City of Cambridge (\$200,000)</li> </ul>	DHCD	\$497,500		
<b>Strategic Demolition Fund (SDF):</b> <ul style="list-style-type: none"> <li>• Chesapeake Grove Intergenerational Center (2015)</li> <li>• Sailwinds Gateway – Phase 3 (2015)</li> </ul>	DHCD			
<b>Community Safety &amp; Enhancement Program:</b>	MDOT			

Sustainable Communities Renewal Application - Section B

<b>COMPETITIVE FUNDING:</b> Use the rows below to list competed funds sought for sustainability or revitalization projects since receiving Sustainable Communities designation.	<b>Source</b> <b>(federal, state, foundation, etc.)</b>	<b>Amount Received</b>	<b>If no funding was received, what technical or other assistance from the state would help with future applications?</b>	<b>Other Notes</b>
<b>Maryland Bikeways Program:</b>	MDOT			
<ul style="list-style-type: none"> <li>• <b>Community Safety and Enhancement Program – City of Cambridge (\$25,000)</b></li> <li>• <b>Bayly Road Sidewalk – City of Cambridge (\$200,000)</b></li> </ul>	MDOT	\$225,000		
<b>Water Quality Revolving Loan Fund:</b>	MDE			
<p><b>Other Funding Programs:</b> <i>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.</i></p> <p>*Please add more rows if necessary</p>				
<ul style="list-style-type: none"> <li>• <b>Growth of Cambridge/Dorchester Heritage Festivals – Cambridge Main Street (\$30,000)</b></li> <li>• <b>High Street Streetscape Improvements – City of Cambridge (\$100,000)</b></li> <li>• <b>Meredith House Frame addition Repairs – County Council (\$6,500.)</b></li> <li>• <b>Economic, Community and Business Impact of Harriet Tubman Experience – County Council of Dorchester (\$10,000)</b></li> <li>• <b>Smithsonian Traveling Exhibit – County Council of Dorchester (\$5,000)</b></li> </ul>	Maryland Heritage Area Authority	\$428,500		

Sustainable Communities Renewal Application - Section B

<b>COMPETITIVE FUNDING:</b> Use the rows below to list competed funds sought for sustainability or revitalization projects since receiving Sustainable Communities designation.	<b>Source</b> (federal, state, foundation, etc.)	<b>Amount Received</b>	<b>If no funding was received, what technical or other assistance from the state would help with future applications?</b>	<b>Other Notes</b>
<ul style="list-style-type: none"> <li>• <b>Cannery Park Rail to Trail Conversion – County Council of Dorchester (\$50,000)</b></li> <li>• <b>Skipjack Nathan Restoration Project – Dorchester Skipjack Committee (\$30,000)</b></li> <li>• <b>Rehabilitation of Train Station Interior – Town of East New Market (\$42,000)</b></li> <li>• <b>Maces Lane High School African American Interpretive Planning – Good Shepherd Association (\$15,000)</b></li> <li>• <b>FY2019 Block Grant – Heart of Chesapeake Country (\$25,000)</b></li> <li>• <b>FY 2019 Management Grant – Heart of Chesapeake Heritage Area (\$100,000)</b></li> <li>• <b>Audio Tour Guides – CMS, Pine Street, Mural Trail (\$15,000)</b></li> </ul>				
<b>Audio Tour Guides – CMS, Pine Street, Mural Trail (\$15,000)</b>	Todd Fund	\$15,000		
<b>Stabilize the Bayly Cabin on High Street in Cambridge (\$10,000)</b>	Preservation Maryland	\$10,000		
<b>Stabilize the Bayly Cabin on High Street in Cambridge (\$22,000)</b>	Bartus Trew Preservation Fund	\$22,000		
<ul style="list-style-type: none"> <li>• <b>Cedar Street Repair – City of Cambridge (\$100,000)</b></li> <li>• <b>Greenwood Street repair - City of Cambridge (\$275,000)</b></li> </ul>	DHCD - CDBG	\$850,000		

Sustainable Communities Renewal Application - Section B

<b>COMPETITIVE FUNDING:</b> Use the rows below to list competed funds sought for sustainability or revitalization projects since receiving Sustainable Communities designation.	<b>Source</b> (federal, state, foundation, etc.)	<b>Amount Received</b>	<b>If no funding was received, what technical or other assistance from the state would help with future applications?</b>	<b>Other Notes</b>
<ul style="list-style-type: none"> <li>• <b>Muir/Gay Street Repairs – City of Cambridge (\$175,000)</b></li> <li>• <b>Pine Street Historic District Housing Rehab – City of Cambridge (\$300,000)</b></li> </ul>				
<ul style="list-style-type: none"> <li>• <b>Maryland Ave – City of Cambridge (\$886,500)</b></li> <li>• <b>Cannery Stream Restoration – City of Cambridge (\$1,803,072)</b></li> <li>• <b>Seawall Design – City of Cambridge (\$35,000).</b></li> <li>• </li> </ul>	DNR Capital Improvements, CACBT Fund	\$2,724,000		
<ul style="list-style-type: none"> <li>• <b>Street light LED conversion – City of Cambridge (\$49,826)</b></li> <li>• <b>Public Safety Building Solar – City of Cambridge (\$34,904)</b></li> </ul>	MEA-MSEC	\$84,730		

**COMPETITIVE FUNDING:** Are there any types of projects/needs for which your Sustainable Community needs funding; however, there isn't a funding source?

Empty response box for providing details on competitive funding needs.

[Type text]

### **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 a 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 be due to changes in external factors affecting the community or changes in the priorities of the applicant.

Guidance for completing the Action Plan can be found on the next page.

[Type text]

### Action Plan Guidance

The document 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 of the different sections, 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.

[Type text]

# Sustainable Community Action Plan

---

Cambridge, MD

Submitted by the City of Cambridge



[Type text]

## Environment

(Environmental strengths and weaknesses can include but are not limited to quality of land, water, air, watersheds, tree canopy, risk of sea level rise, carbon footprint, energy conservation, access to local foods, green infrastructure, stormwater infrastructure/management, parks, trails and recreation, recycling, water and sewer capacity, etc)

<u>Strengths</u>	<u>Weaknesses</u>
<ul style="list-style-type: none"> <li>• Choptank River is an environmental asset and tourist destination</li> <li>• Good tree Canopy</li> <li>• Cambridge is surrounded by agricultural land that provides access to local health food</li> <li>• The Blackwater Wildlife Refuge and the Harriet Tubman Underground Railroad National Historic Park are located close to Cambridge</li> <li>• Three Waterfront parks which offer public space along the Choptank River</li> </ul>	<ul style="list-style-type: none"> <li>• Poor water quality in the city as a result of creek and river pollution</li> <li>• No curbside recycling program due to a lack of funding</li> <li>• Aging seawalls on Oakley St., Choptank Ave., &amp; West End Ave.</li> <li>• Sea level rise and nuisance flooding along the Choptank River</li> <li>• While there are numerous public spaces along the waterfront, public spaces within the town could be improved and enhanced</li> </ul>

<u>Desired Outcomes and Progress Measures</u>	<u>Strategies and Action Items</u>	<u>Implementation Partners</u>
<p>Based on the strengths and weaknesses identify the strengths on which you would like to build and the challenges you would like to address.</p> <p>What outcomes are you trying to achieve? Where/ in what area do you want those changes to happen?</p> <p>Progress Measure: Identify how you will know that you have achieved your outcome.</p>	<p>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.</p> <p>Specify how you are planning to achieve the desired outcomes.</p> <p style="text-align: right;">→</p>	<p>Which community stakeholders need to be involved to realize each action step and strategy? Name specific public and/or private sector partners.</p>
<p>Outcome 1: Address flooding and sea level rise</p> <p>Progress Measures: Houses flooded, Projects Completed</p>	<p>Strategy A: Replace the aging seawalls at Choptank Ave., West End Ave., &amp; Oakley St.</p> <p>Strategy B: Restoration of the Peachblossom Branch Stream</p>	<p>MD-DNR, MDE</p> <p>The city has obtained the required permits and is awaiting MED approval for a grant to complete this work.</p> <p>The City is in the process of finishing this grant requirements</p>

[Ty

	<p>Strategy C. Plan for nuisance flooding and sea level rise.</p> <p>Strategy D: Engage in landscaping on city property to reduce runoff and filtrate water.</p>	<p>and is seeking the required signatures of adjacent property owners.</p> <p>The city has applied for a grant from FEMA to study the city's flooding issues and sea level rise.</p> <p>With the stream restoration of Cambridge Creek, the City planted numerous saplings along with other riparian vegetation. Additionally, the City has a stormwater management plan.</p>
<p>Outcome 2: Enhance and Activate Public Spaces</p> <p>Progress Measures: Number of park visitors, Number of new parks, acres of green space added</p>	<p>Strategy A: Work with the community to identify and implement renovations to Cornish Park</p> <p>Strategy B: Continue to promote and implement the side lot initiative to expand green space. The initiative offers vacant lots to adjacent property owners interested in increasing the size of their yards.</p> <p>Strategy C: Identify and acquire a location for a pocket park within the Pine Street neighborhood</p>	<p>Residents. MD-DNR, MDE</p> <p>The city has applied for a grant for improvements to the park.</p> <p>The city is looking at several lots thru the county's tax sale to convert them into side yards.</p> <p>Pending additional review/analysis.</p>
<p>Outcome 3: Enhance the agricultural connection to the town through a Food and Farming exchange</p> <p>Progress Measures: Completion of the rehabilitation of the packing building (Factory F) and the adjacent park.</p>	<p>Strategy A: Work with Eastern Shore Land Conservancy and Cross Street Partners to develop the Phillips Packing Company Building</p>	<p>DHCD, Eastern Shore Land Conservancy, Cross Street Partners, Department of Commerce</p> <p>The city/county are anticipating the construction of a multi-modal trail adjacent to the packing building. The city has applied for funding to start the initial phase of the Cannery Park which is adjacent to the packing building.</p>

# Economy

(Economic strengths and weaknesses can include but are not limited to regional accessibility, business attraction/retention, health of the business district and commercial vacancies, workforce/employment and economic drivers, local policies/regulations, marketing, tourism, cultural and historic assets)

<u>Strengths</u>	<u>Weaknesses</u>
<ul style="list-style-type: none"> <li>• New Businesses have come to the City and brought new job opportunities, with the development of Cambridge Marketplace and the Cultra medical cannabis facility.</li> <li>• State Support through the Maryland Heritage Area grant and other grants and loans</li> <li>• Historic District and Harriet Tubman Visitor’s center attract people to the historic commercial district and Pace Street</li> <li>• New industries have located in the City (medical cannabis and aquaculture)</li> <li>• The median wage of jobs within the city has risen 8% over 4 years, currently the median household income is \$39,218</li> <li>• The town is home to the Hyatt, which is a major tourist destination and employer, as well as the Dorchester County Hospital, another major employer</li> <li>• The city has a Main Street designation (Pace Street)</li> </ul>	<ul style="list-style-type: none"> <li>• There is a lack of career opportunities and a gap between workers and the skills required by local companies</li> <li>• Low educational attainment - 80% of population have a high school diploma, 19% of the population has a college degree or higher.</li> <li>• The median household income is still lower than the county average</li> <li>• The Waterfront 2020 vision still has not been implemented and the Dorchester County Hospital will be moving, leaving a vacant building along the waterfront</li> </ul>

Desired Outcomes and Progress Measures	Strategies and Action Items	Implementation Partners
<p>Outcome 1: Attract and develop new businesses to grow the job market</p> <p>Progress Measures: Number of New businesses /New jobs created</p>	<p>Strategy A: Develop a Downtown Cambridge Micro-Enterprise Center to stimulate entrepreneurship</p> <p>Strategy B: Initiate an industrial space marketing campaign to attract businesses and reutilize Vacant industrial place</p>	<p>Local non-profits, DHCD</p> <p>While this has been discussed, no action has taken place at this time.</p> <p>The city recently increased the maximum building height in the industrial zoning district to spur redevelopment. The city has recently had two development proposals for new construction in the industrial</p>

[Ty	Strategy C: Continue to offer the commercial façade program to local small businesses	zones Grant application in process.
<p>Outcome 2: Develop the Waterfront to encourage greater tourism to the city</p> <p>Progress Measures: Development of the waterfront/number of tourists</p>	<p>Strategy A: Implement the Waterfront 2020 Vision by choosing a developer to carry out the planned redevelopment of the Sailwinds site</p> <p>Strategy B: Explore future uses for the soon to be former Dorchester County Hospital Site</p>	<p>CDWI, MDOT, National Aquarium</p> <p>The city, county and state officials have formed a non-profit organization (CDWI) to look at the redevelopment of the waterfront and hospital properties.</p> <p>The city formed a non-profit organization dedicated to the redevelopment of this property.</p>

## Transportation

(Transportation strengths and weaknesses can include 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, road conditions)

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Bikeways &amp; Trails offer non-automotive options, and the town has added bike lanes to some streets within the city</li> <li>• Located close to Route 50 which creates easy accessibility</li> <li>• There is some public transportation through Delmarva Community Services</li> <li>• The City completed its first ‘Green Street’ (Maryland Ave.) in 2014</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of parking in downtown CBD</li> <li>• Pedestrian connectivity an issue due to a lack of sidewalks and poor ADA compliance</li> </ul>

Desired Outcomes and Progress Measures	Strategies and Action Items	Implementation Partners
----------------------------------------	-----------------------------	-------------------------

[Ty	<p>Outcome 1: Improve the pedestrian and bike network</p> <p>Progress Measures: Feet of new sidewalk and bike/ped trail</p>	<p>Strategy A: Survey the sidewalks to identify gaps in the network and where ADA improvements are necessary</p> <p>Strategy B: Develop a pedestrian and bike path that connects the Hyatt to the CBD</p> <p>Strategy C: Install streetscape improvements on Pine and High Street</p> <p>Strategy D: Begin construction on sidewalk improvement projects on Bayly Road, Maces Lane and Chesapeake Drive</p> <p>Strategy E: Expand existing bike/ped trail</p>	<p>ADA Committee, Dept. of Public Works, MDOT, SHA, MDE</p> <p>The ADA committee has organized students from the high school to survey the sidewalks in the City. To date there are 9 students involved, each of which will dedicate 15 hours to the project. It has commenced with the intent of surveying the entire City.</p> <p>While this is a long-term goal for the city, it is not moving forward at this time.</p> <p>The city has installed 8 pedestrian scaled lights along Pine Street along with 800 linear feet of sidewalk improvements. The city recently completed street improvements to the 300 block of High Street, restoring the historic brick surface and installed ornamental lighting.</p> <p>Applied for a grant which was approved, and the application is in the review process.</p> <p>The city/county are in the process of constructing a trail connecting Cedar and Washington Streets. This trail will serve as a trail head for a county trail terminating in Caroline County.</p>
-----	-----------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

# Housing

(Housing strengths and weaknesses can include affordability, homeownership vs rental, housing stock diversity, housing condition and value, housing programs, foreclosures, residential vacancies, property values, home sale values)

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>Projected increase in net new households which will need housing (600 rental units and 300 for-sale units in the next 20 years)</li> <li>The town added 998 housing units between 2003 and 2013</li> </ul>	<ul style="list-style-type: none"> <li>High level of residential vacancies (1 in 5 homes)</li> <li>Deteriorating homes in the Pine Street neighborhood and throughout the city</li> <li>Large number of renters (62%)</li> </ul>

Desired Outcomes and Progress Measures	Strategies and Action Items	Implementation Partners
<p>Outcome 1: Reduce and Mitigate Housing Vacancies</p> <p>Progress Measures: Properties acquired, and properties renovated</p>	<p>Strategy A: Establish a land bank entity for Cambridge to acquire and rehabilitate vacant and condemned units, working with Dorchester County and with a steering committee made up of multiple stakeholders</p> <p>Strategy B: Adopt a vacant structure/lot receivership ordinance</p> <p>Strategy C: Identify vacant and abandoned properties in the Pine Street Neighborhood and City for receivership/acquisition</p>	<p>Dorchester County, financial institutions, developers, residents</p> <p>The city and county are beginning these conversations.</p> <p>The city is in beginning stages of this conversation.</p> <p>The city completed a market analysis – city-wide with emphasis on the Pine Street neighborhood. The city/county are working through the county’s tax sale process to secure properties for demolition, rehab or new construction. Currently working through the MHT process requirements.</p>
<p>Outcome 2: Improve Housing Quality and Safety</p> <p>Progress Measures: Buildings Inspected</p>	<p>Strategy A: Increase inspections of current and future housing units</p>	<p>DHCD, Dorchester County</p> <p>Beginning those conversations within the city.</p>

[Type text]	<p>Strategy B: Hire an additional building code inspector to increase the number of units that can be inspected</p> <p>Strategy C: Launch a landlord/training education program that property agents and landlords must complete as part of their rental registration</p> <p>Strategy D: Establish a fund for emergency home repairs for low-income homeowners, supplementing fund with grant programs through the Maryland DHCD</p>	<p>The city has hired a Code Enforcement manager and one more full-time inspector.</p> <p>The city is beginning those conversations.</p> <p>The city is beginning those conversations.</p>
<p>Outcome 3: Maintain and Expand Housing Affordability</p> <p>Progress Measures: Number of first-time home buyers and percentage of housing burdened residents</p>	<p>Strategy A: Establish a Housing Trust Fund and make the housing specialist a permanent position in order to help fund renovations and new affordable units</p> <p>Strategy B: Establish a First-Time Homebuyers assistance program, working with non-profit groups and utilizing funding from the Department of Housing and Urban Development</p>	<p>Local non-profit organizations, DHCD</p> <p>The city is beginning those conversations.</p> <p>The city is beginning those conversations</p>

## Quality of Life

(Strengths and weaknesses can include crime, socio-economic demographics, educational opportunities, museums, libraries, historic and cultural assets, civic amenities, faith-based organizations, economic health of households, sense of place, etc)

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• The city is designated as an Arts and Entertainment District which has allowed it to host many arts and culture events for residents</li> <li>• Many faith-based organizations</li> <li>• Historic Pine Street District is one of two historic districts in the town</li> <li>• High-profile tourism destinations like Blackwater Wildlife Refuge, the Harriet Tubman Visitor’s Center, and the Underground Railroad National Park</li> <li>• Connection to the Choptank River creates a water-oriented community</li> <li>• The city has supported the construction of murals around the town to build a sense of community and place</li> </ul>	<ul style="list-style-type: none"> <li>• Trash and Litter on the streets</li> <li>• Poor school system and a lack of alternative education options</li> <li>• Lack of directional signage and materials to guide residents and tourists around the town</li> <li>• Some cultural sites need maintenance or require enhancements</li> </ul>

[Ty

--	--

Desired Outcomes and Progress Measures	Strategies and Action Items	Implementation Partners
<p>Outcome 1: Facilitate Social Cohesion</p> <p>Progress Measures: Number of residents reached/engaged</p>	<p>Strategy A: Develop joint programming with the Empowerment Center</p> <p>Strategy B: Establish a Pine Street Neighborhood group to encourage dialogue between the city and residents</p> <p>Strategy C: Work with residents to create pop-up place making installations.</p>	<p>Empowerment Center</p> <p>The city is beginning those conversations.</p> <p>The group was established with the most recent neighborhood revitalization planning process.</p> <p>Over the summer, the city in conjunction with Habit for Humanity and local citizens held several pop-up events in Cornish Park for the local children.</p>
<p>Outcome 2: Promote what makes Cambridge a unique destination</p> <p>Progress Measures: Number of tourists</p>	<p>Strategy A: Develop TAC signage and wayfinding signs unique to Cambridge</p> <p>Strategy B: Explore the use of place technology like QR Codes, Online Maps, Audio Tours, and Kiosks to engage tourists</p> <p>Strategy C: Develop marketing materials such as brochures to enhance the visitor experience</p>	<p>SHA</p> <p>The city received recommendations in the Working Waterfront Plan and has applied for a grant to begin the process.</p> <p>The city is working on a web page story page and will try to coordinate with all the entities to coordinate our advertising.</p>
<p>Outcome 3: Preserve and enhance cultural landmarks</p> <p>Progress Measures: Projects Completed</p>	<p>Strategy A: Enhance the area around the Harriet Tubman Mural in the downtown area.</p>	<p>DHCD</p> <p>The city has applied for a grant for improvements to this area.</p>



[Type text]

Strategy B: Continue to restore the Phillips Packing House Smokestacks

Eastern Shore Land Conservancy has secured a grant and the restoration is in process.

[Ty

# Local Planning and Land Use

(Strengths and weaknesses in the local planning and land use subject area include but are not limited to zoning, land use, policies, taxes and fees, historical patterns of development, lot sizes and shapes, etc)

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Strong collaboration between the city and the county</li> <li>• County is currently updating its comprehensive plan</li> <li>• Community Development Waterfront Inc. (CDWI) is an entity working with the government to implement the Sailwinds Project</li> <li>• The city has implemented new zoning codes and historic preservation guidelines</li> </ul>	<ul style="list-style-type: none"> <li>• Currently, there are several incomplete development projects</li> <li>• Health Dept – State in County (Will be following up with City on this)</li> </ul>

Desired Outcomes and Progress Measures	Strategies and Action Items	Implementation Partners
<p>Outcome 1: Develop a strong vision for the city and engage key stakeholders in revitalization</p> <p>Progress Measures: Number of residents at community meetings</p>	<p>Strategy A: Continue to engage residents in the plan making process to build support for the comprehensive plan</p> <p>Strategy B: Strengthen relationship with significant land owners such as the Maryland Port Administration and Shore Health</p> <p>Strategy C: Continue efforts with the community engagement in the Pine Street Neighborhood community.</p>	<p>Shore Health, MDOT, Maryland Port Administration, Residents</p> <p>The city will begin the Comprehensive Plan up-date in the calendar years of 2021 and 2022.</p> <p>The city has formed a non-profit organization (CDWI) that will work with the state and various agencies for the redevelopment of the city's waterfront property. The city is currently working with Shore Health with their development proposal for the new location of their facility.</p> <p>Efforts are on-going.</p>

## SIGNATURE LETTER

On behalf of [INSERT *Applicant local government full name*], I hereby approve the application for renewal of the Sustainable Communities designation for [INSERT *Sustainable Community Name*]. I understand that the Disclosure Authorization and Certification from the original Sustainable Communities application continues to apply to the applicant local government, and as such the applicant agrees that not attaching an objection constitutes consent to the information being made available to the public, and a waiver of any rights the applicant may have regarding this information under Maryland's Access to Public Records Act, State Government Article, Section 10-611 et seq. of the Annotated Code of Maryland.

I also confirm that I am named or a former holder of my current title is named as an authorized official for the Sustainable Communities designation for my local government in the Local Government Authorization submitted with the original application.

---

Authorized Signature

---

Type Name and Title

---

Date