

Neighborhood Equity and Inclusion Strategy - Creating an Inclusionary District

Greater Remington Improvement Association

Request for Proposals

April 15, 2019

A. Introduction

The Greater Remington Improvement Association (GRIA) seeks proposals from qualified consulting teams to engage community stakeholders and partners to create a neighborhood Inclusionary District (ID) for Remington. The idea for the ID was inspired by how [The Harlem Children's Zone](#) and the many [Innovation Districts](#) nationwide were formed. The ID will articulate clear inclusion goals; propose actionable recommendations; identify ways to remove barriers, identify partners; set priorities; include accountability measures and propose tracking; and, outline reporting that will bring these recommendations to life.

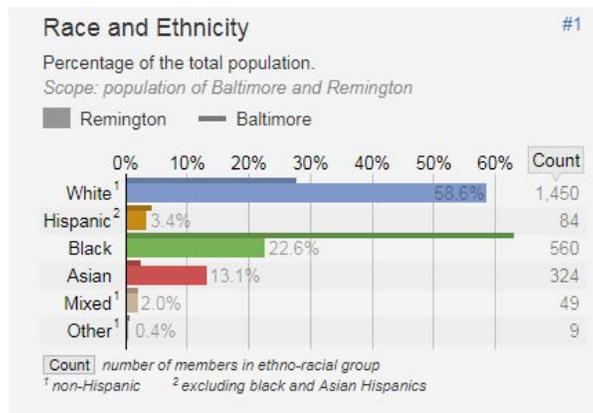
Significant change has come, and will continue to come, to Remington. Through the ID it is our hope that neighbors, businesses, anchor institutions, and developers will work together to reinvent the dynamics of how change is welcomed into the community. Our goals and values, as laid out in the neighborhood's master plan, are inclusive. The ID will ensure that we, the residents of Remington, have a unified and active seat at the table as development is planned for an implemented. By being inclusive and intentional, we can limit displacement and know that what happens in our community happens with us, for us, and not to us.

The Inclusionary District (ID) is a set of guiding principles developed collectively with anchor institutions and developers to govern how community decisions are made, which projects are supported, how jobs remain local, how to protect legacy residents, and how new ideas are both welcomed and included in Remington. It is a platform to unite and empower the community so that those who live and work here feel a sense of pride, ownership, and authorship in helping to shape an inclusive and diverse neighborhood.

B. Background

- **Remington Neighborhood Plan.** Adopted in 2017, The Remington Neighborhood Plan (the Plan) was a collaborative effort by residents, business owners, community associations and interested partners to guide the neighborhood's physical development in the 21st century. The Plan's overarching goal is to ensure that physical, social and environmental development is consistent with the vision of those living and working in the Remington community. Through its goals, policies, and maps, the Plan seeks to create a framework through which changes to the neighborhood and its land use may occur for the benefit of current and future Remington community members.

- **Remington Identity.** Remington’s identity lies within its social character. Those who call the neighborhood home know that generations of families live there, that its history is based in the working class, and that it has evolved into an economically, racially, and ethnically diverse community. The tradition of friendliness and mutual resident concern remains strong. Remingtonians maintain connections in their community in a variety of ways. Most residents take time to socialize with neighbors. Beyond worship facilities, churches provide other community services for neighborhood residents, such as thrift stores, food pantries, tool banks, and community gathering spaces.
- **Remington Development.** Over the last ten years Remington has attracted tremendous private investment and growth from new homeowners, small businesses, and developers. Homeowners and small developers have purchased most of Remington’s vacant rowhomes, a sign that property values are rising. With higher values, comes concerns about affordability for existing residents, especially older adults and lower income individuals and families.
- **Neighborhood Diversity.** According to the Remington Plan, many homes in Remington are generally affordable, but there are concerns about property tax increases resulting from increased home renovation. According to the U.S. Census, in 2010, Remington had a population of 2,476 residents in 947 households. Over half of these households owned their homes. In contrast to the overall loss of population in Baltimore City, Remington’s population increased almost 8 percent since 2000. Remington is one of Baltimore City’s more economically and racially diverse neighborhoods.



C. Preliminary Elements of the Strategy

Key stakeholders throughout Remington desire to supplement the Plan by creating an Inclusionary District that will be formed with community and stakeholder input and will serve as a guide for all who want to develop in Remington, as well as those affected by it. To be clear, members of the community, developers working in the area and Johns Hopkins University, a primary anchor institution, enjoy a solid working relationship and are open to and encourage thoughtful change. They simply wish to develop an ID that ensures all change happens inclusively and transparently. They see Remington as a model for the city, state and country of how a community, key stakeholders, an anchor institution, and a developer can adopt shared goals.

The preliminary elements of the ID strategy are:

General

- The inclusion, in a final report, of a “Best Practices” compilation of relevant programs from across the state or country.
- Build the case for a neighborhood inclusion strategy.
- Provide updated data as a baseline for racial, ethnic, economic, and household type. Summarize analysis of residential real estate market to define the problem.
- Recommend inclusion goals for housing, job creation, free public education (Margaret Brent), and wealth building community engagement.
- Known partners: Remington residents, Remington small businesses, Greater Remington Improvement Association (GRIA), Remington Community Land Trust (RCLT), Church of the Guardian Angel (CGA), Johns Hopkins University (JHU), Seawall Development, Baltimore Museum of Art (BMA), Margaret Brent, and Central Baltimore Partnership (CBP).

Preliminary Goals of the ID

- Development – New development follows goals and guidelines of the Master Plan.
- Affordable housing – Provide housing options that welcome a multi-class and diverse population.
- Job creation – Create prioritized opportunities for residents when new jobs are created in the neighborhood.
- Business – Build upon the existing blend of established and startup businesses that call Remington their home.
- Existing Residents – Ensure that legacy residents feel valued and included in Remington’s evolution.
- New Residents – Give new residents all the tools they need to contribute and get involved with the community and its Plan.
- Landlords – Ensure all landlords provide healthy and safe living conditions for their tenants.
- Anchor Institutions – Create an expectation that they will participate financially and programmatically in support of the Master Plan
- Public Health and Safety – Create a clean and safe outdoor community.
- Family Support – Maintain and increase access to quality, free and affordable education, early child care, and home improvement assistance.
- Inclusionary District Fund – Secure financial contributions from businesses and residents to support the ID

D. RFP Schedule

RFP Issue: April 15th, 2019

Proposals Due: May 31st, 2019

Interviews: June 17th- June 28th

Selection: November 15, 2019

E. Preliminary Schedule

Notice to Proceed:	Start
First Draft	Day 90
Final	Day 120

F. Proposal Outline

- Cover Letter – Explain your team’s interest in this project and the qualities that distinguish your team for this commission.
- Approach – Provide a brief narrative of how your team would approach this exercise including the methodologies used to understand the owner’s needs and desires and how your methodology works to realize such goals.
- Experience – Provide examples of completed work by your team that demonstrate your qualifications for this project. Emphasis will be placed on work done by the team members proposed for this project. List any work undertaken for the Johns Hopkins Institutions, Baltimore City government, or within or nearby the Focus Area by the firm making the submission and/or any of the team members.
- Team Membership – Provide resumes for the primary members of your team listing their roles for this project as well as their experience on similar projects. Provide two references for each team member, preferably a mix of owners and consultants. Provide a list of each person’s availability for this project, including other project commitments. Include a statement that if awarded the project you will dedicate the named staff in their described role for the duration of the project.
- Fees – Provide your proposed fee, exclusive of reimbursable expenses, for the study. Include a breakdown of all fees and all hours by staff. Include current hourly rates for the staff and for each of the consultants assigned to this project. Identify anticipated reimbursables and an estimate of the associated total cost. Provide a fee structure for additional work not included in the proposal that may be considered for add-on work.
- Consulting teams – Provide the names and proposed team members for any consulting teams, sub-consultants, and/or contractors you propose to utilize for this contract. Provide a statement regarding their role on the project, a brief company history, and resumes and references for each team member.

G. Meetings, Reports, and Deliverables

1. At a minimum, the consulting team, including the project manager, will meet with a GRIA workgroup for the following: pre-launch/kick off; 25% completion; 50% completion; 75% completion; and, 100% completion, and; two, (2) presentations of the final product. In addition to the meetings referenced in C.1, the consulting team will list the estimated number of additional meetings and their purpose.
2. The consulting team will provide for review by the client written progress reports that include a brief executive summary to the client at 25% completion; 50% completion; 75% completion; and, a draft final report and accompanying draft summary PowerPoint presentation at 100% completion. All reports will be delivered in PDF format and three (3) bound paper copies of the update reports, ten (10) bound copies of the final report and ten (ten) copies of the summary PowerPoint presentation.

H. Proposal Submission

Questions and submission should be made via email to inclusionarydistrict@griaonline.org.