



Commonwealth of Massachusetts
**DEPARTMENT OF HOUSING &
COMMUNITY DEVELOPMENT**

Charles D. Baker, Governor ♦ Karyn E. Polito, Lt. Governor ♦ Chrystal Kornegay, Undersecretary

**Community Investment Tax Credit
Program**

NOTICE OF FUNDING AVAILABILITY

Issued: January 17, 2017
Response due: February 14, 2017

NOTICE OF FUNDING AVAILABILITY

Community Investment Tax Credit Program

I. INTRODUCTION

The Community Investment Tax Credit Program (CITC Program) was created by Chapter 238 of the Acts of 2012 and is entering its fourth program year. The Department of Housing and Community Development (DHCD) is the administering agency for this Program and is responsible for managing the process by which the tax credits are allocated. The Department regulations for the program are found at 760 CMR 68.00.

The CITC Program is designed to enable local residents and stakeholders to work with and through community development corporations (CDCs) to partner with nonprofit, public, and private entities to improve economic opportunities for low and moderate income households and other residents in urban, rural, and suburban communities across the Commonwealth. CDCs accomplish this through adoption of Community Investment Plans (CIP) to undertake community development programs, policies and activities.

Under the program, Community Development Corporations (CDCs), which have been certified under the provisions of M.G.L Ch. 40H, and Community Support Organizations (CSOs) are eligible to apply to DHCD for selection as a Community Partner and receipt of an allocation of tax credits. Allocation awards may be based on DHCD's determination of the quality of the adopted CIP (in the case of a CDC) or Capacity Building Proposal (in the case of a CSO) and/or DHCD's determination that a previously awarded Community Partner is making adequate progress on utilizing previous credit award(s) and on implementing its CIP or Capacity Building Plan. Credits are allocated to Community Partners and they, in turn, provide credits to donors in exchange for qualified investments made to the Community Partner.

In calendar year 2017, the Department has \$6,000,000 available for credit allocations to eligible applicants. The Department reserves the right to hold a second allocation round if, there remains a credit availability after initial awards.

CITC allocations will be available through calendar year 2019.

II. ELIGIBLE APPLICANTS

CDCs certified by DHCD under the provisions of MGL Ch.40H and CSOs are eligible applicants. CDCs seeking certification must submit a complete package of materials and request DHCD certification no later than January 31, 2017, to be eligible for selection under this NOFA. CSOs are nonprofit organizations that are not CDCs but have a focus on, and track record of providing capacity building services to CDCs. See Exhibit 2 for a list of all currently certified CDCs.

III. USE OF CREDIT ALLOCATIONS

Tax credit allocations awarded to a CDC selected as a Community Partner are available for use by the CDC to facilitate any authorized activity of the CDC and implementation of its Community Investment Plan.

Tax credit allocations awarded to a CSO selected as a Community Partner are available for use by the CSO to facilitate any authorized activity of the CSO and implementation of its Capacity Building Proposal. DHCD may require a selected CSO to assist DHCD-identified CDCs most in need of capacity building experience.

IV. CREDIT ALLOCATION AMOUNT

Eligible CDCs and CSOs seeking a 2017 tax credit allocation may make a tax credit allocation request between \$50,000 and \$150,000. The amounts awarded to individual Community Partners may vary. DHCD reserves the right to reduce the amount of the award from the requested amount. DHCD reserves the right to make conditional allocations. Additionally, DHCD reserves the right to reject any applications submitted.

Under the CITC program, pursuant to M.G.L. c. 63, Sec. 38EE, DHCD is required to ensure that minimum assistance levels are provided to Community Partners located in or serving Gateway municipalities (as defined at M.G.L. c. 23A, Sec. 3A) and rural areas (a municipality with a population of less than 7,500 or a group of municipalities, 75% or more of which have populations of less than 7,500).

V. APPLICATION PROCESS

All applicant organizations must submit materials to DHCD comprised of the following, as applicable:

A. Submission Materials

1. Cover Sheet

All applicants must submit a completed cover sheet (Exhibit 1) in hard copy with an original signature of the CEO of the applicant organization.

2. Community Investment Plan (CDCs) or Capacity Building Proposal (CSOs)

This section is applicable to all first-time tax credit applicants and select Community Partners as referenced in Exhibit 2.

Community Investment Plan (CDCs)

Format of all CIP submissions must conform to the outline included in this NOFA (Exhibit 3). First-time CDC applicants which have not previously received a tax credit allocation, must submit a completed Community Investment Plan (CIP). CDC applicants previously selected as a Community Partner in program year 2014 must submit a complete and updated CIP (Exhibit 2). *Specific updates and accomplishments must be noted for each element. Updates may be listed in a separate document, as prescribed in Section 5(A)(3) of this NOFA.*

A CIP is an organizational business plan that details a CDC's goals, outcomes, strategies, programs and activities for a 3 to 5 year period and its financial plans for supporting its strategy. The CIP will be valid, for CITC application purposes, for three years from date of submission to DHCD. A CIP must be designed to engage local residents and businesses to work together to undertake community development programs, projects and activities which develop and improve urban, rural or suburban communities in sustainable ways that create and expand economic opportunities for low and moderate income households.

The CIP serves to summarize, in nine elements, the overall community development approach taken in the CDC service area and benefitting the organization's constituencies. The CIP can reference various documents approved by the organization's Board, but *it is important that the CIP reflect a comprehensive, coherent approach to the CDC's community development priorities.*

The CIP may reference or incorporate findings of relevant plans and analyses that have been completed and used for decision-making purposes by the CDC. Such plans may include but are not limited to, strategic plans (economic development, housing, or neighborhood revitalization), market studies, needs assessments, and community organizing, leadership development or empowerment strategies.

Community development is defined as physical development, including affordable housing and commercial real estate development and preservation; community planning pertaining to physical and economic development; economic development, including business assistance and development; and asset development to build the economic capacity, mobility, and stability of low-income persons (e.g., homeownership assistance, financial education, foreclosure prevention, Individual Development Accounts (IDAs) and savings programs, and job training and creation programs).

CITC applications must document that a CIP was discussed and adopted by the Board of Directors of the applicant CDC. Adoption of the CIP may occur after submission of an application but within 30 days of said application. Compliance with this requirement must be documented by copies of meeting agendas, attendance lists and minutes. Minutes must reflect that the CIP was presented and discussed by the Board.

Capacity Building Proposal (CSOs)

Format of all Proposal submissions must conform to the outline included in this NOFA (Exhibit 4). First-time CSO applicants which have not previously received a tax credit allocation, must

submit a completed Capacity Building Proposal. CSO applicants previously selected as a Community Partner in program year 2014 must submit an updated Proposal. *Specific updates and accomplishments must be noted for each element. Updates may be listed on a separate document, as prescribed in Section 5(A)(3) of this NOFA.*

The Proposal serves to summarize, in four elements, the ability of the CSO to provide effective capacity-building services to CDCs.

3. Community Partner Statement

This section is applicable to all previously selected Community Partner applicants.

Previously selected Community Partners, including CDCs and CSOs, must submit a (1) Statement of Progress and (2) demonstration of adequate utilization of previous credit awards.

The Statement of Progress must list each element of the Community Partner's CIP or Capacity Building Proposal and describe, for each, the specific areas of advancement and implementation. All elements must be included in the statement of progress. If an element has no activity to report, the Community Partner must make note. Additionally, Community Partners submitting an updated CIP or Capacity Building Proposal, must also submit a statement of progress and additionally include specific plan updates for each element.

Adequate utilization of previous credit awards may be demonstrated by reporting the amount of credits utilized versus awarded (information subject to verification by DHCD), discussion of funds raised, to-date, as a result of CITC, discussion of donor pipeline and/or changes in the Community Partner's donor pool. Specific donor lists should not be included in the response.

4. Other Materials

All applicants may submit additional materials – press coverage, maps, charts, budgets and exhibits in support of an application as attachments. No more than ten (10) additional pages of attachments may be submitted.

VI. Scoring Criteria

1. First-Time CDC & Select Community Partner Applicants

DHCD will review the submitted CIP and its individual elements to determine the overall quality of the Plan including completeness, whether the combined set of elements provides a coherent Plan document, and the history and track record of the CDC in accomplishing its goals and performing activities.

Maximum points that may be awarded for each element of the plan are listed below. CIPs scoring less than fifty (50) points will be determined not to meet the minimum threshold and will not receive a credit allocation.

<u>Section 1</u>	
Community or Constituency(ies) to be served by the organization	7 points
<u>Section 2</u>	
Involvement of community residents and stakeholders	20 points
<u>Section 3</u>	
Plan goals	7 points
<u>Section 4</u>	
Activities to be undertaken	7 points
<u>Section 5</u>	
How success will be measured and/or evaluated	10 points
<u>Section 6</u>	
Collaborative efforts to support implementation	10 points
<u>Section 7</u>	
Integration of activities/consistency with community strategy and vision	7 points
<u>Section 8</u>	
Financing strategy	12 points
<u>Section 9</u>	
History, track record and sustainable development	20 points
 <u>Community Investment Plan Total</u>	 100 points

2. First-Time and Select CSO Applicants

CSO proposals will be evaluated on the extent to which responses address the following criteria. Maximum points that may be awarded for each element of the proposal are listed below. See Exhibit 4 for additional detail regarding content of the Elements. Capacity Building Proposals scoring less than fifty (50) points will be determined not to meet the minimum threshold and will not receive a credit allocation.

<u>Section 1</u>	
Proposed Workplan	25 points
<u>Section 2</u>	
Effectiveness of the proposed activities	25 points
<u>Section 3</u>	
Feasibility of proposed activities	25 points
<u>Section 4</u>	
Availability of staff expertise to accomplish the workplan	25 points
 <u>Capacity Building Proposal total</u>	 100 points

3. Community Partner Applicant Criteria (seeking subsequent year credit allocation)

DHCD will review the CDC's or CSO's submission to determine that the Community Partner (1) has demonstrated adequate progress implementing its CIP or Capacity Building Proposal, (2) demonstrated adequate progress utilizing past credit awards, (3) is in full compliance with its CITC program requirements and (4) has requested an allocation amount that does not exceed the maximum allowable cumulative amount of \$150,000 in 2017. Community Partners required to submit an updated Community Investment Plan (CIP) or Capacity Building Proposal with this application, must also receive a minimum score of fifty (50) to be considered for a 2017 credit allocation. Statements of credit utilization are subject to verification by DHCD.

VII. Allocation Determinations

First-Time Allocation

Tax credit allocations will be awarded in varying amounts based on DHCD's determination of the quality of the submitted CIP (CDCs) or Capacity Building Proposal (CSOs) and the track record of the CDC or CSO. DHCD's allocation decisions will reflect the Department's determination that investment of tax credits in an organization is supported by the application materials submitted.

CDC and CSO applicants must receive at least fifty (50) percent of the available points to qualify for selection as a Community Partner and a \$50,000 minimum allocation of tax credits.

Allocation amounts greater than the minimum amount will generally be based on the range of scores received, such that:

- applications receiving at least 50 and up to 65 points may receive allocations of up to \$75,000,
- applications receiving at least 66 and up to 80 points may receive allocations of up to \$100,000,
- applications receiving at least 81 and up to 100 points may receive allocations of up to \$150,000.

Subsequent Year Allocations

Subsequent year allocations will be made in varying amounts to previously selected Community Partners and will be dependent, in part, upon the total amount of credits requested and their availability. Individual allocation amounts will be determined based upon the quality of the Community Partner's responsiveness to the requirements in this NOFA including, but not limited to, a clear and verified demonstration of adequate utilization of past credit amounts.

Community Partners required in this round to submit an updated Community Investment Plan (CIP) or Capacity Building Proposal must also score a minimum of fifty (50) points to receive a 2017 credit allocation.

DHCD reserves the right to make conditional credit allocations to previously selected Community Partners not meeting the requisite Community Partner Applicant criteria at the time of their 2017 application. Conditional awards will only be considered for applicants with a demonstrated track record of making adequate progress towards meeting the requisite applicant criteria.

VIII. Application Submission Procedures

Application and 2017 credit requests submitted by 3:00 PM on February 14, 2017, will be reviewed for credit allocation.

Applications should be submitted electronically as .pdf documents.

1. The completed application cover page (Exhibit 1) with the original signature in ink of the applicant's chief executive officer must be sent via U.S. mail or other delivery and postmarked by February 14, 2017. Cover pages should be sent to:

MA Department of Housing and Community Development
Division of Community Services
100 Cambridge Street, Suite 300
Boston, MA 02114
Attention: CITC Program

2. Applications should be emailed to: Jennifer.Constable@state.ma.us Fax submissions will not be accepted.
3. It is the responsibility of the applicant to ensure that its application is received by DHCD.
4. Applications submitted by first-time CDC applicants and Community Partner CDCs required to submit an updated CIP (see Exhibit 2), must be typed in 12 point font and contain a maximum eighteen (18) page CIP, maximum ten (10) pages of other attachments, adoption documentation, and the Cover page.

Applications submitted by first-time CSO applicants and select Community Partner CSOs required to submit an updated Capacity Building Proposal (see Exhibit 4), must be typed in 12 point font and contain a maximum eight (8) page Capacity Building Proposal, and maximum ten (10) pages of other attachments, and the Cover Page.

Applications from Community Partner applicants must be typed in 12 point font and contain a maximum ten (10) page Statement of Progress, demonstration of credit utilization, maximum ten (10) pages of other attachments, and the Cover page. Select Community Partners (see Exhibit 2) submitting an updated CIP or Capacity Building Proposal must also submit a maximum ten (10) page Statement of Progress and demonstration of credit utilization. Community Partners are limited to a maximum of ten (10) pages of other attachments and the Cover Page.

5. DHCD reserves the right to request additional information from applicants during the review process and to use other available information as may be necessary in order to complete its review.
6. Applicants are encouraged to consult with DHCD's Community Development staff to discuss their proposals in advance of application submission. Please contact Jennifer Constable, Community Development Deputy Manager, at (617) 573-1534 or jennifer.constable@state.ma.us, if you have any questions.

IX. General

DHCD reserves the right to use other available information regarding an applicant's history, experience and past performance as a DHCD grantee or borrower (as applicable) when evaluating applications, including whether the applicant has:

- Met prior work plan objectives in a timely and proper manner in accordance with an approved budget, and otherwise performed effectively,
- Complied with the Terms and Conditions of previous contracts,
- Conducted due diligence, closed loans and constructed projects in accordance with applicable requirements, and
- Maintained compliance with applicable programmatic and legal requirements for any required period of affordability.

Cover Page Massachusetts Department of Housing and Community
Development
2017

Community Investment Tax Credit Program
Community Partnership and Tax Credit Allocation Application

Applicant Organization

Name:	
Address:	
Email:	
Phone:	

Amount of Credit Allocation Requested

2017 \$ _____

Community Investment Plan (CIP) Adoption status

Adopted: ___ / ___ / ___

(Signature below attests that adoption has occurred; attach documentation)

Scheduled for adoption: ___ / ___ / ___

(Scheduled adoption and submission of documentation must be within 30 days of application)

Set-Aside Applicants

	Application for selection as a Community Partner serving a Gateway Municipality
	Application for selection as a Community Partner serving a Rural Area (attach documentation)

Name and Title (Print):	
Date:	
Signature:	

CERTIFIED COMMUNITY DEVELOPMENT CORPORATIONS (AS OF DECEMBER 20, 2016)	COMMUNITY PARTNERS	COMMUNITY INVESTMENT PLAN (CIP) UPDATE REQUIRED
ACT Lawrence	ACT Lawrence	
Allston Brighton CDC	Allston Brighton CDC	√
Asian CDC	Asian CDC	√
Brookline Improvement Coalition		
CDC of So. Berkshire	CDC of So. Berkshire	√
CEDC	CEDC	√
Coalition for a Better Acre	Coalition for a Better Acre	√
Codman Square NDC	Codman Square NDC	√
Community Dev. Partnership	Community Dev. Partnership	√
Community Teamwork	Community Teamwork	√
Domus Inc.		
Dorchester Bay EDC	Dorchester Bay EDC	√
Downton Taunton Foundation	Downton Taunton Foundation	√
Dudley Neighbors Inc.	Dudley Neighbors Inc.	
Fenway CDC	Fenway CDC	√
Franklin County CDC	Franklin County CDC	√
Haborlight Community Partners	Haborlight Community Partners	
HAC Cape Cod	HAC Cape Cod	√
HAP Housing	HAP Housing	
Hilltown CDC	Hilltown CDC	√
Homeowner's Rehab	Not applicable not applicable	
Housing Nantucket	Housing Nantucket	
Housing Corp. of Arlington	Housing Corp. of Arlington	√
Inquilinos Boricuas en Accion	Inquilinos Boricuas en Accion	
Island Housing	Island Housing	√
JPNDC	JPNDC	√
Just-a-Start Corporation	Just-a-Start Corporation	
Lawrence Community Works	Lawrence Community Works	√
Lena Park	Lena Park	
Madison Park CDC	Madison Park CDC	√
Main South CDC	Main South CDC	√
Metro West Collaborative Dev.	Metro West Collaborative Dev.	
Mission Hill NHS	Not applicable not applicable	
NeighborWorks of Southern MA	NeighborWorks of Southern MA	√
No. Shore Comm. Dev. Coalition	No. Shore Comm. Dev. Coalition	√
NOAH	NOAH	√

CERTIFIED COMMUNITY DEVELOPMENT CORPORATIONS (AS OF DECEMBER 20, 2016)	COMMUNITY PARTNERS	COMMUNITY INVESTMENT PLAN (CIP) UPDATE REQUIRED
Nuestra Comunidad	Nuestra Comunidad	√
Oak Hill CDC	Oak Hill CDC	√
Olde Holyoke Dev. Corp.	Olde Holyoke Dev. Corp.	
Pittsfield Economic Revit		
Quabog Valley CDC	Quabog Valley CDC	√
Quincy Geneva Housing Corp.		
Revitalize CDC	Revitalize CDC	
SMOC	SMOC	
Somerville Community Corp.	Somerville Community Corp.	√
South Boston NDC	South Boston NDC	√
Southwest Boston CDC	Southwest Boston CDC	√
Springfield NHS	Springfield NHS	√
The Neighborhood Corp.		
The Neighborhood Developers	The Neighborhood Developers	√
New Vue Communities	New Vue Communities	√
Urban Edge	Urban Edge	√
Valley CDC	Valley CDC	√
Viet Aid	Viet Aid	√
Watch CDC	Watch CDC	√
WHALE	WHALE	
Worcester Common Ground	Worcester Common Ground	
Worcester Community Hsg		
Worcester East Side CDC		
Community Support Organizations & Community Partners		Capacity Building Proposal Update Required
Massachusetts Association of Community Development Corporations (MACDC)		√
Local Initiative Services Corporation of Boston (LISC)		√

Massachusetts Department of Housing and Community Development Community Investment Tax Credit Program CDC Community Investment Plan (CIP)

A complete CIP must address each of the following nine (9) elements. The Plan may reference other documents and summarize their content but must present complete responses to the required information indicated in the Section descriptions. The adopted Plan may not exceed eighteen (18) pages, not including the Cover page.

Section 1

Community or Constituency(ies) to be served by the organization

This section must clearly identify the neighborhoods, towns and/or cities to be served including population, demographics and geographic characteristics and/or identify the particular constituency(ies) to be served – population, demographics and geographic characteristics.

Section 2

Involvement of community residents and stakeholders

This section must provide a description and evidence of resident and stakeholder engagement in the organization. Describe the degree to which residents and stakeholders were engaged in the development of the Plan. Include examples of engagement activities, numbers of events, participation figures, and other quantified measures.

Describe the role residents and stakeholders have in monitoring and implementing Plan activities. Include examples of current and projected roles to be played, number and type of opportunities for involvement and the mechanisms for monitoring progress.

Section 3

Plan goals

This section must clearly identify the goals of the CIP. It must identify how low and moderate income households and other constituencies will benefit from achieving the goals, and identify how the entire community will benefit from achieving the goals

Section 4

Activities to be undertaken

This section must clearly describe the activities to be undertaken under the Plan including community development activities consistent with the Program definition of community development activities (see Submission Content, Section II.). The materials must clearly identify the expected impact the activities will have on the identified goals and the community/constituency(ies) to be served.

Section 5

How success will be measured and/or evaluated

This section must describe the tools and methodologies to be used to measure the impact/outcomes associated with undertaking the goals, programs, policies and activities in the Plan. Identify the evaluation process, the participants in the process and the role(s) they will play.

Section 6

Collaborative efforts to support implementation

This section must identify existing and proposed collaborative relationships with other stakeholders, such as nonprofits, businesses, state and municipal government. Identify known collaborators when possible. Clearly identify the role of existing and proposed collaborations in supporting implementation of the Plan including the financing strategy, as applicable.

Section 7

Integration of activities/consistency with community strategy and vision

This section must describe the interaction and interrelationship of Plan activities to be undertaken, including how the Plan fits into a larger vision or strategy for the entire community. It must describe how the Plan is consistent with other specific neighborhood, community or regional plans.

Section 8

Financing strategy

This section must describe how the CDC will finance implementation of the Plan's activities. It must demonstrate an understanding of the availability of financing sources and their applicability to implementation of the Plan. It must describe the CDC's past experience in using the proposed financing sources.

The Section should identify the level of commitment of other funding sources to implement the Plan including capacity and strategies related to donations that result from available investment tax credits.

Section 9

History, Track Record and Sustainable Development

This section must address two additional topics. It must provide a record or listing of examples demonstrating the CDC's history and track record of past practices and approaches to the financing and implementation of proposed activities in the Plan. It must also provide narrative and examples of the Plan's consistency with the Commonwealth's Sustainable Development Principles (see Exhibit 5).

Massachusetts Department of Housing and Community Development Community Investment Tax Credit Program CSO Capacity Building Proposal

A complete Capacity Building proposal must address each of the following four (4) elements. The Proposal may reference other documents and summarize their content but must present complete responses to the required information indicated in the Section descriptions. The Proposal may not exceed eight (8) pages, not including the Cover page.

Section 1

Proposed Workplan

This section must identify the existing and proposed range of services available to assist CDCs. Describe the applicability of the services to the needs of CDCs. Identify a typical services schedule during which the CSO will provide services.

Section 2

Effectiveness of the proposed activities

This section must provide evidence that the proposed activities will result in increased CDC capacity to plan and implement community development activities and attract donors. Provide evidence that the proposed capacity-building activities have proven effective for past recipients.

Section 3

Feasibility of proposed activities

This section must describe how activities will be accomplished within the proposed timeframe. Provide justification for a determination that the proposed costs are reasonable and that the organization has funding and resources sufficient to perform the proposed tasks and activities.

Section 4

Availability of staff and/or expertise to accomplish the workplan

This section must provide documentation that the CSO has sufficient staffing, with the required skills, knowledge and experience to provide capacity-building services, and/or the management ability and demonstrated experience to oversee consultants to accomplish the proposed tasks.

Sustainable Development Principles

The Commonwealth of Massachusetts shall care for the built and natural environment by promoting sustainable development through integrated energy and environment, housing and economic development, transportation and other policies, programs, investments, and regulations. The Commonwealth will encourage the coordination and cooperation of all agencies, invest public funds wisely in smart growth and equitable development, give priority to investments that will deliver good jobs and good wages, transit access, housing, and open space, in accordance with the following sustainable development principles. Furthermore, the Commonwealth shall seek to advance these principles in partnership with regional and municipal governments, non-profit organizations, business, and other stakeholders.

1. Concentrate Development and Mix Uses

Support the revitalization of city and town centers and neighborhoods by promoting development that is compact, conserves land, protects historic resources, and integrates uses. Encourage remediation and reuse of existing sites, structures, and infrastructure rather than new construction in undeveloped areas. Create pedestrian friendly districts and neighborhoods that mix commercial, civic, cultural, educational, and recreational activities with open spaces and homes.

2. Advance Equity

Promote equitable sharing of the benefits and burdens of development. Provide technical and strategic support for inclusive community planning and decision making to ensure social, economic, and environmental justice. Ensure that the interests of future generations are not compromised by today's decisions.

3. Make Efficient Decisions

Make regulatory and permitting processes for development clear, predictable, coordinated, and timely in accordance with smart growth and environmental stewardship.

4. Protect Land and Ecosystems

Protect and restore environmentally sensitive lands, natural resources, agricultural lands, critical habitats, wetlands and water resources, and cultural and historic landscapes. Increase the quantity, quality and accessibility of open spaces and recreational opportunities.

5. Use Natural Resources Wisely

Construct and promote developments, buildings, and infrastructure that conserve natural resources by reducing waste and pollution through efficient use of land, energy, water, and materials.

6. Expand Housing Opportunities

Support the construction and rehabilitation of homes to meet the needs of people of all abilities, income levels, and household types. Build homes near jobs, transit, and where services are available. Foster the development of housing, particularly multifamily and smaller single-family homes, in a way that is compatible with a community's character and vision and with providing new housing choices for people of all means.

7. Provide Transportation Choice

Maintain and expand transportation options that maximize mobility, reduce congestion, conserve fuel and improve air quality. Prioritize rail, bus, boat, rapid and surface transit, shared-vehicle and shared-ride services, bicycling, and walking. Invest strategically in existing and new passenger and freight

transportation infrastructure that supports sound economic development consistent with smart growth objectives.

8. Increase Job and Business Opportunities

Attract businesses and jobs to locations near housing, infrastructure, and transportation options. Promote economic development in industry clusters. Expand access to education, training, and entrepreneurial opportunities. Support the growth of local businesses, including sustainable natural resource-based businesses, such as agriculture, forestry, clean energy technology, and fisheries.

9. Promote Clean Energy

Maximize energy efficiency and renewable energy opportunities. Support energy conservation strategies, local clean power generation, distributed generation technologies, and innovative industries. Reduce greenhouse gas emissions and consumption of fossil fuels.

10. Plan Regionally

Support the development and implementation of local and regional, state and interstate plans that have broad public support and are consistent with these principles. Foster development projects, land and water conservation, transportation and housing that have a regional or multi-community benefit. Consider the long-term costs and benefits to the Commonwealth.