

Capital for Communities Scorecard

Tool Questions

*Martha Fedorowicz, Solomon Greene, Brett Theodos, Elizabeth Burton, and
Kathryn Reynolds*

September 2022

The questions listed below are the full set of questions in the Capital for Communities Scorecard tool. We recommend that tool users review these questions before accessing the tool so they can gather any documents that could help them prepare responses. Questions that end in “more information” include a clickable tool tip in the online version that includes additional guidance for how to respond to the question.

Users will not be asked all the questions below. In the General Information section of the tool, users can choose between residential, commercial, and industrial projects and operating businesses, or they can choose a combination of types for mixed-use projects; they will then only be given questions that correspond to that project type. For residential projects, users must also select whether the housing being developed is primarily for sale or for rent, and they will receive a set of questions relevant to that housing type. The following codes indicate which questions are asked for which project types: Res = Residential; Com = Commercial; Ind = Industrial; Opp = Operating Business.

Most questions in the six impact area sections are yes/no or multiple choice. For some questions, responding in a certain way will prompt users to answer another sub question. These are indicated in this document with indentation and bolded language at the beginning of the question (e.g., “**If ‘Yes’**”). The tool also allows users to provide narrative responses when doing so would help validate a response to a required question or elaborate on how a project might deliver social impact beyond what is covered by the required questions. These optional responses appear in the Scorecard, but they

do not count toward the project's score. They are indicated below in questions that begin with "show your work" or "briefly describe," or "list..."

General Information

Project Name:

Please provide a 1-3 sentence description of the project:

Project address (if known):

Project tract (if known):

Project type (select all that apply): **Residential** – **Commercial** – **Industrial** – **Operating business**

Organization or project sponsor name:

Name of person completing the tool:

Name of other people consulted in filling out the tool (optional):

Estimate project size (\$):

Will the project financing include federal, state, or local public subsidy (e.g., HOME or CDBG), tax credits (e.g., LIHTCs or NMTCs) or tax incentives (e.g., Opportunity Zones or local tax abatements)?

If "Yes": Will the project receive Opportunity Zone financing?

[Project type = Res, Com, Ind] What phase is the project currently in? (select one):

Exploring the tool on a hypothetical project

Early planning

Predevelopment

Under construction

Built

[Project type = Opp] What phase of the business's development are you currently in? (select one)

Exploring a hypothetical business

Early planning

Secured financing

[Project type = All] Show your work: Define the “neighborhood” for which this scorecard will estimate impacts. More information.

Community Goals and Priorities

[Project type = All] Has the project sponsor consulted recent community plans for the neighborhood?

If “Yes”: Show your work: List the name(s) and year(s) of the community plan(s) consulted.

[Project type = All] Did the project sponsor engage local elected officials or public agencies?

If “Yes”: Show your work: List the names of the local elected officials or public agencies that were engaged and describe how they were engaged.

[Project type = All] Has the project sponsor engaged residents and community members in the neighborhood?

If “Yes”: Has the project sponsor taken affirmative steps to engage members of the community who (1) have historically experienced discrimination, (2) face the greatest barriers to accessing economic opportunities, (3) have been disproportionately exposed to environment harms, and/or (4) have been left out of past community engagement activities? More information.

If “Yes”: Has the project sponsor incorporated insights from community members in project design?

If “Yes”: Show your work: Describe who was engaged, how they were engaged in the project’s development, and how the project reflects community input. If community opposition to the project exists, describe the nature of that opposition.

[Project type = All] Is the project sponsor a community-based organization that represents neighborhood residents, a resident of the neighborhood, or a business owner in the neighborhood?

[Project type = All] Is a mechanism in place to hold the project sponsor accountable to commitments, such as obligations that come with public funding, a Community Benefits Agreement, or a project-specific community advisory board?

[Project type = All] Based on the priorities and needs identified through community engagement or consulted plans, rank the following six priorities for community residents in order of 1 to 6, with 1 being the highest priority and 6 being the lowest priority.

Accessible, high-quality jobs

Community wealth building

Affordable and accessible housing

Environment and open spaces

Health, social services, and cultural amenities

Transportation and connectivity

Accessible, High-Quality Jobs

[Project type = All] How many new permanent full-time jobs will the project create? More information.

0

1-19

20-99

100 or more

[Project type = All] How many short-term full-time jobs will the project create? More information.

0-9

10-49

50 or more

If response to question 1 or 2 in this section is any answer besides 0 for either question:

What share of jobs, short and long term, offer a living wage?

50% or less

51-99%

100%

If response to question 1 or 2 in this section is any answer besides 0 for either question:

What share of jobs, short and long term, are subject to local hiring preferences or a locally sourced worker target that includes the neighborhood as defined earlier?

Less than 15%

15% or more

30% or more

If response to question 1 or 2 in this section is any answer besides 0 for either question:

Briefly describe the local hiring preferences or targets and any reporting requirements.

If response to question 1 or 2 in this section is any answer besides 0 for either question: Do the created long-term jobs align with the skills and education of the neighborhood workforce?

If response to question 1 or 2 in this section is any answer besides 0 for either question:

Briefly describe how the jobs created align with the skills of the neighborhood's workforce.

If response to question 1 or 2 in this section is any answer besides 0 for either question:

Does the project sponsor or principal have a history of providing jobs for populations facing employment barriers on previous projects?

If response to question 1 or 2 in this section is any answer besides 0 for either question: Do

the project's hiring guidelines include practices that reduce obstacles for populations facing employment barriers, such as antidiscrimination protections beyond those required by federal and state law?

If response to question 1 or 2 in this section is any answer besides 0 for either of these questions: Will the project offer career ladders or pathways for mobility for entry-level and lower-wage employees, such as apprenticeships or on-the-job training opportunities?

On-the-job training opportunities in excess of two weeks' paid time over the course of the year

Apprenticeships

Other career ladders or pathways for mobility

If response to question 1 or 2 in this section is any answer besides 0 for either question: Will the lowest-wage permanent job supported by the project include paid time off?

If response to question 1 or 2 in this section is any answer besides 0 for either question: Will the lowest-wage permanent job supported by the project include paid family leave?

If response to question 1 or 2 in this section is any answer besides 0 for either question: Will the lowest-wage permanent job supported by the project include company-sponsored health care?

If response to question 1 or 2 in this section is any answer besides 0 for either question: Will the lowest-wage permanent job supported by the project include company-sponsored retirement options?

Community Wealth Building

[Project type = All] Is the project more than 50 percent owned by women?

[Project type = All] Is the project more than 50 percent owned by people from historically underrepresented racial or ethnic groups?

[Project type = All] Is the project more than 50 percent owned by people who are economically disadvantaged?

[Project type = All] Does the project owner qualify as a small business, defined as having fewer than 10 employees or revenues of less than \$1 million?

[Project type = All] Will more than 30 percent of the project's contracting or sourcing qualify under existing local minority business enterprise or women business enterprise business standards? More information.

[Project type = All] Will more than 30 percent of the project's contracting or sourcing come from small businesses?

[Project type = Com, Ind, & Opp] Will the project directly expand or incubate new entrepreneurs, such as through a business incubator or accelerator?

[Project type = Opp] Will the project include a wealth building mechanism for employees, such as an employee stock ownership plan or cooperative ownership?

If "Yes": Briefly describe how the project will help employees build wealth.

[Project type = Res, Com, Ind] Will the project require demolition or displacement of commercial real estate currently occupied by neighborhood small or local businesses, entrepreneurs, or nonprofits?

[Project type = Com] Will the project create office or commercial space at below-market prices affordable to neighborhood small or local businesses, entrepreneurs, or nonprofits?

Affordable and Accessible Housing

[Project type = Com, Ind] Will the project require the demolition of any existing occupied housing (subsidized or unsubsidized units)?

If “Yes”: Will all residents displaced from demolished units be responsibly relocated? More information.

If “Yes” to this sub-question: Briefly describe plans for responsible relocation.

[Project type = Com, Ind, Opp] Does the project sponsor offer employer-assisted housing benefits to employees?

[Project type = Com, Ind, Opp] Does the project sponsor contribute to a local or regional affordable housing development fund or a nonprofit affordable housing development organization at a meaningful level and above any legally required contributions (e.g., through state or local taxes or impact fees)? More information.

[Project type = Res] Will the project require the demolition or substantial rehabilitation of any existing occupied housing (subsidized or unsubsidized units)?

If “Yes”: Will the project replace the demolished units with an equal or greater number of units affordable at the same level?

If “Yes”: Will all residents displaced from demolished or rehabilitated units be responsibly relocated or have a right to return? More information.

If “Yes” to this sub question: Briefly describe plans for responsible relocation and guaranteeing a right to return.

[Project type = Res] Is this project producing, rehabilitating, or preserving rental housing, owner-occupied housing, or both?

Owner-occupied

Rental

Both

Owner-Occupied Questions

[Project type = Res]: Will any of the owner-occupied units be affordable to households with income at or below 100 percent of the area median income?

[Project type = Res]: Will any of the owner-occupied units be affordable to households with income at or below 80 percent of the area median income?

If “Yes” to either of above questions: Does the project sponsor or developer have a plan and established partnerships with community-based organizations to market units to low-income neighborhood residents?

[Project type = Res]: Do any of the produced, rehabilitated, or preserved owner-occupied units have long-term or permanent affordability restrictions? More information.

If response to this question is “Yes”: Briefly describe the terms of the affordability restrictions, including income targets, affordability period, and share of units covered.

[Project type = Res] Will 50 percent or more of the owner-occupied units developed be priced at or above 150 percent of the current median home value in the neighborhood? More information.

[Project type = Res] Will common-use areas and at least 5 percent of the owner-occupied units constructed, rehabilitated, or preserved be accessible to people with mobility impairments, using the standards for accessibility included in the Uniform Federal Accessibility Standards or a standard that is equivalent or stricter?

If response to this question is “Yes”: Does the project sponsor or developer have a plan and established partnerships with community-based organizations to market accessible units to people with disabilities?

Rental

[Project type = Res] The rental units that will be produced, rehabilitated, or preserved are in... More information.

A high-cost area or a rapidly appreciating area that is facing market pressures or demographic changes

An area with persistently high poverty rates

A neighborhood that is not experiencing rapid appreciation or high levels of poverty

If response to question 3 in this section is “A high-cost area or a rapidly appreciating area that is facing market pressures or demographic changes” or “A neighborhood that is not experiencing rapid appreciation or high levels of poverty”: What share of the rental units that will be produced or preserved are affordable to residents with incomes at or below 80 percent of the area median income? More information.

50% or more

11–49%

1–10%

0%

If response is “50% or more,” “11–49%,” or “1–10%,” to “What share of the rental units that will be produced or preserved are affordable to residents with incomes at or below 80 percent of the area median income?: Will any of the units be affordable to residents with incomes at or below 50 percent of the area median income?

If response to question 3 in this section is “An area with persistently high poverty rates”: What share of the rental units that will be produced or preserved are affordable to residents with incomes at or below 100 percent of the area median income?

50% or more

11–49%

1–10%

0%

If “1–10%,” “11–49%,” or “50% or more” for any above questions [Project type = Res]: Does the project sponsor or developer have a plan and established partnerships with community-based organizations to market units to low-income neighborhood residents?

[Project type = Res]: Does the project sponsor commit to renting units to voucher holders if they qualify and not discriminating based on source of income? More information.

[Project type = Res]: Does the project include permanent supportive rental housing to address the needs of people who are homeless or otherwise unstably housed, experience multiple barriers to housing, or are unable to maintain housing stability without supportive services? More information.

[Project type = Res]: What share of the rental units include long-term or permanent affordability restrictions? More information.

15% or more

1-14%

None

If response to this question is “15% or more” or “1-14%”: Briefly describe the terms of the affordability restrictions, including income targets and affordability period.

[Project type = Res] Will 50 percent or more of the rental units developed be priced at or above 150 percent of current median rents in the neighborhood? More information.

[Project type = Res] Will common use areas and at least 5 percent of the rental units constructed, rehabilitated, or preserved be accessible to people with mobility impairments, using the standards for accessibility included in the Uniform Federal Accessibility Standards or a standard that is equivalent or stricter?

If response to this question is “Yes”: Does the project sponsor or developer have a plan and established partnerships with community-based organizations to market accessible units to people with disabilities?

Environment and Open Spaces

[Project type = Res, Com, Ind] Will the project be built to green or energy-efficient national or local standards? More information.

If “Yes”: List the applicable project certifications and/or standards.

[Project type = Opp, Com, Ind] Will the project be operated as a green and sustainable business as measured by a nationally or locally recognized standard? More information.

If “Yes”: List the applicable certifications and/or standards.

[Project type = Com, Ind, Opp] Will the project produce a product or service that preserves, conserves, or restores the natural environment or addresses climate change?

[Project type = Res, Com, Ind] Will the project directly improve environmental conditions in the neighborhood (for example through site remediation or waste reduction)?

[Project type = All] Will the project create significant negative environmental impacts?

[Project type = All] Will the project expand/improve or reduce the amount of publicly accessible park or green space in the community?

Expand/improve

Neither reduce nor expand

Reduce

[Project type = All] Will the project be located in a site prone to disasters, including any of the following disasters: wildfire, seismic activity, flood, hurricane, drought or other?

If “Yes”: Will steps be taken to meaningfully mitigate risks and increase resiliency?

If “Yes” to this subquestion: Briefly describe what improvements or features will be included in the project to increase resiliency to future disasters.

[Project type = All] Will the project take steps aimed at improving community safety, such as greening vacant lots, increasing tree canopy, and improving lighting? More information.

Health, Social Services, and Cultural Amenities

[Project type = All] Will the project provide or expand a space, facility, or service that meets a basic need, provides a necessary social good, or creates a cultural amenity that is currently lacking in the community and has been prioritized as a need by community members? More information.

If “Yes”: Briefly describe the basic need met, social good provided, or cultural amenity created and how you know it has been prioritized by community members.

[Project type = All] Will the project displace or reduce existing health services, social services, or cultural amenities?

If “Yes”: Briefly describe the health services, social services, or cultural amenities being displaced or reduced by this project.

Transportation and Connectivity

[Project type = Res, Com, Ind] Will the project include or require significant changes to roadways or pedestrian rights of way, including sidewalks, in the neighborhood?

If “Yes”: Will the project support safe street and transportation access for all users through a Complete Streets design?

[Project type= Res] Will future residents of the development have access to affordable and accessible transportation options that help them reach job centers?

If “Yes”: Briefly describe the affordable and accessible transportation options available.

[Project type= Com, Ind, Opp] Is the project accessible to low-income workers through affordable and accessible transportation options?

If “Yes”: Briefly describe the affordable transportation options.

[Project type = Opp] Will the project promote policies or provide incentives to reduce vehicle miles traveled? More information.

If “Yes”: Briefly describe how the project will promote policies or provide incentives to reduce vehicle miles traveled.

[Project type = All] Does the project have any parking?

If “Yes”: Will the project provide electric vehicle charging stations?

[Project type = All] Will the project be built to be part of an existing transit-oriented development plan or advance goals related to connectivity, affordability, and equity included in the jurisdictional or regional transportation plan?

[Project type = Ind] Does the project include infrastructure improvements or provide basic services that are available to community residents?

[Project type = All] Will the project increase community access to broadband?

Acknowledgments

This research was funded by the Kresge Foundation. We are grateful to them and to all our funders, who make it possible for Urban to advance its mission.

The views expressed are those of the authors and should not be attributed to the Urban Institute, its trustees, or its funders. Funders do not determine research findings or the insights and recommendations of Urban experts. Further information on the Urban Institute’s funding principles is available at urban.org/fundingprinciples.

For more information on this project, see www.urban.org/C4CScorecard.



500 L'Enfant Plaza SW
Washington, DC 20024

www.urban.org

ABOUT THE URBAN INSTITUTE

The nonprofit Urban Institute is a leading research organization dedicated to developing evidence-based insights that improve people’s lives and strengthen communities. For 50 years, Urban has been the trusted source for rigorous analysis of complex social and economic issues; strategic advice to policymakers, philanthropists, and practitioners; and new, promising ideas that expand opportunities for all. Our work inspires effective decisions that advance fairness and enhance the well-being of people and places.

Copyright © September 2022. Urban Institute. Permission is granted for reproduction of this file, with attribution to the Urban Institute.