



Business Plan

Project: Cherry Hill Redevelopment Initiative – New Era Development Site

Co-Developers: Cherry Hill Development Corporation (CHDC) (Lead Developer) and We The People United For Change, Inc. (Co-Developer)

Date: October 2025

1. Executive Summary

The Cherry Hill Redevelopment Initiative seeks to revitalize the New Era Development Site at 2700 Seamon Avenue into a vibrant, sustainable, and community-centered hub. The project integrates education, workforce development, wellness, affordable housing, and economic opportunity, guided by the Baltimore City Cherry Hill Transformation Plan (2020).

Co-developers WTPUC and CHDC will manage the project collaboratively, with supporting partners providing programmatic, educational, and community engagement support.

2. Mission and Vision

- **Mission:** To revitalize the New Era Development Site by delivering equitable access to education, employment, housing, health, and food for Cherry Hill residents.
- **Vision:** A sustainable, thriving Cherry Hill community where residents have access to quality programs, housing, and economic opportunities that enhance long-term well-being.

3. Objectives

1. Develop educational and workforce programs for youth and adults.
2. Establish a grocery or marketplace to improve food access and create jobs.
3. Construct or renovate affordable housing units for low- and moderate-income residents.
4. Implement health, wellness, and recreation facilities for all residents.
5. Engage residents in governance and program planning through a Community Advisory Board (CAB).
6. Ensure financial sustainability through diversified funding sources and revenue-generating components.

4. Market Analysis

- Target Community: Cherry Hill residents, low- to moderate-income households, youth and adults seeking education, workforce training, and wellness programs.
- Needs Assessment Highlights:
 - Limited access to full-service grocery options
 - Gaps in adult education and workforce development programs
 - Insufficient recreational and wellness facilities
 - High demand for affordable housing
- Competitive Advantage: The project leverages the expertise of co-developers, strong community engagement, city partnerships, and integrated programming to create a holistic solution unmatched by other initiatives in the area.

5. Programs and Services

Program / Service	Description	Lead Entity
Education Hub	K–12 and adult learning programs, GED prep, vocational training	WTPUC & BCPS
Workforce Development	Job training, apprenticeships, entrepreneurship support	WTPUC, partners
Grocery / Marketplace	Community-owned food access hub with local vendors	Co-Developers
Affordable Housing	Mixed-income residential units with supportive services	CHDC & Co-Developers
Wellness & Recreation	Fitness, mental health, and preventive health programs	WTPUC
Community Engagement	Resident participation, CAB oversight, public meetings	WTPUC & Cherry Hill Development Corporation

6. Organizational Structure

- Co-Developers: WTPUC (program and community engagement), CHDC (fiscal management and construction oversight)
- Advisory Board: Community Advisory Board (CAB) with residents, local leaders, and independent advisors

- Partners: Pleasant Beginnings Inc (youth/family programs), BCPS (educational programming), Baltimore City (municipal support)

7. Implementation Plan

Phased Development:

1. Phase 1 – Planning & Community Engagement
 - Environmental & structural assessments
 - Community meetings and surveys
 - Program design and alignment with partners
2. Phase 2 – Construction & Program Pilots
 - Renovation and new construction of facilities
 - Launch pilot programs (education, workforce, wellness)
3. Phase 3 – Full Program Rollout
 - Operate grocery/marketplace
 - Implement housing, wellness, and full educational programs
4. Phase 4 – Evaluation & Sustainability
 - Assess program outcomes, financial performance
 - Adjust operations based on data and community feedback
 - Reinforce long-term sustainability and community ownership

8. Financial Plan

- Revenue Sources: Grants, philanthropic contributions, earned revenue from grocery/marketplace, program fees, social impact investments
- Financial Oversight: CHDC as fiscal sponsor; quarterly financial reporting; annual audit
- Risk Mitigation: Contingency funds (10% of annual budget), phased funding, diversified revenue streams

9. Key Performance Indicators (KPIs)

- Number of residents served in education and workforce programs
- Graduation, certification, and employment placement rates
- Housing occupancy and affordability metrics
- Grocery/marketplace revenue and job creation
- Community participation and satisfaction metrics

10. Sustainability and Impact

- Integrates resident-led governance and CAB oversight to ensure responsiveness to community needs
- Programs designed to generate revenue and reinvest surpluses into housing, programs, and infrastructure
- Long-term economic, educational, and wellness benefits for Cherry Hill residents

11. Conclusion

The Cherry Hill Redevelopment Initiative is a comprehensive, community-centered project that combines co-developer expertise, partner support, and resident input to create sustainable impact. By addressing education, workforce, health, housing, and economic opportunities, the project will revitalize the New Era Development Site and provide lasting benefits to the Cherry Hill community.