

Responding to the Challenges of Today's Cities

Across the country, local elected and appointed officials are embracing the community benefits model of development. It provides new tools and new partnerships to help tackle the tough challenges facing urban communities. Concerns about quality of life and working poverty, coupled with dwindling federal funds, have put pressure on local governments to find new solutions while making every dollar count. Government investment in development must be leveraged in order to produce real, positive changes.

Community benefits tools help public officials harness economic development to create more equitable and inclusive local economies, address poverty and unemployment, and spur neighborhoods' long-term vitality.

A community benefits program makes local governments a powerful force for improving the lives of workers, families and their communities.

“Our elected leaders can exert tremendous influence on a city’s economic and social landscapes, which are inextricably linked. Creating an economy that meets the real needs of residents should be at the top of the priority list for any city leader.”

— MADELINE JANIS,
Board Member, Community Redevelopment
Agency of Los Angeles

What You Need to Know About Community Benefits

Quality economic development projects can transform local economies and create shared prosperity. With a community benefits approach to growth, development can create good jobs, revitalize underserved communities, increase tax revenues, and build on existing local assets.

A community benefits approach includes a range of concrete tools. Community benefits agreements (CBAs) enhance individual projects, or apply standards to whole redevelopment areas that will affect many individual projects. Community benefits policies, like living wage and local hire regulations, lift thousands of workers and families out of poverty. Ultimately, local governments

can institutionalize community benefits by routinely negotiating them as part of every development deal. Together, these instruments ensure that development lifts up workers and communities.

Community benefits tools have been put to work across the country — in older, industrial regions in the Northeast and in burgeoning Western cities; in small and large cities; and in regions with slow and hot markets.

Community benefits coalitions are pro-growth, recognizing that new development is critical for expanding prosperity. The community benefits model is smart business, enabling developers to use community input to create better projects and gain public support.

Key Principles

The community benefits approach is based on a few simple principles.

- **Lift all boats.** When local governments make major public investments in private development projects, there should be clear and specific mechanisms for distributing the benefits of that investment throughout the community.
- **Address real needs through public participation.** Meaningful public participation in development decisions ensures that new projects meet self-identified community needs. Community members should have a say in decisions that affect them, and development should enhance their quality of life.
- **Establish clear expectations.** The expected benefits from development projects should be clearly articulated and incorporated into all development documents. Writing down developers' and community members' responsibilities creates more public trust, allows for honest assessment of projects, and establishes legal standing to enforce developers' promises.
- **Create real accountability and ensure meaningful implementation.** Local officials and developers should be held accountable for making sure development expectations are met. Under the community benefits model, monitoring and reporting on outcomes ensures that developers meet stated goals. Local governments and community leaders are empowered to impose consequences for non-compliance.

“If public money is put into a project, the resulting public benefit should be quantifiable. The purpose of a CBA is to define what the public is getting out of the deal. Spelling the terms of the agreement out clearly is simply a principle of good negotiating.”

—JEANNE FAATZ,
Denver City Council

“If the community is left out of the development process, decisions end up being financial ones, and the true needs of the community are not met. Even when we’re talking about basic needs — schools, day care, affordable housing, environmental issues — things that are beneficial to everyone in the city, developers simply look at them as costs. This is why the community MUST have a seat at the table.”

—LORRI GALLOWAY, Anaheim City Council

“Building support for a large, mixed-use project in a disadvantaged neighborhood is a real challenge. The CBA we negotiated for the Hunters Point Shipyard provided crucial guarantees of affordable housing and local jobs, and showed a real commitment by the developer and the City to deliver the community benefits the neighborhood deserves. By bringing a coalition of labor and community groups to the table, the CBA process built trust, support, and credibility for this vital project.”

— GAVIN NEWSOM, Mayor of San Francisco

Why the Community Benefits Model Works

Community benefits tools maximize returns on local government investments. Development incentives are not enough to create high quality jobs, provide affordable housing, or spark community renewal. Community benefits tools leverage public investment to meet the needs that taxpayers have prioritized.

Community benefits programs can transform regions through stronger, more equitable economies. The community benefits model brings family-sustaining jobs to the urban core and private investment into underserved areas, links development to transit, and contributes to a range of public services.

Community benefits help generate public support for economic development projects. CBA advocates are pro-growth. The CBA negotiation process allows a broad cross-section of the community to weigh in on major developments. Once an agreement is achieved, the developer can feel confident that they have real community support the project, easing the approvals process for everyone.

The community benefits model works for developers, too. Developers like practices that reduce the uncertainties of the development process, such as having local government’s expectations articulated at the outset. Developers may initially balk at the prospect of community involvement, citing the need to satisfy their investors. But many community benefits — like a local hire program — add no additional costs and in fact add value to the end product. Developers who participate in a CBA negotiation often come away with an appreciation of how it improves the final project.

Delivering community benefits is smart business.

Development that responds to real community needs inspires creative design, and attracts retail and residential tenants, as well as a high-quality workforce. The CBA process allows developers to generate advance excitement for projects.

Community benefits agreements hold developers accountable for their promises. Community benefits tools are accountability mechanisms that specify measurable outcomes. CBAs impose consequences for failing to meet stated objectives (e.g., number of jobs created, or units of affordable housing built).

Public input results in better projects that benefit the whole community. The CBA negotiation process allows a broad range of community concerns to be heard and addressed before projects are approved by the City. When residents’ values are prioritized, the resulting project is welcome addition to their community.

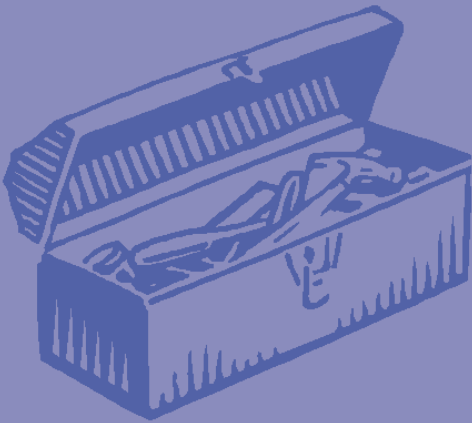
Community benefits are part of a smart growth agenda. A community benefits program can make development truly sustainable by ensuring environmental integrity, economic viability, and social equity.

Voters support community benefits. Polls show voters believe the community benefits model of development improves cities. Wisely leveraging public resources links middle-class taxpayers’ priorities to those of needy households.

1 Community Benefits Agreements

A CBA is a project-specific, negotiated agreement between a developer and a community coalition that outlines the project's contributions to the community. Covering a broad range of issues, CBAs are legally binding and are commonly incorporated into the City's developer agreements.

Community Benefits Tools



A community benefits program uses a range of tools that can be used alone or in combination to enhance and reinforce each other.

2 Multi-Parcel Development Projects

Local governments can proactively guide future growth by applying community benefits principles to large parcels of land slated for development.

3 Policies that Improve the Development and Planning Process

Local governments can advance the community benefits approach to development by establishing policies that increase developer accountability and government transparency, and create better opportunities for community participation.

Requiring developers to produce **community impact reports** that document projects' social and economic impacts is an example of this kind of community benefits policy.

4 Community Benefits Standards

Community benefits policies attach standards to all subsidized development. **Living wage ordinances**, **local hiring requirements**, and **mixed-income housing requirements** are examples of community standards policies. These policies make the development process more predictable by making the community's expectations clear to all stakeholders and reducing the need to articulate community benefits on a per-project basis.

5 Institutionalized Community Benefits

Local governments have the power to make every project that uses public resources a vehicle for shared prosperity.

Local governments can build on a set of municipal policies that establish community benefits baselines by also negotiating project-specific agreements as part of every deal they make.

"We want to be sure that we develop Newark in a way that creates good job opportunities and training for our residents. We are developing standards so that all of Newark benefits from our economic upturn."

— CORY BOOKER, *Mayor of Newark*

Three communities, three stories

Pittsburgh

In the 1950s, the Hill District neighborhood of Pittsburgh was decimated by the construction of a professional hockey arena. When the state allocated \$290 million to the Penguins to build a new arena in 2007, a community coalition representing the Hill District fought for a CBA to ensure that this time they benefitted from the development. With their city councilwoman's support, the coalition, the City, and the Penguins team negotiated the city's first CBA, ensuring community involvement in decision-making, access to newly created jobs, financial support for economic development and social services, and environmental protections.

Milwaukee

When an elevated highway was torn down in Milwaukee, the city was given the opportunity to redefine its downtown. As a city facing extremely high unemployment, poverty, and racial segregation, leveraging maximum returns for residents from development of the Park East Corridor was critical. Working with a community coalition, Milwaukee County established benefits-based criteria for judging development proposals, giving higher scores to those that use disadvantaged businesses for construction, follow green design principles, provide training and apprenticeships, and provide affordable housing. All projects must comply with construction job quality standards.

Los Angeles

The Community Redevelopment Agency of Los Angeles' (CRA/LA) has adopted a bold and unusual mission: "to create economic opportunity and improve quality of life for people currently living in our project areas and their children." To carry out that mission, the CRA/LA has adopted a wide range of innovative policies. Its industrial land policy, for example, curbs the redevelopment of industrial land into mixed-use projects. Industrial development typically provides large numbers of high quality jobs, while mixed-use tends to create fewer and lower-quality jobs. The CRA/LA also instituted an innovative construction careers policy that requires that the construction of subsidized projects create job opportunities for low-income residents. The agency's mission shift prioritizes development that fights poverty.

Keys to Success

You understand that community benefits can help improve your city. What actions can you take to create or support a community benefits program? Following a few key guidelines will boost your effectiveness while supporting community efforts to maximize returns from development.

ENCOURAGE — but stay out of — private CBA negotiations.

- **DO** tell developers you base your support for development projects on community support. Explain: “I listen to the community when deciding what to do. I believe this coalition represents the community, and I value their perspective on this project.”
- **DO** insist that community benefits promises are written with concrete, measurable commitments. Developers always promise that their projects will create jobs and serve the community, but they are rarely held to those promises.
- **DON'T** tell developers they must enter into a CBA with a particular community coalition in order to get your vote or have the project approved. Doing so can create serious legal and political complications.

SUPPORT — but don't try to replace — the community.

- **DO** incorporate appropriate developer commitments from private CBAs into public development agreements. CBAs should be negotiated with strong community participation. Once the agreement is signed, elements of it can be incorporated into public agreements between the developer and the local jurisdiction. Doing so strengthens the terms of the agreement.
- **DON'T** pass legislation making CBAs required. This can create situations where developers create shell “community” groups and then sign CBAs with them to validate projects. These CBAs rarely include real, measurable, enforceable commitments, and they set a bad precedent.
- **DON'T** support a single-issue agreement with a developer. Strong CBAs cover a wide variety of issues. Though they may designate funds for community uses, CBAs should not grant money to one given community group. Make sure CBAs in your region benefit the whole community.

ESTABLISH TRANSPARENCY AND CONSISTENCY in how projects are evaluated and approved.

- **DO** enact city-wide community benefits policies such as living wage, local hire, and mixed-income housing requirements. These policies raise the bar, but level the playing field by setting standards all development must meet.
- **DO** make sure your redevelopment agency has clear, published criteria for judging development proposals. Your decision to support or oppose a project will be stronger and more defensible if the community is engaged in the process.
- **DO** establish ownership or equity participation to ensure public involvement. When a local jurisdiction controls land or owns part of a project, you can ensure it will be developed according to community benefits principles.

FOR MORE INFORMATION connect to the Community Benefits Leadership Network at the Partnership for Working Families: www.communitybenefits.org



The Truth about Community Benefits

The community benefits model poses a new way of thinking about development. Many leaders learning about this approach for the first time have serious questions that need real answers. Read on for the most common myths about the community benefits approach, and the facts you need to make this model work for your community.

MYTH: *Insisting on community benefits drives away development.*

Fact: **Major projects with community benefits are being built across the country.**

Developers appreciate predictability in the development process. Knowing the City's and the community's expectations for a project at the outset makes it easier to put together a good deal. When CBA coalitions agree to support a development project, the developer and the City can feel confident that they have real community support, which minimizes the chances of surprises in public hearings over project approval.

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MYTH: *Our City never gives subsidies to developers, so we can't pursue CBAs.*

Fact: **Most cities use public resources to incentivize development.**

Development subsidies come in many forms. They may be direct — such as low-interest loans, free or low-cost land, or infrastructure improvements, or indirect — in the form of sacrificed tax revenues or increased property values as a result of zoning changes or height variances. These subsidies represent a local government's assets. Community benefits help ensure that your investment yields positive returns for taxpayers.

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MYTH: *It's not legal to ask developers to enter into CBAs.*

Fact: **Local governments and community coalitions do have the right to ask for community benefits when public resources are used, but elected officials should observe appropriate protocol.**

According to the Community Benefits Law Center,* you should not require a developer to enter into a CBA with a particular organization in order to have a project approved. But, when the local government puts resources into a project, it is perfectly legitimate for officials to:

- Make clear that the degree of community support will be a factor in deciding whether to grant approvals for a project;
- Require community benefits in the development agreement and other documents that are part of the land use approval process;
- Inform the developer, government staff, and the public of factors that you will consider relevant in voting on discretionary approvals for the project;
- Facilitate CBA negotiations between the developer and coalition members.

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MYTH: *We shouldn't push for community benefits around job standards because in our community, any job is a good job.*

Fact: **Low-wage jobs do little to improve quality of life for workers and families.**

Leveraging development to increase quality jobs, expand training opportunities, and provide health care benefits to employees improves opportunities for workers and can transform the local economy, especially in communities with high poverty.

MYTH: CBAs end up costing the public more money.

Fact: Many benefits commonly included in CBAs don't cost anything, such as local hiring.

Developers often over-estimate the costs of other provisions. Research has shown that requiring a living wage, for example, has a minimal cost impact on the operations of retailers. Even in construction, labor makes up a small part of overall project costs, so increases in wages and benefits have a minimal impact on the bottom line. Moreover, many of these costs are offset by the time savings and quality improvements gained by using better trained and safer workers. Remember that the community benefits approach brings a greater return on the public's investment. Be sure to weigh the long-term benefits of raising up your community against up-front costs.

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MYTH: Citizens can comment on our City's development decisions, so we don't need CBAs.

Fact: CBAs make the community's values a priority in new development.

Communities rarely feel that they have sufficient input in development decisions. The CBA negotiation process includes workers and community members who are often excluded. CBAs don't just enhance participation — they give community members standing to make sure developers' commitments are enforced. A CBA generates community buy-in to a project. This means not only public support for development approval, but ongoing involvement in the agreement's implementation and the project's success.

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MYTH: CBAs are just payoffs to keep special interest groups quiet.

Fact: Community coalitions are not special interests!

A true CBA results from negotiations between a broad coalition of community organizations and the developer of a project. A high-quality CBA does not simply give money to one organization, though it may designate funds for specific programs or community services. Instead, a good CBA spells out clear, measurable outcomes that ensure the project benefits the community.

MYTH: We don't need CBAs because the City already holds developers accountable in our development agreements.

Fact: CBAs give the community the power to monitor and enforce developers' commitments.

Development agreements typically outline the subsidies the government will contribute to a project, and may include information about the developer's plans, but they are often amended time and again as projects change. Community members can't be sure their concerns get addressed in every version, and they don't have the power to enforce the development agreements themselves. CBAs spell out specific commitments from developers and the community. They are legally binding, and often include problem-solving mechanisms and penalties for non-compliance. CBAs empower the community to help enforce community benefits promises.

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MYTH: Subsidized development always has positive outcomes, so we don't need community benefits.

Fact: Incentives alone do not ensure real gains for the community.

A Connecticut study found that companies that received development subsidies produced only 47% of the jobs they promised to create, effectively costing the state an average of \$54,271 per job.* Developers expect their subsidy arrangements to be carefully documented. If the public invests in a project, the expected return on that investment should also be in a legally binding document. Community benefits ensure that public expenditures truly advance the community, rather than producing dead-end jobs that leave hard-working residents in poverty.

Community Benefits Network Leaders

Across the country, local leaders are recognizing the exciting potential of the community benefits approach to development. Hear what a few of these leaders have to say, in their own words, about how community benefits enhance their work.



Community benefits are the cornerstone of a proactive development agenda.

"We are repositioning the CRA/LA as an economic development agency for the city. Our community benefits program is delivering transformative, consistent new investment to areas of the city that had been left behind. The CRA/LA is on a mission is to rebuild the middle class in Los Angeles, project by project, block by block, neighborhood by neighborhood."

— **Cecilia Estolano**
Chief Executive Officer, Community Redevelopment Agency of Los Angeles (CRA/LA)

Community benefits maximize return on investment.

"We need to leverage the city's assets for top value. We're the investors here, and we want to get our money's worth. Instead of giving away the store, we should leverage development projects to achieve larger goals."

— **Chris Nevitt**
City Council member, Denver, Colorado



CBAs create real accountability.

"Without a CBA in place, we ran the risk of the developer making promises, then saying, 'sorry, but things have changed...' With a CBA, there are consequences if the developer doesn't come through."

— **Tonya Payne**
City Council member, Pittsburgh, Pennsylvania



Community benefits are smart business.

"We knew that if we established clear, consistent requirements, developers would find ways to make it work. We've had no shortage of proposals — and some have gone far above the required community benefits."

— **Willie Johnson**
County Supervisor, Milwaukee, Wisconsin

Development can create real change.

"I told developers, 'you can draw me pretty pictures, but what floats my boat isn't gigantic buildings. I want to know how the project will integrate the needs of the poor, the underserved, the workforce. Talk to me when you've come up with something.' And you know what? Developers have been incredibly innovative. They've proposed including features like union hotels, apprenticeship programs, and affordable housing. This isn't a case of me telling them what to include, but asking them to use their development to help solve a problem, and they have."

— **Lorri Galloway**
City Council member, Anaheim, California



Community benefits negotiations make projects better.

"An effective CBA process is a way to integrate the community's needs into the city's development process. Sitting down with folks allows you to learn what matters to them, and it can open the door to different solutions through discussion."

— **Jacky Morales-Ferrand**
Assistant Director of Housing,
San Jose, California

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Proactive Development Tools for Every City

Every city is unique, with different strengths, weaknesses, traditions, and goals. The community benefits approach to development includes a range of tools that local governments can tailor to suit the particular needs of their cities.

Older Industrial Cities

With over 16 million people and nearly 8.6 million jobs, older industrial cities remain a vital, if underutilized part of the U.S. economy. These cities often have distinctive historic buildings and parks, as well as charming, walkable neighborhoods that are attracting renewed interest in urban living. Some older industrial cities have retained the economic advantages of industrial infrastructure, natural resources and transportation connections. However, many of these cities are attempting to rebound from periods of slow growth, declining tax bases, and concentrated poverty.

How Community Benefits Can Help

Community benefits can help older industrial cities reinvent themselves and build on existing assets. In many of these cities, officials are eager to use subsidies and other redevelopment tools to spur revitalization. By setting out clear expectations for development outcomes — including quality employment opportunities and meeting community needs — community benefits programs are a concrete way to measure the returns from investment of public resources.

- The community benefits approach to development is pro-growth, and addresses developers' and employers' needs. For example, a first source/ local hiring system makes available a qualified pool of local workers. Similarly, community benefits can ensure that housing affordable to employers' workforces will be available nearby.
- The community benefits model creates an efficient, transparent and effective development review process. By making the city's expectations clear to developers up front, community benefits helps streamline the approval process, decreasing costs to developers.

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Fast-Growing Cities

Many cities in the Southern and Southwestern U.S. are expanding at phenomenal rates. For example, Phoenix had the largest population increase of any U.S. city between 2005 and 2006. Atlanta also experienced one of the country's greatest population increases between 2000 and 2007, and for every 1% its population grew, the city grew geographically by 10%. These and other fast-growing cities are attractive lifestyle destinations that benefit from an influx of development investment and rising property values. However, without a history of checks and balances on growth, these cities risk outpacing their ability to maintain a high quality of life. New and existing residents may soon find that out-of-control growth creates a lack of services, low-quality jobs, and an imbalance between

where people work and where they can afford to live. Fast-growing cities need to establish a clear vision of the future they want to create for their families and communities.

EXAMPLES

- *Milwaukee instituted a standards-based RFP process for 16 acres of its Park East Redevelopment Corridor, favoring projects that will create construction training and apprenticeship opportunities, hire local residents, use green building principles, include affordable housing, and put disadvantaged businesses to work.*
- *As a result of a CBA negotiated with the Pittsburgh Penguins, Pittsburgh is creating a model first source referral center that will connect employers to qualified local applicants, make local residents aware of new job opportunities, and provide them with job training and career counseling.*

Fast-Growing Cities

continued

How Community Benefits Can Help

The community benefits model enables fast-growing cities to harness their enormous potential for development that lifts all boats.

- A community benefits program sets out the city's expectations from developers, ensuring that growth allows residents and officials to realize their long-term vision for the city.
- Community benefits policies can make sure that growth brings real opportunities for all city residents. Attaching job quality standards to construction jobs and opening apprenticeships ensures that fast-growing cities use their thriving construction industry to set workers on a path to the middle class.
- Calling for development to be transit-oriented and include affordable housing, green design and opportunities for locally-owned businesses to thrive ensures that new investment brings balanced growth and serves the community's longer-term needs.

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EXAMPLES

- *Atlanta attached community benefits standards to the city ordinance authorizing nearly \$2 billion in public funding for the Beltline transit-oriented development project, ensuring mixed-income housing development, local hiring, high quality jobs, and protection from gentrification.*
- *Orlando's billion-dollar Community Venues Project will adhere to the City's "Blueprint for Using Community Venues to Create a Sustainable Economic Impact" by following living wage and responsible contractor provisions, first source referral and local hiring practices, and providing funds for several new community centers.*

Hot Market Cities

Cities with hot markets are well-established and typically enjoy an attractive combination of regional economic strength, natural amenities, and an influx of the "creative class." Developers outdo each other with proposals to build newer, better, and brighter, but the needs of existing communities are at risk of being overlooked. Gentrification is a concern, as intense demand can cause the cost of living to rapidly outstrip workers' earnings.

How Community Benefits Can Help

Because of developers' strong interest, hot market cities have many opportunities to gain benefits for their communities. Many hot market cities already have a strong regulatory framework, and a community benefits program will add new tools to build on existing partnerships and proactively guide development. Community benefits are needed to make sure that new development advances the whole city by creating opportunities for existing residents.

By instituting a community benefits program, cities with hot markets can ensure long-term gains from their current success.

EXAMPLES

- *Los Angeles' Construction Careers Policy requires contractors on subsidized projects to open union apprenticeships to local unemployed and hard-to-hire residents. Over the next five years, this program is expected to move 5,000 households into the middle class. The city is working on a similar policy that will require local hiring on the permanent jobs created by subsidized development projects.*
- *Seattle's Dearborn Street CBA ensures that a major mixed-use project in the Little Saigon neighborhood will include affordable housing and support for local small businesses.*
- *Denver's Gates Cherokee brownfield redevelopment project is a transit-oriented development that will include twice the amount of affordable housing the city required.*

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Transforming Cities through Community Benefits

The lives of hundreds of thousands of workers and their families have been uplifted through community benefits programs since 2000. The wide range of benefits produced have had profound effects, enabling hard-working people to support their families, expanding badly-needed community services, cleaning the environment, and giving people a real voice in their future.

The new partnerships between communities, local governments and developers created through community benefits programs have generated enormous gains for communities across the nation.

Expanding Access to High-Quality Job Opportunities

Community benefits programs improve the quality of the jobs created by economic development while ensuring those new jobs are accessible to local residents. Thanks to CBAs, thousands of new permanent jobs in major development projects pay workers a living wage. Local hire and first source referral programs created by CBAs are giving local residents first crack at newly created jobs and giving employers access to a qualified pool of applicants. Community benefits also open doors to the middle class for thousands of low-income people through construction apprenticeships and training programs.

- **Los Angeles:** Construction Careers Policy will create **5,000** new prevailing-wage job opportunities for low-income local residents in its first five years of implementation.
- **New Haven:** Yale-New Haven Hospital CBA ensures **500** area residents will be hired over a five-year period, and includes comprehensive career-ladder opportunities.
- **Milwaukee:** Park East Redevelopment Compact requires that all developers, contractors, owners and tenants within the 16-acre Park East Corridor participate in a first source hiring program.
- **Oakland:** Oak-to-9th CBA reserves one out of three apprentice positions for new apprentices, giving **300** local residents the opportunity to start careers in the building trades. It also allocates **\$1.65 million** for construction job training for local residents.
- **San Francisco:** Bayview-Hunters Point CBA contributes **\$8.5 million** to a workforce development program for local residents.

Creating Housing for All

Community benefits programs are ensuring that new residential construction brings housing opportunities for people with a wide range of incomes, especially low-income families.

- **Denver:** Gates Cherokee CBA provides **150 (10% of the total)** affordable units for sale and **200** very low-income rental units (**20% of the total**).
- **San Francisco:** Bayview-Hunter's Point CBA contributes **\$27.3 million** to a Community First Housing Fund that will assist qualified low-income local residents to purchase market-rate units via downpayment assistance, rent-to-own opportunities, and other mechanisms.
- **Atlanta:** Beltline Project ordinance allocates 15% of each Tax Allocation District bond issuance — approximately **\$120 million** over 25 years — for affordable housing.

Providing Amenities to Underserved Neighborhoods

Redevelopment projects are often intended to bring new residents and visitors into project areas. Community benefits programs are prioritizing the needs of the communities undergoing redevelopment. Examples include:

Community Centers

- **Seattle:** Dearborn Street CBA includes **\$200,000** towards the creation of a community center in the local Little Saigon neighborhood.

Youth Centers and Initiatives

- **Los Angeles:** NoHo Commons CBA includes an on-site child care center, with **at least 50** spaces reserved for very low-, low-, and moderate-income families.

*Providing Amenities to Underserved Neighborhoods, continued***Neighborhood Economic Development**

- **New Haven:** Yale-New Haven Hospital CBA provides \$1.2 million for housing and economic development in the area surrounding the hospital.

Grocery

- **Pittsburgh:** Hill District CBA makes \$2 million available for the establishment of the neighborhood's first full-service grocery store.

Subsidized Rents for Community Non-Profits

- **Seattle:** Dearborn Street CBA offers community non-profit organizations below-market rents on 5,000 square feet of space in the project, at a cost of \$1 million to the developer.

Locally-Owned Retail

- **San Jose:** CIM Project CBA set aside retail space for existing small businesses. 30% of retailers will be locally-owned, and another 30% regionally-owned.

Fair and Sustainable Business Climates

- **Seattle:** Dearborn Street CBA prohibits payday lenders and pawnshops from locating in the development.
- **Denver:** Gates Cherokee CBA bans low-road big-box grocery stores.

Environmental Justice

Community benefits programs are improving families' health by cleaning and greening the environment and limiting the negative environmental side-effects of major development projects.

Parks and Green Space

- **Atlanta:** Beltline Project ordinance will create about **1,700 acres** of green space in the \$2.8 billion Beltline project.
- **Los Angeles:** Grand Avenue CBA allocates **\$50 million** to redevelop an existing shopping mall into a 16-acre public park.

Traffic Mitigation and Parking

- **Seattle:** Dearborn Street CBA allocates **\$200,000** to mitigate traffic impacts.
- **Los Angeles:** Staples Center CBA includes **\$125,000** to create a residential parking permit program.

Pollution Mitigation

- **Denver:** Gates Cherokee CBA establishes the developer's participation and cooperation with a neighborhood Voluntary Cleanup Advisory Board that is monitoring the environmental cleanup of the site.
- **Los Angeles:** LAX CBA includes more than **\$8.5 million** for an aircraft noise mitigation program, and will curb dangerous air pollutants by up to 90% by mandating retrofitting of on-site diesel vehicles.



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Using Development to Lift Up Communities

With proactive guidance, new development can make lasting, positive contributions to your community. This table offers a menu of ideas for using a community benefits program to gain maximum returns from development.

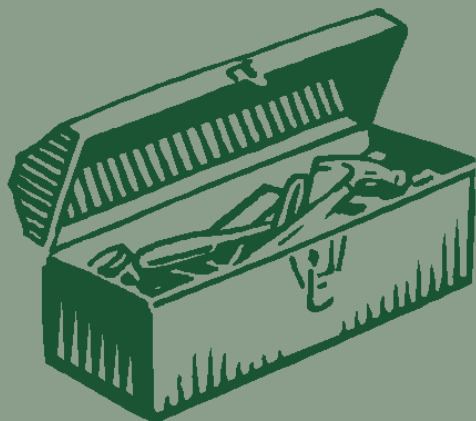
| COMMUNITY NEED | COMMUNITY BENEFITS PROGRAM COMPONENTS |
|-----------------------------------|--|
| Housing | <input type="checkbox"/> Affordable units included in market-rate projects <input type="checkbox"/> Higher concentration of affordable units than required <input type="checkbox"/> A portion of affordable units designated for lower-income households <input type="checkbox"/> An affordable housing fund <input type="checkbox"/> A homeownership fund |
| Job Quality | <input type="checkbox"/> Prevailing wages on construction jobs <input type="checkbox"/> Living wages and benefits on permanent jobs <input type="checkbox"/> Safer workplaces where workers have a voice <input type="checkbox"/> Responsible contractor standards |
| Job Access and Training | <input type="checkbox"/> A first-source referral system and requirement that new employers try to hire from the system <input type="checkbox"/> Job opportunities for local residents <input type="checkbox"/> Job opportunities for hard-to-employ workers <input type="checkbox"/> Expanded construction apprenticeship opportunities <input type="checkbox"/> A fund for job training |
| Environment/Green Building | <input type="checkbox"/> Green building practices <input type="checkbox"/> Access to public transit <input type="checkbox"/> Parks and open space <input type="checkbox"/> Traffic management <input type="checkbox"/> Avoidance of heat islands <input type="checkbox"/> Mitigated noise and air pollution <input type="checkbox"/> LEED-certified new buildings |
| Community Assets | <input type="checkbox"/> Incentives for private investment in distressed areas <input type="checkbox"/> Funding or space for the arts <input type="checkbox"/> Space for neighborhood retailers <input type="checkbox"/> Affordable child care <input type="checkbox"/> A health clinic <input type="checkbox"/> Youth programs and centers <input type="checkbox"/> Support for community non-profits |

For the texts of agreements that include these provisions, connect to the Community Benefits Leadership Network at the Partnership for Working Families: www.communitybenefits.org.

1 Community Benefits Agreements

A CBA is a project-specific, negotiated agreement between a developer and a community coalition that outlines the project's contributions to the community and ensures community support for the project. Covering a broad range of issues, CBAs are legally binding and are commonly incorporated into the City's developer agreements.

Community Benefits Tools



A community benefits program includes a range of tools that can be used alone or in combination to enhance and reinforce each other.

2 Multi-Parcel Development Standards

Local governments can proactively guide future growth by applying community benefits principles to large parcels of land slated for development. If the land is government-owned, officials can incorporate community benefits into requests for proposals.

3 Policies that Improve the Development and Planning Process

Local governments can advance the community benefits approach to development by establishing policies that increase developer accountability and government transparency, as well as create better opportunities for community participation.

Requiring developers to produce **community impact reports** that document projects' social and economic benefits and impacts is an example of this kind of community benefits policy.

4 Community Benefits Standards

Community benefits policies attach standards to all subsidized development. **Living wage ordinances**, **local hiring requirements**, and **mixed-income housing requirements** are examples of community benefits standards. These policies make the development process more predictable by making the community's expectations clear to all stakeholders and reducing the need to articulate community benefits on a per-project basis.

5 Institutionalized Community Benefits

Local governments have the power to make every project that uses public resources a vehicle for shared prosperity.

Local governments can build on a set of municipal policies that establish community benefits baselines by also negotiating project-specific agreements as part of every deal they make.