



# **Reef Development Community Benefits Proposal**

March 21, 2016

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## Introduction

The Reef Development Community Benefits Proposal was produced as part of a 3-month community-engaged process that involved 10 community-based organizations and over 100 local residents, students, small business owners, and other stakeholders.

The seven sessions—facilitated by the United Neighbors In Defense Against Displacement (UNIDAD)—created a space for community participants discuss issues of land use planning and development as they relate to poverty, economic development, health, gentrification, and displacement. After analyzing the proposed Reef project details and impacts, stakeholders laid forth a vision for a project that would align with community needs and assets. They then partnered with experts from various areas to turn their vision into specific programs and policies for the development site. These programs were categorized under nine programmatic themes, each highlighting a core issue priority for the community stakeholders.

In addition to the nine programmatic themes, this process revealed key principles that need to be present for a successful community/public benefits package. The six principles are:

- **Significant community benefits.** Because the project's impacts will be significant, so must be the project benefits.

- **Implementable and enforceable.** A benefits program must have clear implementation plans that include staffing and processes for monitoring and enforcement of the agreement.
- **Independent third party siting.** Funds established in a community/public benefits program must be sited at a third-party administrator or institution that can administer funds independently through an open request for proposals (RFP) process.
- **Community Control.** Community control ensures the intended community reaps the greatest benefits. A community oversight board should establish the guidelines for the third-party administrator and monitor annual reports on the implementation of the benefits agreement.
- **Local expertise on community benefits.** Negotiations and program development for a community/public benefits package must include local community-serving experts who have negotiated, monitored and implemented such agreements.
- **Transparent processes.** Both the negotiations and implementation processes must be transparent, so that community residents and stakeholders may track progress.

As demonstrated by the level of detail in this document, many hundreds of hours of community and professional time were devoted to reaching this vision. Nevertheless, this remains an ongoing conversation—there remains room for addition to and modification of the proposals. Furthermore, while the level of detail of the proposals is specific, it is by no means exhaustive. Additional elements, such as point-by-point methods of implementation and monitoring along with individual program, staffing, and material costs by proposal, are not included here. We invite others to join the discussion as we work towards building a better neighborhood, with the same neighbors.





## Community Benefits Proposals

## Types of Community Benefits

On-site	Benefits that must be implemented at the site/property of the proposed Reef Development
Program Investments	Programs or projects funded by the Reef Developer that may be implemented off-site
Public Policy	Commitment of support from the Reef Developer for public policy that would prevent the displacement of the local community

## Funding for Community Benefits

We are calling for at least 50% of LED billboard revenues to fund programs that will serve to mitigate the health, economic, and cultural impacts of the billboards and the broader development of the Reef. Based on our analysis, this revenue should be able to comfortably support community benefits in eight of the thematic areas. In fact, we estimate that there will likely be a surplus that should be captured by the Council District 9.



## 1. Community Benefits Implementation

### A. Monitoring and Implementation

1. Fund one full-time staff person located in the City's [Planning] Department to coordinate quarterly monitoring and oversight of the community benefits.

Program Investment

<p>2. Fund the creation of a Community Oversight Board (COB) to establish an independent process for the distribution of community benefit funds through an RFP process administered by a Third-Party Fund Administrator. The COB will also review reports on implementation provided by monitoring entities assigned under each program area. The COB will collate a summary report on an annual basis.</p>	<p>Program Investment</p>
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**B. Auditing**

<p>1. Finance regular auditing of project revenues as part of the assessment of funds derived from digital billboards and/or other revenue streams</p>	<p>Program Investment</p>
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## 2. Affordable Housing

**A. Onsite Housing Rentals**

30 units at 30% AMI  
 66 units at 50% AMI

**B. Offsite Housing Rentals within a 2-Mile Radius of the Reef Development**

38 units at 30% AMI  
 83 units at 50% AMI

**C. Acquisition and Rehabilitation of Affordable Units within a 1-mile Radius of the Reef Development**

28 units at 50% AMI

**Total:** 245 units of affordable housing

*AMI = Area Media Income*

## 3. Displacement Prevention

**A. Anti-Displacement Program**

<p>1. Provide trainings and events for renters (i.e., tenant rights and tenant associations) and homeowners (i.e., anti-foreclosure).</p>	<p>On-site</p>
<p>2. Raise awareness and conduct outreach for anti-displacement efforts to local residents via the Reef's communications infrastructure. Provide information on tenant services, clinics and legal support.</p>	<p>On-site</p>

3. Create and distribute a renters rights packet and other printed literature for low-income renters from an on-site kiosk. Include annual report on rent levels from the RSO Rent Registry and other data sources for a 2-mile radius of the project.	On-site
<b>B. Anti-Displacement Fund</b>	
1. Provide funding for an Emergency Rental Assistance program that would support the creation of local Tenant Associations and assist local tenants facing eviction.	Program Investment
<b>C. Community Anti-Displacement Team</b>	
1. Fund two tenant/anti-displacement organizer positions. One of the two organizers will be designated the Displacement Prevention Coordinator. They would be responsible for monitoring the displacement-prevention investments in addition to educating and organizing residents.	Program Investment
<b>D. Tenant Clinic</b>	
1. Fund the creation of and support the operation of a legal clinic for tenants.	Program Investment
<b>E. Rent Stabilization Ordinance (RSO) Enforcement</b>	
1. Fund RSO enforcement efforts in South Central LA. HCID will assign at least 1 staff person to be direct liaison to this area (area needs to be defined.)	Program Investment
<b>F. Net Gain Policy</b>	
1. Support a No Net Loss/Net Gain of Affordable Housing policy and implementation program for the area surrounding the Project.	Public Policy

## 4. Good Jobs

<b>A. Living Wages for all Permanent Jobs on Site</b>	
1. Ensure that all on-site jobs are living wage. Where there are union industries, jobs should be unionized (e.g. grocery store workers).	On-site
2. Require all retailers, contractors, and subcontractors to provide all employees at minimum a Living Wage Salary	On-site
3. An exception may be considered for small businesses	On-site

considered to be classified as local “Mom and Pop.”	
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B. Local and Disadvantaged Worker Hiring for Permanent and Construction Jobs

1. The Developer and any contractors/sub-contractors must hire at least 50% of its workers/employees from the local designated geographic area as well as identified zip codes with high levels of unemployment.	On-site
2. The Developer and any contractors/sub-Contractors must hire at least 10% of the workers/employees from populations that are considered Disadvantaged Worker. (Example: Individuals without a GED, Single Mothers, Transition-Age Youth (TAY) exiting the foster care system, Individuals with chronic unemployment, re-entry formerly incarcerated etc.)	On-site
3. Fund two Job Coordinator positions to monitor, implement, and enforce community benefits for onsite permanent jobs and serve as the liaison between the Developer and the community.	Program Investment
4. Conduct 45-90-120 day reviews of workers to identify and provide appropriate support and training.	On-site
5. Release a public biannual report of workers employed in both construction and permanent jobs.	On-site

C. Anti-Discrimination Policy

1. Establish anti-discrimination and equal employment opportunity policies to ensure a truly diverse workforce, particularly for African-American workers who have often been left out of new job opportunities in construction and other industries.	On-site
2. Fund a Diversity Manager position to monitor, enforce, and train staff in anti-discrimination and equal employment opportunity policies, develop, implement, and track diversity hiring and retention plans for the project, and act as a resource for workers who want to understand their rights at work.	Program Investment

D. Workforce Development Training

1. Fund for at least two staff people from the community to provide Workforce Development training for a minimum of 100 people a year. Training themes would	Program Investment
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be relevant to skills needed for the permanent jobs available such as Hospitality Services, Customer Service, and other necessary skills, as well as opportunities for professional jobs such as bookkeeping, accounting and other professional/office jobs.	
2. Work with community residents and local stakeholders to create a pipeline from workforce development trainees to the on-site permanent jobs. Include strategies to create career paths for undocumented.	On-site

E. Day Laborer Center

1. Fund the establishment of a Day Laborer Center on or near the Project site.	Program Investment
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F. Garment Worker Support

1. Fund a garment worker staff member to ensure labor standards are upheld for local workers and to support garment workers' economic security.	Program Investment
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## 5. Small Business

A. Mitigation for Existing Small Businesses Along Corridors Impacted

1. Support a rent control lease program for commercial spaces to limit increases in rent/evictions of existing small business operators by commercial space owners.	Public Policy
2. Provide financial compensation for small businesses that can demonstrate a loss of revenue due to impacts of Reef Project construction based on physical impediments such as restrictions to bus, train, auto and pedestrian access.	Program Investment
3. Just compensation and comprehensive relocation assistance for displaced businesses due to construction efforts.	Program Investment
4. Provide free parking access for existing small business operators and customers impacted by loss of existing public or direct private parking space.	On-site

B. Affordable Small Business Retail Space Access at Reef Project Site

1. Set aside 15% of all commercial retail space (square footage of overall space) for existing locally situated business operators	On-site
2. Set aside 5% of all commercial retail space (square footage of overall space) for the utilization of small businesses owners who live in the South LA area. This is separate and apart from the 15% listed above.	On-site
3. Reduced retail/office rental space for the 20% identified small businesses targeted retail space for 20 years.	On-site

C. Access to Capital Small Business Fund Program

1. Develop and invest in a small business capital fund to specialize in providing growth and development capital for small business at the Reef and in the community defined target areas.	Program Investment
2. Develop and invest in a construction capital fund from small businesses that utilize the 20% reduced rent.	Program Investment
3. Develop and invest in a micro-fund loan program to support micro enterprises in the geographic area around the Reef and in areas of high economic development need in South Los Angeles.	Program Investment
4. Develop and invest in a matching loan fund for revitalizing existing small businesses in nearby commercial corridors along streets such as Washington, Adams, Maple, and San Pedro.	Program Investment
5. Provide capital for targeted outreach to link small business to existing technical assistance resources.	Program Investment

D. New Entrepreneur Training Program for Existing Local Residents

1. Coaching and program support targeting local South LA young adults interested in starting a small business that can range from kiosk level to bricks and mortar on site and off-site as a means to establish local economic stability in and around the Reef project.	Program Investment
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E. Procurement Contract Program for Local Vendors and Contractors

1. Establish procurement contracts for local South LA	On-site
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small business.	
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F. Key Features of Small Business Programs:

1. Establish Economic Development Council that would consist of local small business operators and advocacy groups committed to improving the economic health of the area.	Program Investment
2. To access these community benefits, small business owners must have a lease agreement or demonstrate that the owner refused to provide a lease agreement.	

## 6. Health and Safety

A. On-site Community Center

1. Provide space, materials, staffing, technology, and programming for health and wellness classes, tutoring services and after-school support, immigration services, and job training accessible to all residents including community elders and youth.	On-site
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B. On-site daycare center

1. Provide an on-site daycare center (free or sliding-scale cost) for employees, residents, students, and community members or set aside space for a publicly funded daycare facility.	On-site
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C. On-site Health Measures

1. Reduce size, limit location, orientation, and hours of operation, and increase community serving content of digital/LED billboards.	On-site
2. Expand air quality mitigation measures included as design features to the surrounding area that will be directly affected by the development.	On-site
3. Restrict emissions during the construction and operation phases of the project to limit volatile organic compounds and nitrogen oxide pollution and keep local ozone and nitrogen oxide levels safely below federal and state standards.	On-site

D. Farmers Markets

1. Fund the creation and operation of farmers markets in local business corridors.	Program Investment
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E. Community Health Programs

1. Fund a home visitation program with community health promoters to aid families in reducing asthma, lead, and other pollution-related health issues.	Program Investment
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2. Fund a program outfitting all local homes, businesses, schools, and other so-called “sensitive receptors” with air filtration systems.	Program Investment
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F. Community Safety Programs and Policies

1. Create and operate a multi-lingual hotline to record and track community concerns, with funding for space, equipment, staff, and marketing materials to make the community aware of the available service.	On-site
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2. Host regular bi-monthly community safety events, including: meet-and-greet with public and private safety staff, free giveaways (lights for bikes, helmets, flashlights, emergency supplies), education on safety policies like the Civilian Oversight group, the community hotline, and the Community Safety plan, and community-oriented resources and activities.	On-site
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3. Adopt a "campus-wide" policy against criminalizing the homeless, low-income people, people of color, and other historically marginalized identity groups. Require training for all security staff to prevent racial profiling and brutality.	On-site
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4. Establish a civilian oversight group made up of a diverse group of local residents to monitor on-site private/public security forces.	On-site
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5. Before breaking ground, establish a community safety plan rooted in anti-criminalization, restorative justice principles and created in deep collaboration with community organizations	On-site
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6. Ensure that any and all security-related jobs must follow the Local and Disadvantaged Worker Hiring Ordinance.	On-site
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## 7. Homelessness

### A. Off-site Facilities

1. Fund two trucks and mobile trailers each outfitted with 2 showers and restrooms as well as 2 washer/dryer units.

Program Investment

### B. Off-site facilities

1. Fund four shower stalls and utilities for a year at an off-site homeless services facility.

Program Investment

### C. Case Management

1. Fund three case managers over three years to assist with referral/resource services and enroll homeless individuals for housing and related needs. Case managers should be ready to provide resources on domestic violence, disabilities, generational discrimination, drug detoxification, employment, food, and finances.

Program Investment

### D. Transportation assistance

1. Provide funding for 100 pre-loaded metro one-month passes through Metro LA's Rider Relief Program.

Program Investment

### E. Good Neighbor Policy

1. Commit to not removing/breaking up homeless encampments on or near the site, before, during, and after construction. Where construction requires allowing for space, commit to work with community groups and the homeless residents to arrange an appropriate plan.

On-site

2. Commit to treat all homeless persons with dignity and respect all individuals' right to rest. Persons experiencing homelessness shall be permitted to use public space in the same manner as any other person, without discrimination based on their housing status. In addition, the existence of homelessness requires that civil and human rights that are amply protected in the home and in other private places be extended to the public areas in which homeless persons live.

On-site

## 8. Green Space

### A. Publicly Accessible Green Space

1. Make on-site green space accessible to the public and include active elements, such as exercise areas and exercise machines.	On-site
2. Include a bike lane accessible to all residents of the community.	On-site
3. Include space for selling local produce.	On-site
4. Include fruit trees, with the fruit available to the community.	On-site
5. Provide free parking for residents to access the green space.	On-site

### B. Community Open Space Fund

1. Provide funds for the conversion of public/private vacant lots to parks or community gardens (e.g. the empty lot located on 30th and Trinity).	Program Investment
2. Fund upgrades to existing parks within a ¾-mile to ½-mile radius to include workout/exercise areas and machines and other active elements;	Program Investment
3. Provide funds for a new community center for seniors and families.	Program Investment
4. Fund sports league programming.	Program Investment
5. Provide funding for access and supervision of local school playgrounds after hours; and	Program Investment
6. Support a community-engaged design and stewardship process for new parks to ensure that they reflect the diverse needs of current residents. In particular, these processes should include local Black and Brown communities.	Program Investment

## 9. Youth Development

### A. Higher Education and Career Pathways in non-profit social services, technology and health

1. Develop high school to careers pipeline program targeting careers in non-profit social services, technology and health career sectors. Work with LATTC and Santee Education Complex, Orthopedic and Jefferson High Schools.

Program Investment

### B. Leadership Development for Civic Engagement

1. Fund leadership development training programs to support 500 local area youth ages 15-21 over the course of 10 years.

Program Investment

### C. Sports Recreation and Arts Programs

1. Fund after school recreation and arts programs in the 90011 zip code. There is currently a waiting list consisting of 2,000 individuals from Elementary through 21 years of age. These additional programs will supplement existing community programs in arts, recreation and sports will help prevent gang violence in the community.

Program Investment

