
Background On Community Benefits Agreements

Daniel B. Nunn, Jr.

July 22, 2024



What is a Community Benefits Agreement?

- **A community benefits agreement is an agreement between developers, public and private entities and community based organizations to address concerns or existing or potential harms.**
- **Traditionally, CBAs were entered into between real estate developers and community coalitions to offset impacts to the community from the project and to garner community support.**
- **Today, CBAs often are three-party deals between the developer, the local government providing public funds and the community coalition.**

What Issues Do CBAs Address?

- **CBAs traditionally are used to mitigate potential negative impacts from development as well as to assure that public subsidies result in benefits to the community and not just the developer.**
- **Adverse impacts may include gentrification and resident displacement, pollution from construction and increased traffic, crime and gambling.**
- **Newer CBAs focus on affordable housing, workforce development, hiring commitments and green space.**

CBA Applications

- **CBA**s have been used in many contexts where the development is expected to have impacts on the community:
 - Professional sports teams receiving stadium construction subsidies;
 - Major real estate developments;
 - Port authorities expanding operations;
 - Casino developments; and
 - Transportation and Energy Projects

Common Elements

- **First source hiring programs and living wage requirements and use of minority subcontractors**
- **Affordable housing**
- **Construction of parks and public spaces**
- **Environment and traffic mitigation**
- **Space for child care, cultural centers, grocery stores, etc.**
- **Youth sports**
- **Workforce development**

Sports-Related CBAs

- **Staples Center (2001) – community-driven CBA based on community needs**
- **Atlanta Falcons – Co-investment by Invest Atlanta and City and creation of a redevelopment area with tax financing and focus on community development**
- **Buffalo Bills – Hiring, wage and MBE commitments, affordable housing**
- **Tennessee Titans – Broad range of commitments in resident non-displacement, affordable housing, workforce development**
- **Raiders – MBE and community outreach**
- **Clippers – affordable housing (75%), workforce, education**

Keys to CBA Success

- **Community engagement and understanding critical needs**
- **Coordination with redevelopment planning**
- **Incorporation of workforce training**
- **Focus on catalytic investments**
- **Co-investment by local government**

Economic Impacts

- **Affordable Housing – Every dollar generates \$9.50 in economic activity**
- **Workforce Development – every dollar generates \$2.80 annually or a return of 33x in estimated lifetime return**
- **Green Spaces -- \$3.4 million investment increased nearby property values by \$7.8 million in addition to health and quality of life benefits**



**Belie>e in
OutEast >>>**

Together Eastside

Prepared for City Council

Special Committee on the Community Benefits Agreement

July 22, 2024

Agenda

1. Introduction to the Historic Eastside (OUTEAST)
2. Outline of Community Benefits Agreement Process
3. Accomplishments to Date
4. Plan Moving Forward

The Historic Eastside – OUTEAST



OutEast Listed on National Register of Historic Places

https://www.youtube.com/watch?v=qCV11tXg_KA&t=2s

The Eastside (*Also known as "OUTEAST"*)

- Platted in 1869 just east of Downtown Jacksonville
- Developed as a Gullah Geechee community and streetcar suburb during the late 19th and early 20th century
- Characterized by shotgun-style housing and a centralized commercial district along A. Philip Randolph Boulevard (Florida Avenue)
- Added to National Register of Historic Places in July 2023



Shotgun housing in 1928



Retail storefronts along Florida Avenue during the 1950s



Florida Avenue (now A. Philip Randolph Boulevard) in 1968

The Eastside is a neighbor to major investments near the Stadium, Springfield, and the Phoenix Arts District



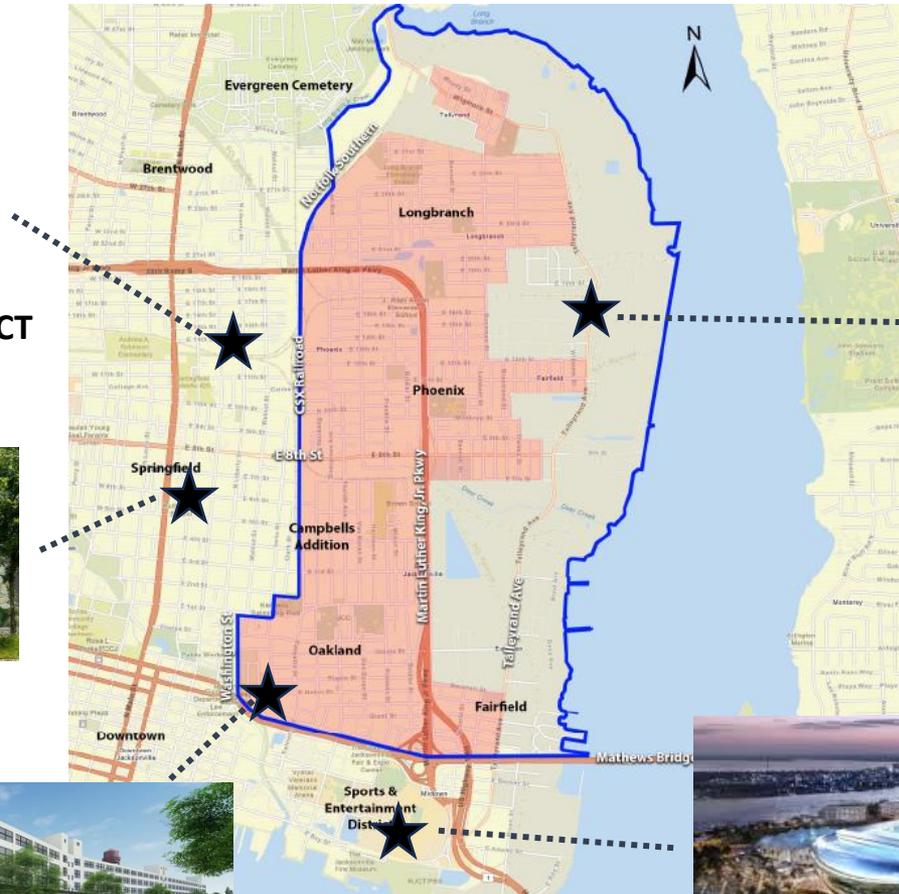
PHOENIX ARTS & INNOVATION DISTRICT



SPRINGFIELD



UNION TERMINAL WAREHOUSE



JAXPORT

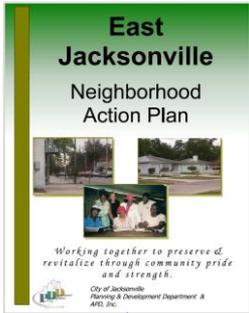


STADIUM OF THE FUTURE

Community Benefits Agreement Process

We have identified nine plans or reports focused at least in part on the Eastside since 2001

East Jacksonville Neighborhood Action Plan



Assets and Needs of East Jacksonville



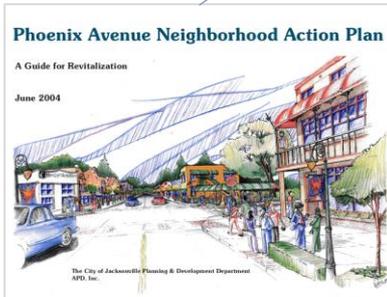
EPIC Community Quality-of-Life Plan



East Jacksonville Community Revitalization Plan



What Future for the Eastside?



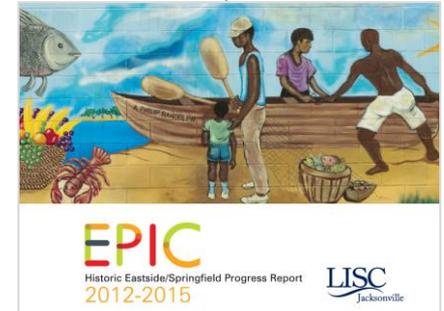
Phoenix Avenue Neighborhood Action Plan



Urban Core Vision Plan



Jacksonville Integrated Planning Project



EPIC Progress Report

Building on those existing plans, Eastside leaders have been building this strategy for the past 12 months

TIMELINE

- Summer 2023
Jags Community Huddles
- Fall 2023
Community Brainstorms
- Dec 2023
Together Eastside Coalition Forms
- Jan 2024
Subject Matter Experts
- Feb 2024
Initial Strategy Created
- March 2024
Conversations with Jags and COJ
- June 2024
Initial CBA Filed



Community Brainstorm – Aug 16, 2023

Experts from inside and outside the community have given input into our process

TOGETHER EASTSIDE COALITION

- Alice Nelson, Resident
- Avery McKnight, Business Owner
- Alice Kimbrough, Resident
- Noriko Floyd, Commercial Property Owner
- Dana Miller, Business Owner
- Brandie Stallings, Residents
- Pastor Chris McKee, Faith Leader
- Honey Holzendorf, Community Advocate
- Ivy Henderson, Resident
- Dawn Curling, Business Owner
- Suzanne Pickett, Nonprofit Leader
- Ennis Davis, Urban Planner
- Ariane Randolph, Resident
- Travis Williams, Nonprofit Leader
- David Garfunkel, Nonprofit Leader
- Sherika Carter, Commercial Property Owner

EXTERNAL SUBJECT MATTER EXPERTS

- Jim Brooks, Purpose Built Communities
- Nina Sickler, COJ Public Works
- Ed Randolph, COJ OED
- Joshua Hicks, COJ Housing
- Shannon Nazworth, Ability Housing
- Monte Walker, Habijax
- Dr. Irvin PeDro Cohen, LISC
- Dorcas Gilmore, Just Futures PBC
- John Everett, KHA
- Carlton Robinson, JAX Chamber
- Dane McGraw, Goodwill
- Dr. Cedrick Gibson, FSCJ
- Brian Bergen, COJ OED
- Gregory Grant, COJ JSEB
- Chaundi Randolph, Nixon Peabody
- Daryl Joseph, COJ Parks

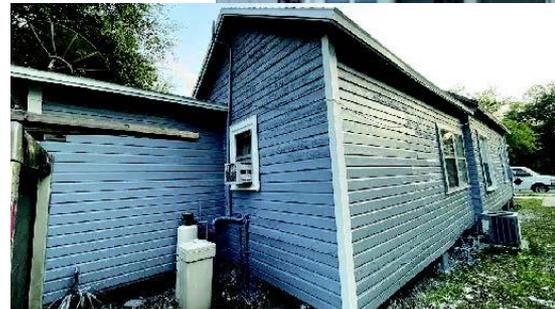
Accomplishments to Date

Our accomplishments in the Eastside are the result of committed implementing partners working together



Serving homeowners: Restore and Repair Project

- Repaired 70+ homes since 2022
- **Nearly \$1,000,000** invested to date in Eastside resident homeowners
- **100% of contractors are local minority owned businesses**
- Repairs include new roofs, HVACs, façade improvements, weatherization etc.
- Over 200 referrals to 3 Rivers Legal for probate services



Serving residents: Homeowner Education





Boylan and Townsend Flats



Project Boots: Recruiting professionals back into the neighborhood



High Quality
Affordable Housing:

HabiJax

In The Word
International



Investments in Businesses and Corridor



Melanin Market



Construction Training



Debs Store



Plan Moving Forward

We intend to pursue two categories of strategic investments using the CBA resources

1. Affordable and Attainable Housing	2. Economic Development
<p data-bbox="365 391 732 434">Overall Objectives</p> <p data-bbox="150 505 929 662">Increase the number of affordable and workforce housing units in Historic Eastside (single-family and multifamily).</p> <p data-bbox="150 733 877 833">Assure that existing residents are not displaced by rising housing costs.</p> <p data-bbox="150 905 726 1005">Support initiatives to prevent homelessness.</p> <p data-bbox="150 1076 861 1176">Prioritize rehabilitation and reuse of existing homes.</p>	<p data-bbox="1195 391 1562 434">Overall Objectives</p> <p data-bbox="981 505 1644 605">Implement a commercial corridor Master Plan for Historic Eastside.</p> <p data-bbox="981 676 1773 833">Preserve historic structures and support streetscaping and development of parks and public art.</p> <p data-bbox="981 905 1754 1005">Promote and support small businesses, entrepreneurship, and innovation.</p> <p data-bbox="981 1076 1725 1290">Provide micro-loans and grants for qualifying small businesses, and educational programs for existing and future entrepreneurs.</p>

Strategic Priority 1: Affordable and Attainable Housing

KEY INVESTMENTS

1. Support **capital needs for development of long-term affordable, attainable and sustainable housing** (e.g., gap funding, down payment assistance).
2. Maintain residence through support for **obtaining clear titles/heirs' properties**, homesteading designation, and support for back taxes owed.
3. Maintain and upgrade residence through **property improvements** to meet building code and/or resident needs.

MEASUREABLE OUTCOMES

At least **125 owner-occupied homes repaired**, with a priority focus on seniors with homestead exemptions and residents below predetermined household income threshold.

At least **50 vacant single-family properties redeveloped** into high-quality, owner-occupied homes.

At least **125 vacant properties redeveloped** into high-quality, owner-occupied homes.

At least **100 units of new, affordable and/or workforce multifamily housing** delivered in the neighborhood.

Strategic Priority 2: Economic Development, Infrastructure, and Amenities

KEY INVESTMENTS

- Support the **creation of a commercial corridor and capital improvement district** eligible for set-aside funding for corridor master plan implementation, development incentives, historic building rehabilitation, infill development support, and streetscape improvements.
- Promote and **support small businesses, entrepreneurship, and innovation** with loans, grants, and education programs.

MEASUREABLE OUTCOMES

At least **five (5) underutilized commercial parcels** (either empty buildings or vacant parcels) will be redeveloped into functioning commercial buildings.

At least **10 new brick and mortar business** locations will be created.

At least **75% of existing businesses will experience growth** and/or improved business metrics (e.g., additional employees, greater revenue, increased profitability).

Budgetary Estimates

	Year 1 (FY '25-'26)	Year 2 (FY '26-'27)	Year 3 (FY '27-'28)
Affordable and Attainable Housing			
Support capital needs for development of long-term affordable, attainable and sustainable housing, preferably by non-profit entities (e.g., gap funding, down payment assistance).	\$ 4,000,000	\$ 3,000,000	\$ 3,000,000
Maintain residence through support for obtaining clear titles/heirs' properties, homesteading designation and payment of back taxes owed.	\$ 400,000	\$ 400,000	\$ 200,000
Maintain and upgrade residence through property improvements to meet building code and/or resident needs.	\$ 1,500,000	\$ 1,500,000	\$ 1,000,000
Economic Development, Infrastructure, and Amenities			
Support the creation of a commercial corridor and capital improvement district eligible for set-aside funding for commercial corridor master plan implementation, development incentives, historic building rehabilitation, infill development support, and streetscape improvements.	\$ 4,500,000	\$ 3,000,000	\$ 3,000,000
Promote and support small businesses, entrepreneurship, and innovation with loans, grants, and education programs.	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000
Annual Total	\$ 11,900,000	\$ 9,400,000	\$ 8,700,000



OUTEAST[®]

HISTORIC EASTSIDE