



STANDUPNASHVILLE
COMMUNITY BENEFITS AGREEMENTS

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CBA DEFINED



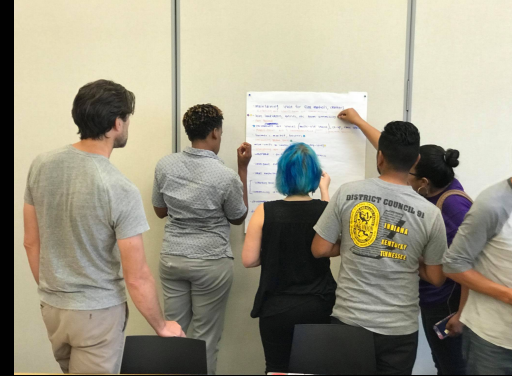
- Legally Binding Agreement
- Single development
- Applies to developers, successors and other parties



CORE PRINCIPLES

- REPRESENT INTERESTS OF THOSE MOST IMPACTED AND LEFT OUT
- FOLLOW INCLUSIVE & TRANSPARENT PROCESS
- PROVIDE MEANINGFUL BENEFITS
- ADDRESS COMMUNITIES ACTUAL NEEDS
- CONTAIN CONCRETE, SPECIFIC LANGUAGE
- INCLUDE ACCOUNTABILITY SAFEGUARDS

SOURCE: COMMUNITY BENEFITS LAW CENTER



ELEMENTS OF EFFECTIVE CBAs



- NEGOTIATED BY COALITION THAT EFFECTIVELY REPRESENTS THE INTERESTS OF IMPACTED COMMUNITY
- CBA PROCESS IS TRANSPARENT, INCLUSIVE, & ACCESSIBLE TO COMMUNITY
- TERMS PROVIDE SPECIFIC, CONCRETE, MEANINGFUL BENEFITS, AND DELIVER WHAT THE COMMUNITY NEEDS
- CLEARLY DEFINED, FORMAL MEANS BY WHICH THE COMMUNITY CAN HOLD THE DEVELOPER, SUCCESSORS & OTHER PARTIES ACCOUNTABLE TO THEIR COMMITMENTS



SOURCE: COMMON CHALLENGES IN NEGOTIATING COMMUNITY BENEFIT AGREEMENTS

INDICATORS OF INEFFECTIVE CBAs

- DEVELOPER **CO-OPTS** & RETAINS POWER, USING CBA AS TOOL TO BENEFIT ITSELF
- COMMUNITY IS **MISLED** & UNDER ASSUMPTION THAT PROJECT WILL PROVIDE BENEFITS, BUT BECAUSE OF BAD DRAFTING OR WEAK ENFORCEMENT PROVISIONS, BENEFITS NEVER MATERIALIZE.
- CBA DOES NOT ADDRESS THE ACTUAL NEEDS OF IMPACTED COMMUNITY.



SOURCE: COMMON CHALLENGES IN NEGOTIATING
COMMUNITY BENEFIT AGREEMENTS

EXAMPLE OF EFFECTIVE CBA

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THE STAPLES CENTER (LA LIVE)

- BROAD COALITION WORKED WITH COMMUNITY TO NEGOTIATE CBA
- BENEFITS INCLUDE AFFORDABLE HOUSING, LIVING WAGE, FIRST SOURCE HIRING SYSTEM & JOB TRAINING, & PARK & REC CENTER
- STRONG ENFORCEMENT WITH OVERSIGHT COMMITTEE & BINDING ON SUCCESSORS
- OVER 500 PEOPLE HIRED (ARENA/COMMERCIAL), 50% LOCAL HIRE (HOTELS); 20% AFFORDABLE HOUSING GOALS MET BY LOCAL CDCs BEFORE MARKET RATE UNITS COMPLETED



EXAMPLE OF INEFFECTIVE CBA

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ATLANTIC YARDS / PACIFIC PARK

- DEVELOPER HANDPICKED GROUPS
- COMMUNITY BENEFITS TERMS DRAFTED IN ASPIRATIONAL LANGUAGE WITH IMPLEMENTATION PROCESS THAT NEVER CAME TO FRUITION
- LACK OF ENFORCEMENT MECHANISMS & INDEPENDENT COMPLIANCE MONITOR REQUIREMENT NEVER FULFILLED
- ONLY 782 OF 2500 AFFORDABLE UNITS BUILT & 26% OF TARGETED CONSTRUCTION JOBS FULFILLED



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SOCCER CBA HISTORY



Winter-Spring 2017:
Public Education / Organize /
Build A Better South
Report released

Fall-Winter 2017:
Stadium Plan released /
Public Hearings / SUN
champions Do Better Law

Winter-Spring 2018:
Community Meetings /
Surveys / Door knocking /
Negotiations begin

Summer 2018:
Community
priorities turned into
term sheets /
Charrettes /
Mobilize / Lobby

August 2018:
Community shows up
in mass to support
CBA

Labor Day 2018:
SUN & NSH
sign historic CBA

**CITY
WINS!**

PHASE 3: IMPLEMENTATION -
enforcement, ensure community
ownership of CBA for next 30 years...

PHASE 2: NEGOTIATIONS - develop community priorities, broaden
coalition, mobilize bases, engage decision makers, social media, press
work, negotiate terms

PHASE 1: SPADE WORK - research, educate community & elected officials, understand decision points,
change public narrative, raise expectations, communicate path to victory, develop leaders

Time

Escalation

SUPER CBA!

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WHAT WE WON TOGETHER

STANDUP
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- 20% AFFORDABLE & WORKFORCE HOUSING, WITH 3 BEDROOMS UNITS
- SLIDING SCALE CHILD CARE CENTER
- FIRST SOURCE HIRING
- SAFETY TRAINING FOR CONSTRUCTION WORKERS
- MICRO UNITS FOR ARTISANS & SMALL BUSINESSES
- COMMUNITY ADVISORY COMMITTEE TO MONITOR IMPLEMENTATION & REPORT TO PUBLIC



DEEPER DIVE

- <https://www.powerswitchaction.org/resources/common-challenges-in-negotiating-community-benefits-agreements>
- <https://shelterforce.org/2021/08/31/which-community-benefits-agreements-really-delivered/>
- <https://standupnashville.org/wp-content/uploads/2022/04/SUN-East-Bank-Report.pdf>

