

Community Benefits Menu



The goal of this menu is to provide a wide range of concrete community benefit ideas and options that communities can see, adapt and edit to fit their unique context and situation, and include in their community benefit agreements or negotiations.

Most of the benefits listed in this menu were adapted from a previously negotiated Community Benefit Agreement, Good Neighbor Agreement, or Host Agreement, with some additional recommendations from the Beaver County Coalition and other community benefit partners.

The full Community Benefits Menu can also be found in the [Community Benefit Menu Cards](#). The cards can be a helpful hands-on tool to use while facilitating a community benefits conversation with a coalition or group of community members. (See [retreat agenda](#) for additional details.)

Community Benefit Menu Steps:

1. Create your community’s vision and goals.
2. Understand the impact the development will have in your community.
3. Identify which of your community’s vision and goals are supported or harmed by the development’s impact.
4. Pull out those benefits for a potential CBA negotiation.
5. Use [S.M.A.R.T.I.E.S.](#) to *adapt and edit* the benefit to fit your community’s context and situation and to make sure benefits are strong and concrete. For example, think about:
 - a. What amount of money is appropriate?
 - b. Who or which organizations should be part of that benefit?
6. Add any new benefit needs that will ensure your community’s vision and goals are supported and any harm from the development is mitigated or removed.
7. Pull into the [CBA Template](#) and get support from your legal representation.

Vision	Community Goal
 <p style="text-align: center;">THRIVING NATURAL WORLD</p>	<ul style="list-style-type: none"> ● Clean Air ● Clean Water ● Healthy Soil ● Equitable and Accessible Trees, Green Spaces, Forests, Parks ● Stormwater Management ● Climate Resiliency + Healthy Buildings
 <p style="text-align: center;">MEANINGFUL WORK AND WEALTH</p>	<ul style="list-style-type: none"> ● Good Jobs for Residents ● Good Benefits for Workers ● Workforce Development and Vocational Programs ● Thriving Main Street and Businesses ● Recreational Tourism

	<p>LIFELONG LEARNING</p>	<ul style="list-style-type: none"> ● <u>Strong and Equitable K-12 Education</u> ● <u>Early Childhood Development</u>
	<p>BELONGING AND CIVIC MUSCLE</p>	<ul style="list-style-type: none"> ● <u>Opportunities and Activities for Families</u> ● <u>Capacity Building for the Future</u> ● <u>Public Art</u>
	<p>BASIC NEEDS FOR HEALTH AND SAFETY</p>	<ul style="list-style-type: none"> ● <u>Emergency Safety and Response</u> ● <u>Access to Healthy Food</u> ● <u>Public Healthcare and Services</u> ● <u>Low Noise, Light, and Smell Pollution</u>
	<p>HUMANE HOUSING</p>	<ul style="list-style-type: none"> ● <u>Affordable Housing</u> ● <u>Safe Housing and Weatherization</u> ● <u>Renewable Energy for Housing</u>
	<p>RELIABLE TRANSPORTATION</p>	<ul style="list-style-type: none"> ● <u>Road and Sidewalk Safety</u> ● <u>Biking and Hiking Trails</u> ● <u>Alternative Transportation and Electric Vehicles</u>
	<p>INCLUSIVE DECISION-MAKING</p>	<ul style="list-style-type: none"> ● <u>Transparency Between Company and Community</u> ● <u>Public Participation and Collaborative Decision-Making</u> ● <u>Monitoring and Enforcement</u>



THRIVING NATURAL WORLD

“... is about having clean air, clean water, clean land, and well-functioning ecosystems. A healthy environment is one that is free from environmental hazards, one that is resilient to future changes and threats, and one that fulfills our need to connect with nature.”¹

Thriving Natural World Community Goals:

- Clean Air
- Clean Water
- Healthy Soil
- Equitable and Accessible Trees, Green Spaces, Forests, Parks
- Stormwater Management
- Climate Resiliency + Healthy Buildings

Clean Air		
Air Monitoring	Company will purchase and provide air monitoring equipment, including but not limited to PM2.5 and VOC, that can also be used by a community-based organization to jointly monitor real-time fence line air quality and provide baseline data, including setting up a platform for data sharing on air monitoring.	Recommendation from the Office of Clean Energy Demonstrations Recommendation (Office of Clean Energy Demonstrations, 2022), adapted by Beaver County Coalition
Air Pollution Monitoring + Transparency	Company agrees to provide more information to residents on activities at the refinery, including: monthly reports concerning various operations; incident investigation reports on significant airborne releases of contaminants; notification of planned maintenance or repairs along with environmental impact studies seven days in advance; and notification of emergency repairs.	Refinery (Kenney, 2004)
Air Pollution Reduction	Company agrees to install a thermal oxidizer; testing and monitoring requirements including documentation of burn efficiency by a third party; a fugitive emission reduction plan; and an independent facility review by an outside consultant selected by all parties.	Chemical Manufacturer (Kenney, 2004)
Air Monitoring – Block-by-Block Mobile Program	Company will screen for local sources of air pollution street-by-street in X communities for one year. Company will use a mobile monitoring fleet of air sensor-equipped, low-emissions vehicles to drive on public roads in the study areas at least 20 times across different seasons, different days of the week, and different times of the day over the course of the year. The goal of this	NY State Climate Action Plan (NY State Dept of Environmental Conservation, 2022-2023)

¹ Community Commons. Thriving Natural World as a Vital Condition. <https://www.communitycommons.org/collections/Thriving-Natural-World-as-a-Vital-Condition>

	effort is to collect block-level air pollution data to help identify sources contributing to disproportionate air pollution burdens and develop strategies to reduce air pollution within these communities, including greenhouse gas emissions contributing to climate change.	
Climate Action Plan	Company will fund \$1,000,000 to the city to further develop its Climate Action Plan, integrating co-health benefits and greenhouse gas reduction targets for the city. The plan is the policy vehicle through which the city addresses reduction of greenhouse gasses, improvement of air quality, and protection of health, all of which are in furtherance of the mitigation measures adopted for the project.	Refinery (Columbia Law School Sabin Center for Climate Change Law, 2014)
Citizen Science Air Monitoring Project with High School Students	Company will fund a five-year air deposition background study at up to 20 locations through the city, which may be done in conjunction with local high school science departments. This program must be developed and implemented by [School/Community-Based Non-Profit/City].	Refinery (Columbia Law School Sabin Center for Climate Change Law, 2014)
Greenhouse Gas Reduction Program	Company shall fund \$3,000,000 per year for ten years to support the types of greenhouse gas reduction programs, which could include: city development of climate action plan; rideshare programs; biking and bike share programs; electric vehicle infrastructure; urban forestry; rooftop solar; and energy retrofits. This funding goes to a local organization so that the company funds this program but does not oversee it.	Refinery (Columbia Law School Sabin Center for Climate Change Law, 2014)
Off-Site Emission Reduction Program	Company will contribute at least \$300,000 to the city dedicated to the development of an off-site emission reduction program targeted to gas and PM2.5, among other air pollutants. Company, with the assistance of the city, shall prepare a report detailing the activities that are to be funded by the off-site emissions reduction program, including the cost, timeframes, and anticipated environmental benefits of the identified projects to be submitted to the city within one year of commercial operation of the proposed facility. Such contribution will be made in three equal annual installments of \$100,000 each beginning on the date of the submission of such report to the Siting Board.	Refinery (Columbia Law School Sabin Center for Climate Change Law, 2014)
Plant Modernization and Protections	Company shall retrofit certain tanks with dome to reduce...VOC emissions to zero net increase...to implement this condition, company shall select one or more floating roof tanks and shall equip such tanks with a dome or fixed roof vented to a vapor recovery system to reduce VOC emissions by at least 12.2 tons per year. <ul style="list-style-type: none"> • Within six months after approval of this Conditional Use Permit, the company shall provide documentation identifying the tank or tanks selected for a dome or fixed roof. • Floating roof of each tank selected shall comply with BAAQMD Regulation 8, Rule 5, Section 305. 	Refinery (City of Richmond, 2008)

	<ul style="list-style-type: none"> • Company shall ensure that the concentration of organic vapor in the vapor space above the floating roof within the fixed roof shall not exceed 30% of its lower explosive limit... • Company shall conduct quarterly visual seal inspections and measure the concentration of the vapor space within the dome or fixed roof... 	
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Clean Water

Groundwater Testing + Mitigation	Company must create a groundwater well system that includes three successive “rings” of wells to monitor any potential contaminants moving from the mining facility toward the river. More aggressive action will be required if levels of contamination increase or move closer to the river. Those actions include more frequent water quality monitoring, completion of independent studies to recommend mitigation and treatment options and — in the event of exceeding drinking water standards — required steps to return contamination water to baseline conditions.	Mine (Northern Plains)
Water Access Easement	Company will grant to the public a marine terminal and rail effects easement. This easement shall continue in perpetuity.	Sports Stadium (Gross, 2005)
Water Supply Protection Program	If well water contamination in any portion of the town is determined by either the Health Department or Department of Environmental Protection to be caused by company operations, the company shall, at its expense, supply sufficient potable water to the affected properties until the contamination is corrected. If water exceeds ambient water quality standards... company shall stop construction activities, report to grantor test results and remediation plans.	Wind Turbine Farm (Columbia Law School Sabin Center for Climate Change Law)
Water Testing	Company will determine the depth of groundwater by means of field testing at monitoring wells... company shall test the groundwater for the presence of PFAS.	Wind Turbine Farm (Town of East Hampton, 2021)

Healthy Soil

Contaminated Soil & Treatment Facilities	No contaminated soil will be shipped to treatment facilities operated by licenses with adverse compliance histories. No cost burden shall be placed on anyone other than the polluter.	Sports Stadium (Gross, 2005)
Soil Testing	Company shall perform a continuous soil boring so as to document soil composition at each testing location (along with groundwater testing).	Wind Turbine Farm (Town of East Hampton, 2021)

Equitable and Accessible Trees, Green Spaces, Forests, Parks		
Build Green Space	Company will create a pedestrian hardscape or vegetated space on the ground and/or roof to ensure 20% of the site area is undeveloped and is accessible to the public, including green space, school yards, playgrounds, public seating areas, public plazas, and vacant lots.	Sports Stadium (Columbia Law School Sabin Center for Climate Change Law)
Urban Forestry	Company will fund \$2,000,000 toward tree planting, urban agriculture, park access designed to reduce greenhouse gas emissions and achieve co-benefits, including, improved air quality, stormwater quality and noise levels, reduced crime, improved health, and/or to restoration of biological resources. These programs may include, but are not limited to, outdoor education, job training, youth involvement, and resource maintenance, including funding for city staff (e.g., gardener, arborist) to coordinate, implement and/or oversee these programs, and other activities related to resource management in the city.	Refinery (Columbia Law School Sabin Center for Climate Change Law, 2014)

Stormwater Management		
Stormwater Management Fees	Company agrees not to oppose any measure that may be submitted to the voters for the purpose of imposing, generally, a stormwater fee or watershed management fee in the city.	Sports Stadium (Gross, Ballpark Village Project Community Benefits Agreement, 2005)
Stormwater Management Using Natural Infrastructure	Company will maximize rainwater and greywater capture for use in its landscape irrigation, toilet and urinal flushing, and custodial uses. Paving will promote infiltration. Company shall also integrate native plans and stormwater management into streetscape improvements in the immediate vicinity of the Project with input from the Community Advisory Council, in consultation with other local environmental groups.	Sports Stadium (Columbia Law School Sabin Center for Climate Change Law)

Climate Resiliency + Healthy Buildings		
Climate Resilient Design Components	<p>The Company must adequately meet the design criteria listed below:</p> <ul style="list-style-type: none"> ● Mitigation measures — Company shall take all mitigation measures required in the Mitigated Negative Declaration for the Project. ● Storm drainage — the project shall be designed to ensure storm drainage adequate to prevent any runoff from the site to surrounding streets. ● Landscaping — Company shall incorporate landscaping elements, irrigation elements, and trees... the project shall be designed to ensure adequate irrigation and soil for the health of the trees, shrubs, and other ground cover. The company shall develop and implement a maintenance plan adequate to maintain the health and appearance of all landscaping elements. 	Industrial Park (Columbia Law School Sabin Center for Climate Change Law, 2001)

	<ul style="list-style-type: none"> ● Lot Coverage — Company shall ensure that no part of the site shall have as its visible surface bare dirt, except during periods of active construction or landscaping. ● Truck Routing — the project shall be designed to discourage commercial trucks from utilizing Telfair Street north of Branford Street to access the site. The project shall not incorporate an entrance from or an exit to Telfair Street north of Branford Street. ● Avoidance of Heat Islands — the project shall be designed so as to minimize the “heat island” effect by designing roof and parking lot surfaces in a light color. ● Avoidance of Vehicular Gas Inhalation — the project shall be designed and operated to minimize workers' exposure to smoke inhalation created by commercial trucks congregating at the site. This shall be done by installing air curtains at doors that are in direct contact with potential sources of smoke inhalation. 	
Healthy Buildings Design Requirement	The final design should meet green building standards established by [X Entity]], include carbon mitigating green space and infrastructure, maximize use of efficiency and renewable energy technologies, and incorporate healthy design standards.	Recommendation by ReImagine Appalachia, a regional coalition for a Just Economy (Woodrum, n.d.)
Funding for Environmental Initiatives	Company anticipates that the cost of the environmental and community investments described in CBA will be up to \$40 million to directly improve air quality and enhance the public health, safety, and welfare of the residents of the county and incorporated and unincorporated areas of the county.	Refinery (Columbia Law School Sabin Center for Climate Change Law, 2014)
Funding for Environmental Initiatives	Company will continue to provide funding in the amount of \$50,000 per year for 5 years that will support the city's existing environmental initiatives.	Power Station (Columbia Law School Sabin Center for Climate Change Law, 2014)
LEED Certification	Company shall obtain at least certified status for buildings within the project under the LEED system, including at least 7 points within the LEED category of Indoor Air Quality.	Sports Stadium (Gross, Ballpark Village Project Community Benefits Agreement, 2005)
Litter Clean-Up	Company agrees they shall implement a program to mitigate litter along Highway X between exits 1-7, such litter program shall include at least quarterly clean-ups of litter along such route using adequate personnel.	Landfill (Columbia Law School Sabin Center for Climate Change Law)
Post Construction Restoration	Following construction... Company and its employees and contractors shall restore all areas, pavements, curbs, driveways, sidewalk drainage and erosion control structures and measures, vegetation, landscaping, and other features disturbed.	Wind Turbine Farm (Town of East Hampton, 2021)
Utility-Scale PV Solar Farm	Following approval of the project, company shall enter into a lease with X solar energy company in which company provides solar energy company sixty acres of Chevron-owned land adjacent to the Richmond Parkway for the development of a utility-scale PV solar farm; the initial term shall be 25 years...; company shall provide the land, which company values at approximately	Refinery (Columbia Law School Sabin Center for Climate Change Law, 2014)

	<p>\$10,000,000 for the life of the lease at a nominal rate of \$1.00 per year; solar energy company shall use its best efforts to use a minimum of 50% resident labor force; a viewing platform and kiosk is planned at the solar field site, promoting public education about the role of solar energy in their community.</p>	
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MEANINGFUL WORK AND WEALTH

“Personal, family, and community wealth provides the means for healthy, secure lives. That includes good paying, fulfilling jobs and careers, and financial security that extends across the life span. People’s lives and self-worth flourish when doing productive, rewarding work. The ability to accumulate adequate wealth shapes the living standards not only for individual families and communities, but for generations to come.”²

Meaningful Work and Wealth Community Goals:

- Good Jobs for Residents
- Good Benefits for Workers
- Workforce Development and Vocational Programs
- Thriving Main Street and Businesses
- Recreational Tourism

Good Jobs for Residents

Create Healthy, Safe, and Secure Conditions	To fulfill the OSHA guarantee, workers must be engaged in the design and execution of all safety and health, workplace violence, and anti-harassment programs. These programs and the worker-led, employer-engaged health and safety committees that manage them, should include a comprehensive analysis and a management plan for all risks. They should also address how a strong safety culture will be built and maintained, how open communication about safety and health and lessons learned will be encouraged, how workers will be protected from harassment and discrimination, how retention rates will be measured, and how all worker and workplace concerns will be addressed.	Recommendation from Labor and Environmental Alliance (BlueGreen Alliance, 2023)
First-Source Local Hiring	The purpose of this First Source Hiring Policy is to facilitate the employment of targeted job applicants to the development. It is the goal of this agreement that this policy benefit employers by providing a non-exclusive referral system. The First Source Hiring Policy shall apply to hiring by Commercial Tenants and Contractors for all on-site jobs, except for jobs for which the hiring procedures are governed by a bona fide collective bargaining agreement... Targeted Jobs Applicants should include the following three categories: first priority (individuals whose residence or place of employment has been displaced by the development; second priority (low-income individuals living within one mile of the site; third priority (low-income individuals living	Mixed Use Development Project (Gross, Hollywood and Vine Mixed-Use Development Project Community Benefits Agreement, 2004)

² Community Commons. Meaningful Work and Wealth as a Vital Condition. <https://www.communitycommons.org/collections/Meaningful-Work-and-Wealth-as-a-Vital-Condition>

	in census tracts throughout the city for which household income is no greater than 80% of the median household income for the county.	
Local Hiring in Project Construction	During construction, company shall make all diligent efforts to ensure 25% of its employees are individuals from the Targeted Project Area and shall award 25% of funds spent on employees performing construction of the project to Minority and Women Owned Businesses located in the Bronx. Company will make this requirement part of any contract or agreement with any third party.	Sports Stadium (Columbia Law School Sabin Center for Climate Change Law)
Local Hiring with Priority Targeted Applicant Areas	Company shall employ at least 51% of its employees from the Targeted Job Applicants. Each employer shall make this requirement part of any contract or agreement with any third party that will operate business at the project. First Priority: Residents of the following geographic areas: all of Bronx Community board 7, 5, and 8 who are underemployed, unemployed, or individuals from the Targeted Population. Second Priority: Residents of the following geographic areas: Bronx Community Board 6 who are underemployed, unemployed, or individuals from the Targeted Population. Third Priority: All other residents of the Bronx.	Sports Stadium (Columbia Law School Sabin Center for Climate Change Law)
Local Action Hiring Plan	Company will draft a local hiring plan that outlines how it will achieve the level of local hiring set forth in other sections. Company will present the Local Action Hiring Plan to the Community Advisory Council at least 6 months before construction of the Project commences. Community Advisory Council must raise any objections or questions at least 4 months before construction of the Project. If there are any objections or questions, company must make modifications to the Plan at least 2 months before construction of the Project.	Sports Stadium (Columbia Law School Sabin Center for Climate Change Law)
Local Hiring Process	During major new hire-up periods, company will work with [local nonprofit] to host a job fair; for three weeks, only applicants referred to company from [local nonprofit] will be considered for open positions. Company will make every effort to hire workers through this referral. For ongoing hiring, company gives [local nonprofit] applicants a 3-day lead time period. During that time, the Company only considers applicants referred through [local nonprofit] and makes every effort to hire them. After 3 days, any applicant may be considered.	Recommendation by ReImagine Appalachia, a regional coalition for a Just Economy (Woodrum, n.d.)
Local Hiring Reporting + Transparency	For both construction and non-construction job, company shall prepare monthly reports detailing: the number of hires for employment relating to the Project during the month; what percentage of hires were city residents; a description of project jobs filled by city residents and others; the amount of total monthly wages for both Hires and City Resident Hires; and compliance with local hiring outcomes. Company shall also describe the measures taken to implement local hiring at such level of detail such that compliance can be ascertained and assured. Reports shall begin once construction begins. City staff will assist company by preparing forms to be completed for this purpose.	Refinery (Columbia Law School Sabin Center for Climate Change Law, 2014)

<p>Project Labor and/or Community Workforce Agreements</p>	<p>Company will negotiate a Project Labor Agreement or Community Workforce Agreement with the appropriate entities, and all conditions will be accepted within this Community Benefit Agreement. (A Project Labor Agreement is a type of collective bargaining agreement between construction union(s) and employers that dictate the terms of employment for projects that all contractors and subcontractors have to agree to, including: wage and benefits, grievance processes, and other conditions. Community Workforce Agreements often has the same conditions as the Project Labor Agreement and also community conditions such as equitable workforce development and small business support.)</p> <p>Project Labor Agreement should promote quality construction and use of a skilled, local, and diverse workforce and targeted hiring policy on all multi-trade county-owned projects that have a total construction value of \$500,000 or more. All contractors are eligible to work on covered projects, so long as they agree to abide by requirements of the Project Labor Agreement and targeted hiring policy. The Project Labor Agreement and hiring policy should include the following:</p> <ul style="list-style-type: none"> ● A commitment to pay prevailing wages to all workers. ● Project-wide requirements that 40% of all worker hours be performed by workers residing in [X] County; and that 20% of all hours be performed by disadvantaged workers. ● Project-wide requirements that at least 20% of all work hours be completed by registered apprentices; and that half of the apprentice hours be performed by disadvantaged workers or graduates of any pre-apprentice training program recognized by the State Apprenticeship Council and designated by the [X] County as serving primarily targeted populations and residents of low-income areas. ● Commitments by building trades unions: (i) to promptly resolve jurisdictional disputes; (ii) to refrain from strikes or other work stoppages; (iii) to refer targeted workers on a priority basis, when contractors need such workers in order to comply with local hire requirements; (iv) to coordinate with apprenticeship programs to help contractors satisfy requirements for use of targeted new apprentices. ● Requirements that developers, contractors, and subcontractors take specified steps to comply with various elements of the Construction Careers Program. Certified payroll reports will identify disadvantaged workers and document disadvantaged worker hours. Contractors who meet the numerical hiring requirements are automatically in compliance. Contractors and subs who do not meet the hiring requirement must 	<p>Recommendation from Labor and Environmental Alliance, and adapted by Beaver County Coalition (BlueGreen Alliance, 2023)</p> <p>Recommendation by ReImagine Appalachia, a regional coalition for a Just Economy (Woodrum, n.d.)</p>
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	document their effort to do so, including: written requests to hiring halls to refer local workers; documenting why those workers were not hired (if pertinent).	
Responsible Contracting	<p>Responsible contractor status is a best practice and industry standard for construction. All construction contractors and subcontractors on county-owned projects are not covered by a Project labor Agreement must document they are responsible contracts, with regard to expertise, quality of training, and conditions of employment. Contractors must show that:</p> <ul style="list-style-type: none"> • Workers are classified as employees and not misclassified as independent contractors. • Workers are paid prevailing wages and the contractor has had no prevailing wage or wage/hour violations for the past 3 years. • Workers receive 10 OSHA safety training; supervisory workers receive 30-hour safety training. • The contractor agrees to participate in a targeted hiring program and submits a written plan for how compliance will be ensured, which may include contractor sponsorship of grades from any pre-apprenticeship program registered with the State Apprenticeship Council as a mechanism for ensuring compliance. • County will establish the document requirements and process, and maintain the list of contractors deemed responsible. 	Recommendation by ReImagine Appalachia, a regional coalition for a Just Economy (Woodrum, n.d.)
Re-Entry Programs	Provide stabilizing jobs for 200 formerly incarcerated people by the year 2013 creating a re-entry hiring program, eliminating discrimination for hiring based on criminal record.	Mixed-Use Development (Housing Coalition for Equitable Development without Displacement)

Good Benefits for Workers

Avoid Worker Misclassification	The Fair Labor Standards Act (FLSA) provides minimum wage and overtime pay protections to nearly all workers in the U.S. Some employers incorrectly treat workers who are employees under this federal law as independent contractors. The Internal Revenue Service uses three criteria to determine if employees are being misclassified; behavioral control; financial control; and relationship of the parties. Employers must pay social security, Medicare, and unemployment (FUTA) taxes and withhold their employees' income tax, social security, and Medicare taxes. Independent contractors are responsible for their own taxes.	Recommendation from Labor and Environmental Alliance (BlueGreen Alliance, 2023)
Job Sustainability	At least 20% of the total employees employed by the company during the first 2 years of operation shall work Full Time and at least 40% of the total employees shall work Full Time during all other years of operation of the project.	Recommendation from Beaver County Coalition

Living wage Provision	Company shall pay employees a wage of no less than \$10.00 per hour if the Health Benefits Rate is paid, or no less than \$12.00 per hour if the Health Benefits Rate is not paid. This can be superseded by a valid collective bargaining agreement.	Sports Stadium (Gross, Ballpark Village Project Community Benefits Agreement, 2005)
Sick & Vacation Time	Company shall provide each employee a minimum of ten compensation days off per year for sick leave, vacation, or personal necessity leave. This can be superseded by a valid collective bargaining agreement.	Sports Stadium (Gross, Ballpark Village Project Community Benefits Agreement, 2005)
Union Card Check	Company will recognize union intention or willingness through card check (as opposed to requiring union elections).	Recommendation from Labor and Environmental Alliance (BlueGreen Alliance, 2023)

Workforce Development and Vocational Programs		
Apprenticeship Programs – hiring from apprenticeship programs	Provide funding for at least 25% of contractors and subcontractors to provide US Department of Labor certified apprenticeship readiness programs.	Mixed-Use Development (Housing Coalition for Equitable Development without Displacement)
Apprenticeship Programs – funding apprenticeship programs	<p>Company will support pre-apprenticeship training programs to strengthen the workforce pipeline into construction trades for disadvantaged workers. Company will provide \$X toward pre-apprenticeship training programs to strengthen the workforce pipeline into construction trades for disadvantaged workers. This includes:</p> <ul style="list-style-type: none"> ● Support related outreach and recruitment of targeted populations and the provision of soft skills. ● Fund pre-apprentice students for stipends, bus passes, books, and supplies for pre-apprentices during in-school training periods. ● Provide matching dollars to employers for pre-apprentice students and graduates to gain paid on-the-job work experience. ● Support work to identify disadvantaged workers; refer good candidates to pre-apprentice programs; help pre-apprentice students and graduates identify union apprenticeship and job opportunities; and help pre-apprentices secure related work experience. 	Recommendation by ReImagine Appalachia, a regional coalition for a Just Economy (Woodrum, n.d.)

Career Growth Tracking	Company will acquire monitoring and compliance software system for long-term tracking of race, gender, and residency status of employees to identify methods to track long-term career progress of disadvantaged residents and businesses, particularly the progress of disadvantaged workers in the trades.	Recommendation by ReImagine Appalachia, a regional coalition for a Just Economy (Woodrum, n.d.)
Job Training Program in Partnership with Local Organization	Beginning within six months after the effective date of this agreement, and continuing through 2017, company shall provide annual funding of \$150,000 for job training for sewer related occupational titles, which could also include Pre-Apprenticeship Programs or other support services... the need to continue a job training program will be evaluated prior to the end of year 2016 to determine if adjustments are needed... as detailed in the Company Disparity Study.	Sewage System Update (Columbia Law School Sabin Center for Climate Change Law, 2013)
Workforce Resource Center	The coalition will work cooperatively to establish a model first source referral center to provide or coordinate job preparation, counseling, training and supportive services, and to serve as a first source referral of qualified county residents to employers connected with the development, and to other employers and jobs as appropriate. The resource center will include a coalition of schools, training centers, community organizations, and private industry.	Sports Stadium, adapted by Beaver County Coalition (One Hill Neighborhood Coalition, 2008)
Workforce Projection Reports	Company will develop and release a report which provides projections of workforce needs going forward, particularly for skill development purposes.	Recommendation by ReImagine Appalachia, a regional coalition for a Just Economy (Woodrum, n.d.)

Thriving Main Street and Businesses

Brownfield Redevelopment	As the location of the former power station and bulk oil storage facility, the project site is heavily contaminated by oil and hazardous materials requiring extensive environmental remediation. In addition, the power plant and other structures are obsolete and burdened with contaminated materials, leaving a large waterfront parcel critical to the city's economic and waterfront development blighted and under-utilized. As part of the project, the company shall remediate the existing environmental contamination adversely affecting the project site in accordance with Chapter 21E of the Massachusetts General Laws and Massachusetts Contingency Plan (310 CMR40.0000, et. seq). Company shall also diligently decommission and demolish those existing project site structures and buildings that will not be used for the project. Company's environmental consultant has estimated the costs for the foregoing work to be approximately Fifty Million Dollars (\$50,000,000).	Casino (Columbia Law School Sabin Center for Climate Change Law, 2015)
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<p>Business-Assistance Program</p>	<p>Company will create a one-stop business assistance shop for small and disadvantaged business enterprises. This includes:</p> <ul style="list-style-type: none"> ● Streamline certification process for small and disadvantaged businesses. ● Build a toolkit for contractors, local and disadvantaged businesses to help achieve goals of county’s community benefits policy. ● Provide technical assistance, mentoring and networking opportunities for local and disadvantaged businesses to help them grow into successful businesses. ● Align business and workforce resources to support minority- and female-owned businesses and organizations, such as access to capital and bonding assistance. ● Promote and support socially responsible bidders, businesses and organizations contracting with the county. Create stamp of approval for socially responsible county businesses, provide marketing support to them, and create an online directory for consumers. ● Work with organizations in community to connect socially responsible businesses to carbon footprinting, buy-local, and live-near-your work programs. 	<p>Recommendation by ReImagine Appalachia, a regional coalition for a Just Economy (Woodrum, n.d.)</p>
<p>Buy-Local Program</p>	<p>Ensure that construction and non-construction employers receiving grants or contracts from the County with total value of \$500,000 or more participate in a buy-local program modeled after Cuyahoga County’s existing program.</p>	<p>Recommendation by ReImagine Appalachia, a regional coalition for a Just Economy (Woodrum, n.d.)</p>
<p>Employee-Ownership Model (Or Co-Op)</p>	<p>By [date], company will transition business into an Employee-Ownership Model, including working with Advisory Board to create a transition plan and implement that transition plan. (Employee-Ownership Model, or co-ops, are business structures in which the people who work for the company own the company. Workers add to the company through their labor and the work they do for the organization. Each worker-owner has an equal stake and equal vote in the co-op. All profits are returned to their employee-owners instead of shareholders.)</p>	<p>Beaver County Coalition Recommendation</p>
<p>Funding for Community Development Corporation</p>	<p>Company will establish a \$5,000,000 Fund for the benefit of communities in Franklin County. The fund will provide grant funding to support the charitable mission of the Greater Franklin Development Council, a 501(c)(3) economic and community development organization operating for the benefit of Franklin County residents including the marketing of the Franklin County region, workforce development, business retention, and entrepreneurial support. Company and GFDC will administer the Fund on a collaborative basis, and funds will be disbursed through a grant process that requires applicants to demonstrate the availability of matching funds. Applications for projects to help low-income citizens of Franklin County will be given a priority.</p>	<p>Power Line (Columbia Law School Sabin Center for Climate Change Law, 2019)</p>

Local Business Prioritization	Company will create a Local Procurement Plan to include: identification of goods and services procured for the project; targeted outreach and capacity building funding for local businesses and Minority and Women Owned Businesses to provide goods and services to the company; and annual reporting to assess progress toward meeting minimums and targets identified on the plan.	Sports Stadium (Columbia Law School Sabin Center for Climate Change Law)
Low Interest Loan Program for Minority & Women Owned Businesses	Company shall, in coordination with various governmental, private and community organizations, assist to identify and/or develop a low interest working capital revolving loan program to assist minority and women business enterprises seeking to perform work on the project, and in low-income communities.	Sewage System Update, adapted by Beaver County Coalition (Columbia Law School Sabin Center for Climate Change Law, 2013)
Low Interest Loan Program for Businesses Entering into Environmental Justice Neighborhood	Company shall, in coordination with various governmental, private and community organizations, assist to identify and/or develop a low interest working capital revolving loan program to assist small business enterprises seeking to open a business in an identified Environmental Justice Neighborhood.	Beaver County Coalition Recommendation
Volunteering for Small Business	Company supports local entrepreneurs and desires to support a vibrant entrepreneurship culture in the region, particularly for racial and socio-economic groups that are underrepresented in the entrepreneurship community. To further that support, the company will work with the city and assign one or more front office executives within the company and/or affiliated organizations to periodically (e.g., quarterly) volunteer with local small business and entrepreneurship organizations and/or mentor local small businesses with an identified need.	Sports Stadium (Columbia Law School Sabin Center for Climate Change, 2023)

Recreational Tourism

Water Access Plan	Company will contribute up to \$75,000 to the city to fund a process to amend the Harbor Plan as needed to reach public access goals and ensure continuity and comprehensive planning along city's waterfront.	Power Station (Columbia Law School Sabin Center for Climate Change Law, 2014)
Recreational Amenities	Company will contribute a total of \$75,000 per year for 10 years to the city for the Community Preservation Act ("CPA") fund in order to support the construction and maintenance of city recreational amenities.	Power Station (Columbia Law School Sabin Center for Climate Change Law, 2014)



LIFELONG LEARNING

“...is all about providing a good education for all that ensures all people, regardless of age, background, or ability, are set up for success, and have the opportunities to reach their full potential. It’s about an education that launches people into meaningful careers, with ongoing opportunities to learn and grow.”³

Lifelong learning Community Goals:

- Strong and Equitable K-12 Education
- Early Childhood Development

Strong and Equitable K-12 Education		
Education Funding	Company will continue community education efforts designed to inform the public about its various activities, such as collaborating with the Public Schools' Community Education Program. This education shall include prospective career opportunities arising out of its various programs.	Sewage System Update (Columbia Law School Sabin Center for Climate Change Law, 2013)
Education Funding via Competitive Grant Program	<p>Company shall provide to the city \$6,000,000 over the first seven years of annual payments to fund community programs and non-profits focused on communities, youth and youth sports programs, which may include but are not limited to:</p> <ul style="list-style-type: none"> ● (a) Summer camp programs, collaboratively with the school district and the Education Fund, to make structured, academically focused, out-of-school-time programs available so that neighborhood youth might be better prepared to eventually secure meaningful employment. ● (b) Implementation of the city’s Health in All Policies Strategy and Ordinance, which aims to eliminate health disparities and work towards health equity through a collaborative approach by addressing the social determinants of health and integrating health into the decision making process across all departments of the city. ● (c) Implementation of Full Service Community Schools in school district, particularly those elementary schools nearest to the Facility, to support: <ul style="list-style-type: none"> ○ coordination and delivery of support services for school sites. ○ career academies. ○ implementation of Restorative Justice practices and programs. 	Refinery (Columbia Law School Sabin Center for Climate Change Law, 2014)

³ Community Commons. Lifelong Learning as a Vital Condition. <https://www.communitycommons.org/collections/Lifelong-Learning-as-a-Vital-Condition>

	<ul style="list-style-type: none"> ○ health and wellness education. ○ science, technology, arts, engineering and mathematics and applied learning partnerships. ○ student and parent engagement and education in academic and career pathways (culturally relevant and linguistically appropriate). <p>(vii) environmental and health applied learning partnerships.</p>	
Funding for Digital, Athletic, and Enrichment Programs	Company will contribute the following amounts to support county’s educational goals: (A) \$50,000 per year for 15 years to support school district’s digital initiative, and (B) \$25,000 per year for 15 years to support school district’s athletic and enrichment programs.	Power Station (Columbia Law School Sabin Center for Climate Change Law, 2014)
Scholarship Program	Company will fund \$35,000,000. This program will provide scholarship money for any resident when they graduate high school to continue their education. This program will be modeled on the Kalamazoo or the El Dorado Promise which provide a similar service to young people in those communities. The County Promise will guarantee the ability of county residents to pursue higher education and secure meaningful employment, including pursuing careers in research and development, engineering, and renewable energy fields. This program will be limited to students who live in county and graduate from a public high school in the county district. The program will be administered through a private 501(c)(3) non-profit or foundation formed or selected by the county and company. Company shall work with the city and partnering coalition members and use its best efforts to raise additional funds to benefit this program.	Refinery, adapted by Beaver County Coalition (Columbia Law School Sabin Center for Climate Change Law, 2014)
Youth Internship Program	Company will establish an internship program for local youth. This program would provide, to the extent permitted by law, paid internships for four college and two high school interns per year to participate in 12-week internships focusing on skills and industries related to company’s operations (power generation, alternative energy development, etc.).	Power Station, adapted by Beaver County Coalition (Columbia Law School Sabin Center for Climate Change Law, 2014)

Early Childhood Development		
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Childcare Facility	Company will reserve no less than 4,000 sq. ft. within or in close proximity of the project to a childcare location. Company and county will identify parties to provide such services and a business plan will be developed for the childcare location with Childcare Tennessee, which includes tuition (including an income-based sliding scale), operating practices, curriculum, and other relevant matters.	Sports Complex (Columbia Law School Sabin Center for Climate Change Law, 2018)
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BELONGING AND CIVIC MUSCLE

“...is about having fulfilling relationships and social support that people need to thrive. It’s about being part of a community and contributing to its vibrancy. Social support through friends, family, and other networks contributes to our practical and emotional needs, enhances mental well-being, helps us navigate the challenges of life, and reinforces healthy behaviors.”⁴

Belonging and Civic Engagement Community Goals:

- Opportunities and Activities for Families
- Capacity Building for the Future
- Public Art

Opportunities and Activities for Families		
Community Events	Company shall pay the city \$10,000 each year to defray a portion of the costs for the annual Independence Day fireworks, or for other recreational or related purposes.	Power Station (Columbia Law School Sabin Center for Climate Change Law, 2014)
Community Space	Company will develop and build-out, in conjunction with community partners, a community space and provide, or hire contractors to provide services in connection with such development, including conducting environmental studies, designing, and engineering, purchasing equipment for the community space, making improvements to the community space, including capital or expense expenditures inside the project and vicinity.	Sports Stadium, adapted by Beaver County Coalition (Columbia Law School Sabin Center for Climate Change Law)
Capacity Building for the Future		
Community Education	Company will provide to the city up to \$28,000 per year for two years during demolition and construction to assist with communication and distribution of information related to the project through the city's Building initiative.	Power Station (Columbia Law School Sabin Center for Climate Change Law, 2014)
Future Planning	The city and company shall secure funding for the development of a strategic planning document... The plan shall be developed with extensive community input, including the use of focus groups. A planning professional will facilitate the development of the plan through a request for proposals, subject to the approval of the Steering Committee. The plan will include:	Sports Stadium (One Hill Neighborhood Coalition, 2008)

⁴ Community Commons. Belonging and Civic Muscle as a Vital Condition. <https://www.communitycommons.org/collections/Belonging-and-Civic-Muscle-as-a-Vital-Condition>

	land use; community facilities and services; parks and recreation; open green spaces; capital improvements; conservation of housing; sociological and environmental impacts; urban design; educational facilities; commercial development; traffic and transportation; infrastructure; arts and culture; improvements of physical elements and geographic attributes of the community; historic preservation; vacant property review; and economic development.	
Working Together on Future Activities	The parties acknowledge that they will use their commercially reasonable business efforts to create a plan which will allow for the creation of a waterfront biking and hiking trail and community gathering space. The plan will include a timeline for activities such as seeking funding for all required activities, purchasing or leasing properties for activities within the plan, having joint meetings with appropriate business developers and elected officials, letters of support for grant funding...	Recommendation from Beaver County Coalition

Public Art		
Living History Project	A portion of the Benefits Fund may be used to support a new initiative which would document the history of X community. The Living History Project will be researched and developed by long-term members of the local community. This project would strive to preserve the legacies, traditions, and history of the people in X community, while introducing the emerging melting-pot community. This includes ongoing engagement of the community; including and elevating marginalized voices in the community, including the history of those who have been displaced from the region.	University Expansion, adapted by Beaver County Coalition (Columbia Law School Sabin Center for Climate Change Law, 2009)
Public Art Funding	Company will work with the city to support and fund public art initiatives on the waterfront and the power plant site and will contribute \$40,000 a year toward that effort for a period of three years.	Power Plant (Columbia Law School Sabin Center for Climate Change Law, 2014)
Resident Artist Program	Fund a team of Third Ward residents or legacy resident artists, architects, and designers to create murals, signage, displays, and marketing materials that celebrate third Ward's Black history and future.	Mixed-Use Development (Housing Coalition for Equitable Development without Displacement)



BASIC NEEDS FOR HEALTH AND SAFETY

“Physical and mental well-being starts with access to fresh air and water, nutritious food, and the security of a stable home. People also need healthy relationships — with freedom to express gender and sexuality — and a life free from violence, injury, and toxic stress. Access to routine and critical health care is also an important factor to maintaining health and well-being.”⁵

Basic Needs for Health and Safety Community Goals:

- Emergency Safety and Response
- Access to Healthy Food
- Public Healthcare and Services
- Low Noise, Light, and Smell Pollution

Emergency Safety and Response		
Emergency Notifications	In the event of an emergency which requires the company to notify the state Department of Environmental Protection, the state Department of Health, the county Department of Health, or any federal, county, or local emergency service or agency, the company will immediately thereafter notify the town supervisor of the circumstances and events requiring the initial reporting to the previously referenced entities. All written reports and documents regarding such notifications will be made available to the town board, along with any responses or further written directions received from the entities to which the company initially reported.	Wind Turbine Field (Columbia School of Law Sabin School of Climate Change law, 2016)
General Funding for Emergency Responders	Company shall pay to county, on an annual basis, a payment to the county's General Fund ("General Fund Payment") equaling Twenty Five Thousand Dollars and no cents (\$25,000.00) per year for twenty years. If the project is constructed with a Lithium-ion Battery Energy Storage System, the annual payment shall increase to Thirty Thousand Dollar and no cents (\$30,000). The General Fund Payment shall be used by county to offset any and all impacts to county services including, but not limited to, public safety services provided by the county sheriff and county fire department.	Solar Field (Columbia School of Law Sabin Center for Climate Change Law, 2015)

⁵ Community Commons. Basic Needs for Health and Safety as a Vital Condition. <https://www.communitycommons.org/collections/Basic-Needs-for-Health-and-Safety-as-a-Vital-Condition>.

Training for First Responders – Comprehensive Listing	Company will create a first responder stakeholder report to identify all potential first responders that would report to the facility in case of emergency, along with a jurisdictional analysis, including but not limited to EMS, fire, and police within the city, county, and state. Company will provide no-cost training on an ongoing basis to all identified first responders on facility-specific emergency response protocols, needs, and processes.	Recommendation by Beaver County Coalition
Training for First Responders – Ongoing and Public Safety Funding	Company shall provide emergency management preparedness training...on an annual basis. Company will also provide town with an Emergency Response Plan that will be provided to town prior to company’s commissioning of the project. To the extent that town identifies additional training that is required to render emergency response services to the project beyond what was provided above, the Town shall describe in writing those additional needs and company shall fund such additional training measures in an amount not to exceed \$15,000 per year. To assist the community with emergency preparedness, company shall pay the town the sum of \$20,000 annually due each June 30 th to be used by the town for any public safety or emergency management purposes, exclusive of any other payments under this agreement.	Battery Energy Storage System (Town of Medway and Medway Grid)

Access to Healthy Food

Community Gardens	Company shall provide coalition exclusive use of the portion of company-owned land located at 123 X St. for the purpose of Community Garden. Company shall provide group free use of space in a park building for meeting and educational purposes related to community gardening. Company will pay electric bills associated with use of utilities by coalition for the purpose of community gardening. Coalition shall assign 25% of gardening plots for primary use by the Senior Center Gardeners. Company shall provide \$X in funding to 501(c)(3) for educational programming around gardening and healthy food preparation.	City Re-Development Project, adapted by Beaver County Coalition (Change Lab Solutions, 2011)
Grocery Store Establishment	Company will commit up to \$1,000,000 in needed financial assistance for the development of a grocery store. The grocery store shall use the Workforce Development Center to secure referrals of applicants; shall provide a range of healthful and affordable food and a full service pharmacy; and be a minimum 25,000 square feet.	Sports Stadium (One Hill Neighborhood Coalition, 2008)
Grocery Store Leasing	Company shall use good-faith efforts to cause the leasing of a Grocery Store Space within the project intended for the purpose of a grocery store to either Gelson's, Andronico's, or Draegers's, or to other operators identified by coalition. Grocery store space is between 25,000 and 50,000 square feet, high-end grocery store chain whose employees in other locations are unionized.	Sports Stadium (Gross, Ballpark Village Project Community Benefits Agreement, 2005)
Locally Sourced Food	Company shall make best efforts to contract with local businesses for the supply of healthy foods and to discourage the sale of sugary drinks, deep fat fried and highly processed food at the	Sports Stadium

	project. Developer will provide programming for local athletes, their guests, and families to understand healthy eating, and provide a nutrition information booth in the food court.	(Columbia Law School Sabin Center for Climate Change Law)
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Public Healthcare and Services		
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Asthma Program	Company will fund established in-home, community-based asthma prevention program(s), in light of local air quality and to improve public health and safety, which may include partnerships with college and other medical providers.	Refinery (Columbia Law School Sabin Center for Climate Change Law, 2014)
Creation and Funding of Community Health Center	Establishment (including planning and building) of an ongoing delivery of health care services by Community Health Centers, that focus on providing direct primary health care services to the residually uninsured populations in Richmond, and to support the wellness of Richmond residents whose health may be affected by local environmental conditions, including air quality from local industrial emissions.	Refinery (Columbia Law School Sabin Center for Climate Change Law, 2014)
Health Outreach Coordinator	Company shall make an annual investment of \$140,000 before July 1 of each year, for a minimum of five years, to fund two new city positions: an asthma outreach coordinator and an uninsured children's outreach coordinator. City shall have sole authority for the selection of the individuals to fill these positions. Such individuals shall coordinate with representatives of hospital to identify and serve children residing in the city who either suffer from asthma or asthma-related conditions or are not covered by health insurance.	Hospital Development (Columbia Law School Sabin Center for Climate Change Law, 2006)
Health Impact Assessment and Mitigation Requirement	Company shall be required to complete a health impact assessment to determine potential effects of the proposed project on the health of the population and the distribution of those efforts within the population. In addition to public health impacts, including heart, respiratory, and cancer impacts, the assessment should include transportation access and pedestrian environment, air quality, food access, and affordable housing when appropriate. Any negative impact of a project must have a mitigation plan detailing steps the Company will take to ensure the strongest mitigation measures possible. Advisory Committee will approve the assessment with the help of independent advisors.	Recommendation by ReImagine Appalachia, a regional coalition for a Just Economy (Woodrum, n.d.)
Maternal Health Program	Company will fund \$[amount] to established in-home, community-based maternal and reproductive health prevention program(s), in light of local maternal health disparities and to improve public health and safety, which may include partnerships with college and other medical providers.	Recommended by Beaver County Coalition
Mental Health Services	Company will fund \$[amount] to established in-home, community-based mental health program(s), which may include partnerships with college and other medical providers.	Recommended by Beaver County Coalition

Low Noise, Light, and Smell Pollution		
Diesel Fuel Emissions	During and after the construction, the company commit themselves to enforcement of all ordinances, regulations, and laws controlling diesel fuel emissions to minimize the impact of such emissions on city residents in general, and nearby residents in particular.	Sports Stadium (One Hill Neighborhood Coalition, 2008)
Dust Prevention	Company shall ensure that the following dust mitigation measures are taken in on all-site construction: wheel washes for all trucks existing the site; covering of all trucks transporting soil to or from the site; all stockpiles of soil will be covered; and runoff protections will be provided, either through use of berms and sumps to hold runoff water, through use of grading, or through implementation of other BMPs. Company shall fund a dust mitigation plan and update yearly for the first five years of operations to ensure that dust is mitigated appropriately. The plan updates must include interviews or surveys of residents living within one mile of the project.	Sports Stadium, adapted by Beaver County Coalition (Gross, Ballpark Village Project Community Benefits Agreement, 2005)
Lighting Provisions	Company shall include a Lighting Plan, including security lightning needs; exterior equipment; lighting areas needs and proposed lighting; lighting designed to provide safe working conditions; explanation of how all exterior lighting shall avoid off-site lighting effects; using task lighting only as needed; designing and using task lighting that is capable of being activated or shut-off by auto-shut off; requiring full cutoff fixtures, with no drop-down optical elements for exterior security lighting. Company shall update its lighting plan on a yearly plan for the first five years of operations to ensure that lighting plan is updated to ensure no neighbors are unduly burdened by task light. The plan updates must include interviews or surveys of residents living within one mile of the project.	Wind Turbine Field, adapted by Beaver County Coalition (Town of East Hampton, 2021)
Truck Idling	Company shall ensure that trucks on or near the site for the purposes of construction with the project comply with state laws for heavy-duty diesel idling control measures regarding truck idling. If state laws are exceeded as evidenced and reported by [x], company will pay \$1,000 per day in which violations occur.	Sports Stadium, adapted by Beaver County Coalition (Gross, Ballpark Village Project Community Benefits Agreement, 2005)



HUMANE HOUSING

“...is about stable, safe places to live, and living in diverse, vibrant communities that lead to full, productive lives. People are able to thrive with access to secure, consistent places to live, homes and neighborhoods that are safe from hazards, and neighborhoods that provide access to food and other basic needs, opportunity, and resources that promote healthy living.”⁶

Humane Housing Community Goals:

- Affordable Housing
- Safe Housing and Weatherization
- Renewable Energy for Housing

Affordable Housing

Affordable Housing		
Cooperative Development with Housing Nonprofits	In addition to development of affordable housing on-site or off-site, developer shall work cooperatively with community-based organizations in an effort to provide additional affordable housing units. The goal of this program is to identify affordable housing infill development opportunities within a 1.5-mile radius of Figueroa and 11th Street and to affiliate with well-established non-profit affordable housing development corporations in the area. As “seed money” for affordable housing development, within 2 years after receiving final entitlement approvals for the project, developer will provide interest-free loans in the aggregate amount not to exceed \$650,000 to one or more non-profit housing developers that are active in the Figueroa Corridor area and are identified in the Section VI.D.3, below, or are mutually agreed upon by the developer and the coalition. Repayment of principal repayment shall be due in full within three (3) years from the date the loan is made.	Sports Stadium (Gross, Community Benefits Program between Los Angeles Sports and Entertainment District Project and Figueroa Corridor Community)
Development of Affordable Housing	Company voluntarily agrees that a minimum of 12% of the residential units within the development shall be set aside for households earning 60% of the AMI/MHI (whichever metric is applicable to financing tool) or less. Company acknowledges the existing shortage of 3-bedroom units, and company will ensure at least 20% of the Affordable Housing Units will be 3-bedroom units... Company further voluntarily agrees that an additional 4% of the residential units within the development shall be set aside for households earning between 61% and 80%, and an	Sports Stadium (Columbia Law School Sabin Center for Climate Change Law, 2018)

⁶ Community Commons. Humane Housing as a Vital Condition. <https://www.communitycommons.org/collections/Humane-Housing-as-a-Vital-Condition>.

	additional 4% of the residential units within the development shall be set aside for households earning between 81% and 120%.	
Funding for Affordable Housing	Company shall contribute \$1,500,000 toward the construction of an affordable housing project that is mutually selected by the company and coalition. The project must be within the neighboring communities, include both for-rent and for-sale affordable housing elements, include affordable housing designated for seniors, and result in the completion of new affordable housing units at the earliest feasible date.	Sports Stadium (Gross, Ballpark Village Project Community Benefits Agreement, 2005)
Legal Assistance with Housing	Company will provide funding for one attorney for six years, then two attorneys for 16 more years, at a legal assistance serving the project area to provide landlord tenant legal advice to tenants in the Manhattanville area.	University Expansion (Columbia Law School Sabin Center for Climate Change Law, 2009)
Property Value Protection Program	The county acknowledges that siting a landfill may reduce property values in the vicinity because of factors beyond the control of the county, town or property owners. To mitigate any potential impacts on property values, the County agrees by means of a Property Value Protection Program as set forth on Appendix D to provide compensation to property owners. The purpose of all the provisions of this program is to compensate the owners of identified properties at the time of the sale of their property in the event of monetary loss as a result of the county's siting of the landfill and a landfill expansion, if any, in the Landfill Expansion Area.	Landfill (Columbia Law School Sabin Center for Climate Change Law, 2011)
Workforce Housing	Company will contribute a total of \$75,000 per year for 10 years to the city for the Community Preservation Act ("CPA") fund in order to support workforce housing and fund the construction and maintenance of city recreational amenities.	Power Station (Columbia Law School Sabin Center for Climate Change Law, 2014)

Safe Housing and Weatherization

Moving Allowances	Company will pay the following expenses to owners or renters who need to move: miscellaneous expenses; moving allowance; rent distribution allowance; professional service allowance; clear site bonus; equity advance.	Refinery (University of Colorado Law School, 2004)
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Renewable Energy for Housing

Solar Panel & Heat Pump Installation	Company will install and use geothermal heating and cooling... with the possible addition of solar panels.	Sports Stadium (Columbia Law School Sabin Center for Climate Change Law)
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RELIABLE TRANSPORTATION

“...is about moving between home, work, school, stores — and more — in daily life. Transportation options influence access to jobs, social mobility, and our health. Active transportation — walking, biking, and transit use — helps us incorporate physical activity into our daily lives. Designing...sustainable transportation systems ensure people are able to get where they need to go no matter a person’s means, mode, or ability.”⁷

Humane Housing Community Goals:

- Road and Sidewalk Safety
- Biking and Hiking Trails
- Alternative Transportation and Electric Vehicles

Road and Sidewalk Safety		
Adopt-A-Highway	The owner of the company shall enroll in the "Adopt a Highway" program for X road.	Solar Field (Columbia School of Law Sabin Center for Climate Change Law, 2015)
Road Repair	Company will fund \$75,000 per year for ten years to a fund that will be applied toward pavement management and roadway repair on and around surrounding roadways.	Power Station (Columbia Law School Sabin Center for Climate Change Law, 2014)
Sidewalk Repair	Company will fund and construct an improved sidewalk along X Street for the length of the entire company site.	Power Station (Columbia Law School Sabin Center for Climate Change Law, 2014)
Traffic Calming Measures	Company will work with the city and others involved in local development to support and fund traffic calming measures.	Power Station (Columbia Law School Sabin Center for Climate Change Law, 2014)
Traffic Improvements	No later than [date], company shall complete at its sole expense installation of twelve traffic-actuated signals at the intersections of [name intersections] and the following streets [name streets], and shall be completed in a manner reasonably acceptable to the city Traffic and Parking Department and the city engineer.	Hospital Expansion (Columbia Law School Sabin Center for Climate Change Law, 2006)

⁷ Community Commons. Reliable Transportation as a Vital Condition. <https://www.communitycommons.org/collections/Reliable-Transportation-as-a-Vital-Condition>.

Truck Route Planning	The company agrees to meet with representatives of the surrounding towns on at least a semi-annual basis in order to address any game day or company event operational issues as well as plan for future economic development opportunities around the Company.	Sports Stadium (Columbia Law School Sabin Center for Climate Change, 2023)
Truck Traffic	The Company shall require that all commercial trucks that will access the site, during construction or at any other time, shall, when within a two-block radius of the site, refrain from using residential streets. If despite this requirement commercial trucks are using residential streets within two city blocks of the site, the company shall pay for, and the city shall install, physical barriers or other deterrents, such as visible traffic signs, to prevent or discourage commercial truck traffic on residential streets within two city blocks of the Site. If traffic signs installed are ineffective in deterring commercial truck traffic on such residential streets, the company shall pay for, and the city shall install, physical barriers preventing commercial truck traffic on such residential streets.	Solar Field (Columbia Law School Sabin Center for Climate Change Law, 2001)

Biking and Hiking Trails

Creating new Hiking Trails	Company will design and construct new segment(s) of the Bay Trail to close gaps along the trail to improve the feasibility of travel by other modes other than automobiles for local residents and thereby improve the wellness of local residents and reduce greenhouse gas emissions.	Refinery (Columbia Law School Sabin Center for Climate Change Law, 2014)
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Alternative Transportation and Electric Vehicles

Alternative Transportation Development	Company will fund \$2,750,000 for programs that directly or indirectly encourage alternative transportation and access to public transportation, including alternative fuel sources.	Refinery (Columbia Law School Sabin Center for Climate Change Law, 2014)
Electric Vehicles	Company will fund \$15,000,000 for the purpose of expanding the numbers of electric vehicles. This includes rebates to lower the cost of workplace, multi-unit dwelling, and other public vehicle charging installations, and the consumer rebates for the purchase of qualifying EVs. Company will also fund \$10,000,000 toward creating 27 charging infrastructure networks for EVs in main.	Power Transmission Line (Columbia Law School Sabin Center for Climate Change Law, 2019)
Encouraging Alternative Transportation	Company will incentivize public transportation and other alternatives to car travel. Free or discounted parking for electric vehicles, and other incentives to encourage other environmentally friendly methods of transportation. Provide onsite bike racks and changing rooms.	Sports Stadium (Columbia Law School Sabin Center for Climate Change Law)



INCLUSIVE DECISION-MAKING

...is about ensuring that those most impacted by decisions have a seat at the decision-making table and that their thoughts, knowledge, and skills are meaningfully integrated into decision-making in ways that are seen, heard, and felt. Inclusive decision-making recognizes that “problems are increasingly complex, expensive to address, and require multifaceted solutions. Getting people of different perspectives together to talk about problems and potential solutions is essential. Collaboration has the highest potential for building long-term and well-supported solutions.”⁸

Inclusive Decision-Making Community Goals:

- Transparency Between Company and Community
- Public Participation and Collaborative Decision-Making
- Monitoring and Enforcement

Transparency Between Company and Community		
Access to Information	Company will provide an unprecedented commitment to provide free and convenient public access to all cleanup documents at the nearby public library. The level of and type of information and communications must be easily understood by residents. Cooperation and participation with the neighborhood coalition Voluntary Cleanup Advisory Board (VCAB) that is monitoring the cleanup and communicating cleanup issues to affected neighbors.	Brownfield Redevelopment, adapted by Beaver County Coalition (Columbia Law School Sabin Center for Climate Change Law)
Community Profile	Company should create a detailed profile of the impacted community—including their social, economic, and cultural characteristics. Gather information about economic and cultural resources. Examples of economic and cultural mapping include identifying local infrastructure; houses of worship; organizations representing residents, businesses, environmental justice, and underserved communities; Tribes; emergency responders; local economic development boards; community foundations and United Ways; national and state civil rights and fair housing organizations with local affiliates; community and technical colleges; first responders; and other community-based organizations. Accounts of environmental justice concerns and historical accounts of significant community incidents can be useful resources. Consider the core values of the identified stakeholders and the existing impacts on local health including areas impacted by air, water, and land pollution.	Recommendation from Labor and Environmental Alliance (BlueGreen Alliance, 2023)

⁸ City of Ashland, OR. *Citizen Participation Plan*. <http://records.ashland.or.us/WebLink/DocView.aspx?id=94695&dbid=0&repo=CITY-RECORDS&cr=1>, page 34.

Independent Community Advocate	Provide funding and capacity for a community coalition or company to hire an Independent Community Engagement Manager. This position could have the expertise to represent the communities' interests in the highly technical issues associated with the development. Such technical assistance is a well-established part of the SuperFund program, and can include aspects such as the Technical Assistants Needs Assessment tool, and Technical Assistance Grants to communities.	Recommendation from Ohio River Valley Community Coalition
Independent Community Engagement Manager	Provide funding and capacity for a community coalition or company to hire an Independent Community Engagement Manager. This position could include a variety of responsibilities dependent on the community's needs, including: <ul style="list-style-type: none"> - Collaborate with internal teams across various departments, external consultants, and other necessary stakeholders to develop comprehensive community benefits plans that align with, and are responsive to, the objectives and requirements of government funding awards. - Build and maintain relationships with key stakeholders - Directly brief key stakeholders as necessary to ensure community expectations are being met - Develop and execute outreach strategies to engage community members and stakeholders in the planning and implementation of community benefits plans and corresponding projects. - Facilitate both virtual and in person community meetings, workshops, and events by providing overviews of proposed projects and plans, explaining benefits and potential challenges, and gathering input and feedback. - Lead the development of educational resources for community members to engage constructively. - Collect and analyze data related to community needs, demographics, and outcomes to inform the development and evaluation of community benefits plans. 	Job Posting by Tri-State (Tri-State Generation and Transmission Association, Inc. , 2024)
Impact Analysis	Assess the potential effects of the project on the community. Evaluate the potential positive and negative impacts across various dimensions, such as social, economic, cultural, and environmental factors. This analysis should transparently identify potential cumulative benefits, risks, mitigating measures, and safety plans.	Recommendation from Labor and Environmental Alliance (BlueGreen Alliance, 2023)
Public Complaint Process	Company shall establish a public complaint process, and shall maintain written records of complaints, investigations, and responsive actions taken, all of which shall be made available to coalition upon request.	Sports Stadium (Gross, Ballpark Village Project Community Benefits Agreement, 2005)
Stakeholder Mapping	Identify and categorize the various individuals, groups, and organizations that have an interest or stake in the project or are affected by it. Stakeholders can include residents, local businesses,	Recommendation from Labor and Environmental Alliance

	community leaders, houses of worship, nonprofits, government agencies, utilities and Common Choice Aggregators, and other relevant entities.	(BlueGreen Alliance, 2023)
Translating Documents	Company will translate key documents related to the construction of the power plant into Spanish in order to reach the widest group of stakeholders.	Power Station (Columbia Law School Sabin Center for Climate Change Law, 2014)

Public Participation and Collaborative Decision-Making		
Advisory Board - Composition	<p>The Community Advisory Committee will be comprised of the following six members:</p> <ul style="list-style-type: none"> ● Two representatives from company ● Two representatives of coalition ● One resident of Promise Zone 2 (which includes Wedgewood-Houston and Edgehill neighborhoods) ● One resident of Promise Zone 4 (which includes the Berry Hill and Woodycrest neighborhoods) who shall be chosen and appointed by agreement of coalition and company <p>In the event coalition and company cannot reach an agreement on these two members, those members shall be chosen and appointed to the committee by the Senior Pastor of Watson Grove Baptist Church (or in the event of a vacancy in the Senior Pastor position, the person who is serving in that role on an interim basis).</p>	Sports Stadium (Columbia Law School Sabin Center for Climate Change Law, 2018)
Advisory Board - Decision-Making Power in Operations	The company shall: 1) make available to the CAB all plans and specifications relating to site design, construction, and operation for the CAB to review and comment. 2) Consider all suggestions timely made by the CAB, and shall incorporate into the Site plans and specifications any suggestions which the company may in its sole discretion deem advisable. 3) Allow CAB to retain experts or consultants. 4). Pay for all expenses of the CAB. 5). Ensure that projects meet agreed upon standards and values to benefit underrepresented communities.	Landfill, adapted by Beaver County Coalition (Columbia Law School Sabin Center for Climate Change Law, 2011)
Advisory Board - Decision-Making Power in Operations	To assist with implementation of this Community Benefits Program, address environmental concerns and facilitate an ongoing dialogue between the coalition and the company, the coalition and the company shall establish a working group of representatives known as the Advisory Committee. This Advisory Committee shall meet quarterly. Among other issues, the Developer shall seek the input of the Advisory Committee in the developer’s preparation of the construction management plan, the traffic management plan, the waste management plan and the neighborhood traffic protection plan. In addition, the developer shall seek the input of the Advisory Committee in an effort to develop and implement potential solutions to other	Sports Stadium (Gross, Community Benefits Program between Los Angeles Sports and Entertainment District Project and Figuereroa Corridor Community)

	environmental concerns, including without limitation, pedestrian safety, air quality and green building principles.	
Advisory Board - Site Access	<p>Advisory Board representatives shall have the right to:</p> <ul style="list-style-type: none"> • Enter the site, related structures and surrounding property with every effort made by the county to give access as soon as possible and that such time is not to exceed four (4) hours from receipt of notice by the county. Such periodic inspections of the Site will take place to observe the operation and maintenance of the site to determine compliance with all conditions and requirements imposed by all federal and state regulatory agencies. • Have access to and copies of all environmental records pertaining to the operation of the Site and Landfill which are required to be kept by all governmental and regulatory agencies. <p>Inspect any equipment, operation, or methods required in this agreement, at reasonable times upon four (4) hours prior notice to the county, provided that such inspections do not interfere with normal operations.</p>	Landfill (Columbia Law School Sabin Center for Climate Change Law, 2011)
Community Workshops for Funding Decisions	The city will convene two public community workshops to receive recommendations from the public, and then refine those recommendations, for programs serving community to be funded by company in connection with the proposed project.	Refinery, adapted by Beaver County Coalition (Columbia Law School Sabin Center for Climate Change Law, 2014)
Public Input during Workshops	The city convened two public community workshop to receive recommendations from the public, and then refine those recommendations, for programs serving company to be funded by company in connection with the proposed project.	Refinery (Columbia Law School Sabin Center for Climate Change Law, 2014)
Rights of Advisory Boards	The rights of the Oversight Committee shall include, but are not limited to, the following: the right to establish standing agenda items and raise new agenda items; right to access all Information; right to conduct citizen sampling and observe all scheduled Company sampling and monitoring events; right to call emergency meetings of the Oversight committee with 72 hour's notice; right with the consent of the majority of Oversight Committee members to invite other representatives of the local community and/or state or federal administrative agencies to Oversight Committee meetings and to provide them an opportunity to be heard; and the right to enter mine premises and inspect mine facilities.	Mine (Northern Plains Resource Council, 2000)
Right to Public Comments	Coalition and each member organization retain the right to make public comments regarding project approvals suggesting changes in aspects of the document and approval terms being considered, so long as such comments are consistent with the letter and spirit of the provisions of this agreement. Coalition agrees that before making such public comments, they shall use its	Sports Stadium, adapted by Beaver County Coalition (Gross, Ballpark Village Project Community Benefits Agreement, 2005)

	<p>best efforts to address the issues in question with company at Implementation Committee meeting. CAB will create a process for managing dissention, conflicting opinions internally and managing public comments.</p>	
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Monitoring and Enforcement		
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<p>Successors, Assigns, and Agents (This helps to ensure that the CBA stays in place for sub-contracted entities or if the company is bought or sold.)</p>	<p>This agreement shall bind and inure to the benefit of the agents, assigns, and successors in interest of each party; as applicable, each party will notify its agents, assigns, and successors in interest of the existence of this agreement. Any reference in this agreement to a party shall be deemed to include any agents, assigns, and successors-in-interest of the party, with respect to rights and/or responsibilities relevant to this agreement, to the extent permitted by law.</p>	<p>Sports Stadium (One Hill Neighborhood Coalition, 2008)</p>
<p>Ongoing Monitoring - Example 1 (Ongoing work by Advisory Board)</p>	<p>The Community Advisory Committee will be responsible for monitoring the parties' compliance with this CBA and undertaking the specific acts expressed in accordance with the terms herein. During the term of this CBA, Community Advisory Board will create an annual report detailing (1) the yearly activities undertaken pursuant to the terms of this CBA; (2) company and coalition's ongoing compliance with the terms of this CBA; and (3) recommendations, as necessary, to ensure compliance with the intent of this CBA (the "Annual Report"). Company will be responsible for the cost of preparing the Annual Report. The Annual Report will be available for distribution to the general public, and the findings of each Annual Report will be presented during an annual neighborhood presentation hosted by company at [public location].</p>	<p>Sports Stadium (Columbia Law School Sabin Center for Climate Change Law, 2018)</p>
<p>Ongoing Monitoring - Example 2 (Creation of new Oversight Committee)</p>	<p>The Oversight Committee will be comprised of two individuals appointed by coalition and two individuals appointed by company. The Oversight Committee shall meet at least twice a year, or more frequently as requested by either party, to implement the terms of the agreement, including: oversight and implementation of this agreement and to monitor compliance with the agreement; address issues of concern; provide a mechanism for maintaining open lines of communication between coalition, affected communities, and company; Oversee the development and implementation of all audits, plans, programs, studies, and monitoring; resolve disputes arising under this agreement; and serve as the decision-making body on all issues delegated to the oversight committee.</p>	<p>Mine (Northern Plains Resource Council, 2000)</p>

<p>Enforcement Steps</p>	<ol style="list-style-type: none"> 1. Default: Failure of any party to perform or comply with any term of provision of this agreement, if not cured, shall constitute default under this agreement. 2. Sixty-Day Right to Cure: If either party believes that the other party is in default of this agreement, it shall provide within notice... an offer to meet and confer in a good-faith effort to resolve the issue and... provide 60 days to cure the alleged default, commencing at the time of the notice. The notice shall specify the nature of the alleged default and the manner in which the alleged default can be cured. 3. Implementation Meetings and mediation: Before or during the 60-day right-to-cure period, the parties may attempt to resolve any alleged default at the regularly scheduled implementation meetings, or in mediation requested by either party. 4. Remedies: In the event that another party is allegedly in default under this agreement, then the party alleging default may choose to pursue remedies listed below. Such remedies can only be pursued after the 60-day right-to-cure period, except where the alleged default may result in irreparable injury. <ol style="list-style-type: none"> a. Remedy 1: Binding Arbitration: A party may pursue binding arbitration to enforce any term of this agreement that has been breached. A party may seek arbitration relief ordering, and the arbitrator shall have the power to order, affirmative equitable injunctive relief, temporary or permanent, requiring the defaulting party to comply with the Agreement. b. Remedy 2: Relief in Case of Irreparable Injury: The party shall be entitled to institute legal proceedings to enforce the specific performance of this Agreement by that other party. c. Remedy 3: Attorneys Fees: If a party takes court action against a defaulting party... then that party shall be entitled to attorneys fees and attribution costs from the defaulting party. 	<p>(Gross, Ballpark Village Project Community Benefits Agreement, 2005)</p>
<p>Termination</p>	<p>Unless unilaterally terminated... this agreement shall continue in full force and effect until all the following conditions are satisfied:</p> <ol style="list-style-type: none"> 1. The permanent cessation of all company operations. 2. The completion of all closure and final reclamation required by any operating permit or federal or state environmental laws and regulations. 3. The release of all company performance bonds required. 4. The water quality of all discharges from company operations has returned to Baseline Water Quality. 	<p>Mine (Northern Plains Resource Council, 2000)</p>

	<p>Company may unilaterally terminate this agreement by notice to Advisory Board if coalition file any administrative appeal or the commencement of litigation challenging the validity of the operating permit...company shall complete all projects, studies, programs, audits, reports, or other performance obligations commenced prior to coalition commencement of litigation triggering the suspension period...company shall use best efforts to resolve all issues raised in such litigation, including good faith negotiations in the relevant Advisory Committee and mediation with coalition and the relevant agencies using a mediator selected by coalition.</p>	
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