

REQUEST FOR COUNCIL ACTION CITY OF SAN DIEGO				CERTIFICATE NUMBER (FOR COMPTROLLER'S USE ONLY)	
TO: CITY COUNCIL		FROM (ORIGINATING DEPARTMENT): Civic San Diego		DATE: 5/14/2015	
SUBJECT: Community Benefits Policy					
PRIMARY CONTACT (NAME, PHONE): Reese A. Jarrett,619-533-7181			SECONDARY CONTACT (NAME, PHONE): ,		
COMPLETE FOR ACCOUNTING PURPOSES					
FUND					
FUNCTIONAL AREA					
COST CENTER					
GENERAL LEDGER ACCT					
WBS OR INTERNAL ORDER					
CAPITAL PROJECT No.					
AMOUNT	0.00	0.00	0.00	0.00	0.00
FUND					
FUNCTIONAL AREA					
COST CENTER					
GENERAL LEDGER ACCT					
WBS OR INTERNAL ORDER					
CAPITAL PROJECT No.					
AMOUNT	0.00	0.00	0.00	0.00	0.00
COST SUMMARY (IF APPLICABLE):					
ROUTING AND APPROVALS					
CONTRIBUTORS/REVIEWERS:		APPROVING AUTHORITY	APPROVAL SIGNATURE	DATE SIGNED	
		ORIG DEPT.	Jarrett, Reese	05/15/2015	
		CFO			
		DEPUTY CHIEF			
		COO			
		CITY ATTORNEY			
		COUNCIL PRESIDENTS OFFICE			
PREPARATION OF:	<input type="checkbox"/> RESOLUTIONS	<input type="checkbox"/> ORDINANCE(S)	<input type="checkbox"/> AGREEMENT(S)	<input type="checkbox"/> DEED(S)	
THIS ITEM IS INFORMATIONAL ONLY					
STAFF RECOMMENDATIONS: This is an informational item only.					
SPECIAL CONDITIONS (REFER TO A.R. 3.20 FOR INFORMATION ON COMPLETING THIS SECTION)					
COUNCIL DISTRICT(S):	3, 4, 8, 9				
COMMUNITY AREA(S):					
ENVIRONMENTAL IMPACT:	This activity is not a "Project" for purposes of CEQA because it does not fit within the definition of a "Project" as set forth in Public Resources Code				

	Section 21065 or State CEQA Guidelines Section 15378. Therefore, this activity is not subject to CEQA pursuant to State CEQA Guidelines Section 15060(c)(3).
CITY CLERK INSTRUCTIONS:	

**COUNCIL ACTION
EXECUTIVE SUMMARY SHEET
CITY OF SAN DIEGO**

DATE: 5/14/2015

ORIGINATING DEPARTMENT: Civic San Diego

SUBJECT: Community Benefits Policy

COUNCIL DISTRICT(S): 3, 4, 8, 9

CONTACT/PHONE NUMBER: Reese A. Jarrett/619-533-7181

DESCRIPTIVE SUMMARY OF ITEM:

Community Benefits Policy for Civic San Diego.

STAFF RECOMMENDATION:

This is an informational item only.

EXECUTIVE SUMMARY OF ITEM BACKGROUND:

Civic San Diego (“CivicSD”) has embarked upon a 20-week community engagement initiative, entitled the Community Benefits Consensus Project (“Consensus Project”), to develop a community benefits policy. The goal is to develop an effective policy that establishes core values regarding the transformative potential of community benefits; and also provides the flexibility to stimulate desired economic development and leverages public investments to the greatest public benefit. The Consensus Project builds upon the Corporation’s well-established commitment to work with a diverse range of community stakeholders by obtaining neighborhood input on community priorities. The Corporation used the data collected in this process to develop a Community Benefits Policy.

FISCAL CONSIDERATIONS: None.

EQUAL OPPORTUNITY CONTRACTING INFORMATION (IF APPLICABLE): N/A

PREVIOUS COUNCIL and/or COMMITTEE ACTION (describe any changes made to the item from what was presented at committee): None.

COMMUNITY PARTICIPATION AND PUBLIC OUTREACH EFFORTS: The Consensus Project has convened nine public meetings attended by nearly 550 people. It is estimated that 30% of the participants attended more than one meeting. In addition, the President held more than 20 meetings with collective groups and individual stakeholders concerning the formation of the Community Benefits Policy. Information gathered from these various stakeholders were incorporated into the policy formation.

KEY STAKEHOLDERS AND PROJECTED IMPACTS:

Please see staff report for additional details.

Jarrett, Reese

Originating Department

Deputy Chief/Chief Operating Officer



DATE ISSUED: May 26, 2015

ATTENTION: Honorable Chair and Members of the Economic Development and Intergovernmental Relations Committee
Meeting of June 4, 2015

ORIGINATING DEPT: Civic San Diego

SUBJECT: Community Benefits Policy- Informational Item

COUNCIL DISTRICTS: 3, 4, 8, 9

STAFF CONTACT: Reese A. Jarrett, President

REQUESTED ACTION: That the Economic Development and Intergovernmental Relations Committee (“Committee”) reviews and comments on the Community Benefits Policy.

STAFF RECOMMENDATION: This is an informational item only.

SUMMARY: The Corporation has embarked upon a 20-week community engagement initiative, entitled the Community Benefits Consensus Project (“Consensus Project”), to develop a community benefits policy. The goal is to develop an effective policy that establishes core values regarding the transformative potential of community benefits; and also provides the flexibility to stimulate desired economic development and leverages public investments to the greatest public benefit. The Consensus Project builds upon the Corporation’s well-established commitment to work with a diverse range of community stakeholders by obtaining neighborhood input on community priorities. The Corporation used the data collected in this process to develop a Community Benefits Policy.

FISCAL CONSIDERATIONS: None.

ECONOMIC IMPACTS: None.

CIVIC SAN DIEGO RECOMMENDATION: On April 29, 2015, the Civic San Diego (“CivicSD”) Corporation of Board of Directors voted 8-1 to adopt the Community Benefits Policy.

COMMUNITY PARTICIPATION AND PUBLIC OUTREACH EFFORTS: The Consensus Project has convened nine public meetings (November 20, 2014; December 11, 2014; January 8,

20, 21, and 22, 2015; March 23, 26, and 30, 2015) attended by nearly 550 people. It is estimated that 30 percent of participants attended more than one meeting. In addition, the President held more than 20 meetings with collective groups and individual stakeholders concerning the formation of the Community Benefits Policy. Information gathered from these various stakeholders were incorporated into the policy formation.

To complement the public meetings, the community input process utilized MindMixer to survey San Diegans online about their community benefits ideas and stakeholder preferences. CivicSD also conducted real-time polling in City Heights and Encanto, collecting more than 100 paper surveys. As of March 12, 2015, more than 600 individual emails have been captured via the site, with 258 individuals having contributed information. More than 2,000 people visited CivicSD's MindMixer website and the website received more than 12,000 page views. The following zip codes represent the largest number of participants:

- 92101 – 11.4% (Downtown, Bankers Hill and Harbor Island)
- 92114 – 9.7% (Emerald Hills, Encanto and Valencia Park)
- 92115 – 9.7% (Mid-City, Talmadge, Rolando and the College Area)
- 92105 – 7.0% (City Heights, Oak Park, Fairmount Park, Ridgeview-Webster)
- 92104 – 4.9% (North Park)
- 92116 – 4.9% (University Heights, Normal Heights and Kensington)

Collectively, these zip codes make up 47.4% of all MindMixer participants. A final Community Benefits Consensus Project Report was completed and can be reviewed and accessed on CivicSD's website.

BACKGROUND:

The Civic San Diego Board of Directors had been engaged in a series of discussions and meetings regarding Community Benefits. The Board met on September 24, 2014, and directed the newly hired President to enhance the existing draft policy. The policy established some broad, overarching guidelines but needed greater expansion for policy goals and objectives. The revised Policy would not set hard and fast requirements, but rather goals to strive for, recognizing that each public funding source comes with its own unique and specific requirements. The Board also encouraged the President to engage community stakeholders in a process to develop a community benefits policy for the Board to consider for adoption. Further, on October 29, 2014, the Public Safety and Livable Neighborhoods Committee of the City Council met to discuss the Corporation and its community benefits outreach efforts. Since these meetings, Corporation staff has engaged in a very open, transparent and collaborative process involving facilitated public meetings and real time and online engagement in an effort to solicit input and to build consensus around community benefits priorities for targeted neighborhoods, resulting in the Community Benefits Consensus Project.

DISCUSSION:

The Consensus Project was a 20-week process, facilitated by Cheryl A. Phelps, consultant to the Corporation. The Project was designed to capture ideas and cultivate collaborations between diverse stakeholders (residents, businesses, planners, developers, nonprofits, funders, policymakers and others) about how publicly-funded development projects can serve to improve the overall quality of life in the neighborhoods where they occur. The collective engagement of stakeholders is essential for the creation of a Community Benefits Policy that fosters opportunities for economic growth, particularly in historically-underserved neighborhoods.

The Consensus Project consisted of four separate steps:

- 1) Gather initial public perceptions – The initial data collection efforts (public meetings and online and real-time surveys) yielded more than 300 ideas about how new development projects can serve to improve the quality of life in impacted neighborhoods. The Corporation organized these ideas into 15 thematic areas ranging from Accountability to Transportation.
- 2) Foster collaborative data collection – Utilizing the online engagement tool known as “MindMixer,” San Diegans were empowered to discuss priorities, collaborate on ideas, and identify shared values. This technology complemented the Corporation’s real-time effort to connect with and engage stakeholders with diverse perspectives on what is best for the neighborhoods they care about.
- 3) Organize data strategically – The MindMixer tool allowed the Corporation to strategically manage the information it collects. The Corporation was able to sort and analyze data by theme (such as housing, transportation, or job creation), by zip code, by popularity with other survey participants, and by feasibility. This deepened the Corporation’s capacity to understand and respond to neighborhood priorities.
- 4) Seek input from stakeholders and subject experts – The Corporation’s data collection efforts, both facilitated and online, yielded 67 prospective stakeholder groups. Future meetings with representatives of priority stakeholder groups helped to identify shared values and unique neighborhood needs.

The Community Benefits Policy provides the guidance for how the community benefits of the Corporation’s publicly-funded projects are considered. The Corporation will strive to achieve meaningful community benefits while also promoting a strong investment environment. This requires a project-by-project approach, taking into account the affected community and the benefits the project can provide. Moreover, the Corporation desires to ensure that the development requirements are not so stringent that it may inhibit future development, especially in San Diego’s underserved neighborhoods. After a thorough analysis of the data collected and

synthesis of the collective input and feedback from stakeholders, the Corporation is delighted to provide a Community Benefits Policy(Attachment A).

The framework of the Community Benefits Policy sets out four broad objectives and several key components:

- 1) Retain local residents, business and services in the community
 - a. Diverse housing
 - b. Local hiring
 - c. Local contracting
 - d. Non-profit and community-based organizations
- 2) Create capacity to promote economic prosperity in local communities
 - a. Business attraction, branding and marketing
 - b. Economic prosperity
 - c. Local business expansion, retention and relocation
 - d. Youth workforce development, education and training
- 3) Create vibrant, livable and balanced neighborhoods
 - a. Complete communities and mobility
 - b. Fresh, healthy and affordable foods options
 - c. Sustainability
 - d. Arts and Culture
- 4) Serve as the conduit between the community and the PROJECT SPONSOR to achieve a balanced approach in delivering quality benefits.
 - a. Regularly attend local community planning group meetings to stay abreast of community needs and interests.
 - b. Establish a clearinghouse to share information for the community and the PROJECT SPONSORS.
 - c. Assist in the implementation of General Plan, Community Plan and other planning documents approved by the City.
 - d. Conduct annual community assessment updates to determine changing needs and desired benefits for the community.

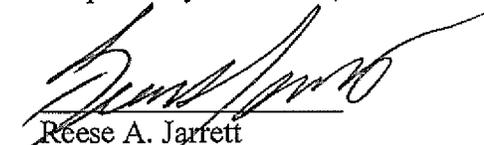
The attached Community Benefits Policy represents the culmination of a vigorous community outreach process. The Policy provides an overarching guideline to achieve the desired goals for economic development in our underserved communities.

Honorable Chair and Members of the Economic Development and
Intergovernmental Relations Committee
Meeting of June 4, 2015
Page 5

ENVIRONMENTAL IMPACT: This activity is not a “Project” for purposes of the California Environmental Quality Act (CEQA) because it does not fit within the definition of a “Project” set forth in Public Resources Code Section 21065 or State CEQA Guidelines Section 15378. Therefore, this activity is not subject to CEQA pursuant to State CEQA Guidelines Section 15060(c)(3).

CONCLUSION: The President respectfully requests comments on the Community Benefits Policy.

Respectfully submitted,



Reese A. Jarrett
President

Attachment: A – Community Benefits Policy

CIVIC SAN DIEGO BOARD POLICY

Section: 7.0 Community Benefits Policy
Sub-section: 7.01 Guidelines for Community Benefits for Projects receiving Public funding from Civic San Diego
Effective Date: April 29, 2015

1. PURPOSE

- 1.1 To provide overarching guidelines and establish core values regarding the transformative potential for COMMUNITY BENEFITS when making decisions on projects that receive public funding from the CORPORATION.
- 1.2 To provide guidance for the CORPORATION when negotiating Community Benefits Agreements.
- 1.3 To develop a comprehensive policy that ensures that the community impact and benefit of publicly funded projects are balanced and equitable.

2. EFFECTIVE DATE AND AMENDMENTS

- 2.1 This Policy shall be effective upon the approval of the BOARD. This Policy may only be amended by approval of the BOARD.

3. DEFINITIONS

- 3.1 BOARD – The Board of Directors of the CORPORATION.
- 3.2 CITY – The City of San Diego.
- 3.3 CORPORATION – Civic San Diego.
- 3.4 PROJECT SPONSOR – Entity creating development, improvements, or other forms of enhancements in the community that will benefit from public funds received from the CORPORATION.
- 3.5 COMMUNITY BENEFITS – The variety of quality of life improvements, amenities and/or mitigations that result in tangible contributions to neighborhoods from publicly-funded projects.

4. PROCEDURES

- 4.1 The President or his or her designee is authorized to establish and disseminate administrative procedures to implement this Policy, as applicable.

5. POLICY

5.1 Policy Statement

- A. The CORPORATION is committed to creating livable and sustainable neighborhoods by delivering meaningful quality of life improvements and creating an environment for a broad spectrum of investment options and opportunities, while simultaneously engaging community and development partners to ensure that our investments, involving public funds, are socially responsible and economically viable. Therefore, the local communities and residents benefit. The CORPORATION will fulfill this commitment for publicly funded projects utilizing the following core values in revitalizing neighborhoods so that they are great places to live, work and recreate:
- i. Respect Diverse Communities and Priorities. The CORPORATION acknowledges that communities are unique and different with diverse priorities. The CORPORATION will leverage publicly funded projects to deliver COMMUNITY BENEFITS that are consistent with each neighborhood's priorities and aligns with each source of funding parameters, obligations and restrictions that are unique to each project.
 - ii. Foster Economic Development. The CORPORATION acknowledges that development and other neighborhood projects are catalyst for local economic development. The CORPORATION will strive to stimulate economic development activities in communities by encouraging private and public investments that accelerates the local earning opportunities and spendable income, resulting in a stronger local tax base to support the growth of the community.
 - iii. Create Quality of Life Improvements. The CORPORATION acknowledges that new investments in communities result in quality of life improvements. The CORPORATION will emphasize the necessity for projects to create permanent quality jobs, housing options that address diverse family income needs, infrastructure improvements, retail and entertainment options and stimulate quality educational and health institutions, along with parks and open spaces.
- B. In accomplishing the overarching policy goal, the CORPORATION will pursue the following objectives:
- i. Retain local residents, businesses and services in the community
 - ii. Create capacity to promote economic prosperity in local communities
 - iii. Create vibrant, livable and balanced neighborhoods
 - iv. Serve as the conduit between the PROJECT SPONSOR and the community to achieve a balanced approach in delivering needed benefits.

5.2 Key Components of A Community Benefits Agreement

This Policy delineates the key components of a Community Benefits Agreement which may include, but is not limited to the following COMMUNITY BENEFITS:

- A. Retain Local Residents, Business and Services in the Community
 - i. Diverse Housing – Promote the development of mixed-income housing that includes affordable housing, workforce and market rate housing options.
 - ii. Local Hiring – Promote the recruitment, training and retention of local residents to work on construction projects and career placement opportunities that provide for quality jobs and livable wages. Preference shall be given to individuals who are unemployed and underemployed, low income and disadvantaged and veterans.
 - iii. Local Contracting – Promote contracting opportunities to local businesses for construction services, professional services and procurement of goods and services associated with projects.
 - iv. Non-Profit and Community Based Organizations – Focus on supporting existing non-profit and community-based organization through capacity building, grants and joint ventures to ensure that critical needs and services are available to residents.
- B. Create Capacity to Promote Economic Prosperity in Local Communities
 - i. Economic Development – Promote the retention and attraction of businesses that support quality jobs and pathways to careers with a focus on attracting retail, restaurants, entertainment and commercial businesses to reinvest the spendable income within the local neighborhoods.
 - ii. Economic Prosperity – Promote economic prosperity in the local community through workforce development strategies including education and certificate programs, job readiness, state and/or federally approved apprenticeship programs, and permanent hiring that provides quality jobs and pathways to careers.
 - iii. Business Expansion, Retention and Relocation – Create collaborations with local partners and resources to promote and build capacity for local business expansion, retention and relocation.
 - iv. Youth Workforce Development – Provide opportunities for neighborhood youth to succeed in school, access higher education and

technical training, and locate meaningful internships, job opportunities and career pathways.

- v. Economic Diversification - Create a diverse tax base of commercial, residential and industrial activity to ensure a sustainable tax structure that can support growth of the community.

C. Create Vibrant and Livable Neighborhoods

- i. Complete Communities and Mobility – Promote smart growth, transit oriented development, green streets and complete mobility options that support community gatherings, parks and open spaces, and multi-modal options. These initiatives create livable neighborhoods that improve the quality of the environment and reduce the carbon foot print in the community.
- ii. Fresh Healthy and Affordable Foods – Promote access to healthy and affordable local food options through farmers markets, locally grown organic produce, and community gardening activities.
- iii. Sustainability – Promote environmental quality, which reduces the use of limited natural resources, and assists in the overall development of healthy neighborhoods.
- iv. Arts and Culture – Promote the respect of ethnic diversity of neighborhoods through arts and culture.
- v. Public Infrastructure and Institutions – Promote and ensure adequate streets, curbs, gutters, sidewalks and lighting and libraries, police and fire stations, health and educational institutions.

D. Serve as the conduit between the community and the PROJECT SPONSOR to achieve a balanced approach in delivering quality benefits.

- i. Regularly attend local community planning group meetings to stay abreast of community needs and interests.
- ii. Establish a clearinghouse to share information for the community and the PROJECT SPONSORS.
- iii. Assist in the implementation of General Plan, Community Plan and other planning documents approved by the City.
- iv. Conduct annual community assessment updates to determine changing needs and desired benefits for the community.

5.3 Community Engagement and Transparency

- A. COMMUNITY BENEFITS vary and priorities may differ in different communities. In assessing COMMUNITY BENEFITS, the BOARD will consider community input and priorities, the City's General Plan, Economic Development Plan, Community Plans and any other relevant CITY or CORPORATION adopted policies.

5.4 Developing and Negotiating a Community Benefits Agreement

- A. For projects that include public funding initiated by the CORPORATION, the CORPORATION will develop and negotiate a project by project Community Benefits agreement that will leverage investments in the applicable community.
- B. Each Sponsor will be required to submit an initial framework that will outline the proposed COMMUNITY BENEFITS. The PROJECT SPONSOR shall be required to demonstrate best efforts in achieving the goals as outlined in the proposed Community Benefits agreement.
- C. For each project contributing to Community Benefits, the Corporation along with the PROJECT SPONSOR shall provide a public review of the Community Benefits Framework at the recognized Community Planning Group.
- D. Once finalized, the CORPORATION Board will review and approve the negotiated Community Benefits Agreement.

5.5 Compliance Monitoring, Tracking and Reporting

- A. The CORPORATION will develop, monitor, and report project milestones to ensure that each development has achieved its COMMUNITY BENEFITS. For projects that experience difficulty in achieving project milestones, the CORPORATION will take actions to facilitate the PROJECT SPONSOR achieving the milestones.

5.6 Process Improvements

- A. The CORPORATION will strive to continuously update and revise the COMMUNITY BENEFITS policy based on lessons learned in implementing the policy.