The Houston Coalition for Equitable Development without Displacement (HCEDD) is a group of neighbors, community leaders, scholars, students, and organizations from Third Ward and across Houston who are working together to develop, secure, enforce, and sustain a Community Benefits Agreement (CBA) with Rice Management Company (RMC) as RMC develops the Innovation District on the edge of Third Ward.

Learn more about the Houston Coalition for Equitable Development without Displacement here.

What is a Community Benefits Agreement?

A Community Benefits Agreement is a “project-specific contract between developers or community coalitions. Community Benefits Agreements are legally binding, enforceable agreements that call for a range of benefits to be produced by the development project. They allow community groups to press for community benefits that are tailored to their particular needs and to enforce developers’ promises.”

(Source: Jeffrey Lowe, East Biloxi Community Benefits Report)

Learn more about Community Benefits Agreements here.

What is the South Main Innovation District?

Rice Management Company is turning 16 acres of commercial, residential, and vacant property on the edge of Third Ward into the South Main Innovation District. The old Sears building will become The Ion, a “270,000-square foot structure designed to bring the area’s entrepreneurial, corporate, and academic communities together into collaborative spaces and programs.”
How you can secure this Community Benefits Agreement
This Community Benefits Agreement can be won today or tomorrow. Houston’s equity depends on our collective will to take action on this Community Benefits Agreement.

Rice Management Company has approached the Midtown TIRZ for a $75 Million investment of YOUR public funds to build the Innovation District. The Midtown TIRZ is a redevelopment agency that collects part of the increased property values and funds development that improves the community. This funding must be approved by vote of the Midtown TIRZ board and eventually the Houston City Council.

Rice Management Company wants to use your public money to build the Innovation District, so the Innovation District must especially serve the most impacted communities. The Midtown TIRZ Board members, all Houston City Council members, and Mayor Sylvester Turner can require that Rice Management Company sign a Community Benefits Agreement with the Houston Coalition for Equitable Development without Displacement in order to receive any investment of public funds for the Innovation District.

The Midtown TIRZ Board will most likely be voting on a development agreement with Rice Management Company which includes Rice Management Company’s request for a $75 Million investment of public funds on Thursday, May 27th at 12:30PM, or possibly Thursday, June 24th at 12:30PM. Then, the development agreement will go to the Houston City Council for final approval. However, Rice Management Company wants to convince the board that a few of Rice Management Company’s hand-picked friends and a city government can stand in for a broad community coalition formed by impacted Third Ward residents and organizations themselves, in a Community Benefits Agreement. Nationwide research shows that Rice Management Company’s course of action will disempower the low-income Black communities most impacted by RMC's Innovation District.

The path to an equitable Innovation District is a Community Benefits Agreement between Rice Management Company and the Houston Coalition for Equitable Development without Displacement.

Take these actions and more by visiting https://linktr.ee/hcedd.

2. Sign up to speak out at public comment by Wednesday, May 26th to tell the board members to require that Rice Management Company sign a Community Benefits Agreement with Houston Coalition for Equitable Development without Displacement in order to receive any investment of your public funds for the Innovation District.
3. Send an email to the Midtown TIRZ Board members expressing your support for the Community Benefits Agreement between Rice Management Company and the Houston Coalition for Equitable Development without Displacement.
4. Call and email all Houston City Council members and Mayor Sylvester Turner to tell them to require that Rice Management Company sign a Community Benefits Agreement with Houston Coalition for Equitable Development without Displacement in order to receive any investment of your public funds for the Innovation District.

With love,
- The Houston Coalition for Equitable Development without Displacement (HCEDD)
Table of Contents

Introduction 1
How You Can Help 2
Affordable Housing 3
Black Businesses 4
Cultural Preservation 5
Economic Opportunities for Individuals 6
Education 7
Food Access 8
Tech Entrepreneurship 9
Accountability and Shared-Ownership 10
### HCEDD Housing Points

**Goal:** We want decent, permanently affordable housing in the Innovation District and Third Ward for our people through RMC owned properties, community efforts, and policy that reverses the trend of residential displacement in Third Ward.

Create a housing fund in partnership with the [Houston Community Land Trust](#) to help 1,000 households of existing and long-time residents, who earn 50% or less of the Area Median Income, achieve and sustain homeownership (in multifamily housing buildings) by 2030.

Build and sustain 400 permanently affordable units in or adjacent to the Innovation District accessible to existing and long-time residents of Third Ward, who earn between 30% to 50% AMI (families making $15,253.50).

For all properties associated with Rice Management Company’s portfolio in any way, maintain the following practices to ensure housing security for vulnerable renters:

- take rent before fees,
- limit fee accruals based on income,
- accept rent payments via check and money order,
- accept Housing Choice Vouchers,
- engage in affirmative marketing aimed at low and moderate income people,
- allow right of first refusal upon death of the primary lease holder for a member of the household, and
- provide a right to cure period of at least 60 days for tenants.

Fund housing placement and mobility services until 2040 for those who are experiencing homelessness in 77004.

If Rice Management Company owns land where residential properties currently exist, ensure 0 net units of affordable housing are lost due to the Innovation District for the next 50 years.

Fund an [Accessory Dwelling Unit](#) accelerator program that creates 100-150 new ADUs in zip code 77004 by 2030.

Agree to work with the coalition to identify and implement local policies that create renter protections in Houston.

---

1. Third Ward Complete Communities Action Plan - “Utilize tools such as community land trusts” in order to achieve the top-priority goal to “secure long-term housing affordability and prevent involuntary displacement” (p. 32).

2. A total number of 2019 Third Ward renter households made 50% or less of area median income in the year 2015; however, only 1170 two-bedroom units were affordable to rent for Third Ward families making 50% of area median income. (Third Ward Complete Communities Action Plan, p. 31).

3. Third Ward Complete Communities Action Plan - “Develop partnerships between local organizations and Housing and Community Development (HCDD) for the construction of affordable single-family infill housing” (p. 32).

4. Third Ward Complete Communities Action Plan - In order to achieve the goal “Build Housing for All,” a top priority project is to “incentivise mixed-use developers to include set-asides for housing that is priced below market” (p. 32).

5. Third Ward Complete Communities Action Plan - “Success [of building housing for all] will be measured by ensuring there is no net loss of affordable housing in the Third Ward and that affordability is maintained in the long-term” (p. 30).

6. Third Ward Complete Communities Action Plan - “A housing advocacy team will be created to continue to advocate for policies that prevent displacement, support existing residents, and encourage the construction of housing as identified in the housing plan” (p. 31).
**HCEDD Black Business Points**

<table>
<thead>
<tr>
<th>Goal: We want existing and long-time Third Ward residents to have funds, contracts, skills, tools, protections, and space needed to operate small businesses in the Innovation District and Third Ward that bring vitality, stability, and needed services to our people.</th>
</tr>
</thead>
</table>
| Create small business fund that allows 300 existing and new businesses in the Greater Third Ward area to start and stabilize their work by providing them with 0% interest loans, facade renewal grants, and matching signage grants.  
Partner with the Houston Coalition for Equitable Development without Displacement to bolster the Emancipation Economic Development Council small business training program to help 70 small businesses per year learn to receive procurement contracts, scale, and effective business technology training. |
| Reserve 2000 square feet of physical retail space within the Innovation District, and 100 square feet of kiosks within the Ion, to be reserved for Third Ward entrepreneurs and small business owners.  
Give first priority to Greater Third Ward area businesses for procurement contracts and subcontracts, and to award at least 50% of contracts and subcontracts to prioritized businesses.  
Beta-test and hold trainings for every new, applicable technology developed in the Ion with existing and new businesses and organizations in the Greater Third Ward area.  
Agree to work with the coalition to identify and implement a property tax cap for all Black-owned small businesses that contribute to the revitalization of Historic Third Ward.  
Co-create with the Houston Coalition for Equitable Development without Displacement a training hub that is an entry point to the Innovation District for the community and for youth.  
Ion employees and HCEDD member organization must staff the hub. No-cost community engagement and educational activities, at minimum, must include: |
| ● Accessing and navigating the world of Venture Capital  
● Business pitch development  
● Business training for innovation and tech industries |

---

1. Third Ward Complete Communities Action Plan - "Invest in historically under-utilized businesses and expand access to small business support programs, including loans and grants" for “300 businesses by 2023” (p. 20).
2. Third Ward Complete Communities Action Plan - “tax abatement for long-term, income eligible homeowners to prevent displacement,” as part of the larger goal of providing “protection from displacement” (p. 32).
3. Third Ward Complete Communities Action Plan - “Spark entrepreneurship by working in partnership with property owners” and “support the EEDC’s Free Market Square” in order to provide spaces for local businesses (p. 20).  
4. Third Ward Complete Communities Action Plan - “Create an anchor institution strategy to expand locally sourced supplies and contracts to grow small businesses” (p. 20).  
5. Third Ward Complete Communities Action Plan - “Collaborate with area universities” and “develop youth mentorship programs” with the ultimate goal of expanding educational and mentorship opportunities for local youth (p. 24).  
6. Tulane Small Center or the Black Ambition Prize are relevant precedents
HCEDD Cultural Preservation Points

**Goal:** We want African American residents and legacy residents of the historic Third Ward to determine the neighborhood's legacy by restoring our historic sites, organizing celebrations of our history and culture, and leveraging technology to document and share our stories.

<table>
<thead>
<tr>
<th>Fund the development and implementation of a comprehensive Third Ward community preservation initiative that results in:</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Documentation of the neighborhood’s African American community history with a team of local historians, curators, preservationists, and researchers, an Inventory of historic properties, and a Program that assists 100 property owners in repairing and maintaining historic and endangered sites in the Historic Third Ward.</td>
</tr>
</tbody>
</table>

**Sponsor annual African American cultural events, such as Juneteenth and Kwanzaa celebrations, organized and hosted by Third Ward community organizations.**

| Establish a 10-year funded partnership with 12 schools, churches, community centers, and/or cultural nonprofits in the Historic Third Ward that equip residents to leverage new technologies for cultural preservation and storytelling. |

| 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. |

---

1. Third Ward Complete Communities Action Plan - “focus on preserving and enhancing the neighborhood’s history and character, beautifying the neighborhood, and expanding arts initiatives” (p. 40)
2. Third Ward Complete Communities Action Plan - Promises of exploring the potential for “a cultural trail project to connect businesses, historic landmarks, art organizations, parks and trails” (p. 40)
3. Emancipation Park Neighborhood MIT Report - “Historic designation is a tool that acknowledges and protects this history by incentivizing preservation of historic buildings […]” Designation will give homeowners more notice and time to respond to development and send a clear message to developers about the quality of the neighborhood and what residents want to protect. Designation also provides tax incentives to homeowners who invest in and renovate their homes. (p. 109)
4. Third Ward Complete Communities Action Plan - “Between 2010 and 2016 over 500 homes were demolished. Moving forward, tools will be identified and implemented to protect the history and character of the neighborhood, including regulating the physical form of new development” (p. 40)
5. Northern Third Ward Neighborhood Planning Project - In the first 5 years, initiative to spend $15,000 (Per Renovation/Repair) to “Create a program to support existing homeowners with information and assistance on property taxes, exemptions, wills, predatory lending and other resources to safeguard their homes and their investment” (p. 70)
6. Northern Third Ward Neighborhood Planning Project - In the first 5 years, initiative to spend $5,000/yr to “Preserve existing historic housing by developing or supporting a program to assist with home maintenance and repairs; Explore the potential for this to be a neighborhood volunteer corps or workforce program for local residents” (p. 71)
7. Northern Third Ward Neighborhood Planning Project - In the first 5 years, initiative to spend $100,000 (Per Renovation/Repair/Move) for “Identify[ing] historic housing that is at risk of being demolished; create partnerships to move (if necessary) and renovate this housing to provide truly affordable units and infill vacant lots.” (p. 71)
8. Third Ward Complete Communities Action Plan - “Committee to develop the collective capacity in the neighborhood, nurturing young leaders, and expanding political and civic engagement […] youth leadership opportunities will be expanded through partnerships with area churches, universities, community-based organizations, and others” (p. 14)
9. Third Ward Complete Communities Action Plan - Under education initiatives - “focus on preserving and enhancing the neighborhood’s history and character” (p. 40)
10. Third Ward Complete Communities Action Plan - “Partner with organizations providing out of school programs to expand opportunities for youth, including programs available at the Smith Neighborhood Library: Partner with the Department of Neighborhoods to distribute promotional materials” (p. 24)
11. Third Ward Complete Communities Action Plan - “The goal is to build on the cultural and artistic legacy of Project Row Houses and other important arts sites throughout the neighborhood, by expanding public art in collaboration with the community, including youth. This includes both permanent and temporary art installations” (p. 41).
**HCEDD Economic Opportunities for Individuals Points**

**Goal:** We want the Innovation District to address barriers to employment for Third Ward residents, and we want all workers at the Innovation District to be justly paid, safe, and empowered on the job.

- Require that 60% of non-construction workers within the Innovation District be local workers, with first priority placement of underemployed residents of the Historic Third Ward neighborhood through a first source referral system, creating a pipeline of qualified local unemployed residents to fill new positions.¹

- Provide prevailing wage orientation for all workers, OSHA-10 training for construction workers, and OSHA-30 training for supervisors.²

- Provide stabilizing jobs for 200 formerly incarcerated people by the year 2030 creating a re-entry hiring program, eliminating discrimination for hiring based on criminal record.³

- Appoint an independent monitoring body of community and labor representatives to monitor the Innovation District construction site.⁴

- Require all contractors and subcontractors to pay a minimum wage of $15/hr minimum or the **Harris County prevailing wage**, whichever is higher.⁵

- Require owners and employers operating at the Innovation District to sign a labor peace agreement allowing all workers to exercise their right to organize a union without retaliation or anti-union campaigns.⁶

- Provide funding for at least 25% of contractors and subcontractors to provide US Department of Labor certified apprenticeship readiness programs.⁷

---

⁴ Rising Together: A Roadmap to Confront Inequality in Houston - “Requirements for employers to hire a certain portion of their workers from local and disadvantaged communities” will support an equitable labor market and increased economic growth (p. 19).

⁵ A Community Report on the City of Houston’s Economic Development Deals - “Workers’ Compensation and OSHA 10 training for construction workers” listed as one of the best practices in Economic Development in Texas (p. 6).

⁶ Rising Together: A Roadmap to Confront Inequality in Houston - “Targeted local hire programs that seek to provide employment opportunities for...individuals with criminal records...could help reduce inequality and ensure that these groups have better access to the labor market.”

⁷ A Community Report on the City of Houston’s Economic Development Deals - “Value community input” and “uphold accountability” by “allocating resources for effective enforcement and regular and systematic transparency” must include consistent public input and approval for projects (p. 7).

¹ Rising Together: A Roadmap to Confront Inequality in Houston - “Workers who are hired by the city, by city contractors and subcontractors, or by companies that receive funds, subsidies, or preferential treatment from the city” are recommended to receive “a family-sustaining minimum wage of $15 per hour plus benefits” (p. 3).

² Why unions are good for workers - Fundamental need to protect ability of workers to organize unions because “workers need a fair chance to hear from union representatives” but “have only a limited ability to hear from union supporters at the workplace” (p. 13).

³ Rising Together: A Roadmap to Confront Inequality in Houston - The city should incentivize “targeted hiring and apprenticeship programs for construction and public works contracts” (p. 25).
**LCEDD Education Points**

<table>
<thead>
<tr>
<th>Goal:</th>
<th>We want to educate Houstonians of all ages to be technical experts, creative artists, critical thinkers, and engaged members of equitable communities, by implementing curriculums, services, and programs that center Houston’s Black history and future.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establish a 5-year grant program that supports a cohort of 12 elementary, middle, high school, and university educators at institutions serving the Historic Third Ward to develop and implement curriculums that center the historical, economic, and socio-political landscape of the Third Ward community.</td>
<td></td>
</tr>
<tr>
<td>Fund one full-time instructional technology coordinator at each Greater Third Ward area public elementary, middle, and high school.</td>
<td></td>
</tr>
<tr>
<td>Pay Third Ward artists, educators, and independent/non-traditional scholars to host monthly speaker series, workshops, and other community events at the Innovation District that focus on systemic racism, environmental justice, housing equity, and more.</td>
<td></td>
</tr>
<tr>
<td>Provide seed funding to create a Third Ward literary arts center that houses local literary arts nonprofits, bookstores, small press/publishers, artists, and food vendors.</td>
<td></td>
</tr>
<tr>
<td>Fund community services to Third Ward youth and adults through partnerships between Innovation District businesses, start-ups, and youth and adult community service providers in at least the following areas:</td>
<td></td>
</tr>
</tbody>
</table>

**Youth services**
- Services and programs centered around education, arts, and technology
- Services that address youth homelessness and human trafficking
- Services for disabled youth

**Adult Services**
- Skills-based training
- Financial literacy/coaching programs
- ESL Classes
- Home-buyer education and house counseling
- Naturalization tests
- Learning about public assistance, i.e. crisis funds during COVID-19, outlets for unemployment (possibly would fall under another group)

---

1. **Child Friendly Cities Strategies** - “Child participation is a fundamental right of every child and lies at the heart of building a child-friendly city or community. Their active engagement is essential if the policies, services and facilities that they use or that affect them, are to reflect and address their concerns, ideas and priorities.”
2. **HISD Instructional Technology** - “Teaching digital literacy skills ensures compliance with technology standards and helps prepare students for success in our digital world. Texas mandates that every district has a Tech Apps curriculum.”
3. **Third Ward Complete Communities Action Plan** - “The goal is to build on the cultural and artistic legacy of Project Row Houses and other important arts sites throughout the neighborhood by expanding public art in collaboration with the community, including youth. This includes both permanent and temporary art installations” (p. 41)
4. **Northern Third Ward Neighborhood Planning Project:** Neighborhood Building - “We will work together to connect and mobilize our neighbors, leaders, institutions, and others to build our political power, organization and leadership” (p. 75) See especially sections on celebrating our community (p.81) and raising our voices (p.85)
5. **Third Ward Complete Communities Action Plan** - “The goal is to build on the cultural and artistic legacy of Project Row Houses and other important arts sites throughout the neighborhood, by expanding public art in collaboration with the community, including youth. This includes both permanent and temporary art installations” (p. 41)
6. **Third Ward Complete Communities Action Plan** - “Create a mobilization team to identify ways to share and improve resources across the neighborhood” (p. 16)
7. **Third Ward Complete Communities Action Plan** - “Provide Mentorship Opportunities for Youth” (p. 23)
8. **Third Ward Complete Communities Action Plan** - “Expand Enrichment Programs for Children and Youth” (p. 22)
9. **Child Friendly Cities Framework** - “Every child and young person lives in a safe, secure and clean environment (this includes protection from exploitation, violence and abuse)”
10. **Agreements for local hiring will be pursued in partnership with area anchor institutions, including hosting job joint job fairs, linked job training, and developing community benefit agreements” (p. 19)
| **Goal:** We want to build and operate grocery stores, restaurants, gardens, farms, kitchens, and policies that provide our people with plentiful, affordable, and healthy food in the Third Ward and Innovation District. |
| Provide seed funding to create a community-based grocery store on the Emancipation Corridor owned and operated by Third Ward residents that is accessible to those living in Northern Third Ward, which 1) creates employment opportunities for residents; 2) provides a range of healthful and affordable food; and 3) offers essential services to low-income and senior residents. |
| Provide annual grants allowing Third Ward residents to develop or expand the capacity of community gardens serving healthy foods to low-income and senior residents. |
| Make the Innovation District home to a Black farmers’ market. |
| Strengthen the Food Access Network by offering food storage space, assisting with food distribution coordination among local organizations and churches, and developing platforms for communication and data collection related to food access needs in Third Ward. |
| Ensure that small Black-owned businesses owned and operated by long-time or legacy residents of Third Ward comprise 100% of food vendors operating in the Innovation District by the year 2030. |
| Create a community advisory board that must review and approve all Innovation District land lease decisions. |
| Agree to work with the coalition to identify and implement local tax incentive and transportation policy that eliminates food scarcity and inaccessibility in disinvested neighborhoods across Houston. |

---

1. Northern Third Ward Neighborhood Planning Project - residents expressed that they would like the “community to work together to build neighborhood co-operatives, including grocery stores” (p. 125, 133).
2. Third Ward Complete Communities Action Plan - “agreements for local hiring will be pursued in partnership with area anchor institutions, including hosting joint job fairs, linked job training, and developing community benefit agreement” (p. 19)
3. Third Ward Complete Communities Action Plan - “Increase access to healthy food by developing new community gardens and supporting existing gardens” (p.10)
4. Northern Third Ward Neighborhood Planning Project - “Develop a neighborhood ride share program or transit bus with a weekly schedule to visit banks, grocery stores, health care, etc.” (p. 95)
5. Third Ward Complete Communities Action Plan - “Expanding access to healthy food is an important goal, and can in part be addressed by expanding urban farms and gardens and supporting the existing gardens in the community.” (p. 10, 27-28, 48)
6. Northern Third Ward Neighborhood Planning Project - “We must partner with the Greater Houston Black Chamber to ensure that our local and black- owned businesses have access to the tools and support that they need to succeed” (p. 131)
7. Third Ward Complete Communities Action Plan - “Quality public transit or other affordable transportation options” (p. 4, 26, 37)
8. Third Ward Comprehensive Needs Assessment - “findings on transportation access suggest there are significant barriers to mobility in the Third Ward… Respondents strongly supported infrastructure improvements.” (p. 18-23)
## HCEED Tech Entrepreneurship Points

**Goal:** We want to co-build a technology ecosystem where our people can thrive.

<table>
<thead>
<tr>
<th>Point</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Develop residency program for innovative thought leaders to be sponsored to do research and create new programming to increase representation of Black, Latinx, Veteran of Color, and Women of Color founders in the Houston area.¹</td>
</tr>
<tr>
<td>2</td>
<td>Install metrics in the scoring rubric for Request For Proposals that favor organizations with a track record of working with Black, Latinx, Veteran of Color, youth of color, and Women of Color-led organizations.</td>
</tr>
<tr>
<td>3</td>
<td>Reserve a minimum of 20% of Ion vendor opportunities to local businesses that are Black, Latinx, Veteran of Color, Youth of Color, or Women of Color led.²</td>
</tr>
<tr>
<td>4</td>
<td>Give local community businesses the right of first refusal on all public requests for proposals (RFPs) from Rice Management Company/Ion contractors.³</td>
</tr>
<tr>
<td>5</td>
<td>Create a Special Purpose Vehicle (SPV) as a means to jointly raise funds specifically to invest in local Black, Latinx, Veteran of Color, Youth of Color, and Women of Color companies.⁴ The fund must be managed by a Black, Latinx, Veteran of Color, Youth of Color, or Women of Color-led investment firm in partnership with Rice Management Company.⁵</td>
</tr>
<tr>
<td>6</td>
<td>Create a seat reserved for a member of the Houston Coalition for Equitable Development without Displacement on the Rice Management Company board.⁶</td>
</tr>
<tr>
<td>7</td>
<td>Provide substantial meeting space, programming, resources, and endorsements – including donations of equipment, time, and services, and both public and private events – to connect Black, Latinx, Veteran of Color, Women of Color, and youth of color community members with appropriate ecosystem partners to investors, ways to scale startups, investment opportunities in high growth startups from the Ion, and educational programming (develop a pipeline into Innovation District ecosystem).⁷</td>
</tr>
<tr>
<td>8</td>
<td>Create and adequately fund a community development initiative that drives collaboration between complementary organizations in effort to support, at a minimum, hiring local, skills training, and ed tech.</td>
</tr>
</tbody>
</table>

---

¹ [Innovation Lab Oakland](#) - Oakland-based residency program which seeks to “unlock equitable opportunity” by “acknowledging and dismantling community barriers” through rent-free living, financial sustainability coaching, entrepreneurial mentorship, and community-building.

² [East New York Neighborhood Plan](#) - Proposed program “requires developers to reserve either 20 percent of ground floor retail space or 5,000 square feet of total space” for local businesses to ensure that development is equitable and community-oriented (p. 9).

³ [Austin Local Government Code](#) - Right of first refusal concerning land development in Austin is provided to qualifying organizations who may exercise this right within a period that must last at least 90 days.

⁴ [Special Purpose Vehicles as a Development Mechanism](#) - The key aspects of SPVs that make them an attractive option for community development are “the ease with which joint/multiparty funding can be handled, longevity, embeddedness and legitimacy, absorptive capacity, value for money, [and] flexibility” (p. 3).

⁵ [Kapor Capital Impact Report](#) - Kapor Capital “is especially interested in companies committed to mitigating the disproportionate opportunities and outcomes for under represented communities of color” (p. 4) and maintains internal racial and gender diversity (p. 16).

⁶ [Third Ward Complete Communities Action Plan](#) - “Create a structure to empower neighborhood governance and leadership” with the ultimate goal of creating a “bridge between the City, Super Neighborhood Council, and other community organizations” (p. 16).

⁷ [The Kresge Foundation 2010 & 2011 Annual Report](#) - a minority-business accelerator, to promote minority entrepreneurship and wealth creation through strategic investments, programs and initiatives in the Walnut Hill neighborhood of West Philadelphia.
Accountability and Shared-Ownership

**Goal:** Sign a Community Benefits Agreement that includes enforcement parameters aimed at 1) keeping community members engaged informed and 2) ensuring success of the signed agreement.

The agreement must clearly outline timeframes and processes for the fulfillment of each benefit provision and establish a formal structure and process for oversight and enforcement of the CBA commitments that includes a Joint Committee of representatives appointed by City officials, Rice Management Company and its successors in interest, and the HCEDD to oversee the implementation of the agreement, monitor successes, ensure compliance with the terms of the agreement, and produce an annual public report. This structure must include:

- The creation of metrics and a clear monitoring and reporting process, including the involvement of third-party monitors;
- Regular reporting to the public, including an annual report;
- A process for identifying non-compliance/default and a time-limited opportunity to cure that applies to RMC’s commercial tenants and contractors, as well as its successors in interest.

The agreement must explicitly identify HCEDD as a third-party beneficiary of the contract between the City and RMC with the right to enforce specific performance.