



COMMUNITY BENEFITS AND LEGACY PLAN

A long-term partnership among the Tampa Bay Rays, Hillsborough County, and the City of Tampa

CORE COMMITMENT

The Rays have always believed this project must be about more than a new ballpark. It must be about what the ballpark partnership can do for Hillsborough County, the City of Tampa, and the people who call this community home.

This Community Benefits and Legacy Plan brings the Rays proposed commitments together in one place, with a focus on neighborhood stability, jobs and workforce opportunity, youth sports, education, local business participation, community access, and long-term accountability. The goal is simple: make sure the benefits of this project are felt not only inside the ballpark, but across Hillsborough County and City of Tampa for years to come.

Final obligations, definitions, remedies, and implementation schedules will be governed by the definitive documents, while this plan reflects the Rays commitment to a community partnership that is visible, measurable, and built to last.

COMMUNITY BENEFIT ALLOCATION

Consistent with the definitive documents, 65% of the benefits provided through this plan will be directed to Hillsborough County and the remaining 35% to the City of Tampa. Program design, annual planning, and public reporting will reflect this allocation, while allowing individual initiatives to operate where community needs and delivery partnerships make them most effective.

GUIDING PRINCIPLES

- Countywide and citywide impact, with transparent geographic reporting
- Long-term programs that build on the Rays existing community work
- Measurable outcomes, public accountability, and continuous community input
- Collaboration with government, education, labor, nonprofit, and neighborhood institutions



1. MOBILITY, TRANSIT AND STATE PARTNERSHIP

The Rays will work collaboratively with Hillsborough County, the City of Tampa, the State of Florida, the Florida Department of Transportation, HART, and other transportation partners to improve access to the ballpark district and surrounding communities.

- Coordinate roadway, signal, pedestrian, bicycle, safety, and first/last-mile planning
- Explore expanded gameday and event transit service, park-and-ride options, and transportation-demand management
- Pursue available state and federal transportation funding in coordination with public partners
- Support safe, accessible connections for residents, employees, visitors, seniors, and people with disabilities
- Integrate transportation planning with neighborhood needs and adopted regional mobility priorities
- Invest in infrastructure improvements for local transit projects such as the HART bus stop improvements

2. YOUTH, CAREER, AND WORKFORCE DEVELOPMENT

The Rays will connect residents, including young people, students, returning citizens, and residents facing barriers to employment, with pathways to quality careers. With a reimagined Hillsborough College campus as part of the district, this partnership will create a direct connection between classroom learning, internships, hands-on training, and jobs.

- Paid internships, apprenticeships, job-shadowing, and career-exploration opportunities connected to sports, hospitality, construction, technology, media, and business operations with focused efforts to hire within underserved communities
- Partnerships with Hillsborough College, schools, workforce-development organizations, unions, and employers
- Job fairs, skills training, credential programs, and referrals for ballpark-related and broader regional employment
- Support for quality jobs that provide living wages, responsible workplace standards, and opportunities for advancement
- Transparent reporting on participation, placements, retention, and advancement where reasonably measurable
- Emphasize skilled-trades apprenticeships and workforce placement opportunities for the ballpark and mixed-use district through State of Florida-certified apprenticeship programs



3. SMALL, LOCAL, ECONOMICALLY DISADVANTAGED, AND MWBE BUSINESS OPPORTUNITY

The Rays strongly support meaningful participation by minority- and women-owned business enterprises (MWBEs), as well as small, local and economically disadvantaged businesses, in contracting, procurement, professional services, and other opportunities associated with the ballpark partnership.

The purpose of this commitment is to expand the pipeline of qualified MWBEs and other eligible local businesses, improve access to significant economic opportunities, and provide transparent evidence that outreach and participation efforts are producing measurable results.

- Conduct intentional outreach to MWBEs regarding prime-contracting, subcontracting, procurement, and professional-service opportunities
- Provide early and accessible notice of contracting and procurement opportunities
- Offer vendor education, technical assistance, matchmaking, and capacity-building programs designed to help MWBEs and other eligible local firms compete successfully
- Use reasonable efforts to reduce unnecessary barriers to participation and unbundle opportunities where practical
- Coordinate with County and City small-business programs, chambers, trade associations, and economic-development organizations that serve MWBEs and historically underrepresented firms
- Establish participation goals, benchmarks, or other performance measures where authorized by applicable law and the definitive documents
- Report annually on outreach, participation, awards, spending, location, and economic impact, including MWBE-related information to the extent collection and publication are legally permissible

The MWBE commitment will be implemented to the fullest extent permitted by applicable law, including Florida law, and consistent with the definitive documents. Program standards may use objective criteria such as geographic location, business size, annual revenue, and demonstrated economic disadvantage, while targeted outreach and capacity-building efforts will ensure that MWBEs receive timely information and a fair opportunity to compete.

4. AFFORDABLE AND ATTAINABLE HOUSING

Affordable-housing initiatives will prioritize households earning 60% to 80% of Area Median Income, with clearly defined affordability levels and an emphasis on housing that enables residents to live, work, and participate in the communities they serve. This geographic limitation applies to the affordable-housing initiatives established through this section and does not prevent anti-displacement, home-repair, tenant-stability, or property-retention assistance from serving existing residents in neighborhoods near the ballpark district.

- Partner with qualified public, nonprofit, and private housing organizations
- Consider preservation, rehabilitation, new production, homeownership assistance, and other locally appropriate strategies
- Encourage long-term affordability, resident stability and access to employment, schools, transportation, and services
- Report annually on supported initiatives, geographic distribution, affordability levels, and households served

Affordable-housing initiatives funded or supported through this plan will be located outside the ballpark district itself and elsewhere throughout Hillsborough County and the City of Tampa.



5. ANTI-DISPLACEMENT AND COMMUNITY PRESERVATION

- The Rays will work with the County, City, and qualified community partners to help existing residents and neighborhood businesses share the benefits of investment and remain connected to their communities.
- Incorporate anti-displacement considerations into annual community-benefit planning and neighborhood investment decisions
- Support housing-preservation, home-repair, tenant-stability, homeownership, and property-retention initiatives delivered by qualified partners
- Provide timely information, technical assistance, and connections to available resources for neighborhood businesses affected by construction or redevelopment
- Coordinate with neighborhood organizations and public agencies to monitor material housing, business, and cost-of-living pressures near the project
- Establish concrete implementation milestones and publicly report supported strategies, locations served, and measurable outcomes
- Support preservation of historic community spaces

6. YOUTH SPORTS DEVELOPMENT AND COMMUNITY FIELDS

Baseball and softball should be within reach for more children across Hillsborough County and the City of Tampa. The Rays will expand access to safe, high-quality fields, equipment, coaching, and year-round programming, so more young people can play, compete, learn, and grow through the game. Building upon the youth-development park model previously advanced in Jacksonville, the Rays will work with public and nonprofit partners to identify, improve, and activate community baseball, softball, and multipurpose athletic facilities. Projects shall include field construction or renovation, lighting, dugouts, batting areas, accessible features, equipment, maintenance support, and surrounding park improvements.

- Prioritize communities with limited access to quality youth-sports infrastructure
- Support free or affordable leagues, clinics, camps, coaching education, and equipment access, including expanded softball opportunities for girls and young women
- Create mentoring and apprenticeship connections alongside sports programming where practical
- Create opportunities for Rays players, coaches, alumni, and staff to engage with young athletes
- Encourage year-round use through partnerships with parks departments, schools, and community organizations
- Establish objective project-selection criteria and report annually on locations served, participation, and outcomes
- Facility and program development for the Yellow Jackets and Belmont Heights Little Leagues



7. NEIGHBORHOOD INVESTMENT AND CRA EXTENSIONS

The Rays will collaborate with the County, City, and community partners on equitable neighborhood investment beyond the immediate ballpark site. Consistent with the definitive documents, this plan expressly emphasizes the extension of the East Tampa CRA, West Tampa CRA, and Drew Park CRA as an important component of the broader community-development partnership.

- Support and advance the extensions of the East Tampa, West Tampa, and Drew Park Community Redevelopment Areas as denoted in the definitive documents, subject to applicable law, required public processes, and governmental approval
- Ensure that all three CRA extensions receive clear and consistent recognition in implementation planning, public communications, and accountability reporting
- Coordinate CRA-related initiatives with adopted redevelopment plans, identified community priorities, and the requirements of the definitive documents
- Advance parks, public spaces, corridors, infrastructure, small-business vitality, and other neighborhood priorities identified through established planning processes
- Maintain clear separation between the Rays contractual community-benefit commitments and governmental decisions legally reserved to the County, City, or CRA governing bodies

8. LITERACY AND EDUCATION: EXPANDED READING WITH THE RAYS

Reading with the Rays is one of the team's signature community programs, and this plan would allow the Rays to bring that work to more students, families, schools, libraries, and community centers across Hillsborough County and the City of Tampa.

Expanded programming may include player, coach, alumni, mascot, and front-office participation at local libraries, schools and community centers; book distributions; reading challenges; family literacy events; incentives; and partnerships with educational and literacy organizations.

- Coordinate with County and City library systems and Hillsborough County Public Schools
- Reach students and families across the full-service area, with geographic participation tracked annually
- Use the visibility of Rays baseball to celebrate reading achievement and encourage lifelong learning
- Complement—not replace—the team's existing literacy investments and community partnerships



9. VETERANS AND DISABLED VETERANS ENGAGEMENT

The Rays will establish two committees that elevate the experience, service, and leadership of veterans throughout the region.

- **Tampa Bay Rays Veterans Advisory Committee**– The committee will advise the Rays on veteran employment, recognition, community partnerships, service initiatives, ticket access, and other opportunities to support veterans and their families.
- **Tampa Bay Rays Disabled Veterans Committee**– The committee will focus on accessibility, employment pathways, adaptive recreation, ballpark experience, community programming, and partnerships serving disabled veterans and their families.

Membership, terms, and operating procedures will be established using transparent and legally permissible criteria. The committees may coordinate where appropriate while maintaining distinct attention to their respective missions.

10. HISPANIC AND LATINO COMMUNITY ADVISORY BOARD

The Rays will establish a Hispanic and Latino Community Advisory Board to help guide outreach, engagement, and implementation of community-benefit programs serving Tampa’s Hispanic and Latino residents, families, businesses, and neighborhoods.

The Advisory Board may include representatives from Hispanic and Latino civic, business, faith, education, workforce, nonprofit, and neighborhood organizations. The group will provide input on community priorities, culturally appropriate outreach, bilingual communications, local hiring and workforce opportunities, small business participation, youth programming, family access, and other initiatives.

11. EXPANDED FAMILY TICKET AND COMMUNITY ACCESS PROGRAM

Building upon the Rays existing community ticket initiatives, the team will expand access to complimentary and affordable tickets for families and community organizations throughout Hillsborough County and Tampa.

The expanded program will serve under-resourced families, students, youth-sports participants, veterans, first responders, and nonprofit organizations. It may include game tickets, transportation assistance where feasible, concessions or meal support, and special ballpark experiences.

- Distribute opportunities through qualified community partners using clear eligibility and allocation practices
- Preserve affordable and accessible ways for local families—including residents with disabilities—to experience Rays baseball
- Consider community-suite access and special recognition opportunities for charitable and civic organizations
- Track distribution, attendance, and geographic reach while protecting participant privacy
- Complement—not replace—the team’s established ticket-donation and community-access programs



12. PUBLIC SAFETY AND LABOR ENGAGEMENT

The Rays will maintain regular communication with the public servants and workforce organizations essential to safe, successful ballpark operations and community trust.

The Rays will convene twice-yearly meetings with representatives of County and City police and fire unions. These meetings will provide a regular forum to discuss public-safety coordination, workforce priorities, community engagement, ballpark operations, and other issues of mutual interest. The Rays will convene twice-yearly meetings with representatives of County and City police and fire unions, including the Hillsborough County Firefighters Local 2294, Tampa Firefighters Local 754, and the Tampa Police Benevolent Association.

- Coordinate with appropriate County and City public-safety leadership without displacing formal governmental authority or collective-bargaining processes
- Engage organized labor and workforce partners on training, career pathways, workplace standards, and major operational considerations
- Document meetings and agreed follow-up items while respecting confidential, security-sensitive, and labor-relations matters
- Prioritize New Tampa Police Department substation presence and Tampa Fire Rescue substation presence within district

13. HEALTH, WELLNESS AND INCLUSIVE RECREATION

The Rays will use sports and community partnerships to promote healthier, more active communities.

- Support youth fitness, nutrition, mental-wellness, and preventive-health programming
- Develop an All Abilities Rays Advisory Board for continued advocacy and the advancement of adaptive and accessible sports opportunities for people with disabilities
- Collaborate with parks, schools, health systems, and community organizations
- Connect wellness initiatives with youth sports, veterans' programs, and family ballpark experiences
- Continued support for autism and other sensory challenged persons within the ballpark, including sensory friendly rooms

14. COMMUNITY ADVISORY AND GOVERNANCE STRUCTURE

The Community Benefits Program will be jointly administered by the Rays, Hillsborough County Board of Commissioners and a Community Benefits Advisory Committee, that will represent the City of Tampa and help inform implementation, review progress, and strengthen accountability.

- Review annual priorities, performance measures, and geographic distribution
- Receive implementation updates and provide nonbinding recommendations
- Support coordination among participating institutions and help identify emerging needs
- Operate under written procedures addressing appointments, terms, meetings, conflicts, and public reporting
- Maintain flexibility to broaden participation as programs and community priorities evolve



MEASUREMENT, REPORTING, AND ACCOUNTABILITY

The credibility of the plan will depend upon clear implementation standards and accessible reporting.

- Prepare an annual implementation plan identifying programs, delivery partners, and expected outcomes
- Publish an annual community-benefits report describing activities, expenditures or in-kind support, participation, geographic distribution, and measurable results
- Report performance against the 65% Hillsborough County and 35% City of Tampa allocation established in the definitive documents
- Use reasonable verification, recordkeeping, and audit rights appropriate to each commitment
- Provide processes for identifying performance gaps, developing corrective actions, and resolving disputes
- Review the framework periodically so programs can adapt while preserving the overall value and intent of the commitments

ANNUAL COMMUNITY REPORT CARD AND PUBLIC ACCOUNTABILITY

Transparency and accountability will be central to the implementation of the final Community Benefits Agreement. The Rays will develop and publish an annual Community Report Card providing Hillsborough County, the City of Tampa, and the broader community with a clear, accessible account of progress against the agreed-upon programs and commitments.

The report card will be delivered concurrently to the County and City and made readily available to the public. It will use consistent measures so residents and public officials can evaluate performance over time and understand what has been completed, what is underway, and where additional action is required.

- Identify each final contractual commitment and its responsible party, implementation schedule, current status, and upcoming milestone
- Describe activities completed during the year, residents and organizations served, expenditures or in-kind support where applicable, and measurable outcomes
- Report the geographic distribution of benefits, including performance against the 65% Hillsborough County and 35% City of Tampa allocation established in the definitive documents
- Report MWBE outreach, technical assistance, participation, awards, and spending to the extent collection and publication of that information are legally permissible
- Report on the status and applicable milestones associated with the East Tampa, West Tampa, and Drew Park CRA extensions denoted in the definitive documents
- Identify delays, performance gaps or unmet milestones, explain the cause, disclose the corrective action, and anticipated completion date
- Provide supporting information in a format that is understandable to residents while preserving confidential, security-sensitive, and legally protected information
- Include a process for the County, City, Community Benefits Advisory Committee, and members of the public to submit questions or feedback regarding reported performance



The final scope, programs, performance measures, and reporting requirements of the Community Benefits Agreement will be mutually agreed upon in writing by Hillsborough County, the City of Tampa, and the Tampa Bay Rays. Once those commitments are finalized and incorporated into the definitive documents, the responsible parties will be contractually bound to perform the commitments assigned to them. The annual Community Report Card will provide the public-facing tool to show progress and hold all parties accountable.

IMPLEMENTATION AND DEFINITIVE DOCUMENTS

This plan is intended to serve as a clear public framework for the Rays long-term community partnership with Hillsborough County and the City of Tampa.

The definitive documents will establish the binding commitments, responsible parties, eligible costs and in-kind contributions, implementation schedules, reporting requirements, verification standards, cure provisions, and other enforceable terms. Where a program depends upon governmental approval, appropriations, third-party participation or changes in law, implementation will remain subject to those requirements.

Community-benefit commitments are intended to supplement—not supplant—previously allocated County or City capital projects, public-safety priorities or community investments, except where the applicable governmental body expressly determines otherwise through its lawful public process.

Existing Rays charitable, literacy, youth-sports, and ticket-access programs will continue according to their applicable terms. Commitments described as expansions are intended to build upon and add value to that established work, rather than suggest that the underlying programs are being introduced for the first time.

THE LEGACY

A community partnership measured not only by a new ballpark, but by stronger neighborhoods, expanded opportunity, healthier families, and lasting civic value across Hillsborough County and the City of Tampa.