

PARTNERSHIP IN ACTION

RECENT VICTORIES, FUTURE DIRECTIONS



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The Community Benefits Law Center

In 2006, the Partnership launched the Community Benefits Law Center. CBLC provides a range of legal assistance to community-based organizations, labor unions, and other advocates fighting for equity with a community benefits approach. The CBLC aims to develop legal tools and strategies that:

- Facilitate community understanding of and involvement in major land use decisions.
- Deliver concrete community benefits, such as high-quality local jobs.

We are building a national network of expert community benefits attorneys, where we can share strategies and work collaboratively to expand the impact of this work. To date, CBLC has helped coalitions across the country by providing direct representation in negotiation and implementation of community benefits agreements, and helping draft ordinances and policy proposals, while also providing advice on policy development and strategy. In 2006, we also implemented the Gulf Coast Accountable Rebuilding Project, with the goal of enhancing the efforts of grassroots groups seeking to rebuild a more equitable Gulf Coast and give a voice to Katrina survivors.

The Partnership for Working Families promotes a new vision of organizing around economic policy and development to transform the lives of workers and their communities. Our thirteen local Partner organizations represent diverse coalitions of labor, religious, community, and environmental groups that organize for better jobs, a healthy environment, more affordable housing and healthcare, and accessible public services. As a Partnership, we leverage local and national resources to support these efforts, link our work through peer-to-peer learning, and share best practices and legal support across regions and industries.

We believe that we can reclaim and redirect economic development to benefit low wage workers and communities of color. Our Partners incorporate research, organizing, coalition building, and policy development into effective campaigns for economic development practices and decisions that build healthy urban economies and empower working people.

Our Partners and allied organizations, along with dozens of independent grassroots efforts that draw on our work, are building a new social movement that unites the bargaining and electoral power of the labor movement with the insights and moral imperatives of local community and religious organizations that work on the frontlines to help families and neighborhoods cope with the devastating effects of job loss and working poverty.

As a network, we are committed to finding innovative ways to organize nationwide. We are sharing strategies, developing staff, and coordinating campaigns so that our communities are neither left behind nor pitted against each other under a false promise of jobs and development. We are developing and nurturing the growth of new partners and campaigns in cities attempting to respond to the new economy and regions experiencing rapid growth.

This year, established Partners in thirteen metro regions are building momentum and transforming expectations for communities and workers, while our network supports capacity development for fledgling coalitions in several new metro regions. At our groundbreaking 2007 Convening, more than 200 Partners and allies laid out an ambitious program for bringing these movements together to shift power in regional economies and rebuild a strong, racially diverse middle class across sectors of the new economy.

National Partnership staff will focus on implementing this exciting program, with the goal of strengthening and supporting this movement:

- Building infrastructure, including research, organizing and communications capacity.
- Fostering aggressive and effective local organizing programs.
- Releasing research and publications that illustrate the need for – and mechanisms for achieving – accountable development.
- Leveraging technical legal assistance to develop strong agreements and ordinances.
- Providing communications support and technology.
- Developing and implementing strategic approaches to improving job quality across whole sectors and regions.

This report provides a snapshot of our Partner organizations' multifaceted, deeply rooted efforts. It is an honor to work with these organizations, and with our national allies, sharing visions, hopes and strategies for renewing power and opportunity for workers and communities.

—Leslie Moody, Executive Director

HIGHLIGHTS OF RECENT

Center on Policy Initiatives

Over the past decade, the Center on Policy Initiatives (CPI) firmly established itself as the most highly respected and credible progressive think tank in San Diego. Regularly consulted by local media to provide expert commentary and context for coverage of economic issues, CPI's research and analysis provides valuable resources for local unions and community organizations as they train leaders and engage in policy and organizing campaigns. CPI has become the leading progressive voice in discussions of San Diego's future, calling attention to the growing regional economic divide and opposing efforts at large-scale privatization of public services.

In 2006, CPI focused on monitoring the implementation of San Diego's first CBA, negotiated as part of the Ballpark Village redevelopment, and helped secure \$10 million in state subsidies for the affordable housing component. Other highlights of 2006:

- Waged a successful campaign for a city ordinance establishing job quality standards for big-box retailers.
- Fought to include shared prosperity elements in the City of San Diego's General Land Use Plan.
- Led the fight to maintain high quality public sector jobs.
- Challenged the mayor's privatization initiative, securing policies that make the contracting processes more transparent and accountable.
- Worked with the Interfaith Committee for Worker Justice to help service workers win their first contracts.
- Defeated San Diego County's attempt to eliminate health care benefits for 3,000 homecare workers.

Connecticut Center for a New Economy



Formed seven years ago to address the economic and social consequences of an economy that has left tens of thousands of families in Connecticut living in poverty, the Connecticut Center for a New Economy (CCNE) has developed a broad economic and social justice agenda called the New Social Contract that guides strategic decision making and organizing. In 2004 CCNE founded Community Organized for Responsible Development (CORD), an organization with a current membership of over 800 individuals and over forty organizations. Two years later, in 2006, CORD achieved an historic Community Benefits Agreement with Yale-New Haven Hospital (YNHH).

In response to Yale-New Haven Hospital's plans to develop a new half billion dollar comprehensive cancer center, CORD launched a two-year multifaceted organizing effort. With the active engagement of many members of the clergy, the effort involved extensive outreach to community residents, identification and training of new leaders, and a comprehensive process to identify the demands to include in proposals for the community benefits agreement. The final agreement includes:

- A \$1.2 million contribution for housing and economic development.
- Job training and local hiring provisions.
- A contribution to the City of New Haven's youth initiative.
- Access to health care.
- A commitment to address neighborhood residents' concerns about traffic and parking.

IT CAMPAIGNS



- A \$1.2 million contribution earmarked for housing and economic development.
- Environmental standards.

CCNE's organizing efforts and its exposure of Yale-New Haven Hospital's brutal medical debt practices resulted in the hospital's agreement to write off over 18,000 medical debt cases.

In addition to this unprecedented strategic victory, CCNE focuses on developing local leaders, building real power to leverage future efforts, and working on broader campaigns for equity and justice. In 2006, CCNE also laid important groundwork for the launch of the Civic Leadership Institute of Connecticut in New Haven and Hartford.

CCNE led the campaign to demand that a state-funded convention center and hotel complex in Hartford comply with the city's Living Wage Ordinance, which required negotiation of a labor peace agreement, as well as development agreements that set recruiting, training, and hiring goals.

Central Coast Alliance United for a Sustainable Economy

The Central Coast Alliance United for A Sustainable Economy (CAUSE) is a community planning and policy research center that has been working since 2001 on improving the standard of living and quality of life for low and moderate income people who live and work in the Central Coast Region of Ventura and Santa Barbara Counties. CAUSE's efforts fall within four major program areas: living wage & accountable development, health coverage expansion, women's economic justice, and fair representation.

CAUSE has made significant progress toward economic and environmental justice for low-income people, notching victories in three major campaigns.

- Working with the Ventura County Living Wage Coalition, CAUSE won its fourth living wage ordinance in the region since 2001, concluding a six-year campaign with the adoption of a Living Wage ordinance in the City of Ventura.
- CAUSE worked with its spin-off organization, Livable Ventura, to wage a successful smart growth campaign to defeat a proposed Wal-Mart big box development through

Our goal is to build the power of working women and immigrants through leadership development and social action.

- Luz Bernardino, Leader, Centro Mujer, CAUSE's women's organizing center



MY WORD

A nation of

RECENTLY, a massive wave of pro-immigrant protests has swept the United States — the largest mass movement this country has seen in decades.

Amaha KASSA

grant labor provides communities (Includ Europe and East)

the adoption of a one-year moratorium and interim development ordinance based on form-based code requirements, including traffic and induced housing mitigation.

- CAUSE, in collaboration with the California Coastal Protection Network, defeated the development of a proposed 800 million dollar liquefied natural gas (LNG) port facility off the coast of Oxnard. The proposed LNG facility would have resulted in over 20 significant environmental impacts that could not be mitigated, including the generation of over 120 tons of pollutants each year into the region and the creation of a LNG pipeline through several South Oxnard working class communities.

In 2007, CAUSE policy researchers plan to complete a regional study of the impacts of existing Living Wage ordinances in Ventura and Santa Barbara Counties, and launch a comprehensive two-county regional equity analysis in conjunction with Dr. Manuel Pastor of the USC Center for Environmental and Regional Equity. CAUSE is also in the research and planning phase of a regional Ventura and Santa Barbara County transportation initiative. The community initiative will include multi-city sales tax ballot measures toward significant expansion of the existing regional bus and light rail system.

Community Labor United



Community Labor United (CLU) brings community organizations and unions

together as equal partners in joint campaigns that build power for low and moderate-income Greater Boston residents. The three interconnected components of CLU's work are organizing, research and leadership development.

Community Labor United has created wonderful organizing opportunities for unions in our council. The relationships built with Boston's strong community organizing groups have benefited many working families in our region.

- Richard M. Rogers, Executive Secretary/Treasurer of the Greater Boston Labor Council.

- In 2006, CLU won its first campaign in partnership with Sociedad Latina and other community organizations and IUPAT DC 35. CLU negotiated an agreement that gives IUPAT access to over \$2 million annually in school repainting contracts that had previously been bid out to non-union contractors. It also establishes a community-controlled recruitment process that in 2006 created job and apprenticeship placements for over 50 Boston residents. In 2007 CLU negotiated to extend this program
- A current CLU campaign will bring community partners to the union bargaining table as Service Employees International Union (SEIU) Local 615 signs up and negotiates on behalf of 3,000 low-wage security officers working in Boston office buildings. The campaign, which will target downtown real estate owners as well as three large security contractors, will include community-generated demands that address issues such as youth opportunity, foreclosure and job access.
- CLU's 2006 Leadership Institute brought together twenty-five community, labor, faith-based and political leaders for a focused study of Greater Boston's economy, organizing resources and future direction. Its 2007 Institute concentrates on building capacity and relationships among CLU member organizations.

immigrants

— and people — go where there is a demand for them. If not for undocumented immigrants, the aging U.S. work force would cease to be globally competitive and programs such as Social Security would founder (undocumented immigrants were estimated \$7 billion in 2006).

, Underinvested
ing Oakland's own
ke neighborhoods)

- The Institute expanded on *The Hourglass Challenge: Creating a More Equitable Economy for Greater Boston*, a comprehensive overview of Greater Boston's changing economic landscape that CLU released in 2006. The report also includes recommendations on how CLU and its partners can organize and change policy for a better future.
- CLU also began work on a series of research reports looking at the costs and benefits to our communities of large tax-exempt non-profit institutions such as universities and hospitals.

East Bay Alliance for a Sustainable Economy



Founded in 1998 by a coalition of labor and community organizations, EBASE has a strong history of working for living wages, economic equity and community benefits. In 2006, EBASE deepened its community benefits work with several important victories. EBASE played a key role in the Oak-to-Ninth Community Benefits Coalition, which secured an unprecedented agreement with the developer and the City of Oakland that includes 500 units of affordable housing, 300 local construction job opportunities, and a \$1.6 million job training fund dedicated to programs to support immigrants and those formerly incarcerated to get a start in the building trades.

EBASE led the successful campaign for the Richmond Regional Equity Development Initiative to reform and expand the City of Richmond's Local Employment Policy. The expanded policy covers businesses that receive economic development subsidies and contracts from the city, includes operational as well as con-

The East Bay Alliance for a Sustainable Economy, along with our sister organizations in the Partnership for Working Families, is confronting poverty and economic inequality through a two-part strategy: expanding access to family-supporting employment, and improving job quality. This year, we made in-roads in Oakland, Richmond and Emeryville so that hundreds more working families will have access to living wage jobs.

- Amaha Kassa, Executive Director, EBASE



struction jobs, and raises the local hiring requirement from 20% to 30% for most jobs.

EBASE's Interfaith Committee for Worker Justice supported workers in a number of successful campaigns for union recognition. As a result, hundreds of workers in hospitality and security industries won the right to organize, allowing them to engage in collective bargaining for better wages, benefits and workplace policies.

The Partnership for Working Families

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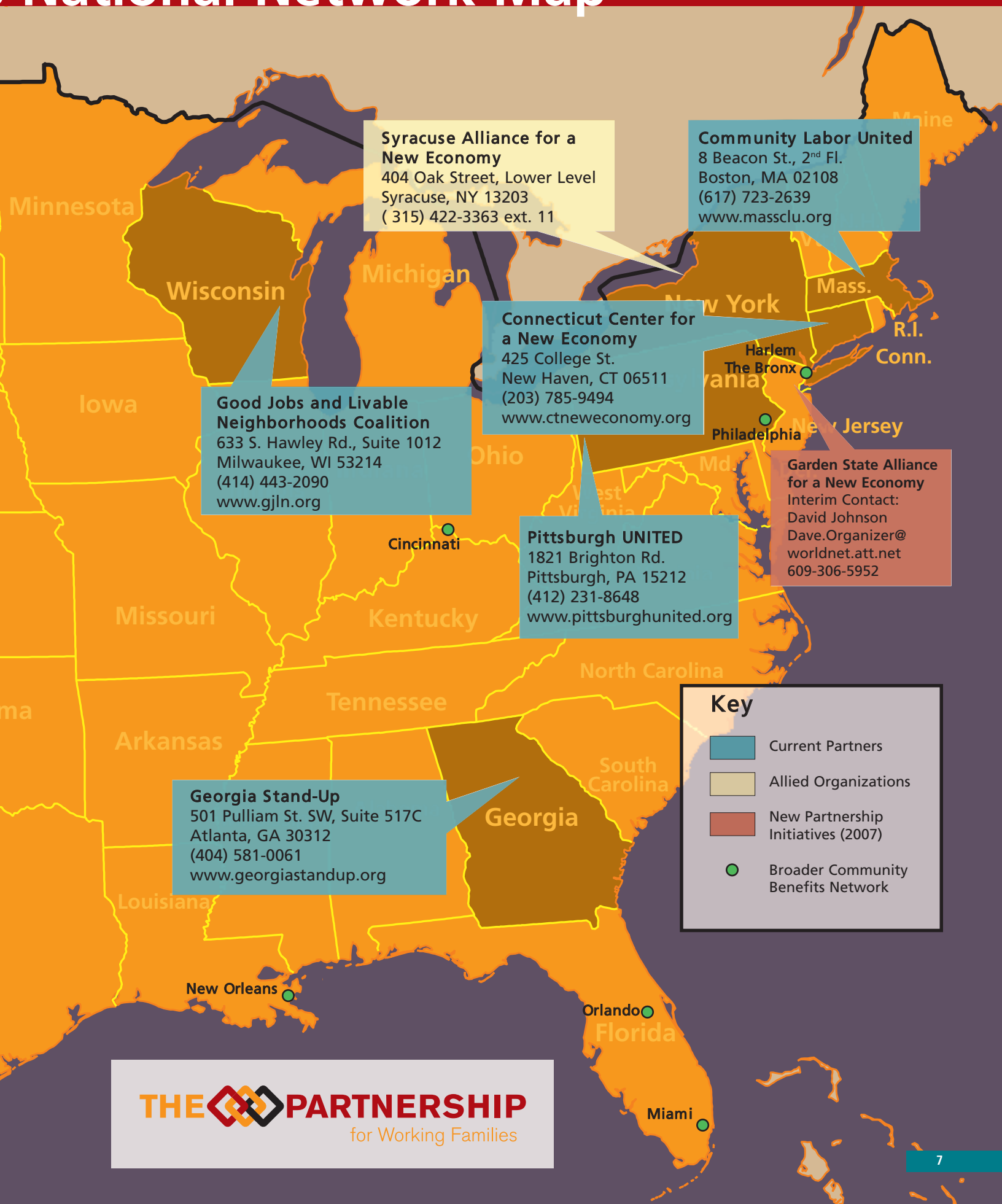
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Key

- Current Partners
- Allied Organizations
- New Partnership Initiatives (2007)
- Broader Community Benefits Network



I've done a lot of organizing but nothing as big as this that is this beneficial to the community. It's something that benefits every one.

- Tim Lopez, Gates area resident

EBASE convened the Oakland Network for Responsible Development (ONWRD), a multi-sector collaborative that is leading the way in defining a new, progressive economic development strategy for the City of Oakland.

Front Range Economic Strategy Center



FRESC has worked since 2002 to develop strategic partnerships between Colorado's labor movement and progressive community-based organizations, and celebrated its

first community benefits agreement in 2006. The culmination of a three-year campaign, the Cherokee-Gates Redevelopment Agreement ensures that the \$1 billion, 52-acre mixed-use development slated for the former Gates Rubber factory site will bring environmental renewal as well as good jobs and affordable housing. Community benefits provisions include:

- A landmark agreement restricting big-box grocery stores from the site.
- A requirement that construction jobs pay prevailing wage and post-construction jobs on any part of the project that receives public funds pay living wage.
- An enhanced first source hiring program.
- An affordable housing plan that creates 200 affordable rental units for Denver families with the greatest need.
- A Voluntary Cleanup Advisory Board to monitor environmental cleanup and involve affected neighbors.



A respected and credible voice on economic inequality, FRESC, with community organizing allies, published the *Denver Atlas*, a research report that graphically illustrates the geographic distribution and concentration of poverty and inequality in the metro area and region.

FRESC organized together with a broad coalition of community organizations, businesses and unions to increase Colorado's Minimum Wage from \$5.15 to \$6.85. Nearly 130,000 Coloradans received a raise effective January 1, 2007, and every year their wages will be adjusted with the cost of living.



Georgia Stand-Up is one of the best empowerment initiatives to come around in a long time. It not only helps citizens and community leaders understand the issues, but it motivates them to act upon the issues.

- Representative "Able" Mable Thomas,
Georgia House of Representatives

I am going to take on the job of educating the members of my local union about what is happening in the community around us and how issues like affordable housing and economic development affect us as union members as well as community members.

- Walter Andrews, Communication
Workers of America Local 3204

Georgia Labor Council, the Atlanta City Council required the \$1.67 billion publicly funded BeltLine project to include community benefits principles. Organized around a planned 22-mile transit system, this mammoth project is expected to double the amount of green space in Atlanta, create over 37,500 permanent jobs and 48,000 construction jobs, and 5,600 workforce housing units, and spur over \$200 billion in private development over the next 25 years.

Since securing community benefits language in the ordinance, Georgia Stand-Up has taken on the challenge of educating and empowering community members to make their voices heard by developing leaders who can help define and fight for community benefits. Georgia Stand-Up leads and monitors implementation to make sure those benefits are brought to fruition for the BeltLine and several other major public projects in Atlanta. Stand-Up leaders have emerged as key policy experts, providing analysis and recommendations on specific policies and public input in economic development projects to legislators and serving on the major policymaking bodies that will effect implementation of the BeltLine. Organizing to build a permanent, long-term power base, Georgia Stand-Up maintains a major emphasis on developing and empowering neighborhood and community leaders. Through a wide variety of mechanisms, Stand-Up is working to identify and empower leaders with shared knowledge and common goals to impact the future of their communities and the region as a whole.

Georgia Stand-Up

In November 2005, Georgia Strategic Alliance for New Directions and Unified Policies (Stand-Up) gained a historic win for working communities in the City of Atlanta. Based on the recommendations of Stand-Up and the Atlanta North





Good Jobs and Livable Neighborhoods Coalition

In late 2002, Milwaukee's Good Jobs and Livable Neighborhoods Coalition formed to pursue a community benefits agreement for the Park East Redevelopment Area. Over the course of the campaign, GJLN not only succeeded in winning a county ordinance requiring community benefits on 16 publicly-owned acres of prime downtown real estate within the redevelopment area, but also in changing how opinion leaders and elected officials in Milwaukee think about economic development. GJLN is now working to monitor implementation of this effort while initiating and framing broader discussions of area economic development and its impact on economic inequality and joblessness among key Milwaukee communities.

GJLN's 2006 work included serving on Milwaukee County's Park East Advisory Committee, where staff and coalition members helped identify promising development projects and determine how community benefits would be incorporated into them. In the course of approving four projects, the Advisory Committee made real progress advancing local hiring plans, labor standards, and affordable housing units.

Meanwhile, coalition members embarked on a new organizing effort to define the redevelopment priorities for a major urban brownfield, the former Tower Automotive Factory. Organizers from The Partnership for Working Families partner organizations joined with Milwaukee organizers to survey 500 area residents about their priorities for this 100 acre parcel. At the town hall meeting that concluded the effort, Partnership staff used the example of Inglewood residents' activism toward Wal-Mart to inspire community residents and leaders to demand opportunities to participate in devel-



The technical assistance we receive from the Partnership has been instrumental in helping Good Jobs and Livable Neighborhoods build on our first successful campaign. From in-the-moment advice on current projects to providing organizers from other cities to help with a summer canvas, the Partnership has invested in our growth. Last year, a seasoned leader from another Partnership organization facilitated the strategic planning session that helped us evaluate future campaigns. PWF has helped us develop a multifaceted agenda to promote accountable development and fight inequality in Milwaukee.

- Pam Fendt, Executive Director,
GJLN Coalition



opment decisions. GJLN leaders gave an overview of the development project and presented its survey findings.

GJLN is also working on developing standards for City Tax Incremental Financing approval and a reform agenda for the City's Emerging Business Enterprise program.

Los Angeles Alliance for a New Economy

Founded in 1993 to create better jobs and stronger communities, the Los Angeles Alliance for a New Economy (LAANE) is a regional and national leader in progressive policy, research, communications, community organizing, and coalition building. One of the most established organizations in the Partnership network, LAANE secured new victories in 2006 that set the standard for our work across the country.

- LAANE worked to secure living wage & tip protections for thousands of workers at hotels near Los Angeles International Airport. Following a year-long campaign led by hotel workers, community supporters, and clergy, and a massive demonstration and civil disobedience along Century Boulevard, where most of the 13 airport hotels are located, the L.A. City Council passed a living wage law along with worker retention and tip protection ordinances. The living wage legislation has not taken effect due to a legal challenge by the hotels. Depending on the court's decision, LAANE and its community and labor partners may pursue a ballot initiative to ensure implementation of the living wage law.



Our national Wal-Mart media event would not have been possible without the help of the Partnership for Working Families staff and the partner organizations. We were able to gather more than 100 signatures from urban leaders around the country for two letters—one demanding that Wal-Mart respond to the real needs of urban communities, and the other calling on elected officials to help create good jobs in urban America. Deborah Scott from Georgia Stand-Up was a key participant in a national telepress conference that was featured in media outlets across the country. We are starting to see the power of this network in action.

- Madeline Janis, Executive Director, Los Angeles Alliance for a New Economy





- Working with the Change to Win Labor Federation and a broad coalition of environmental, community and immigrants-rights groups, LAANE launched the first of five historic port campaigns around the country aimed at dramatically improving job quality for truck drivers and sharply reducing truck-generated pollution. The effort has led to a landmark plan by the Ports of L.A. and Long Beach to overhaul the port trucking sector.
- LAANE worked with community leaders in Inglewood to help draft and pass legislation that allows for greater public input in decisions over development of superstores by Wal-Mart and other large retailers.
- Together with The Partnership for Working Families, LAANE released a report on the impact of Wal-Mart on urban communities, and successful strategies for creating job quality standards that require Wal-Mart and other big-box retailers to create good jobs in urban America. The report received widespread national media coverage, including significant attention in press outlets that serve communities of color.
- LAANE continues to work with the LAX Coalition for Economic, Environmental & Educational Justice on implementation of the \$500 million community benefits package won two years ago in connection with the airport's expansion. The complex environmental measures in the CBA are moving steadily. The local hiring provision ran into opposition from the FAA and a compromise was finally achieved at the end of 2006. LAANE and the Coalition are now fighting FAA opposition to use of airport revenues for the multi-million dollar job training program.

Orange County Communities Organized for Responsible Development



OCCORD was founded in late 2005 to advocate for public policies that raise the standard of living for working families and improve the quality of life in communities in Orange County, CA, now the second most populous county in the state.

In its first full year of activity, OCCORD made great strides in building a broad-based coalition of community and social justice organizations including unions, community organizations, faith-based groups, and public policy advocates working to organize and empower Orange County's low income, immigrant communities.

OCCORD has already garnered attention for reframing the debate over economic development. In 2006, OCCORD developed a presentation analyzing Orange County's deepening crisis of working poverty and showing that Orange County's fastest growing industries contribute to poverty in the region. Local industries offering



the greatest concentration of job openings fail to pay wages sufficient for workers to afford housing in the area. In conjunction with this analysis, OCCORD launched a major outreach effort that has already educated over 300 labor and community leaders, policy advocates, academics, college students, and low wage workers on regional economic trends.

This initiative laid the groundwork for OCCORD to mount a campaign for community benefits for a large mixed-use development on 50-plus acres of city-owned land next to Angel Stadium in Anaheim.

Pittsburgh UNITED

One of the newest organizations in the Partnership network, Pittsburgh UNITED (Unions and Neighborhoods Invested in Transforming Economic Development) was formed in 2006 with the goal of building the organizational infrastructure and expertise needed to change the way development is done in the Pittsburgh area. Building on local organizations' pioneering leadership in Justice for Janitors and living wage campaigns, Pittsburgh UNITED brings together a broad coalition of labor, community, neighborhood and housing activists who aim to





I feel it is so important that people of ALL income levels should be able to share in the richness, the culture, the community that is downtown Seattle.

With so much affordable housing being torn down only to be replaced by multi-million dollar condos, as a security officer who works in a downtown office tower, I want to know where those service sector workers who work in and maintain those buildings are going to live. Will all the security officers, baristas, daycare workers, retail clerks, janitors and day porters be forced to live on the outskirts of the city and commute in by car or bus from further and further away as the small amount of nearby affordable housing continues to disappear thus adding to the traffic congestion for all? Will downtown be just a gated playground for the ultra rich and the ultra poor and slowly die? Or will the rising economic tide lift ALL BOATS!?!

This includes "living wage" jobs and affordable housing for all those working in downtown as well as elsewhere in the city. It means being able to walk a few blocks or take a short bus ride to work, to play, to the theater, to the market. Rich or poor or somewhere in between it means being given the respect and a sense of well being ALL OF US deserve.

That's why I got involved with *Downtown For ALL*.

- Tim Allen, security officer in downtown Seattle

ensure public investment in development creates tangible benefits for local residents.

Opportunities abound. Already UNITED leaders are building a coalition to win a community benefits agreement for a proposed development in the Hill District that will include a new stadium for the Pittsburgh Penguins. Past developments in this neighborhood displaced local residents while creating high-end entertainment venues. Pittsburgh UNITED also plans to work for community benefits in the development of a new casino and projects that will grow up around it.

Puget Sound SAGE

Puget Sound SAGE has been working since 2000 to address the inequality that has been exacerbated by Seattle's development path. Through a variety of projects that include individual community benefits campaigns as well as efforts to influence the broader policy environment that governs economic development, SAGE seeks to evolve and implement development models that create good jobs, combat poverty and provide better housing and transportation options while preserving Seattle's economic prosperity and environmental health.

In 2006, SAGE waged a successful campaign around Seattle's comprehensive downtown rezoning proposal, demanding that the development framework provide mechanisms for incorporating community benefits into all future projects. As a result of SAGE's work, the new rezoning code includes a provision that will create 500 new affordable housing units downtown. Alongside the zoning code, the City Council passed an advisory resolution that articulates a broad vision for how downtown development should improve Seattle. SAGE worked to ensure that job quality standards were included in this document.

As member of Dearborn St. Coalition for a Livable Neighborhood (DSCLN), SAGE is now in the midst of its first full-fledged community benefits campaign. The campaign targets



the retail-oriented redevelopment of a 10-acre parcel at Seattle's Goodwill Industries, with the goal of generating high-quality jobs and affordable housing, addressing community concerns about traffic and pollution, and preserving the fragile cultural and economic diversity of the area.

Working Partnerships USA

A founding member of the Partnership, Working Partnerships USA (WPUSA) was created in 1995 by a coalition of labor, faith and community organizations in response to the widening gap between Silicon Valley's prosperous employers and much of the region's workforce. WPUSA has been a leading public policy research and advocacy organization in California since it spearheaded the campaign to pass San Jose's Living Wage ordinance, at the time the most comprehensive measure of its kind.

In 2006, WPUSA achieved significant victories:

- Established real and meaningful community benefits as part of planning for Coyote Valley development that included

5,000 affordable housing units, 3,000 of which will be reserved for lowest income residents in the community, and two community health clinics that will ensure residents access to care. The affordable housing and health clinics will be financed by housing developers as part of this 25,000 unit mega-development.

- Leveraged community and clergy support that helped 300 hotel workers win the right to unionize and bargain for better benefits and working conditions.
- Developed a plan for affordable health care for up to 40,000 low-wage working adults in small businesses.
- Successfully campaigned for innovative approaches to preserve public transportation access and avoid increasing fares. In response to the closure of San Jose's downtown hospital, Working Partnerships and allies succeeded in persuading the City of San Jose to create a Stakeholder Advisory Committee to develop policy recommendations that address the health care needs for this working-class community.





Allies In Our Network

New Economy Working Solutions (NEWS), based in Santa Rosa, CA, north of San Francisco and Oakland, has seen a number of victories in 2006:

- Successfully concluded a two-year campaign for a Living Wage Ordinance in Petaluma, the second largest city in the North Bay.
- Led a coalition campaign for community benefits to be included in the major redevelopment of a large commuter train station project.
- Provided community support for organizing campaigns in health care, service and construction industries.
- Maintained an active faith caucus, Sonoma Clergy and Laity United for Economic Justice (CLUE), to support campaigns for good jobs and workplace organizing.

Syracuse Alliance for a New Economy (SANE) began organizing in 2006 to address poverty and inequality in Syracuse. An important city with great need for a movement to build power for working families and communities, Syracuse suffers from increasing poverty, poor job quality, and diminished union power. Community leaders and labor organizations in Syracuse have decided to work for real change, and are focused on developing a research and action agenda based on the community benefits model.





Building Our Movement

Across the country there is amazing energy and interest in community benefits campaigns, high road municipal policies, and the growing and dynamic movement surrounding these strategies. This is essential for our shared success – to ensure that developers and corporations can't back away from high-road job and community investment, to embolden elected officials to seek real community benefits for their constituents, and to create a national network and framework for reconstituting the middle class in America.

To target our expansion and energy, the Partnership has consulted with union and community leaders across the country to develop plans for strategic growth. In 2007, we are supporting the emergence of new organizations in three major regions – Northern New Jersey, Phoenix, and California's Inland Empire, which includes San Bernardino and Riverside. Working with key partners in these regions to develop collaborative campaigns and a sustainable infrastructure to reshape regional economies, we are sharing the expertise of seasoned organizations with a wide array of leaders to broaden this movement.

New Cities in the Southwest

The rapid expansion of cities and towns in the inland areas of California and throughout Arizona provide a unique challenge to our work. Unchecked growth, undeveloped infrastructure, cheap land and limited water supply are prevailing themes. This is in many ways still the "Wild West" of our country, harboring agile developers with no threat of accountability, raging through communities that are literally in their infancy, unchartered and lacking adequate access to schools, roads, and public services.

Our work with organizations that have taken root in San Bernardino/Riverside (CA) and greater Phoenix will foster new ideas in brand new cities. By linking immigrant community and

The Partnership has helped us convene a strong coalition of unions and community allies who are gearing up to change Northern New Jersey for the better. For too long, low-income families in this region have fallen victim to economic dynamics beyond their control. GANE is committed to changing that reality – and we need The Partnership's support to do it!

*- David Johnson, Director of Organizing,
New Jersey Laborers' Union*

worker organizations with public worker, service and retail unions, our organizations will create strong alliances and new hope for some of the lowest wage, fastest growing regions in the country.

Growth in the Garden State

Our new coalition in Northern New Jersey, GANE (Garden State Alliance for a New Economy), is researching campaign possibilities in the urban corridor anchored by Newark and Jersey City. Millions of people in this region have suffered from decades of urban flight, discrimination, de-industrialization and political corruption. A surge of new investment and a change in the political winds provide an opportunity for a democratic economic model to rise from the ashes.

Community Benefits Work Around the Country

Elsewhere, community benefits and accountable development work is emerging in tandem with The Partnership. Our staff and board members are providing intermittent support and technical assistance to efforts in Cincinnati, Harlem, the Bronx, New Orleans, Miami, Portland (OR), Philadelphia, Orlando, and Richmond, CA. In each of these regions, local leaders are developing innovative campaigns that address the major economic challenges of the day.



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