



LANDMARK COMMUNITY BENEFITS



A Great Leap Forward for A Neighborhood Left Behind *How One Hill Charted the Path Toward Equitable Development in Pittsburgh*



After decades of disinvestment and exclusion from the benefits of redevelopment, Hill District leaders are charting the path toward equitable development in Pittsburgh. The Hill District community benefits agreement is the result of deep community organizing and alliances with labor and community leaders. The agreement creates enforceable policies that ensure publicly subsidized development projects deliver concrete and widespread benefits to local residents.

When the doors to the Pittsburgh Penguin's stadium opened, it signified the reversal of decades of development projects that came with empty promises. Because of One Hill's determination, local residents were purchasing fresh food in their own neighborhood for the first time in 30 years. The agreement also provided \$8.3 million to improve access to community services and guarantees that at least 40% of the living wage jobs at the arena go to local residents.

The story of urban renewal in Pittsburgh's Hill District is emblematic of how redevelopment has failed and even devastated low-income residents and communities of color. Through the 1950's, the Hill District, known as Little Harlem, was home to a vibrant jazz scene, thriving black businesses and deeply rooted neighborhoods. As the buildings and infrastructure deteriorated, the Hill was hit by a wave of urban renewal projects promising jobs, housing and a revitalized community. Instead, the Hill District was all but decimated by the impacts of these projects and was left with deep poverty, a dismantled community and a lack of economic opportunity. When Mellon Arena, home to the Pittsburgh Penguins, opened in 1961 it became a symbol of this period of so-called renewal that displaced more than 400 businesses and 8,000 African-American residents.

In 2007, when the Pittsburgh Penguins threatened to leave the city unless they received \$750 million in public funds to support the construction of a new stadium, Hill District residents drew a line saying, *not again!* Hill District leaders united in response to the gross inequity of the city making a multi-million dollar investment in a private corporation, while Hill District residents struggled to make ends meet.



Our effort now is to push public agencies such as Pittsburgh's Urban Redevelopment Authorities and City Planning Department to introduce policy that always requires public benefit in exchange for public subsidy.

—CARL REDWOOD, ONE HILL LEADER

Lead by The Hill District Consensus Group and Pittsburgh UNITED, the One Hill coalition began a comprehensive community organizing campaign that would ensure that this investment provided measureable returns to the residents of the Hill neighborhood and the taxpayers who were subsidizing the project.

The collective voice of the One Hill coalition, representing more than 100 organizations, was clear. In order to access the public funds needed to make the redevelopment of the stadium viable, the city and project owners needed to address the legacy of broken promises associated with

redevelopment in Pittsburgh. This project needed to address the lack of access to vital services and the need for real economic opportunity for local residents.

The One Hill coalition organized community members and testified at public hearings. And with support from the Partnership for Working Families they developed policy language and negotiated the first community benefits agreement (CBA) in Pittsburgh's history. When ground broke for the arena in 2008, all of the stakeholders had signed on to a legally binding CBA that provided \$8.3 million in neighborhood improvements beyond the cost of constructing the new arena.

This groundbreaking agreement directed investment to the Hill District bringing economic opportunity, fresh food and accountability to a community that had been ignored for far too long. The agreement includes local hire and living wage requirements for jobs at the arena and hotel, creating good job opportunities for a community that has been plagued by high unemployment. When the arena and hotel opened in 2011, 38% of the 522 employees were Hill District residents. The coalition also negotiated a card check provision, which protects workers' right to organize. For more than three decades, Hill District residents did not have access to a full service grocery store. Furthermore, less than half of Hill residents have access to a vehicle, making the need for neighborhood sources of fresh food even greater. With the help of funds provided by the CBA a Shop 'n Save opened in 2012 and community residents were able to purchase fresh food in their own neighborhood, for some residents, for the first time in their lives. The new grocery store has created 120 new jobs, of which Hill District residents have filled 65%. The agreement also creates significant opportunities to improve community health by assisting with the redevelopment of the YMCA recreation center. Finally, the agreement creates meaningful roles for community residents to engage in future development planning in the Hill District.

The One Hill coalition and Pittsburgh UNITED continue to demand more from development projects that benefit from public money. Since then, Pittsburgh UNITED has won a citywide prevailing wage for hospitality and grocery workers and ordinances that maximize the environmental benefits of large-scale infrastructure projects.

Setting a New Standard for Publicly-Funded Development

The success of the Hill District CBA campaign raised an important question: *Why shouldn't equitable development standards be applied to all subsidized projects?* Because the CBA set a baseline of expectations, within two years Pittsburgh UNITED and its allies won a series of citywide policies that made this baseline a new standard for development in Pittsburgh.



CLEAN WATER ORDINANCE

requires publicly-funded developments to meet Federal standards, dramatically reducing storm water runoff.



CLEAN AIR ORDINANCE

requires contractors on publicly-funded construction projects to use diesel engines with the most advanced pollution controls.



CITYWIDE PREVAILING WAGE ORDINANCE

requires that hotel, grocery, janitorial and cafeteria workers at city-backed developments receive wages comparable to those of union standards.

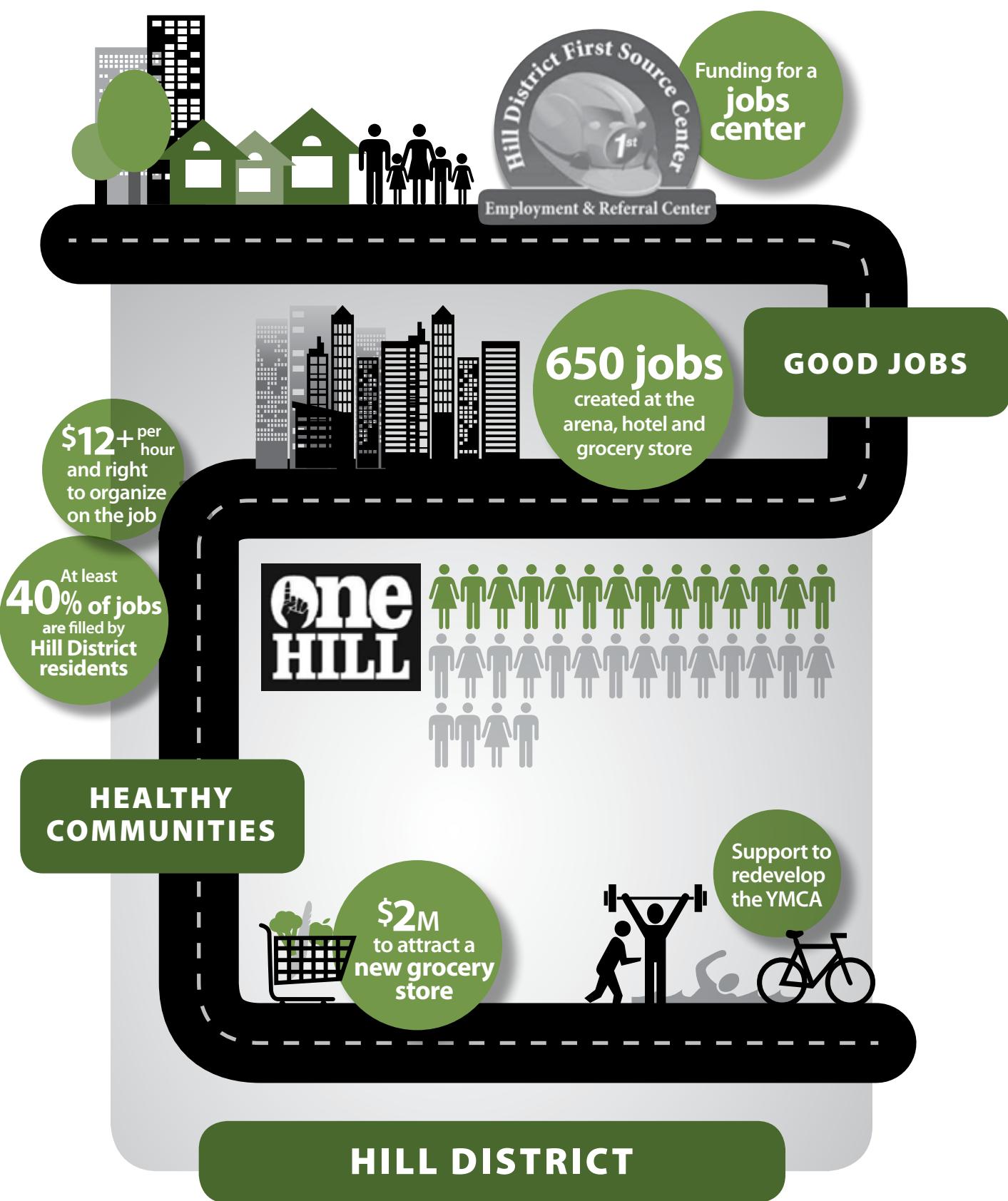
ONE HILL COMMUNITY BENEFITS AGREEMENT



The Partnership actively supported Pittsburgh UNITED and the One Hill coalition in this victory. Our legal and policy team supported coalition leaders in negotiations and helped shape coalition demands. As an affiliate of the Partnership network, Pittsburgh UNITED was also connected to our peer network that provided successful models and strategies from cities across the country. Our national movement developed a narrative that connects city power to economic, immigrant and racial justice and elevates city leaders and practitioner whose vision and power can bring it to life. We are putting this narrative to work by leveraging public funds to create opportunity for low-income communities of color.

Landmark One Hill Community Benefits Agreement

A comprehensive approach to building healthy and strong communities



The One Hill CBA, built on the community benefits model pioneered by the Los Angeles Alliance for a New Economy, is an innovative approach to directing investment to the communities that need it the most. This agreement takes a comprehensive approach toward meeting the community's economic and health needs and empowers residents to be decision makers in shaping the neighborhood's future. This policy:



- 1 **Delivers family-sustaining jobs to local residents.** Some neighborhoods in the Hill District struggle with chronic poverty and unemployment rates twice that of the greater Pittsburgh area. The CBA creates 640 arena, hotel and grocery jobs, of which local residents fill 40 – 60%. The agreement also protects workers' right to organize and ensures workers earn \$12 per hour plus benefits.
- 2 **Creates a critical link between workers and employers.** The agreement creates and provides funding for a first source referral center. The center provides job training and preparation for local residents and connects employers with qualified applicants.
- 3 **Improves access to fresh and healthy foods.** The CBA provided \$2 million to help attract a full service grocery store to the Hill District. For the first time in 30 years Hill District residents have access to fresh and healthy food options in their own neighborhood.
- 4 **Positions community leaders as decision makers in future community development.** After decades of exclusion, Hill District residents have a seat at the decision making table that will shape future redevelopment projects. The agreement provides funding for a master development planning process and establishes a steering committee with four of the nine seats appointed by the One Hill coalition, giving the community a powerful voice in the development of their own neighborhood.
- 5 **Improves and reviews community services.** The policy not only assesses social services in the Hill District, it also provides \$500,000 for 6 years to support service providers throughout the neighborhood.

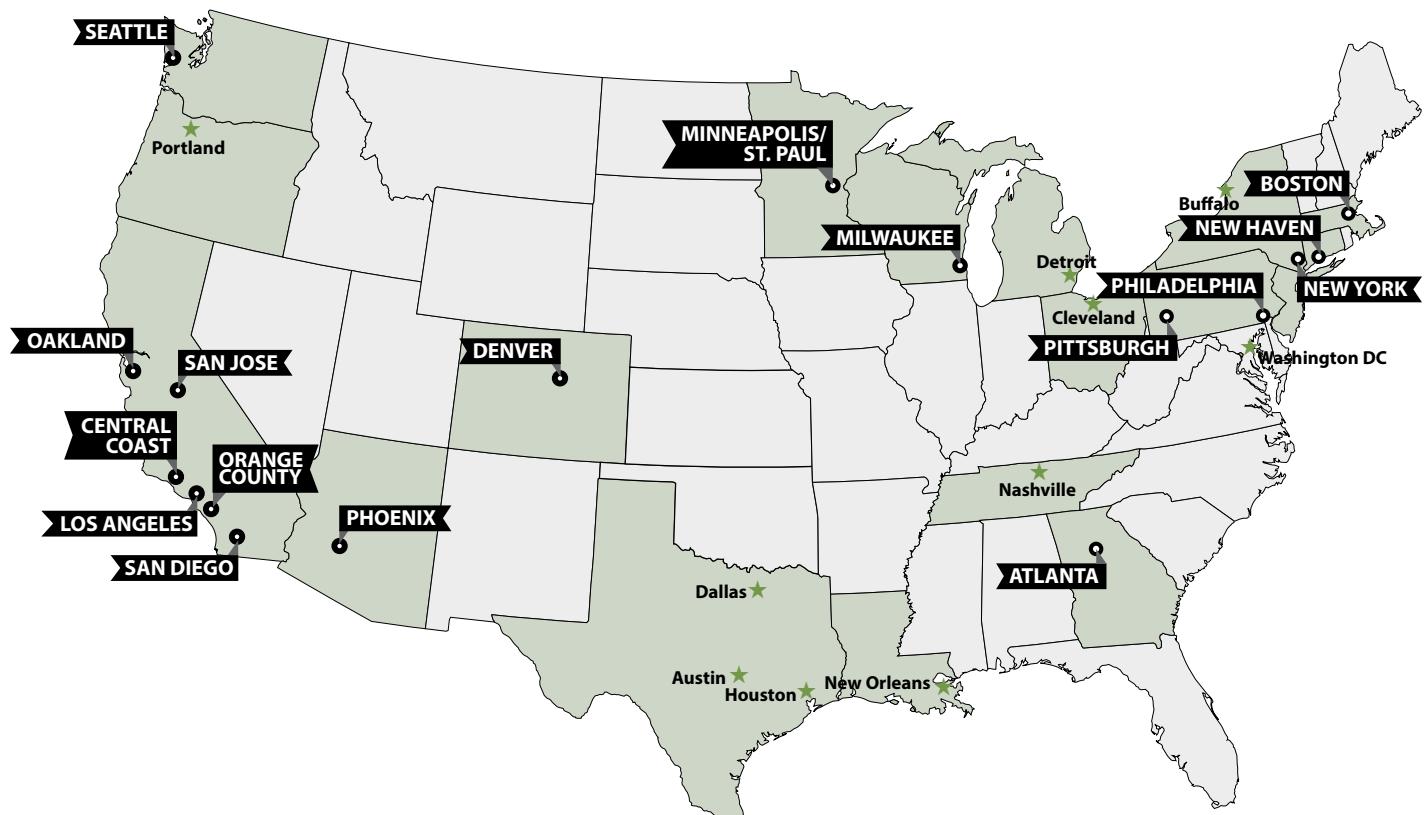


Celezlie Brown, a local resident, said the store is well situated for those who work downtown, as she does, and encouraged others to take advantage of it. "After 30 years of not having a store here, I'm glad to see this one open," said Ms. Brown, 54. "I hope everything works well. It's at the convergence of downtown and the Hill District."

The close walking distance is a huge benefit to Daniel Lewis, 80, who lives four blocks from the store. He was buying fresh pork and chicken, something that hasn't been available in the neighborhood. "I think it's real nice," Mr. Lewis said. "I will be coming down here regularly."

The Partnership disseminates a successful organizing model, shares a field of expert practitioners, and provides hands-on research and technical assistance to a growing and energized base of 17 affiliates, augmented by more than a dozen emerging organizations and coalitions. We are cultivating a new generation of leaders that connects strategic worker and community organizing with cutting edge public policy. These coalitions harness the power of cities while building an energized power base in key metropolitan areas nationwide.

Pittsburgh UNITED strives to advance social and economic justice in the Pittsburgh region by working to ensure that working families and low and moderate-income communities are able to share in the prosperity that is generated by economic growth and development.



Affiliates

ALIGN | The Alliance For a Greater New York
New York, NY
alignny.org

CCNE | Connecticut Center for a New Economy
Hartford, CT
ctneweconomy.org

CASE | Central Arizonans for a Sustainable Economy
Phoenix, AZ
centralarizonans.org

CAUSE | Central Coast Alliance United for a Sustainable Economy
Ventura, CA
causenow.org

CPI | Center on Policy Initiatives
San Diego, CA
onlinecpi.org

Citizen Action of Wisconsin Education Fund
Milwaukee, WI
citizenactionwifund.org

CLU | Community Labor United
Boston, MA
massclu.org

EBAESE | East Bay Alliance for a Sustainable Economy

Oakland, CA
workingeastbay.org

FRESC: Good Jobs, Strong Communities
Denver, CO
fresc.org

Georgia STAND-UP | Georgia Strategic Alliance for New Directions and Unified Policies
Atlanta, GA
georgiastandup.org

ISAIAH | Faith In Democracy
Minneapolis, MN
isaiah-mn.org

LAANE | Los Angeles Alliance for a New Economy
Los Angeles, CA
laane.org

OCCORD | Orange County Communities Organized for Responsible Development
Garden Grove, CA
occord.org

Pittsburgh UNITED | Unions and Neighborhoods Invested in Transforming Economic Development
Pittsburgh, PA
pittsburghunited.org

POWER | Philadelphians Organized to Witness, Empower & Rebuild
Philadelphia, PA
powerphiladelphia.org

Puget Sound Sage
Seattle, WA
pugetsoundsage.org

WPUSA | Working Partnerships USA
San Jose, CA
wpusa.org



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