

The Miami Dade Economic Advocacy Trust

MDEAT

2013

Islands of Poverty in a Sea of Wealth

Perspectives on TUA Revitalization

A Macro and Organic Approach to Charting the Transformation of Twenty Two Communities.

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About MDEAT

Miami-Dade Economic Advocacy Trust (MDEAT) is the legislatively authorized agency responsible for addressing the socioeconomic disparity of Miami-Dade County's Black community. This is accomplished by advocating and coordinating initiatives and programs designed to increase homeownership, impact criminal justice and education issues, develop business and economic development opportunities, and heighten awareness of critical health and social issues plaguing Miami-Dade County's Black community. These actions naturally create benefits for the community at large. As it reassess its role within the Miami-Dade policy and advocacy eco-system MDEAT understands that it must modify and create a new approach to serve the communities within its mandate. Over the past eight years years public funding for TUA economic development has decreased by approximately thirteen million dollars (due to the close out of the Section 108 Revolving Loan fund and the Empowerment Zone). With the loss of this funding the County also lost the policy driver for programs which support TUA microenterprise, community development and large scale project development. There is a void which must be met by an institution committed to the prosperity of the TUA communities.

MDEAT is transitioning:

- MDEAT has chosen to become an urban economic development information HUB and clearinghouse.
- MDEAT has chosen to become an urban economic development intermediary for TUA activity.
- MDEAT will support TUA economic development initiatives, which provide technical assistance, and job training, through the deployment of specific funding and public policy initiatives.
- MDEAT has made a conscious decision to use credible data to drive the transformation of the TUA communities MDEAT will focus on Asset building and Wealth creation in TUA communities.

**The Economic Impact of Strategic Economic Development Plans on
Miami-Dade County Targeted Urban Areas : by Norman E. Taylor**

For several years, the Miami-Dade Economic Advocacy Trust (MDEAT) has sponsored its annual Economic Summit focused on pressing issues faced by Miami-Dade County's targeted urban areas (TUA). On September 13, 2013, I was honored to be the keynote speaker for the Summit working lunch. The preceding morning discussion was focused on establishing a case for action proved to be informative and enlightening. Dr. Robert D. Cruz, The County's Chief Economist, presented stark facts about the socio-economic conditions of Miami-Dade County's eighteen targeted urban areas.

My charge was to stimulate dialogue amongst Summit participants. The context was, by looking back at TUA progress to date overlaid by current economic conditions; Summit participants would begin the process of developing "a county-wide economic development plan for the predominantly black communities that make up Miami-Dade County's targeted urban areas". The Summit was a call to action. The key issue is whether more focused, and more strategically organized TUA efforts would result in improved conditions and a higher quality of life for residents of the targeted areas.

The Cruz Report - Reflections and a Foundation for an Improved TUA Strategy

A good starting point for critical assessment is the Cruz-Hesler Report with some suggested strategic policy directions. What I have drawn from the report comes down to refocusing on the strengths of Miami-Dade's targeted urban areas to find ways to capitalize on them; and in the process, minimize, if not eliminate common and singular weaknesses.

The current structure of the TUA "system" as reflected in the location maps identify areas of critical concern by comparison to the rest of the county. The conditions found in those communities readily positions TUAs as economic development priority areas. Therefore, in identifying the physical and

socio-demographic characteristics, we have established a basis for undertaking a new or revised strategic action plan. Since we know that the purpose of TUAs, we can also establish goals (targets) and the mechanism for measuring the success of applied strategies. The vehicle created by MDEAT for strategic action is a community-driven process engineered by MDEAT and Miami-Dade County resources including other institutional partners.

That puts us at ground-zero today. And every good plan starts with having the right data. In my opinion, the Cruz-Hesler Report is more than sufficient to make this TUA turnaround plan successful. The Report is augmented by a myriad of other relevant studies and socioeconomic reports that have contributed to a large arsenal of data and information on the state of Miami-Dade County. We conclude that the necessary data and information to support a revitalization strategy, when catalogued and made available, will support the initiative without further studying the problem to "death".

What earlier efforts may have lacked is the ability to articulate progress in terms that can be clearly understood by government officials, non-profit foundations, private sector partners, and other investors including state and federal government agencies. We strongly recommend that the initiative start with key performance measures that will demonstrate success or failure in the most fundamental way. We also recommend that emphasis is placed on strategies that will provide a return on investment (ROI), principally; and other unique quality value points measure that aid in determining community happiness with such intangibles as "quality of life".

So, here are six basic areas that we should consider for Miami-Dade TUAs: value-added job creation, targeted business and industry recruitment, generating new capital investment, international trade and investment, transportation/mobility, and small business growth. During the course of the initiating process, government and community leaders may decide that there are more key areas of importance that should be

considered and added to the adopted key performance metrics and quality value points.

Participants may also consider prioritizing focus areas. For example, job creation may have the highest priority. We suggest that there are higher priorities for some strategies versus others. This approach helps to build consensus around the deployment of resources. In an effort to help sharpen areas of focus, let us briefly review the critical issues based on the numbers in the Cruz- Hesler Report using the SWOTT (Strengths, Weaknesses, Opportunity, Threats, and Trends) approach.

Well we acknowledge the report's findings that "socio-economic conditions in TUAs lag far behind the rest of the county in year 2000, but more current census bureau surveys tell us that:

- "Measured progress in economic conditions has been made since 2000. That is strength.
- The gap in median household income between TUAs and the remainder of the county is unchanged. That speaks to some level of resilience, therefore, from where i stand, it is not a weakness. In fact, resilience signifies a level of strength. That is, the ability to maintain in spite of negative forces that could have had a more deleterious effect on the TUAs.
- Educational attainment data shows that the share of the TUA adult population without a high school diploma had fallen from 46% in 2000 to 32% in the 2007-2011 census bureau surveys. Strength.
- The TUAs supply 52% of its working population to four broad industry categories - retail trade, private educational and healthcare services, accommodations and food services, and public administration. However, the average salary in those four industry sectors is about 16% below the average salary in the whole of Miami-Dade County. Weakness.

- Nearly 29% of TUA residents 16 and older work in service occupations which tend to be lower paying jobs. Only 19% of TUA workers hold positions in management, business, science, and the arts. Weakness.
- "the resident vacancy rate in the TUAs more recently has risen to nearly 17% from 10% in 2000. Weakness.
- "limited transportation opportunities restrict access to the broader labor market leading often to lower wages and representing a barrier to upward social mobility." Weakness.
- Fourteen percent (14%) of the county population resides in targeted urban areas, yet only 7% of the county's business establishments are located in TUA. Weakness.

The purpose of this exercise is to help lay the foundation for strategic action. By linking new goals and objectives to high priority targets, MDEAT, the economic development committee and the taskforce can track progress by using key performance metrics to mark success as milestones are passed.

Critical Issues - Barriers to Successful Economic Growth in TUAs

We believe the most critical issue that communities face in achieving success in economic growth is having the right plan. I can tell you that the field of community economic development is not an exact science. In fact, I do not subscribe to the notion that successful models in one¹ community will guarantee success in another. Community economic development strategies have been formulated to simulate growth and sustainability within communities across the country.

¹ Source: Community Development: A Guide to Choosing the Correct Economic Development Model for Your Community, iCAST, Lakewood, Co., April 2012 (Study funded by U.S. SBA)

What I do believe is that there are elements of plans from other communities that can be strategically designed to address the critical issues faced by another community. If we go back to the Cruz-Hesler report, there are unique factors that must be addressed by TUA residents, Miami-Dade officials, and others involved in the process.

The TUA's challenge in implementing a successful community revitalization model will be identifying TUA needs and assets. In our view, key factors are categorized as strengths, weaknesses, opportunities, threats and trends, which is why after highlighting the areas we identified from the Cruz-Hesler report, we categorized each of the issues. For example, we view "measured progress in economic conditions" since 2000 as a strength because there was no regression.

Given the volatile economy we have experienced since 2007 until now, I cannot say honestly that we expected to hear that there was "measured progress" in the TUAs, especially since the country is still in recovery and some areas of our communities experienced serious regression. Could it be, in part, because there are some effective programs that functioned to stem further economic deterioration? That suggests to me that we need to know what programs are working in the TUAs, and what programs are not working.

In my professional opinion, the first barrier to future economic growth could be a failure to understand what has worked and what efforts have not worked in the past. That is, selecting the most effective models for economic growth among Miami-Dade TUAs.

A second barrier to future economic growth for our TUAs could be viewed from macro regional lens. That barrier is the feeling of being

disconnected, disjointed, fragmented, disorganized, fractured and vulnerable as TUAs.

A third barrier could be a lack of common focus on the larger problems shared by all TUAs, that are also shared by others in the county and the south Florida region. This is the common denominator theory.

And finally, a fourth barrier could be the lack of new (and additional) strategic partnerships to help achieve goals and leverage resources; and having the right types of players in the right roles.

This is a great time to use a football analogy. There are offensive players and there are defensive players; and then among them is a quarterback and a defensive play caller. There are owners, general managers and coaches. There are sideline cheerleaders. Everyone has a place on a winning team. But everyone has to execute their roles to win, one game at a time.

First, I want to share some economic growth models that may offer examples for adapting the best approaches for targeted urban areas. In case you are wondering, we do believe that different models or approaches can co-exist in a jurisdiction. The major focus of the designated economic development organization can be one approach, but localities in a region or county can work to grow their economies based on their own strategic goals and objectives.

The traditional economic development model involves chasing companies outside of the county or region to have them relocate or expand in our community. The key tool is incentives. Almost every local community is in the game. The Beacon Council leads the effort in Miami-Dade County; the Greater Fort Lauderdale Alliance leads in Broward; and the business development board leads in Palm Beach County.

These agencies help to attract companies that, in turn, create jobs, make sizable capital

investments, and generate new tax revenues. The question for TUAs is whether there is "product" to sell in the TUA. That may not be given the kind of attention by your countywide or regional EDO. The second question is if TUAs decide to take a more focused approach for the area, who will market the TUA assets and how?

I recommend that the conversation start with your EDO, or in this case, the Beacon Council. While the countywide EDO must, by necessity embrace a broad agenda, they can offer help to TUAs if they know what you want. We understand the big concern that the EDO could take the deal that city economic developers may have cultivated, and steer it to another location outside of your city. So we acknowledge that there are real concerns about sharing your business attraction leads. Try to get a firm commitment, before you share your lead, that your EDO will not pitch other sites within the county unless your deal fails. For example, the prospect may decide that a deal cannot be reached with the property owner, but may want to consider other Miami-Dade County sites. Also, consider with your EDO, you get a lot more firepower and other resources to potentially help you close a deal. You may consider hiring an outside economic development consultant, who will look out for your area's interest. Again, with your local EDO, it is still better to have the conversation than not. There may be easy and cost-efficient solutions to get the investment in your community.

Other models, which are often combined with the traditional approach include: economic gardening, enterprise facilitation, hometown competitiveness, clustering and multi-modal systems method (or following a comprehensive growth plan). There are smaller communities that actually focus on just one of these approaches at a time. Obviously, their circumstances and resources might be very different from that which can be accessed by TUA residents in Miami-Dade County.

For anyone who may not be familiar, economic gardening focuses on developing local strengths and talents to establish and grow small businesses from within the community.

Enterprise facilitation involves having a committee of facilitators mentor local entrepreneurs while connecting them with people and resources that can help them grow their businesses.

The result in your TUA could be that some long-term strategic partnerships or relationships are formed. This is a worthwhile model, but it requires dedicated support to keep both mentors and protégés happy and fulfilled. Everyone should reap some value in the process.

Hometown competitiveness emphasizes leadership, entrepreneurship, youth development, and retaining local wealth in an effort to "holistically" grow the community. The focus here is on making the community a viable choice in efforts to attract other companies based on the community's intrinsic value-proposition.

Clustering involves conducting quantitative and qualitative analyses as a basis for identifying synergies between local industries and targeted external industries to help drive industry growth in the local community. The best way to develop a clustering strategy is to start with a good analysis of Miami-Dade County's most recent targeted industry study. Look for allied industries and cluster them if your study has not already done so. Then, examine the supply chain for each industry category in the cluster. This approach could be very helpful for targeted urban areas.

Multi-modal systems method involves systems thinking, and the analysis of normative and determinative factors negatively affecting the desired results in the community's comprehensive growth plan. Basically, this means that approach is fostered by community leaders who are very concerned about

preserving their 'way of life' they are very deliberate in controlling the growth in their communities.

It is important to "type" the players involved in the implementation of TUA strategies. The players have very distinct roles that are valuable to the process, but can be un-balanced and toxic at times, and therefore, detrimental to progress.

What causes the imbalance and toxic environment must be anticipated and addressed in the strategy, in order to have some method of resolving concerns and disputes about economic growth strategy implementation. The players are identified generally in the following roles: community organizers, community-based development agency leaders, and community-based service providers.

At the end of the day, barriers to a successful TUA strategy may be present in the form of (1) failure to identify the TUA strengths, weaknesses, opportunities, threats, and trends; (2) not selecting the best economic model(s); and (3) failure to recognize the typical roles of players (stakeholders) needed in a successful economic growth process.

Strategic Approaches to Identified Challenges - Charting the Course

John P. Kotter, a Harvard business school professor and author of the best-selling book, **Leading Change**, wrote "without an appropriate vision, a transformation effort can easily dissolve into a list of confusing, incompatible, and time-consuming projects that go in the wrong direction or nowhere at all."

Community economic development strategies should come from the focused discussion of residents who come together to address common problems

and aspirations. Residents working together with other community leaders, public officials and local business and industry representatives add value to the process.

I decided to take a look at some comparable communities to find models that seem to be working well. I want to share some observations if only for the sake of hopefully inspiring our transformation.

The Atlanta Beltline

One way communities can re-envision their futures before having to address the political challenges to change is by strategically investing in innovative, nonpartisan, public works projects. These projects not only begin the physical transformation that will attract future residents and jobs but will also ignite a cultural shift in thinking about what kinds of policies we should adopt. A growing number of these catalyst projects are popping up around the country and--to varying levels--seem to repurpose existing infrastructural assets. That seems to be the approach that the Atlanta beltline used.

So exactly, what is the beltline project? It is one of the most innovative and comprehensive proposals of its type. The Atlanta beltline is a 22-mile loop of old railroads being transformed into a linear park with streetcars and bike and pedestrian paths connecting more than 40 diverse neighborhoods, as well as city schools, historic and cultural sites, shopping districts, and public parks.

This beltline project organizes adjacent urban land for transit-oriented development, expands transit service within the urban core, and connects various parts of an emerging regional trail system. What started as a kernel of an idea has become a catalyst for other city

changes, including the dedication of over 1,000 acres of new parks. It boasts the largest affordable- housing initiative in the city's history, and one of the longest and most unique arboretums in the country. As the beltline expands, it reinforces changing cultural preferences and further empowers leaders to improve public policy around redevelopment. That ultimately will have an impact much larger than the project itself.

So it comes to me that if Atlanta can provide catalyst for urban revitalization achieving such great results, Miami can do it. And do it even better.

The Baltimore Story - Reclaiming Distressed Neighborhoods²

The City of Baltimore conducted, through Johns Hopkins university, an assessment of five urban revitalization strategies in search of the best approach or approaches to address a number of revitalization issues. The city understood that the application of any urban revitalization strategy in Baltimore depends, in part, on the demographic, labor market, physical infrastructure and crime characteristics of the city. Additionally, Baltimore is comprised of over 300 unique neighborhoods, each with its own set of strengths, weaknesses, and intangible characteristics. Any citywide revitalization strategy should take these neighborhood differences into account. A third determinant of success in any revitalization strategy is the size and scope of the city's financial resources that the city can apply to whatever revitalization measure it decides to pursue.

This study provides two types of lessons for Baltimore: those that are intuitive and expected, and those that fly in the face of the popular

² Source: Revitalizing Baltimore: An Assessment of Five Touted Urban Revitalization Strategies, Johns Hopkins Institute for Public Policy Studies, Johns Hopkins University, undated document (circa 2010)

wisdom that has developed about how best to reclaim distressed cities and neighborhoods. Among the conventional views confirmed are the importance of a strong leader and strong lead organization. Then, there is the long gestation period and hefty price tag of efforts to reclaim distressed areas, and the need for strong public relations. But contrary to popular notions of urban revitalization, the successful strategies reviewed here did not rely on a bottoms-up approach and housing was a linchpin in a number of their touted successes. In addition Baltimore currently applies a form of triage in its allocation of resources to neighborhoods. In the end, Johns Hopkins University researchers argue for a more systematic and fair approach to neighborhood triage.

In my view the Baltimore urban revitalization initiative is classic multi-modal systems approach. The University's findings address an allocation of resources issue. It addresses symptoms of the problem. Now maybe that is what the city wanted. Clearly for those who have watched the city of Baltimore over the years, it would not be totally unjust to focus singly on housing in the targeted area.

But, having said that, if Baltimore can dissect its critical problems and triage its undesirable urban conditions, Miami can do it, and do it even better!

The Cleveland Story - A Collaborative Process³

Cleveland, Ohio is a city that has suffered from high unemployment, urban blight, and the emigration of several large employers from the area. The story of the Collaborative's process of revitalizing Cleveland offers inspiration to other cities facing similar conditions. The Cleveland story began

³ Source: The Cleveland Story, Scott Cooney, Triple Pundit-People, Planet, Profit (Web Article), May 4, 2010

Definition provided in Investopedia, 2012

by engaging anchor institutions and achieving buy-in as partners in the revitalization process. It then developed green business models that would succeed in the targeted area.

Helping those companies get founded, funded, and off the ground taught them many important lessons that other municipalities looking to develop green jobs can learn from. But the bottom line is that Cleveland's collaborative effort is succeeding at creating green jobs in their community, recapturing manufacturing capacity, and most importantly, building community wealth that is likely to stay and not just pick up and leave, like many of the fortune 500 companies that used to call Cleveland home.

This work can be replicated in other areas for much the same benefits.

1. **The first crucial element is a project champion.** In Cleveland, the Cleveland played that role. The Cleveland Foundation is a non-profit community development agency that seeded the entire project with \$3 million. It organized pre-development funding, set up an anchor banking institution; secured loan guarantees to banks and secured political backing.
2. **There needs to be a player in business development.** The business development partner can help recruit appropriate management for the project, and develop appropriate businesses like the Green City Growers Cooperative, the Ohio Solar Cooperative, and the eco-friendly Industrial Laundry business in Cleveland. These were the first three green businesses launched during the Cleveland Revitalization Campaign. A partnership was formed with the Ohio Employee Ownership Center. The Center recruited and hired for all the green startup companies, and made sure that the human resources were there so that when the demand became evident, the green businesses were well-served, this approach assured that anchor institutions in Cleveland would see these new startups as viable long term partners that would provide jobs and quality service over time.
3. **There must be a community loan fund incubator.** The Cleveland partnership believed it was crucial that some sort of revolving loan

funds be set up to achieve success in Cleveland, it should be easier to replicate this success elsewhere,

4. There must be workforce development capacity. This includes the capacity to screen, recruit, and train workers. This organization would screen employees and allow the businesses to focus on getting their business models right.
5. Political support is crucial, especially locally. It might seem like a no-brainer that local politicians would support job development and increased community wealth, but nothing in politics is a no-brainer, unfortunately. The collaborative defined the important question: "is a comprehensive community wealth strategy likely to have political legs?" In most places, especially on the local level, this should be fairly straightforward, especially given the success in Cleveland that other municipalities can rally behind.
6. Perhaps most important (and most difficult to achieve), there is a need for anchor institution backing. In Cleveland, the anchor institutions made their supply chain staff available to assist in strategic plan development, made commitment to purchase goods, and provided visible examples of success.

Cleveland made its comprehensive approach a proven model. So, it occurred to me that if Cleveland could do it, Miami can do it, and do it even better.

We chose these three communities - Atlanta, Baltimore, and Cleveland - because they illustrate the idea that various community economic development approaches are utilized based on their respective assessments of need, resources, and leadership.

Developing Key Performance Metrics

Performance measurement should embody the principles applied to an organizational mapping process designed around TUA initiatives. The business model for TUAs is defined by the Miami- Dade economic advoca-

cy trust and it's economic development committee and stated in the overall TUA strategic plan. Therefore, expressing a TUA's return on investment (ROI) should more reflect the ultimate mission in Miami-Dade County. This is not to imply that individual TUAs, and Miami-Dade cannot harmonize their goals and objectives amongst themselves along with foundations and federal and state governments, assuming they are partners and investors

In order for the TUA return on investment to have promise, it must express the values of the community it serves. Data collection for strategic planning and performance measures will require the use of a web-based format on a dedicated website in order for all parties, especially residents to have easy access. You may call it TUA results.

The site would contain up-to-date information on the performance of TUAs. Individual TUAs may have undergone a unique strategic planning process that dove-tails the MDEAT overall TUA strategic plan. In that case, the website should include performance metrics that track other TUA-based key performance metrics this approach would be beneficial to enhancing their respective performance measures, and ultimately their ROI.

MDEAT might consider producing a TUA planning and performance handbook to provide helpful guidance and suggestions in support of TUA efforts. The new TUA performance metrics should be completed for each of the key strategic planning areas on the MDEAT/TUA results report, and covering at minimum:

- 1) TUA mission statement
- 2) TUA customers/residents needs
- 3) Critical issues
- 4) MDEAT/TUA accomplishments.

As soon as the information is submitted and accepted by MDEAT management, it would be accessible for public viewing on the MDEAT/TUA results website.

MDEAT/TUA performance metrics should be valued based upon goal achievements and the overall impact on the agency's mission; the levels in which customers/residents' needs are met; whether critical issues have been addressed; and whether top-level accomplishments were achieved efficiently and effectively.

In essence, this approach to performance measurements touches upon a laser-focused approach that features technology, innovation, people, and process.

Return on Investment Analysis

MDEAT staff or consultants can provide a mechanism to ascertain the public's return on investment for the TUA functions within the Miami-Dade County organizational structure. Here is how the ROI formula works:

Definition of 'return on investment - ROI'

Progressive organizations, in our current competitive environment are not afraid to use key performance metrics. A return on investment analysis is used to evaluate the efficiency of an investment or to compare the efficiency of a number of different investments. To calculate ROI, the benefit (return) of an investment is divided by the cost of the investment.

The return on investment formula:

In the formula given, "gains from investment" refers to the proceeds obtained from selling the investment or interest. Return on investment

is a very popular metric because of its versatility and simplicity. That is, if an investment does not have a positive ROI, or if there are other opportunities with a higher ROI, then the investment should be not be undertaken.

Happiness economics

We mentioned that, in addition to key performance metrics which are typically utilized by economic development professionals to determine success, you may also consider ways to measure qualitative successes. In that regard, I want offer a new concept with this preface: First, you will notice that the Cruz-Hesler report presents the hard facts about economic conditions in targeted urban areas. That is great! However, a few years ago I came upon something called "happiness economics" which is used to help measure "happiness" and quality of life. I think it deserves your consideration.

Happiness economics is the formal academic study of the relationship between individual satisfaction and economic issues, such as employment and wealth. Happiness economics attempts to use econometric analyses to discover what factors increase and decrease human well-being and quality of life. One major study of happiness economics has been conducted by the Europe-based Organization for Economic Cooperation and Development. The OECD ranked happiness in its 34 member countries, based on factors such as housing, income, jobs, education, environment, civic engagement and health. The study's purpose is to help governments design better public policies.

I understand that economists find this area difficult to address in terms of reliable measures of such self-determinant factors as "I love my neighborhood, my schools, my job, and my lifestyle." But it will tell us volumes about the intangibles that are important to people. Such a measure can also tell us whether there is the possibility of sustaining the investments made in revitalized communities.

Strategic Alliances

Most community economic development models only work effectively where there are well- developed, sometimes artfully crafted strategic alliances built to move the agenda. In the models we examined, sometimes it was collaboration with a local university, other times, it was a major company headquartered in the community, and yet in other instances, it could be a charitable foundation.

Strategic alliances can also be institutional relationships built around a common end goal such as reducing crime or housing development. Miami-Dade is no stranger to these types of partnerships. The idea here is to be even more creative in forging new strategic alliances, whether private developers, health organizations, or police agencies. Remember all partners look for a return on investment. It may not always be calculated in dollars and cents, but it must have value to all parties involved.

Developing and Controlling the Brand, Eschewing the Labels

It is said that image is everything. Substance is essential! Without substance, images may tarnish or even be destroyed. Building an economically viable community requires that we control the brand and eschew negative labels from external sources. I encourage the strategists to consider the brand being created from the plans being developed, and address ways to create and maintain that brand.

International Trade and Investment - The Overlay for Economic Strategies

Finally, as an economic developer, I have been involved intimately in the attraction and recruitment of business and industry to Broward County and south Florida. I understand the world we live in today, and offer this bit of advice: small businesses operating in small communities can and should become involved in international trade and investment. We are sitting right now in the financial capital of Latin America and the Caribbean. There are two major ports in south Florida, Port of Miami and port everglades. There are talks about a new inland port. In south Florida, we have the infrastructure needed to establish, expand and grow a business that trades in the global marketplace.

We sincerely believe that some TUA should include a strategy for assisting existing small businesses in expanding their sales and operations, where feasible into other markets outside of the United States. Here is the simple economic rubric: a basic industry is a business enterprise in operating in the industrial sector; and which exports all or nearly all of its production. Therefore, basic industries create additional spending power in their local economy as a result of their foreign exchange earnings. They create new sources of revenue, create new jobs paying higher salaries and wages.

This definition can also apply to companies that re-manufacture products or make ready for market products that have been partially assembled in another country and shipped here for final production and distribution. There are many reasons why TUAs might be excellent locations for small operations that function in the global marketplace.

Once TUA businesses understand how to do business in other countries, or even other markets within the United States, we will begin to see a net positive return on investment because the money spent on payroll and local goods and services will turn several times before leaving the community. New investment will likely occur if expansion can be

accommodated. New jobs will be created, new tax revenue generated, and so on.

The possibility of creating sub-zones to the PortMiami Foreign Trade Zone, or any of the other existing Miami-Dade foreign trade zones will facilitate the growth of small business entrepreneurs. This approach in some TUA could create new economic activity in such locations as Poinciana Industrial Park.

I should say this about entering the global marketplace: any drastic or inordinate change in a basic industry's output or earnings will have a correspondingly widespread and deep effect on the entire local economy. In contrast, changes in the non-basic or support industries will only require a readjustment of incomes and spending patterns, and the county's overall economic condition will remain largely unaffected. The problem is that you cannot grow your economy significantly with non-basic industries.

Conclusion

In setting new or revised goals and objectives for future action, we acknowledge that we must measure our performance; expect a fair return on investment; align with new strategic partners and shore up relationships with old ones; and maybe even discontinue relations with ineffective alliances. Major companies all over the globe undergo turnaround strategic planning. Miami- Dade TUAs should be no different.

One Community - Targeted Urban Areas at the Heart of a New Agenda

On September 13, 2013, MDEAT convened its third annual Economic Development Summit. Whereas the prior Summits focused on the economic disparities within Dade County as a whole, this recent Summit focused on the economic conditions within the Targeted Urban Areas (TUA) as defined by County legislation and the recent demographic analysis published by the Department of Regulatory & Economic Resources. The TUAs

represent a population of 361,600 residents who live in the most deeply impoverished communities in our County. While the median County household income is \$45,600 the median income across the 113,800 TUA households is \$29,900. The statistics paint a picture of islands of poverty within a vast sea of wealth. These communities attempt to thrive despite their oppressive circumstances. This is supported by the fact that despite intimidating social barriers, the TUA communities post the highest statistics for entrepreneurial activity with in the entire county. There are twenty-two specific TUAs, but they are connected by their challenges and untapped potential. Particular industries such as retail trade and personal services within the TUA lead the County when comparing the number of established businesses. However, these businesses pay lower wages when compared to industries such as healthcare, education, finance, information and professional services. From a narrow economic perspective the approach would be to attract high wage industries and simultaneously train and create a pipeline that would support the long-term employment of local residents in those desired industries. But the discussions from the Summit showed us that a more nuanced and holistic approach is required by the communities we serve. Under served, low and moderate income communities often struggle to find the necessary resource to fund and staff quality programs as they work to provide opportunities for residents to become responsible and contributing citizens. In Miami-Dade County, recent reports underscore the significance of and how community economic development organizations, practitioners and community residents address persistent divides along the economic, digital and financial line. There is also a debilitating lack of access to content appropriate training, which would enable residents to compete in the Informational economy. (An issue MDEAT has begun to address with its most recent entrepreneurial investment). We now better understand that communities that seek innovative strategies, which connect all of their development resources with common language and objectives, are more effective in creating opportunities for residents and can build a strong infrastructure of collaborative networks. We have moved away from the theory that there should be one Mega-Organization, which sees

all, funds all and control all. This departure is based upon the modern reality that such organizations can not be sufficiently funded and in the absence of a central policy and implementation organism, we must implement wise strategies through de-centralized and coordinated networks of skilled "For Purpose" organizations and practitioners in related fields. MDEAT is uniquely positioned to serve as the coordinating "intermediary " of this burgeoning network.

The focus of the MDEAT summit was about connecting the twenty-two underserved areas called TUAs into a cohesive network of economically viable communities. Although these communities are geographically dispersed, they have a number of common characteristics. They have predominately black populations (although recent reports indicated an increase in Latino and Asian population in many of these communities); they have been severely underserved by public and private investment; they are economically challenged; they are often times surrounded by middle to upper income communities; and they do not have major job generators or anchor businesses located within their boundaries. On the upside, the communities have strong business assets such as location near major transportation hubs, large labor pools and under utilized industrial parcels. In order for Miami -Dade to reach its full potential as a center of innovation, tourism and other critical industries the TUAs must be connected to local and regional economies.

One Community One Goal (OCOG) and the Targeted Urban Areas

Among the six stated communitywide priorities of the Beacon Council initiative, One Community One Goal has stated its intention "...to improve Miami Dade County Targeted Urban Areas. For each of the six areas of "Recommendation" a specific overlay can be added to target its application to the TUA. For instance:

- 1) Education and Workforce: Foster policy initiatives, which support and not punish underperforming schools. Create direct pipelines for schools to train and employ student in public works projects.

- 2) **Physical Infrastructure:** Advocate for the use of GOB and other public funding for the installation of essential hardscape, water lines and technological infrastructure to service TUA business corridors and industrial park areas.
- 3) **Entrepreneurship and Innovation:** Support the development of innovative workspaces and incubators in the TUA, which provide technical assistance, concentrated business coaching services and access to financial programs. These centers are prevalent in the leading technology and centers for entrepreneurial activity across the United States.
- 4) **Economic Development Marketing:** Conduct a thorough survey of commercial and industrial, vacant and occupied, parcels through out the TUA communities. Along with a listing of all available economic assistance programs this information can be used to create a national and international marketing campaign to encourage investment in TUA land assets.

The One Community One Goal Target Industries

- 1) **Aviation** - create TUA enrollment benchmarks for the Baker School of Aviation to ensure that there is a pipeline of TUA residents qualified for employment in the industry. Support MBE/WBE contracts for Airport projects.
- 2) **Creative Design** - assist local TUA cultural / arts organizations in connecting with business skill development. Extend cross training opportunities with engineering, design and new media programs.
- 3) **Hospitality & Tourism** - align TUA cultural arts, culinary, and entertainment enterprises with the County's economic development and hospitality and tourism marketing efforts. These efforts should include the development of print materials, radio and television ad placement, tour routes through specific TUA locations, short-term training for digital and business competency, and hospitality school scholarships for TUA residents.

- 4) Information Technology - expand County wide broad with to the TUA communities. Create educational offerings and opportunities for youth to engage technology in innovative settings.
- 5) International Banking and Finance - Increase the academic offerings for TUA residents to improve job readiness in this field.
- 6) Life Science & Health Care - Develop TUA workforce initiatives. Create innovative entrepreneurial opportunities for TUA residents to participate in the cluster economies, which evolve from this industry.
- 7) Trade & Logistics - Support the creation of large-scale distribution centers along the current transportation nodes found throughout the TUA.

Summary of Summit Presentations

H. Leigh Toney, Vice Chair MDEAT Economic Development Action Committee
As part of the MDEAT Board leadership, Ms. Toney informed the Summit attendees of four major project investments recently made by the Trust in furtherance of its commitment to support innovation and continuing technical assistance programs.

The E- Gardening Project

The E- Gardening project is implemented through the Miami Dade College Entrepreneurial campus and focuses on nurturing local businesses which fit a specific growth profile, there by making them eligible for additional technical and financial assistance through the program. The program is still in its initial year of funding.

The MLK Business Expo

The MLK Business Expo is a long-standing and successful annual event, which serves the southern TUAs. The event provides local small business immediate access to financial services executives, government procurement officers and other professionals, which serve the business communities of Perrine, Richmond Heights, Florida City and Perrine.

Black Girls Code (BGC)

Black Girls Code is an innovative technology experience, which provides an immersive two-day experience for teenage African American girls. The sessions are conducted to expose the girls to the fundamentals of coding and make them aware of the professional opportunities associated with this field of technology. The "BGC" event originated in New York, and the first Code event in Miami is to be sponsored by MDEAT in the spring of 2014. As stated by Felicia Hatcher, one of the key implementors of black Girls Code, "At this point, the challenge lies not in creating greater access, but instead, how do we position young black girls to become part of the creative segment of the technology eco-system.

The Young Professional Network

The Young Professional Network focuses on providing branding and public relation services to young professionals in Miami-Dade. The initiative is lead by Ms. Fabiola Fleurivil, CEO of Blueprint Creative Group. As CEO her client list extends from the southeastern United States to the Caribbean and Latin America.

Dr. Robert Cruz, Economist for Miami Dade County

Dr. Cruz, the chief author of 'Socio-Economic Conditions in Miami-Dade's Targeted Urban Areas 2007-2011, is a noted scholar and has reviewed the economic trends of the TUAs for the past four years. His recent publication served as the centerpiece for the Summit discussions. Dr. Cruz acknowledge early on that the statistics contained in his report, at first blush presented a disheartening portrait but he insists that there are also positive trends to build upon. The community land assets, labor pools, transportation nodes, educational strides and stabilizing median household income provide the foundation for future growth, Dr Cruz's report is attached to the appendix of this publication in its entirety.

Norman E, Taylor, Managing Partner, Norman E. Taylor & Associates, LLC
Mr. Norman E. Taylor, the luncheon speaker for the Summit, reinforced Dr. Cruz's position that the County report provided credible evidence

of positive trending amongst the TUA demographic data. Mr. Taylor discussed relevant best-case analysis, which illustrated the capacity to correct negative economic trending within underserved communities. In each of his examples there was the presence of an anchoring institution, which served to support the community economic development activity. Mr. Taylor's full presentation has been attached to this publication for extended review.

Karen P. Moore, Chief Consultant, New Synergies Consulting Inc. - Summit Facilitator-Policy Advisor

As the Facilitator of Summit's afternoon session Ms. Moore instructed the participants as to the Cluster protocol, which created three distinct Clusters. The Northern TUA consisted of Opa-Locka, Miami Gardens, Little River, 79th Street and 27th Avenue, Brownsville and Model Cities. The Central TUA Cluster consisted of Overtown, Coconut Grove, South Miami. The Southern TUA Cluster consisted of Goulds, Perrine, Richmond Heights, Florida City, Leisure City and Homestead. Each Cluster was given four questions to address. 1). What are your community assets? 2). What are your major challenges? 3). What are your recommendations for addressing the challenges? 4). What would you as a citizen commit to do in support of your recommendation? Each group was given eighty minutes to complete the exercise.

The Cluster Participants

Northern TUA Cluster Participants	Sector
Ed Brown	Business/Entrepreneur
Jacqueline Brown	Community Member
E. Lewis Burnside	Economic Dev. Activist
R. Mac Christian	Model City/Community
Newell Daughtrey	CRA - Exec. Direct. Com .Dev
Wanda Ferguson	Consumer
Mark Gardner Fulton	Chair Inc. for NCDAC/Community Activist
N.J. Gilbert	Community Member
Roy Hardemon	Chairmen/Model City/Community Activist
Felicia Hatcher	Entrepreneur/Author/Technologist
Ken Knight	7th Avenue Bus Ass.
Donald Maxwell	Community Member
Sandra Mitchell	Entrepreneur/Community Member
Derrick Pearson	Entrepreneur / Educator /Technologist
Mack Samuel	MAC Chairmen
Leroy Smith Jr.	Personal/General Consultant
Bony Thompson	Educator
Mr. Troy	Entrepreneur/Educator
Kim Turner	Construction Entrepreneur
Ms. Weinstein	Community Member

Central TUA Cluster Participants	Representing Sectors
Neil Hall	Activist/Architect
Mme. Holmes	Organizer Facilitator
Lourdes Isalgue	Educator
Rev. Lincoln	(General) Housing/Affairs Community

Irby McKnight	Activist
Jonathan Sharp	AFP (Australian) Federal Police

Southern TUA Cluster Par- ticipants	Sector
Shanika Ampah	Non-profit
Gladys Briscoe	Council of South Dade
Ed Hanna	Non-profit/West Perrine CPL
Jessica Laguerre	Goulds CAC
Mantin Lamplein	Non-profit W. Perrine Im- prov.Assoc/Entrep.
Vaughn Marshall	Non-profit/Richmond Heights Re- source Center
Elizabeth Santes	Non-profit/Econ Dev. Council of So. Dade

TUA Workgroup Clusters

The Summit Strategy.

We began the Summit with two prime commitments. First, a commitment to engage in data based discussions, secondly, a commitment to lead our deliberations in the direction of the vast possibilities and recognize that each participant had a role to play in the revitalization of their community. The first session was attended by a wide array of community activists, governmental professionals, community organizations and economic development practitioners. This wide representation however, did not extend to the county's prime economic engines, the Seaport and the Airport and several members of the cluster groups noted their absence.

The afternoon session centered on community input and perceptions. Our audience after being divided into three geographical clusters representing communities of history and interest, was instructed to caucus and reach consensus around four factors:

- 1) Community Assets
- 2) Current Community Impact Issues
- 3) Recommended Actions
- 4) Community commitment towards obtaining the desired objectives

Why the Cluster Approach?

While it is true that most of the TUA communities share common demographic backgrounds, there are important differences between TUAs based on the age of the community, culture and rural or urban environment. These differences affect the community's focus and vision for its self. Because of this, the MDEAT committee decided to group the cluster groups based on their regional shared common interests. The clusters were established in three distinct groupings. The Northern TUA consisted of Miami Gardens, Opa-Locka, Little River and the industrial corridors of 79th Street and 27th Street. The Central TUA, cluster consisted of Overtown, Coconut Grove and South Miami. The Southern TUA cluster consisted of Perrine, Naranja, Goulds, Richmond Heights, Florida City, Leisure City and Homestead and the The Cluster groups

varied in number but all groups were enthusiastically engaged and opinionated. On each of the first three factors the clusters exhibited there was a deep well of knowledge and experience and struggled to narrow their concerns to the required three or four priorities. But on the final factor, that being the community's role in achieving community objectives, each group struggled to find recommendations. In fact one cluster did not respond at all. This reluctance or refusal to state the citizen's role in being an agent of change relates directly to the issue of citizen engagement and education, or the lack thereof.

Summary of Findings

Assets

Each cluster readily identifies major public facilities as a community asset but only the Northern Cluster recognized public schools as an asset. Within the Southern Cluster we find recognition of both public and private facilities this may be attributed to the recent county focus of investment in existing and new facilities such as the Metro Zoo, the South Dade Center for the Performing Arts, and the pending water amusement park project. The Central Cluster recognized its labor pool, the prominent industrial parcels and the strong cultural, and tourism attributes as prime assets.

Impact Issues

All three clusters listed crime as a primary concern. While the Northern and Southern Clusters discussed specific business development issues in depth, the Central Cluster focused on civic leadership and community branding as prime concerns.

Recommended Actions

Across the three clusters was a call for more effective job training programs. The Central and Southern Clusters voiced the need for increased creative and productive opportunities for youth. In addition, resident empowerment, community re-branding, financial literacy programs and business technical assistance rounded out the list of recommended activities.

Community Commitment

As noted previously in this document, the response to this section reflected a deep uneasiness with the concept. The basis of which is not clear but we imagine that it is rooted in a paternal sense of government which implies that residents have a limited role in directing the course of their community and/or a lack of correct civic instruction, which covers not only the entitlements listed under the constitution but provides instruction on the methods of community leadership, assessment and engagement. The following chart lists the cluster priorities as listed by the summit participants in their work group sessions. Upon review we find that two distinct priority sets emerge.

Priority Set 1: Technical Assistance, Business Incubators, Financial Literacy, and Job Training.

Priority Set 2: Community Civic Engagement, Community Equity, Attention to Community Psychology.

MDEAT Summit TUA Cluster Findings

Review Factors	Northern Cluster (23 participants)	Central Cluster (6 participants)	Southern Cluster (8 participants)
Assets	<ul style="list-style-type: none"> • Industrial Parks • Incorporation Plans for Model Cities • School Culture and Community Legacy 	<ul style="list-style-type: none"> • Heritage and Culture Centers • Large Labor Pool • Medical Center development 	<ul style="list-style-type: none"> • Government Center • Performing Arts Center • Homestead AFB
Impact Issues	<ul style="list-style-type: none"> • Lack of Jobs • Poor Business Development in- 	<ul style="list-style-type: none"> • Poverty/Crime is a deterrent to development 	<ul style="list-style-type: none"> • Education System • Lack of Enter-

- frastructure
- Crime
 - Civic Leadership is unstable
 - Branding v. Labeling
 - Infrastructure poor throughout area
 - Technical assistance for small businesses
 - Public Safety
 - Low level of Community Pride
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Review Factors	Northern Cluster (23 participants)	Central Cluster (6 participants)	Southern Cluster (8 participants)
Recommended Actions	<ul style="list-style-type: none"> • More Job training programs • Need to Build Coalitions across issues • Re-Brand community • Empower residents to voice community preferences 	<ul style="list-style-type: none"> • Opportunities for youth • Understand psych, needs of community • Financial literacy • Collaborative development between community and private sector development 	
Community Commitment	<ul style="list-style-type: none"> • Hold officials accountable. Through voting and engagement after elections • Stay engaged. 	<ul style="list-style-type: none"> • Work towards creating community equity by participating in community civic groups. 	<ul style="list-style-type: none"> • No response.
CRA Priorities	<ul style="list-style-type: none"> • Developing business incubators. • Attracting new businesses to area and developing incentive programs for ex- 	<ul style="list-style-type: none"> • Use the Over-town TOD project as a community anchor. • Infill commercial development. • Increase off street park- 	<ul style="list-style-type: none"> • South Miami partnered w/city to build \$4 million multi-purpose center. • Homestead plans to ex-

isting busi- ing.
nesses.

tend sewer
service, cre-
ate landscap-
ing program
and build a
recreation
center. Also
initiated a
vacant land
acquisition
program.

- West Perrine
focuses on at-
tracting big
box business,
creating small
retail and of-
fice business-
es. Lobbied
for TOD pro-
ject at Eureka
and Homestead
Ave.
- Naranja Lakes
focused on
commercial fa-
cade program,
rehab. of va-
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"job credits
as currency "
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ducts market-
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for area.

Recommended Next Steps

The comments and reflections gleaned from the Summit provided a wealth of information to support future action by MDEAT. The following recommendations reflect administrative, programmatic and organizational initiatives, which, if under taken, will begin to establish the economic ecosystem needed to support the revitalization of the TUA communities.

Be aggressive. Use data to generate a competitive agenda.

By generating a competitive agenda we create a counter balance to the current economic scorecard configured for each TUA. The Agenda will become an important factor in attracting and retaining talented people who value working in a city that is diverse and create communities of preference for new and local populations. This is an appropriate standard for data usage and in doing so we convert the census data from being a tool of social condemnation into a light towards a productive community strategy. Modeling and forecasting can be used to create both path and cluster analysis. For example, in Richmond Heights the median household income is \$53,359 despite a 19.1% unemployment rate. Plausible assumptions about an economic scorecard would argue for an internship program and on-the-job training. The Liberty City competitive agenda might consist of skill and strategic education recruitment and placement that could lead to post-secondary coursework and certification. This strategy may both fill demand in the industries that correlate to higher wages and address the market demand mismatch indicated by the data for educational attainment, a depressed median household income (\$23,332) and a persistent unemployment rate (20.9%). By matching the data to the areas of key targeted industries we can develop specific growth and recovery strategies for each TUA. By doing so we will begin to develop a proactive strategy that integrates the data into a measurement tool which acknowledges the current environment as well as the aspirational goals of a community. To cap-

ture both sides of the scorecard we recommend the following scorecard outline which can be designed to encompass TUA baseline data and the trends toward the articulated objectives that emerged from the Cluster discussions during the Summit.

Eight Key Evaluation Scorecard Factors for the TUA

The value next to each as a competitiveness score may be comprised as follows:

- 1) Economic strength. This includes factors like per capita income; percent change over time for TUA growth. (25%)
- 2) Physical capital. The infrastructure of the TUA based on its roads, public transport, telecommunications and so on. (20%)
- 3) Financial maturity. The strength of a TUA's financial institutions (CRA and non-CRA lending). (15%)
- 4) Institutional character. The electoral process and fiscal autonomy (TFFs, among other factors). (10%)
- 5) Social and cultural character. Crime rates, freedom of expression and diversity. (5%)
- 6) Human capital. Population growth, education, and economic opportunity for women and other competitively minorities. (10%)
- 7) Environment and natural hazards. Risk of environmental and natural hazards, and the ability to manage hazards. (5%)
- 8) Education Appeal. The quality of access to primary and secondary education that lead to post-secondary and higher education (credential, certification, college diploma, among other factors). (10%)

Markets within the TUA

While TUA data are not specified to present "positive" trends, the data present prospective characteristics across the TUA. These data create a context for increasing self-employment focuses on two aspects. One consequence of the above-mentioned clustering of Miami-Dade County TUA within the metropolitan areas has been the need to outsource services and parts of the production processes in order to reduce costs. This economic shift has created a demand for small businesses and the

self-employed that can deliver some services and products at a much cheaper price, as they have fewer overhead costs. Some Miami-Dade County residents may have turned to self-employment as a career option, others have been unemployed for so long that they have pursued self-employment as a last resort to earn a living. This is a burgeoning opportunity that may lead to an increase economic opportunity if guided toward current and pending market opportunities. To this point, minority-owned and patronage businesses have for a long time been regarded by mainstream economics as a liability and their economic significance for the city and the minority community may be currently overlooked. These micro-businesses, however, are the backbone of the local economy. They make our communities livable, unique and provide employment to local residents. A significant understanding may be gained from an overview of the number of small businesses in the TUAs. It is important to understand if and how, women, in general, and ethnic-minority women are still in the minority amongst the small business owners and the self-employed. In addition, if women, as a percentage of all owners, are increasing at a faster rate than that of men in all TUA, this would in effect create a benchmark statistic for charting economic development that lifts families out of poverty. Subsequently, employment by industry in all TUA points to growth potential in wholesale trade, FIRE (Finance Insurance Real Estate) and Professional Services. When compared to Miami-Dade's Occupational Distribution in all TUA, Management and Business, as well as Science and Arts show demonstrative growth potential across all ethnicities. The data also point towards expansion to create demand as well as meet supply to achieve a regionally composed measure for a competitive benchmark. The TUA strategy must identify a market niche within the growing Florida and national economy as well as create the mechanism and build out the infrastructure for access to a productive culture. This will require a robust public policy regarding the elements that determine long-term stability and success.

Public Policy Initiatives

An emergent economic development growth model is taking shape around communities with knowledge and energy hubs. The pre-crash/recession economic development model depended on the continual building of debt-financed houses (CDFI) with larger footprints and aspirations of scaling (economic spillover effects). However, this model, by current analysis, may be inefficient, unsustainable and resource intensive. As an alternative, Economic Modeling Specialists International data show that a handful of knowledge metros have an overwhelming lead in generating the high-wage jobs (those paying more than \$21 an hour). So for example, nearly two-thirds of San Jose's post-recession job growth has been high-wage, as have nearly half of the new jobs in nearby San Francisco. This indicates a possible role for an economic intermediary such as MDEAT, for regional impact that may develop and spur growth between and within established metropolitan hubs. However, there is less microeconomic research available about community-based economic development drivers of this growth. San Jose also leads the nation in productivity growth, with a nearly 10 percent increase between 2009 and 2011, based on comprehensive data from the Bureau of Economic Analysis. To be sure, it is important to also recognize that well-targeted infrastructure investments can be used at the regional level to strengthen local economies and help revive regional industries where job losses are particularly severe. The job losses Los Angeles incurred since the recession provide argument for increased public transit investment. This data point dovetails into "Transportation To Work" Projects (for Workers 16 years and older). Roughly, 5% of Miami-Dade County residents use public transportation as compared to the 11.6% of all TUA residents who rely upon Public Transportation. Transportation infrastructure projects can not only provide TUA jobs, but they provide enduring mechanisms for job access.

Applicable Best Practices for Progressive Community Organizations (From LA to Miami-Dade County)

MDEAT is positioned to serve as a think tank policy arm and political consensus builder for the Miami-Dade economic development as well as

advisor and capacity builder for labor-supply movement building. The primary functions of this role are illustrated by the L.A. model, which through an empowered community/ labor organization, created the following practices and served in the following capacities.

- Developed more ways to leverage the powers of municipal government to create higher pay for America's working class. Identified or served as the community-organizing group, which builds effective labor environmental-neighborhood alliances.
- Set goals to create a demonstrable record of persuading elected officials to enact progressive legislation that no one has ever before enacted. This type of success breeds confidence within the community and also emboldens elected policy makers. The passage of the living-wage ordinance caused national foundations to take notice of the LA community coalition's success, and with a bigger budget, the organization began to grow beyond its initial half-dozen employees.
- Crafted an inner-city hiring accord with the county's transit agency, which will produce tens of thousands future jobs in the African American community.
- Focused on the role of Community Redevelopment Agencies. In L.A. the Community Redevelopment Agency (CRA) agreed to give developers roughly \$100 million in property-tax abatements in exchange for their support of local training and hiring goals.
- Scaled community benefit agreements citywide or countywide.
- Conscientiously decided to recruit, shepherd and secure appointments to the CRA board. And provided training for members.
- Moved beyond community benefits, once initial success was made, to concentrate on specific industries by organizing around particular development projects.
- Linked targeted outcomes of the competitive agenda for community economic development to policy work related to the industries that community groups / unions have the greatest leverage Focus on industries at the core of the Miami Dade County's economy.
- Developed capital and public engagement campaigns that include a groundbreaking effort to provide jobs in regional projects as well as

local Miami-Dade County Transportation, Water & Sewer and similar publicly financed construction.

- Developed a professional staff that employs and contracts with organizers, researchers, strategists, publicists, and fundraisers on eight separate campaigns and is supported by an annual budget. Pioneer a model that hires a largely young and racially diverse cohort of economic researchers to master the complexities of the industries it seeks to use in the transformation TUA communities.
- Coordinated with local college and university system graduates of urban-planning departments, where many of the faculty specialize in the Miami Dade economy and labor force.
- Developed language in transit-agency proposals that will permitted inner city hiring without running a foul of federal regulations.
- Evaluate Miami-Dade expenditures. Set a target amount to emphasize the inclusion of TUA located supply chains and support labor hiring which can revive and spark sector specific manufacturing.

MDEAT Administrative Recommendations

After reviewing the comments of the Summit presenters and the discussion that occurred in the cluster groups we proposed the following additional internal measures.

- Develop a TUA database of community activist and organizations starting with the participants at the Summit. This database can be expanded as additional partners make themselves known. The purpose of the database is to serve as a bilateral information sharing mechanism, which provides access and keeps citizens informed of major governmental initiatives. This will also afford MDEAT the ability to contact a ready audience and receive program assessments from grass root recipients on a formal and informal basis. This component is critical to the establishment of a viable service based network. This network should also be convened at regular intervals throughout the year to facilitate the on going engagement of community activists, and entrepreneurs through public forums as well as small work groups. This mechanism will

also insures that MDEAT is made aware of critical shifts in the TUA communities, such as new business developments, de-population, spikes in criminal activity, community projects, etc. The function of the database should be enhanced through the use of appropriate social media and timely newsletters.

MDEAT Recommended Program Initiatives:

- Construct an overlay of the emerging industry priorities of the One Community One Goal Plan on to the documented industries reflected in the Cruz TUA report. Then begin the process of connecting existing entrepreneurial activity with related targeted industries. This should also include connecting TUA labor forces to these emerging industries in a logical recognizable way. The areas of Hospitality & Tourism, Trade & Logistics and Creative Design present opportunities for immediate coordination and cross-pollination. Other areas can be integrated after sufficient support for job training and entrepreneurial development have been established. One of the participants at the daylong Summit was Beacon Council President Robin Reiter, who voiced a strong desire to explore how TUA businesses can be aligned with the ongoing efforts of OCOG. This opportunity is ripe and present. Review the stated business development recommendations from the clusters and conduct an assessment of all public programs to determine if exiting programs are accessible by TUA residents and if there are existing barriers to participation. This assessment will also reveal if existing programs are sufficiently designed to serve the needs of the communities and identify opportunities for expansion or new entrepreneurial emphasis. This process should lead to the creation of a competitive economic development agenda for the TUAs, which will be based on credible data and community priorities, skills and support. This agenda should be paired with the Scorecard data currently maintained by the Office of Economic Development and International Trade. Together the two data sources will present the longitudinal review of demograph-

ical information along side the measurement of strategic activity.

MDEAT Recommended Organizational Initiative:

As was stated many times during the Summit, this is a time of great challenge, but even greater opportunity. That statement holds true for community organizations, community residents and the Miami Dade Economic Advocacy Trust. The current dysfunction of our local economy begs for a strong connecting intermediary with the vision to organize, strategize and empower local organizations and business owners to fulfill their roles in the new evolving TUA economic ecosystem. Serving as a responsible Intermediary, MDEAT should structure its role along the following guidelines:

- 1) Serve as prime coordinator and reviewer of existing economic development programs. Advocate for new policy design based upon data and community need.
 - 2) Forge a new efficient economic development network composed of relevant organizations, activists and entities related to TUA development.
 - 3) Facilitate on going engagement with community revitalization agents through small work groups and public forums.
 - 4) Make focused entrepreneurial investments in accordance with TUA recognized objectives and appropriate best practices.
- Do Not Directly Engage in Community Development Projects As a Prime Investor or Owner.
 - Do Not Become an Implementer of Programs. Your role is to serve as evaluator and network coordinator.

MDEAT can assume this role through careful planning, and asset alignment. In the absence of a viable intermediary, current programs will suffer continued stagnation at best and eventual extinction at worse. The failure to produce a clear and informed voice on issues affecting the TUA economic communities leaves all communities vulnerable to the effects of prolonged disenfranchisement. Now is the time to be bold, to be smart and to be committed.

It has been my pleasure to serve as your Summit facilitator and I welcome the chance to discuss these recommendations with your Board and the staff of the Miami - Dade Economic Advocacy Trust.

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