



FAMILY



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HOPE



Westmoreland County  
Economic Development Summit  
**Building Community Vitality in  
Rural and Urban America**

HOME



Sandra M. Moore  
Urban Strategies, Inc.

September 9, 2010



SERVICE



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# Urban Strategies Mission

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Urban Strategies' Mission is to empower residents in distressed urban core neighborhoods to lead healthy, prosperous lives in thriving, self-sustaining communities.



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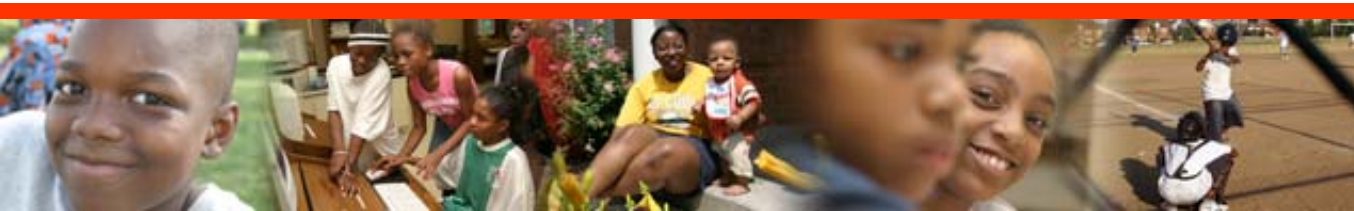
# About Urban Strategies

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Urban Strategies is a not-for-profit corporation that works with its development partner, McCormack Baron Salazar, to help distressed urban core communities rebuild into vibrant, safe neighborhoods with good schools and a range of services and amenities that appeal to residents of diverse socio-economic backgrounds.



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# Urban Strategies Experience and Qualifications

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## Urban Strategies by the numbers

30+ Years of nationwide  
experience

Human capital planning  
projects in 8 major cities

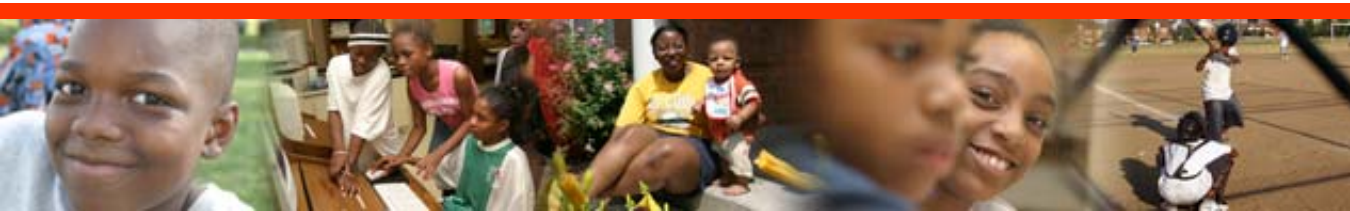
Early implementation  
programs for children

6 HOPE VI communities  
with supportive services for  
2000 families

Over 5,000 units of housing

Elderly services in 10  
communities

5 Enhanced schools



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# Urban Strategies Approach

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- *Link to physical revitalization and human capital development*
- *Two focuses for human capital development linked to physical development of mixed income communities:*
  - Enhancing existing assets and building new amenities
  - Developing essential supports for low-income families



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# Urban Strategies Theory of Change

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- *Market*
  - Customer vs. product focus
- *Approach*
  - Participatory Planning
- *Program Design*
  - Human capital building
  - Resident capacity building
- *Finance*
  - Resource development
  - Plan for sustainability



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# Rural and Urban in America: How much is really different?



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## Top Five Community Problems

Source: USDA Economic Research Service

Large City	Suburb	Small City or Town	Rural Area
1. Crime	Education	Education	Drugs
2. Drugs	Crime	Unemployment	Unemployment
3. Education	Sprawl	Crime	Education
4. Problems w/ kids	Taxes	Drugs	Taxes
5. Infrastructure	Drugs	Sprawl	Infrastructure



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# Rural and Urban America

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The common denominator among each of the Top Five Community Problems = POVERTY



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# Rural and Urban America

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- ***Poverty in Year 2005***

- Rural America: Approx. 15.1%
- Urban America: Approx. 12.5%

- ***Persistent Poverty***

***(>20% poverty during 1970-2000)***

- 88% of persistently poor counties are rural
- Approx. 18% of all rural counties are persistently poor
- Approx. 4% of all urban counties are persistently poor



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# Rural and Urban America:

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## *Reasons for Urban Poverty*

- Poor schools
- Lack of safe and affordable housing
- Ineffective distribution of services
- Location of jobs
- Poor access to health care

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## *Results of Urban Poverty*

- Unemployment / underemployment
- Homelessness
- Dependence on welfare systems



## *Top Five Community Problems*

- Crime
- Drugs
- Education
- Problems w/ kids
- Infrastructure



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# Rural and Urban Poverty in America: How much is really different?

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## *Reasons for Rural Poverty*

- Substandard Education
- Lack of economic diversity
- Inadequate childcare
- Inadequate transportation
- Lack of information technology
- Poor access to health care

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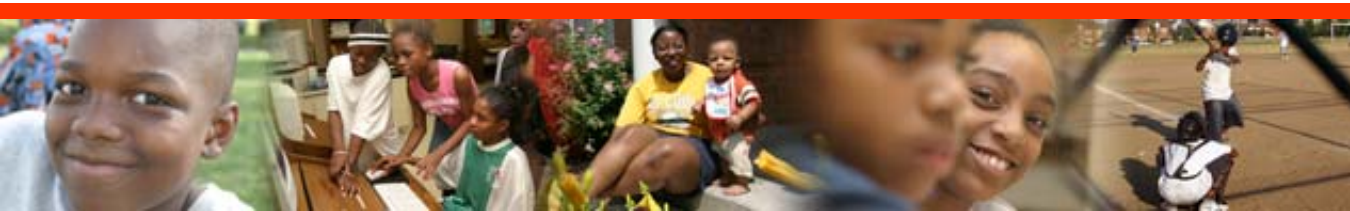
## *Results of Rural Poverty*

- Unemployment / underemployment
- Dependence on welfare systems



## *Top Five Community Problems*

- Drugs
- Unemployment
- Education
- Taxes
- Infrastructure



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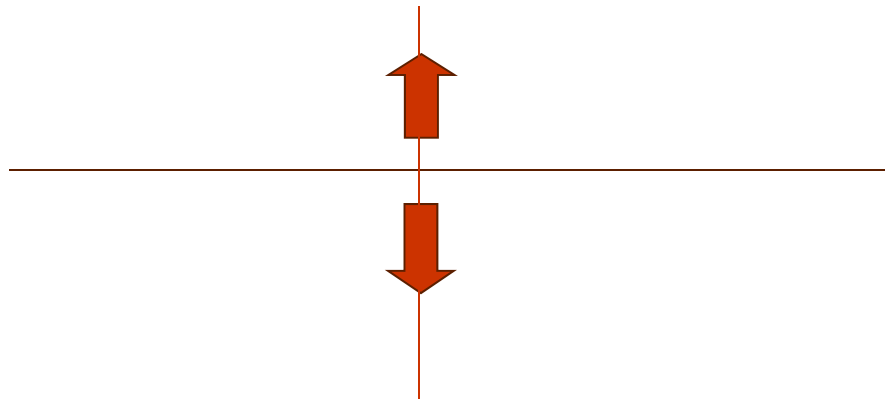
# Rural and Urban Poverty in America: What This All Means

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**Economic Vitality**



**Reasons for Poverty**



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# Human Capital Building is KEY

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- Seeing economic and social issues as separate is counterproductive
- For economic development that is viable and sustainable, people need to feel
  - Safe
  - Healthy
  - Hopeful
  - Successful

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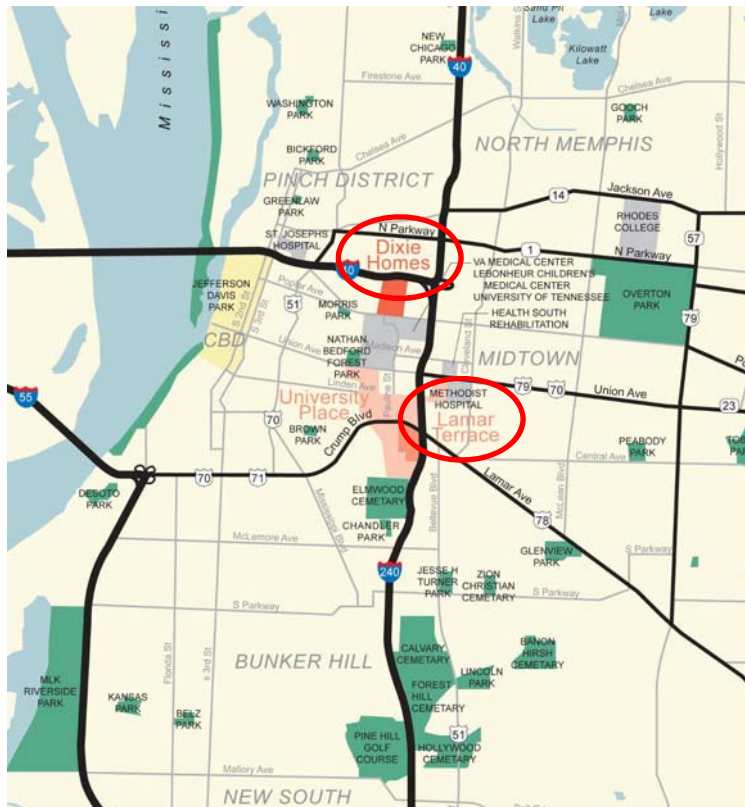
# Human Capital Building – Best Practice

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Memphis: Dixie Homes and Lamar Terrace

- Two distressed neighborhoods flanking the heart of the urban core and medical district



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# Human Capital Building – Best Practice

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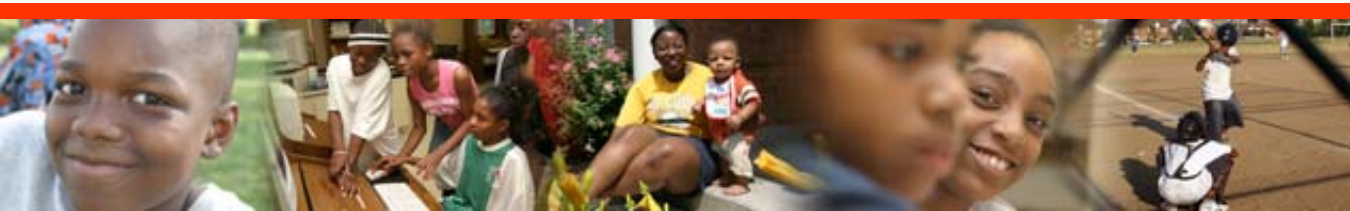
## Memphis: Dixie Homes and Lamar Terrace

### BEFORE Human Capital Building and Physical Revitalization

- Of approximately 550 total households, only 381 adults were employable\*
- Of 381 adults only 77 were employed
- 54% of employable adults lack a high school diploma or GED
- Range of household income \$0 to \$21,432
- Median income \$5,724



\*Employable adults are ages 19-59 and have no disability that prevents them from working.



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## Memphis: Dixie Homes and Lamar Terrace

### DURING Human Capital Building and Physical Revitalization

- Interventions and action steps
  - Deep assessment and engagement with individuals and families
  - Intensive case management and service support
  - Establishment of strong partnerships with local employers
  - An estimated \$160 million in new unit construction, physical infrastructure, and capital improvements





# Human Capital Building – Best Practice

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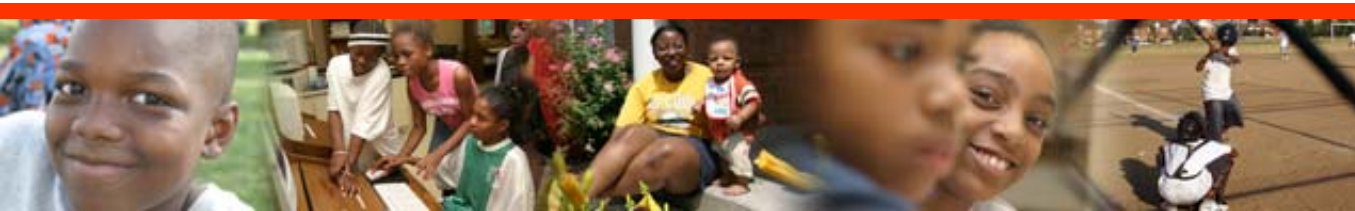
## Memphis: Dixie Homes and Lamar Terrace

### AFTER Human Capital Building and Physical Revitalization

- 97 new job placements
- 192 adults currently employed
- 787 enrollments in job skills training and other employment related services
- Economic impact of adults currently employed assuming an average salary of \$8.60 per hour:



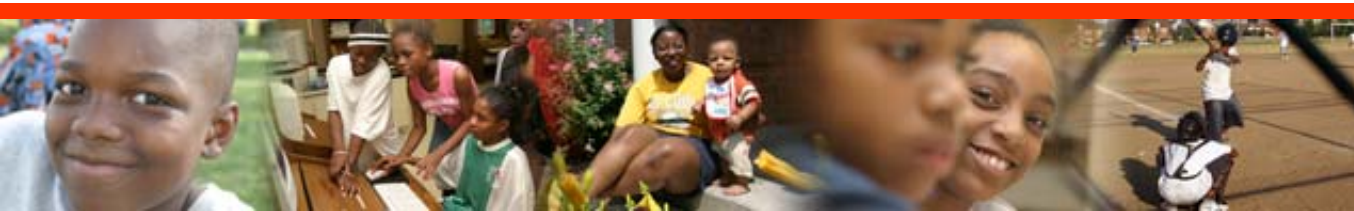
<i>Job Type</i>	<i>6 Months</i>	<i>One Year</i>
<i>Full-time</i>	<i>\$1,091,168.00</i>	<i>\$2,182,336.00</i>
<i>Part-time</i>	<i>\$313,040.00</i>	<i>\$626,080.00</i>
<i>Total Back to Economy</i>	<i>\$1,404,208.00</i>	<i>\$2,808,416.00</i>



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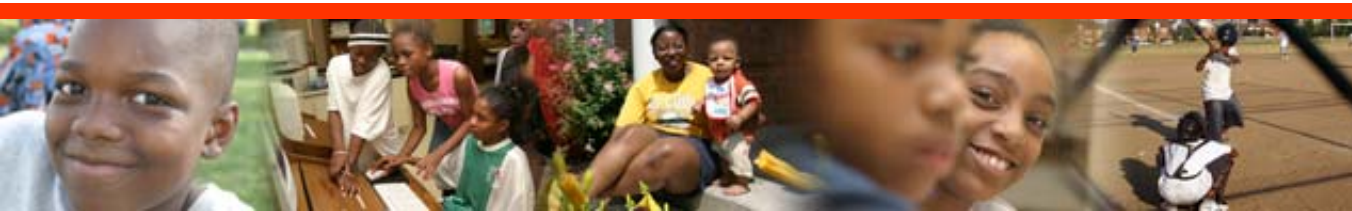
- Goods and information can be moved – no competitive advantage
- Competitive advantage – creating centers for innovation:
  - Financial services in NYC
  - Biotech in Greater Boston
  - Venture capital in SFO





*“With the advent of globalization, while sound macroeconomic policy (good budgets and regulation of interest rates and control of inflation) is necessary, it is good microeconomic policy that creates economic prosperity.”*

*- Professor Michael Porter, Harvard Business School*



# Looking Forward: Globalization and Urbanization Can Pressure Rural Areas

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- Loss of productive agricultural land to urban development
- Increase in corporate farming
- Drop in number of locally owned farms
- Difficulty for rural areas to attract skilled human capital



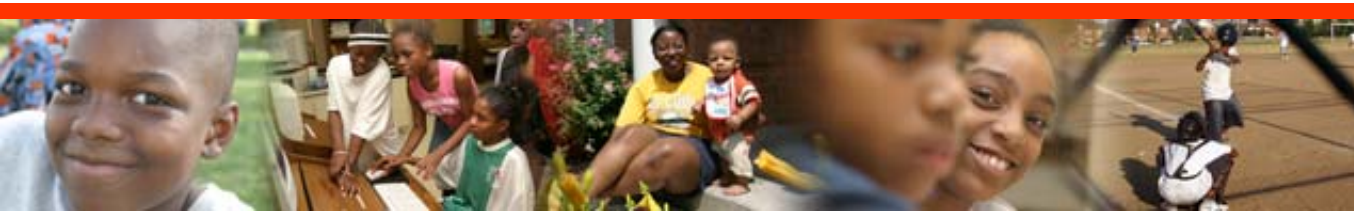
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## Looking Forward: Globalization and Urbanization Can Pressure Rural Areas

***In the face of a vanishing rural-urban divide,  
Often, the best way to address a rural issue  
is through a nearby small town or city!***

- Source: WB Policy Working Paper WPS4114



# Looking forward: Federal Initiatives HUD, EPA and DOT Partnership for Sustainable Communities

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- *PSC Goals:*
  - Coordinate housing, transportation and environmental policies and goals,
  - Align Federal investments and activities in these sectors
  - Adopt common set of performance metrics
  - Promote equitable development
  - Protect public health and environment
  - Address climate change

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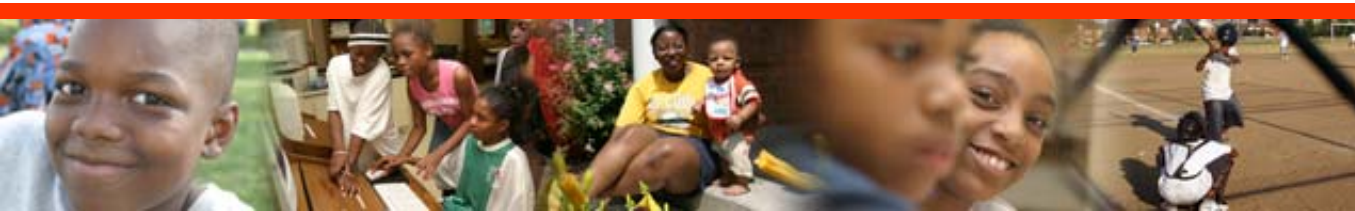
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# Looking forward: Federal Initiatives HUD, EPA and DOT Partnership for Sustainable Communities

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- *PSC's Six Livability Principles:*
  - Provide more transportation choices
  - Promote equitable, affordable housing
  - Enhance economic competitiveness
  - Support existing communities
  - Coordinate policies and leverage investment
  - Value unique characteristics of communities and neighborhoods



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# Looking Forward: Using Westmoreland County's Competitive Advantage

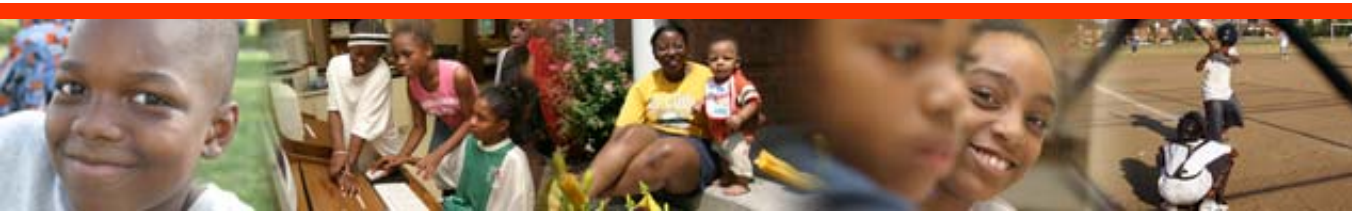
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*Bridge the rural divide and increase economic vitality*

- *Place local development issues in regional context*
- *Increase regional economic competitiveness*
- *Increase local capacity to generate wealth*
- *Embrace the six livability principles*
- *Engage community members fully*
- *Value differences and create viable solutions to shared problems*



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