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As of September 21, 2010



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# LIBERTY CITY TRUST

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## Liberty City Community Revitalization Trust

### Self-Sufficiency Plan

Fighting Poverty

Creating Jobs

Creating Wealth

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# Liberty City Trust - Self Sufficiency Plan

## Liberty City Community Revitalization Trust



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### Appendix 1: LIBERTY CITY COMMUNITY REVITALIZATION TRUST PROJECT PLAN FOR 2011 ..... 16-18

A: Background

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C: Potential Income Streams for 2011

### ***“Setting the Pace for Growth”***

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# Preface



This document is being presented to outline the necessity for and the sustainability of the Liberty City Trust. The purpose and goal of this document is to create a public/private agreement between the City of Miami, the Liberty City Trust (the “Trust”) and citizens of Liberty City. The conditions in Liberty City replete with poverty, insufficient jobs, inadequate and deficient affordable housing as well as small business creation substantiate a need for organizations such as the Liberty City Trust.

Since 2003; the Liberty City Trust has demonstrated through its programs, housing initiatives and community impact that it is a viable agent for sustained change in the Liberty City area. The Trust, even as the economy continues to constrict, provides the best alternatives for moving our community forward. We have proven that we possess the strategic vision, the personnel, the Board of Directors, and private partners that the citizens of Liberty City deserve. The Trust intends to continue to be their advocate, their agent of change, and their champion to ensure that this community get its just and fair share in the City of Miami.

Over the past year, the Trust has been diligently building public/private partnerships, changing its paradigm from dependency to self sufficiency and building infrastructure for sustainability.

The Trust is appealing to the leaders of the City of Miami, which is the representative body for all citizens, to become an active partner in the Trust’s agenda. The City can play a critical role in the organization’s future success by ensuring that it extends beyond 2010, granting land development rights for parcels located in the Liberty City area and the ability to control its own destiny, create jobs and wealth.

If the City of Miami is to be the City that creates opportunities for all of its citizens, the Trust is appealing to you to begin with its citizens who historically have been underserved in Liberty City as well as all Low-Moderate Income (LMI) in our Country.

The following pages detail the Trust’s plan for self sufficiency and encourage City officials to be our partner and investor in the Liberty City Community.

***Thank You,***  
**Elaine Black** - *CEO / President*  
Liberty City Trust

# The Resolution



Title: The Liberty City Community Revitalization Trust - Self Sufficiency Plan  
Submitted by : The Board of Directors

WHEREAS, The Liberty City Community Revitalization Trust (the Trust) has been a vital part of Liberty City since 2003; and

WHEREAS, Liberty City continues to be one of the Low-Moderate Income (LMI) communities in our Country that is seeking ways to enhance the lives of its citizens; and

WHEREAS, People in LMI communities are provided the least amount of resources from government; and

WHEREAS, People in LMI communities are more often than not given minimal control of their destiny and what happens in their communities; and

WHEREAS, The leadership of the City of Miami and the principals of the Trust have the power and abilities to change this model of dependency; and

WHEREAS, The Trust has a strategic plan for self sufficiency within the next year; therefore be it

RESOLVED, that the Trust is seeking to partner with the City of Miami and its devoted partners to fight poverty, create jobs and create wealth in Liberty City; and be it further

RESOLVED, that the Trust is forever committed to keep at the core of all of its activities, the interests and needs of its stakeholders, the citizens of Liberty City; and be it further

RESOLVED, that on this the 16th day of September in the year 2010, we are requesting that the City of Miami Commissioners commit to support Liberty City and the Trust in doing the work of the people.

Eric Thompson - Charirman  
Liberty City Trust



## **Liberty City Community Revitalization Trust** **Road to Self Sufficiency**

The Liberty City Community Economic Development Corporation (LCCEDC) has been created cooperatively with the LCT to share the single vision to empower those who live, learn, work and play in Liberty City to reclaim, transform and rebuild the community. The LCCEDC is unique in that it will utilize the market based community development model to receive funds from an affiliated for-profit entity, Liberty City Community Enterprises.

Quantitative data collected through surveys by the LCT assesses the community's needs and allows the LCCEDC to determine their goals and effectively target the people and areas in need of affordable housing and commercial development. LCCEDC will also utilize the Trust's strategic partnerships that have been established with various developers, businesses, organizations, and the City of Miami. LCCEDC plans to construct, rehabilitate and purchase residential and commercial properties to provide affordable housing through leasing Multi-family apartment units and homeownership through the sale of single-family residential properties. LCCEDC will also provide support to other developers and property owners in the Liberty City service area that are in need of assistance. There will also be a focus to identify commercial and industrial opportunities that will create jobs and training for residents.

### **Homeownership**

**Providing homeownership opportunities for current and potential Liberty City residents will continue to be one of the Trust's missions. In an effort to assist in this process, free H.U.D. Certified Homebuyer Workshops will be conducted, as well as all other road to home ownership programs.**

### **Land Development Projects**

**The Trust in conjunction with its City of Miami partner, the Community Development Department, will develop eight (8) parcels of land that will fulfill the Single Family Infill Plan.**



## The S.C.O.T. Analysis

This S.C.O.T. Analysis is based on the current condition of the organization. As the Trust matures and adapts to its new market model, the non profit - the LCCEDC and for profit - the LCE, many of the challenges and threats will be mitigated to the point where there will be no negative impact to the organization.

<p><b>Strengths</b></p> <ul style="list-style-type: none"><li>- Leadership - Staff &amp; Board</li><li>- Community support</li><li>- Ability to build strategic partners</li><li>- Advocacy expertise</li></ul>	<p><b>Challenges</b></p> <ul style="list-style-type: none"><li>- The Economy</li><li>- 2010-2011 stop-gap operating funds</li><li>- Program service grants</li><li>- Space for expanded services</li></ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"><li>- Changing paradigm; going from dependency to self-sufficiency.</li><li>- Building partnerships &amp; coalitions with other Service Providers</li><li>- To obtain all of the land that is located within Liberty City boundary</li></ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"><li>- Crime in the community</li><li>-The lack of job opportunities</li><li>- the lack of affordable housing</li><li>-Dependency on government for funding</li></ul>

## The Facts



The Liberty City Trust in cooperation with the City of Miami and our strategic partners will:

- (1) facilitate the development of affordable housing, homeownership, rental and supportive services;
- (2) assist in full employment opportunities for residents at a living wage or greater;
- (3) facilitate residential and commercial development in the area;
- (4) facilitate technical and financial assistance for businesses;
- (5) attract new businesses to the area;
- (6) facilitate area beautification programs involving homeowners and rental property owners to upgrade and maintain the appearance and value of properties in the community;
- (7) work with Miami Dade County Public Schools located within our boundaries and youth programs to improve student services, student performance, parental involvement, college preparation and increase student awareness of their civic and social responsibilities for where they live;
- (8) ensure that senior citizens have access to supportive programs designed for them;
- (9) improve safety and security in the area in partnership with local police and anti-violence agencies; and
- (10) Strategic partnerships have been established with various developers, businesses and organizations in the community. These will be in close association with the City of Miami and Miami Dade County to ensure that the quality of life, services and safety for our residents, businesses, and institutions are commensurate with that of other well attended areas throughout the city and county.



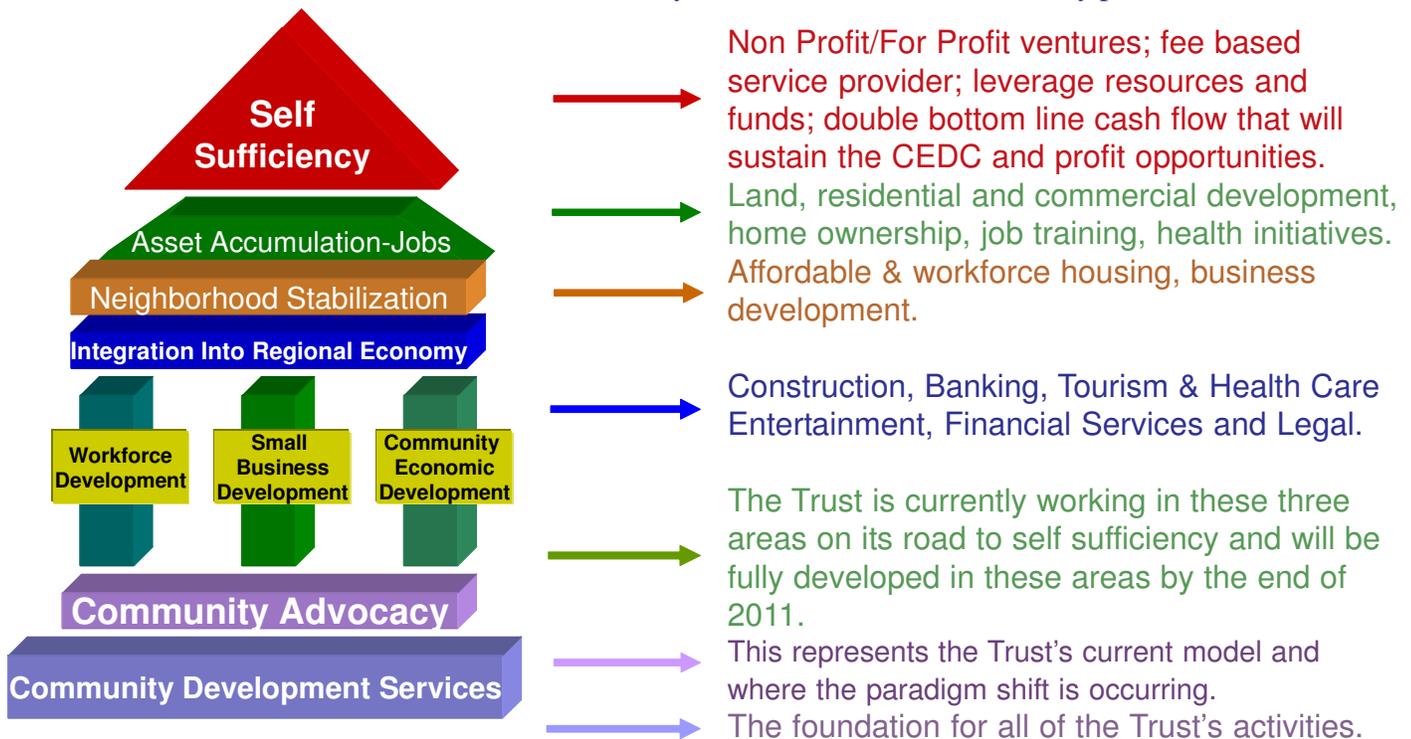
## The Market Based Model<sup>1</sup>

### A Non Profit Paradigm Shift to Self Sufficiency

The Market Based Model to revitalizing Minority and Low-Moderate Income (LMI) Communities are derived from Community Economic Development Corporations (CEDC) that have the capacity to build sustainable programs, create innovative initiatives and profitable partnerships across public/private sectors.

Using this double bottom line model is the only way to achieve success and to ensure that communities thrive and become self sufficient. This model at its essence fights poverty, creates jobs and creates wealth. The foundation for this model is at its core, the community and the Trust's ability to provide services for the community, its stakeholders.

The Trust understands that in order for this model to be effective and to deliver on its promise of "Setting the Pace for Growth", it must have in place unfailing systems and controls that are integrated through all of its processes and activities. When implemented, the proven Market Based Model shown below will be the catalyst for the Trust's self sufficiency plan:



All Rights Reserved for this model to FMCRC and AI Pina



## The Trust's Solution

The Liberty City Trust will measure its goals by collecting quantitative data that will detail:

- (1) the number of new home owners in Liberty City;
- (2) the number of commercial and residential properties built/rehabilitated;
- (3) the level of increased participation by residents in community based activities;
- (4) the reduction of litter and illegal dumping in the area;
- (5) our effectiveness in addressing crisis situations in the community; and
- (6) the number of completed special projects. In addition, surveys will be conducted to ascertain the level of satisfaction from our residents, businesses and institutions on an annual basis.

This is a new day, a new vision and the Liberty City Trust is working together with strategic partners to improve the total quality of life for our residents and our community. We are cognizant that in order to create this vision, it is imperative that the Trust can survive as a stand alone organization that relies on its efforts to sustain itself.

### Community Development

The Trust will always seek to develop the Liberty City community through projects that are sustainable, add value and are driven by the needs of the residents in its service area.

### Community Outreach

The Trust will always keep the needs of the community at the forefront of all projects and initiatives. The Trust will continue to engage input from community leaders and residents.

### Youth and Education

The Trust will always make sound decisions that encompass our youth and their educational pursuits. Our sustainability model includes creating a community that our young residents are proud to come from and will support for generations.

**NOTE:** ...The results show that the scarcity of employed black men increases the prevalence of families headed by females in black communities. In turn, black family disruption substantially increases the rates of black murder and robbery, especially by juveniles. These effects are independent of income, region, race and age composition, density, city size, and welfare benefits and are similar to the effects of white family disruption on white violence. The paper concludes that there is nothing inherent in black culture that is conducive to crime. Rather, persistently high rates of black crime appear to stem from the structural linkages among underemployment, economic deprivation, and family disruption in urban black communities.<sup>2</sup>



## The Short-Term Sustainability Goals

**In order to achieve its short-term sustainability goals, the Liberty City Trust:**

- (1) will within 30 days review its current operations and make strategic decisions to streamline and create added efficiencies.
- (2) will within 120 days obtain its LCCEDC's 501c3 status which is in its final stages of approval.
- (3) will within 60 days establish its for-profit entity; Liberty City Enterprises
- (4) will within 90 days complete its search for initial partnerships with key developers.
- (5) will within 90 days have sought multi-streams of revenue that will serve to eliminate its dependency on government funding and resources.
- (6) will within 90 days seek grants and funding from alternate sources: REOs; Banks; FMCRC; Broadband; Development Rights on prime real estate transactions.
- (7) will within 120 days work with community agencies and leaders to build programs centered around job creation and stakeholders' needs.

Major disparities continue to exist between Miami-Dade's Black communities and other ethnic racial groups that live in the County.<sup>3</sup>

Gross unemployment in the Black community caused in part by the lack of opportunities for Black owned businesses. It is noteworthy that the percentage of unemployed Blacks within the Black civilian labor force has doubled from 4.8% to 9.4% in 2005.<sup>4</sup>

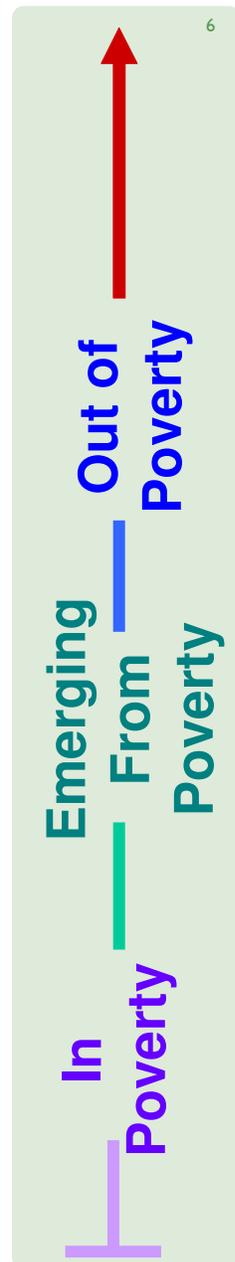
There is very little job creation in the Black community. Black professionals are increasingly reliant on the public sector for employment.<sup>10</sup> Awarding contracts to Black owned businesses would help to mitigate this threat.<sup>5</sup>



## The Long-Term Sustainability Goals

**In order to achieve its short-term sustainability goals, the Liberty City Trust:**

- (1) will utilize the LCCEDC's 501c3 status to obtain land, land grants, CHDOs and community revitalization funds..
- (2) will create income streams through cultivating strategic partnerships with developers.
- (3) will create a property management division that will allow Liberty City Enterprise (LCE) to make revenue from managing multi-family and commercial properties.
- (4) will create job incubators and training programs by requiring developers to hire residents from the Liberty City Community.
- (5) will create opportunities where there is community ownership in perpetuity of development projects.
- (6) will create a committee within the LCCEDC and LCE that serves as an advocacy body for the community.
- (7) will create coalitions and consortium with other community non profits and for profits to build wealth without our local business community.
- (8) will identify on-going opportunities for sustained growth in the areas of urban development job training and wealth creation.



## The Next Steps Requests to the City of Miami



**The Liberty City Trust (LCT) is requesting the City of Miami to serve as a partner in the following ways:**

**(1) to transfer all City owned properties to the Trust /LCCEDC with independent development rights on the following parcels:**

Address	Funding Source	Lot Size	Proposed Use / Comments
<b>Other LCT Residential Developments</b>			
62nd Avenue			
1301-1361 NW 61St			
1233 NW 59th St	Neighbor Initiative	5000 sf	SFR & sell to resident at 80% AMI
1544 NW 58th Terr	Model City Initiative	5000 sf	SFR & sell to resident at 80% AMI
779 NW 57th St	Unknown - CDBG ?	5000 sf	SFR (need deed from Prog Vision to the City)
1230 NW 58th Terr	Unknown - CDBG ?	10000 sf	Affordable rental 2-4 plex Submit HUD Plan
1270 NW 60th St	MCInfr - \$12,125	10000 sf	Affordable rental 2-4 plex Submit HUD Plan

**Possible LCT, Commercial, Mixed Use or Multi-family Developments (JV with developers):**

5900 NW 7th Ave	Unknown - CDBG ?	34505 sf	Mixed use residential and/or retail
5988 NW 7th Ave	Unknown - CDBG ?	31886 sf	Mixed use residential and/or retail
1613-1625 NW 54th St	Unknown - CDBG ?	12000 sf	Mixed use residential and/or retail
1199 NW 62nd St	Home - \$19,900	12819 sf	Yaegar-Medical Educational Plaza
1240 NW 61st St	CDBG	15900 sf	Demolish-rebuild affordable rentals NSP Funds
1501 NW 62nd St	MCInfr- \$128,832	27466 sf	Safe Harbor Agreement develop mixed use
1500 NW 62nd St	Home Def	23559 sf	Safe Harbor Agreement develop mixed use

**(2) allow the Trust to use any excess funds that are available from the Single Family Infill Plan (Neighborhood Initiative Funds and NSP).**

**(3) assist the Trust with obtaining interim operational funds until such time that their self-sufficiency plan takes affect or at least for the immediate 4-6 months from October 2010 - March 2011.**

**(4) to hold monthly meetings with the Trust’s principals and key partners to ensure the success of its transitional and sustainability plans.**



## The Trust's Leadership & Partners for Success

### Board of Directors

Eric Thompson - *Chairman*  
Pastor Dennis Jackson - *Vice-Chairman*  
Marva Lightborn - *Secretary*  
Ralph Pressley - *Treasurer*

### The Leadership

Elaine Black - *President & CEO*  
Iris Hudson - *Financial Director*  
Vincent Burnett - *Development Manager*  
Rachel Walker - *Housing Director*  
Brandyss Howard - *Service Director*

### Strategic Partners for Success

- Bank Atlantic
- Biscayne Courts
- City of Miami Office of Commissioner Richard P. Dunn
- City National Bank
- Collective Banking Group of South Florida, Inc.
- Communities United, Inc.
- Florida International University
- FMCRC
- Hands on Miami
- Homeowner's Association
- Housing Foundation of America
- HUD
- Liberty City Business Alliance
- Liberty City Religious Community Alliance
- Liberty Square Residence Council
- Miami Children's Initiative
- Miami Police Department - North District Sub-Station
- Miami Dade College
- Miami Dade County Housing Department
- Miami Dade County Office of Commissioner Audrey Edmonson
- Miami Dade County Office of Commissioner Dorrin Rolle
- Miami Dade County School Board - Region 3 Office
- Miami/ Miami Dade County Weed and Seed, Inc.
- Model City N.E.T.
- Neighbors and Neighbors Association (N.A.N.A.)
- University of Miami
- Urban League of Miami

## The Contact Information



*Fighting Poverty ~ Creating Jobs ~ Creating Wealth<sup>7</sup>*

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**Iris Hudson**

Finance Manager

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## Sources

Data from The Liberty City Trust - Liberty City Community Revitalization Trust; <http://LibertyCityTrust.org>

<sup>1,6</sup> A Market-Based Approach to: Revitalization of Minority Low -Moderate Income Communities ; Al Piña; President - Florida Minority Community Reinvestment Coalition (FMCRC) - <http://fmcrc.org>

<sup>2</sup> Sampson, Robert J. 1987. Urban Black violence: the effect of male joblessness and family disruption. American Journal of Sociology 93, no. 2:348-383, <http://nrs.harvard.edu/urn-3:HUL.InstRepos:3226953>.

<sup>3,4,5</sup> *Thirty -Year Retrospective, The Status of the Black Community in Miami-Dade County* commissioned by The Metro Miami Action Plan (MMAAP) and conducted by The Metropolitan Center of Florida International University, 2007.

<sup>7</sup> "Fighting Poverty ~ Creating Jobs ~ Creating Wealth"; Assets and Hope Mission Statement; <http://AssetsAndHope.org>



## Appendix 1:

### A: BACKGROUND INFORMATION

To ensure that the City's short-term, intermediate and long-term revitalization goals would continue expeditiously and effectively for the Model City area, the City Commission approved the establishment of a Trust. The Trust would be responsible for providing oversight and facilitating the revitalization efforts to be undertaken in the Model City area by NW 71<sup>st</sup> Street to the north; NW 54<sup>th</sup> Street to the south; I-95 to the east; and NW 17<sup>th</sup> Avenue to the west and the non-contiguous area of NW 17<sup>th</sup> to 19<sup>th</sup> Avenues between NW 58<sup>th</sup> Street and State Road 112. As such, the Model City Community Revitalization District Trust was formed ("Model City Trust"). However, the Model City Trust sunset in 2006, and the Liberty City Community Revitalization Trust ("Liberty City Trust") was created by Ordinance No. 12859 as successor to the Model City Trust to ensure that the City of Miami's short term and long term goals would be continued. The boundaries were expanded to include I-95 west to the City of Miami boundary and SR 112 north to the City of Miami boundary and certain powers and authorities were removed.

This is a new vision for the Liberty City/Model City Community. The Liberty City Trust was established on November 12, 2006 with the charge of facilitating and overseeing the City's revitalization plan which includes: (1) facilitating the development of affordable housing - homeownership, rental and supportive services; (2) ensuring full employment for residents at a living wage or greater; (3) promoting commercial/economic development; and (4) improving safety and security in the area.



## **B: OPPORTUNITIES FOR SUCCESS**

### **1. Service Delivery**

- A. Job Creation and Development
- B. Crime Prevention and Security

### **2. Development**

- A. Implement Construction Projects
- B. Income Producing Joint Ventures / Partnerships
- C. Community Housing Development Organization - CHDO
- D. 15th Avenue Business District

### **3. Housing**

- A. Housing and Urban Development - HUD
- B. Foreclosure Education and Mitigation
- C. Choice Neighborhood - Public Housing

### **4. Grants / Partnerships**

- A. Housing and Urban Development - HUD
- B. Financial Institutions: Bank of America, Chase, CitiBank and Wells Fargo
- C. Florida International University - FIU
- D. University of Miami - UM



## **C: POTENTIAL INCOME STREAMS FOR 2011**

### **1. Grants**

- A. South Florida Workforce (SWF) - Job Training and Job Readiness
- B. HUD Certification
- C. Foreclosure and Credit Counselling
- D. Crime Prevention
- E. Partnerships with Local Community Based Organizations Serving the Liberty City Area.

### **2. Development**

- A. Land and Project Development Rights
- B. Sale of Real Property
- C. Foreclosure Counselling
- D. Real Estate Owned (REO) / Joint Venture Opportunities
- E. Property Grants on Distressed Property held by Financial Institutions

### **3. Property Management**

- A. Fee Income Housing Services
- B. Rental Income