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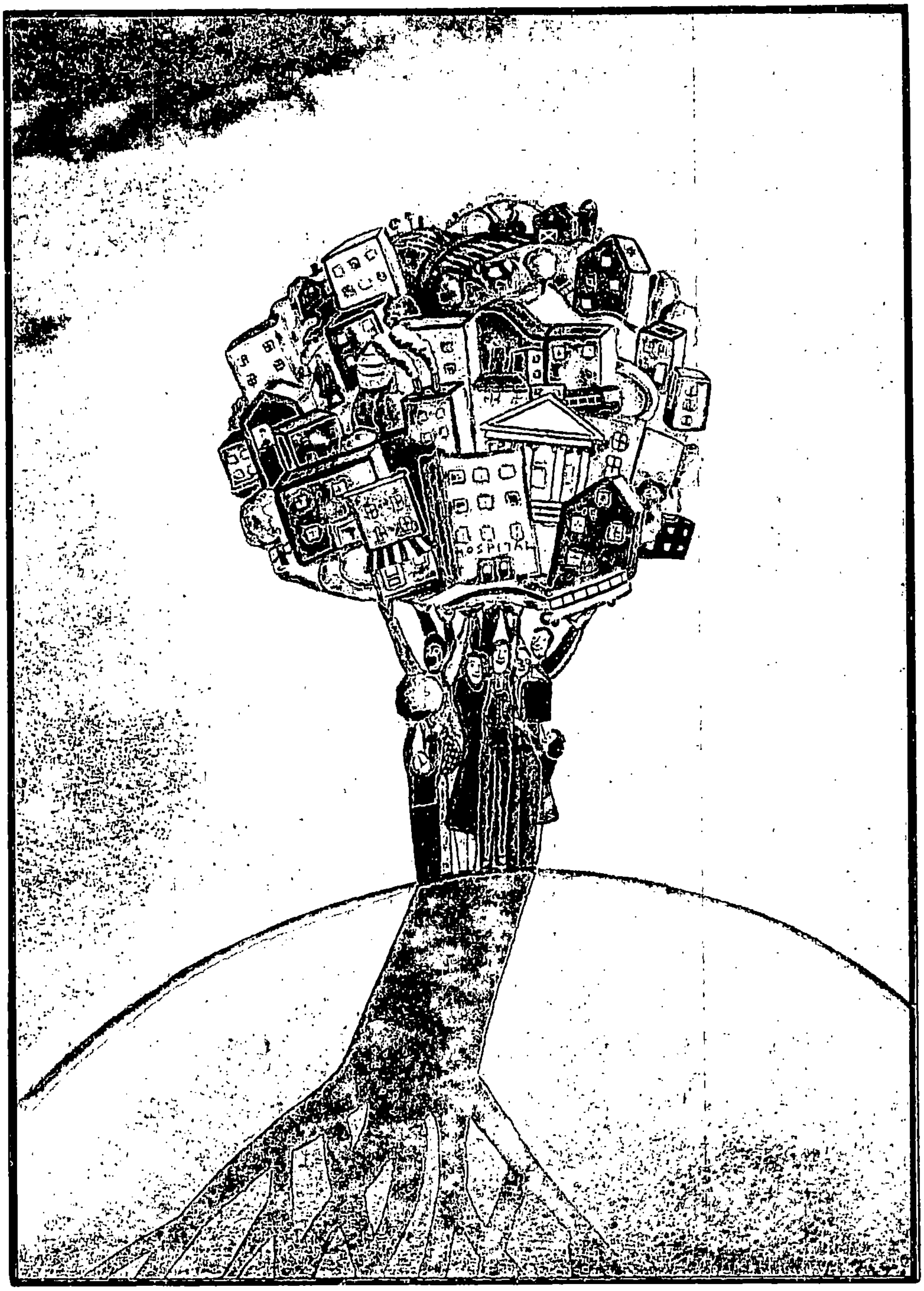

BUILDING COMMUNITIES: TOGETHER

EMPOWERMENT ZONES & ENTERPRISE COMMUNITIES

U.S. DEPARTMENT OF
HOUSING AND URBAN
DEVELOPMENT

Henry G. Cisneros, Secretary

U.S. DEPARTMENT OF
AGRICULTURE

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URBAN

EMPOWERMENT ZONES

AND

ENTERPRISE COMMUNITIES

STATE	URBAN EZs	URBAN ECs
ALABAMA	--	Birmingham
ALASKA	--	-- [None Eligible]
ARIZONA	--	Phoenix
ARKANSAS	--	Pulaski County
CALIFORNIA	Los Angeles (Supplemental EZ; no EC designation)	Los Angeles (South Central/Huntington Park)
	Oakland (Supplemental EZ)	San Diego
		San Francisco (Hunters Point)
COLORADO	--	Denver
CONNECTICUT	--	Bridgeport
		New Haven

STATE	URBAN EZs	URBAN ECs
DELAWARE	--	Wilmington
DISTRICT OF COLUMBIA	--	Washington
FLORIDA	--	Dade County/Miami
		Tampa
GEORGIA	Atlanta	Albany
HAWAII	--	-- [No Applicants]
IDAHO	--	-- [No Applicants]
ILLINOIS	Chicago	East St. Louis
		Springfield
INDIANA	--	Indianapolis
IOWA	--	Des Moines
KANSAS	Kansas City-Kansas City (Supplemental EZ)	--

STATE	URBAN EZs	URBAN ECs
KENTUCKY	--	Louisville
LOUISIANA	--	New Orleans
		Ouachita Parish
MAINE	--	-- [No Applicants]
MARYLAND	Baltimore	--
MASSACHUSETTS	Boston (Supplemental EZ)	Lowell
		Springfield
MICHIGAN	Detroit	Flint
		Muskegon
MINNESOTA	--	Minneapolis
		St. Paul
MISSISSIPPI	--	Jackson
MISSOURI	Kansas City-Kansas City (Supplemental EZ)	St. Louis
MONTANA	--	-- [No Applicants]

STATE	URBAN EZs	URBAN ECs
NEBRASKA	--	Omaha
NEVADA	--	Clark County/Las Vegas
NEW HAMPSHIRE	--	Manchester
NEW JERSEY	Camden-Philadelphia	Newark
NEW MEXICO	--	Albuquerque
NEW YORK	New York City	Albany
		Buffalo
		Newburgh-Kingston
		Rochester
NORTH CAROLINA	--	Charlotte
NORTH DAKOTA	--	-- [No Applicants]
OHIO	Cleveland (Supplemental EZ)	Akron
		Columbus

STATE	URBAN EZs	URBAN ECs
OKLAHOMA	--	Oklahoma City (EZ)
OREGON	--	Portland
PENNSYLVANIA	Philadelphia-Camden	Harrisburg
		Pittsburgh
RHODE ISLAND	--	Providence
SOUTH CAROLINA	--	Charleston
SOUTH DAKOTA	--	-- [No Applicants]
TENNESSEE	--	Memphis
		Nashville
TEXAS	Houston (Supplemental EZ)	Dallas
		El Paso
		San Antonio
		Waco
UTAH	--	Ogden
VERMONT	--	Burlington

STATE	URBAN EZs	URBAN ECs
VIRGINIA	--	Norfolk
WASHINGTON	--	Seattle
		Tacoma
WEST VIRGINIA	--	Huntington
WISCONSIN	--	Milwaukee
WYOMING	--	-- [No Applicants]
URBAN TOTALS:	**6 Statutory Zones**	**60 Enterprise Communities**
	6 Supplemental Zones (with 5 also designated ECs)	

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Divider Title: Alabama

BIRMINGHAM, AL
Enterprise Community

City Population: 253,237
EC Population: 16,766
EC Size: 3.2 square miles
Poverty Rate: in excess of 50%
Unemployment Rate: 21.3%
Education: 65% of EC residents have a high school diploma or less

OVERVIEW

The Birmingham Enterprise Community consists of four contiguous census tracts that include the West End and Smithfield communities. Birmingham has outlined an overall vision for the EC which contain the following key elements:

* Reducing poverty and unemployment
* Improving elements of fear and violence for residents of the community
* Eliminating drugs
* Stimulating efforts to "build community" and keep existing businesses
* Breaking down barriers between youth and adults, residential and business communities, and citizens and government to form a more cohesive neighborhood
* Building capacity of neighborhood organizations to increase organizational strength of the community

Specifically, a strategy for increasing economic opportunity in the EC is based on a network of new and expanded partnerships between residents, businesses and governments. The same community building process that increases economic opportunity will also improve delivery and availability of social services, increase housing stock, reduce crime, and improve the physical appearance of the community. The essence of the strategic plan is centered on three major goals:

I. Increase Resident Incomes

* Increase competitiveness of local work force through training

* Develop incentives to invest in the EC and to hire EC residents

* Increase residents' entrepreneurship

* Link residents to employers and jobs in the entire metropolitan area and region

II. **Increase Competitiveness of Neighborhood Businesses**

* Create secure spaces for business activity

* Improve access to community and metropolitan markets

* Improve distinctiveness to better identify business districts

* Reduce costs of doing business

III. **Increase Outside Investments**

* Create distinctive commercial and industrial districts

KEY ACTIVITIES

* **Increase resident entrepreneurship:** The creation of micro-lending programs for residents of the EC area

* **Reduce the cost of doing business:** The creation of Community Development Financial Institutions (CDFI) to assist in providing money for development in financially under-served areas

* **Create distinctive commercial and industrial districts:** The redevelopment of Five Points Shopping Center will include a new supermarket, entertainment and medical facilities and is projected to create 829 new jobs. The City has committed a $3 million CDBG "float" loan. Bank financing and private commitments are in place.

* **Deliver Job training:** Use of a Vocational Development Center to accomplish economic self-sufficiency for families in the EC through job and job readiness training, job search assistance, and counseling, physical fitness and health maintenance programs.

* **Increase public safety:** Operation in the EC of the locally-based federal Weed and Seed program, involving a joint agreement between the police department, as coordinating agency, and the prosecutor's office, the school system, and offices of family and juvenile services. In addition, the Police Athletic Team will expand activities throughout the EC like the Bicycle Patrol and the School Resources Officers program.

MAJOR PUBLIC SECTOR COMMITMENTS

<u>Governor's Office of Alabama:</u> Will allocate to the EC a minimum of 50% funding assistance from the Corporation for Community and

National Service and will place a priority on recruiting AmeriCorps participants residing in EC areas.

State Department of Mental Health and Mental Retardation: Will allocate $50,000 of block grant funds for the creation of new substance prevention programs in the EC.

Alabama Housing Finance Authority: Will provide technical assistance to both for-profit and non-profit developers, educational forums for lenders, and home ownership education seminars for new and potential homebuyers.

MAJOR PRIVATE SECTOR COMMITMENTS

Public Utility Companies: Alabama Power Co., South Central Bell

Financial Institutions: Birmingham Community Investment Partnership, AmSouth Bank, Citizens Federal Savings Bank

Educational Institutions and Agencies: Birmingham Public Schools, Birmingham-Southern College, Literacy Council of Central Alabama

General Business Organizations: Greater West End Merchant Association, Baptist Medical Center, Housing Authority of Birmingham

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Divider Title: Arizona

PHOENIX, AZ
Enterprise Community

CIty Population: 1,100,000
EC Population: 70,465
EC Size: 19.9 square miles
Poverty Rate: 48%
Unemployment Rate: 14.8%
Education: Only 40% of the EC population graduated from high school

OVERVIEW

While the city has a travel-poster image of beautiful resorts and lush golf courses, some areas of the city are anything but an oasis as crime, unemployment, and poverty are pervasive. Although faced with many of the same problems as older cities on the East Coast, Phoenix is dissimilar in that it has not experienced a population exodus.

The Phoenix EC target area is a highly distressed portion of the city. The area is bisected by a potentially hazardous, dry riverbed and is scarred by boarded-up buildings, graffiti, and abandoned, vacant property. Nearly 25 of the city's top 100 crime grids are located in the area. Some 4,000 housing units are vacant.

Phoenix believes the EC has the potential to become an oasis in the desert: a center of economic opportunity, environmental beauty, recreational amenities, and arts and entertainment. Much is currently being done to provide a foundation for change. For example the area is located adjacent to the expanding Sky Harbor International Airport and the Sky Harbor Center Industrial Park, which are expected to generate some 10,000 jobs over the next 10 years.

The city has adopted an overall concept of how to create new jobs and increase business opportunities through the development of three innovative "economic engines": creating an urban river park from the existing channelized dry river bed, expansion of the job market based upon NAFTA international business opportunities, and the continued expansion of the city's downtown restoration efforts. The EC plans include five main components:

* **Economic Development**
* **Public Safety**
* **Transportation, Infrastructure, and Transit Services**
* **Human Development**
* **Housing and Community Development**

KEY ACTIVITIES

Economic Development

* Matching existing jobs to skills and the creation of new higher wage employment opportunities for area residents.
* A Job Skills Facility will be established to house training, job development, and placement experts.
* Will locate at least one comprehensive training center within the EC boundaries. Job training, skills upgrading and job development/placement services will be provided
* A Small Business Community Financing Program to provide both working capital and fixed asset loans. These funds will be used to encourage business growth and enhance neighborhoods.
* Establish a "Self-Employment & Enterprise Development" (SEED) program to provide business training courses, individual business counseling, and both financial and technical assistance to micro-enterprises.

Public Safety

* Establish under the Juvenile Court System, an academic and counseling program targeted to court-ordered juveniles. Program would provide services for up to 50 youth and be funded for one year. The city believes a successful first year would result in the probability of obtaining continued funding from an outside source.

Transportation, Infrastructure, and Transit Services

* Establish the South Phoenix Transit Center.
* Provide specialized employment transit services to link EC residents to employment centers.

Human Development

* Establish two Family Resource Centers in neighborhood schools. Extended Head Start, pre-school and child care programs will be located on-site. After-school programs with an emphasis on prevention of drug abuse, life skills training, cultural diversity appreciation, and tutoring will also be available. Recreation programs will be available through the evening hours and weekends. There will also be adult education, training programs and workshops.

Housing and Community Development

* One focus of the Strategic Plan is the preservation and rehabilitation of existing housing stock. A lender financed, publicly assisted loan program will be available throughout the EC area. Plans include the provision of low-cost loans for the rehabilitation of some 300 existing housing units over a 5-year period.

* To achieve neighborhood reinvestment by residents, the city plans to construct some 100 new homes under the Homeowner Infill Development Program and Housing Reconstruction. LISC has committed $1.5 million which will fund an additional 150 homes over the 10 year period.

* Another focus is the provision of quality rental housing opportunities. The Strategic Plan links this component with the Crime Free Multi-Housing Program. It provides for 125 units to be rehabilitated. This program provides 50 percent matching deferred payment loans to existing rental property owners.

MAJOR PUBLIC SECTOR COMMITMENTS

City Capital Improvements: $140 million programmed over the next ten years to include educational and cultural facilities, family service center improvements, major street improvements, and the Downtown Transit Center.

MAJOR PRIVATE SECTOR COMMITMENTS

Training programs for first line supervisors, significant banking incentives and small business financing, property donations, and rental and homeownership housing opportunities

MAJOR NON-PROFIT SECTOR COMMITMENTS

Small business loans, infill housing development, employment and job training, housing rehabilitation, and crime reduction programs

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Divider Title: Arkansas

LITTLE ROCK, NORTH LITTLE ROCK, PULASKI COUNTY, AR
Enterprise Community

City Population: 175,795
EC Population: 47,870
EC Size: 18.6 square miles
Poverty Rate: 32%
Unemployment Rate: 11%
Education: Over 11,000 adults over 25 years of age have not finished high school.

OVERVIEW

The Little Rock Enterprise Community incorporates 19 census tracts on two sides of the Arkansas River. 15 of the census tracts are in Little Rock on the South side of the River and 4 are in North Little Rock on the north side of the River. These contiguous tracts were selected from the most needy of the tracts within the downtown areas of both cities.

The strategic planning process enabled both cities and the county to start working closer together to address problems of common interest. This is an important commitment by all parties and represents a new relationship significantly different from the past.

Through the strategic plan, Little Rock has designed a program that will build on current ongoing efforts in both cities, take into consideration the job markets in the surrounding community, and build on the skills of the residents in the EC communities.

The Little Rock area contains a number of assets including the following:

* An organized group of committed private sector volunteers
* A core governmental and financial services center that offers an employment base
* An expanding health services core including private hospitals, research institutes and a large federal veterans hospital
* Two major campuses of the State university system and three private, primarily African-American college campuses
* A major railroad repair facility, including the world's largest single site for locomotive overhaul.

The focus of the joint EC program is on:

* Upgrading family support
* Improving local mobility
* Raising the level of education
* Improving information on job availability
* Attracting new small businesses.

KEY ACTIVITIES:

Public Safety: Initiate a neighborhood crime watch program.

Small Business Support: Create a small business incubator program to provide space, training, and shared cost services for new businesses. This will probably be located in a vacant school building.

Educational Program: Pay a small stipend to the better students to tutor other students; provide a basic adult literacy program, since 11,000 of the adults over 25 years old have not finished high school;

Improve Neighborhood Mobility: Work with the local transit agency to improve local circulation through a variety of programs.

MAJOR PUBLIC SECTOR COMMITMENTS

<u>City Capital Budget:</u> State and local governments will provide funding, technical assistance and support to the EC program.

<u>Community Redevelopment Agency:</u> Six not-for-profit Community Development Corporations (CDCs) have been formed with volunteer help from the private sector to revitalize disadvantaged neighborhoods. The EC projects were designed to complement the ongoing CDC programs in the EC communities.

<u>Metropolitan Transit Authority:</u> The EC project will be working with the local transit agency to improve and expand transit services for residents in the EC community.

<u>Arkansas Department of Education</u>: Committed to connecting schools in the EZ/EC communities to Internet by December 1995.

MAJOR PRIVATE SECTOR COMMITMENTS

<u>Foundations and Banks and Local Agencies:</u> Private investors, local banks, the State of Arkansas and the cities of Little Rock and North Little Rock have committed millions of dollars to form six non-profit CDCs to revitalize disadvantaged neighborhoods.

<u>Arkansas Industrial Development Commission</u>: Will double the tax credits awarded to companies that locate a plant in EC area.

<u>Arkansas Development Finance Authority</u>: Preference to lenders in the EZ/EC communities under its Capital Access Program, which provides a loan loss reserve fund.

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Divider Title: California

LOS ANGELES, CA
Supplemental Empowerment Zone

City Population: 3,485,598
Zone Population: 198,703
Zone Size: 19.3 square miles
Poverty Rate: 40%
Unemployment Rate: 24.6%
Education: 62% of zone residents over age 25 lack a high school diploma

OVERVIEW

The Los Angeles Empowerment Zone encompasses the traditional industrial core of Los Angeles including the Downtown Alameda Corridor, the Historic Core, Central Avenue, Watts and Firestone. The nominated area consists of three noncontiguous parcels with a total of 41 census tracts.

The Zone follows the route of the Alameda transportation corridor which connects the major rail hubs and wholesale and manufacturing districts of downtown Los Angeles to the largest harbor ports of Los Angeles and Long Beach.

Through a strategic plan which targets the neighborhoods of greatest poverty coupled with the commercial industrial space of greatest promise, the Los Angeles EZ aims to:

* Improve and enhance the competitiveness of existing industries, safeguarding jobs and creating new opportunities

* Foster the development of emerging industries in transportation, health care and arts and entertainment

* Create a viable workforce by improving job training, child care and educational opportunities for residents

KEY ACTIVITIES

Small Business Support: Small business incubators to be designed to focus on disadvantaged youths and adults to provide skill training, transportation services and financial counseling in partnership with United Way and GTE.

Entrepreneurship Opportunity: UCLA and private foundations will provide a site in the empowerment zone to house manufacturing facilities for use in small business development.

Community Health Care: Drew Medical Center, LISC and several neighborhood associations will join in partnership to create community-based health services.

Job Training: Several training programs for zone residents, in particular, Mission College and North Valley Occupational Center will collaborate in providing training in graphic arts, computer assisted design, printing, fabric design and entrepreneurship in Pacoima.

MAJOR PUBLIC SECTOR COMMITMENTS

City Capital Budget: $461 million has been designated for infrastructure improvements including upgrading police and fire facilities, libraries, public buildings and recreational sites in the Empowerment Zone.

Community Redevelopment Agency: $91 million has been programmed for expenditure in the area's nominated Empowerment Zone and Enterprise Communities. Additional preference will be given to projects within the nominated EZ that target housing, commercial and industrial development, community facilities and transportation activities.

Metropolitan Transit Authority: $2.1 million for the Miriachi Plaza Music Academy and Transportation Training Center which will include a musical and cultural academy with job training at a planned metro stop in the Zone.

City and County: $1.8 billion in health services, youth programs, economic development, housing, cultural affairs, transportation, and recreation facilities for the Empowerment Zone and other proposed Enterprise Communities in Los Angeles County.

MAJOR PRIVATE SECTOR COMMITMENTS

Local Initiatives Support Corporation (LISC) : $2.54 million to be used in demonstration program to build a community-based health service economy in 2-4 low income neighborhoods. A total of $2.65 million in grants and loans have been raised to date to help Community Development Corporations expand community health services. The anticipated outcomes include not only an improved community health delivery system in the zone but also health related jobs.

Drew Medical Center: The Medical Center, in partnership with LISC and the Drew Economic Development Corporation, will develop a Preventative Medicine and Primary Care Center and will also provide $500,000 to expand medical services to community clinics.

Foundations and Banks: $4.2 million in the development of small businesses and capital ventures including a micro-business center, training facilities and employment opportunities.

Mission College: Mission College and North Valley Occupational Center will collaborate in providing training in graphic arts, computer assisted design, printing, fabric design and entrepreneurship. The college will also provide $200,000 for curriculum and related costs.

OAKLAND, CA
Enhanced Enterprise Community

City Population: 372,242
EC Population: 46,040
EC Size: 13.44 square miles

Poverty Rate: East Oakland: 44.7%; West Oakland: 55.3%; Fruitvale: 53.2%; San Antonio: 43.8%

Unemployment Rate: East Oakland: 15.2%; West Oakland: 20.3%; Fruitvale: 14.1%; San Antonio: 16%

Education: East Oakland: 45% of the EC population lack high school degree; West Oakland: 43.2%; Fruitvale/San Antonio: 50.2%

OVERVIEW

The Oakland Enterprise Community (EC) incorporates the neighborhoods of West Oakland, East Oakland, and Fruitvale/San Antonio. The EC target areas constitute 12.4% of Oakland's total population, but include nearly half of all Oakland residents living below the poverty level.

The strategic plan focuses on training and empowering residents to assume responsibility for their neighborhood's problems. EC programs will also provide opportunities for residents to succeed in today's job market. Oakland's three strategic themes are:

* Community Building - Community Building Teams of local residents will be employed by the EC; recreation, comprehensive health care, mentoring and after school programs will be established at each of the fourteen schools in the target area; an early warning system will be established with the Alameda County Department of Social Services to identify families in crisis or at-risk.

* Collaboration and Accountability - Community Councils will be provided with training, information, and support to identify community needs and develop solutions; furthermore, the Councils will be provided both the resources and the authority to implement and evaluate those solutions.

* Sustainable Development - Development in the Enterprise Community will center around four multidimensional concepts: economic development, historical/cultural development, social sustainability and environmental safety.

KEY ACTIVITIES

Community Building Teams: The program will hire and train local residents over a period of two years, providing them with work experience and marketable skills, while allowing them to participate in rebuilding their communities. In the second year, Community Building Teams will transfer to an Institution Building Team in the area of their vocational interest. Team areas will include school-based activities, family-building, neighborhood revitalization, public safety teams, sports and culture.

Anchor Projects:

Fruitvale Transit Village - Fruitvale BART (Bay Area Rapid Transit) station mixed-used development will include a health clinic, the Latin American Library branch, a community center, a senior services center, a Head Start center, retail shops and senior and family housing;

Seventh Street Revitalization - will revitalize West Oakland and provide retail space, entertainment and cultural facilities, and mixed income housing;

Electric Vehicle Conversion Facility - to be established as a joint public-private partnership, will begin as a conversion and maintenance facility for electric buses, but will be developed into a general purpose alternative energy vehicle conversion and maintenance depot;

Oakland Airport Aircraft Maintenance Facility - located within the East Oakland Target Area, will create 100-200 direct jobs;

Oakland Airport Gate Expansion - will produce 200 additional jobs within 5 years, for which preference will be given to EC residents.

Support for Entrepreneurship:

Entrepreneurship Training for 2,000 residents over the ten-year period of the EC.

Small-business Incubation - a number of the Community Building Team activities will be directly focused on creating small businesses that can be spun off to residents, including Food Purchasing Services, Intermodal Transportation Services, and Home Maintenance and Home Repair.

MAJOR PUBLIC SECTOR COMMITMENTS

Oakland Housing Authority: $25.5 million for physical renovation, building maintenance, social services, community services; $3 million for 5 FTE Community Police-OHA Police Force for 10 years.

Oakland Police Department: $2.4 million for 3 FTE Community Police Officers for 10 years; $620,301 for 3 FTE Police Cadets for 10 years; $517,230 for vehicle maintenance costs.

Port of Oakland: $20 million for estimated cost of aircraft maintenance facility; $30 million for estimated cost of airport gate expansion.

Oakland Unified School District: $2.5 million for expanded Social Work Case Management Programs in EC schools; $3.6 million estimated CHDP/EPSDT/MediCal Revenue from school clinics.

MAJOR PRIVATE SECTOR COMMITMENTS

East Oakland Youth Development Center/East Oakland Fighting Back: $12.5 million for social service programs: It Starts Now, Project Joy, Jamani, Social Work Case Management.

East Bay Community Recovery Project: $2.5 million for Lockwood Gardens Community Organizing Teams.

Spanish Speaking Unity Council: $12.4 million for Fruitvale Transit Village.

Fruitvale Collaborative: $2.5 million for community organizers.

Alameda County Child Health and Disability Prevention Services: $918,310 for volunteer dentist for school dental clinics

SOUTH CENTRAL-LOS ANGELES (HUNTINGTON PARK), CA

City Population: 3,485,398
EC Population: 198,993
EC Size: 12.6 square miles
Poverty Rate: 34%
Unemployment Rate: 15.7%
Education: 60% of the population 25 years of age and over does not have a high school diploma

OVERVIEW

The nominated area consists of three noncontiguous areas with 38 census tracts. Of the 38, 28 are in the city of Los Angeles, 1 is in Huntington Park, 7 are in the unincorporated county of Los Angeles and 2 are shared by the city of Huntington Park and Los Angeles county.

Building Together From The Ground Up is the EC's strategic plan for change. The specific goals, strategies and programs are organized around the following key criteria:

* Defining a Strategic Vision for Change - Community Based Organizations (CBOs), churches and Community Development Corporations (CDCs) are actively involved in planning cultural, commercial and industrial development projects; housing; youth programs; and child care/health services.

* Promoting Economic Opportunity - Job creation within and outside the EC and throughout the region provides the foundation for individual economic self-sufficiency and community revitalization. Economic development is part of a comprehensive strategy for human development and the physical revitalization of communities.

* Creating Sustainable Community Development - The plan builds on existing neighborhood strengths and seeks to reinforce neighborhoods as essential building blocks to successful revitalization. Issues addressed include: safe streets, secure housing, accessible human services, shopping, cultural activities and environmental matters.

* Enhancing Community-Based Partnerships - The plan builds on partnerships already in place and provides an ongoing program for developing necessary commitments.

KEY ACTIVITIES

* Promoting Economic Opportunity - Promoting local ownership and community-based economic development capacity; investing in neighborhood commercial revitalization; developing the workforce.

* Creating Sustainable Community Development - Promoting sustainable land use development; enhancing the transportation network; providing a clean and healthy environment; improving and expanding community facilities; improving the physical infrastructure.

* Enhancing Community-Based Partnerships - Increasing educational achievement (Los Angeles Alliance for Restructuring Now-LEARN); strengthening family support (over 100 community-based organizations participated in the plan); improving access to affordable housing (coalition of neighborhood developers).

MAJOR PUBLIC SECTOR COMMITMENTS

There is almost $1.8 billion in resources available to EZ/EC areas to leverage Social Services Block Grant funds in EZ/EC areas. The EC has an opportunity to apply for these funds.

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SAN DIEGO, CA

City Population: 1,110,549
EC Population: 109,094
EC Size: 9.2 square miles
Poverty Rate: 37.1%
Unemployment Rate: 13.7%
Education: 47.5% of residents in the zone lacks a high school degree or GED.

OVERVIEW

San Diego is located in the extreme south of California, near the border town of Tijuana, Mexico. It is the sixth largest city in the U.S. One of the major characteristics of San Diego is its explosive growth. The nominated area includes 12 of the oldest and poorest communities. In 1991, the defense industry was second to manufacturing in bringing outside funds into the local economy. Over the next five years defense expenditures are projected to further decline by as much as 20 to 30%. Twenty-eight thousand San Diego workers lost their job from 1991-1993.

San Diego's vision consists of economic opportunity through creating a positive climate for business, providing a catalyst for growth (through international trade, high technology, and infrastructure) and self sufficiency through education and skills development, strength in diversity, community-based partnerships and sustainable community development.

San Diego's assets are its proximity to the San Diego Bay, a "premier" freeway system and its regional accessibility, a newly revitalized downtown, convention center, airport and expanding park system.

KEY ACTIVITIES

Logan Heights Family Health Center, a non-profit community-based health center, plans to operate the "Prevention Through Preparation Project" using peer mentoring and education to prevent or reduce the use of drugs among youth and young mothers.

The MAAC Project involves the development of a counseling center in Logan Heights. The project is targeted training and securing employment for out-of-school youth and minorities.

The Barrio Station's "Project Embrace" also provides drug and substance abuse education and elimination of drug advertising graffiti.

The Golden Hill Community Development Corporation proposes to initiate the Golden Hill Home Health Academy which will provide job training and certification for zone residents in various home health care.

The City Heights Community Development Corporation (CDC) will implement a "Rebuild City Heights" program to clean-up the neighborhood, tree planting and zoning enforcement activities and provide business technical assistance. The City Heights CDC will work with the "Abandoned Housing Coalition" to target and clean up crack houses and other abandoned properties in the area.

The San Diego Youth and Community Services proposes to have 400 participants per year work to paint out graffiti and clean up the area; provide mentoring to 200 individuals per year and help place 150 individuals after job training.

ACCION International/ACCION San Diego will be established to lend over $3 million dollars to approximately 1400 business borrowers over the next five years.

The San Diego Community Foundation plans to work with eight local community development corporations and buy or build at least 700 affordable family apartments for rent to area residents. The Foundation will work with twelve area banks will help share loans to nonprofit developers.

The YMCA Childcare Resource Service will assist working or training parents by providing childcare. It will also operate substance and alcohol abuse programs.

PUBLIC SECTOR COMMITMENT

The budget provided by the City of San Diego indicates that it is willing to provide up to $928,000 annually and approximately $1,500,000 on one-time budget allocations to individual projects in the nominated area.

PRIVATE SECTOR COMMITMENTS

The budget provided indicates that the City of San Diego expects to receive approximately $575,000 in funding from private foundations and educational facilities.

SAN FRANCISCO, CA
Enterprise Community

City Population: 723,959
EC Population: 29,884
EC Size: 3.44 square miles

Poverty Rate: Bayview Hunters Point: 52%; Mission District: 40%; South of Market: NA; Visitacion Valley: 43%
Unemployment Rate: Bayview Hunters Point: 10%; Mission District: NA; South of Market: NA; Visitacion Valley: NA
Education: Bayview Hunters Point: 72% of the population does not have a high school degree; Mission District: 82%; South of Market: NA; Visitacion Valley: NA

OVERVIEW

The San Francisco Enterprise Community includes portions of the City which incorporate the neighborhoods of Bayview Hunters Point, Mission District, South of Market, and Visitacion Valley.

The needs, visions and perceptions of the individual neighborhoods are reflected in the strategic plans which are blueprints for rebuilding distressed inner-city communities by creating jobs and economic opportunities. Key goals include the following:

* Strengthen capacity within local community-based organizations

* Create new partnerships

* Establish a framework for sustainable revitalization

KEY ACTIVITIES

* Re-Use of Hunters Point Shipyard: Local Hiring and Training Program.

* Integration of Public Housing and Social Services: supports a partnership among San Francisco Housing Authority, public housing project residents, and community service agencies to provide employment and social services directly on-site.

* Public Housing Resident Self-Employment Training.

* Teen Center and Empowerment Project: provides after-school programs including job readiness training, job development, employment referral services, and support services to South of Market youth and their families.

* Youth Employment for Sustainable Economic Development: trains and places Mission District low-income youth into

rehabilitating low-income housing, creating community centers, building neighborhood parks, and operating anti-crime youth patrols.

* Healthy Families Educational Programs: supports programs that provide on-going classes in child development and parenting, conflict resolution and problem solving to prevent violence.

MAJOR PUBLIC SECTOR COMMITMENTS

City Capital Budget: $108 million for various improvements and programs within the EC.

MAJOR PRIVATE SECTOR COMMITMENTS

Economic Opportunity Council: $11 million for Head Start, Child Care, Emergency Food Assistance, and programs for the homeless.

Local Initiatives Support Corporation: $3 million to be used in health care development.

Northern California Community Loan Fund: Will consider specific loan requests for over $2 million in capital for qualifying projects.

Low Income Housing Fund: Will consider specific loan requests for its Bay Area Community Lending Pool (capitalized at $9 million) and Revolving Loan Fund (capitalized at $24 million).

Keystone Community Ventures: $100,000 in unsecured loans for EC projects that meet its eligibility requirements.

Corporation for Supportive Housing: Part-time staff person for one full year to assist with implementation of EC strategic plans.

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Divider Title: Colorado

DENVER, CO
Enterprise Community

City Population: 467,610
EC Population: 45,956
EC Size: 11.23 square miles
Poverty Rate: 45.3%
Unemployment Rate: 16.4%
Education: 55.8% of the area residents does not have a high school degree

OVERVIEW

The proposed area includes two non-contiguous parcels, composed of 15 census tracts. The zone communities consist of the city's Northeast quadrant, including the neighborhoods of Globerville, Five Points, Cole, Clayton, Skyland, Whittier, and Highlands census tracts. The second zone community consists of the city's West and Southwest quadrants--which includes La Alma/Lincoln Park, Sunvalley, Valverde, and Westwood census tracts.

The city is faced with a tremendous challenge and opportunity with the recent closure of Lowry Air Force Base. This urban base closure will be the first of its kind in the country, with significant negative impacts. The Denver area will lose over 6,000 jobs and $62 million in annual base spending to the Denver economy.

The Denver vision stresses a city that cares and shares with compassion and equity and will give priority to educational excellence based on the belief that quality education is the centerstone of any city's spirit and capacity to progress. The basic theme of the comprehensive plan is organized around 10 core goals essential to maintaining and improving Denver's quality of life. They are:

* Stimulate the local economy
* Beautify the city and preserve its history
* Protect, enhance and integrate a city of neighborhoods
* Educate all of Denver's residents with excellence
* Address the environmental issue--clean the air now
* Meet expanding transportation needs
* Help the disadvantaged help themselves (self-sufficiency)
* Revise land-use controls--streamline procedures
* Celebrate the city's arts, culture and ethnic diversity
* Share resources and responsibilities in the metropolitan areas

KEY ACTIVITIES

There are 12 specific program activities:

* Traveling social services teams
* Teen parent programs
* K-12 parenting education programs in the public sector
* Reformation of the Title XX child care delivery system
* Develop additional child care centers in high schools, and housing authority facilities (Family Investment Centers)
* Develop job training programs tailored for existing businesses or newly created businesses
* Develop a family and children resource center
* Expand upon existing and/or develop new pregnancy prevention programs
* Develop new, and expand existing, dropout prevention programs based on the "Cities In Schools" model (to address issues that fuel the dropout rate)
* Expand the school-based health clinics efforts
* Develop additional distribution sites for supplemental food programs, and expand outreach efforts
* Expand and develop new substance abuse programs

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Divider Title: Connecticut

BRIDGEPORT, CT
Enterprise Community

City Population: 141,686
Zone Population: 32,686
Zone Size: 8.31 Square Miles
Poverty Rate: 36.2%
Unemployment Rate: 11.3%

OVERVIEW

Throughout the 1980's, Bridgeport experienced a steady shrinking of its economic base. In 1988, the City experienced total economic crisis. The State of Connecticut was forced to intercede and establish a financial review board to oversee the City's fiscal affairs. Over the last several years, community and business leaders have taken steps to reform the local government and rebuild the local economy. However, the recession, in general, and crash in local real estate values, in particular, have created a new crisis for Bridgeport.

The City of Bridgeport and the Community Empowerment Task Force jointly submitted its application. Implementation of the plan will be the responsibility of the Community Collaborative for Bridgeport (CCB), a nonpartisan permanent governance structure created by the City. The CCB will be the recipient of EC funds.

The framework for the City's proposal includes:

* Creating capital access for small businesses, including arts and entertainment.

* Establishing an "Information Infrastructure".

* Encouraging community-based planning and citizen empowerment.

KEY ACTIVITIES

* The Bridgeport Economic Development Corporation (BEDCO) will develop an accessible network of business assistance and access to capital for small businesses through the Bridgeport Outreach Center Network. The goal is to have this network provide assistance to more than 400 businesses, secure financing for 90 businesses, and produce 500 jobs annually. Funding comes from a mixture of private resources and federal Social Services Block Grant (SSBG) funds.

* Bridgeport will create an advanced "information superhighway" that is available to every resident of the Enterprise Community. The goal is to have community institutions, all school-age children, and 20 percent of the adults in the community use the network regularly by 1998. Potential uses for community organizations include: job

banks, catalog of training and educational opportunities, local government activity information, forums for electronic participation, on-line help services and information banks on housing and social services. The network will also link health care delivery centers to share information within the bounds of confidentiality.

* The City is creating a new governance structure to empower neighborhood residents. The Community Collaborative of Bridgeport (CCB), a nonpartisan permanent governance structure will be the direct recipient of EC funds. A series of Community Action Councils (CACs) will be created to develop neighborhood comprehensive plans to guide city-wide planning. The Council will be codified in the City's ordinances as a nonpartisan organization responsible for addressing neighborhood concerns; advocating for improvements and funding for projects; making recommendations about community-wide issues such as zoning, liquor licenses, police and fire protection, and other issues that affect the quality of life; and conducting comprehensive community planning.

* Bridgeport will create five community development corporations (CDCs) by the year 2000 with support from 12 corporations in 1995 and 25 by 1996.

MAJOR PUBLIC AND PRIVATE SECTOR COMMITMENTS

Bridgeport's application includes letters of support and several compacts signed by members of local organizations on particular issues. Specifically, there is a compact of support for developing the Communication Network (BridgeNet), and establishing the Business Assistance and Capital Access support network. Each of these compacts are signed by representatives of relevant city agencies, business leaders, community-based social service organizations, education institutions and others.

NEW HAVEN, CT
Enterprise Community

City Population: 130,474
EC Population: 49,829
EC Size: 5.1 square miles
Poverty Rate: 33.7% (City: 21%)
Unemployment Rate: 12.5%

OVERVIEW

New Haven is a gateway city sitting at the intersection of Interstate Highways 91 and 95 which provide access to New England, Canada and the entire Eastern seaboard. The New Haven Enterprise Community consists of ten City Census Tracts with the highest poverty rates located in 3 non-contiguous areas covering parts of 6 neighborhoods: Dixwell, Dwight, Fair Haven, Hill, Newhallville, and West Rock.

The strategic plan has two primary goals:

* **Economic Development and Jobs**: Economic opportunity defined as full employment for all residents, in jobs with living wages and opportunities for advancement;

* **Sustainable Community Development:** Strengthening neighborhoods and reducing isolation and the concentration of poverty by providing safe streets, increasing housing quality and choice, improving social service delivery and neighborhood environments.

KEY ACTIVITIES

* A center for biotechnology and biomedical industries in which 3,000 to 5,000 jobs would be created over 5 years;
* $10M from a major bank under consideration for mixed use housing/commercial development in Fair Haven;
* $987K in SSBG funds over 3 years budgeted for empowerment/capacity building: REAP staff, technical assistance, training, etc.
* working plans for city-wide and regional economic integration;
* in-community computer network to enhance service delivery and human development;
* partnership with NASA on technology transfer initiative;
* positive youth development strategies including Youth Advisory Councils charged with developing consolidated plans for youth development, neighborhood social and recreational opportunities, community service, re-entry programs for juvenile offenders, and employment initiatives.

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Divider Title: Delaware

WILMINGTON, DELAWARE
Enterprise Community

City Population: 74,000
EC Population: 19,361
EC Zone Size: 3.1 square miles
Poverty Rate: 31.3%
Unemployment Rate: 12.4%

OVERVIEW

The City of Wilmington, the main center of economic activity in the State of Delaware, is situated in New Castle County (the most northern and prosperous part of the State). The County is strategically located half way between New York City and Washington, DC and has excellent access to the various transportation networks of the eastern seaboard. It has a reasonably strong economic base, based primarily on the financial services, chemical and tourism industry.

The strategic plan targets neighborhoods immediately surrounding the downtown area and is characterized by high levels of poverty and associated inner city problems. It accounts for 40% of the city's area and includes 28% of its residents, who have not shared in the city's economic growth. Over one-fifth of the EC households receive public assistance. Three-quarters of the total births between 1989-1991 were to single mothers.

Wilmington's strategic plan is anchored by four main themes:

* Economic Development - To increase and enhance new business development. The cornerstone of the initiative is the development of a convention center.

* Job Preparation and Education - To ensure target residents have the education and life skills to successfully compete for jobs..

* Strong Families - To develop the self-discipline necessary to get jobs and set an example of living responsibly.

* Supportive Communities - To support residents and provide clean and safe environments which includes effective community policing.

KEY ACTIVITIES:

Job Growth - Commitment for 5,000 jobs include 1,100 from Beneficial Corporation; 140 from American Express Centurion Bank; 1,700 from DuPont; and 2,000 from MBNA.

Family Support - Proposals include Welfare Reform; Family Centers, Partnership Council DE Helpline, Agency Coordination, PATCH Program HIV Prevention, Early Intervention, School Health Center.

Housing - Preserve existing housing stock in joint effort with collaborating agencies; new construction and reuse of vacant building; expand and create renter and homebuyer counseling and training programs; and coordinate housing agencies for promotion of affordable housing.

Transportation - Proposals include Trolley shuttle; Christina Riverwalk; Amtrak Station; 4 Intersections; Handicapped Ramps; Pothole Patcher; Resurface alleys.

MAJOR COMMITMENTS

City Operating Budget: City/State funding for early childhood development, homelessness, senior citizens, and youth.

Transportation infrastructure improvements and additional services.

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Divider Title: District of Columbia

WASHINGTON, DC
Enterprise Community

City Population: 606,900
EC Population: 60,535
EC Size: 5.9 square miles
Poverty Rate: 34.9%
Education: 50% of residents lack a high school diploma

OVERVIEW

The Washington, DC Enterprise Community contains twenty census tracts that are just under 10% of the city population and are areas of pervasive poverty, unemployment and general distress. The median income is approximately one-half the District average; a person in the EC is at least twice as likely to be eligible for AFDC, Medicaid, or food stamps as the District average; and a person in the EC is almost twice as likely to be the victim of a violent crime as the District average.

EC activities will focus on the following areas:

* Business and Economic Development
* Public Safety
* Education and Employment Training
* Social Services and Health Care
* Housing & Community Development
* Transportation & Environment

KEY ACTIVITIES

Business and Economic Development

* One Stop Capital Shop -- Coordination and monitoring various technical service providers, services, and financing to the small business community.

* CDC Equity Fund -- Community Development Corporations in the targeted area will be provided with a source of equity capital that can be used for real estate acquisition, pre-development activities and business investment to increase the number and size of commercial development projects that these CDCs will undertake in their service area.

* Small Business HMO -- Will make legal, accounting, and other business development professionals and services

available to the small business community at below market rates.

Public Safety

* Youth Initiatives -- The Office of Youth Initiatives will establish a new "Turning Points" Center at Terrell Jr. High School in the Shaw neighborhood. Turning Points is a school-based program for children aged 10-14 aimed at increasing self-esteem by linking recreation, education, health, mental health, and family support services toward the development of socially responsible values and behavior.

Education and Employment Training Services

* Career Systems -- Creating a competitive market-based employment and training system specifically tailored for EC residents to make them competitive in pursuing and obtaining employment opportunities throughout the Washington, D.C. area.

Social Services and Health Care

* LifeSkills Development Network -- This Demonstration Project will develop an EC area-wide plan for the eventual operation of a new computer network that ties city service agencies, community-based organizations, non-profit service providers, and community development corporations together and gives consumers greater access to publicly and privately provided services.

Housing & Community Development

* Affordable Housing -- Funding provided to community-based non-profit organizations to help them develop training programs, workshops and general counseling on the homebuying process, financial planning and credit management, general housing choices, fair housing and District/Federal/non-profit/private housing support programs.

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Divider Title: Florida

MIAMI METRO-DADE, FL
Enterprise Community

City Population: 358,548
EC Population: 49,616
EC Size: 13.1 square miles
Poverty Rate: 45%
Unemployment Rate: 13%
Education: 63% of adults in the EC have not completed high school.

OVERVIEW

The Miami Metro-Dade Enterprise Community (EC) incorporates census tracts in three non-contiguous Dade County locations: Miami, Liberty City, and Homestead/Florida City. The overall distress in this area has been exacerbated by the devastation caused by Hurricane Andrew and the closing of Homestead Air Force Base.

The strategic plan is a comprehensive, coordinated approach that focuses on the greatest potential economic opportunities within the County, while building on existing strengths and a limited number of proven programs. The Miami Metro-Dade plan is bolstered by a partnership among residents, community-based organizations, public and private service institutions, Federal, State and local governments, business, labor unions, and educators. Following are some primary goals of the Miami Metro-Dade EC:

* The City will focus investment in programs which provide individuals opportunities for economic lift instead of programs that seek to alleviate the negative effects of poverty.

* The creation of a Job and Business Core in the central parcel to link the Airport to the Seaport, as well as the Medical Complex and the Central Business District will occur. This will also link the distressed communities of Melrose/Allapattah, Overtown, Wynwood, and Little Havana in an EC.

* Streamlining, improving and promoting the job training and placement efforts of public and private institutions throughout the County.

KEY ACTIVITIES

* **Economic Growth:** The creation of 77,355 jobs through the expansion of the Miami National Airport, initiatives to increase tourism at the Port of Miami,

and the creation of a Medical Center Complex and a Central Business District.

* **Transportation Needs:** Construction of East-West Rail line and intermodal centers downtown and at the airport and the construction of high speed train lines connecting Orlando, the airport, and downtown. The South Dade Metrorail line to Florida City will provide essential linkages to residents of South Dade, Metro-Miami and the redevelopment of Homestead Air Force Base.

* **Homestead Air Force Base Re-Use Plan:** World Teleconferencing Center and "smart" buildings to capitalize on trend of outsourcing data processing and telecommunications operations to reduce operating costs. Dual military/civilian aviation operations, including general aviation and related job training through a relocated branch of Miami Dade Community College.

* **Public Safety:** Expansion of the existing community policing activities (Neighborhood resource Officers attached to neighborhood Enhancement Team officers for 2 instead of 1 shift per day; expansion in the number and capability of on-broad computer terminals in police Drew Medical Center, LISC and several neighborhood associations will join vehicles.)

MAJOR PUBLIC SECTOR COMMITMENTS

<u>Metro-Dade Multi-Purpose Revolving Loan Fund</u>- $1.9 million revolving loan fund providing up to $100,000 financing.

<u>State Match to Federal Empowerment Grant</u>- $5 million to allow for additional overlay of tax incentives.

<u>EDA Grant-</u> $1 million grant secured to build a customized Computer Integrated Manufacturing Training and a demonstration site for new technologies developed for the apparel industry.

MAJOR PRIVATE SECTOR COMMITMENTS

<u>Tacolcy Economic Development Corporation, East Little Havana Community Development Corporation, Anne E. Casey Foundation</u>: $3 million commitment over the next four years granted to the State for the implementation of a mental health initiative for urban children to devise new ways of delivering mental health services to children and families in low-income neighborhoods.

<u>PIC Network of 48 service providers</u>: $36 million for a comprehensive individualized education and training for

unemployed low income people in the EC.

<u>March of Dimes and University of Miami Medical School</u>: $3.7 million initiative for universal access to primary health care for children and pregnant mothers in the EC to be provided through two mobile care units.

TAMPA, FL
Enterprise Community

City Population: 280,015
EC Population: 49,591
EC Size: 11.8 square miles
Poverty Rate: 47%
Unemployment Rate: 15.2%

OVERVIEW

The Tampa Enterprise Community is comprised of some of the most distressed portions of Tampa and Hillsborough County and includes Tampa's present State Enterprise Zone. The Enterprise Community has suffered a loss of over 12,700 persons, a loss of 1,800 housing units, and an increase of poverty levels from 42% to 47% between 1970 and 1990. Seventy percent of the children in the nominated area live in poverty. There are seven neighborhoods within the nominated area: Sulphur Springs/Riverview Terrace, West Tampa, Tampa Heights, N. Tampa Heights, Ybor City, Belmont/Jackson Heights, and Palmetto Beach.

Through a strategic plan which targets the neighborhood, the City of Tampa's Enterprise Community is committed to do the following:

* Provide employment through job creation and the development of new businesses.

* Provide training primarily on skills that will provide permanent jobs and offer upward mobility to the residents.

* Provide teenage pregnancy prevention programs.

* Provide programs for affordable housing, education, juvenile delinquency, substance abuse, neighborhood revitalization, public safety, household violence, density reduction in public housing, child care and health care.

KEY ACTIVITIES

Tampa-Hillsborough Community Development Corporation: Design ventures which create jobs and business development opportunities for the target population.

Tampa Hillsborough Action Plan - Development of a 12 store shopping center which will provide the following services: housing, medical treatment, employment and training, drug prevention, family enrichment, after school tutoring, and AIDS management.

Tampa Urban League - Train economically disadvantaged or

Tampa Urban League - Train economically disadvantaged, dislocated workers and teach marketable skills to residents who could not afford otherwise to learn these skills.

Lee Davis Community - Provide comprehensive and technical assistance in community outreach services to the EC community.

MAJOR PUBLIC SECTOR COMMITMENTS

State of Florida: $500,000 as a State designated Enterprise Zone to support the following programs and organizations: National Council Negro Women, Suncoast Girl Scouts, Big Brothers/Big Sisters of Greater Tampa, The Center for Women-Senior Home Improvement, Tampa Urban League - Black Family Life Enhancement Program, the Center for Women Project Recovery; $200,000 for Community Development Council and Tampa Hillsborough Action Plan.

Hillsborough County: Over $190,000 for Project Link, Inc. and Tampa Hillsborough Action Plan.

MAJOR PRIVATE SECTOR COMMITMENTS

Consortium of Banks: $2,700,000 for commercial loan pool.

Children's Board and Business Partners: $300,000 for Palmetto Beach Community Center

West Central Golden Svc.: $37,000 for Grandparents and Senior Companion Program.

Tampa Bay Black Business Corp.: $200,000

The Spring of Tampa: $1,572,879 from various sources for numerous activities.

Neighborhood Clean Up and Youth Development: $837,344 from multiple sources.

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Divider Title: Georgia

ALBANY, GA
Enterprise Community

City Population: 78,122
EC Population: 39,905
EC Size: 19.8 square miles
Poverty Rate: 40.2%
Unemployment Rate: 17%
Education: 49% of EC residents lack a high school education

OVERVIEW

Albany is the principal metropolitan area in Southwest Georgia. The city and county suffered from the loss of several manufacturing plants in the late 1980's, including 2,500 manufacturing jobs. The Enterprise Community is located in the center of the city and contains its poorest areas.

Albany's top priority items for the target area from its Strategic Plan are as follows:

* Improve and enhance job growth areas such as the medical, retail sales, agricultural production, research and processing industries.
* Improve education in the community.
* Improve health and human services in the community.

KEY ACTIVITIES

Job Growth - Low interest loans, micro-business support, counseling and One-Stop Capital Shop to "re-energize" commercial areas.

Education - Community to become a "Certified Literate Community" and a community that has received comprehensive training in cultural diversity." Community to provide internships/apprenticeships for youth, leadership programs and drug/violence free schools.

Health and Human Services - Stabilize neighborhoods with good housing, self-help programs, improved infrastructure, parks and recreation centers and community-oriented policing. The vision statement calls for reduced juvenile and domestic crime, empowered families and training in parenting skills.

MAJOR PUBLIC SECTOR COMMITMENTS

<u>City Operating Budget</u>: $400,000 to renovate Civic Center, expand marketing efforts, provide Youth Fair chance and Youthbuild training programs.

<u>Public Housing</u>: $2,000,000 for 30 public housing units.

<u>City/County:</u> $39,508,000 for a variety of infrastructure, transportation, law enforcement, youth, economic development, and recreation projects.

MAJOR PRIVATE SECTOR COMMITMENTS

Over $11 million from a variety of sources for construction of affordable housing, creation of a homeownership program, housing development on vacant lots, and other projects.

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Divider Title: Illinois

CHICAGO, IL
Empowerment Zone

City Population: 2,800,000
Zone Population: 199,938
Zone Size: 14.33 square miles
Poverty Rate: 49.9%
Unemployment Rate: 25%
Education: 56% of Zone residents over age 25 lack a high school diploma.

OVERVIEW

The City of Chicago has approximately 1,120,000 people or 40% of its population that reside in areas that meet the poverty criteria for inclusion in the Empowerment Zone. The City has selected 96 census tracts with 200,000 residents in three areas, identified as West Cluster, Pilsen/Little Village Cluster and South Cluster, as the Empowerment Zone. The West and South Clusters are predominately African-American and contain many public housing projects as well as areas that were devastated by riots in 1968 after the death of Dr. Martin Luther King, Jr. The Pilsen/Little Village Cluster is 86% Hispanic and the area serves as a port of entry for newly arrived immigrants.

The Zone contains many assets including: a strong transportation system, first-rate medical facilities, colleges and universities, sports and cultural facilities, parks, recreational facilities, abundant industrial and commercial land on which to build, dedicated and talented residents, community based organizations with historic involvement in their communities, and three major highways and industrial corridors.

The City has identified two major goals for the Zone: 1) Alleviating poverty, creating economic opportunities and enabling low-income residents to seize these opportunities, achieve self-sufficiency and build sustainable communities; and 2) Reinventing government by fundamentally changing the way Federal, State, county, and city governments interact with their constituents, especially low-income citizens.

Chicago has developed seven key strategic initiatives which will become the building blocks for a systematic approach to fulfilling these goals:

* Human and Organizational Capacity
* Linking Health and Human Services
* Public Safety
* Economic Empowerment
* Development of Affordable and Accessible Housing
* Building on Cultural Diversity as a Critical Asset
* Youth Futures

KEY ACTIVITIES

Chicago has devised a number of strategies for economic empowerment, including:

Financial Development -- Creating new subsidized guaranteed loan programs for small business and microenterprises.

Neighborhood Enterprises -- Creating new "green businesses" from clean-up efforts including the development of small firms which use recycled materials or make energy-efficient products.

Job Development -- Training community residents for employment opportunities and develop hiring agreements with labor unions.

Land and Capital Improvement -- Removing refuse and chemical contamination from vacant lots and abandoned buildings to aid redevelopment efforts.

Regional and Metropolitan Economic Integration -- Increasing the productivity and global competitiveness of the regional manufacturing base through the Chicago Manufacturing Technology Extension Center, which coordinates State, regional and national resources.

MAJOR PUBLIC SECTOR COMMITMENTS

<u>City of Chicago:</u> Issuance of general obligation bonds to construct capital improvements; provision of high impact tax suspension or tax credits for local businesses locating in Zone; and creation of Tax Increment Financing District.

<u>State of Illinois:</u> $50 million set-aside that will be divided among the successful Empowerment Zone and Enterprise Community applicants over a ten year period; the State also proposes set-asides for State programs to assist EZ/EC communities.

<u>Department of Transportation:</u> $325 million previously committed for the improvement of the Green Subway line.

MAJOR PRIVATE SECTOR COMMITMENTS

<u>Lenders Underwriting Community:</u> Eight banks have pledged over $1 billion for affordable and accessible housing loans.

<u>Neighborhood Business Assistance Service (NBAS):</u> $5 million over five years by helping increase the access to capital, credit, and technical assistance for neighborhood based small businesses. The initiative, led by Chicago's banks, non-profit lenders,

public agencies and technical assistance providers, will coordinate the services of existing financial services to create a simpler system of referral by outreach staff. NBAS will establish a neighborhood-focused outreach and delivery system for accomplishing these activities.

Local Initiative Support Corporation (LISC): Nearly $48 million in loans, grants, and equity for community development corporations and their projects in the Empowerment Zone.

Crane Carton Company: Located in the proposed Empowerment Zone, the Company has spent $9,900,000 to renovate a building and buy new equipment and is planning to spend another $3,100,000 to expand and modernize their operation. Crane Carton Company will be working with The Greater North Pulaski Development Corporation in implementing a school to work program, having employees serve on advisory boards, and offering internships to students.

EAST ST. LOUIS, IL
Enterprise Community

City Population: 40,944
EC Population: 41,998
EC Size: 16.3 square miles
Poverty Rate: 44%
Unemployment Rate: 24.6%
Education: 44% of the EC population has no high school diploma

OVERVIEW

The City of East St. Louis is centrally located to many of the nation's population centers, economic hubs, and transportation systems. The City is located on the Mississippi River directly across from St. Louis, Missouri, in western St. Clair County. The major urban centers of Chicago, Indianapolis, Cincinnati, Memphis, and Kansas City lie within a 300-mile radius.

East St. Louis was once a center of economic activity with an abundance of jobs in labor intensive industries like meat packing, railroading, and chemicals; however, it now has a shortage of employment opportunities. Due to the death of economic activities, the City's tax base has declined and property tax revenues cannot support the costs of basic municipal services.

In 1950, East St. Louis had over 80,000 residents. Today, its population is 40,944 which has declined by 25% since 1980. The population decline is the result of racial flight and the loss of 13,00 jobs between 1960-1987. The median income of the remaining population is $12,627 and nearly 60% of the population receives public assistance.

The strategic plan for the Enterprise Community is organized focuses on infrastructure repair and redevelopment. East St. Louis states that the repair and eventual redevelopment of the deteriorated infrastructure of the communities will provide both the opportunity for rebuilding the entire economic foundation of the area and will, itself, generate thousands of good construction trades jobs.

KEY ACTIVITIES

Master Plan Development and Revitalization: Correct existing problems that constitute health and safety emergencies, like unsanitary sewers; hazardous roadways; faulty water and utility systems; and deteriorated public buildings. East St. Louis proposes to become a national revitalization test in partnership with public and private entities. These partners include some of the largest engineering companies, federal agencies and its own citizens.

Job Training: State Community College will offer several training programs for residents. Courses will be offered in Facilities Management, transportation systems management, and environmental studies. Some of the course work has been developed by the American Society of Quality Control.

PUBLIC/PRIVATE SECTOR COMMITMENTS

Federal Social Services Block Grant (SSBG) funding awarded to the EC will be matched with Federal Community Development Block Grant (CDBG) funds and State Motor Fuel funds to address the immediate needs and other infrastructure problems. Tax Increment Financing and local private funds are also projected as available for EC activities.

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Divider Title: Indiana

INDIANAPOLIS, IN
Enterprise Community

City Population: 797,159 (Marion County)
EC Population: 71,798
EC Size: 12.2 Square Miles
Poverty Rate: 34.7%
Education: 30% of residents lack a high school diploma

OVERVIEW

The Indianapolis EC plan addresses the problems of an impoverished area representing 3% of the Marion County land mass where half the census tracts have a poverty rate exceeding 35%. Six non-profit community-based organizations, with strong community ties and commitments to community input and support, have combined to develop and implement a revitalization strategy. Emphasis is placed on economic opportunity featuring the recruitment of new commercial enterprises, encouragement for EC residents to become entrepreneurs, and a focus on firms that offer family-wage incomes.

The establishment of a community development financial institution to extend credit along with a technical assistance operation for businesses are important ingredients in this strategy. Further insurance of success is offered through workforce skill enhancements for EC residents. Beyond business and job creation, the six community organizations plan to rely upon partnerships with existing service providers to insure a well rounded revitalization approach which will include social services and human development.

KEY ACTIVITIES

Public Safety: Crime reduction will be targeted through introduction of community policing and the creation of an innovative street lighting endowment fund to literally light up the EC for added security.

Human Investment, Employment, and Access to Jobs: EC residents will be encouraged to increase and improve their education and training investments to overcome the low income and high unemployment among EC residents. The program will feature a creative pay-back by the trained residents from their enhanced salaries to create a revolving fund to fund future trainees.

Capital and Enterprise Development: This will be carried out by increasing loan loss reserves for EC businesses; through the establishment of a technology park for medical-related firms in close proximity to the major Indianapolis medical supplies industry; and through the creation of a community development financial institution which extends credit to EC entrepreneurs.

Housing: To increase home ownership opportunities, an EC Housing Trust Fund will be created to establish homeownership accounts for down payments, thus allowing current renters to buy. Contributions to the fund will be by Community Development Corporations, in behalf of their renters, in exchange for job attendance, rent payment, and in-kind services of the renter. Also the creation Housing Tax Increment District for financing housing will be explored as a means of funding home improvements for low income EC residents.

MAJOR PUBLIC SECTOR COMMITMENTS

Capital and Enterprise Development: The plan calls for obtaining $3 million from the State Capital Access Program (CAP) to assist new enterprises in the EC.

MAJOR PRIVATE SECTOR COMMITMENTS

Capital and Enterprise Development: $16,000,000 in leveraged private funding is planned, with the capitalization provided by the State CAP program. Local financial institutions within the EC will provide these funds for commercial credit to small and medium sized firms expanding job opportunities within the EC.

Public Safety, Housing and Economic Development: $150,000 in private funding will be used for an innovative street lighting endowment and as matching funds for federal assistance to meet commercial and residential financing needs.

In addition, the creation of a Community Development Financial Institution is being explored with an anticipated initial capitalization of $5-6 million to extend credit to entrepreneurs and homeowners within the EC. The capitalization would come from local lenders, State and Federal sources.

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Divider Title: Iowa

DES MOINES, IA
Enterprise Community

City Population: 191,003
EC Population: 8,830
EC Size: 2.1 square miles
Poverty Rate: 36%
Unemployment Rate: 12%
Education: 38% of EC residents 25 or older lack a high school diploma or GED

OVERVIEW

The Des Moines Enterprise Community is located in the Mid-City area, just north of the central business district, bounded by Interstate 295 on the south, the Des Moines River on the east and northeast, and Martin Luther King Boulevard on the west. It includes the Central Place Industrial Park, and the Chautaqua Park, River Bend and North Park neighborhoods.

Isolated and fragmented by development projects in the 1960's, the area suffered decades of disinvestment by both the private and the public sectors. Upwardly mobile jobs are lacking in the EC and limited public transportation service prohibits mid-city residents from accessing the increasing number of jobs in the City's outer rings and suburbs. Unemployment rates for African Americans are twice that of the area's non-minority residents. Families are spending 30-70% of their income for housing. Outdated, pre-1940 infrastructure, public disinvestment, and costly assessments have discouraged improvements to properties, and over ten years the area has seen a 36% decrease in owner-occupied units, and a 15% increase in the number of vacant units.

Effective community-based partnerships have already begun a process of change. Through a strategic plan built on principles of economic opportunity, self-sufficiency, sustainable community development and community-based partnerships, the Des Moines EC aims to:

* Expand available investment capital. Improve and enhance the competitiveness of existing industries, safeguarding jobs and creating new opportunities;

* Provide technical assistance and consulting services via a new business incubator and expanded Mid City (EC) Business Center. Foster the development of emerging industries in transportation, health care and arts and entertainment;

* Continue redevelopment in the EC while creating a viable workforce through improved job training, child care and educational opportunities for residents;

* Leveraged monies: $46 million dollars in equity, fees, and donations.

KEY ACTIVITIES

Investment Capital Fund: Create/expand investment capital funds for entrepreneurs and investors in the EC. Provide 125-150 loans to businesses over a five year period.

Higher Wage Job Opportunities: Provide employment opportunities that pay a living wage to reduce government dependency. Identify higher wage job opportunities annually for a five year period that should be expanded in the central business district and in the adjacent neighborhood area, such as Central Place Industrial Park, Mercy Hospital, and Roberts Dairy.

Public Transportation: Improve the public transportation system, perhaps with revised routes and with schedules to accommodate second and third shifts, to increase EC residents' opportunities for employment and accessibility to shopping and community services including education and child and health care.

Job Training: Focus on improving existing training programs by improving the connection between business and schools; improve the relationship between job training and other support service programs; and encourage women to pursue non-traditional employment opportunities.

Community/Neighborhood Environment: Enhance human development through strategies in the following areas: education; child care; culture and recreation; social services; and public safety.

MAJOR PUBLIC SECTOR COMMITMENTS

Local: $9.8 million designated for infrastructure and transportation improvements, redevelopment, housing, job training and employment programs, police patrol cars and public buildings.

Community Redevelopment Agency: $12 million for housing redevelopment, economic development, and infrastructure and transportation improvements

MAJOR PRIVATE SECTOR COMMITMENTS

Banking Community: $19 million contributed by over 17 local banks to loan pools to provide investment capital for neighborhood revitalization.

Donations: Over $2 million dollars have been contributed to new efforts since 1991.

YMCA: $1.7 million in private donations have been pledged to the John Grubb Model City YMCA.

Neighborhood Development Corporation: A new Neighborhood Development Corporation (NDC) has been formed by the Des Moines Development Corporation, an entity comprised of 78 major corporations. The NDC will focus the corporations' leadership and funding for new ventures on neighborhood revitalization activities.

Housing Trust Fund: The former Mayor of Des Moines has initiated a fund-raising campaign for $8.7 million.

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Divider Title: Kentucky

LOUISVILLE, KY
Enterprise Community

City Population: 269,063
EC Population: 48,080
EC Size: 8.4 square miles
Poverty Rate: 49.7%
Unemployment Rate: 17.6%
Education: 53.9% of EC population lacks a high school degree

OVERVIEW

The Louisville Enterprise Community consists of three noncontiguous parcels containing eighteen census tracts at the west end of Louisville and in three neighborhoods on the near east side of downtown. In atmosphere and attitude Louisville is a part of the South, but Louisville's economy mirrors that of a northern manufacturing city. For 100 years Louisville was a city where blue collar workers made aluminum, rubber, cars, farm machinery, appliances, whiskey, and cigarettes.

Louisville once was a viable manufacturing community where everybody, including the lesser educated, could find work. Now, sections of Louisville consist of closed factories, poverty, unemployment, population loss, crime, and loss of commercial enterprises. Within a 15-year period, the city had lost 32,000 of its 120,000 manufacturing jobs. During the 1970's, Louisville lost 16 percent of its manufacturing jobs. This contributed to a loss of 17 percent of the residents since 1980.

Against this backdrop, the Louisville Empowerment Zone Community Board designed a strategic plan that comprehensively integrates economic, human, environmental, and physical development. The vision is restoration through economic and human development. Key elements included in this strategic plan include:

* Creating minority owned enterprises to create jobs;

* Creating a skilled workforce with access to jobs;

* Recycling brown fields into clean manufacturing plants that will hire people from the neighborhoods;

* Finding employment for young people;

* Improving education and training opportunities, through apprenticeships for young people and community and resource centers; and,

* Creating new transportation modes and routes so people can get where the jobs are.

KEY ACTIVITIES

Economic Opportunity: Create a Community Development Bank that delivers credit and engages in enterprise development, labor force training and support, and targeted real estate development.

Job Opportunities: Train residents for manufacturing jobs through the Workforce Development Partnership Skills Center, a public-private consortium serving as broker for training and education services, providing EC residents with incentives, support, and tools to increase their job skills and earn family wages.

Objectives of the Skills Center include: 1) qualify workers and assist in finding jobs that pay a family wage; 2) assist youth in completing educational objectives and prepare them to enter the world of productive work when they finish school; 3) develop collaborative links to ensure that families have access to supportive services, such as child care, drug counseling, housing, public assistance; and 4) create a more competitive workforce. Some of the partners include the Private Industry Council, Coordinated Community Child Care, Urban League, Chamber of Commerce, and General Electric Appliance Park.

Housing: Develop healthy, mixed income communities, with a variety of housing types and tenures. The Housing Development Fund will provide favorable construction financing and deferred second mortgage loans for non-profit-sponsored housing development within the EC.

Family Services: Create a holistic, coordinated system for delivering social services that support families and offer them at one neighborhood location in an atmosphere that is inviting, family-friendly, and non-stigmatizing. Offer child care services through a child care fund to support residents' efforts to find employment.

MAJOR PUBLIC SECTOR COMMITMENTS

<u>Kentucky Workforce Development Cabinet, Department of Vocational Rehabilitation; Kentucky Cabinet for Human Resources Department for Employment Services; and Jefferson County Public Schools:</u> $3,950,000 through offering of staff for the Workforce Development Partnership Skills Center.

<u>Jefferson County Department for Human Services, Kentucky Department for Social Insurance, Kentucky Department of Social Services, Seven Counties, Inc., Private Industry Council, Jefferson County Public Schools, Jefferson County Department of Health:</u> $51,744,100 for the Family Alliance Centers with representatives from the listed public human service providers to

configure, train staff, and establish operating procedures.

MAJOR PRIVATE SECTOR COMMITMENTS

Job Link Assessment Consortium and Private Industry Council: $3,273,140 through offering of staff for the Workforce Development Partnership Skills Center.

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Divider Title: Louisiana

NEW ORLEANS, LA
Enterprise Community

City Population: 496,938
EC Population: 49,953
EC Size: 7.9 square miles
Poverty Rate: City: 30.6%/EC: 46.6%
Unemployment Rate: City: 12.4%/EC: 19.9%
Education: 24.6% of EC residents have less than a high school education; 18.2% didn't complete 9th grade

OVERVIEW

The New Orleans Enterprise Communities includes 2 non-contiguous areas, including part of the central business district, and five broadly defined neighborhoods: Gert Town, Central City, Treme, 9th Ward and Algiers.

Since almost 30% of the EC population is under 18, and citizens say that crime, joblessness, and shortage of affordable housing are their most pressing concerns, the focus of the New Orleans strategic plan is on youth. The plan includes comprehensive strategies to address identified needs with 3 primary emphases:

* Strategies to prepare the **individual** for meaningful engagement in society -- to encourage positive values, provide for the health of the individual and cohesiveness of the family unit, primarily by using the schools as the focal point of family activity. Specific strategies include improving education, parenting skills, voting and citizenship.

* Strategies to set the right environment by providing **life essentials**, such as housing, safety, transportation and health care.

* Strategies to create **economic opportunities**, including entrepreneurship, job training and business development, by introducing work ethic training in schools and steering the EC onto the "information superhighway".

KEY ACTIVITIES

Partnerships: The New Orleans Regional Medical Center is located within the EC boundaries and has committed to provide a technical preparatory program for health career development to residents in partnership with Delgado Community College and the University of New Orleans. In addition, Tulane University and LSU will assist in a mixed-use housing, commercial and neighborhood revitalization effort with the city providing housing and transportation improvements in the area near the medical facilities.

Improving Education: The city proposes to involve parents in both their children's and their own education by establishing a Parent Education Fund which would assist in setting up parent learning centers that would train young parents to create a home environment that encourages learning. This would be accomplished by expanding family literacy centers to allow families to learn together, using planned school improvement funds for training residents to fix up their own community school buildings and giving priority to EC residents in staffing nighttime educational and community activities.

The Empowerment Fund: The city will set up an educational trust fund for EC families with children in public schools based on achievement of specific goals, such as school and PTA attendance, grade point average, or attendance at training programs. Two eligible uses of the trust funds, after a minimum of 5 years, would be college expenses or the purchase of a home.

MAJOR PUBLIC SECTOR COMMITMENTS

<u>Local Government Resources:</u> Nearly $130 million for public safety, affordable housing and homeownership resources, infrastructure, education, and major improvements to the Port of New Orleans located adjacent to the EC.

<u>State Government Resources:</u> $25 million targeted to health care, early childhood development programs, job training and economic development incentives.

MAJOR PRIVATE SECTOR COMMITMENTS

<u>Lending Institutions:</u> Over $150 million in loan pools for residential and commercial development from 5 lending institutions.

<u>Harrah's Casino:</u> $4 million to cover operating expenses over 5 years for a business development center; $2 million to EC schools; commitment to hire EC residents and buy EC products.

<u>Board of the Port of New Orleans:</u> Committed to participating in 15 specific initiatives that lend themselves to small business training and development as part of its planned $200 million capital improvement plan to increase its capacity to handle mechanized cargo, particularly cold-storage facilities handling perishables from Central and South America and the Caribbean.

OUACHITA PARISH, LA
Enterprise Community

City Population: 54,909
EC Population: 34,697
Size: 19.6 square miles
Poverty Rate: 52.5%
Unemployment Rate: 18.68%
Education: 27% of all Parish resident over 25 lack a high school degree.

OVERVIEW

The Ouachita Parish Enterprise Community includes most of the southern section of Monroe, downtown West Monroe, the northern tip of Richwood and a small area of Ouachita Parish adjacent to southern Monroe. Two-thirds of the land is residential with the remainder encompassing the commercial area and Monroe's two industrial parks.

Monroe is the third most impoverished city in the nation with a poverty rate of 37.8%. The EC area contains the most distressed portions of Monroe, including all of the public housing, homeless shelters and halfway houses.

The Ouachita Parish EC envisions a community that will develop three themes which include entrepreneurship and self-sufficiency, community and family values and educational attainment. The themes will be carried out through a strategic plan based on the following objectives:

* Create quality, diverse jobs and expand community-based business ownership by EC residents;
* Develop market-driven educational opportunities;
* Create a viable workforce by improving job training, child care and educational opportunities for residents;
* Create an innovative and accessible wellness system;
* Build safe and caring neighborhoods, improve home-ownership opportunities; and improve physical community conditions;
* Improve and coordinate transportation and communications infrastructure; and
* Develop the downtown and river areas and tourism in those areas.

KEY ACTIVITIES

Job Training: Through partnerships with Northeast Louisiana, Grambling State and Louisiana State Universities, several training programs for EC residents will be established. Ouachita Parish will expand its JTPA program into a Comprehensive Job Placement Center to provide for employment planning, vocational counseling, and other supportive services. In addition, Monroe City Schools will create the 21st Century Career Academy that will develop a curriculum which will provide a proper balance of academics and career education. Some of the programs will include telecommunications, advanced mathematics and science, manufacturing technology, performing and visual arts, family advocacy and teaching professions.

Business Development: A Community Development Corporation (CDC) will be created and will take the lead role in securing capital to assist new and existing EC resident-owned businesses.

Technical Assistance/Small Business Support: A network of five neighborhood-scale incubators, housing nine businesses each, that are managed by a non-profit board controlled by residents will be created. A consortium involving Grambling State, Louisiana Tech and Northeast Louisiana Universities will contribute its expertise to the project.

Entrepreneurship Opportunity: A public-private partnership to train EC residents to be over-the-truck drivers will be established and a trucking business operated by an organization made up of residents.

Health Wellness System: A collaborative effort by several agencies, schools, and churches will assist in the establishment of community wellness centers that will provide health screening tests and child immunizations, drug education, and child-spousal-elder abuse referrals. A business owned and managed by residents will provide aeromedical transportation for the critically ill.

Neighborhood Improvement: There will be a campaign to clean and repair homes, remove and repair abandoned homes, provide technical assistance to first-time homebuyers and develop new affordable housing.

MAJOR PUBLIC SECTOR COMMITMENTS

<u>City Highlights:</u> Approximately $124 million committed to provide for tutorial and educational activities, recreational and cultural activities, public infrastructure improvements, and public safety and other community-related activities.

State Highlights: Approximately $174 million committed to provide for One-Stop-Capital Shop, job creation related to agriculture, housing, park improvements, community health screening and educational activities, and construction of highway links to industrial jobs.

MAJOR PRIVATE SECTOR COMMITMENTS

Manville Corporation: $500,000 to start a manufacturing business in the EC.

Metro Ambulance: $100,000 annually to provide management assistance and services in aeromedical transportation for the critically ill.

Banks: $3,525,000 in cash contributions and loan funds for small businesses and capital ventures. In addition, technical assistance will be provided to business owners and homebuyers.