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Maryland

Divider Title: _____

BALTIMORE, MD
Empowerment Zone

City Population: 736,000

Zone Population: 72,362

Zone Size: 6.8 square miles

Poverty Rate: 41.2%

Unemployment Rate: 17.3%

Education: 55% of EZ residents lack a high school degree

OVERVIEW

The Baltimore Empowerment Zone consists of 3 non-contiguous areas -- East Baltimore, Sandtown-Winchester, and Fairfield -- that contain 33 different neighborhoods just east, west and southeast of downtown. Baltimore plans to integrate a combination of small and large scale neighborhood revitalization efforts by connecting its big growth generators located just east and west of downtown, primarily the health care industry, with the many Zone residents in need of jobs.

The City's overall vision is to create neighborhoods of choice rather than environments of last resort by connecting the Zone workforce to the area's mainstream economy, rebuilding all social and neighborhood systems simultaneously through comprehensive approaches, and solving problems through "village partnerships" directed by neighborhood residents.

The strategic plan is the result of an extensive outreach effort to all members of the community, including government, businesses, neighborhood and community organizations, local financial institutions, universities, and foundations. Through this effort, Baltimore is able to leverage \$8 for every \$1 of federal EZ funds. These funding partnerships will focus on the following areas:

- * Economic Development
- * Community Development
- * Public Safety
- * Housing
- * Health and Family Development
- * Youth Support
- * Education, Training and Literacy

KEY ACTIVITIES

Integrated Neighborhood Revitalization: The City is working to link its big growth generators, represented by its health care industry and the nation's greatest concentration of life sciences, in a development corridor with its tourist industry. The revitalization of the communities surrounding the health care facilities will help attract students, faculty and staff to the life science complex. This in turn will help keep the Johns Hopkins Medical Group, the area's largest employer with 10,000 jobs, in the City and connect people who live in these communities with employment opportunities.

Ecological Industrial Park: This project will be developed and financed by a consortium consisting of the Cornell University Waste Management Institute, the World Alliance Merchant Finance Company (WAMFCO), City and State governments, the private sector and the south Baltimore community in which the industrial park is to be located. The lead tenant will be a WAMFCO subsidiary, and the goal is to attract other environmentally-oriented tenants and investors in an incubator-like arrangement using a closed loop production system linked to resource recovery technology that maximizes use of resources while demonstrating both business and environmental efficiencies and providing jobs to the community.

Health Care Partnerships: Over \$5 million has been committed from the Johns Hopkins Hospital and Medical Systems, University of Maryland Medical System, Coppin State University, Kennedy Krieger Institute, Bon Secours Hospital, Total Health Care and Liberty Medical Center for health screening, coordination of social and health services delivery, and Harbor Hospital continuum of care for the elderly.

Oil Tank Reclamation and Used Tire Reprocessing: To be carried out at a facility to be constructed after clearing and decontaminating a lightly settled area of the Fairfield industrial area in South Baltimore.

Community Development Bank: City is negotiating with the South Shore Bank of Chicago to capitalize a branch bank in the Zone for home acquisitions and improvements.

Secondary Mortgage Assistance: City is negotiating a \$100 million commitment with Fannie Mae to purchase secondary market mortgages from local lenders and the state's mortgage revenue bond program for lending to homeowners to pay for rehabilitation costs.

MAJOR PUBLIC SECTOR COMMITMENTS

Local Government Resources: \$209,500,000 for small business loans, Harbor Research Campus, Cruise Ship Terminal, Ecological Industrial Park, "Health Advocates" (resident program of health care screening in village centers).

State Government Resources: \$130,340,000 designated for affordable housing, economic development incentives, Harbor Research Campus and Cruise Ship Terminal, education and social service programs.

MAJOR PRIVATE SECTOR COMMITMENTS

NationsBank: Will provide a total of \$16 million, including \$5.5 million to establish a business information center in the Zone

World Alliance Merchant Finance Company: Will develop and provide equity for the Eco-industrial park in Fairfield

Union Trustees Pension Fund: \$80 million to finance the Eco-industrial park

Lenders/Developers Consortium: \$130 million from a consortium of lenders and developer equity to build the Harbor Research Campus in East Baltimore

Local Banks: 5 local banks have committed over \$50 million in a variety of business and residential loans for the Zone

Foundations: 7 foundations have committed 1% of the value of their assets for each of the next 5 years to Zone projects.

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Massachusetts

Divider Title: _____

BOSTON, MA
Enhanced Enterprise Community

City Population: 574,283

EC Population: 57,425

EC Size: 5.8 miles

Poverty Rate: 36%

Unemployment Rate: 16%

Education: 43% of EC residents over 25 lack a high school degree

OVERVIEW

The City of Boston's Enterprise Community (EC) is located in the central city, stretching from downtown and Boston Harbor to Boston State Hospital in Mattapan. The EC contains 12% of the city's land area, including such main centers as Andrews Square, Chinatown/Midtown, Crosstown Industrial Park, Dudley Square and Ruggles Center.

Boston's strategic plan seeks to provide EC residents with access to greater choices and opportunities to move themselves out of poverty by creating economic opportunity and jobs. The plan also hopes to promote vibrant cohesive communities by using an integrated strategy founded on grass-roots idea of needs, partnership approaches to long-term solutions, and tangible commitments from the community.

Boston's strategic plan affirms that true economic opportunity exists only when there is diversity of economic development, education and targeted skills building, decent housing, safe neighborhoods, and support for healthy children & families. Consequently, Boston's plan encompasses integrated programs tied to the following primary initiative areas:

- * Economic opportunity and jobs
- * Education and work readiness
- * Healthy children, families and neighborhoods
- * Computerized technology to share information as well as to learn.

KEY ACTIVITIES

Economic Opportunity: Among Boston's many innovative proposals is a project called "Building Community through Technology". The City has worked on this proposal with the U.S. Department of Commerce's

National Telecommunications and Information Administration (NTIA). The proposal envisions a Citizen's Activist Network whereby community activists will obtain computers with modems that will be linked to Hands-Net, a electronic network for community change.

Another innovative project is the Boston Center for Business Development & Education, a one-stop center for business development. A key feature of the Center will be a Business Development Department where people will have access to technology, counselling, and database information. The Center will include Community Computing & Technology Centers complete with computer access and training. The One Stop Human Service Network will link Boston City Hospital, child care centers, multi-service centers and settlement houses. Each center will have access to micro-max software a package which determines eligibility for government assistance.

Individual Neighborhood and Family Development: With an estimated 35% of the children that enter school developmentally disabled, the strategic plan's goal is to enable children to be developmentally and educationally prepared for school and support families to create nurturing environment. To accomplish this the plan proposes project SEED for two public schools that will provide a support system for inner city youths through counselors and advocates and a ten hour day structured program including academic, counselling, tutoring, recreation, friendship.

Community Health Care: The strategic plan calls for a number of initiatives targeted for children and youth, including an Expanded Community Center Program for extended day and weekend programs at Boston Community Centers. There will be a city-wide approach with funds for a staff coordinator who will work among the Boston Public Schools, Community Centers, and Neighborhood community centers.

Local health centers, Boston public schools, and Boston hospitals will work with providers doing substance abuse training to identify problems at an early age. Funds would be used to train teachers, youth worker, day care workers, health professionals. Furthermore, there will be a number of programs specifically for parents who are offenders, including domestic violence prevention, substance abuse prevention, and child development and parenting.

Education and Work Readiness: Boston's plan places a significant emphasis on education and work readiness. Some key programs include the Family Education Project, the Skills Upgrade Evening Program, Evening High School, a Job Training Day Care Voucher Initiative and a School to Work Transition program.

MAJOR PUBLIC SECTOR COMMITMENTS

Boston's Capital Plan: \$238 million capital improvements either just completed or under construction in the EC. \$63.8 million in State and Federal capital monies are also being spent. Improvements include the Ruggles Center, a mixed use development that opened in 1994 and includes the state registry of motor vehicles; Boston Police Headquarters in Ruggles Plaza, which is under construction; and Boston City Hospital, which recently completed reconstruction.

Massachusetts Bay Transit Authority (MBTA): \$4 million bond issue for circumferential transit service starting with three pilot bus routes.

Massachusetts Housing Finance Agency (MHFA): \$20 million for single family programs for the Enterprise Community for one to four family homes in the EC.

The Land Bank: \$9 million for economic development projects and affordable housing development in the EC. The Land Bank administers the Emerging Technology Fund (ETF) which has the capacity to guarantee \$50 million in loans is available to the City in its efforts to nurture the growth of emerging technology firms. The Land Bank is also ready to participate in the Business Development Center that will be established to coordinate technical assistance and financing resources for the Enterprise Community.

Massachusetts Industrial Finance Authority: \$1 million commitment will be made available with a matching block grant in leveraging an additional \$10,000,000 in private financing for small businesses. These funds would be used to lower the equity requirements small businesses face when seeking loans from traditional sources.

MAJOR PRIVATE SECTOR COMMITMENTS

Bank Loan Fund: Seven large Boston banks, including Bank of Boston, Bay Bank, Citizen's National Bank & Trust, and Boston Company will each provide \$5 million over five years, a total of \$35 million, for commercial lending in the Enterprise Community. These loans will be available under each bank's particular lending program for women and minority small business owners. These programs make provision for either less rigid lending criteria or lower rates.

Boston Edison: Boston Edison offers a discount economic development electricity rate for companies which provide new manufacturing jobs through a five year program. The non-fuel costs of electrical use is discounted by 40% in the first year with the percentage of discount reducing annually over the five year period. Boston Edison will work with the City and

individual businesses that promise to employ large numbers of local residents to develop a deeper discount on electricity charges in the Enterprise Community. Boston Edison offers additional services including a group of 170 Massachusetts Chief Executive Officers committed personally to selling the advantages of a Boston location for business. These kinds of services and assistance will be available in the Enterprise Community at the new Business Development and Education Center.

Massachusetts Minority Enterprise Investment Corporation: MEEK has \$1.4 million available for equity investment in minority-owned businesses. MEEK has been capitalized by the banking industry. This money will be available for investments in small minority-owned businesses in the Empowerment Zone. Eight banks have agreed to augment this Fund by \$1 million once it is expended.

Technical Assistance-Banks: Seven banks will provide a total of \$625,000 over a five year period to supplement the ongoing small business technical assistance initiatives presently being performed by MEEK.

LOWELL, MA
Enterprise Community

City Population: 103,439
Zone Population: 24,881
Zone Size: 1.6 Square Miles
Poverty Rate: 37.5%
Unemployment Rate: 10%

OVERVIEW

The City of Lowell designated five neighborhoods as the enterprise community. They include Acre, Lower Centralville, the Downtown, Back Central and the Lower Highlands neighborhoods. Large layoffs have occurred over the last few years at Wang, one of the largest employers in the area adding to the general distress of the enterprise community. Several services that are needed in the enterprise community are not available, which creates the need to go outside the area for these basic services.

KEY ACTIVITIES

- * A Center City Empowerment Coalition will be established to over-see and guide all community, economic development and social services delivery.
- * School-based community Centers will be created to provide tutoring and recreation after school and during vacations and summers, job and skill training information and services, information on new business loan and grant availability, community police activities, community college courses and continuing education classes and computerized service directories.
- * A community skills assessment survey will be undertaken. Its purpose is to develop and build on existing community capacity by engaging enterprise community residents in economic development initiatives.

MAJOR PUBLIC SECTOR COMMITMENTS

Lowell Housing Authority: \$10 million from the Modernization Program on public housing will be used in the enterprise community. A hundred EC residents will be employed in the building trades.

MAJOR PRIVATE SECTOR COMMITMENTS

Coalition for a Better Acre (CBA): This Coalition of local organizations and churches will provide \$2.5 million in funding to build 33 duplexes and triplexes on vacant lots throughout the Acre neighborhood.

SPRINGFIELD, MA
Enterprise Community

City Population: 156,983
EC Population: 49,765
EC Size: 5.4 square miles
Poverty Rate: 40%
Unemployment Rate: 17%

OVERVIEW

The Springfield Enterprise Community contains 12 census tracts with high poverty rates and an unemployment rate that is double the rest of the city rates. The poverty rate of Hispanic children under five stands at 74% and 77% of families in poverty are headed by females.

Springfield seeks to build partnerships by going beyond the normal city zoning process in developing neighborhood plans to devise a strategic plan. Neighborhood community development organizations and non-profit groups are a key element of this partnership. The City seeks to develop a foundation for long-term revitalization by building on existing efforts.

KEY ACTIVITIES

- * Homeownership Program: heavy emphasis on housing counseling and outreach to minority communities.
- * Education/Job Training: "Family Skills Builders" project for youth.
- * Expansion of Existing Efforts: programs such as youth development groups, junior achievement, Urban League, Park District programs, and programs of the Massachusetts Career Development Institute.
- * Community Policing: supported with the idea of transforming the city police department from a rapid response department to a proactive response department whereby policemen know their area.

PUBLIC SECTOR COMMITMENTS

State of Massachusetts: State has committed a pool of funds to be divided among designated Massachusetts Empowerment Zone/Enterprise Community cities.

PRIVATE SECTOR COMMITMENTS

United Way, Mason Square Development Corp., and Muhammad's Mosque

13 have made commitments to support activities in the EC.

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Michigan

Divider Title: _____

DETROIT, MI
Empowerment Zone

City Population: 1,027,974

Zone Population: 101,279

Zone Size: 18.3 square miles

Poverty Rate: 47%

Unemployment Rate: 29%

Education: 51% of adults over 24 lack high school diploma.

OVERVIEW

The Detroit Empowerment Zone incorporates the most needy neighborhoods in the East Zone, Central Zone and Southwest Zone of Detroit, a total of 48 census tracts. These are the neighborhoods with the highest unemployment, highest crime, highest poverty, highest number of people receiving public assistance and with the lowest income and lowest vehicle ownership in the City. The Zone follows the Detroit River facing Windsor, Canada and includes many under-utilized automobile production plants that have now moved to other locations. It is anchored by, but does not include, the Renaissance Center.

Detroit developed its strategic plan through an extraordinary effort of grass roots outreach and by forging alliances between State and local governments, the business community and neighborhood-based organizations. The Detroit EZ aims to:

- *Rebuild the Industrial Base** by capitalizing on existing community resources and opportunities, such as advanced technology in the surrounding industries and academic institutes; abandoned and under-utilized facilities in the area that can be revitalized; significant private financing and business expertise to attract new businesses; and, the city's central location, port facilities and proximity to Canada that will enable Detroit to grow into an international trade and tourist center.

- *Foster the Development of Emerging Industries** such as transportation, health care, environmental preservation and recovery, and arts and entertainment.

- *Create a Viable Work Force** of local residents by improving job training, child care and educational opportunities.

- *Create New Jobs for EZ Residents**, including 500 in auto companies, 375 in new corporate positions, 200 in financial institutions, 2,000 in health industries and 200 in utilities.

- *Leverage Local and Private Commitments** totalling nearly \$2 billion.

KEY ACTIVITIES

Job Training:

- * Community Outreach Program of United States Tank-Automotive Research Development and Engineering to teach, mentor and provide jobs.
- * Industry Specific Training program, funded at \$19.663 million from local, state, private, SSBG and other Federal sources, responding to the needs and opportunities of the four focus industries in the zone: manufacturing, health care, construction and green industries.
- * Motivational Training to promote self reliance and entrepreneurship.
- * JOBNET (job linkage program).
- * Training for disabled persons.
- * Training in job readiness and workplace skills.

Small Business Support - Financing and Technical Assistance:

- * Train to gain access to capital and technical assistance (\$8.241 million).
- * Establish a Community Development Bank (\$59.531 million).
- * Establish an Empowerment Zone Financial Consortium (\$1.5 million).
- * Establish a New Commercial Development Corporation (\$2.580 million).

Strengthen the Business and Technology Base:

- * Implement a Business Modernization Program.
- * Establish a Science Park.
- * Provide Incubator Facilities and Assistance.
- * Develop a Model Industry Area.
- * Form an EZ Business Attraction Consortium, and
- * Operate a Land Bank.

Entrepreneurship Opportunity:

- * Establish a World Trade Center, including development of an international port, to capitalize on proximity to Windsor, Canada.
- * Revive Mexitown as a retail mall, festival and welcome area.
- * Support the culture and arts industries.
- * Promote development of automotive industry support businesses.
- * Enhance and expand existing medical center and services.
- * Develop an environmental clean-up and restoration service industry with a national market.

Community Health Care and Social Support Services:

- * Build strong and healthy families through Community Self-Sufficiency Centers.
- * Strengthen the Michigan Families Coordinated Services Center.
- * Expand the Family Support Services Center.
- * Assist in early child and parenting through parenting and pre-school education, comprehensive early childhood development training, male responsibility classes, and comprehensive early childhood health care.
- * Provide independent living, health care and prevention and social services to elderly and HIV populations.

MAJOR PUBLIC SECTOR COMMITMENTS

State of Michigan: \$100 million over the next ten years through the State's JTPA, Michigan State Police special programs, the Department of Transportation, the Department of Natural Resources and the Department of Human Services.

Michigan State Housing Development Authority (MSHDA): Over \$20 million in grants and low interest loans for housing and another \$13 million (in addition to the \$67 million already allocated) to rehabilitate of 1,768 units within the Zone.

Michigan Jobs Commission: \$1 million to train new and existing employees of businesses located in the Zone.

Michigan Employment Security Commission (JOB Pact): \$500,000 for registration, training, job matching and transportation to jobs for residents in the EZ area.

City of Detroit: \$110 million in Community Development Block Grant, HOME, and HOME Program Income funds.

Department of the Army: The Army's Tank-Automotive Research Development Center (TARDEC) has initiated a multi-outreach program to transfer to the private sector, and especially to small businesses, critical technologies that will enhance industrial performance; also involved in associated community youth outreach program activities including high school mentoring programs, Engineering-in-the-Classroom seminars, a speakers bureau, an Internet program, and summer hire and co-op job programs.

MAJOR PRIVATE SECTOR COMMITMENTS

Chrysler Corporation: Complete a projected \$120 million expansion of 700 new jobs, 10% to 15% for zone residents, and support creation of \$50 million development fund for new

businesses.

Ford Motor Company: \$8 million to help create a Development Fund and Community Development Bank with up to \$50 million of private sector financing for economic development.

General Motors Corporation: \$8 million to the creation of a development fund; transfer its Cadillac Engineering Building and adjacent emissions laboratory and parking (value: \$5 million) to the Detroit Public Schools for use as a vocational and technical education center in the Zone; make \$50 million in purchases from minority companies in the zone; build a multi-hundred million dollar manufacturing venture that would create more than 500 jobs, establish a multi-million dollar "value-added" assembly operation within the Zone.

Bank and Financial Institution Consortium: \$1 billion commitment to Empowerment Zone investments in the 10-year plan, and will provide technical assistance and apply liberalized lending criteria for new Zone businesses.

FLINT, MI
Enterprise Community

City Population: 148,333

EC Population: 48,419

EC Size: 10.32 square miles

Poverty Rate: 40%

Unemployment Rate: 21% to 38%, varies by census tract

Education: 43% of adults over 25 lack high school diploma.

OVERVIEW

The Flint proposal calls for a ten-year Enterprise Community designation covering an inter-jurisdictional area composed of the most socio-economically distressed census tracts in Flint and one census tract with comparable need in Mount Morris Township and contiguous to the Flint tracts. The area includes a portion of the Flint central business district and a major Job Corps site.

The strategic plan is a set of activities with both immediate and longer term programmatic features in four broad areas:

- * **Organization:** establishing an implementing body, financial management organization and technical and program plans;
- * **Infrastructure:** focusing on high technology jobs and interactive communication methods;
- * **Capacity Building:** linking education and training with employment;
- * **Special Projects:** conducting studies, developing programs and undertaking activities involving other commercial, financial, physical and social needs.

KEY ACTIVITIES

World Technology and Research Center (WTRC)

- * A focal point within the Enterprise Community, the WTRC will provide an array of existing and newly created services to meet the needs of business and residents, including assessment and referral services, health care, day care, recreation, and cultural activities.

Neighborhood Empowerment Mall (NEM)

- * A multi-use facility, similar to the WTRC, to serve the neighborhood adjoining the Sylvester Broome Jr. Center.

University Technology Park

- * A prototype of a multi-use 21st century urban community characterized as amenity-intensive and attractive to new and existing technological and knowledge-based industries.

Business Clusters

- * A grocery distribution facility and health center, each linked electronically to employment and job referral services.

MAJOR PUBLIC SECTOR COMMITMENTS

State of Michigan: \$2,792,506 from Michigan State Housing Development Agency (MSHDA) to develop capacity among local non-profit organizations and as a fund for their administrative support.

City of Flint: \$2,299,759 of local funds for a Neighborhood Empowerment Mall (NEM), a multi-use facility for residents of adjoining neighborhoods, that will be part of the \$6.3 million development at the Broome Technology Center.

Convention and Visitors Bureau: \$750,000 as the principal financing for a World Technology and Research Center (WTRC), a focal point of activity to provide the community with an array of existing and newly created services that meet its needs.

MAJOR PRIVATE SECTOR COMMITMENTS

Ameritech: Develop fiber-optic and other interactive communication networks within the zone as part of its overall \$295 million network development.

Supermarket Operator: \$3.5 million to develop a regional distribution facility for 24-store chain.

Consortium of Local Banks: \$500,000 participation in a total \$2.27 million community bank and equity fund.

MUSKEGON, MI
Enterprise Community

City Population: 53,459 in Muskegon & Muskegon Heights
EC Population: 32,714
EC Size: 8.8 square miles
Poverty Rate: 37.2%
Unemployment Rate: 10% in Muskegon County
Education: 41% of heads of households lack a high school diploma.

OVERVIEW

The Enterprise Community consists of three areas: Muskegon, Muskegon Heights and Muskegon County. The Muskegon area, once perceived to have a very high level of skilled workers, has seen a dramatic decrease in the skill level of its work force during the 1980's. Muskegon County has the second highest unemployment rate in Michigan. Despite decreases in employment, several industries such as transportation equipment, miscellaneous manufacturing, retail trade and services have shown significant job growth. Recent data show that occupational employment between 1992 and 2000 is expected to increase by approximately 5,630 jobs or 8.0%

The Muskegon strategic vision for change in the Enterprise Community plans for the creation of 500 jobs, creation of two neighborhood family centers, and the establishment of an economic development program to stimulate business activities and create jobs.

KEY ACTIVITIES

- * Establishment of two Family Self-Sufficiency Centers.**
One will be established in Muskegon Heights and the other in Muskegon. The Centers will include staff support from the Department of Social Services, mental and public health agencies, Council on Aging, Office of Employment and Training and other agencies deemed necessary to provide family and child support services to the neighborhood.
- * Creation of a Micro-Enterprise Fund** to stimulate inner city entrepreneurship activities and to increase business activity within the distressed neighborhoods. The program will include a revolving loan fund and peer and technical support network to increase the success of new business activity.
- * New Employment Opportunities** within existing community industries have been pledged through tax abatement programs

offered by both cities. The cities have held discussions with tax abatement industries and are prepared to participate in the design of education and skill training curriculums. The education and training program will include a "remedial education" segment and a "vocational training" segment. In addition, 500 new job opportunities have been identified.

MAJOR PUBLIC SECTOR COMMITMENTS

State of Michigan Jobs Commission: \$250,000 to link training programs to job creating programs.

Michigan State Housing Development Authority: \$6.4 Million for housing development activities in the EC.

Muskegon Heights Public Schools: Commitment to pursue funding from the State of Michigan for educational programs for schools within the EC.

MAJOR PRIVATE SECTOR COMMITMENTS

First of America Bank-West Michigan: \$300,000 per project for investment or financing to qualifying community development projects within the designated EC areas.

Nelson Neighborhood Improvement Association: \$500,000 for increasing homeownership, acquisition/rehabilitation program and down payment assistance for five years.

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Minnesota

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MINNEAPOLIS, MN
Enterprise Community

City Population: 368,363
EC Population: 49,519
EC Size: 9.1 square miles
Poverty Rate: 44.4

OVERVIEW

The Minneapolis Enterprise Community (EC) includes twenty-three census tracts in three non-contiguous parcels with the highest rate of residential poverty in the city as well as tracts with significant amounts of industrial and commercial land uses.

The application builds on the city's rich tradition of neighborhood-based planning and action to solve neighborhood problems. In fact, the City of Minneapolis is home to some 81 neighborhoods, each with an active resident organization.

The five target neighborhoods included in the EC are Near North, Harrison, Summer-Glenwood, Phillips, and Logan Park. Each of these target neighborhoods are participants in the local Neighborhood Revitalization Program (NRP) process which began in 1991. The balance of the area, with its industrial uses, was included to enable significant employment expansion to take place in the EC.

The Minneapolis vision is to reweave the social fabric of the community by encouraging people to take responsibility for their futures within a neighborhood framework. Through a strategic plan Minneapolis seeks to promote long-term neighborhood stability by increasing opportunities for business development and access to jobs that support families. Community based collaborations and the Neighborhood Revitalization Program are the delivery mechanisms to make the vision a reality.

The Minneapolis plan will seek to realize its mission by working to achieve the following outcomes in two broad program areas:

- * Expanding Economic Opportunity
- * Building Capital for Human Development

KEY ACTIVITIES

Building Capital for Human Development

- * A \$25 million commitment from the NRP will be targeted to A Youth Center Project with an employment program that is planned on the site of Mr. Arthur's in Franklin Avenue.

Funds would be used to acquire the property which now is a blighting influence on the community.

* Housing Property Management Program - The People of Phillips organization will set up a property management subsidiary that will work with neighborhood landlords to maintain and manage rental property. Property repair and management jobs will be created for Phillips residents.

Economic Opportunity

* The plan includes a Job Training Self Sufficiency Program, a Youth Training and Apprenticeship Program, a Business Loan Program and a plan to create a community-based institution to promote environmentally sound sustainable economic development.

* Program activities will include providing residents interested in establishing small businesses or expanding existing businesses with loans of up to \$25,000 and technical and management assistance.

MAJOR PUBLIC AND PRIVATE SECTOR COMMITMENTS

Neighborhood Revitalization Program: \$25 million to improve neighborhood livability, enhance economic development, improve the stock of affordable housing, and impact; the social health and well being of the residents of the EC neighborhoods.

Minneapolis General Capital Funds: \$56 million from 1995-98

State of Minnesota: Over \$7 million from Department of Health, Community Resource Program, State Enterprise Zone, Family Service Collaborative Grants, and the Department of Economic Security.

Hennepin County Funds: Nearly \$40 million in services and capital improvements.

MCDA: \$190 million from 1994-2005.

ST. PAUL, MN
Enterprise Community

City Population: 272,235
EC Population: 49,381
EC Size: 9.1 square miles
Poverty Rate: 17%
Unemployment Rate: 11.4%
Education: 40% dropout rate

OVERVIEW

The St. Paul Partnership's vision is to reach a critical mass of collective human energy within the 18 census tracts identified for the project and achieve self-sustaining community mobilization, capable of reinventing St. Paul's systems of economic, human and community development. The reinvented system envisioned includes:

- * **Economic Development.** Full employment, environmental stewardship, mobility strategies, job readiness/training, entrepreneurship;
- * **Human Development.** Lifelong learning, preventive services, recreation, personal engagement, community service, and spiritual growth;
- * **Collaborative Social/Community Development** Affordable housing and supportive services; safe, attractive, and renewed physical environment; informal networks for social supports; and stable, diverse neighborhoods.

KEY ACTIVITIES

Phalen Corridor Redevelopment Program. An environmental impact assessment would be conducted to determine feasibility, cost, and preliminary design.

Improving Infrastructure: Whole Community Mobilization. The Community Partnership would "map" the community's assets and then mobilize them for community revitalization.

Improving Community Infrastructure: The Neighborhood Resource Network (NeighborhNET). An integrated, computer-assisted, self-supporting communications utility would be created to provide a variety of services to the community.

Addressing Community Threats: Safe City St. Paul. Activities would include neighborhood safety audits, safe neighborhood/safe city research, and St. Paul public safety/education initiatives.

Measurement and Governance. Information gathering and reporting systems would be changed to be compatible with participatory measurement and governance.

MAJOR PUBLIC SECTOR COMMITMENT

Highlights:

Minnesota Department of Health: \$4,647,072 designated for WIC food supplement program, community health subsidy, maternal/child health services, immunizations, AIDS counseling/testing/surveys/care.

Minnesota Housing finance Agency: \$12,683,145 designated for home ownership, home improvement, and rental rehabilitation loans; neighborhood land and housing trust; community rehabilitation and transitional housing.

Minnesota Department of Education: \$120,000 for St. Paul's Children's Initiative Worker Assistance; and energy, housing and food assistance.

Minnesota Department of Trade and economic Development \$4,724,205 for economic and community development programs.

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Mississippi
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JACKSON, MS
Enterprise Community

City Population: 196,637
EC Population: 49,998
EC Size: 15.7 square miles
Poverty Rate: 33.5%
Unemployment Rate: 16.4%

OVERVIEW

The Jackson Enterprise Community (EC) envisions neighborhood empowerment and an end to the cycle of despair and dependency by providing residents the opportunity to become part of the workforce through job training and supportive social services. To meet its vision, Jackson developed an action plan that sets forth clear strategies for addressing each of its identified needs. In developing this plan, Jackson drew from a wide pool of community activists representing neighborhood groups, businesses, non-profit organizations and financial institutions. Jackson has established a clear connection between neighborhood needs and its actions for addressing those needs. For example:

- * Jackson identifies a large unskilled labor pool, illiteracy and the absence of training programs as reasons for the high level of unemployment among EC residents. In addressing this need, Jackson establishes three neighborhood centers to serve as "one stop shops" to provide child care, family health services, job training and business development and to serve as an educational and literacy facility.
- * To address the deteriorating public infrastructure system in the EC, Jackson establishes an Enterprise Community Overlay District for the EC and assigns top priority to the EC for City public improvements.

KEY ACTIVITIES

Employment: Jackson's goal is to employ 100 EC residents, primarily through loan and tax rebate programs both for existing and newly created small businesses and also through employment of EC residents and businesses to rehabilitate neighborhood housing and commercial buildings.

Capital Improvement Projects: A pro-development and neighborhood revitalization atmosphere in the EC is accomplished by focusing Jackson's capital improvement program and related projects in the EC areas around the three neighborhood centers and key blocks of residential and

business revitalization projects. Community Development Block Grant (CDBG) funds are slated to fund infrastructure, housing and job training programs.

Housing Activities Within five years, 125 EC homes for low to moderate income homeowners will be rehabilitated. To accomplish this, Jackson establishes an Enterprise Community Land Bank to receive donated property and to build a reliable funding source to acquire and maintain residential properties. Jackson also provides qualified neighborhood organizations with funds to buy, renovate and sell problem houses and concentrates its housing programs in the EC area. Jackson uses revenue from increased property values as a revolving fund to rehabilitate EC houses.

Public Safety: Jackson uses a four-pronged approach of intervention, prevention, treatment and enforcement in its strategy to combat drug abuse and crime. Its actions for the EC include an increase in youth awareness and AIDS awareness activities, and establishment in the EC of a Civilian Police Academy, multiple Neighborhood Watch Programs, drug treatment facilities and a network of drug and alcohol counselors to make house calls.

MAJOR PUBLIC AND PRIVATE SECTOR COMMITMENTS:

Over a five year period, \$22 million in City funds is allocated to the EC area for housing rehabilitation and public works improvements. Moreover, the Jackson Metro Housing Partnership commits to providing classes for 600 potential EC first-time homebuyers, \$2 million in mortgages, and \$400,000 to the elderly and to non-profit housing organizations for home repairs and new housing construction.

The Jackson Metro Housing Partnership and 4 local banks have also committed \$6 million in additional funds for low income housing programs in the City with a large share of the funds to be spent in the EC target area.

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Missouri

Divider Title: _____

**Kansas City, KS & Kansas City, MO
Enhanced Enterprise Community**

Kansas City, MO Population: 435,146

Kansas City, KS Population: 149,767

EC Population: 49,399

EC Area: 19.6 square miles

Poverty Rate: 39%

Unemployment Rate: 16.6%

Education: 45% of EC residents over 24 lack high school degree.

OVERVIEW

The cities of Kansas City, Missouri and Kansas City, Kansas form the nucleus of a metropolitan area that includes 1.6 million residents, 11 counties, 138 cities, 66 schools districts and 2 states. Kansas City, MO, the central city in the metropolitan area, contains a massive 316 square miles within its city limits. Consequently, the metropolitan area contains the highest number of highway miles per capita of anywhere in the country. Because of its western origins and lack of physical constraints, Kansas City has an abundance of land to accommodate growth and a low density of development that has created almost complete reliance on the automobile for transportation.

The Enterprise Community (EC) encompasses 35 contiguous neighborhoods in both States. Kansas City summarizes its vision for the EC as "mirroring the spirit of the people for whom it was created." It is a people-centered vision, in which success will be measured by the impact they have on the lives and attitudes of people who live in the EC. They seek to empower the EC by ensuring that its residents and neighborhoods participate fully in the economic and social progress of the metropolitan area.

The KCK/KCM EC strategy was developed through a highly visible grassroots process involving a wide array of techniques including opinion surveys, neighborhood forums, town workshops, interview and individual conversations. The focus of the plan is Connections - connecting people, institutions and programs to one another and to the broader community.

The strategic plan is organized around seven key objectives:

- * Create broad economic self-sufficiency
- * Create healthy neighborhood environments
- * Provide support systems to meet the particular needs of all families and individuals
- * Provide opportunities for life-long learning
- * Re-establish community, citizenship and caring
- * Strengthen community decision-making processes

- * Improve the metro context of the urban core

KEY ACTIVITIES

There are three key initiatives that will leverage social service grant resources to strategically intervene in the community's comprehensive agenda for change:

- * **The Economic Empowerment Initiative**, an aggressive integrated agenda to create jobs, neighborhood businesses and economic success in the Enterprise Community.
 - The fundamental purpose of this initiative is to create quality jobs within the Enterprise Community for the residents of the EC and to equip the residents to participate in the metropolitan economy as full partners. In addition, this initiative seeks to develop and support businesses within the EC that serve residents and/or are owned by residents.
- * **The Neighborhood Empowerment Initiative**, includes an innovative community action network and investments to ensure quality housing.
 - The Neighborhood Empowerment program includes two components: Community Action Network and Quality Housing. Community Action Network will be a series of centers providing a range of services that will be available to every neighborhood in the EC. The centers will be linked to one another by computer and are intended to connect residents with information, programs and services. The location for the centers will be determined by the neighborhoods and could be found in schools, existing or proposed community centers, churches or storefronts.
 - Quality Housing priorities will be established in each neighborhood for demolition or renovation of abandoned structures.
- * **The Family Advocacy Initiative**, ensuring outreach and problem-solving support for families and individuals in need.
 - The Family Advocacy Program is a multi-level assistance network to provide peer and professional support to individuals and families in need. The program will serve at least 700 families or individuals in the EC at any time. The program will provide a continuum of care,

beginning with improved access to existing services and peer support, with referral to more intensive services if needed.

MAJOR PUBLIC SECTOR COMMITMENTS

State of Missouri: \$43.75 million to be set aside each year for the next 10 years from the State's "Missouri First Linked Deposit Program" to enhance job creation and housing production in the EC by placing below-market rate deposits of state funds in Missouri financial institutions. Eligible borrowers then receive low-interest loans backed by those deposits.

Missouri Department of Economic Development: Targeted tax credits totalling \$5 million over ten years for Enterprise Community small businesses.

Missouri Department of Economic Development: \$8 million over ten years to support "gap financing" for EC small businesses.

Cities of Kansas City, Missouri and Kansas City, Kansas: Over \$15 million in the cities' HOME and CDBG funds will be prioritized to support the development of affordable, single-family, owner-occupied housing within the EC.

School District of Kansas City, Missouri: Commitment to locate one or two of the first four Kansas City School Health Organizations (KC-SHO) programs at schools within the EC.

MAJOR PRIVATE SECTOR COMMITMENTS

Southwestern Bell Telephone Company: Extensive deployment of fiber optic network to community institutions and business centers in the Zone, an estimated commitment of \$31 million over five years.

Higher Education Consortium: Commitment to develop seamless financial aid system and to produce a coordinated job training system. Five primary academic institutions serving the Zone have committed to develop a system to coordinate the inter-campus transfer of financial aid to ensure broader access to specialized training programs for Zone residents.

Foundations: \$2.5 million in future grants and technical resources for Zone initiatives.

ST. LOUIS, MO
Enterprise Community

City Population: 396,685

EC Population: 49,139

EC Size: 9.8 square miles

Poverty Rate: 44%

Unemployment Rate: 16.4%

Education: 46% of the Zone population lack a high school degree

OVERVIEW

The St. Louis Enterprise Community contains 22 census tracts wrapping around the City's Central Business District and an adjoining satellite tract located in the City of Wellston in St. Louis County.

The area contains much of the oldest and most dilapidated residential and commercial property in the City. In the heart of the EC stands the 57 acre site of the former Pruitt-Igoe public housing project, possibly the largest single parcel of urban vacant land in the country. Most of the region's public housing projects are located in the EC. The land use is a mix of residential, industrial and institutional. It contains local and national historic districts and redevelopment areas.

The St. Louis strategic plan recognizes that economic development and social services are interrelated. The plan aims to:

- * Build a strong economic foundation for the Enterprise Community by increasing small business opportunities, especially among women and minority business entrepreneurs, and developing sites within the area for commercial and industrial expansion.
- * Assist residents in gaining economic self-sufficiency by creating at least 1,500 new, full-time permanent jobs within 5 years and training and educating residents to qualify and compete for these jobs.
- * Sustain and strengthen families and individuals by ensuring that all residents have access to basic services, information, early intervention and support and access to quality education.
- * Build sustainable communities whose members have the ability to control their own futures by identifying and training neighborhood leaders, creating a Community Information System, reducing crime, developing 2,500 new or renovated affordable housing units and creating an attractive environment and a coordinated transportation system.

KEY ACTIVITIES

Economic Opportunity:

- * Renovation of the Wagner Center in Wellston as a manufacturing training center, accessible to rest of EC by MetroLink.
- * Establish business resource centers to aid small businesses, create funding sources for small businesses, develop retail and commercial sites and expand the purchase of goods and services within the EC.
- * Establish a Technology Collaborative, a business incubator for high tech businesses, including an educational and training component linked to EC schools.
- * Develop an extensive 40-acre shopping commercial center in the northern half of the EC where grocery and retail stores are very limited or nonexistent.
- * Over 400 new jobs committed by area businesses, with an anticipated 750 full-time jobs anticipated during the term of the Enterprise Community.

Community Development:

- * One-Stop Service Centers where basic services are integrated and delivered.
- * Expansion of Community Schools, Adopt-a-School and magnet schools.
- * Develop pilot program for early intervention for families and children at risk.
- * Build a recreational/leadership City Camp combining recreation, learning centers, medical screening facility.
- * Create One-Stop Justice Centers in decentralized locations.
- * Develop a "market basket" of housing options.
- * Implement a redevelopment plan for Laclede Town.
- * Develop the Riverfront Trail.
- * Transportation Mobility Centers to provide access to Metro-Link, an area wide light rail system.

MAJOR PUBLIC SECTOR COMMITMENTS

Mo. State Dept. of Economic Development: \$13 million designated for revolving loan fund for new businesses; \$12.5 million commercial and industrial expansion; \$2 million for Technology Collaborative.

State Dept. of Social Services: \$20 million for jobs for welfare recipients; \$5.7 million toward One Stop Social Service Centers.

Other State Sources: \$13.1 million for First Linked Deposits; \$22.4 million from revenue bonds to expand magnet schools; \$1.3 million from FUTURES to establish a business resource center.

City of St. Louis: \$1 million to create a Community Information System; \$4.5 million to initiate arts programs.

MAJOR PRIVATE SECTOR COMMITMENTS

Commercial Bank funds: \$30 million for small business loans; \$25 million for home loans.

Monsanto: Plant donated for Technology Cooperative.

Southwestern Bell: \$31 million for telecommunication investment.

St. Louis Equity Fund: \$20 million for development of affordable housing.

Carpenter's International Union: \$50 million for housing mortgages.

Other Commitments: \$45 million to develop market basket of housing options.

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Nebraska

Divider Title: _____

OMAHA, NE
Enterprise Community

City Population: 335,795
EC Population: 49,221
EC Size: 15.8 square miles
Poverty Rate: 37.4%
Unemployment Rate: 12.1%

OVERVIEW

Omaha's assets include capable service providers, good schools, quality training programs and an active and involved citizenry, all of which provide an advantage in helping the community realize its vision. The vision's centerpiece is a \$65 million economic opportunity commitment for business development and expansion which is solidly supported by substantial public and private sector investments in job training, housing, infrastructure and human service activities within the EC area.

The EC has the added benefit of being a State designated Enterprise Zone where businesses receive State tax credits for jobs provided to zone residents and where zone preference is given for additional job training funds. This State designation has enabled Omaha to actually begin its planning and vigorous pursuit of its objectives for the target area well before the enactment of the Federal EZ/EC legislation.

Omaha's plan takes full advantage of its strong private and public partnerships and its in-place programs. It solidly links economic development to the physical aspects of the community and to human development and provides a balance of activities in support of this link. For example:

- * The strength of its public and private partnerships is affirmed in its housing and economic development efforts where 62% of the \$229 million for housing activities and almost 50% of the \$65 million for economic development activities is from the private sector.
- * In-place programs include 40% in state income and tax credits for donations to projects within chronic economically distressed areas; funds for projects in neighborhood business districts and other job creating activities and the Small Business Network.
- * Housing programs will operate to improve condemned and other vacant structures within the EC and provide for new housing construction.
- * EC will benefit from three programs specifically tied to improving housing through rehabilitation activities.

- * Establishes long-term solutions to the health care and human service needs of EC residents through new and integrated service initiatives. These include an Urban League Family Resource Center of One Stop Shop for human services; a neighborhood health center for primary and preventive care services, and a center to carry out alcohol and drug treatment programs.

KEY ACTIVITIES

Job Training:

The Job Training of Greater Omaha Program provides skills and on-the-job training and basic education to the unemployed.

Student Retention Services provides academic and financial support to low income student.

Summer Youth Program provides jobs to young people at nonprofit organizations.

Small Business Support:

Omaha Small Business Network provides financial assistance for small and start-up businesses;

Special Projects-TIF uses tax increment financing to finance public improvements associated with major investments in blighted areas;

Economic Development Fund provides flexible funding for neighborhood business projects.

Community Health Care:

Operation Bridge which is an out-patient mental health clinic and alcohol treatment center;

Nebraska Department of Social Services provides health care workers to serve the aged, disabled and children;

Visiting Nurse Association of Omaha provides health information and coordinates referrals for clients in their homes, clinics and schools.

MAJOR PUBLIC and PRIVATE SECTOR COMMITMENTS:

\$494 million in public resources and \$301 in private funds

Highlights:

Local funds: \$128 million

State funds: \$ 91 million

Federal funds:\$275 million

Private Funds \$301 million

The above amounts totaling \$795 million have been allocated for the following activities:

Activity	Public	Private	Total
Economic Development	\$ 35 million	\$ 30 million	\$ 65 million
Housing	87 million	142 million	229 million
Human Services	217 million	125 million	342 million
Education/Training	51 million		51 million
Public Infrastructure	99 million	3 million	102 million
Public Safety	5 million	1 million	6 million

MAJOR PRIVATE SECTOR COMMITMENTS:

First National Bank of Omaha commits to \$50 million in business and mortgage loan funds.

American National Bank, 1st National Bank and other area banks have set aside \$12.5 million for EC use, a portion of which is specifically available for business projects.

United Catholic Social Services, United Ministries and Family Housing Advisory Services, Salvation Army, and Mercy Housing, Inc. are examples of the in-place nonprofit organizations that are committed to provide social and housing services to EC residents.

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Nevada

Divider Title: _____

LAS VEGAS, CLARK COUNTY, NV
Enterprise Community

City Population: 258,295

EC Population: 42,528

EC Size: 9.8 square miles

Poverty Rate: 33.3%

Unemployment Rate: 15.5%

Education: 48.5% of the residents lack a high school degree

OVERVIEW

Since 1950 the Las Vegas Metropolitan Area (Clark County) has been one of the fastest growing metropolitan areas in the United States. This growth is mainly attributed to the expansion of tourism-related industries, primarily hotel, gaming and recreation. The Las Vegas Target Area includes ten census tracts located in the heart of the Las Vegas Metropolitan Area, encompassing five neighborhoods in two cities (Las Vegas and North Las Vegas).

The Enterprise Community vision is based on the continued development and revitalization of Las Vegas, with a focus on:

- * Building sustainable neighborhoods in which to live, work and recreate
- * Inspiring choices for youth
- * Creating economic opportunity

KEY ACTIVITIES

A detailed series of 50 program initiatives are presented in the Strategic Plan within the areas of: Affordable Housing and Neighborhood Revitalization; Economic and Local Business Development; Education and Job Training; Community Services and Public Safety, Transportation and Infrastructure.

Economic Development:

- * Small business counseling and training
- * Targeted neighborhood business development to provide retail stores and other essential services
- * Special employment assistance for youth

Social and Human Services:

- * Child care expansion
- * Youth development enhancement (recreation, substance abuse outreach)
- * Community centers with computer-based information/referral services, and space for community activities and some social service delivery;

Education:

- * Basic remedial education for adults
- * Life skills training
- * Vocational and on-the-job training
- * School-to-work transition programs
- * Tutoring and mentoring programs
- * Scholarship opportunities

Housing:

- * Homeownership assistance
- * Housing stock rehabilitation
- * Transitional housing
- * Housing for populations with special needs

MAJOR PUBLIC SECTOR COMMITMENTS

City of Las Vegas: \$20 million in CDBG funds, \$25 million in Redevelopment funds, \$10 million in general revenues.

North Las Vegas Redevelopment Agency: \$250,000 for tax increment financing to provide assistance in recruiting small and large businesses in the Downtown North Las Vegas area of the EC.

Housing Authority: \$27.7 million to modernize or rehabilitate housing developments.

MAJOR PRIVATE SECTOR COMMITMENTS

Bank of America: \$500,000 for Community Economic Development Initiative grants to be disbursed in three to five grants to nonprofit organizations.

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Divider Title: New Hampshire

MANCHESTER, NH
Enterprise Community

City Population: 99,000
EC Population: 4,251
EC Size: 0.8 square miles
Poverty Rate: 32%
Unemployment Rate: 16%
Education: 45% of the area residents does not have a high school degree

OVERVIEW

Manchester is situated in south central New Hampshire along the Merrimack River. The nominated area is made up of the Central Business District, the inner city neighborhoods and the Amoskeag Millyard. The economy of the area has experienced cycles of growth and decline. The vacancy rate in the rehabilitated Amoskeag Mills and the downtown area approach 50%. During the past five years over 2700 jobs were lost when electronics, banking and insurance industries moved or reduced their working force. The recession resulted in bank failures, real estate foreclosures and increased difficulty in securing bank loans.

Manchester's vision for the future consists of:

- * Development of family support programs in a Neighborhood Family Center to bring together existing social services and job training;
- * Transformation of existing residential inner city area into a neighborhood of choice through housing rehabilitation and public safety programs; and
- * Creation of jobs through a microenterprise program to help incubate small businesses and support tourism.

KEY ACTIVITIES

Development of a Neighborhood Family Center to bring together social programs and job training under one roof to maximize their collaborative efforts.

Rehabilitation of housing and support neighborhood revitalization under the auspice of the Manchester Housing and Redevelopment Authority.

Development of a Business Incubator program, in coordination with local colleges, a bank and a foundation, to assist in the growth of entrepreneurial efforts.

Establishment by the University of New Hampshire of a center of science and technology.

Creation of the "US First Science Center" by an alliance of business, educational and governmental institutions to reverse the declining interest in science and mathematics.

PUBLIC SECTOR COMMITMENT

The budget submitted by the City of Manchester indicates that it is committed to provide \$2.8 million to key activities in and related to the enterprise community. The budget reflects a State commitment of over \$2 million.

The City has agreed to raise \$2.3 million through a bond issue to purchase the building in which to locate the science and technology center.

PRIVATE SECTOR COMMITMENTS

The Centerpoint Bank has committed up to \$250,000 in loans to support the financing needs of entrepreneurial companies in the incubator program. Amoskeag Industries has also committed \$200,000 to help start up the Incubator program.

New Hampshire College intends to use private funding to support job training for area residents at the Neighborhood Family Center, and the New Hampshire Technical College will provide literacy and GED training and assist in job placement.

The Salvation Army has committed \$250,000 to assist in the Neighborhood Family Center.

The First NH Bank has committed \$300,000 in second mortgage financing at 5% interest in the Home Ownership Works program; the Fleet Bank has committed \$200,000 and the Shawmut Bank has committed \$150,000 to the same program. The First NH Bank has also committed to providing \$500,000 at prime rate for acquisition and rehabilitation of "distressed" properties and \$500,000 in construction financing for the Merrimack Place cooperative development.

US First has obtained private contributions in excess of \$1.3 million toward the \$50 million needed for the creation of the science and technology theme park.

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New Jersey

Divider Title: _____

NEWARK, NJ
Enterprise Community

City Population: 275,221
EC Population: 49,871
EC Size: 15.4 square miles
Poverty Rate: 42%
Unemployment Rate: 20%
Education: 53% of the EC population does not have a high school degree

OVERVIEW

Eight residential neighborhood areas were delineated in the Newark application. An additional area in Elizabeth, NJ, which is the city contiguous to Newark and is a major industrial area and international airport and seaport, was included in the EC because of its significant potential for job generation.

The strategic plan strikes a balance of needs in the areas of economic development, education, housing, public safety and social services by addressing three broad areas:

- * **JOBS** - Enhance employment opportunities (job commitments totaled approximately 12,000 at time of application submission).
- * **FAMILIES** - Foster functional family units through coordination and concentration of education and human support services.
- * **NEIGHBORHOODS** - Revitalize neighborhoods by creating "neighborhood opportunities" at the block level. This area includes public safety and housing initiatives.

KEY ACTIVITIES

JOBS: The EC Finance Partnership Board offers an innovative approach to ensuring the equal opportunity access to capital. This board will be comprised of leaders in business as well as the community and will be responsible for setting policies for allocation of the funds that meet the needs of small and minority businesses.

Expansion of regional sub-center at NJ Small Business Development Center of Rutgers University Graduate School of Management will provide small, minority, disadvantaged businesses in the EC with management and technical assistance.

Potential development of 419 acres in the Elizabeth tract would create an estimated 11,600 full-time jobs. Reclamation and redevelopment of a 166 acre landfill is also

planned for the Elizabeth tract.

FAMILIES: Family Support Centers will be established and linked electronically into an information network.

The Urban League of Essex County is seeking funding to complete the development of two long-vacant, city-owned properties next to the Urban League's main office and training center. A vacant supermarket would be renovated to house the existing pre-school and parent education center. The adjacent lot will be rehabilitated for use as a pre-school playground and greenspace.

NEIGHBORHOODS: Neighborhood Development Units are being developed in conjunction with the new Department of Neighborhood Development that will unify the municipal divisions of summons, building codes, sanitation, and demolition. The units will be created to address the needs of neighborhoods in the EC and to encourage citizen involvement in neighborhood improvement activities. A team approach will be employed so that real change can occur in small, concentrated areas over a minimum amount of time.

MAJOR PUBLIC SECTOR COMMITMENTS

State Grants:

Commerce and Economic Development - \$1.7M
Community Affairs - \$15.5M
Department of Health - \$4.7M
Human Services - \$0.2M
Law and Public Safety - \$0.4M
Transportation - \$17.9M
Highway Safety - \$0.1M
Education - \$42M

County Resources:

Social Services, Aging, and Health Services - \$1.4M

MAJOR PRIVATE SECTOR COMMITMENTS

Financial Institutions - \$145-150M for housing, economic development, and social services

Port Authority of New York/New Jersey - \$153K in assistance to homeless at Newark International Airport

New Jersey Transit Authority - \$32.7M for bus, rail, subway, and airport transportation construction/modernization.

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New Mexico

Divider Title: _____

ALBUQUERQUE, NEW MEXICO
Enterprise Community

City Population: 380,000

EC Population: 47,113

EC Size: 16.6 square miles

Poverty Rate: 32.9%

Unemployment Rate: 11.4%

Education: In 1990, 40% of residents in the EC lacked a high school diploma or GED

OVERVIEW

The Albuquerque and Bernalillo County Enterprise Community consists of the neighborhoods adjacent to downtown, the South Valley, and Census tract 12.00, to the north of the city.

The Enterprise Community (EC) encompasses much of the historic area of Albuquerque. The nominated area is a diverse one, comprised of many different neighborhoods. The EC's economic development advantages include good transportation access: Interstates 25 and 40 and the Atchison-Topeka and Santa Fe railroad lines border the target area, and the Albuquerque International Airport is largely situated within the community. Several industrial/research parks are situated within the zone and the area contains significant amounts of vacant land already zoned for industrial and manufacturing uses.

The project staff of the City of Albuquerque and Bernalillo County will implement a strategic plan that aims to:

- * Enhance the capacity of EC residents to undertake economic development within the community;
- * Increase access to employment opportunities;
- * Foster the creation and growth of businesses within the EC; and
- * Create partnerships between the EC and the federal laboratories and research university.

KEY ACTIVITIES

Completion of the **cultural and recreational facilities** including the Explora science museum, biological park, and hispanic cultural center will increase the employment of EC residents, increase retail and service activities within the EC and generate new businesses.

The development of a **high technology industrial park** will generate employment and training for EC area residents.

The development of a **one-stop capital shop** will help new businesses develop, existing businesses to expand and create new jobs in the EC.

Building **community based organizations' capacity** will generate economic development projects as a result of training, technical assistance, an increase in capacity, and the creation of jobs for zone residents.

Commercially revitalizing the Isleta Bridge Neighborhood will encourage new or expanded locally owned businesses in the corridor, create new jobs and revitalize village centers as nodes for community development.

The development of a **First Source Employment Program** will help EC residents prepare for employment and will help them find jobs. The plan will also offer **School to Work** transition programs which will focus on students who do not intend to enter college, and offer post secondary education/training to EC residents.

The plan will offer **business and entrepreneurial technical assistance** to non-profit organizations that provide short-term training in business development to disadvantaged persons through various methods including workshops, courses, and peer groups.

The plan will provide **access by EC businesses to and use of the technology, technical assistance, and business support services** available through Sandia National Laboratories. Sandia has agreed to set up Small Business Cooperative Research and Development Agreements with businesses located within the EC (\$50,000 each). In addition, Sandia National Laboratories resources will be used to identify and resolve environmental and other problems, including transportation, that hinder economic development within the EC.

The plan will determine the feasibility and complete pre-design work for a **research and industrial park** located in the EC to focus on technology transfer in conjunction with Sandia National Laboratories and its parent corporation.

PUBLIC SECTOR COMMITMENT

State Resources...\$30,420,000 designated for infrastructure, cultural center, and educational center improvements.

City Resources...\$52,825,000 designated for housing rehabilitation, infrastructure, cultural center, educational center, community center, child care center, health center improvements and gang diversion programs.

County Resources...\$3,521,900 designated for recreation facilities, educational, and infrastructure improvements, health and youth programs.

PRIVATE SECTOR COMMITMENTS

Sandia National Laboratories and its parent corporation have committed \$150,000 in support of activities related to business development within the EC.

The National Council of La Raza (NCLR) has entered into agreement with Youth Enterprises Systems (YES), a local nonprofit housing and economic development organization, to assist with capacity building in the area of affordable housing. The City of Albuquerque has agreed to provide \$40,000 to match \$40,000 in NCLR funding for this project.

The Neighborhood Reinvestment Corporation provides the Sawmill neighborhood with \$150,000 annually, or \$450,000 over the three year plan.

Accion New Mexico, a non-profit micro loan program, has committed to make up to 30 loans in the EC in 1995, up to \$30,000 total.

New Mexico Community Development Loan Fund, a non-profit lender, has committed to a minimum of \$450,000 in loans in the EC over the first three years of the strategic plan.

Enchanted Land Certified Development Corporation, has committed to provide financing of about \$1,500,000 annually in the EC, or \$4,500,000 over the three year plan.

First Security Bank is planning on making available \$1,000,000 for micro loans to qualified borrowers who apply under this program.

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New York

Divider Title: _____

**NEW YORK COUNTY/BRONX COUNTY, NY
Empowerment Zone**

City Population: 7,322,564

Zone Population: 199,375

Zone Size: 7.6 square miles

Poverty Rate: Harlem area - 39%; South Bronx area - 43%
63% of population earned less than \$20,000/year

Unemployment Rate: Harlem - 17.8%; South Bronx 15.6%

Education: 34% high school education
17% college graduates

OVERVIEW

The New York County/Bronx County Empowerment Zone (EZ) consists of 40 census tracts in Harlem at the northern end of Manhattan and 20 census tracts in the southwest quarter of the Bronx. Connected by three bridges across the Harlem River, the two communities are socially connected by the historic expansion and development of New York City. Each has experienced the pressures of high population density, similar racial and ethnic changes, and today, share similar economic and social characteristics. Harlem is primarily a residential community, with some commercial and industrial areas. The South Bronx blends industrial, commercial and residential areas, and is fed by a network of rail lines and freeways.

In order to address the Zone's profound needs, their strategic plan builds upon the communities' full range of attributes: several neighborhood organizations, access to universities, colleges and medical facilities, and new business and job potential in its industrial clusters, emerging companies, rail facilities, and waterfront. The plan sets forth long-range goals for revitalizing the economic, social and physical infrastructure of the zone's neighborhoods:

- * Significantly expand the range of economic opportunities available to Zone residents and improve access to capital, training and new jobs;
- * Aggressively target youth in order to prepare them for leadership, work and a productive future through community-run mentoring and development programs for families and children;
- * Ensure the availability and high quality of a broad scope of essential educational, recreational, vocational and family-based services to the whole community;
- * Restore and maintain the physical environment including housing, infrastructure and open space, with a

particular emphasis on crime prevention and safety;

KEY ACTIVITIES

Expand Business Opportunities - increase and diversify the retail capacity of the major commercial strips and secondary arterials of the EZ, creating small and microbusiness opportunities, and reducing the money flowing out of the EZ. Specifically:

- * create several new business improvement districts to provide extra services to organized local businesses;
- * create an incubator program for locally-based entrepreneurs including crafts, catering and design businesses;
- * develop a comprehensive small business assistance program to support the expansion of small businesses and build on existing private sector commitments to invest in the EZ;
- * develop a privately capitalized and operated community capital bank and organize a multi-bank community development corporation;
- * create a vendors' mall at Yankee Stadium, expand the Kilmer Park greenmarket and redevelop and consolidate distribution facilities at the Bronx Terminal Market;
- * create learning centers located in community institutions specializing in computer literacy, and linked to job training and arts organizations;

Job Training - increase labor market participation among EZ residents and increase levels of employment by improving access to training and jobs, for example:

- * consolidate assessment services, career development services, customized job training, basic skills education, and placement services in a single location;
- * link job training to the private sector in developing and targeting job growth;
- * expand adult education programs directly related to occupational opportunities;
- * establish training and re-training services for health care and construction workers;
- * convert AFDC and home relief funds into wage and training subsidies for private-sector and non-profit employers who

hire public assistance recipients.

Youth Support and Development - prepare the children and youth of the EZ for leadership, new employment and opportunities, specifically:

- * create a public service internship program with community-based organizations;
- * expand, through "Neighborhood Education Centers" community-run educational, training, mentoring, counseling, and recreational programs for the families;
- * create a model school-to-work program and a model independent school district consisting of charter schools that can experiment with new educational structures and programs;
- * encourage continued school enrollment, create a trust fund matched by private contributions for paid internships and graduation incentives;
- * expand efforts by local colleges and universities to develop the technological infrastructure of EZ schools;
- * design a home instruction program and parenting centers to encourage parental involvement in education;
- * expand day-care slots and upgrade existing early childhood development services;

Family Services - to ensure the availability of high quality, basic support services for families, the following are proposed:

- * convert schools into community centers by expanding the number of "Beacon Schools" in the EZ and transform those Beacon Schools into Neighborhood Education Centers offering a full range of educational, recreational, vocational and family-based services to the whole community;
- * reform the social service delivery system by creating comprehensive services that are community based, including community health care centers and a local EZ Health Consortium to develop and plan health care projects;
- * develop neighborhood-based Family Investment Centers where individuals and families can receive individualized assistance in accessing an array of services and entitlements.

Community Viability - to restore and maintain the physical environment of the EZ, its housing, infrastructure, and public

safety, the plan aims to:

- * construct 1,200 units of housing in Manhattan and 350 units of infill housing in the South Bronx beginning next year;
- * request waivers from HUD in order to develop joint projects between the Public Housing Authority, HPD and private entities;
- * increase the pool of mortgage loans and guarantees available to low and moderate-income EZ residents;
- * establish a first-time homebuyers fund available to low-income EZ residents;
- * increase access to capital and banking services;
- * create an information technology assistance center within the One-Stop Capital Shop;
- * initiate capital projects to improve subway stations, streets and highway access and interchange routes, bus shelters, greenways and pedestrian ways; and improve passenger security with better station lighting, PA systems and better police surveillance;
- * strengthen community policing and continue "weed and seed" initiative to address violent crime;
- * significantly expand security in all public housing;
- * create a community-based public safety council to solve problems, collect information, and coordinate public safety initiatives throughout the EZ;

MAJOR PUBLIC SECTOR COMMITMENTS

City of New York: \$100 million designated for use along with matching Federal funds for more than one hundred zone activities.

State of New York: \$100 million designated for use along with matching Federal and City funds for many of the same activities.

MAJOR PRIVATE SECTOR COMMITMENTS

Fleet Financial Group: Nearly \$48 million in small business loans, a new community development corporation, and affordable housing construction and mortgage loans.

New York Housing Partnership: In excess of \$500 million to

finance housing and street-level commercial development in the Zone, creating at least 6,000 units of housing and 300,000 square feet of commercial business.

Community Preservation Corporation: Sponsored by more than fifty banks and insurance companies in the New York City metropolitan area, CPC commits to create a \$50 million investor pool to provide partial mortgages for affordable housing in the Zone. CPC to dedicate a portion of a city-wide \$100 million investor pool to finance commercial development in the Zone.

ALBANY, SCHENECTADY & TROY, NY
Enterprise Community

City Population: Albany - 101,082, Schenectady - 65,566, and
Troy - 54,269
EC Population: Total for Tri-Cities 39,522
EC Size: 5.1 square miles
Poverty Rate: Albany - nearly 33%, Schenectady - 32.8%, and
Troy - 33%
Unemployment Rate: Albany - 9%, Schenectady - 12.8%, and
Troy - exceeds 10%
Education: Less than 2/3s of Albany's EC residents aged
25 and over have a high school diploma, for
Schenectady the percentage is 58, and Troy is
57%

OVERVIEW

This application: represents the joint effort of the Cities of Albany, Schenectady, and Troy, New York to work together to address those problems common to their urban neighborhoods.

* The **Albany Enterprise Community (EC)** consists of the neighborhoods of North Albany, Arbor Hill, West Hill and the South End, which wrap around the city's downtown. The area represents the most distressed neighborhoods in the City of Albany.

* The **Schenectady EC** covers the Hamilton Hill neighborhood, an areas which has experienced high levels of social and economic distress due primarily to the sharp decline in GE's work force. The area has a high level of poverty, unemployment, teen pregnancy, and high school dropouts.

* The **Troy EC** consists of the City's two oldest sections, the North Central neighborhood and the downtown. This EC area has experienced high rates of poverty, unemployment, and public assistance utilization. One-third of the population is living below the poverty level while unemployment exceeds 10%.

The Tri-Cities' Plan presents a viable process for community residents to work with service providers, non-profit agencies, the private sector and government representatives to identify strategies that will address their needs and achieve solutions. This Plan strikes a balance between economic growth, physical development and human development. The Plan is focused on:

- * **Neighborhood Empowerment, Environment and Planning** which encompasses the establishment of an empowerment program to organize neighborhoods to coordinate the establishment of safe streets, the availability of affordable housing, and the creation of programs to encourage civic pride.

- * **Job Creation, Training and Education** that is key to the economic revitalization of the EC neighborhoods. The primary mission is to improve the economic conditions in the target neighborhoods by reversing the trends of decay.
- * **Youth Enrichment and Family Preservation** that will work to build up the family structure and equip the youth face the challenges of a competitive market.

KEY ACTIVITIES

- * **Neighborhood Empowerment, Environment and Planning**, some activities are:

- o Establishment of strong community centers in each neighborhood
- o Initiation of regularly scheduled neighborhood meetings
- o Initiation of periodic council meetings at community centers
- o Establishment of neighborhood planning liaisons in each city's planning department
- o Development/expansion of programs to increase neighborhood identity and involvement
- o Strengthen community policing and neighborhood watch programs
- o Increase affordable housing initiatives, including homeownership programs
- o Development of comprehensive neighborhood plans, developed by residents

- * **Job Creation, Training and Education**, includes some of the following programs:

- o Entrepreneurship Education and Assistance Programs
- o Intensive Micro-enterprise Development
- o Neighborhood Micro-Business Loan Funds
- o On-the-job training targeted to neighborhood business start-ups
- o Modified Youth Build
- o Youth Job Shadowing/Mentoring Program
- o Regional Targeted Job Development Program
- o Improve coordination/outreach of existing job training programs to neighborhoods

- * **Youth Enrichment and Family Preservation**, the following programs have been identified to implement this initiative:

- o Youth Community Councils Development Initiative
- o Youth Employment Initiative
- o Youth-School Alliance
- o Self-Help Initiatives for Youth

- o Family Preservation Initiative
- o Special Child Care Initiatives

MAJOR PUBLIC AND PRIVATE SECTOR COMMITMENTS

The submission provided a 3 year financial plan for financing the strategic elements of the plan with public and private funds:

*** Neighborhood Empowerment, Environment and Planning -**
\$3,925,000 Public and \$1,650,000 Private sources, for a total of \$5,575,000.

*** Job Creation, Training and Education -** \$1,195,000 Public and \$1,285,000 Private sources, for a total of \$2,480,000.

*** Youth Enrichment and Family Preservation -** \$1,075,000 Public and \$1,350,000 Private sources, for a total of \$2,425,000.

BUFFALO, NY
Enterprise Community

City Population: 328,123

EC Population: 49,510

EC Size: 7.2 square miles

Poverty Rate: 45%

Unemployment Rate: 21.5%

Education: 46% of zone population lack a high school degree

OVERVIEW

The Buffalo Empowerment Zone includes three areas of the city which, while plagued by high levels of poverty, unemployment, and health problems, also have considerable opportunity for redevelopment:

1. The Lower West Side is the city's "International Gateway to Canada", linking downtown Buffalo with Canada. It serves as a point of entry for immigrants from Puerto Rico, the Caribbean and Latin America, and Southeast Asia.
2. The East Side suffers from urban renewal efforts resulting in whole neighborhoods being demolished, along with nearly total abandonment by commercial businesses. In addition, it has been split apart by the construction of the six lane Kensington Expressway.
3. The South Side which is heavily zoned (75%) for commercial and/or industrial uses. Vacant and underutilized commercial, industrial and railroad properties dot the landscape. Also, due to the former heavy industry legacy of the area, environmental concerns factor into the redevelopment potential for this area.

Buffalo's strategic plan will prepare the city for the 21st century by:

Recapitalizing on locational and resource advantages by taking full advantage of NAFTA and the latest information technology in order to establish Buffalo as a "world teleport" city.

Permanently empowering communities by establishing an Empowerment Zone Partnership made up of representatives from the community (6 seats), service providers (5 seats), and Local (8 seats), State (1 seat) and Federal (1 seat) governments; and giving it the power to name two seats on the City's Planning Board, along with spending powers over EZ/EC grant monies.

Providing low and moderate income individuals with access to capital and technical assistance for the creation of new businesses, jobs, and the undertaking of community improvement projects.

COMMITMENTS

Buffalo's letters of commitment come from various local, national and international sources supporting the City's Enterprise Community application. The letters clearly demonstrate the wide-ranging coalition of support for Buffalo's EC initiatives. These letters specifically outline the ways in which individuals, community-based organizations, educational institutions, medical facilities, banks, businesses and real estate agencies remain committed to the people and the progress of Buffalo's most distressed neighborhoods.

KEY ACTIVITIES

Economic Opportunity: The City in partnership with State and Federal governments and the private sector will pool resources to complete an infrastructure system for the 21st century. A primary piece of this system is a fiber optic backbone to speed information dissemination among businesses, institutions and government. The fiber optic backbone will be the first step towards establishing Buffalo as a "work teleport" city.

The State University of NY at Buffalo and the Medical Foundation of Buffalo, with Nobel Laureate Herbert Hauptman as its President, participate in international medical research. Such collaborative/joint ventures will be targeted towards the sectors of the economy benefiting from NAFTA in the initial years of the EC program.

Empowerment/Reinvention: The basic structure of the Enterprise Community program rests with the development of an Enterprise Community Partnership -- a board of 21 directors whose job will be to guide development, recommend policy, identify funding, and provide the unifying influence necessary to bring about the empowerment and redevelopment of Buffalo's core. The partnership will be chartered to oversee the day-to-day administration of the EC program, activities and spending. The Partnership Board has direct access to policy making within City government by providing it with the power to name two seats on the City's seven member planning board.

Job Opportunities/Entrepreneurship: The City will establish a high risk non-traditional loan fund for low/moderate income persons to be administered by the EC Partnership Board. Loans will be provided to: (1) small businesses, including start-up; (2) community-based organizations and block clubs, and (3) community residents.

NEWBURGH AND KINGSTON, NY
Enterprise Community

City Population: Newburgh: 26,454. Kingston: 24,481

EC Population: 18,550

EC Size: 2.96 square miles

Poverty Rate: Average of 31%

Unemployment Rate: Approximately 12% in each city

Education: Almost half of the EC residents in Newburgh lack a high school diploma; 35% in Kingston

OVERVIEW

The area has many strengths: established nonprofit organizations, a workforce with high-tech experience, river frontage, "architectural gems" for renovation, health care facilities that are big employers, proximity to the New York metro area, an expanding airport, and a network of highway, rail, and river transportation facilities.

At the same time, its human and social needs are great. The Hudson Valley Region has lost 70,000 jobs from 1989-94. IBM alone eliminated 11,100 jobs in 1992-94, which included 13% of the total jobs in Ulster County, where Kingston is located.

Health Care is the fastest growing occupation in the Hudson Valley. The strategic plan envisions centralizing and coordinating health care services within the two cities. They would link job training and housing programs to attract new physicians.

KEY ACTIVITIES

- * Coordinate a Community Lending Program: The principal economic development strategy will involve the capitalization of \$1.1 million for small business development, micro-lending, and business training.
- * Establish separate funds to allocate monies into specific economic and human development ventures:
 - * Business Revolving Loan Fund
 - * Housing Facilitation Fund
 - * Tourism Promotion Fund
 - * Health Care Revolving Loan Fund
 - * Human Development Incentive Fund
 - * Physician Incentive Low-Interest Loan Fund
- * Establish a One-Stop Center (Social Services): Welfare to Self-Care
- * Establish a youth delinquency prevention program to foster positive relationships between EC target area youth and uniformed personnel serving in the EC target areas.

MAJOR PUBLIC SECTOR COMMITMENTS

- * State activities include locating an industrial park next to the expanding airport, a Hudson River Study Center, and the expansion of the neighborhood-based initiative to foster comprehensive and coordinated delivery of State-funded human services programs.
- * Potential County resources include tax relief and access to a revolving loan fund of \$80,000.
- * The Cities of Kingston and Newburgh will provide tax relief and deregulation to increase housing rehabilitation and access to a Women and Minority Business Revolving Loan Fund (\$125,000).
- * Commercial areas within the target area will be eligible for State Economic Development Zone benefits.

MAJOR PRIVATE SECTOR COMMITMENTS

- * Special electric utility rates for eligible industrial customers in the community will be instituted.

ROCHESTER, NY
Enterprise Community

City Population: 231,636
EC Population: 38,971
EC Size: 4.1 square miles
Poverty Rate: 39.6%
Unemployment Rate: 17%

OVERVIEW

The City of Rochester will undertake a variety of programs designed to create and expand businesses and jobs, promote housing and infrastructure development, improve education and life skills and foster a safe and livable environment. Job development expenditures include clean-up and beautification improvements to support business expansion and technical assistance services. Housing development includes new construction of single family housing, rehabilitation of existing single and multifamily housing, and housing support services. Infrastructure improvements include streets and water and bridge improvements with a majority of the funds for street improvements. To complement physical development projects, funds will be expended for a variety of youth, violence prevention, safety, education and clean-up activities.

KEY ACTIVITIES

Commercial Development Partnership Fund -- Loans and grants to small businesses;

High Falls Development Projects -- acquisition, rehabilitation, and clean-up of Gorsline Building and Beebee Station;

St. Mary's/Bull's Head -- clearance and development to create jobs in the health care field;

West Avenue Industrial Corridor -- Renovation and redevelopment of old, obsolete industrial facilities;

Erie Canal Industrial Park -- environmental clean-up;

Genesee/Brooks -- land assembly for retail development;

Transportation enhancements Old Bausch and Lomb Building -- loc tech incubator development;

Stipend to community residents -- health benefits to newly employed/uninsured individuals within a local managed-care institution.

MAJOR PUBLIC SECTOR COMMITMENTS:

\$19.7 million from the City for: job development, business expansion, technical assistance for business development, housing development, housing rehabilitation, housing support services, infrastructure, human development.

MAJOR PRIVATE SECTOR COMMITMENTS:

\$5.2 million for the creation of an employment center.

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North Carolina

Divider Title: _____

CHARLOTTE, NORTH CAROLINA
Enterprise Community

City Population: 395,934
EC Population: 49,291
EC Size: 15.1 Square miles

Poverty Rate: 37.2%
Unemployment Rate: 12%

Education: 36% of the zone residents over 17 have no high school diploma.

OVERVIEW

The Charlotte Enterprise Community is comprised of 32 of the 73 neighborhoods in the "City-within-a-City", a 60 square mile area ringing Charlotte's prosperous central business core. These 32 EC neighborhoods are in three clusters, selected on the basis of their need and potential to benefit from the EC strategy. The EC strategy was developed in the wider context of the "City-Within-a-City" strategy. This strategy, already underway in the EC neighborhoods, includes a comprehensive and integrated approach to solving inner city problems and building neighborhood capacity. Implementation of the strategy includes a \$10 million dollar loan/equity pool; a \$42.3 million dollar community safety program; government reorganization to deliver services better; a \$300,000 pilot EZ Ride program in Enterprise neighborhoods; and a nationally recognized Neighborhood Matching Grants Program. The EC strategic plan proposes adding to these the creation of three Neighborhood Empowerment Centers, one in each EC cluster. These are envisioned as full-service centers that offer job training, job placement, and help for business development and expansion, as well as support services to area residents and businesses. The Neighborhood Empowerment Centers Program will be aimed at meeting three main objectives:

- * To move unemployed persons into the workforce;
- * To move underemployed people into higher paying careers and occupations;
- * To create new business and job opportunities for area residents.

Partnerships with the local community college, the City of Charlotte, United Way, local banks and the corporate community will leverage the activities and resources offered at the centers.

KEY ACTIVITIES

Neighborhood Empowerment Centers: Three centers will provide entry level pre-employment training; specialized training in particular fields identified through a community

skills assessment and jobs analysis; and business and job development in the Enterprise Community. The initial foci will be: **Northeast Center:** Developing a specialized training program geared toward the construction industry and creating a related community co-op for rehabilitating houses in the area; **West Center:** revitalizing an old shopping center to create entrepreneurial opportunities and provide much needed services for the area; and **Northeast Center:** providing a full service center that capitalizes on and complements economic initiatives already underway in the area.

City-Within-a-City (CWAC) Loan Equity Pool: More than \$10 million (more dollars will be added this summer by the City and the Banks) for primarily a jobs-creation program designed to stimulate economic activity that will produce jobs for low and moderate income people.

Community Safety Plan/Community Policing: \$42.3 million dollar effort to reduce crime through prevention, intervention and enforcement strategies. Community policing, which began in Charlotte as a pilot program in 1992, has now been implemented in five police districts, which include most of the Community Enterprise neighborhoods. Satellite police stations, which will include other City departments and agencies, are also being introduced.

EZ Ride: Low cost transit services. EZ Ride routes, currently in two of the three enterprise community neighborhoods, provide more direct access to community and medical services than the standard city bus routes.

Neighborhood Matching Grants Fund: Grants of up to \$25,000 to neighborhood associations in poor areas for projects that will make the neighborhoods better places to work, do business and live in. Grants are matched with cash donations, volunteer labor, or in-kind services and equipment.

MAJOR PUBLIC SECTOR COMMITMENTS

Local: \$ 1.8 million designated for the Loan Equity Pool; \$300,000 annually for EZ Ride. Other publicly funded activities include Concentrated Code Enforcement in 10 of the EC neighborhoods; Childrens Services Network; Community Safety/Community Policing; Homeless Coalition; Neighborhood Matching Grants Fund;

State: 18 programs cited by the Governor potentially to support the Neighborhood Centers' objectives

MAJOR PRIVATE SECTOR COMMITMENTS

Banking Community: \$8.5 million contributed by 6/94 to loan equity pool primarily for a jobs-creation program (additional funds anticipated from Summer '94 fundraising).

Donations: More than 69 grants by the Neighborhood Development Corporation have been matched by neighborhood associations with donations of cash, volunteer labor, or in-kind services and equipment since 1993.

Many local employers and non-profit organizations, including Lions Services, the YMCA, the United Way, have expressed their commitment to support the EC Neighborhood Empowerment Centers through job placement, participation in job training, development of the facilities and job sites, technical assistance, financial and other contributions.

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Ohio

Divider Title: _____

CLEVELAND, OH
Supplmental Empowerment Zone

City Population: 505,616
Zone Population: 50,597
Zone Size: 5.8 square miles
Poverty Rate: 46%
Unemployment Rate: 25%
Education: 53% of adults in the Zone lack high school degrees

OVERVIEW

The City of Cleveland has selected three east side neighborhoods - Fairfax, Hough, and Glenville - as the proposed Empowerment Zone, which is located two miles east of downtown. These three neighborhoods possess a number of highly motivated residents' organizations with a history of working in partnership and collaboration with other institutions to achieve community-wide goals. The area also contains valuable land resources of 7,500 undeveloped vacant lots for commercial and housing development and is the home of several major employers and institutions.

Cleveland's vision includes three main elements: economic development, labor force development and community building. This vision will be implemented through the following major activities:

- * Employ a business organizer to work directly with businesses and manufacturers to meet their service, technical and resource needs and to cultivate a climate for job creation and growth.
- * Create the Alliance for Economic Opportunity, a zone-wide organization that will work to develop job training to meet current employer needs as well as future zone jobs.
- * Coordinate the activities of Community Development Corporations (CDCs), such as the Fairfax Renaissance Development Corporation and Hugh Area Partners in Progress, with public and private organizations, such as Fannie Mae, Neighborhood Development Investment Fund, the newly created Cleveland Development Bank, and Neighborhood Progress, Inc. to develop housing and commercial ventures and entrepreneurial opportunities.
- * Create family resource centers in the three neighborhoods. The centers will provide for human and family development through education, job training, and access to social services including health care, crisis intervention, day care, counseling, mental health and

parenting to meet family needs.

KEY ACTIVITIES

Job Training: The JOB-Match program will be expanded and enhanced to provide vocational guidance services.

Small Business Support: Job development, entrepreneurship and investment will occur through: 1) support of existing and new businesses through creation of "business organizers"; 2) development of enterprise centers or incubators; 3) establishment of land development revolving loan fund for land banking and site development; and 4) real estate development controlled, neighborhood based development corporations.

Entrepreneurship Opportunity: Cleveland Development Bancorporation with \$17 million in private funds will operate three entities: a commercial bank, a real estate development company, and a 165,000 sq. ft. incubator project.

Family Resource Centers: Each neighborhood will have at least one family resource center that will provide for human and family development. The resource centers will be staffed by a coordinator, specialized health workers and five family coaches.

MAJOR PUBLIC SECTOR COMMITMENTS

City of Cleveland: \$40 million designated for public investment and employment producing activities.

State of Ohio: \$1.8 million for loan and training programs, housing, and roadway development.

MAJOR PRIVATE SECTOR COMMITMENTS

Cleveland Development Bancorporation \$7.5 million designated for primary financing of three small business enterprise centers.

Cleveland Enterprise Group : \$500,000 a year in support of technical assistance services for new entrepreneurs.

Neighborhood Progress, Inc.: \$150,000 to support strategic planning activities in the three neighborhoods.

AKRON, OH
Enterprise Community

City Population: 223,019

EC Population: 49,920

EC Size: 13.4 square miles

Poverty Rate: 25% (17 out of 22 tracts exceed 35%)

Unemployment Rate: 18.1%

Education: 40.6% over age 25 does not have a high school diploma

OVERVIEW

Akron, Ohio, is a city whose economy and employment have long been tied to the success of the rubber industry. Akron has spent considerable effort in rebounding from the decline as the "Rubber Capital of the World" to become known as the "Polymer Valley". The high-tech world of research, development, and application of polymers, is centered in Akron.

The Akron Enterprise Community (EC) includes the City's downtown area, the University of Akron area, the high poverty areas downtown on the near North, South and West sides of the City, and the South Arlington Street corridor on the East side extending from East Market Street South to the Fulton Municipal Airport area.

The Strategic plan targets the high poverty areas and is organized to do the following:

- * Create broad economic self-sufficiency;
- * Create healthy neighborhood environments;
- * Provide support systems to meet the need of families;
- * Provide opportunities for life-long learning;
- * Re-establish a safe and caring community; and
- * Improve housing programs in the community.

KEY ACTIVITIES

Examples of key activities include:

Job Training: The University of Akron will offer a Polymer Training Program for residents to teach and train polymer processing and current technology. Creation of a Polymer Support Teaching Factory will also be developed for small to mid-size companies in the EC. The University will also provide Entrepreneurial Enrichment and Training Programs for EC residents.

Small Business Support: The Akron Regional Development Board (ARDB) will support capital programs for business development needs to create a broader base of economic self-sufficiency. The Minority Incubator will assist the development and growth of minority-owned office and service businesses to achieve financial self-sufficiency.

Entrepreneurship Opportunity: The University of Akron will provide entrepreneurial training to interested residents and present owners of small and mid-size companies in need of development assistance. The Minority Business Assistance Program, sponsored by the Ohio Department of Development will also help businesses and entrepreneurs develop business plans, set up accounting systems, and resolve other business development issues. With the expansion of businesses, residents will be encouraged to achieve the skills necessary for upcoming job opportunities.

Community Health Care: The Akron Health Department, SUMMA Medical Center, Akron General Medical Center and Children's Hospital are collaborating with Akron Community Health Resources to support a medical facility in the area that will provide basic health services. Children's Hospital will focus its immunization efforts on families with small children. The Adult Health Clinic will provide immunizations and improve on health maintenance with emphasis on prevention programs.

Support Families: By establishing Family Support Centers in schools to provide employment and training information, educational programs, social service and gang prevention counseling to tie parents with community, Akron will ensure that basic family needs will be met.

Public Safety: Expand community oriented policing and prevention by instituting the block watch program, crime watch program, enforcement of curfews, police in schools, and weed and seed programs.

Housing: By expanding home ownership opportunities, developing new and rehabilitating existing affordable rental units, Akron will improve housing programs in the community.

Education: Implementation of an Ohio Family and Child First initiative will improve the way social, health and education services to children and their families. The Tech Prep Program and K-12 school-to-work coincides with school-to-work objectives. The computer lab and mobile training lab have integrated technology into classrooms. To enhance school readiness, school achievement, lifelong learning and skills to succeed in the work place, the expansion of and the establishment of new programs in concert with Akron 2000

school reform will ensure that neighborhoods would remain stable.

MAJOR PUBLIC SECTOR COMMITMENTS

Local Resources: **\$184,279**

Economic Development	\$44,070
Housing	\$12,820
Child Care	\$12,975
Education	\$ 4,425
Community Policing	\$27,610
Preventative Health Care	\$29,145
Home Ownership	\$53,234

State Resources: **\$1,800,000**
(Department of Development)

Roadway Development Funds	\$300,000
412 Funds Industrial Inducement Account	\$200,000
Regional 166 Funds - Business Loans	\$500,000
Ohio Industrial Training Program	\$500,000
HOME Investment Partnership Program	\$300,000

MAJOR PRIVATE SECTOR COMMITMENTS

University of Akron	\$ 897,900
Entrepreneurial Training	\$ 49,300
Polymer Training Facility	\$648,600
Entrepreneurial Enrichment	\$200,000

Summit County Metroparks, Canal Redevelopment **\$ 1,000,000**

Private/State/City Foundations, Inventure Place **\$38,000,000**

**SUMMA, Children's Hospital, AGMC, Akron Health
Department, Akron Community Health Resources
(Planning and Development)** **\$ 90,000**

COLUMBUS, OH
Enterprise Community

City Population: 632,910

EC Population: 56,722

EC Size: 12.7 square miles

Poverty Rate: rates range from 30% to 70% in EC

Unemployment Rate: 13.8%

Education: 41% of the EC population, over the age of 25, does not have a high school degree.

OVERVIEW

The vision is to connect the EC area and the broader Columbia Area into a growing economy that is a showcase of technology, information services, transportation and trade. The goals are: full employment, revitalized EC institutions and identity, increased local ownership and personal investment, and environment of opportunity.

KEY ACTIVITIES

Economic Development

Enterprise Center for Small Businesses. This center will house a business information center, a SBA One Stop Capital Shop, and a loaned executive program.

Community Entrepreneur Support Program. This support program will have a deal maker, peer investment and a mentoring program.

Enterprise Supplier/Purchaser Linkage Program. This program will consist of an enterprise community advocate and purchaser of tax credits.

Enterprise Commercial and Industrial Development. A land bank, an urban employment center business retention and expansion program, a commercial cost reduction program, and a commercial business attraction program will be created.

Enterprise Regional Employment Opportunities Consortium. The Consortium will consist of job developers, a targeted job training program, coordinated hiring incentives program, and transportation options.

Enterprise Competitive Business Environment Program. This program involves a inland port program, corridor development, light rail system development study, brownfield site reuse program, and telecommunications capacity enhancement program.

Community Development/Physical Revitalization

Neighborhood Image Enhancement Program. Residential development, land reutilization, code enforcement, and commercial design will be a part of this program.

Community homeownership Investment Program. A city/lender partnership program and a housing resource center will be developed.

Rental Housing Improvement Program. This program will involve rehabilitation of rental housing and deconcentration of the EC population in public housing.

Environmental Capital Improvement Program. Improvement in the environment will be will take place with environmental enforcement, traffic rerouting, and zoning enforcement.

Community Capital Improvement Program. Elements of this program will include a urban infrastructure recovery program, capital improvements, and a capital improvements needs assessment.

Social Development/Human Revitalization

Enterprise Neighborhood Leadership and Self Help Program. This program involves a neighborhood advocacy program, building CDC support and capacity building.

Community Safety Program. The Community Safety program will involve a safety and violence prevention program.

Targeted Social Service Program. This program will consist of family based case management and social service gap funding.

Early Childhood Care and Development Program. Child care and expanded assistance for infants, toddlers and school age children will all be addressed under this program.

Enterprise Education Enhancement Program. This program involves mentoring and enrichment programs in public schools.

Community Wellness Program. The health needs in the EC area will be addressed through programs such as: expanded primary health care, healthy teens and young adults, healthy infant program, childhood immunization, and substance abuse and mental health treatment and follow-up.

Homelessness Prevention Program. A housing information service, a crisis transition program, and housing seminars will be created.

MAJOR PUBLIC SECTOR COMMITMENT

State HOME
State Department of Development
Local General Funds
Capital improvements
Community Development Block Grant

MAJOR PRIVATE SECTOR COMMITMENT

Columbus Housing Partnership
Columbus Works Incorporated
Habitat For Humanity
Ohio Dominican College
PIC-Female Entrepreneurship
Rhema Christian Fellowship
Xenos Christian Fellowship
YWCA
Community Mediation Services
St. Stephens Community house Inkind
Urban Concern
YEP-18 Volunteer Youth Mentors

Clinton Presidential Records

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This marker identifies the place of a tabbed divider. Given our digitization capabilities, we are sometimes unable to adequately scan such dividers. The title from the original document is indicated below.

Divider Title: Oklahoma

OKLAHOMA CITY, OK
Enterprise Community

City Population: 444,719

EC Population: 48,931

EC Size: 18.7 square miles

Poverty Rate: 43.3%

Unemployment Rate: 17.7%

Education: 47% of zone residents lack a high school diploma

OVERVIEW

Oklahoma City is divided into four development areas: Inner Loop, Urban Growth, Urban Reserve and Rural Development. The City's EC area is located almost entirely within the **Inner Loop**, with two small portions in the far northeast and in the far southwest in the **Urban Growth** area. The EC area consists of 29 census tracts and has pervasive poverty, high unemployment and general distress.

The City's vision for revitalization is not focused on one or a few goals, rather it is a comprehensive vision to forge a new direction, linking the delivery of services and opportunities efficiently. Residents came together with vision, ideas and plans and they have evidenced the power to shape the future. The City proposes to achieve their vision by undertaking a number of activities in the following areas:

- * **Small Business Assistance** to encourage capital investment and job creation within the area;
- * **Education and Training** to meet the educational and job training needs of all persons in the proposed EC area;
- * **Community Services** to support families by providing comprehensive services within the area and make the neighborhoods and commercial areas safe, secure and free of crime;
- * **Recreation and Youth Development** to provide safe, affordable and convenient recreational opportunities for all persons in the area that stresses the importance of positive values, sportsmanship, fair play, and teaches necessary life skills; and
- * **Physical Improvements** to create strong, organized, active, and effective neighborhoods offering safe and attractive living environments with easily assessable public services and amenities.

KEY ACTIVITIES

Small Business Assistance - To encourage capital investment and job creation, the City will undertake the following types of activities: coordination of small business assistance centers; development of small business revolving loan funds; establish bonding assistance program; reinforce private revitalization efforts through public capital investment; promote economic achievement through training; and promote job creation by establishing additional business incubator program.

Education and Training - The following types of activities were proposed to meet the educational and job training needs within the EC area: hire bi-lingual counselors; expand substance abuse prevention programming; improve the safety, physical plant and grounds of schools; provide positive activities for youth involvement; and improve the existing Parent-Teacher Association Program.

Community Services - Some of the programs/activities proposed for addressing community services include: initiate community based policing programs; provide transitional living facilities for the mentally ill; establish more halfway houses for inmates by age group; a comprehensive community resource center in each of the three EC sectors; enhance community wide initiatives regarding prevention, intervention and treatment services for substance abusers; establish a multi-cultural/educational center in the "Deep Deuce" area; and coordinate vehicular resources to provide transportation to services, employment, entertainment and recreational activities.

Recreation and Youth Development - In order to provide safe, affordable and convenient recreational opportunities for persons in the EC area, the City proposes to undertake the following types of activities: open and maintain all park and recreational facilities within the area; provide a recreational program accessible to all; and support private recreational initiatives with potential to augment existing recreational services and provide economic impacts.

Physical Improvements - The following are a few of the activities proposed for physical improvements to the EC area: make small scale public capital investments needed to augment private reinvestment and to ensure sanitary homes; develop a revised form of assessment and tax increment district regulations; improve transit facilities; promote new infill single family housing and rehab of existing housing; develop a wide array of well publicized funding programs for rehab loans/grants for a wide range of household incomes; and establish public information and

communication network.

MAJOR PUBLIC SECTOR COMMITMENTS:

STATE/COUNTY/CITY

<u>Central Oklahoma Transportation & Parking Auth:</u>	\$9,000,000
<u>Oklahoma Small Business Development Center:</u>	23,000
<u>City-County Health Dept.:</u>	2,000,000
<u>City of Oklahoma City:</u> Operating -	40,000,000
Capital -	82,071,000
<u>Oklahoma City Public Schools:</u> Operational -	51,000,000
Capital -	21,500,000
<u>Police Hiring Supplement Grants:</u>	1,000,000
<u>Okla City's Capital Improvement Plan (MAPS):</u>	157,800,000
<u>Okla Health Center Proj/Increment Dist.:</u>	207,550,000

MAJOR PRIVATE SECTOR COMMITMENTS:

<u>Stockyards City Main Street:</u>	125,000
<u>Parents Assistance Center:</u>	324,000
<u>Last Frontier Council-Boy Scouts of American:</u>	90,000
<u>Eagle Ridge Institute:</u>	2,400,000
<u>Travelers Aid of Oklahoma:</u>	310,000
<u>Comm Health Center/Mary Mahony/Healing Hands:</u>	1,700,000
<u>Care Point:</u>	80,000
<u>Young Womens' Christian Assoc:</u>	300,000
<u>Associated Catholic Charities:</u>	450,000
<u>Latino Community Development Agency:</u>	400,000
<u>Jesus House:</u>	700,000
<u>Oklahoma National Guard:</u>	300,000
<u>Community Counseling Center:</u>	4,000,000

<u>Feed the Children:</u>	200,000
<u>Oklahoma City University:</u>	50,000
<u>Camp Fire Boys & Girls:</u>	25,000
<u>Metropolitan Fair Housing Council:</u>	10,000
<u>Oklahoma Kids, Inc.:</u>	20,000
<u>Daily Living Centers:</u>	40,000
<u>Urban League of Greater Oklahoma City:</u>	600,000
<u>Neighborhood Services Organization:</u>	400,000
<u>Community Action Agency:</u>	12,000,000
<u>National Conference:</u>	25,000
<u>Neighborhood Hsg Services/Oklahoma City:</u>	1,455,000
<u>Council of Confed Neigh of Amer:</u>	50,000
<u>OKCHSEC (Positively Paseo):</u>	400,000
<u>Central Okla Habitat for Humanity:</u>	727,000
<u>Metro Park Neigh Hsg Assoc:</u>	30,000