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Divider Title: Oregon

PORTLAND, OR
Enterprise Community

City Population: 437,700
EC Population: 30,331
EC Size: 15.4 square miles
Poverty Rate: 32%
Unemployment Rate: 30% for African-American males ages 16-25; less severe rates for Hispanics and Native Americans

OVERVIEW

The Portland Enterprise Community incorporates the neighborhoods of North Portland, Northeast Portland (the Albina Community) and part of Downtown Portland. The area has not shared in the job growth of the remaining city and region, and the gap in median household income has been increasing since the late 1970's.

The area is served by Interstates 5 and 84. Portland International Airport is approximately five miles Northeast of the Community, and Port of Portland facilities are directly adjacent. Light rail (MAX) access parallels the southern boundary. The plan recognizes these site and transportation advantages. It targets specific industries (warehousing, environmental services, transportation equipment, health technology, etc.), which would be attracted to the location, and develops programs linking EC residents to employment opportunities.

The strategic plan addresses EC barriers and identifies integrated program solutions which can provide the economic impetus and independence needed by EC residents. The Portland Strategic Plan, which evolved from existing planning processes (initiated in 1988) and extensive community participation, is based on four key concepts:

* Build community based partnerships - The plan is an on-going process, which began with EC citizens, community based organizations, churches, hospitals, educational institutions, private/nonprofit partners and local/state governments. The concept involves an Enterprise Board (3 city/county - 6 EC community) which will implement the plan based on established criteria, define expected outcomes, and monitor progress.

* Develop a Strategic Vision for Change which integrates programs and services in the EC and develops specific economic, education, transportation, housing and human resource strategies to accomplish the vision.

* Increase economic opportunity - the plan identifies specific development sites and targets selected businesses. These are linked with employment training, job development and

transportation availability to increase economic opportunities in the Community and link the EC with the larger economy. By building on successful, established programs, the plan envisions 3,000 net new jobs in the Community over the next two decades.

* Provide sustainable community development by utilizing effective strategic planning, improved public safety, effective amenity and design techniques, integrated family/youth support and development programs, improved education curriculums to meet high skill level/high technology job needs, affordable housing programs, and coordinated substance abuse abatement.

KEY ACTIVITIES - examples of points mentioned in overview:

Community Based Partnerships: Local institutions in the EC (N/NE Economic Development Alliance) include neighborhood groups (N/NE Coalition of Neighborhood Associations), colleges (Portland Community College) businesses (N/NE Business Alliance) religious organizations (Albina Ministerial Alliance) and minority groups (Black United Front). The plan provides specific examples of public/private partnerships (small business expansion-Doris' Cafe using Oregon Association of Minority Entrepreneurs loans; corporate support-Nike investment in the EC through Black United Front efforts).

Strategic Vision for Change: The EC vision seeks to refine and improve services, and results by linking providers across government, private sector and community non-profit lines. Examples include JOBNET a consortium of workforce development agencies working with new and expanding companies to develop comprehensive employment and training services. JOBNET has filled over 2,000 jobs and nearly 45% were filled by EC residents. Another example is Metro Child Care Resource and Referral linking child care providers.

Economic Opportunity: Examples include: Business recruitment/development-Port of Portland actively markets and recruits business to its EC facilities; N/NE Business Association focuses on small business development in the EC; Investment Capital-NE Loan Fund-CDBG job creation in the EC; EDA Industrial Sites Fund ($1.3m) for land and building acquisition; Job Training and Employment-JOBNET; Transportation-EC Minibus connection to jobs; revised Tri-Met bus service in the EC; light rail (MAX) service upgrades in the EC; bridge and rail upgrades to serve EC industrial area.

Sustainable Community Development: Examples include: Affordable Housing-ten year city tax abatement program for new construction/rehab; Nehemia Housing Opportunity ($12m) new construction/rehab; Family Services-Family Service

Centers, one stop integrated services for substance abuse; Emmanuel Hospital & Bess Kaiser Medical Center, clinic services; <u>Education</u>-Portland State University/Portland Community College, curriculum reform, alternative schools; Private Industry Council & Portland Public Schools, work based projects; <u>Public Safety</u>-Weed and Seed, focus on violent crime; Early Intervention, partnerships with the police, schools businesses and the community.

MAJOR PUBLIC SECTOR COMMITMENTS (CITY/COUNTY):

$538,100,000 (A five year projection based on approved funding reported by city and county bureaus for fiscal year 1994-95 and estimated to the geography and demographics of the nominated area.)

Highlights: Business Growth and Development($24m); Jobs and Employment($8m); Land Use($600k); Transportation($12.5m); Housing($33m); Family Services($150m); Education($128m); Public Safety($62m); Environment($6m).

MAJOR PUBLIC SECTOR COMMITMENTS (STATE):

Oregon has legally mandated structural coordination between State and local governments. Land use, transportation and environmental quality must conform to required comprehensive planning requirements. Additionally, the State provides the following incentives: State Strategic Reserve Fund (infrastructure); Special Public Works Fund; Energy Saving Tax Credits; Pollution Control Tax Credits; Economic Development Bonds (below market rate equity financing); State Enterprise Zone (tax abatement); Workforce training.

MAJOR PRIVATE SECTOR COMMITMENTS:

<u>Oregon Community Foundation (Trustee of Pacific Power and Light/Western Washington Public Power:</u> $2m to Northeast Portland Community Bancorp (EC Community Bank); $1m scholarship for college scholarships for low income EC students; funding to build capacity for EC housing and real estate development.
<u>USBank:</u> $1m to support education programs for at risk youth.
<u>Oregon Steel:</u> $450k as a training fund for workforce development in the EC.
<u>Association for Portland Progress:</u> $9m for business recruitment in the EC.

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Divider Title: Pennsylvania

PHILADELPHIA, PA & CAMDEN, NJ
Empowerment Zone

Philadelphia, PA Population: 1,585,577
Camden, NJ Population: 87,492
Zone Population: 49,645
Zone Size: 4.4 square miles

- **Poverty Rate:** Philadelphia: 51%; Camden: 46.1%
- **Unemployment Rate:** Philadelphia: 24%; Camden: 18%
- **Education:** Philadelphia: 64% of residents 18 years of age and older lack a high school diploma
  Camden: 40% of the secondary student population drop out between the freshman year and graduation

OVERVIEW

Under the theme of unified neighborhood development and a new regional economic strategy, the cities of Philadelphia, Pennsylvania and Camden, New Jersey have applied for a bi-state Empowerment Zone. The Zone area in both States possess a number of similar distress factors including a scarcity of trained, educated workers, widespread public safety concerns, outdated land-use plans, crumbling infrastructure, prohibitatively high insurance rates and environmental abuses.

Philadelphia's portion of the proposed zone consists of three neighborhoods: American Street, West Philadelphia, North Philadelphia. More than three-fourths of all Zone families are headed by a single parent and nearly to 60 percent of these families are existing on incomes which fall substantially below the poverty level. The Camden portion of the Zone contains 15% of the city's household population and nearly 25% of its land area. Median household income is 60 percent lower than the State median. Some of the best and worst of Camden's socioeconomic, physical and environmental conditions are reflected in the Zone.

In the last few years, Philadelphia and Camden have been involved in several community-based planning efforts which have resulted in forward-looking, comprehensive strategies. This partnership formed the basis for the Empowerment Zone planning process, problem solving and program implementation goals. The Philadelphia/Camden strategic plan will focus on two main areas:

1. **Economic Opportunity** -- Community banking, entrepreneurship and local business growth, preparing adults for employment opportunities, working with youth to build the workforce of the future, and infrastructure development.

2. **Sustainable Community Development** -- Housing, youth programs, public health, safety, urban landscape, human

development, and arts, culture and recreation.

KEY ACTIVITIES

* **Economic Growth:** The creation of over 10,000 jobs as well as job training through various Bi-State partnerships including: Capital Partners/Neighborhood Enterprise Centers; Bi-State Job Bank; Bi-State Labor Force Information Network; Bi-State Technical Assistance Bank; Bi-State Marketing Program; Bi-State Futures Consortium.

* **Housing:** Expanded housing opportunities through the creation of a Housing Trust Fund to serve as a revolving loan and grant fund enabling the development of over 1,000 affordable dwellings for homeowners and renters within two years.

* **Families:** Expansion of existing child care centers and creation of a Family Center to serve as a one-stop-shopping approach to a broad array of family support services.

* **Public Health:** Additional intake facilities for drug and alcohol programs and nurse-supervised lay home visiting to all pregnant women, their infants, and people with AIDS.

* **Safety:** 40 new Town Watch programs, expanded community policing and Community Safety Centers to reduce crime and make residents feel safer.

MAJOR PUBLIC SECTOR COMMITMENTS

<u>State of Pennsylvania</u>: $54 million of dedicated State funding made available through Capital Redevelopment Assistance in FY 94; several additional projects in North Central and West Philadelphia, totaling $12 million, are underway; $2 million increase in the Neighborhood Assistance Tax Credit program is enabling several large Philadelphia corporations to develop new, long-term partnerships with neighborhood organizations.

<u>New Jersey Housing and Mortgage Finance Agency</u>: $3.2 million is expected for up to five projects in the Zone. They have also committed $1 million to rehabilitate Royal Court, a conversion of public housing to homeownership housing.

<u>Bridge Loan Program</u>: $15 million of new State funds will increase the capacity of non-profit housing development groups and stimulate private investment in affordable housing.

MAJOR PRIVATE SECTOR COMMITMENTS

<u>Pew Charitable Trusts</u>: $5 million pledge to the new Bridge Loan

Program to stimulate affordable housing development in low income neighborhoods in Philadelphia.

PNC Bank N.A., PECO Energy Co. and Meridian Bancorp, Inc.: Financial and staff resources over a five-year period to assist community organizations.

Campbell's Soup: $100,000 city-wide clean-up program beginning last summer in Camden.

HARRISBURG, PA
Enterprise Community

City Population: 52,364
EC Population: 22,984
EC Size: 4.79 square miles
Poverty Rate: 38.3%
Unemployment Rate: 15.8%

OVERVIEW

The City of Harrisburg located on the east bank of the Susquehanna River is the capital of the Commonwealth of Pennsylvania. The Harrisburg Enterprise Community incorporates five census tracts which are predominately residential in nature. One tract is zoned for and used predominately by industry.

The Strategic Plan has two goals: develop the Enterprise Community into the economic focal point of the region; and develop a vibrant, safe, attractive community in which all people enjoy a high quality of life.

KEY ACTIVITIES

Employment/Training:
* High school/employment transition training
* "A Job and a House" program to assist employees in becoming home owners through payroll deductions or matching donations
* Public transit system with access to jobs in the suburbs and other sections of the city

Entrepreneurship Opportunity:
* Entrepreneurial Development Program for start-up business owners

Community:
* Community Clean-ups
* Neighborhood Dispute Resolution Centers
* Access to routine and preventive health care for teens and families
* Community Policing

MAJOR PUBLIC SECTOR COMMITMENTS

City Capital Budget: Funds committed annually

Commonwealth of Pennsylvania: $110,000 from State Enterprise Zone Program and $250,000 to Harrisburg City School District for creation of a Family Center

MAJOR PRIVATE SECTOR COMMITMENTS

Holy Spirit Hospital: $412,346 for Maternal Addiction Program and Mobile Healthcare Van Services

Harrisburg Area Community College: Life Skills, ESL, GED or Job Skills Training

Mellon Bank: Neighborhood Mortgage Loan Program to assist low and moderate income borrowers

PNC Bank and Meridian Bank: "A Home of Your Own" Pilot Program - $200,000 per selected area, which will leverage $2 million in personal lending

South Central Pennsylvania Housing Development Foundation: $4 million for Summit Terrace Neighborhood Revitalization

PITTSBURGH/ALLEGHENY CO., PA
Enterprise Community

City Population: 369,879
EC Population: 48,713
EC Size: 9.37 square miles
Poverty Rate: 41%
Unemployment Rate: 18.15%
Infant Mortality Rate: 16 per 1,000

OVERVIEW

The 33 census tracts in the designated area include the neighborhoods that bore the brunt of Pittsburgh's decline in the steel manufacturing industry.

The area consists of three parcels: the largest parcel is mainly residential and contains the oldest housing stock in the city with a concentration of public housing. The other two parcels are residential/industrial and lie along the Mons Valley, they include abandoned steel manufacturing plants.

The guiding vision of the strategic plan is to replace concentrated minority public housing with economic and racially integrated communities that are empowered with access and control over essential services. The principal strategies are:

1) creation of a new neighborhood housing model;

2) establishment of a community owned preventive services system;

3) creation of employment and investment opportunities; and

4) creation of a community policing program.

KEY ACTIVITIES

The plan proposes to allocate funds among five broad categories of activities:

* family support services for single parent families
* after-school safe places for children in target area
* community centers in all of the neighborhoods
* job training for unemployed adults
* governance and management of activities.

Replace existing high rise public housing with tenant empowered and economically and racially mixed neighborhood strategies.

Provide a preventive, comprehensive, community-owned human services system.

Focus employment and investment opportunities on training and improved employability of residents.

Improve public safety with an emphasis on multi-jurisdictional team efforts against drug sales.

MAJOR PUBLIC SECTOR COMMITMENTS

For the programs to be carried out in the community all existing State ($145.6 million) and local ($582.3 million) government program funds for housing, community development, and industrial development that are allocated to Allegheny County and its local governments for the next ten years are treated as potentially available resources for use in coordination with the strategic plan.

MAJOR PRIVATE SECTOR COMMITMENTS

Cooperation of non-profit and private organizations is demonstrated by private grant support to projects and services which directly impact the strategic plan priorities ($34.1 million in the past year). There is an expectation that this level of support will continue over the next three years.

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Divider Title: Rhode Island

PROVIDENCE, RI
Enterprise Community

City Population: 160,728
EC Population: 48,758
EC Size: 5.2 square miles, 3 noncontiguous parcels
Poverty Rate: 27.5%
Unemployment Rate: 13.60%
Education: for entire city 63% of people over 25 are high school graduates

OVERVIEW

Between 1947 and 1987, Providence lost 36,000 manufacturing jobs, a decline of 60%. Retail trade employment declined by 33% and wholesale trade employment declined by 15% during that same period. Employment in the services sector rose sharply during this same period, although still not large enough to offset the declines in other sectors. More than 13,000 jobs were lost between 1988 and 1992. Providence's economy today has moved from the concentration in manufacturing of the past. It is currently driven by services, primarily in the areas of health care, banking and insurance, business services, and education.

While about one out of every three Providence residents live within the borders of the proposed EC, the area includes a disproportionate number of the city's high need residents and it is an area of generally high distress.

Providence's plans for economic development include several incentives to encourage activity in the EC area such as tax-exempt facility bonds, the removal of personal property tax, and a five-year moratorium on sales tax. In addition to several economic development approaches which could result in many jobs, and focus on both the downtown and neighborhood areas, the EC includes plans to aggressively pursue an abandoned housing strategy that will convert vacant buildings into assets through rehabilitation, or when the buildings are a public safety hazard, demolition.

KEY ACTIVITIES

<u>Job Creation.</u> Rhode Island Hospital and Women and Infants Hospital have pledged to hire 25 zone residents during the first year and 35 during the second year. Other employers within the zone will be asked to join the initiative by making a similar commitment to hire within the neighborhood. The goal of this project is to have hired 250 EC residents by the end of the fifth year program. The second phase of the project will include a series of physical investments, both new construction and rehabilitation, designed to create new employment opportunities for area residents in the medical and health care fields, and in retail and personal/business services.

Neighborhood Economic Development. The Small Business Development Center is a joint project between the SBA and Bryant College. It provides a variety of technical support services to small businesses. EC funding will go to further augment their services.

Workforce and Enterprise Training. School-to-work workforce development center would serve as a labor market intermediary between students and employers, linking students to job openings available at area employers and providing employers with the opportunity to communicate to school officials the types of skills they are most frequently looking for in entry-level positions.

Child Opportunity Zone. Under this initiative, participating local schools engage in a planning process whereby families, teachers, individual school administrators, community leaders, and businesses are given the control to decide what services best meet the needs of the school's children and their families, and to design a family center in response to the priorities and needs identified in this process.

MAJOR PUBLIC SECTOR COMMITMENTS

State Resources

The state recently enacted a Distressed Cities program, which in FY 94 distributed about $4 million to Providence.

State funding for General Public Assistance: $390,000

The Rhode Island Housing and Mortgage Finance Corporation (RIHMFC) subsidizes housing for a total of $72 million annually.

Over the next several years RIHMFC will contribute $22.6 million to three projects located within Providence's proposed EC boundaries.

The Pathways to Independence program provides a comprehensive continuum of support services to AFDC recipients. In FY 92 its budget was $6,858,399. The federal share of that was $4,373,790 while the State contributed $2,484,609.

MAJOR PRIVATE SECTOR COMMITMENTS

The Providence Plan Housing Corporation is currently working with private lenders to develop a home purchase program whereby banks and a private mortgage insurer enter a risk share agreement in which the PMI agrees to finance up to 83 percent of a mortgage default.

In February 1994 senior officials of the Fleet Financial Group unveiled Fleet's new $8 billion community lending and service program known as Fleet INCITY.

The Chamber of Commerce donated $200,000 to fund a two-year full-time grant writer.

The Business Development Company of Rhode Island provides loans generally ranging from $50,000 to $1,000,000. Since 1985, BDC has loaned more than $20 million to Rhode Island businesses.

MIDC is a consortium of the State's leading banks and corporations working in concert with volunteer members of the minority community. Initial funding of $1.7 million, provided by banks, corporations, foundations and government agencies, is expected to exceed $4 million.

The colleges and universities granted more than $9.2 million in scholarships to Rhode Island residents and the hospitals provided more than $24 million in uncompensated care during fiscal 1992.

The 10 independent colleges and hospitals of Providence have formed a coalition and agreed to commit $1.4 million in cash and in-kind contributions to launch 12 new health and education programs.

Rhode Island Hospital has committed $500,000 to the Medical Enterprise Zone program. Women and Infants Hospital has committed $250,000 to this project.

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Divider Title: South Carolina

CHARLESTON, SC
Enterprise Community

City Population: 80,414
EC Population: 22,544
EC Size: 7.3 square miles
Poverty Rate: 60% of households income less than $15,000
Unemployment Rate: 12.3%
Education: 22% of residents did not pass 9th grade

OVERVIEW

The City of Charleston boasts a thriving tourism industry, and is a national leader in historic preservation and urban design. With 4 hospitals and a Medical University within 8 blocks and 5 colleges and universities in its borders, it is the regional hub for medicine and education. The strength of the local economy has hinged primarily on tourism and national defense.

The City of Charleston's strategic plan for neighborhood revitalization is the cornerstone of their application. The Enterprise Community (EC) target area is located in the Upper Peninsula and Neck areas of the city. Charleston intends to utilize the EC program to revitalize the distressed neighborhoods identified below and transform them into models of urban livability.

Accabee..............................Bayside
Kiawah Garden.........................Cannonborough
East Side............................Elliottborough
Four-Mile/Hibernian Heights...........Gadsden Green
H, F, and I Streets...................Mazyck-Wraggborough
Meeting Street Manor/Cooper River Courts
North Central.........................Radcliffeborough
Rosemont..............................Silver Hill/Magnolia
Union Heights.........................West Side
Wraggborough Homes

KEY ACTIVITIES

Job Training/Placement: Utilize the Job Resource Center to prepare EC residents for jobs; place them in jobs generated from the Naval Base Complex Reuse Plan; Community Development Corporation (CDC) to incorporate home repair/maintenance enterprise and train residents to rehabilitate EC homes.

Small Business Support: Provide fee assistance to potential/existing EC businesses; Local Development

Corporation (LDC) and CDC to develop microcredit loan pool for business ventures; assist small businesses to secure expansion/enhancement loans through the Small Business Administration's Collateral Assistance Program.

Affordable Housing Opportunity: City Cottage Company to construct homes and EC homeless residents to be employed; rehabilitate properties and employ EC residents.

Community Health Care: Infant mortality rate reduced by 20% with collaborating efforts by MUSC and March of Dimes; train EC volunteers to conduct health assessments in each community.

MAJOR PUBLIC SECTOR COMMITMENT

City/County:

$275,000.....promote law enforcement protection. (Weed and Seed program)

$250,000.....preservation of EC's corner stores. (City Dept. of Housing and Education)

$200,000.....promote development of affordable housing. (City Housing Equity Fund)

$200,000.....promote ED and expand job opportunities. (Collateral Assistancem/City Community Development Block Grant)

$50,000......linking EC with existing job opportunities (Job Resource Center)

MAJOR PRIVATE SECTOR COMMITMENTS

$7,500,000....increase reinvestment in neighborhoods/first mortgage financing assistance. (Lender Consortium consists of 10 banks/City to finance second mortgages).

$450,000......development of East Side Center that will provide early childhood development programs. (East Side Center for Change/Pew Partnership)

$250,000.....preservation of EC's corner stores. (Corner Store)

$125,000......to train EC leaders how to implement a community health program. (MUSC Community Planning)

$50,000.......to reduce infant mortality. (MUSC)

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Divider Title: Tennessee

MEMPHIS AND SHELBY COUNTY, TN
Enterprise Community

City Population: 610,337
EC Population: 60,744
EC Size: 13.7 square miles
Poverty Rate: 48.5%
Unemployment Rate: 18.5%
Education: 40% dropout rate

OVERVIEW

The Memphis and Shelby County Enterprise Community incorporates 17 census tracts in three noncontiguous parcels: South Memphis, North Memphis, and East Memphis. With the abandonment of the inner-city accompanied by significant suburban growth, the population in the area declined by 39% from 1980-90. With businesses/manufacturing moving or closing, left behind were inner-city neighborhoods with vacant lots, dilapidated structures, shells of abandoned industrial buildings, vacant strip shopping centers, vacant structures, a dearth of decent jobs, and a rising crime rate.

Part of the Enterprise Community follows the Wolf River. The area contains LeMoyne-Owen College, one of the oldest African-American colleges in the country and the Mid-South Fairgrounds, which includes the Liberty Bowl, the Mid-South Coliseum, and the Tim McCarver Stadium. The remaining industry in the EC is recognized as an asset.

Memphis' strategic plan for the Enterprise Community focuses on the following three strategic initiatives:

* Youth Centered Development, which focuses on building future employment and life-skills in EC youth;
* Better Jobs for All, which targets populations to increase their earning capacity;
* Neighborhood Capacity Development Expansion, which directs resources toward increasing the capacity of neighborhood associations, including Community Development Corporations (CDCs), to engage in housing production and local economic development projects at the neighborhood level.

KEY ACTIVITIES

The following are examples of the demonstration projects under consideration:

Power MEZ: Under the Youth Centered Development Initiative, establish an FM radio station whereby kids would plan, program, manage, and oversee all operations, thus building self esteem and providing practical experience and training. The radio station could grow into a TV station and video production studio.

Truck Driver Training Program: Under the Better Jobs for All Initiative, this project would train approximately 200 truck drivers a year. This program, which would help to alleviate the critical shortage of licensed commercial truck drivers, is a collaboration between the City of Memphis, Shelby County, Memphis Area Chamber of Commerce, Shelby County Interfaith, and more than 50 major national carriers, which have provided commitments to hire well over the 200 drivers that can be trained each year.

Temporary Worker Project: Under the Better Jobs for All Initiative, this project would provide workforce development job skill assessment and enrichment and place trainees in temporary work assignments. A collaborative of major Memphis employers worked together to estimate their combined demand for temporary personnel and have worked with training institutions to design programs suited to employers' needs. Employers that hire full-time workers permanent workers from the pool of temporary workers would be provided funds for on-the-job training.

MAJOR PUBLIC SECTOR COMMITMENTS

City Capital Budget: $150.58 million designated for capital improvements (parks, libraries, and the health department) and infrastructure improvements.

Division of Housing and Community Development: $38.94 million for housing acquisition and rehabilitation, homeless services center, revolving loan program, small business incubator.

State of Tennessee Department of Corrections: $1.17 million for programs designed for reentry for offenders to bring them back to society.

Memphis Police Department: $826,000 for community policing programs.

State of Tennessee Department of Labor: $12.47 million for youth, adult, and older workers training programs.

State of Tennessee Department of Youth Development: $5.31 million for youth development.

TOTAL PRIVATE SECTOR COMMITMENTS

Private and Non-Profit: There are commitments to provide mentoring, training, and supportive relationships.

Foundations: The budget contemplates $737,232 from competitive grants to be applied towards the three districts.

NASHVILLE/DAVIDSON COUNTY, TN
Enterprise Community

City Population: 510,784
EC Population: 13,771
EC Size: 3.1 square miles
Poverty Rate: Over 46%
Unemployment Rate: 12.1%

OVERVIEW

The Nashville/Davidson County Enterprise Community (EC) is comprised of five census tracts in South Central Nashville which includes the neighborhoods of Howard-Napier, Cameron-Trimble, Wedgewood-Houston, Edgehill and Waverly-Belmont.

Median Household Income in the EC area is $10,218, as compared with Metro area income of $30,223. The area suffers from falling property values while at the same time it is becoming increasingly difficult for residents on marginal incomes to repair severely aging housing stock. In addition, absentee landlords lack the commitment to maintain their properties. The area is marred by deteriorating infrastructure, and empty lots strewn with refuse such as abandoned cars, old tires, broken appliances and garbage.

A strategic plan has been designed to target South Central Nashville in the following program areas:

Economic Development
Public Safety
Youth and Families
Neighborhood-based Services
Housing
Parks and Recreation

KEY ACTIVITIES

Development of Business Opportunities - creation of an economic development center that will encourage economic self-sufficiency. The Plan includes acquisition and rehabilitation of a 10,000 square foot facility that will contain an employment agency, an entrepreneurial training program, a micro and small business incubator center and a revolving loan fund for graduates of the training center.

Public Safety - The location of community alert centers where police officers would establish bicycle patrols and other modes of patrolling that get officers into the neighborhoods; develop neighborhood school programs; and develop safety partnerships by performing community outreach.

Youth and Family Services - The plan proposes a Community Maintenance Organization (CMO) using available facilities as community service centers. For example, the state-designated Nashville Enterprise Zone Citizens Advisory Committee (CAC) and the Metropolitan Development and Housing Agency have restored and converted an old firehouse into a library. One of the CAC's goals is expanding the library by building a learning resource center on the property. This facility which is next to two public housing developments would contain a computerized learning resource lab, a theater-style auditorium and multi-purpose meeting rooms.

Housing - Housing programs would constitute the rehabilitating of abandoned structures and the building of infill housing on vacant lots, while creating opportunities for apprenticeship training and mentoring in housing construction and rehabilitation skills. A program of technical assistance would provide education to current and potential homeowners on credit and maintenance.

Parks and Recreation - Programs to establish a "Friends of Nashville Enterprise Community Parks" and the repair of facilities at Rose and Napier parks in the EC. The "Friends" organization will be advocates for all parks in the EC and will conduct community outreach to the community to educate residents on the importance and proper use of the parks; oversee Park Watch programs to assure safety; establish working relationships with the Parks Department and prioritize needed improvements; organize park clean-up activities; and develop a fund-raising program to support the park facilities and activities.

MAJOR PUBLIC SECTOR COMMITMENTS

Locally Administered - (projections)

MDHA/CDBG	$1,860,000
MDHA/HOME	780,000
Metro Police	102,600
Metro Codes	235,000
Metro Social Services	177,500
Metro Parks	375,000
Metro Surplus Property	30,000

State Administered - (commitments based on intent)

Tennessee Dept. of Human Services (TDHS)	$1,435,820
JTPA/ through Private Industry Councils	753,320
State Employment Security Department	150,000
Tennessee Housing Development Agency	136,000

MAJOR PRIVATE SECTOR COMMITMENTS

Colleges & Universities: for staff training for Family Investment Centers	$102,500
Private Donations: for housing rehabilitation	27,500
and unskilled labor costs	100,000
Non-profits Habitat for Humanity Research Foundation Affordable Housing South Central Nashville Devel. Corp.	240,000
Private businesses or universities	35,000
Revolving Loan Fund - Banks/foundations	150,000
Building purchase - Banks/foundations	100,000
Operating costs - Banks/foundations	100,000

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Divider Title: Texas

HOUSTON, TX
Enhanced Enterprise Community

City Population: 1,631,766
EC Population: 102,008
EC Size: 19.8 square miles
Poverty Rate: 41.6%
Unemployment Rate: 8% City wide (EC rate not provided)

OVERVIEW

The Houston Enterprise Community (EC) encompasses 29 census tracts over a 20 square mile area surrounding the inner city core. The EC contains high concentrations of poverty and unemployment, low educational achievement, and a greater incidence of substance abuse, crime and neighborhood stagnation. One of the EC's most striking characteristics is its youthful population. Over 45% of the population is under the age of 24; nearly half of these young people live below poverty level.

Through a wide and diverse community input effort, Houston coalesced around a common vision: a better future for children and youth through community-based partnerships. The strategic plan that emerged contained four major components:

* Human Development
* Economic Development
* Housing and Sustainable Development
* Infrastructure

KEY ACTIVITIES

Human Development -- Houston plans to devote a significant portion of the EC funds on implementing and expanding a wide variety of existing programs. covering education, health, and public safety, particularly for children and youth.

These programs include: Communities in Schools, which is designed to reach each school in the EC to deal with external problems of at-risk children; the Ready to Learn Program to provide screening at birth for at-risk babies and families; and Advance, a one-stop service program from substance abuse and related support services.

Economic Development -- Recognizing the need for job creation, especially for youth, the plan includes a number of economic development proposals, including the construction of a new convention center hotel that will create 1200 permanent jobs (600 for youth from the EC) and the creation of Neighborhood Economic Development Managers for nine neighborhoods within the EC.

Housing and Sustainable Development -- Over 2800 units of new or rehabilitated housing are planned in the EC. Other development projects include a homeless gateway facility, creation of parks, water conservation, toxic clean up (including lead paint) and wetland habitat creation.

Infrastructure -- The most significant program targets local street improvements, to facilitate affordable housing and economic development projects in the EC.

MAJOR PUBLIC SECTOR COMMITMENTS

The City of Houston, Harris County and the State of Texas have identified over $40 million to be leveraged with a variety of block grant and other public funds.

City of Houston: $37.7 million
Harris County: $0.9 million
State of Texas: $15.1 million

These funds will be applied to various education, teacher development training, parks and recreational programs, day care and housing programs.

MAJOR PRIVATE SECTOR COMMITMENTS

NationsBank: Will lend $30 million to be used for various activities within the EC.

University of Houston System: $60 million commitment over ten years for expansion and renovation within the Enterprise Community.

Texas Commerce Bank: 10% of designated branch profits will be designated for distribution by community groups to human development projects within the EC.

Central Houston, Inc.: $350,000 per year for five years to underwrite the staffing and operating the empowerment board of the Enterprise Community.

New Neighborhoods: $1.5 million over three years to assist the Community Development Corporations within the EC to increase housing availability.

DALLAS, TX
Enterprise Community

City Population: 1,006,877
EC Population: 95,317
EC Size: 19.8 square miles
Poverty Rate: Ranges between 27.4 - 68%
Unemployment Rate: 8-10%;

OVERVIEW

The Dallas Enterprise Community occupies 31 census tracts in Southern Dallas, an area south of the Trinity River. It is an inner city area with vacant buildings, few jobs, and a population of poor minorities. (The population in Southern Dallas is 50% African-American and 24% Hispanic.)

Dallas was an early pioneer in the movement for reinvention of government. Effective July 1, 1994, the City put in place a reorganization which realigns the components of the old bureaucratic departments, replacing them with interdepartmental teams which use a holistic approach to solve city problems and increase the accessibility of services.

The City's strategic plan for the use of EC funds seeks to enhance entrepreneurship and employment opportunities for residents by using tax incentives to encourage private sector new starts and expansions, requiring City contractors to hire EC residents on local projects, and introducing innovative initiatives such as the Youth Entrepreneurship program.

Dallas has launched The Partnership Institute, made up of 34 state and local governments, and 23 service providers and community based organizations, to implement the strategic plan. Detailed partnership arrangements with financial commitments from the participants are in place.

KEY ACTIVITIES

<u>Youth and Family Investment:</u> 6 programs include job training, after school programs, One-Stop Career Center, youth entrepreneurship, gang intervention, and health programs.

<u>Neighborhood Revitalization & Economic Development:</u> 10 programs include Small Business Incubator, capital assistance, code enforcement, public/private partnerships, Tax Increment Financing, transportation management and mobility, street infrastructure upgrade, housing, neighborhood improvement, and information access systems.

Public Safety: 7 programs include community policing, quality of life enhancements, youth strategies, drug demand reduction, truancy counseling, fire safety, and parks/gang prevention.

Expand Electronic Communication Networks available through the Dallas business community, the Priest Institute, and the Southern Dallas Development Corporation (SDDC) to increase the accessibility of up-to-date information for EC resident job seekers, employers, and new businesses. Dallas also plans to develop a comprehensive database detailing all governmental resources/services and service providers, with information kiosks in public facilities, to give residents access to government information and assistance.

Utilize Financial Incentives to Bring Employers to the EC: Use tax incentives such as State Enterprise Zones, Tax Increment Financing districts, and a Public Improvement District to encourage private sector new starts and expansions. Job training and support will be provided to the EC through the resources of the well-established Bill J. Priest Institute for Economic Development, the new Entrepreneurial Institute of Dallas, and the proposed Dallas One-Stop Career Center.

The Small Business Incubator Affiliate Program/Business Assistance Centers in the EC will assist an average of 500 persons annually.

The SDDC, a Community Development Corporation (CDC), lends Community Development Block Grant (CDBG) funds to businesses which provide jobs, 51% of which must be available to low and moderate income people. Based on documented past performance, it is projected that the SDDC will help to create over 3,000 jobs from 1994 to 1999, and 800 to 900 of the jobs are expected to be in the EC.

Public/Private partnerships should produce an additional 50 jobs for area workers within 5 years.

MAJOR PUBLIC SECTOR COMMITMENTS

City of Dallas: $2.4 million of CDBG funds allocated for the Neighborhood Renaissance Partnership Program. Dallas will increase the share of CDBG funding allocated to youth programs to 65% for the next 3 years.

City of Dallas: $209.2 million committed for improvements to major freeways and business corridors, which will serve the EC.

Dallas Area Rapid Transit (DART): $838 million committed for a light rail system which will serve the EC.

City of Dallas Dept. of Health and Human Services is in the fourth year of a 5 year demonstration grant from the Federal Center for Substance Abuse, funding the People for Promoting Community program to prevent alcohol and drug abuse. A neighborhood anti-drug program and 5 treatment centers are currently funded with CDBG funds.

Dallas Board of Education: $50 million for the Technology in the Classroom program; $6 million for the Environmental Education Center.

Bill J. Priest Institute for Economic Development: $6.5 million operating budget. The Priest Institute is pledged to provide major economic development assistance to the Community.

Dallas Head Start uses 80% public funds, has 7 Centers in the Community and is expanding.

State of Texas (statewide programs): Up to $10 million to match Federal discretionary grants in 1994-1995 that have economic growth as an objective; $1 million for grants and loans for housing and community affairs; $15 million for classroom technology upgrading.

The North Central Texas Council of Governments will use Job Training Partnership Act (JTPA) programs to benefit residents.

MAJOR PRIVATE SECTOR COMMITMENTS

National Urban Coalition/Mobil "Say Yes to a Youngster's Future" program: $100,000 to train elementary school math and science teachers.

National Science Foundation grant awarded to the Dallas Independent School District to reform and strengthen its math, science, and technology education.

The Greater Dallas Chamber has established 1,739 partnerships with the Dallas business, professional, and government community and Dallas public schools (including 19 schools in the EC) under the Adopt-a-School program. Over $1 million and more than 740,000 volunteer hours have been donated.

The Private Industry Council has pledged to increase its funding for Youth Employment Training Programs in the Community.

EL PASO, TX
Enterprise Community

City Population: 515,342
EC Population: 51,050
EC Size: 12.5 square miles, 2 noncontiguous parcels
Poverty Rate: 35%
Unemployment Rate: 12.9%

OVERVIEW

El Paso's Enterprise Community includes two non-contiguous areas in the Northeast and Lower Valley sections of the City. The Community was selected not only because it meets the EC program eligibility criteria for pervasive poverty, unemployment and general distress, but also because the area offers the potential for economic growth and job creation through industrial and commercial development and re-development.

KEY ACTIVITIES

The Enterprise Community plan is comprised of activities which the residents of the area identified as top priorities. The Economic Development component of the plan includes the following business development and job training programs:

Job Training. Quick response education and training to meet the specific needs of local industry through the Advanced Technology Center at the El Paso Community College. Funding will be earmarked for expansion of the ATC programs which will provide retraining EC residents displaced due to the impact of NAFTA and train those individuals who have not been able to enter into the economic mainstream.

Entrepreneurial Training and Business Development. Provide technical assistance for economically disadvantaged entrepreneurs and smaller businesses in business plan development, acquiring home occupation licenses or permits, and coordinating with agencies involved in small business development.

Child Day Care. The YWCA will be the lead organization for coordinating day care services in the Community. It is envisioned that the delivery of day care services will be accomplished through a combination of home-based day care and Center-based day care.

Primary Health Care. The Health Services Center will be responsible for: identifying the type of Primary Care services most needed; inventory the current Primary Care providers; identify the best approaches that can be taken for addressing unmet needs; and participate in the implementation of Primary Care services in the Community.

MAJOR PUBLIC SECTOR COMMITMENTS

State Enterprise Zones overlay commercial and industrial portions of the Enterprise Community. Companies receiving State Enterprise Project Designation may receive reductions in corporate franchise tax and up to $1.25 million in state sales or use tax refunds on building materials, machinery, and equipment purchased for use in an enterprise zone.

Industrial Development Bonds may provide tax exempt bond financing of up to $10 million. Up to $3 million will be provided through the EC for commercial and manufacturing companies. This funding will be instrumental in encouraging growth of the medium sized firms located in the EC.

Sales tax exemptions will be granted for sales taxes assessed on energy used in manufacturing processes.

The City of El Paso Department of Community Development commits on an annual basis approximately $2 million of its Community Development Block Grant Funding to social service programs. The City will assign a priority to social service projects in the EC area.

MAJOR PRIVATE SECTOR COMMITMENTS

The State National Bank has made a $1 million commitment available for housing.

Other agencies which will commit resources include:

YWCA: Child Daycare, Counseling, Recreation
United Way: Funding for social services agencies
Upper Rio Grande Private Industry Council: Jobs and job training
ANDA El Paso: Information and referral
El Paso Child Guidance Center: Counseling
Mental Health Association of El Paso County and
Greater El Paso YMCA: Recreation and sports

SAN ANTONIO, TX
Enterprise Community

City Population: 935,933
EC Population: 92,816
EC Size: 15.40 square miles
Poverty Rate: 22.6%

OVERVIEW

San Antonio's Enterprise Community consists of 20 census tracts within a 15.40 square mile area that makes up San Antonio's core inner city. It represents a culturally diverse population of 92,816 whose racial composition is 80.5 percent Hispanic, 14.7 percent African American, 4.2 percent Anglo, and 0.9 percent other. This area includes the city's Central Business District, an area targeted for economic growth, a large portion of the Westside, a densely populated area in need of quality affordable housing and commercial revitalization; and the Eastside, an area plagued by commercial and residential deterioration.

Recognizing that community development and economic development cannot exist without the other, the vision for the San Antonio Enterprise Community includes a complimentary blend of opportunities for residents and businesses. San Antonio's strategic plan is based on four central vision concepts: (1) revitalize neighborhoods to improve overall quality of life; (2) combine social service needs with business and job development to create a balance within neighborhoods; (3) promote interaction between people within neighborhoods, businesses, and facilities in the community; (4) enhance the community and its environment to restore the cultural identity, unique attributes, and physical attractiveness of the area.

KEY ACTIVITIES

* <u>Business Development Focus Center.</u> Recently initiated by the City of San Antonio, the Center includes the SBA District Offices and UTSA Small Business Development Centers. The Center was established through using existing resources from business assistance service providers in the Community. It will be the focal point in San Antonio to obtain business information, and to deliver technical, business and financial assistance.

* <u>Education Corridor.</u> The City currently offers literary services such as tutoring, GED preparation, English as a second language, and basic educational skills training. To enhance the education system, San Antonio plans to create an "Education Corridor." This plan includes a proposal to build a downtown campus of the University of Texas, San Antonio, which would fall within the Community. The City

hopes the school would reach out to the community by working with organizations in the area and supplement existing tutoring and mentoring programs.

* Public Safety. A neighborhood policing program has been initiated in the Community to assist in crime prevention. Police are provided with cellular phones to give residents direct access. Plan requests funds to hire additional police.

* Families/Youth Services. Presently the City and non-profit organizations directly deliver social services in the community. San Antonio would like to expand services currently offered and have proposed a number of different programs in this area including: parenting skills training, Safe Havens, Mentors Collaborative Program, Youth Drop-in Center, at-risk youth programs.

PRIVATE SECTOR COMMITMENT

$70 million for the Sunset Station Project from the Sunset Development Group.

WACO, TX
Enterprise Community

City Population: 103,590
EC Population: 33,982
EC Size: 19.7 square miles
Unemployment Rate: 15%

OVERVIEW

The City's overall vision is one of HOPE, where citizens are empowered to take responsibility for their lives, their families and their future and where every individual would have the reasonable expectation of living productively in a safe, clean, healthy environment with access to life's necessities and amenities. Waco plans to develop 3,000 new jobs, 75 new businesses, and over 1,000 new training opportunities during the 10 year life of the EC project. The plan identifies a nine-part economic opportunity strategy. Its key components include: business start-up and expansion loans, an eco-industrial park, job creation in tourism, health professions, construction, reclamation, manufacturing, warehousing, and education, a business resource center, and a manufacturing and education center. These economic opportunity strategies also focus on human development needs. The strategies include plans for providing job training through several local community colleges and local public school systems (in conjunction with transportation and child care), creating of a Tech Prep career resource center.

Waco's strategic plan is developed around the following five (5) major goals:

* to expand jobs by promoting business development and entrepreneurship opportunities.

* to assist business and industry in projecting future technology and utilizing state of-the-art technology in product and workforce development.

* to provide zone residents with lifelong opportunities at a level to meet personal needs to upgrade employment skills and develop personal potential.

* to match zone residents with employment and business opportunities at an appropriate level to meet personal needs and sustain economic growth.

* to create an enabling environment for the zone residents - an environment of HOPE.

KEY ACTIVITIES

Business Resource Center: Create specialized programs within the existing Business Resource Center Community Development Corporation (CDC) to address the economic needs of the enterprise community. The Business Resource Center will constitute a One Stop Shop for business developers to provide counseling, information referral and technical assistance through different programs.

Eco-Industrial Park: Develop in conjunction with Baylor University, McLennan Community College, and Texas State Technical College, an Eco-Industrial Park that will create environmentally sound micro-communities utilizing recycling, job placement, training, and education technologies. The park will serve as an educational facility and a demonstration laboratory to demonstrate proper disposal of recyclable materials, and will house businesses which process recycled materials for manufacturing.

Heart of Texas Manufacturing Application and Education Center (HOTMAEC): Develop the HOTMAEC - a shared use teaching factory. HOTMAEC resources will be leveraged to create new companies and expand opportunities for existing firms in the enterprise communtiy .

MAJOR PUBLIC AND PRIVATE SECTOR COMMITMENTS

The application does not contain an alternative budget for designation as an Enterprise Community. While a brief narrative was included in the application of how $3.0m would be allocated to various projects should an EC designation be given, it failed to include private/public commitments reflecting the revised plan. A revised budget and specific commitments would need to submitted.

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Divider Title: Utah

OGDEN, UT
Enterprise Community

City Population: 63,909
EC Population: 13,743
EC Size: 7.9 square miles
Poverty Rate: 34%
Unemployment Rate: 16.1%
Education: 41% of the residents lack a high school degree

OVERVIEW

Ogden, Utah's zone is a six census tract community comprised of four areas: the Central Business District, West Ogden, East Central, and Jefferson Neighborhoods. The area represents 21.5% percent of the City's total population.

The Ogden City Council charged the Citizen's Advisory Committee (CAC), a 15 member body selected annually by the City Council, to work with Ogden residents to develop a neighborhood strategic plan. The target area incorporates a relatively significant part of both the state's and city's population living in poverty. It has the largest concentration of persons living in poverty -- 43% of the cities population living in poverty live in the target area.

The Ogden strategic plan identifies programs and activities in three main sections: building the social fabric in the neighborhoods; improving physical elements in the neighborhoods; and building the neighborhoods' economic base.

KEY ACTIVITIES

Public Safety: Major public safety elements include supporting a program that trains citizens to become advocates for their neighborhoods; and the expansion of community policing. Increased policing activities include increasing the number of police in the neighborhood, creating a new police mini-station in a shopping mall, using a mobile police station in target neighborhoods, and providing more anti-crime and anti-drug programs in the school system. Money will also be set aside for small neighborhood improvement projects such as upgrading street lighting.

Education: Ogden will create a new after-school program, expand a program to support teachers and provide teacher aids, provide access to the free meal program to all those in poverty, and support the business school expansion program. Citizens will be able to utilize neighborhood leaders as a link to the school's mandate to empower students through education. As the Strategic

Plan is enacted and resident groups trained, community leaders will be able to act as information networks for the programs and services.

Housing: The City will utilize federal, state and local dollars to improve local neighborhoods. Continuation of Homestead Programs, housing rehabilitation programs, demolition of blighted structures, street improvements and urban forestry program. Neighborhood leaders will be kept abreast of specific issues and work with residents and City Departments to see small problems solved before they become critical issues.

Economic Development: A local business development organization will coordinate construction job training activities with redevelopment of vacant buildings in the Central Business District. The local PIC will operate a regional resource center where residents will receive case management services through which job training and job placement services, day care and limited medical services will be available. The city plans to work with local businesses to develop a conference center and a baseball stadium.

MAJOR PUBLIC SECTOR COMMITMENTS

City Capital Budget: $112,000 per year HOME match and $49.5 million in Industrial Revenue Bonds.

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Divider Title: Vermont

BURLINGTON, VT
Enterprise Community

City Population: 39,127
EC Population: 11,293
EC Size: 1.1 square miles
Poverty Rate: 31%
Unemployment Rate: 10.7%

OVERVIEW

The City of Burlington has an economy that successfully generates micro-businesses and a well-established social services network. Between 1989 and 1993, the unemployment rate rose from 10.7% to 16% due to a base closing and industry downsizing.

The City of Burlington involved 220 organizations in the development of the strategic plan for the Enterprise Community. The strategies focus on increasing employment, including expanding micro-businesses, home-based businesses, and small manufacturing; and increased human development and social services, including expanded hours for day care, promoting homeownership, transportation to jobs or job training, and establishing community-based policing.

The plan outlines the following for targeted development: the Intervale neighborhood (a scenic and agricultural area contiguous to downtown), various historic and waterfront properties, and a new science center.

KEY ACTIVITIES

Of the $3 million in Federal Social Services Block Grant (SSBG) funding, $1.7 million is budgeted for 22 economic development strategies, with the balance assigned to physical and social development strategies. A broad range of lead entities are assigned to the activities. The largest projects are:

$500,000 for development of a computing, training, and telecommunications center.

$200,000 for Peer Lending Program.

$200,000 for Vermont Development Credit Union.

$139,000 for placement services and support for adults seeking training or education through Community College of Vermont.

$100,000 for collaborative effort to provide jobs, training, and support for youth.

$126,000 for Burlington Children's Space to expand its day care to evenings and weekends.

$124,000 for Child Resource and Referral Services (a governmental entity) to create a voucher system.

$110,000 to promote homeownership.

MAJOR PUBLIC SECTOR COMMITMENTS

City of Burlington: $350,000 per year from its Community Development Block Grant funds.

State of Vermont: $90,000 per year of investment tax credits for low-income housing.

MAJOR PRIVATE SECTOR COMMITMENTS

Vermont Federal Bank: $2 million for targeted loans, and will provide technical assistance for money management under the Family Self-Sufficiency Program.

Expansion of the Little Lamb Day Care Center.

Businesses & Non-Profits: Of 70 businesses and non-profits initially solicited, 50 participated from the beginning in developing the Strategic Plan and 62 joined as Participating Entities.

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Divider Title: Virginia

NORFOLK, VIRGINIA
Enterprise Community

City Population: 261,229
EC Population: 43,813
EC Size: 8.7 square miles
Poverty Rate: 52%
Unemployment Rate: 34%
Education: high school dropout rate is 55%

OVERVIEW

The Enterprise Community (EC) completely encloses the central business district and includes two universities, a medical center, and several of the city's main traffic arteries. It includes fourteen different neighborhoods. Factors that contribute to the poor quality of life in the targeted area include a per capita income of $5,276, the lowest in the city, and a median income of only $9,073, also the lowest in the city. Only 23% of the housing units in the area are owner occupied, approximately half of the city-wide rate for homeownership. Drug use and crime are pervasive in the proposed EC, the area in which 8 of the city's 10 Police Assisted Community Enforcement (PACE) programs operate.

The general theme of Norfolk's plan is to leverage the rapid growth of the central business district with its physical changes into the proximately located zone neighborhoods through improved education, job skills training, and an enhanced social services infrastructure. Many of the 10,000 jobs that Norfolk projects to create for EC residents over 10 years will actually be located outside of the EC boundaries.

Norfolk's EC plan includes five major goals:

* Improve employment and job skills training opportunities

* Improve educational achievement

* Increase the income of EC residents

* Build a comprehensive service system that supports personal mobility and family stability

* Create safe and balanced neighborhoods

KEY ACTIVITIES

The principal initiatives involve expanding employment opportunities through activities like:

* Achieving commitments for 7,500 jobs existing within and outside the designated area by obtaining commitments from Chief Executive Officers (CEOs) of large and small businesses. This will be done by expanding the Virginia Employment Commission Job data base, completing design of the Urban Apprenticeship Program, and working with employers to establish career ladders for residents.

* Accessing 1,500 newly created retail jobs at MacArthur Center and new construction jobs at MacArthur Center, community college, and public health facility by linking recruitment for newly created jobs to existing employment programs, establishing connections with MacArthur Center to meet on-going job needs, obtaining developer commitments for retail facility jobs, and designing a training program with Tidewater Community College to train residents.

* Accessing 1,000 jobs created by expansion of existing businesses by connecting with the Chamber of Commerce, Urban Business Development Corporation and Guardian Loan Fund to obtain information on business creation and expansion; providing employers with information on Job Bank and Urban Apprenticeship Programs to obtain job commitments; designing and implementing training programs to access jobs; and networking through neighborhood organizations.

* Training EC residents through an urban apprenticeship program coordinated by the Tidewater Community College, Norfolk campus.

MAJOR PUBLIC AND PRIVATE SECTOR COMMITMENTS

* The Dalis Foundation contributed $100,000 to establish a computerized job bank.

* Sources of funds to support business development include the Urban Business Development Corporation, a Small Business Administration certified development Corporation; the Guardian Loan fund, a collaborative effort between local banks; and the city Department of Economic Development.

* State Department of Education programs supporting the EC include the Champion Schools Program, School-to-Work Transition Program, and a program for adult education and literacy.

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Divider Title: Washington

SEATTLE, WA
Enterprise Community

City Population: 516,259
EC Population: 38,444
EC Size: 10.1 square miles
Poverty Rate: 37.5%
Unemployment Rate: 12.5%

OVERVIEW

The Seattle Enterprise Community includes two non-contiguous parcels. These are Deldridge neighborhood and the neighborhoods of Central Area, Cascade, Downtown, Georgetown, the International District, Pioneer Square, and Southeast Seattle.

The EC contains most of the Duwamish Industrial Area which contains over three-fourths of the city's industrial land base and is already targeted by City policy for extensive redevelopment and job growth.

KEY ACTIVITIES

Some of the goals which have been set include:

* Neighborhoods: Strengthen neighborhood-based planning capacity to empower neighborhoods; Create pedestrian-oriented "Urban Villages" within the EC for substantial development responsive to regional growth management issues; Build neighborhood-based institutions responsive to economic as well as social development needs; Capacity-building for neighborhood-based economic development.

* Jobs: Redevelop the Duwamish Industrial Area to create more "family wage" jobs; Create an effective work force linkage system that connects residents to jobs.

* Crime: Expand community-policing and community-based economic development.

* Housing: Implement a comprehensive housing strategy that includes increasing opportunities for home ownership, encourage private investment and reintegrate public housing development into neighborhoods.

MAJOR PUBLIC SECTOR COMMITMENT

City Capital Budget: The City has committed $63,788,000 to the Enterprise area. These funds have been designated toward many programs: Multifamily Housing ($5,500,000); Single Family Housing ($1,000,000); Homeless and Housing Support Services ($765,490); Energy/Utility Assistance ($840,000); Non-Profit Administered E/U Assistance ($2,330,000); Youth Programs ($4,840,000); Child Care ($1,680,000); Capital Improvement Parks ($7,710,000); Capital Improvement Conservation ($273,000); Neighborhood Matching Fund ($670,000); and Capital Improvement--Street Utility ($38,180,000 includes $35,000,000 renovation of major arterial bridge).

Metropolitan Transit Authority: Three major counties within the greater Pudget Sound region support a Regional Transit Authority (RTA), which is currently planning a light rail system for the region, including a commuter rail through the Duwamish Industrial Area.

City/County: The City of Seattle 1994-6 Policy Plan for the allocation of Human Services Program ($9 M local/year) targets resources toward priority populations and neighborhoods. The State/County has committed $3,595,000 to the Enterprise Area (1994-1995). These funds are committed to a number of programs: Multifamily Housing (3,150,000); Youth Programs (240,000); Child Care (160,000); Public Safety (45,000).

State: The City of Seattle has been designated as one of five state Community Empowerment Zones; and OED use of $450,000 of a state grant to expand the current Small Business Loan Program, which targets women and minority owned firms. 75% of program funds will support EC businesses in 1995.

MAJOR PRIVATE SECTOR COMMITMENT

Medina Foundation: With resources from a Ford Foundation Grant for economic and community development, the Medina Foundation will be providing staff in 1994-95 to work in partnership with the City in economic and community development in the EC, and fund raising in order to leverage the Ford Foundation funds available on a match basis.

Seattle Small Business Loan Association: $6,000,000 in funds available for small business loans.

Cities in Schools: $250,000 and $284,000 from other private sector and foundation grants for a total of $534,000.

Powerful Schools: $88,000 with special programs costing an additional $152,000.

East Cherry YWCA: Using $10,000 in City funds to leverage $50,000 in foundation grants for after-school and summer activities for low-income girls in Central Area.

Foundation Support for Family Support Centers: Over $100,000. in funding.

De Witt-Wallace/Readers Digest Foundation: $50,000 MOST grant funds for development of an action plan for school-age care with primary focus in the EC.

Washington Insurance Council: $100,000 for the "Safe Neighborhood Project".

Urban Enterprise Center: $180,000 devoted to job creation.

Microsoft Corp.: $500,000 donated to date to the Head Start/Enterprise Community EAP Program within the EC.

Private Housing Dollars: Housing projects receiving City funds will leverage over $13,000,000 in private funds.

United Way: $445,590 in funding to the Summer Youth Employment Program.

Columbia University: $130,000 in funding for the PASS Program which is a drug and alcohol program for at-risk youth in the Holly Park Housing Project.

TACOMA, WA
Enterprise Community

City Population: 176,664
EC Population: 20,494
EC Size: 10 square miles
Poverty Rate: 46%
Unemployment Rate: 18%

OVERVIEW

In the last several years Tacoma has been a prime location for gang activity moving from the Los Angeles area. To counter this, Tacoma area citizens formed the Safe Streets Campaign that mobilized the community to attack crime and empower citizens to reclaim their neighborhoods. While the situation is improving, the City hopes to make further strides as an Enterprise Community. Areas included in the EC are the Hilltop, portions of the Eastside, Downtown and the Port/Industrial area. Tacoma's strategic plan was open to everyone and many from various sectors of the community participated: the Port, business, neighborhood groups, labor, education, community and human services organizations, religious groups and ethnic groups.

Tacoma's strategic vision for change creates a picture of economic vitality, nurturing families, and safe distinctive neighborhoods. The Tacoma EC aims to:

* Support entrepreneurial initiative through the Community's One Stop Capital Shop;

* Use its transportation and information infrastructure to connect zone residents and businesses with opportunities outside the Community.

* Provide a full range of affordable housing options for residents in the EC.

KEY ACTIVITIES

* **Entrepreneurship Opportunity:** Tacoma's One-Stop Capital Shop (OSCS) will deliver financial, business, technology and technical assistance to small and minority and women-owned businesses within the EC and throughout the broader region. The OSCS will integrate service delivery from a wide variety of providers including the SBA, State of Washington, City of Tacoma, et al.

* **Transportation/Information Infrastructure:** Tacoma has an idea of linking the EC's assets through a communications network to create an explosion of economic opportunity that responds to needs within the community. Tacoma's EC has excellent transportation

links with the EC and the City, and the broader region. Tacoma's information infrastructure will result in a communications network that links important public and private resources within the EC, and provides the EC with regional, interstate and global connections. Tacoma will use its transportation and information infrastructure to connect EC residents and businesses with opportunities outside the EC.

* **Affordable Housing:** Tacoma's strategy is intended to provide a full range of affordable housing options for residents in the EC. It will provide training on the responsibilities of homeownership and assistance in qualifying to purchase a home. The City works with 204(k) rehabilitation loans made through private lenders. Nonprofit organizations such as Habitat for Humanity and the Hilltop Homeownership Development Center are rehabilitating and building new houses in the EC.

MAJOR PUBLIC SECTOR COMMITMENTS:

City/County: The City will commit 60% of its CDBG funds to housing projects.

MAJOR PRIVATE SECTOR COMMITMENTS:

Foundations and Banks: United Way Campaign will match $1,000,000 annually depending upon the success of their fundraising.

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Divider Title: West Virginia

HUNTINGTON, WV
Enterprise Community

City Population: 54,844
EC Population: 23,761
EC Size: 7.3 square miles
Poverty Rate: Census tracts range from 20% to 74%
Unemployment Rate: Ranges from 9% to 23%

OVERVIEW

Early in 1992, meetings were convened with community leaders to discuss economic issues affecting the Huntington area. Six task forces were established with representatives from the fields of real estate, medicine, education, banking, business and government. These groups were responsible for selecting the Enterprise Community and developing a strategic plan which represented the citizens' views.

The plan's major focus is the promotion of economic development. This will be accomplished through projects to improve the business climate in the EC area, create employment opportunities, and increase the EC population base. Greater employment opportunities will be achieved by diversifying the local economy and expanding the local tax base.

Examples of specific actions that Huntington will take to meet these objectives include:

* Aggressively lobby for local and State reform on issues detrimental to a healthy business climate
* Consolidate the various economic development organizations to create a new spirit of cooperation which supports and fosters economic development
* Redevelop the Polan industrial site into a competitive and marketable industrial park; develop the Superblock for retail service and recreation uses
* Provide small business opportunities for EC residents
* Encourage the development of vacant upper level floors in downtown/EC business area for commercial and residential uses

KEY ACTIVITIES:

JOB TRAINING: Expand and enhance job training in technical areas. The Strategic Plan calls for retraining 250 workers displaced with the closing of Owens-Brockway and training an additional 200 EC residents over a 2-year period.

NEW BUSINESSES: Over $2 million in Federal funds and $8 million in private funds have been committed for the development of the Polan Industrial Facility and Superblock. An additional $65 million in conventional financing is being proposed. Total jobs expected to originate from this development are 550 plus.

SMALL BUSINESS DEVELOPMENT: Provide EC residents the opportunity to become small business owners through the establishment of a business incubator and the Entrepreneur Institute. A nonprofit will administer the incubator program with Marshall University providing the technical assistance in both the establishment of the incubator and the institute. Over $7 million in private resources has been committed to these two projects. Eight new businesses are expected to be established within three years.

COMMUNITY DEVELOPMENT: Most of the $3 million in SSBG funds will be used to improve human service delivery system and to increase educational opportunities for students entering the workforce. Community Development also includes a number of activities that increase housing opportunity for EC residents both as homeowners and renters.

Examples of specific activities:

* A reorganization and restructuring of Huntington's delivery system which will include instituting computerized and data base systems.

* The establishment of a daycare facility and program for 40 children. Along with SSBG funds, this project is supported by $800,000.00 in nonprofit funds.

* Single Family Homeownership Program with expected assistance to 77 families in three years. The development of Barrett Place SRO Housing with $2.5 million committed from the private and public sectors.

MAJOR PUBLIC AND PRIVATE SECTOR COMMITMENTS:

$195 million has been committed from the following public and private resources:

$27 million in Federal funds with 53% firmly committed
$17 million in State funds with 79% firmly committed
$ 3 million in local funds with 100% firmly committed
$148 million in private funds with 82% firmly committed

MAJOR PRIVATE SECTOR COMMITMENTS:

The $148 million in private funds will be used to support a large array of EC activities. Examples are the development of a small business incubator, Superblock, Polan Industrial Facility, and the Ambulatory Care Complex.

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: Wisconsin

MILWAUKEE, WI
Enterprise Community

City Population: 628,088
EC Population: 57,299
EC Size: 4.79 square miles
Poverty Rate: Northside 58%; Southside 48%; City 22%
Unemployment Rate: Northside 28%; Southside 22%; City 9%
Education: Percentage of high school graduates 25 years and older -- Northside 43.8%; Southside 42.3%; City 71.5%

OVERVIEW

Milwaukee has committed almost $3 million to advance community-based partnerships by empowering EC residents through neighborhood collaboratives and the Neighborhood Coordinating Board. Both the Board and collaboratives have a major role in the implementation of the strategic plan.

Milwaukee has a successful record in public and private partnerships and can point to its Neighborhood and Family Initiative (NFI) as evidence of that success. The NFI, a $6 million project supported by the Ford and Milwaukee Foundations, was Milwaukee's model in developing its empowerment strategy for EC residents. It is a strategy that not only provides a forum for citizens to express their views, but also a process that ensures citizens' continued involvement in the implementation of the strategic plan.

In developing its plan, the community cites jobs as its fundamental building block and businesses as essential to community development. It also recognizes that barriers limiting EC residents' access to jobs must be eliminated. Thus, its strategy for creating economic opportunity through job creation includes actions that increase the availability of jobs and also ensures that EC residents have the skills necessary to fill them.

PUBLIC AND PRIVATE SECTOR COMMITMENTS

Milwaukee chose to use its $3 million in Social Services Block Grant (SSBG) on 4 primary goals: empowerment, job creation, business development and human services. It leveraged these funds with a combination of state, local, federal and private resources as follows:

GOALS:	SSBG	Leverage
Empowerment:	$1,100 million	$ 2,010 million

Sponsors: Milwaukee Foundation, City, businesses, and Community Based Organizations.

Job Creation $ 920,000. $14,385 million

Sponsors: State, Local & Federal Agencies, Milwaukee Area Technical College, Milwaukee Foundation, County, Private Industry Council, private sector sources, YWCA, Community Based Organizations, Churches and other private sector sources

Business Dev. $ 680,000. $ 2,464 million

Sponsors: State, Local & Federal Agencies, Community Based Organizations, Neighborhood Coordinating Board, Developers, Industrial Development Corp., University of Wisconsin and Businesses

Human Services $ 300,000. $19,950 million

Sponsors: Federal and State Agencies

KEY ACTIVITIES

PARTNERSHIPS: More than 500 Milwaukee area citizens and 20 nonprofit and community-based organizations and businesses participated in the development of the plan. Key among Milwaukee's goals is empowerment. It is supported by activities that redirect traditional funding, resources and information to EC neighborhood collaboratives in their roles of helping to carry out the strategic plan.

Collaboratives are eligible for planning and action grants and for technical assistance from LISC, a national community development organization, the South Shore Bank and from City staff.

JOBS: Milwaukee projected jobs as its overriding need and advances actions designed to provide EC residents with greater access to the job market. These actions include:

One-Stop-Job-Centers which serve as a labor market exchange where employers can post jobs and receive referrals via computer linked satellite centers in EC facilities such as Churches, schools, libraries

Partnerships between the business and EC community built on using successful models of employer neighborhood programs, such as adopting a school, summer youth employment and Walk-to-Work programs

An EC resident hiring component as a requirement in all Industrial and Commercial redevelopment plans

Efforts to employ public housing residents of Hillside Terrace to family-supporting jobs

Establishes Roundtables of key EC entities to implement labor market planning studies in the EC area.

Replicated successful training and employment models in the EC, such as Esperanza Unida and LAND which convert neighborhood needs (day care, housing rehabilitation, security) into business ventures with meaningful employment training opportunities.

BUSINESS DEVELOPMENT: Milwaukee sets out to improve the EC's competitive edge by modifying its financing programs, identifying business venture types, and providing better business incentives through some the following actions:

An up-to-date inventory of available industrial and commercial sites and markets EC business locations.

An Environmental Clean-up Fund of $2 million in private investments and $500,000 in SSBG resources that will be used to ready EC sites for two or more significant development projects.

Improved EC safety and security involving a complete assessment of current resources and as appropriate, seeking funding for additional police officers, and establishing neighborhood-based patrols.

HUMAN SERVICES: Employment opportunities are closely tied to the availability of family services, particularly those that help working parents. Milwaukee's strategy is also recognizes the importance to responding to the needs of EC youth.

The following are examples of actions undertaken by Milwaukee in the area of human services:

Strengthened and expanded models of training of family day care providers, such as 4C and Esperanza Unida, and incentives for day care providers to encourage flexibility with respect to scope and hours of day care services and to provide seed capital for group day providers.

Expanded training and hiring of EC residents as youth and recreation workers and home health aides serving EC residents.

Operation of a jobs clearinghouse for ex-offenders.

Expanded neighborhood health care services through primary clinics.