Poverty Rates by Race and Age

Area	Total (%)	By Race (%) White	Black	Other	Hisp.[2]	By Age (%) Under 5 years old	Under 18 years old	65 years and over
City	21.6	11.0	33.2	23.7	24.2	35.6	33.9	15.9
MSA[1]	12.4	5.8	30.0	18.4	20.7	19.9	19.1	10.5
U.S.	13.1	9.8	29.5	23.1	25.3	20.1	18.3	12.8

Note: figures show the percent of people living below the poverty line in 1989. The average poverty threshold was $12,674 for a family of four in 1989; (1) Metropolitan Statistical Area - see Appendix A for areas included; (2) people of Hispanic origin can be of any race
Source: 1990 Census of Population and Housing, Summary Tape File 3C

EMPLOYMENT

Labor Force and Employment

Area	Civilian Labor Force Nov. '95	Civilian Labor Force Nov. '96	Workers Employed Nov. '95	Workers Employed Nov. '96	Employment Chg. Nov. '95 - Nov. '96 Num.	%
City	1,303,910	1,320,751	1,220,028	1,241,365	21,337	1.7
MSA[1]	4,051,794	4,111,010	3,864,117	3,932,159	68,042	1.8
U.S.	132,622,000	134,973,000	125,599,000	128,157,000	2,558,000	2.0

Note: Data is not seasonally adjusted and covers workers 16 years of age and older;
(1) Metropolitan Statistical Area - see Appendix A for areas included
Source: Bureau of Labor Statistics, Web Site, http://stats.bls.gov

"Because workers commute to neighboring Wisconsin, Indiana and Michigan, Chicago boasts the largest work force in the nation with more than 3.9 million people, while having only the third largest population. Total employment grew an average of about 1.4% over the past two years. Economic growth in the area is expected to moderate over the next few years....Chicago's manufacturing sector has performed relatively well over the past two years, with average employment gains of 0.7%. Its finance, insurance and real estate...sector has been hurt by a surge of bank mergers, with job gains slowing dramatically from their 1994 place." *National Association of Realtors, Market Conditions Report, 1996-97*

Unemployment Rate

Area	1995 Nov.	1995 Dec.	1996 Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.
City	6.4	6.5	6.9	6.6	6.4	6.6	6.7	6.9	6.8	7.0	6.6	6.5	6.0
MSA[1]	4.6	4.9	5.5	5.3	5.1	5.0	4.9	5.2	5.0	5.1	4.8	4.6	4.4
U.S.	5.3	5.2	6.3	6.0	5.8	5.4	5.4	5.5	5.6	5.1	5.0	4.9	5.0

Note: Data is not seasonally adjusted and covers workers 16 years of age and older; All figures are percentages; (1) Metropolitan Statistical Area - see Appendix A for areas included
Source: Bureau of Labor Statistics, Web Site, http://stats.bls.gov

Illinois Dept. of Employment Security

LOCAL AREA UNEMPLOYMENT STATISTICS (LAUS)
1997 REVISED

Following are current, previous, and year-ago months' estimates of resident labor force, employment, unemployment, and unemployment rate for Illinois, its major metro areas, its counties, and its larger cities as estimated by the Local Area Unemployment Statistics program (LAUS).

All data are NOT seasonally adjusted.

LAUS data for March 1999 will be available on or about April 20, 1999.

Would you like to download a spreadsheet?

FEBRUARY 1999
LAUS

	Labor Force	Employed	Unemployed #	%
FEBRUARY 1999 LAUS				
STATE & METROS				
STATE OF ILLINOIS	6,218,331	5,940,486	277,845	4.5
BLOOMINGTON-NORMAL, IL MSA	86,138	84,085	2,053	2.4
CHAMPAIGN-URBANA, IL MSA	94,388	91,724	2,664	2.8
CHICAGO, IL PMSA	4,166,254	3,993,541	172,713	4.1
DAVENP-MOLINE-RI MSA (IL PART)	101,676	95,361	6,315	6.2
DAVENP-MOLINE-RI, IA-IL MSA	185,818	176,287	9,531	5.1
DECATUR, IL MSA	56,415	53,789	2,626	4.7
KANKAKEE, IL PMSA	52,177	48,908	3,269	6.3
PEORIA-PEKIN, IL MSA	184,100	176,640	7,460	4.1
ROCKFORD, IL MSA	194,184	184,718	9,466	4.9
ST. LOUIS, MO-IL LMA (IL PART)	287,684	273,501	14,183	4.9
SPRINGFIELD, IL MSA	106,043	101,956	4,087	3.9

	Labor Force	Employed	Unemployed #	%
FEBRUARY 1999 LAUS				
COUNTIES				
ADAMS COUNTY	35,223	33,600	1,623	4.6
ALEXANDER COUNTY	3,929	3,665	264	6.7
BOND COUNTY	7,735	7,322	413	5.3
BOONE COUNTY	21,076	19,780	1,296	6.1
BROWN COUNTY	2,656	2,545	111	4.2
BUREAU COUNTY	18,201	17,138	1,063	5.8
CALHOUN COUNTY	2,778	2,577	201	7.2
CARROLL COUNTY	8,343	7,769	574	6.9
CASS COUNTY	7,025	6,621	404	5.8
CHAMPAIGN COUNTY	94,388	91,724	2,664	2.8
CHRISTIAN COUNTY	18,873	17,971	902	4.8
CLARK COUNTY	9,771	9,301	470	4.8
CLAY COUNTY	7,019	6,387	632	9.0
CLINTON COUNTY	17,321	16,406	915	5.3
COLES COUNTY	26,574	25,604	970	3.7
COOK COUNTY	2,639,611	2,524,610	115,001	4.4
CRAWFORD COUNTY	9,117	8,440	677	7.4
CUMBERLAND COUNTY	5,529	5,235	294	5.3

STARK COUNTY	2,609	2,426	183	7.0
STEPHENSON COUNTY	23,549	22,392	1,157	4.9
TAZEWELL COUNTY	69,939	67,189	2,750	3.9
UNION COUNTY	8,171	7,365	806	9.9
VERMILION COUNTY	38,458	36,139	2,319	6.0
WABASH COUNTY	4,368	3,895	473	10.8
WARREN COUNTY	9,575	9,171	404	4.2
WASHINGTON COUNTY	8,313	8,001	312	3.8
WAYNE COUNTY	8,006	7,351	655	8.2
WHITE COUNTY	6,905	6,324	581	8.4
WHITESIDE COUNTY	29,697	28,133	1,564	5.3
WILL COUNTY	237,258	226,300	10,958	4.6
WILLIAMSON COUNTY	26,976	25,136	1,840	6.8
WINNEBAGO COUNTY	145,902	138,977	6,925	4.7
WOODFORD COUNTY	18,888	18,226	662	3.5

	Labor Force	Employed	Unemployed #	Unemployed %
FEBRUARY 1999 LAUS CITIES				
ADDISON VILLAGE	20,980	19,827	1,153	5.5
ALTON CITY	14,044	13,176	868	6.2
ARLINGTON HEIGHTS VILLAGE	45,697	44,583	1,114	2.4
AURORA CITY	64,932	62,004	2,928	4.5
BARTLETT VILLAGE	19,567	18,935	632	3.2
BELLEVILLE CITY	20,777	19,196	1,581	7.6
BERWYN CITY	23,263	22,173	1,090	4.7
BLOOMINGTON CITY	36,559	35,578	981	2.7
BOLINGBROOK VILLAGE	30,871	29,816	1,055	3.4
BUFFALO GROVE VILLAGE	25,577	25,117	460	1.8
BURBANK CITY	14,837	14,278	559	3.8
CALUMET CITY	19,117	18,156	961	5.0
CARBONDALE CITY	11,488	11,066	422	3.7
CAROL STREAM VILLAGE	22,567	21,949	618	2.7
CARPENTERSVILLE VILLAGE	14,257	12,826	1,431	10.0
CHAMPAIGN CITY	36,869	35,869	1,000	2.7
CHICAGO CITY	1,297,871	1,232,505	65,366	5.0
CHICAGO HEIGHTS CITY	14,869	13,712	1,157	7.8
CICERO TOWN	34,471	31,665	2,806	8.1
CRYSTAL LAKE CITY	19,116	18,306	810	4.2
DANVILLE CITY	14,123	13,042	1,081	7.7
DECATUR CITY	38,481	36,306	2,175	5.7
DeKALB CITY	20,323	19,700	623	3.1
DES PLAINES CITY	32,963	31,481	1,482	4.5
DOLTON VILLAGE	12,920	12,181	739	5.7
DOWNERS GROVE VILLAGE	29,668	28,822	846	2.9
EAST ST. LOUIS CITY	11,668	10,695	973	8.3
ELGIN CITY	50,520	46,979	3,541	7.0
ELK GROVE VILLAGE	21,165	20,641	524	2.5
ELMHURST CITY	25,245	24,665	580	2.3
ELMWOOD PARK VILLAGE	12,424	12,023	401	3.2
EVANSTON CITY	42,514	41,261	1,253	2.9
EVERGREEN PARK	9,817	9,451	366	3.7
FREEPORT CITY	12,123	11,388	735	6.1
GALESBURG CITY	15,944	15,062	882	5.5
GLEN ELLYN VILLAGE	15,139	14,730	409	2.7
GLENDALE HEIGHTS CITY	19,580	18,857	723	3.7
GLENVIEW CITY	21,187	20,733	454	2.1
GRANITE CITY	15,128	14,163	965	6.4
HANOVER PARK VILLAGE	21,865	20,771	1,094	5.0
HARVEY CITY	12,414	11,419	995	8.0
HIGHLAND PARK CITY	17,648	17,305	343	1.9
HOFFMAN ESTATES VILLAGE	30,013	29,260	753	2.5
JOLIET CITY	43,773	40,309	3,464	7.9
KANKAKEE CITY	12,327	11,102	1,225	9.9
LANSING VILLAGE	15,965	15,462	503	3.2

Ta[illegible] Statistics for Places With 100 or More Minority-Owned Firms: 1992—Con.

[D[illegible]t add to total because of rounding and because a firm may be included in more than one minority group (see Survey Methodology in the introductory text). For meaning of abbreviations and sy[illegible]e introductory text. For explanation of terms, see appendix A. For information on geographic areas followed by ▲, see appendix D]

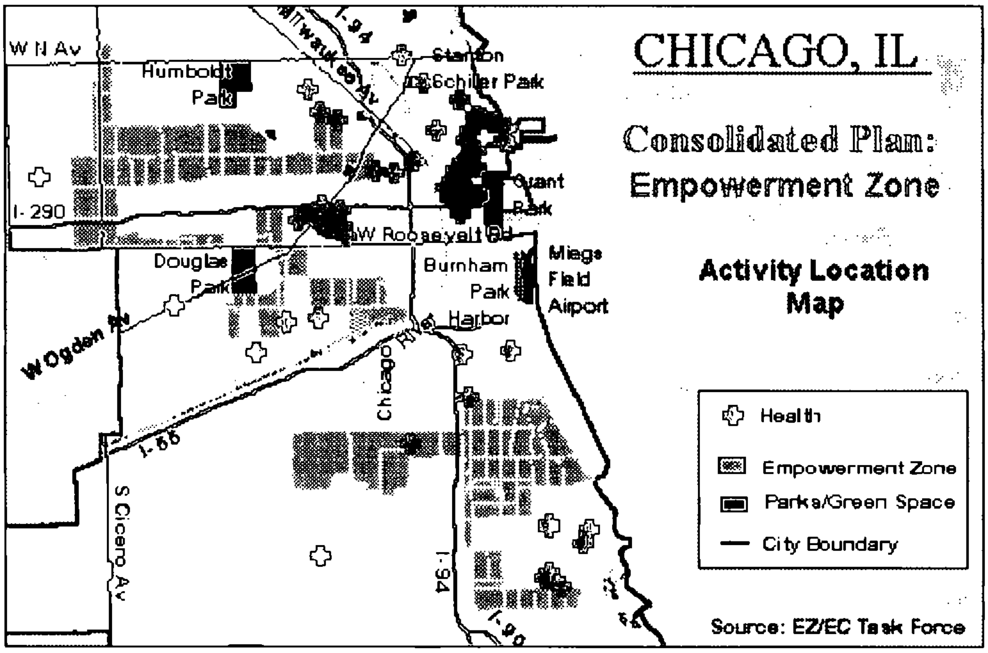
Geographic area	All firms: Firms (number)	All firms: Sales and receipts ($1,000)	Firms with paid employees: Firms (number)	Firms with paid employees: Sales and receipts ($1,000)	Firms with paid employees: Employees (number)	Firms with paid employees: Annual payroll ($1,000)	Relative standard error of estimate (percent)[1] for column— A	B	C	D
	A	B	C	D	E	F	A	B	C	D
ILLINOIS—Con.										
Bloomingdale	141	15 679	49	13 921	115	1 607	21	24	36	26
Bloomington	144	13 138	10	5 687	278	4 430	19	34	-	-
Blue Island	158	12 640	19	11 329	31	815	16	35	52	39
Bolingbrook ▲	384	44 168	82	40 015	243	3 091	11	46	39	49
Broadview	184	13 609	29	11 550	154	4 423	14	67	65	78
Buffalo Grove ▲	197	18 794	12	7 686	99	1 608	20	15	-	-
Calumet City	362	13 836	27	7 564	70	900	7	41	36	74
Calumet Park	137	4 200	5	(D)	(D)	(D)	10	2	-	(D)
Carbondale	180	(D)	25	(D)	(D)	(D)	15	(D)	46	(D)
Carol Stream	242	60 851	47	47 606	546	11 536	18	39	48	41
Carpentersville	124	13 546	36	12 649	326	3 396	26	81	69	87
Champaign	324	19 918	66	14 180	416	3 081	11	16	37	18
Chicago ▲	31 891	3 443 906	4 331	2 811 836	30 304	546 243	1	6	4	7
Chicago Heights	302	63 923	46	69 353	399	16 596	11	2	30	2
Cicero	473	19 637	72	10 452	181	4 104	12	20	37	33
Collinsville ▲	103	16 822	23	15 734	528	2 810	30	70	84	74
Country Club Hills	362	10 021	13	4 637	134	2 914	4	1	-	-
Crystal Lake	109	9 308	26	7 953	129	1 059	28	57	74	87
Danville	120	5 066	26	(D)	(D)	(D)	18	47	69	(D)
Darien	188	5 980	4	(D)	(D)	(D)	20	22	-	(D)
DeKalb	130	(D)	11	(D)	(D)	(D)	29	(D)	-	(D)
Decatur	245	34 756	43	(D)	(D)	(D)	11	71	44	(D)
Des Plaines	516	60 899	71	45 641	534	9 946	12	12	38	13
Dolton	358	8 430	16	2 856	33	350	6	5	-	-
Downers Grove	272	70 509	70	61 509	697	10 860	16	21	41	35
East St. Louis	500	29 794	86	23 384	287	5 106	5	34	20	43
Elgin ▲	510	101 389	78	90 202	959	18 418	11	11	31	11
Elk Grove Village ▲	247	654 940	57	646 986	2 239	60 786	16	-	21	-
Elmhurst	150	18 237	19	13 389	166	2 642	23	13	52	11
Evanston	672	64 864	121	32 971	750	6 716	6	24	25	38
Flossmoor	130	6 806	23	3 340	38	587	16	25	53	43
Fo[illegible]k	159	5 933	28	2 898	132	772	21	31	67	63
[illegible]	182	11 724	33	4 940	35	726	22	22	65	2
[illegible]eights	196	29 956	40	16 068	105	3 246	22	31	64	25
[illegible]	380	34 994	41	12 781	318	4 529	14	29	49	42
Glenwood	141	4 329	5	(D)	(D)	(D)	14	9	-	(D)
Hanover Park ▲	201	6 882	6	(D)	(D)	(D)	18	39	-	(D)
Harvey	437	22 852	37	15 356	404	6 706	3	-	-	-
Hazel Crest	271	13 111	32	9 344	104	1 979	7	24	69	34
Highland Park	171	18 303	14	11 201	112	1 728	19	13	-	-
Hinsdale ▲	110	10 078	8	4 912	82	1 115	22	18	-	-
Hoffman Estates ▲	362	14 981	26	6 251	117	1 173	13	17	37	24
Homewood	141	8 466	8	942	22	274	18	45	-	-
Joliet	392	39 424	93	36 917	532	6 034	11	4	30	5
Kankakee	157	2 805	43	1 485	27	430	19	22	61	40
Lake Forest	124	105 857	19	96 786	709	11 868	26	94	61	93
Libertyville	108	154 204	32	145 856	1 839	30 527	30	22	64	23
Lincolnwood	283	84 540	32	49 086	473	10 122	19	8	57	2
Lisle	189	22 867	36	18 963	100	1 688	17	10	41	7
Lombard	230	29 785	61	26 121	570	10 409	20	40	46	45
Markham	230	12 381	19	8 878	69	1 878	3	-	-	-
Matteson	220	4 897	8	1 129	12	128	-	-	-	-
Maywood	447	46 799	58	40 086	225	5 528	6	14	32	16
Melrose Park	140	6 507	10	4 115	42	1 267	22	14	-	-
Moline	128	15 531	43	13 933	276	2 499	24	34	50	38
Morton Grove	309	44 615	20	28 503	233	4 499	15	9	15	-
Mount Prospect	404	35 342	50	25 087	263	6 348	14	38	41	51
Mundelein	166	3 907	21	1 223	33	258	21	29	57	41
Naperville ▲	479	43 992	62	21 176	368	5 614	13	26	41	32
Niles	241	71 681	6	(D)	(D)	(D)	17	3	-	(D)
North Chicago	203	4 416	16	2 467	27	339	6	1	-	-
Northbrook	559	95 018	91	80 968	992	18 759	16	12	30	14
Oak Brook ▲	246	64 797	77	42 511	935	18 433	20	32	44	41
Oak Lawn	168	18 063	63	16 000	241	5 418	27	54	42	63
Oak Park	628	30 862	59	16 191	232	3 408	6	19	21	25
Orland Park	251	32 066	17	13 458	139	2 412	19	20	-	-
Palatine	335	25 761	78	13 254	119	1 383	17	17	46	23
Park Forest ▲	233	3 362	5	603	8	94	9	8	-	-
Park Ridge	143	26 528	52	23 324	135	2 786	24	56	46	64
Peoria	393	18 187	45	11 305	174	2 835	7	10	12	9
Richton Park	146	10 928	36	9 657	463	2 761	19	66	63	74
Riverdale	129	2 561	7	698	6	70	8	2	-	-
Robbins	111	2 327	7	912	14	163	-	-	-	-
Rock Island	148	30 285	25	24 547	303	6 507	15	11	37	2
[illegible]ford	577	81 869	154	67 922	1 013	17 286	10	29	29	35
[illegible]eadows	113	20 061	7	14 534	128	2 572	24	13	-	-
[illegible] ▲	120	6 283	25	4 812	79	1 326	26	59	76	76
[illegible]burg ▲	486	180 631	87	166 796	4 248	64 773	12	11	35	11
Schiller Park	117	38 282	14	31 703	110	3 614	26	7	54	3
Skokie	1 099	107 954	199	86 871	639	11 934	8	22	25	34

See footnotes at end of table.

Illinois

EZ/EC
Building Communities Together

Chicago, IL Empowerment Zone



Chicago Empowerment Zone Map

Map of Chcago, IL
Westside Cluster
Pilsen/Little Village Cluster
Southside Cluster
Activity Data Table

EZ/EC Communities Menu . . . Feedback . . . EZ/EC Home Page

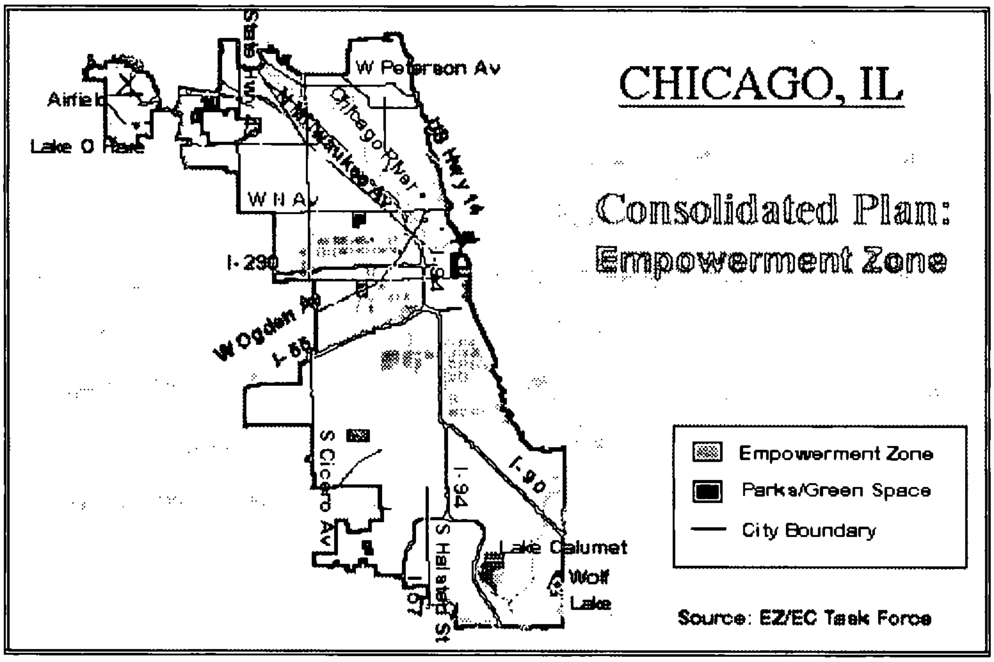
CHICAGO EMPOWERMENT ZONE

Several companies have opened or are opening facilities on a restored Brownfield site, funded with EPA dollars. Two of them, Madison Equipment and Scott Peterson Meats, have created more than 100 jobs for Chicago residents, some of them living in the Zone.
The Instituto del Progreso Latino is a three-year program which will provide computer skills and employment training, GED preparation, job apprenticeship opportunities to zone residents in the Pilsen/Little Village neighborhoods of Chicago. Classes will begin June 1996. It is expected that 67 Zone residents will be placed into jobs within a year.
The Office of National Drug Control Policy's High Intensity Drug Trafficking Area (HIDTA) program is an important vehicle to support anti-drug efforts in the Chicago EZ. The effort is funded with $1 million from ONDCP. Local bank helps low- and moderate-income families in the Chicago EZ make the leap from beingrenters to homeowners. Under an assistance program from First National Bank of Chicago, qualified first-time buyers in the EC will receive down payment grants of up to $1,500 for single-family purchases and up to $2,000 for two-unit properties. This is good news for 45-year old EZ resident Shirley Gray, whose major obstacle to homeownership was getting up enough money to make the down payment. Gray says the mortgage she will pay on her newly renovated three-bedroom condominium will be less than the rent she paid on her North Side Chicago apartment. The inspection of Gray's home officially kicks off First Chicago's $100,000 pilot program to help 75 to 100 EZ families buy their first homes.

Illinois

EZ/EC
BUILDING COMMUNITIES TOGETHER

Chicago, Illinois Empowerment Zone



Chicago Empowerment Zone Map

Chicago, Illinois Empowerment Zone

Contact Person

EXECUTIVE SUMMARY

This strategic plan has been designed to attain two goals:

1. Alleviating Poverty: creating economic opportunities and enabling low-income residents to seize these opportunities, achieve self-sufficiency and build sustainable communities.
2. Reinventing Government: fundamentally changing the way federal, state, county and city governments interact with citizens, especially low income citizens.

A simple goal, like a simple vision, is often the hardest to attain. Chicago has been the incubator for many of history's most compelling ideas. The author of our famous plan of 1909, Daniel Burnham, charged us to "make no little plans." This strategic plan takes that charge to heart.

We know Chicago works well for some, but it does not work well for everyone. In the communities of Chicago's Empowerment Zone poverty is intractable, unemployment is pervasive, ill health is devastating and alienation is all-encompassing for the majority of people who live there. These communities: Pilsen/Little Village, the Southside and the Westside came to their present state by different routes. They comprise different cultures -- African-American and Latino, and different constituencies. But, in a remarkable manner, they have formed a working coalition, and found common ground to address a common challenge-- the alleviation of poverty and the reinvention of government.

One way to understand how this plan will achieve its vision and goals is to know how it responds to the four key principles that HUD has set forth as a guiding framework:

ECONOMIC OPPORTUNITIES

The plan is driven by initiatives that show how we will create economic opportunity. A primary initiative is Building Human and Organization Capacity -- to encourage residents to develop the skills and initiative to do things for themselves as well as for the community. Another initiative, Economic Empowerment, Incorporates eight linked strategies for job creation, capital formation, public-private business partnerships, international trade, and jobs geared to the skills and orientations of the Empowerment Zone residents.

SUSTAINABLE COMMUNITY DEVELOPMENT

A sustainable community is one where the residents have the capacity to do themselves rather than be served by others. In addition to our capacity building initiative, our major commitment to a governance partnership between community and city demonstrations how such a community will be built. A sustainable community ia a healthy community. Our Linking Health and Human Services initiative provides four major strategies which create a foundation for sustainability. Our Public Safety initiative stresses augmentation of the Chicago community policing model as well as support services which help to establish a safe environment. A sustainable community is one where youth have a future. Our emphasis on youth is reflected in our strategic initiative designed to focus on building and equipping youth with skills for life long learning and a positive view of the future.

A sustainable community is one in which people are offered a range of safe, decent, accessible, and sanitary housing. Our Affordable and Accessible Housing initiative contains five key strategies that are directed to this end.

PARTNERSHIP

This plan is a product of a partnership. It emerged through the most inclusive and open public community process seen in a city that is a hot bed of community activism. If partnerships are measured by community involvement, this plan will rank among the highest in the country. If partnerships are measured by the scope of the outreach, this plan will rank among the best in the country. Finally, if this plan is measured by the degree of commitment forthcoming from the business community, this plan will rank among the best in the country.

VISION FOR CHANGE

Our vision speaks of a city committed to the creation of vibrant neighborhoods which enable individuals and families to reach their highest potential. We will create a true collaboration of neighborhoods, businesses and government. We will be holistic, yet culturally sensitive in our endeavors. We will produce a sustainable community which meets our simple yet critical goals. We will reinvent government and we will alleviate poverty.

We will do this through a set of strategic initiatives that incorporates projects that are responsive to specific funding criteria. Such projects are the tools of the strategic plan, and are summarized in the tool box which is Chapter 11.

We will implement this vision for change immediately upon completion of this plan. Our 100-Day Program stresses the actions needed to: provide detailed implementation actions; increase the knowledge of and exposure to this plan; expand upon committed business and community partnerships; and cement the community-city partnership in alleviating poverty through the finalization of our governance process.

INTRODUCING A DIFFERENT KIND OF PLAN

This is an unconventional plan. True, it contains the strategies and programs to implement our vision of alleviating poverty. In that sense it is conventional. But it is a plan developed by the community, in partnership with the City of Chicago, the State of Illinois and the business community. Unlike more traditional strategic plans, its two principal goals are very basic and sweeping. They are:

1. Alleviating Poverty - devising and implementing strategies and initiatives that create economic opportunities, and enable low-income residents to achieve self-sufficient, seize these opportunities, and build sustainable communities.
2. Reinventing Government - fundamentally changing the way the federal, State, County and City governments interact with citizens, especially low-income citizens.

HUD requires a strategic plan produced through a "bottom-up" planning process. In its conventional sense, bottom-up planning implies securing information from the community and preparing responses to those concerns and ideas. Taken in the spirit of the HUD program, bottom-up planning demands a process wherein the community is a partner not only in problem identification and plan adoption, but in the development of the plan itself. This plan reflects their spirit. It does not shy away from conflict, since the thoughtful resolution of our differences forms the basis of the democratic process. This plan reinvents the public participation process, and this process and its product are outlined in these pages.

Reinvention of the planning process is critical because the previous planning process and its programs have not thus far been able to achieve the goal of the Empowerment Zone/Enterprise Community program (or our goal) -- the elimination of poverty. It is time for a change; a change in spirit, a change in commitments between government and the governed, It is time to expand the web of relationships so that the resources of our business are fully integrated into our solutions. Chicago is the place to do this reinvention, to develop models of expanded partnerships. This plan demonstrates a reinvention process, how its incorporated as a new operating procedure, and how its products will work to help eliminate pervasive poverty.

Its strategies result from a community driven process in partnership with the City of Chicago. It focuses on the elimination of poverty through a strengthened relationship between government and community, and a reinvention of City and State approaches to implementing the strategy. This plan lays the groundwork for empowering the community to solve its problems in partnership with government and local business.

THE ORGANIZATION OF THE PLAN

This plan reflects the outline of the strategic plan set forth in the Federal Application Guide.

Chapter 2 outlines the process that was used to put the plan together. Chapter 3 presents the State of the Zone, highlighting needs and assets. This is followed by Chapter 4, which outlines our vision for revitalizing the proposed Zone. Chapter 5 outlines our strategic initiatives to realize that vision. Chapters 6 and 7 highlight some of the major pubic and private resources that will combine to build partnerships. Barriers to the successful implementation of the plan are listed in Chapter 8. Our proposals for reinventing government, a key theme of this plan, and our implementation strategies are outlined in Chapters 9 and 10 respectively. Finally, Chapter 11 presents a tool box of ideas that can be used to bring our vision to life.

Several additional companion sections also have been prepared to support this application. This includes a section entitled " From the Bottom Up" outlined the complete process used to develop the plan. Another section, entitled the "State of the Zone," fully addresses conditions of the proposed zone. Lastly, a notebook of support documents is provided with this submission.

HOW OUR STRATEGIC PLAN WAS PUT TOGETHER

The City of Chicago operates under the principle that government alone cannot build sustainable communities. Government must engage in partnerships with community organizations and residents, with business and with cultural and of the institutions. Building on existing partnerships, Chicago has developed three basic approaches to building the partnerships that form the foundation of our plan:

1. Community outreach as a basic planning tool;
2. Empowerment Zone and Enterprise Community boundary selection; through community proposals
3. Neighborhood visions, governance and strategies created by the community.

Each of these described in greater detail below. The reinvention process has applicability beyond the Empowerment Zone/Enterprise Community (EZ/EC) program. Over seventy-six square miles of Chicago, including in excess of one million residents, are eligible for inclusion in Empowerment Zones or Enterprise Communities. In addition, other portions of the city could clearly benefit from a coordinated, bottom-up strategic planning effort. Therefore, this effort provides a model process which, over time, will spiral out from EZ/EC areas to organize public processes, planning efforts and local improvement initiatives throughout the city.

Chicago's evolving neighborhood strategic planning process is demonstrated in this plan. From the very beginning, Chicago's zone selection and planning process was driven by a bottom-up approach based upon diversity and inclusion. The Empowerment Zone Coordinating Council (EZCC) - appointed by Major Daley and representing community agencies, business, state and local government -oversaw the process. The EZCC was charged with selecting the Zone, suggesting initial strategies that should be included in the Zone, helping to empower Zone residents to take responsibility for the planning effort, and bringing citywide resources to bear upon these issues. As the Zone was identified and community outreach expanded, the EZCC was transformed as well by bringing Zone leaders to the table.

Recognizing that the implementation of a strategic vision and plan must rest on a partnership of community, business and government, the EZCC drew upon its resources to reach out and recruit a variety of organizations and individual participants. Key here were the efforts of organizations such as the Community Workshop on Economic Development (CWED), the Chicago Association of Neighborhood Development Organizations (CANDO), and the Urban Land Institute (ULI). In addition, the EZCC and the City of Chicago hosted six town hall meetings across the city to provide program information and solicit program ideas and zone selection criteria from all eligible neighborhoods.

EMPOWERMENT ZONE POVERTY RATES

CITY OF CHICAGO
RICHARD M. DALEY, MAYOR

COMMUNITY OUTREACH AS A BASIC PLANNING TOOL

In traditional planning, communities participate in problem identification; then "professionals" take over to write the plan. The Chicago process is designed to have the community both identify its issues and determine the solutions. Here, the community directs rather than reacts to the planning process. This is a meaningful redirection of neighborhood planning and a reinvention of the typical neighborhood planning process.

Chicago has a rich history of involvement in community-based planning, extending back nearly 20 years. In 1976 the first community-based housing development coalition was formed The Chicago Rehab Network (CRN). The CRN became a national model of community housing development collaboration. It popularized the slogan, "Development Without Displacement" in the early 1980s.

The members of the Chicago Rehab Network composed of numerous community-based, nonprofit, rehab housing agencies and technical assistance groups had been supported primarily by the City of Chicago as delegate agencies receiving CDBG funds through the Department of Planning and Development. By 1980 this department was divided into three separate departments, one each for housing, economic development and planning. By this time, housing development had become more sophisticated, gaining experience throughout the broad area of community development while advocating neighborhood-sensitive public policy. By 1982, in response to the growing problems faced by low-income neighborhoods, housing, business and economic development groups merged to form the Community Workshop on Economic Development (CWED) while others involved in employment training and development formed the Chicago Jobs Coalition.

Between 1983 and 1989 community development and community-based participation became cornerstones of the urban economic development policy of the Washington and Sawyer administrations. Since 1983, City government has been actively engaged in building development partnerships with the private sector which have recognized the crucially important role of neighborhood-based development organizations guided by community initiatives and neighborhood planning.

The City now fully appreciates neighborhood development agencies and residents as full partners in urban redevelopment initiatives and projects. Moreover, the City seeks to develop partnerships with organizations that are genuinely democratic, and have organic connections to residents and constituents at the neighborhood level.

Community-based planning has developed into a Chicago institution. Dozens of community and neighborhood plans have been sanctioned or supported by City governments since 1989. In fact, the current collaboration to produce this strategic plan has been enhanced by the presence of the following:

- Stable community-based development organizations working among grassroots constituents.
- City-wide, community-directed and neighborhood-sensitive coalitions and technical support agencies
- Community development-sensitive foundations and intermediaries that support community-based planning and development

- The emergence of regional partnerships that facilitate policy development and local initiatives with the City government, businesses and churches
- A responsive City government which has reached out to embrace neighborhood-based planning initiatives in every aspect of Chicago and has given consideration to innovative planning and public policy initiatives among residents, activists and institutional leaders within and outside the EZ- designated community areas

It is upon these foundations that we are prepared to build and to extend the Empowerment Zone planning and implementation process over the next several months and years in Chicago.

Chicago has recently initiated several City-based projects that underscore its commitment to neighborhood planning. President Clinton cited Chicago's two-year-old Strategic Neighborhood Action Program (SNAP) as a model of what an Empowerment Zone strategy might look like: it forms business and community partnerships, it leverages additional private investment, it requires community input and government responsiveness that breaks through rigid bureaucratic structures, and it generates activities beyond its own boundaries. The purpose of SNAP is to concentrate city resources in a small defined area, targeted at economic development activities, infrastructure, housing, and more. SNAP funds are provided based on a community proposal process similar to the pre-application process employed for this proposal. The efforts of four City departments (Planning and Development, Buildings, Housing, and Transportation) are coordinated in an attempt to leverage private investments and show greater return on investment in CDBG monies. This differs significantly from the long-standing practice of evenly distributing CDBG funds across the City. Likewise, the Mid-South Strategic Development Plan also reflects a change in community area planning practices. This plan, completed in September of 1993, centered around significant community participation, and included a community charette, a two-and-half day retreat, four public forums, and a series of workshops.

Even before the appointment of the EZCC, the community and local organizations were already educating themselves about the Empowerment Zone legislation. The aforementioned Community Workshop on Economic Development (CWED) was instrumental in sending word of the legislation into the community as early as October 1993 through mailings and its annual membership meeting. CWED staff also met with vice President Gore and the Empowerment Zone Advisory Committee to provide a community perspective on structuring the application process. In January, CWED began a campaign of community meetings to distribute an information summary and to facilitate the first steps in community planning.

With so many eligible neighborhoods, zone selection was a difficult and time-consuming task. Given the EZCC viewpoint that selected areas should serve as providing grounds for model projects in other areas of the city, the task was not one of identifying winners or losers. Rather, it was one of establishing rpiorities-determining which areas merited first choice as a model for creating sustainable neighborhoods. This might easily have been done through the development of criteria, established by planning professionals, to evaluate the levels of distress, redevelopment opportunities and other conditions leading to the selection o cohesive neighborhoods. These criteria would clearly have reflected the training and biases of the professionals, but many not have reflected attitudes shared by the community. The process used in this paln recognizes this potential conflict. Driven by the community, the approach used for zone selection reflected community rather than professional bias. This kind of aproach is becoming a trademark in Chicago's neighborhoods.

EMPOWERMENT ZONES AND ENTERPRISE COMMUNITIESDRIVEN BY COMMUNITY PROPOSALS

As a result of the community-based efrorts and the community-and city-sponsored town hall meetings, the EZCC issued a Request for Statements of Interest (RSI). This palced the burden of nominating and justifying the inclusion of cummunities on the residents, and the burden of selecting and producing a zone on the EZCC. The RSI elicited community-based programs, sponsors and partners that identified assets, visions, strategies and projects to be considered for incorporation int he city's plan.

The EZCC received and saw public presentations of thirty-three proposals, representing partnerships of thousands of individuals, community groups, businesses, institutions and public agencies. These were evaluated by the EZCC in light of the four HUD goals and seven EZCC zone development principles. Of the thirty-three proposals, eleven, serving over 617,000 persons and covering 48.98 square miles, were considered the most responsive, and were used by the EZCC to establish the geographic boundaries of the proposed zone.

The results of this process suggested that our zone consist of several freestanding areas rather than a signle large zone because the mose responsive community proposals were not concentrated in a signle section of the city. The EZCC used the eleven proposals to form the Zon's core areas. These core areas, designed to capture human needs nad assets, were then adjusted to reflect the following:

1. Existing land use and development opportunities and barriers;
2. Transportation access. Specifically, the EZCC sought to capture and maximize the extraordinary opportunities presented by the complete overhaul and reconstruction of the Chicago Transit Authority's Green Line. The Green Line serves as a rapid transit spine running through and linking many economic opportunities nad hte majority of the Zone's residents;
3. The presence of major employers or employment opportunities which would be a resource to community residents;
4. Areas that could encompass portions of various neighborhoods, so that the empowering effect of the zone strategies could ripple outward and have benefits beyond the confines of the immediate zone area.

For additional information contact:

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Chicago Map . . . *Feedback* . . . *EZ/EC Home Page* . . . *EZ/EC Map*

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September 2, 1998

Via Overnight Delivery

Mr. Heath Wolfe
Senior Auditor
U.S. Department of Housing and Urban Development
Office of Inspector General for Audit, Midwest
200 North High Street, Room 334
Columbus, Ohio 43215-2499

RE: **Chicago's Empowerment Zone – Response to Draft Audit Findings**

Dear Mr. Wolfe:

Thank you for the opportunity to respond to the draft audit findings promulgated by the audit team. We are glad to provide clarity about the Chicago Empowerment Zone's accomplishments and the improvements we have made to our original operations and procedures. We also appreciate the opportunity to point out items where we disagree with the interpretations employed and conclusions drawn by the auditors.

All efforts of Chicago's Empowerment Zone have been focused on the four key principles established by HUD at the inception of the Empowerment Zone initiative and underlying the formation of its strategic plan (per 24 CFR 597.200(c)):

1. Economic opportunity
2. Sustainable community development
3. Community-based partnerships
4. Strategic vision for change.

Chicago's Empowerment Zone is proud of our progress to date. We remain committed to ever-increasing efficiency and effectiveness in reaching the critically important goals of the EZ initiative for the benefit of some of the neediest communities in our city. A summary of the accomplishments of Chicago's EZ during its first funding cycle is attached hereto as **Exhibit A** and made a part hereof. Highlights of those accomplishments include:

- In the first funding cycle, the Chicago's EZ/EC Coordinating Council approved 73 programs and projects within seven Strategic Initiatives identified in Chicago's Strategic Plan. More than $43 million of EZ funds have been committed to these programs and projects.

NEIGHBORHOODS ALIVE!
BUILDING CHICAGO TOGETHER

CHICAGO WORKS

- The EZ is revitalizing industrial and commercial corridors, improving the attractiveness of industrial areas and assisting small businesses through entrepreneurial training. Eleven programs are providing job training and placement services to EZ residents. Services provided through these programs include workforce readiness, specific skills training, and job placement follow-up.

- More than 400 housing units, including owner-occupied and rental property, and 100 units of single-room apartments are being constructed by seven community-based development organizations to help meet the needs of low and very-low income EZ residents.

- Six community-based health centers are increasing their capacity to serve EZ residents by building new facilities or expanding services at existing facilities.

- Five day care centers will be constructed in the EZ to provide safe, affordable, high-quality day care to more than 1,100 children. The parents of many of these children are returning to or entering the job market for the first time under welfare-to-work.

RESPONSE TO HUD AUDIT FINDINGS

The audit team's findings fall into two basic categories: (1) inaccurate reporting and (2) improper or unsupported use of funds. The audit team identified three broad findings of inaccurate reporting – regarding actual progress and status of funded programs, non-Empowerment Zone activities, and leveraged funds. We acknowledge that mistakes were made in reporting in our July 30, 1997 Performance Report (covering the period July 1, 1996 through June 30, 1997). Fortunately, we became aware of those problems and started to implement solutions shortly after the 1997 Performance Report was filed – long before the audit was announced.

Despite some serious problems and setbacks which we experienced during the first three years of the program (including a complete overhaul of our coordinating council and the tenure of three different directors), we now are on the right track in both our substantive and administrative activities. We are confident that the specific improvements and corrections (detailed below) will address all of the problems experienced during the beginning phase of Chicago's EZ program and that our reporting hereafter will accurately reflect the actual progress and status of funded programs, only EZ activities, and all leveraged funds.

Regarding the allegations of improper or unsupported use of EZ funds, we detail below our disagreement with certain pertinent definitions and assumptions employed by the auditors and with certain conclusions derived therefrom that are relevant to these allegations. As explained below, efforts are underway by the EZ staff to determine compliance or non-compliance of each program and project on the basis of definitions and interpretations that are consistent with the

EXHIBIT A:
A Summary of Chicago Empowerment Zone Accomplishments During its First Funding Cycle (By Strategic Initiative)

Economic Empowerment

- The Fund for Community Redevelopment is developing a 75,000 square foot shopping center in the North Kenwood/Oakland communities using $472,909 in EZ funds. The site will be anchored by a grocery store and bank and will be supported by smaller stores offering neighborhood goods and services.
- Gappie Development Corporation created a retail center at the intersection of King Drive and 35th Street. This is a $1.7 million project receiving $300,000 in EZ funds.
- The West Humboldt Park Community Development Council was awarded $100,000 toward the revitalization of the Chicago Avenue Commercial Corridor from Kedzie to Pulaski.
- The Lawndale Coalition was awarded $100,000 toward the revitalization of three commercial areas in the Lawndale community.
- The Eighteenth Street Development Corporation was awarded $521,000 toward the revitalization of commercial areas in the Pilsen community.

Affordable and Accessible Housing

- The St. Edmund's Redevelopment Corporation received $1.5 million to rehabilitate six multi-family buildings. This project will provide sixty-six new residential units for low and very-low income residents in the Washington Park community.
- The Fund for Community Redevelopment received $1,272,990 to rehabilitate two vacant multi-family apartment buildings located at 811 E. 46th Street and 4001 S. Ellis Avenue in the Kenwood/Oakland area. This project will provide 102 units of affordable and accessible housing to low-income families.
- The Renaissance Corporation was awarded $3 million dollars to rehabilitate the historically significant Wabash YMCA building in the Douglas community area. The project will provide 101 single-room occupancy units to serve homeless, elderly, mobility-impaired, and chronically mentally ill people. This project will also provide comprehensive health and human services to residents as well as community members at a well equipped, on-site health and recreational facility.

Linking Health and Human Services

- Six new child and family service centers, each receiving between $1.2 and $1.5 million, will be built in the Empowerment Zone in 1999 by the grantees listed below:

  The Center for New Horizon will rehabilitate a portion of the historic Singer Mansion in the 4500 block of South Drexel.

  El Hogar del Nino will expand existing day care services in the Pilsen/Little Village Cluster of the Empowerment Zone.

  The Family Resource Center Partnership will assist in building a child care center in the Lawndale community.

  The Westside Planning and Development Corporation will acquire and rehabilitate a 3-story building at 4920 West. Madison.

  The YMCA will build a new child care center at 825 South Kedzie.

  The Chicago Housing Authority will renovate the Charles Hayes Center at Robert Taylor Homes. In addition to the day care center, this site will also house the Family Investment Center which provides employment counseling, training, and placement through CHA's Resident Employment Development Initiative (REDI) Program.

- The Westside Primary Health Care Expansion Project is the result of a collaboration between four community health centers–Circle Family Care, Erie Family Health Center, Miles Square Health Center, and Sinai Family Health Center–operating six sites serving Empowerment Zone residents. This project will receive $2,243,238 to expand access to health care by increasing staff, hours of operation, and outreach to the community.

- Komed Health Center, in cooperation with the Chicago Department of Public Health, will receive $750,000 to build a new center to serve the Kenwood/Oakland and Grant Boulevard communities.

- Alivio Medical Center will receive $1,700,000 to add six exam rooms to the current health center and to develop a second primary care center.

- St. Anthony Hospital, in partnership with The Resurrection Project, will receive $997.049 to construct and operate a family health center as part of the larger Little Village Family Resource Center.

- Sinai Family Health Center will receive $885,000 to relocate and expand services currently provided at its 3,000 square foot El Centro facility into a 15,000 square foot facility.

Building on Cultural Diversity

- The Chicago Park District will receive $1,458,700 to create a multi-purpose facility within the historic Garfield Park Conservatory. This project will provide space to organizations for community meetings, receptions, lectures, large group training and other educational and cultural activities, and will also provide training and internships for community residents.

- Little Black Pearl received $466,020 to develop a workshop to introduce African-American children to art as a means of personal expression and as a potential career path.

- St. Malachy School received $550,900 to establish an arts education program that integrates intensive music training visual arts, wood workshops and dance with its existing academic curriculum.

- Tobacco Road, Inc. was awarded $1,000,000 to develop a cultural center, including a theater, on 47th Street.

Youth Futures

- The Community TV Network will receive $154,140 to develop a training program for Zone youth at Garfield Alternative High School. This project will also provide low-cost production services to Empowerment Zone businesses and organizations.

- Cristo Rey High School in the Pilsen/Little Village Cluster of the Empowerment Zone will receive $400,000 to create a school-to-work training program that places students at the work site one full day each week, with the remaining four days spent in the classroom.

- Community Services West will receive $211,962 to develop a training program targeted to high school drop-outs.

- The Boys and Girls Club of Chicago will receive $145,410 to establish a job center in the West Cluster of the Empowerment Zone that will provide school-to-work programs for high school students and employment programs for adults and out-of-school youth.

- Instituto del Progreso Latino was awarded $543,724 to design and implement entry-level technical training and post-secondary technical training programs for Empowerment Zone youth in the Pilsen/Little Village Cluster of the Empowerment Zone.

- Chicago Youth Centers was awarded $90,000 to expand the Elliot Donnelly Youth Center in the South Cluster of the Empowerment Zone.

- Allison Foundation for Better Living will receive $430,000 to rehabilitate an 18,000 square foot building that will be used as a multi-functional youth center.

- The Youth and Family Resource Center will receive $761,900 to expand their Youthnet Program in the North Kenwood/Oakland communities.

- West Humboldt Park Family and Community Development will receive $175,000 to develop an After-School Youth Center at 744 N. Monticello.

EZ/EC
Building Communities: Together

* SEE PAGE 4 FOR OVERVIEW.

Empowerment Zone
Performance Report 1995-1996

Chicago Empowerment Zone Executive Summary

Start-up of the Chicago Empowerment Zone (EZ) was delayed by tensions between the role of the community and the role of the City. Active and vocal community participation became the hallmark of the Chicago EZ during the first eighteen months. The EZ has gained momentum during the past six months as the Zone has approved 86 projects, representing approximately $40 million of the $100 million EZ grant. This commitment of funds indicated that the Zone will obligate its EZ funds well within the ten year designation period. Empowerment Zone projects represent comprehensive development including business development, affordable housing and linkages to family services. Private investment in the Chicago EZ, to date, is moderate. The City of Chicago has made a strong commitment to the EZ, particularly through the development of industrial corridors and brownfields.

About This Report

This Performance Report is intended to assess whether an Empowerment Zone or Enterprise Community (EZ/EC) is making progress in implementing its Strategic Plan. While the EZ/EC program is designed to achieve long-term results and to be fully evaluated only after ten years, the program's design included an emphasis on performance management, facilitated by intermittent management reports of strengths and weaknesses. This review also provides the basis for the U.S. Department of Housing and Urban Development (HUD) to satisfy the statutory requirement that the Department make periodic determinations on the continued validity of initial EZ/EC designations. The Department has the authority to suspend the flow of funds in grants and tax benefits if the Department finds that the EZ or EC is not performing or is in non-compliance. In support of this assessment, the Department has considered the following sources of information:

- Performance Reviews submitted by the EZ/EC which identify actions taken in accordance with the community's Strategic Plan. These reviews provide specific performance measures for each activity undertaken by the EZ/EC.
- Reviews and assessments conducted by the Department's Office of Community Planning and Development Field Offices, including on-site monitoring.
- Progress reports filed by the State agencies designated as the administrator of EZ/EC block grant funds.
- General Accounting Office report "Status of Urban Empowerment Zones."

- A review performed by Price Waterhouse of Empowerment Zone investment activities.
- Third party analysis and on site reviews conducted by academic institutions, including the Rockefeller Institute of Government, the University of Illinois at Chicago, and the Center for Neighborhood Technology.
- Consultations with the Department of Housing and Urban Development and Department of Health and Human Services (HHS) Secretary's Representatives and the Federal Community Empowerment Board.

I. Introduction

President Clinton's Empowerment Zone/Enterprise Community Initiative represents the most significant effort launched by the Federal government in decades on behalf of the Nation's distressed inner cities. The program, headed by Vice President Al Gore, is notable as an innovative approach to attracting private investment as the foundation for sustainable, comprehensive development and economic opportunity. Although designed as a ten-year effort, in just the first eighteen months the Empowerment Zones and Enterprise Communities have begun to demonstrate results:

- Over $2 billion of new private sector investment has been made or committed in the six urban Empowerment Zones.
- The overwhelming focus of the new investment is targeted toward economic opportunity: job creation, investment pools for capital access and innovative financing strategies, job and occupational skills training, and entrepreneurial and business support and assistance.
- Empowerment Zones have made significant strides in utilizing EZ funds and tax incentives to attract notable private sector investment, generate job growth, stimulate business openings and expansions, construct new housing, expand home ownership opportunities, and stabilize deteriorating neighborhoods.

While many Federal programs measure process or funds expended, the EZ/EC Initiative measures results. Before drawing down funds, each EZ or EC has developed Performance Benchmarks which provide a blueprint for an entrepreneurial, no-nonsense way to distribute funds and to fulfill commitments. Each EZ or EC has compiled these benchmarks into a unique Strategic Plan for urban revitalization. Each plan is designed to be implemented over ten years.

In the first 24 months of the program, the six Empowerment Zones have obligated (approved and committed) $266 million in Federal EZ funds, indicating that the total $600 million will be obligated well within the ten year designation period. Each community then draws down its Federal funds and private commitments at its own rate, depending on the types of projects it implements. Fifty-eight of the 72 communities have already drawn down funds under this ten-year program.

The Empowerment Zone/Enterprise Community Initiative: An Overview

BASIC PRINCIPLES

The EZ/EC Initiative combines tax incentives for business development and job creation with a comprehensive approach to community revitalization through performance-oriented block grants. It has enabled some of the most distressed communities in the nation to benefit from tax incentives, regulatory flexibility, block grants, and other measures targeted to attract private investment and stimulate community revitalization.

The EZ/EC Initiative seeks to integrate the following basic principles:

- Job creation is the best way to help inner-city neighborhoods.
- Performance measures must be established to trigger continued funding and ensure public accountability.
- Individuals closest to the problems know best how to solve them -- a bottom-up relationship between the government and communities.
- Strategic Plans must be comprehensive and sustainable, inclusive of the entire community, and built around public and private partnerships.
- Government must learn how to interact with the local community. It must reach out and involve local residents. A new relationship between the Federal government and state and local governments must be developed to reduce bureaucracy and facilitate outcomes.

Approach to Evaluating the Performance of Empowerment Zones/Enterprise Communities

We are often asked to compare one EZ/EC against the others. This is a difficult request because, in truth, there is no single template for success. Over the years the Washington "cookie cutter" approach to urban revitalization almost invariably showed poor results. During the program design phase and application period, we made it clear that a successful urban revitalization program had to include strategies tailored to address the individual circumstances within each community. Given that there are seventy-two different cities serving as laboratories of experimentation, there are essentially seventy-two different programs. The only relevant guide to success is to measure each city's progress toward achieving the goals of its own unique Strategic Plan.

Still, upon national review, there are a number of factors which surface as common to each EZ/EC:

- The first 24 months of the program were characterized by intensive planning, with an emphasis on meaningful resident involvement. In all communities, establishing a working community governance structure took time. While sharing power with City Hall has not always been easy, residents now have an opportunity for greater involvement in determining the future of their communities. This is consistent with the national program design which takes as a premise that a "bottom up" approach to community redevelopment is an essential first step toward success.
- The next challenge facing communities was to translate their vision into a realistic step-by-step action plan for achieving their goals. This process, called "performance benchmarking," identified specific action steps that must be accomplished within a reasonable time frame. All EZ/EC communities have established performance benchmarks and are beginning to implement their detailed community revitalization strategies.

- As noted in the General Accounting Office review of Empowerment Zones, State governments have sometimes imposed requirements on the use of Federal block grants which have complicated implementation for some EZ/ECs.

- EZ/ECs have largely followed the program's goals of*comprehensive* revitalization. The primary focus of EZ/EC activity across the nation is on economic opportunity, job creation, investment pools for capital access and innovative financing strategies, job and occupational skills training, and entrepreneurial and business support and assistance. Housing and infrastructure represent the secondary concentration of new investment activity. Other key activity areas include public safety enhancements, workforce development, health care services, environmental remediation, educational technology, and children and senior care services.

- Almost all EZ/ECs are creating new partnerships with the private sector and private investment has begun to flow back into many inner city neighborhoods. Leveraging the public/private sector relationship is a key to the Initiative's continuity over the ten year life of the program.

With this perspective in mind, we evaluate each of the 72 communities.

II. Chicago Empowerment Zone Performance Report

OVERVIEW OF THE STRATEGIC PLAN

The Chicago EZ encompasses three non-contiguous neighborhoods in the South, West and Pilsen Little Village areas of Chicago over an area of 14.3 square miles. These areas are referred to as the EZ "clusters." The EZ includes a population of 199,938. As an EZ, Chicago received $100 million in Title XX SSBG funds, wage tax credits, and EZ-specific tax-exempt bond financing authority.

Chicago's Strategic Plan is designed to achieve two main goals: Alleviating Poverty and Reinvention. Through a Request for Proposal process, the EZ received community generated projects and activities in the following program areas under the respective strategic initiatives below:

- **Economic Empowerment**
  Industrial Corridors, Commercial Areas, Brownfields Redevelopment, and Business Incubator Development

- **Affordable & Accessible Housing**
  Chicago Neighborhood Development, Joint Lender Programs, Small Building Rehab Program, and Tax Exempt Bond Initiative

- **Cultural Diversity**
  Cultural Facilities and Historic Sites, Artistic Programming and Incubators, Earned Income/Tourism Concepts, and Telecommunications Projects

- **Linking Health and Human Services**
  Comprehensive Community Service Delivery Network, Family Service Centers, Health Works, Expanded Primary Care Capacity, and Health Empowerment Zones

- **Public Safety**
  Civilian/Policy Equity Training Network and Safe Path Program

- **Youth Futures**
  Zone Youth Center Program

- **Capacity Building**

COMMUNITY-BASED PARTNERSHIPS

Active and vocal community participation has become the hallmark of the Chicago EZ process. Tensions between the role of the community and the role of the City have been present from the beginning of the City's efforts to secure EZ designation and the tension originally slowed the EZ's start up efforts. Despite spirited discussions and often disagreements among community members, between community members and the City, the Chicago EZ has now recommended 86 projects for approval which will utilize over $40 million in SSBG funds over the next several years.

Governance of the EZ Initiative has been a major issue in Chicago. After Chicago was selected as an EZ city, the Mayor's office signaled that it wanted the permanent governance council to be appointed by the mayor and that all program and budget decisions would go through the City Council. The community leadership, which had set up its own "Joint Governance Council" (never officially recognized by the city) during the application process, wrote the Mayor that his proposal would be contrary to the spirit of the EZ legislation. The Mayor did not agree, and the issue was unresolved for more than a year. After much heated negotiation, both sides eventually came to an agreement in which the City Council and Mayor would have final approval authority on the allocation of funds while the governing body, the EZ/EC Coordinating Council, would have the power to propose projects, initiate action and establish benchmarks.

The EZ Coordinating Council is the principal governing entity for the Chicago EZ Initiative. The Coordinating Council consists of 39 members who were appointed in March 1996 pursuant to a City Council ordinance. The Coordinating Council includes twelve residents of the EZ designated areas (four were chosen from each of the primary EZ neighborhoods - the South, the West and Pilsen Little Village), three residents of the state/city-designated "enterprise communities," ten government representatives (one state, one county, and eight city officials), nine business representatives (six from the EZ and three at-large), and five at-large representatives. With the exception of the county and state representatives, all members of the Coordinating Council are appointed by the Mayor. The Coordinating Council has further organized itself into three main committees including Policy and Planning, Finance, Community & Business Outreach. The Coordinating Council meets monthly and the meetings have been well attended with spirited participation from residents.

The EZ has a productive partnership with the State of Illinois. The Illinois Department of Public Aid (IDPA) is the agency responsible for EZ implementation and monitoring at the State level. IDPA has assigned a staff liaison from the Division of Family Support Service (DFSS) and the State is absorbing all indirect expenses associated with its participation in the program. The State signed the grant agreement designating Chicago to receive the Federal EZ funds as well as committing several million in State EC program funds to the effort over ten years. An IDPA staff person serves on the Coordinating Council. In addition, the State will help the EZ by giving the EZ special preference in the allocation of competitive grants or when establishing new programs when feasible.

The EZ also has a productive partnership with several other entities including the University of Illinois at Chicago and its Great Cities Program which has provided updates on EZ activities in other cities and has provided an intern devoted to EZ program support - working inside the Chicago Department of Planning and Development. The MacArthur Foundation underwrote five interns for program support for the summer of 1996. The Local Initiatives Support Corporation (LISC), funded by the Ford Foundation, has committed

$50,000 in technical assistance funds to be awarded to five EZ proposers of physical development projects.

Finally, the EZ is taking advantage of several prominent existing City of Chicago programs including Business Express, Brownfields, Tax Increment Financing, Retail Chicago, Model Industrial Corridors Strategic Neighborhood Action Project (SNAP), City Space and others.

The EZ is working with the Federal Small Business Administration (SBA) on establishing a One Stop Capital Shop. The National Park Service is collaborating with the City of Chicago Department of Parks on WOW to provide EZ youth with exposure to camping and nature activities. The EZ is also working with local economic development corporations, local banks, and the Chamber of Commerce on various EZ activities.

PROGRESS TOWARDS ACHIEVING THE STRATEGIC PLAN

Strategic Plan implementation began slowly because Chicago's open competitive Request for Proposals (RFP) process for selecting EZ projects is inherently time-consuming, but the EZ is now quickly gaining momentum. Eighty-six projects have been approved by the Coordinating Council and 75 of those have received final City Council approval and are in contract negotiations.

The 86 projects were chosen after several months of rigorous public debate from a total of approximately 260 proposals that were received in December 1995 during the first round RFP process. After reviewing and grading the applications, the Coordinating Council forwarded its recommendation to the City Council which had to approve the projects for funding.

Initially, there was a delay in negotiating contracts for professional services between the City and EZ beneficiaries. A template has now been developed for those contracts and they should be executed at a more rapid pace in the future. The same cannot be said of construction-related projects. Progress has been slowed on construction projects because the City has yet to develop a methodology for dealing with the complicated issues involving constructing a physical structure.

Overall the 86 projects recommended by the Coordinating Council will utilize approximately $40 million of the $100 million in Federal SSBG funds available to the EZ. Broken down by strategic initiative, the distribution of EZ funds is illustrated below and the breakdown includes several State of Illinois EC funded projects totaling several million dollars.

Economic Empowerment

For economic empowerment, $5.5 million was committed for nineteen projects, including job linkage programs, entrepreneurial training centers, development of industrial corridors and commercial areas and the creation of small business incubators.

Affordable Housing

Eight projects received $6.9 million for affordable housing and home ownership efforts throughout the EZ.

Cultural Diversity

Seven million dollars was committed to twelve projects for joint cultural and economic development projects such as the establishment of the Lou Rawls/Tobacco Road Center.

Linking Health and Human Services

A total of $12.4 million was committed for twenty projects integrating health and human services. These projects include the expansion of primary health care facilities and the construction of several day care centers.

Public Safety

Three projects aimed at anti-gang and violence prevention will receive $540,000.

Youth Futures

A total of $4.7 million was allocated for twelve youth-oriented projects like the expansion of the Mayor's YouthNet program and summer camps in the Chicago Public Schools in the EZ.

Capacity Building

Fifteen capacity building projects such as job training and related initiatives will receive $4.8 million.

These EZ projects are equally distributed across each of the three main EZ neighborhoods. The South EZ cluster will receive $15.1 million through 36 projects with the largest portion dedicated to affordable housing. The West EZ cluster will receive $13.8 million through 31 projects with considerable funding dedicated to economic development and community-based health concerns. The Pilsen/Little Village EZ cluster will receive $11 million through fourteen projects with the largest focus being community-based health centers and cultural institutions. Five projects totaling $3 million will serve all clusters in the EZ.

Besides its seven major strategic initiatives, the EZ has engaged in other important projects:

- City of Chicago Department of Planning & Development Survey requiring employers to self-report their use of the EZ tax credit and it yielded information showing that between 1,160 to 1,210 employees are generating tax credits for their employers.
- City's Brownfields Initiative will help Chicago meet its land improvement desires and create environmentally safe areas to attract investors willing to do business in the EZ.
- Horner Homes, Resurrection Project and other community-driven housing efforts aimed at putting residents in control of the properties.
- Development of industrial corridors, business incubators, occupational skills training programs, and the construction of commercial shopping centers. An estimated $23 million is committed to this project, of which approximately $14.5 million represents private investments. The EZ Initiative has assisted 10 EZ business to expand.
- A total of 1,375 units of housing are being constructed or rehabilitated in the Chicago EZ through the investment of over $122 million in private and public funds. Of this amount, approximately $64 million represents private investments.

Additional EZ activities include the use of the EZ Tax Credit and the Work Opportunity Tax Credit, the EZ Educational Technology Initiative which aims to create Internet access for all EZ schools, and the Wonderful Outdoor World (WOW) program which provides 150 EZ children with an overnight opportunity to camp in Chicago city parks while learning to respect nature and the environment.

OBSTACLES TO PROGRESS

The Chicago has struggled to complete contracts for approved projects. Progress has been especially slow on construction projects because the City has yet to develop a methodology for dealing with the complicated contracting issues involving construction of a physical structure. The EZ needs to dedicate additional resources to the contracting process involving construction projects. The EZ should consider using either in-house legal help or contractors that have construction management expertise to help negotiate the construction-related contracts and to manage the projects. HUD continues to make available technical assistance for construction management.

CONCLUSION

Tensions between the role of the community and the role of the city, present from the beginning of the city's efforts to secure an EZ designation, slowed EZ start-up efforts. That tension has abated given that eighty-six projects designed to implement the Chicago EZ Strategic Plan have now been approved. This is significant progress, but the City must move quickly to dedicate more resources to its contracting process in order to maintain momentum. Overall, after a challenging start, the Chicago EZ is now on track and making steady progress towards achieving its Strategic Plan.

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July 2, 1999

VIA FACSIMILE (202) 456-2878

Gene Sperling
Assistant to the President for
Economic Policy
The White House

Dear Gene:

Thank you for confirming that the following minority CEOs will accompany me on Air Force One during next week's New Markets Initiative tour.

First leg of tour – Washington, DC to Kentucky Highlands
David Wilhelm, Wilhelm and Conlon, Chicago, IL

Second leg of tour – Memphis, TN to Clarksdale, MS (Mississippi Delta)
Gregory Calhoun, President, Calhoun Enterprises, Montgomery, AL

Third leg of tour – Clarksdale, MS to East St. Louis, IL
Joe Stroud, Jovan Broadcasting, Chicago, IL

On the ground in East St. Louis, IL
Mel Farr's announcement – CEOs to be present for announcement
Cathy Bessant, President, Bank Of America Community Investment

Fourth leg of tour – East St. Louis to Pine Ridge
John Utendahl, Utendahl Capital Partners, LP, New York, NY

Fifth leg of tour – Pine Ridge to South Phoenix
Leo Guzman, Guzman and Company, Miami, FL

Sixth leg of tour – South Phoenix to Los Angeles
Jim Hill, Oregon State Treasurer, Oregon

Kindly provide clearance for the following staff members:

Butch Wing – California
Tracey Rice – California
Chee Chee Williams – East St. Louis, IL
Darice Wright – East St. Louis, IL
Evelyn Parra-Rodriguez – Phoenix
Dahlia Hayles - throughout

Sincerely,

Jesse Jackson

Rev. Jesse L. Jackson

Cc: David Wilhelm
Chester Davenport
Joe Stroud
Mel Farr
John Utendahl
Leo Guzman
Jim Hill

RAINBOW/PUSH

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Corporate visits

June 25, 1999

VIA FACSIMILE
(202) 456-2878

Mr. Gene Sperling
Assistant to the President
For Economic Policy
The White House

Re: New Markets Tour—Announcements and CEO participants

Dear Gene:

I continue to be very encouraged by the work that you have been doing on behalf of the President to move the New Markets Initiative forward. Thank you for giving me the opportunity to provide recommendations for possible announcements and CEO participants. As we proceed toward rolling out the legislation and the presidential tour, I wish to bring to your attention a very strong example that is indicative of the Wall Street Project's mission to encourage corporate participation in businesses that serve underserved communities. I feel very strongly that announcing the positive outcome of this story during the tour will be significant.

The Wall Street Project assisted Mel Farr, Sr., the largest African American automotive dealership owner in the United States in bringing Bank of America, Bank One, Ford Credit, Goldman Sachs, Citigroup, and TIAA-CREF together to raise capital to expand his business. Some of these dealerships are primarily located in the underserved communities and provide an invaluable service to persons who would otherwise be unable to purchase vehicles from traditional automotive dealers.

I recommend that we make an announcement of this deal for the first time during the New Markets tour and that the following CEOs/representatives be invited to participate in this announcement.

Farr expanded thanks to the financing

- Mel Farr, President, Mel Farr Automotive Group
- Hugh McColl, CEO, Bank of America
- Walt Watkins, President, Bank One, Michigan
- Sanford Weill, Chairman & Co-CEO, Citigroup
- Greg Smith, President, Ford Credit
- John Thain, Co-COO, Goldman Sachs
- John Biggs, President, TIAA-CREF
- Chee Chee Williams, Director, Wall Street Project
- Dahlia Hayles, Director, Washington, DC Office

ESL

ESL announcement

To ensure that President Clinton's New Markets Initiative site visits are a true manifestation of his policies on inclusion and diversity, I recommend that he consider inviting several CEOs of minority owned companies to accompany him.

Don
Dan Barden, President, Barden Companies, Inc.
David Bing, President & CEO, Superb Manufacturing
Thomas Burrell, President, Burrell Communications
Ronald Blaylock, Chairman, Blaylock & Partners Company
Gregory Calhoun, President, Calhoun Enterprises
Dr. Emma Chappell, Chairman, CEO & President, United Bank of Philadelphia
Chester Davenport, Managing Director, Georgetown Partners, LLC
Joel Ferguson, President & CEO, Ferguson Development
Geralda Dodd, President & CEO, Thomas Madison, Inc.
Leo Guzman, President, Guzman & Company former Coke
Charlie Johnson, President & CEO, Active Transportation
John Johnson, Chairman, Johnson Publishing Company
Edward Lewis, Publisher & CEO, Essence Communications, Inc.
Christopher Melvin, President, Melvin Securities, LLC
Jim Reynolds, President, Loop Capital Markets
Karl Rodney, Publisher & CEO, Carib News
John Rogers, Jr. President, Ariel Capital Management, Inc.
Maceo Sloan, Chairman, President & CEO, Sloan Financial Group, Inc.
Joseph Stroud, President, Jovan Broadcasting
Hon. Percy Sutton, Chairman Emeritus, Inner City Broadcasting Corp.
Carol Williams, President, Carol H. Williams Advertising
Christopher Williams, President & CEO, The Williams Capital Group, LP
John Utendahl, President, Utendahl Captial Partners, LP

I look forward speaking with you early next week. I hope that you and Dahlia Hayles will speak on Monday to work through the aforementioned issues.

Respectfully,

Dahlia Hayles for Rev. Jesse L. Jackson, Sr.

Rev. Jesse L. Jackson, Sr.

JLJ/dh

CEO seat? story

1 Wilhelm -- first leg
Hart Perry documentary -- ~~travelling~~ with for video purposes
2 John Mitchell -- staff w/ Rev. Jackson
or
3 Dahlia Hales or Chee Chee Williams
4
5 ~~Chee Chee Williams~~

Jaycee

press office

Jaycee -- but will noway'n see

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ESL

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- Chee Chee Williams, Director, Wall Street Project
- Dahlia Hayles, Director, Washington, DC Office

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David Bing, President & CEO, Superb Manufacturing
Thomas Burrell, President, Burrell Communications
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Gregory Calhoun, President, Calhoun Enterprises
Dr. Emma Chappell, Chairman, CEO & President, United Bank of Philadelphia
Chester Davenport, Managing Director, Georgetown Partners, LLC
Joel Ferguson, President & CEO, Ferguson Development
Geralda Dodd, President & CEO, Thomas Madison, Inc.
Leo Guzman, President, Guzman & Company former Coke
Charlie Johnson, President & CEO, Active Transportation
John Johnson, Chairman, Johnson Publishing Company
Edward Lewis, Publisher & CEO, Essence Communications, Inc.
Christopher Melvin, President, Melvin Securities, LLC
Jim Reynolds, President, Loop Capital Markets
Karl Rodney, Publisher & CEO, Carib News
John Rogers, Jr. President, Ariel Capital Management, Inc.
Maceo Sloan, Chairman, President & CEO, Sloan Financial Group, Inc.
Joseph Stroud, President, Jovan Broadcasting
Hon. Percy Sutton, Chairman Emeritus, Inner City Broadcasting Corp.
Carol Williams, President, Carol H. Williams Advertising
Christopher Williams, President & CEO, The Williams Capital Group, LP
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Respectfully,

Dahlia Hayles for Rev. Jesse L. Jackson, Sr.

Rev. Jesse L. Jackson, Sr.

JLJ/dh

CEO seat? okay

1 Wilhelm -- first leg

2 Hart Perry documentary -- travelling with for video purposes

Jaycee press office

3 John Mitchell -- staff w/ Rev. Jackson
or
Dahlia Hales or Chee Chee Williams

Jaycee - nowayin' but will see

5 ~~Chee Chee Williams~~

Sent by:D.E. HAYLES, ESQ.   Jun-30-99 10:18pm   from 202 863 2865→   page 1/1

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Corporate little Requests

June 30, 1999

Gene Sperling
Assistant to the President for
Economic Policy
The White House

Dear Gene:

The following is a list of the minority CEOs and Rainbow PUSH Coalition staff member whom Reverend Jackson would like to have accompany him on Air Force One during next week's New Markets Initiative tour. I hope you will be able to accomodate

First leg of tour – Washington, DC to Kentucky Highlands and Mississippi Delta
David Wilhelm, Wilhelm and Conlon, Chicago, IL
Chester Davenport, Georgetown Partners, Bethesda, MD
Gregory Calhoun, Calhoun Enterprises, Montgomery, AL

Second leg of tour– Mississippi Delta to East St. Louis
Joe Stroud, Jovan Broadcasting, Chicago, IL
Christopher Melvin, Melvin Securities, LLC, Chicago, IL
Staff: Darice Wright

On the ground in East St. Louis
Mel Farr's announcement -- CEOs to be present for announcement

Third leg of tour – East St. Louis to Pine Ridge
Gary Brouse, Interfaith Center for Corporate Responsibility, New York, NY
John Utendahl, Utendahl Capital Partners, LP, New York, NY
Staff: Chee Chee Williams

Fourth leg of tour – Pine Ridge to South Phoenix
Raul Alarcon, Spanish Broadcasting System, Miami, FL
Leo Guzman, Guzman and Company, Miami, FL
Staff: Evelyn Parra-Rodriguez

Fifth leg of tour – South Phoenix to Los Angeles
Jim Hill, Oregon State Treasurer, Oregon
Charlie Johnson, Active Transportation
Staff: Dahlia Hayles

Sincerely,

Dahlia Hayles

Dahlia E. Hayles