



Office of University Partnerships

EZ/ECs Offer Fertile Ground for Partnerships

The emphasis on collaborative action and leveraging resources found in Community Outreach Partnership Centers also characterizes the Clinton Administration's Empowerment Zone (EZ) and Enterprise Community (EC) program—the most ambitious national effort in more than a generation to revive economically devastated areas. In 105 urban and rural communities across the country, “the EZ/EC program is building better futures for city residents by creating jobs and opportunity and by reviving the economies of neighborhoods once given up for dead,” says HUD Secretary Andrew Cuomo.

Unlike previous urban revitalization efforts, EZ/EC empowers local communities to set their own redevelopment goals and priorities. In fact, the initial 1994 competition for EZ/EC designation sparked a veritable planning revolution in many of the 500 applicant communities, where local stakeholders—including local businesses, government, non-profits, individual residents, and institutions of higher education—came together to devise a 10-year, multifaceted, economic renewal strategy for their distressed neighborhoods.

Designation has brought EZ/EC communities an infusion of badly needed resources to create jobs and expand business opportunities in the targeted areas. They receive direct federal performance grants (\$100 million for urban EZs and \$3 million for ECs), as well as extra flexibility and preferences in using other federal assistance. In addition, special tax incentives are available in EZ/ECs—including tax-exempt bond financing for business facilities, as well as tax credits for businesses that employ and train EZ residents and favorable tax treatment of business equipment for EZ companies. These and other public resources have already leveraged over \$3 billion in private investments in EZ/ECs.

Colleges and universities are active partners in 60 percent of EZ/ECs—researching local economic trends, helping develop community plans, providing technical assistance to grassroots entrepreneurs and nonprofits, and contributing to neighborhood initiatives in many other ways. Many more will have the opportunity to become involved soon—a new competition to designate up to 20 EZs and 80 ECs is planned for 1998. This issue of *COPC Central* highlights a few of the ways in which colleges and universities are already making their presence felt in EZ/ECs.

Announcements

- The next regional conference will be held in the Great Plains region on January 13, 1998, in Kansas City, Missouri. If your institution is located in the Great Plains region, and you would like to attend the next regional conference, please call Jackie Burke of the University Partnerships Clearinghouse at (301) 519-5506, for more information.
- Grant applications for the 1998 Doctoral Dissertation Research Grant Program are now available. For more information, please contact the University Partnerships Clearinghouse, P.O. Box 6091, Rockville, MD 20849-6091, (800) 245-2691. You may also download the application kit from the University Partnerships Clearinghouse homepage (<http://www.oup.org>). The application deadline is January 15, 1998.

Atlanta COPC Bets on EZ Residents

A COPC consortium of Georgia State University, the Georgia Institute of Technology, and the Community Design Center of Atlanta is directing fresh resources into the sprawling, 9.3-square-mile downtown area designated as the Atlanta Empowerment Zone. The partners are working on a broad range of activities to involve residents in neighborhood improvement, attract businesses, build housing, and reduce crime. Dr. David Sjoquist, director of the Policy Research Center at Georgia State University, and Dr. Larry Keating of Georgia Tech serve as codirectors of the COPC grant.

The COPC collaboration “plays an active role in many low-income neighborhoods,” says Sjoquist. “We help them apply research to their problems, decide the best course of action, and develop ways to solve those problems.” For example, COPC established a Citizen's Academy community policing course in Bedford Pines that “taught residents how to contact police, deal with threatening situations, and prevent crimes before they happen.” Keating points out an unexpected benefit from the program: “Police have become more responsive to neighborhood concerns.”

Georgia Tech students completed a 5-year analysis of crime data that identified problem areas in Bedford Pines. Then, by assisting residents with grant writing, COPC helped obtain the resources to take action. As a result, residents successfully closed a local liquor store that had been the site of several illegal activities. Additional COPC

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U.S. Department of Housing
and Urban Development



Office of Policy Development
and Research

COPC Schools Reach Out to ECs

COPC schools are active in the enterprise communities of at least 18 cities, from Wilmington to San Francisco. These colleges and universities are lending their expertise to assist with planning, build the capacity of community organizations, help entrepreneurs get started, strengthen inner-city schools, and much more. Here are some examples:

- Arizona State University's COPC plays a leadership role in EC-wide policies—its coordinator sits on the internal coordinating team of the Phoenix EC. Home to more than 70,000 residents, the EC encompasses almost 20 square miles in the sprawling western metropolis.

ASU faculty and students work closely with the newly formed Parent Teacher Organization of the Caesar Chavez School. The school has become a base for neighborhood cleanup, youth recreation, and community organizing activity in the Rio Vista neighborhood.

- The University of Delaware and Delaware Technical and Community College consortium signaled its commitment to an EC area by naming its effort the Wilmington Community Outreach Partnership Center, or WCOPC. The consortium is applying faculty expertise—in research, teaching, information systems, technical assistance, and consulting—to some of the most urgent problems of the Wilmington EC: housing, hunger and homelessness, crime and youth violence, and environmental justice.

Two WCOPC reports, *The "Persistent Emergency": Food Pantry Usage in Delaware* and *Barriers to Food Security in Delaware*, have enabled the Food Bank of Delaware and other emergency food providers to document need and fill identified service gaps.

WCOPC created new courses to help community groups carry out their missions more efficiently. Its Certificate Course in Affordable Housing, which met on an accelerated schedule for an entire day each week for three months, graduated in February 1997 six

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EZ/ECs Where COPCs Are Working

Atlanta, Georgia, EZ	Georgia State University Georgia Institute of Technology
Boston, Massachusetts, EEC	University of Massachusetts-Boston Roxbury Community College Bunker Hill Community College
Buffalo, New York, EC	Buffalo State College
Chicago, Illinois, EZ	University of Illinois-Chicago
Cleveland, Ohio, EC	Case Western Reserve University Cleveland State University Cuyahoga Community College
Detroit, Michigan, EZ	Wayne State University University of Michigan Michigan State University
Flint, Michigan, EC	University of Michigan-Flint
Indianapolis, Indiana, EC	Indiana University/Purdue University Indianapolis
Los Angeles, California, EZ/EC	Los Angeles Trade and Technical College
Lowell, Massachusetts, EC	University of Massachusetts-Lowell
Manchester, New Hampshire, EC	New Hampshire College
Memphis, Tennessee, EC	University of Memphis LeMoyne Owen College
Milwaukee, Wisconsin, EC	University of Wisconsin-Milwaukee Milwaukee Area Technical College
New Haven, Connecticut, EC	Yale University
New York, New York, EZ	
South Brooklyn, New York, EC	Brooklyn College Pratt Institute
Harlem, New York, EZ	Barnard College City College of City University of New York Columbia University
South Bronx, New York, EZ	Hunter College
Omaha, Nebraska, EC	University of Nebraska at Omaha
Philadelphia, Pennsylvania/ Camden, New Jersey, EZ	Temple University University of Pennsylvania
Phoenix, Arizona, EC	Arizona State University
Pittsburgh, Pennsylvania, EC	Duquesne University
Portland, Oregon, EC	Portland State University
Rio Grande Valley, Texas, EZ/EC	University of Texas, Pan American
San Diego, California, EC	San Diego State University
San Francisco, California, EC	San Francisco State University University of California, Berkeley
Tampa, Florida, EC	University of South Florida
Washington, D.C., EC	Howard University
Wilmington, Delaware, EC	University of Delaware Delaware Technical and Community College

COPC Central is a free quarterly publication prepared by the University Partnerships Clearinghouse, the information service sponsored by HUD's Office of University Partnerships (OUP). *COPC Central* highlights the contributions of universities and colleges to local community revitalization efforts. You may contact the University Partnerships Clearinghouse at P.O. Box 6091, Rockville, MD 20849, (800) 245-2691, (fax) (301) 519-5767. *COPC Central* staff gratefully acknowledge the assistance of Edgar Hernandez of the University of Illinois at Chicago, Ellen Hager of the University of North Carolina, and David Beaning of Duke University, whose efforts helped to produce this issue.

Detroit COPC Fuels Empowerment Zone Efforts

Even at the planning stage, Detroit's Empowerment Zone—with its ambitious goals for creating jobs, supporting families, and improving city neighborhoods—tapped the proposed Detroit COPC as a key partner in the citywide effort. Three years later, "the Detroit COPC has more than fulfilled the hopes that the Empowerment Zone proposal had for it," Kurt Metzger, coordinator of the Detroit COPC, believes.

The Detroit COPC, initiated in 1994, demonstrates how universities can use their expertise to boost development efforts in an economically depressed urban area. A collaboration among three area universities—Wayne State University (WSU), University of Michigan (UM), and Michigan State University (MSU)—the Detroit COPC combines research with outreach, working closely with community-based organizations and the city of Detroit to address the complex problems in the EZ.

Creating Economic Opportunity

- UM worked with the Detroit East Community Collaborative and the Islandview Village Development Corporation (IVDC) to establish the first Model Urban Industrial Area in the Detroit EZ. The initiative spurred a jobs network that has helped about a dozen community residents find jobs with businesses in the EZ.
- MSU reviewed business plans prepared by participants in Mexicantown Development Corporation's Entrepreneurial Training Program. The entrepreneurs then tested their retail businesses in the *mercado*, an open-air community market in the EZ. Several program graduates have since found permanent locations for their new businesses.

Revitalizing Neighborhoods

- WSU is developing a neighborhood preservation plan for the McGraw School neighborhood within the EZ, laying out a detailed strategy for rehabilitating housing, transforming a desolate park, and using landscaping and design improvements to increase neighborhood safety.
- WSU is providing demographic and economic data and computer-generated maps to support the nonprofit REACH, Inc.'s, housing development activities in the EZ. Applying its geographic information system (GIS) mapping capabilities, WSU is creating a visual

profile of housing conditions to help guide the redevelopment process.

- The University of Michigan Law School's clinical program in Legal Assistance for Urban Communities (LAUC) assisted the nonprofit U-SNAP-BAC in ongoing negotiations with private developers to launch a 39-block redevelopment project in the EZ. UM students in Urban and Regional Planning and Architecture are also contributing to this large-scale housing construction and rehabilitation effort.
- LAUC is currently working with the IVDC on the first phase of the Townsend Development Project to build 11 single-family homes. LAUC helped the nonprofit acquire city-owned sites, compiled a bid package for contractors, assisted with environmental reviews, and helped get financing for the project. Urban and Regional Planning students and LAUC are working with IVDC to develop plans for 400 units of single- and multifamily-housing and a large-scale commercial development in the EZ.
- MSU helped the Corktown Consumer Housing Corporation develop a strategic plan to guide redevelopment in part of the EZ. The plan calls for building new housing on the sites of a number of parking lots in the neighborhood around Tiger Stadium. MSU is helping Corktown identify resources that it could use to finance its redevelopment activities.

Broader Redevelopment Within the EZ

- WSU and UM are contributing to the city of Detroit's Community Reinvestment Strategy (CRS), a grassroots planning effort that divides the city into 10 clusters, with a citizen board and a technical assistance team for each area. UM works with the Detroit East Community Collaborative, a consortium of 16 neighborhood development groups active in the EZ. WSU, as information manager for the initiative, generates computer-based neighborhood-level maps.
- MSU provided technical assistance to an EZ initiative to clean up and redevelop six contaminated industrial sites and helped explore greenway alternatives for the vacant sites.

For further information, contact Kurt Metzger, Director of the Michigan Metropolitan Information Center, at (313) 577-8996.

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initiatives with EZ community organizations and residents include:

Commercial redevelopment. The Atlanta COPC funded a graduate student's study of commercial land uses in the Peoplestown neighborhood. Besides resident needs and socioeconomic characteristics, the study inventoried retail business and analyzed land use and expenditures. The study gave planners and commercial interests a closer reading on what new or expanded businesses the neighborhood could support.

Community resource program. This initiative placed students from the three COPC organizations in nonprofit and community agencies. In Bedford Pines, for example, students are working with a management company that runs Section 8 housing. They tutor children and provide after-school programs.

Infill housing development. The three schools are working on several affordable housing infill projects to redevelop underused lots. Students have prepared successful CDBG and Low-Income Housing Tax Credit applications for one large "super block" that includes 34 affordable housing units and 6,000 square feet of commercial space. They are also planning and developing site-specific designs, analyzing land condition, helping in negotiations with landowners, and providing cost estimates.

Business development. The Atlanta COPC worked with the English Avenue neighborhood and the Centennial Olympic Park Authority to plan a business park to benefit EZ residents. The business park will attract light industry and research and development firms. COPC staff continues to provide technical assistance and backup for the effort.

COPC staff and students are developing work plans for the adaptive reuse of the English Avenue Elementary School, which is scheduled to close in 1998. The project will help the neighborhood find an appropriate alternative use for the building and fund preparation of preliminary

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COPC Schools Reach Out to ECs

people—all upper and mid-level managers from public and nonprofit agencies serving the EC. Other special courses included: a nonprofit management certificate course (the first class graduated 22 students, half of whom worked in organizations serving the EC), a community development certificate course (the first class registered 26 students, including 11 from organizations serving the EC), and 6 workshops on supervising volunteers and interns.

- The University of California at Berkeley and San Francisco State University, two members of the Bay Area COPC, take a leadership role in planning and community development activities in the San Francisco and Oakland ECs. UC Berkeley's City/University Policy Group for San Francisco Economic Development meets regularly with the mayor and leading agencies to make recommendations on local issues.

Across the Bay in Oakland, through one-on-one consulting, students from the Walter A. Haas School of Business at Berkeley have assisted more than 50 nonprofits in the EC by developing business plans, carrying out market research, installing donated computers, setting up databases, analyzing options for revenue-generating ventures, and more.

- A consortium composed of the University of Alabama-Birmingham (UAB), Miles College, and Lawson State Community College works on a broad range of issues for the Birmingham EC, complementing UAB's long-term, broad-based Titusville 2000 revitalization project. The COPC's Portage Home Intervention Program, involving several university departments, is helping more than 40 mothers to build parenting skills through monthly support group meetings and service coordination.

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architectural designs. Staff and students also helped the area form a neighborhood association.

With the help of city planning graduate students, the Atlanta COPC is also preparing neighborhood development plans for the Peoplestown and Capitol View neighborhoods. The university consortium has become a reliable community partner in the Atlanta EZ, making revitalization a reality for residents.

For more information, contact Dr. David Sjoquist, Director of the Policy Research Center, Georgia State University, at (404) 651-3990; or Dr. Larry Keating, Associate Professor for City Planning, Georgia Institute of Technology, at (404) 894-0642.

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