

City of Elmira, New York

## Empire State Poverty Reduction Initiative Phase 1 Report



## The Community, Resources and Opportunities are Aligned

It's a New Day in Elmira, New York

July 2017

Prepared by: Elmira ESPRI Consulting Team

Susan Payne, Strategic Planning Consultant

Marc Norman and Thaddeus Pawlowski, Ideas & Actions

Nicolette Wagoner, Elan Planning & Design

# TRANSMITTAL LETTER

## City of Elmira ESPRI Task Force

Andrea Ogunwumi – Co-chair, Executive Director of Economic Opportunity Program and Elmira College Faculty Member  
Don Keddell – Co-chair, Chairman of Regional BOCES Board of Director and Director of the School Readiness Project

Christopher Friend – NYS Assemblyman, NYS Assembly  
Dan Mandell – Mayor, City of Elmira  
Jennifer Miller – Director, City of Elmira, Community Development  
Joe Kane – Police Chief, City of Elmira, Police Department  
Jennifer Stimson – Commissioner, Chemung County Department of Social Services  
Mike Krusen – President, Southern Tier Economic Growth  
Nicole Stone – Head Start Policy Council Chair and Poverty Representative  
Ann Domingos – Chief Executive Director, Trinity of Chemung County  
Steve Vonderweidt – Regional Coordinator, Salvation Army  
Chuck Nocera – Executive Director, Catholic Charities of Chemung & Schuyler Counties  
Jessica Belgrave – President, Mother’s Helping Mothers and Poverty Representative  
Hillary Austin - Superintendent, Elmira City School District  
Jeanne Eschbach - Executive Director of Workforce Education and Academic Pathways, Corning Community College  
Steve Hughes – President & CEO, United Way  
Jan van den Blink – Chairman and CEO of Hilliard Corporation and Board of Directors, Hilliard Foundation  
Randi Hewit – President, Community Foundation of Corning-Elmira and the Finger Lakes  
Ted Cordela – Executive Director, Family Services of Chemung County  
Natasha Thompson – President & CEO, Food Bank of the Southern Tier

## Administrative Agency

Southern Tier Economic Growth

## Consulting Team

Susan Payne, Strategic Planning Consultant  
Marc Norman, Ideas and Action  
Thaddeus Pawlowski, Consultant  
Nicolette Wagoner, Elan Planning & Design

Governor Cuomo:

The City of Elmira’s Empire State Poverty Reduction Initiative Task Force is pleased to submit our Phase 1 Report, which includes an action plan to be implemented in Phase 2.

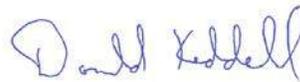
The Elmira ESPRI Task Force underwent an extensive assessment and planning process to gain an in-depth understanding of the issues, challenges and opportunities surrounding the daily lives of those living in poverty within our community.

The process led us to establish an overall goal to ***break the cycle of economic hardship, increase social mobility and revitalize Elmira’s target neighborhoods.***

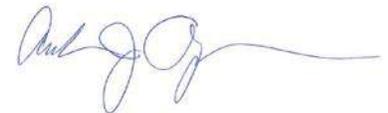
To achieve this goal the Task Force has set forth three strategic priorities and a realistic action plan to be undertaken as Phase II of the ESPRI program.

The community is engaged and enthusiastic, and it is our hope you will endorse our plan.

Sincerely,



Don Keddell  
Elmira ESPRI Co-chair



Andrea Ogunwumi  
Elmira ESPRI Co-chair

# INTRODUCTION

## About Elmira ESPRI

In 2016, New York State selected the City of Elmira as one of sixteen communities statewide to participate in the Empire State Poverty Reduction Initiative (ESPRI). Through ESPRI and a \$1 million planning and implementation grant, Governor Cuomo has empowered the City, residents and stakeholders to work together to develop and execute a plan that provides solutions to issues and harnesses opportunities that will make a meaningful difference in reducing poverty.

The City of Elmira adopted its *Elmira Refresh* plan in 2015. The plan is based on three strategic objectives, one of which is to create a Vibrant Community and Neighborhoods while reversing the trends of blight and poverty. This same strategic objective is the foundation of ESPRI. The City also adopted an updated Comprehensive Plan and received \$10 million in Downtown Revitalization Initiative (DRI) funding earlier in 2016. Due in part to these efforts and collaboration with the private sector, Elmira is already seeing an increase in interest from developers as a potential place to invest in infill development, mixed-use redevelopment, new housing and businesses.

## Target Area

As shown in Appendix D, the Target Area is coterminous with the boundaries of the City's Downtown Revitalization Initiative, where 8,735 people live within an approximately 600-acre area in Census Tracts 6, 7 and 10.

The Target Area includes Downtown Elmira and the surrounding neighborhoods on either side of the Chemung River to the east, north, west and southwest. Washington Avenue to the north, Madison Avenue on the east, West Henry Street and Pennsylvania Avenue to the south and Davis Street to the west are the rough boundaries of the Target Area.

***The Elmira ESPRI Target Area is coterminous with the boundaries of Elmira Refresh and the Downtown Revitalization Initiative, where 8,735 people live within a 595.5-acre area in Census Tracts 6, 7 and 10.***



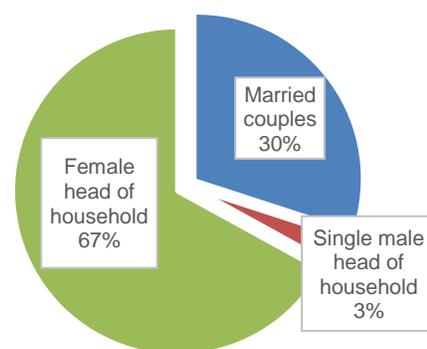
## Elmira's Unique Challenges and Opportunities

Elmira and the target area exhibit the economic and social issues that are earmarks of poverty and distressed neighborhoods such as poor housing quality, lack of affordable housing, high unemployment, decaying infrastructure, lack of education, high crime and unsafe neighborhoods. These issues are interdependent, and it was understood early in the planning process that a one-fits-all solution will not eliminate poverty in Elmira. It was important to identify these issues and opportunities that were most urgent and had the potential to reduce income inequality, de-concentrate poverty and position the target area to contribute to the overall economic revitalization of the City of Elmira.

- ✓ 30% of Elmira's families live below the poverty level.
- ✓ The poverty rate is 47% in the target area, where there are 8,932 people in 3,451 households.
- ✓ Nearly 90% living in the target area are low income families living under severe economic stress. The cost of housing is the chief economic burden.
- ✓ Nearly 600 households have some form of supplemental security income; 330 receive cash public assistance as part of their household income.



- ✓ Census Tract 7 has the highest concentration of poverty, where the median household income is \$15,564 and 60% of households receive SNAP Benefits. The poverty rate is 77% among families with children under 18.
- ✓ Throughout the target area, children and youth represent 20% of residents. Poverty is especially high among children under age 18 at nearly 70%; and it reaches 80% in Census Tract 7.
- ✓ At total of 67% of families have single women as head-of-household.



- ✓ There are numerous barriers to accessing services and maintaining employment ranging from affordable and reliable transportation to childcare.
- ✓ Transience is prevalent, due largely to poor housing conditions, resulting in inconsistent educational and medical oversight.
- ✓ Social issues persist, including substance abuse and crime are common.
- ✓ There are numerous and high quality social, healthcare and support services; however, there is a need for enhanced coordination between agencies and assistance with navigating the system.
- ✓ There are high levels of unemployment and underemployment, and low levels of workforce participation. The primary causes include reliable transportation and childcare to attend job fairs and training programs, and maintain a regular job schedule. Other barriers include past criminal records, lack of soft skills, lack of adequate reading level skills to succeed in many work environments, and substance use.
- ✓ The poverty rate among people who did not graduate from high school stands at 55.5%. The high school graduation rate is 80.10% in the Target Area; however, only 32% of residents ages 16-64 are employed full time. This is compounded by the fact that many residents of the target area are taking on part-time, insecure jobs, leaving them more susceptible to poverty.
- ✓ There are numerous job training programs and employment support services such as Community Foods for Jobs (CFJP), Pathways to Employment, Emerging Workforce Program (navigators for 16-24-year-olds), BOCES training programs, Corning Community College Elmira Campus, CSS Workforce NY job seeking support services, job fairs, Veteran programs, and services for persons on SSDI and SSI.
- ✓ The lack of a reliable source of income through employment makes it extremely difficult to meet day-to-day needs or be able to cope with the unexpected or emergencies. Families are excluded from the cash economy that directly affects their personal welfare. The issue is only compounded by the many more households now headed by single parents, making it difficult for them to earn a living income from the jobs that are typically available.
- ✓ Two-thirds of the housing stock is pre-war vintage, and with that brings both interesting architecture and the challenges of maintaining an older housing stock.
- ✓ Over 75% of housing units are renter-occupied. The limited options for safe and affordable housing is complicated by the large number of absentee landlords.
- ✓ The Target Area has a high rate of residential, commercial, and industrial vacancy and abandonment. Of its 3,804 housing units, 605 or 15.5% are vacant; and 483 of those units are neither for sale or rent.

- ✓ The impact of these housing trends is being felt by the neighborhoods that now are suffering from declining property values and diminishing levels of retail and commercial services. These long-standing disinvestment trends in the neighborhoods also have fostered deeply ingrained social, economic, and physical issues that are difficult to address with new housing construction.



- ✓ Unstable and chronic economic hardship, together with unsafe housing conditions, are having profound effects on children's development and their prospects for the future. The children's cognitive development and their ability to learn is being impeded. It is contributing to behavioral, social, and emotional problems; while exacerbating health issues and leading to poor employment prospects in the future.
- ✓ Small business development and support for entrepreneurs are important economic development tools to revitalize the neighborhoods. There are numerous barriers such as limited financial resources, poor credit or no credit, need for business planning and management skills, lack of mentors, lack of knowledge about consumers and market demand, and need for support services to achieve MWBE status.

### ESPRI Administrative Leadership

The City of Elmira appointed Southern Tier Economic Growth (STEG) to oversee the ESPRI planning process. STEG is a public-private partnership with a 65-member board of directors, who are area residents and business owners who work side-by-side with chief elected officials, educators and community leaders to create and retain jobs, undertake community revitalization effort, and strive to develop and sustain a strong economy.

The City selected STEG to lead ESPRI because of its long-time and successful leadership role in community and economic development projects, active role and membership on the Regional Economic Development Council of the Southern Tier, and leadership in collaboration with the city on the Downtown Revitalization Initiative (DRI).

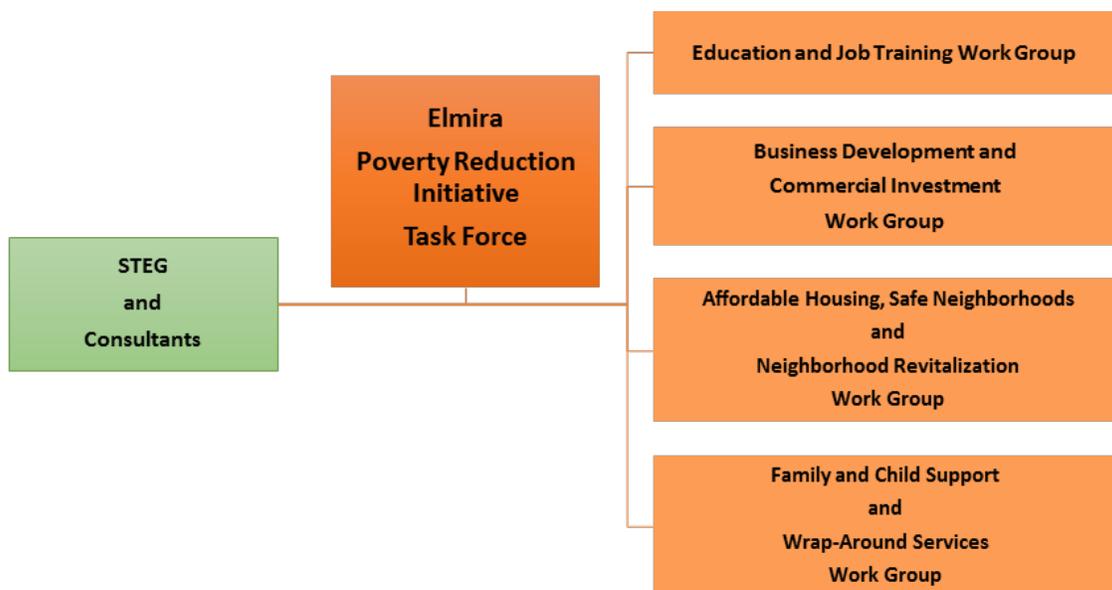
## Formation of the Task Force

As noted above, the City selected STEG, the local economic development agency, to administer the ESPRI contract and oversee the planning process. STEG and local officials selected a Task Force of municipal leaders, elected officials, educators, employers, foundations, residents living in poverty and representatives from agencies and not-for-profits, particularly those with first-hand knowledge of issues experienced by families living in poverty. Two co-chairs, Andrea Ogunwumi and Don Keddell, were selected because of their in-depth knowledge of the community and their active leadership on similar issues. The co-chairs coordinated regularly with STEG and the consultant team to review agendas and work products as well as galvanize the Task Force and actively engage other community stakeholder groups.

The Task Force met monthly from November 2016 until July 2017. STEG took meeting notes which were submitted to OTDA as part of the monthly reporting process.

At its first meeting, the Task Force received and adopted a written charge and set of deliverables, which are included in Appendix B. The Task Force also agreed on an organizational structure that included appointment of four work groups that were populated with representatives from throughout the community, particularly representatives of those living in poverty.

During the 9-month planning process, the Task Force identified common issues of those living in poverty, gained an in-depth understanding of the issue and challenges identified in the Community Assessment, provided feedback on emerging recommendations from the consultant team and actively participated in development of the Phase II action plan.



## Coordination with Other Revitalization Initiatives

STEG, the consultant team, and several members of the Task Force provided links and communication to several community development initiatives underway, the DRI process and the Regional Economic Development Council. Early in the ESPRI planning process, the team committed to tying ESPRI recommendations back to the REDC's goal of strengthening the community backbone. The recommendations are also cognizant of the DRI's funding priorities, as well as those of other state agency efforts that could impact Elmira.

In 2014 the City of Elmira completed the Southside Rising BOA Revitalization Strategy. This project is located in Census Tract 10, which is within the ESPRI target area. The BOA Master Plan and Revitalization Strategy calls for several housing and neighborhood revitalizations projects that directly support and complement the ESPRI strategic priorities. These neighborhood development projects include South Main Street, Chemung Valley, Spaulding/Riverside and Erie Street Corridor.

Also within the boundaries of the ESPRI target area is Elmira's downtown core. In 2016, Elmira was selected to receive the Southern Tier Region's designation for the Downtown Revitalization Initiative (DRI) and a \$10 million grant award. Elmira's DRI process ran in parallel to the ESPRI process. The City and STEG took steps to assure both initiatives would complement and leverage one another by having cross-representation on the respective planning task forces, coordination among the support staff and regular reports on the progress of each. Infrastructure improvements to be undertaken with DRI funding will stimulate the revitalization of the City's downtown retail area, support small business development

among the target area entrepreneurs, upgrade basic infrastructure such as a pedestrian bridge and parking garage, renovate vacant buildings, and advance infill development on vacant parcels of land.

The City of Elmira adopted an updated Comprehensive Master Plan in late 2016. The plan includes a new vision for land use and regulations. The plan outlines strategies for implementation of a Contemporary Mixed-Use & Design-Based Land Use Strategy, creation of Neighborhood-Based Identities, Planning & Implementation development of Downtown as the Civic, Entertainment, Living, Learning & Working Core – with Density & Focus. It also includes recommendations for several tools that will be important to addressing issues related to unsafe rental housing conditions, and vacant and abandoned housing including re-zoning, aggressive code enforcement, and targeted housing and neighborhood revitalization

Also during the ESPRI planning process, the City's Code Enforcement adopted an improved nuisance abatement program and a revamped follow-up inspection procedure, along with the implementation of various internal departmental policies and procedures. The Code Department also has instituted the Property Maintenance Sweep Program whereby code inspectors, in conjunction with several council persons accompanying them, inspect each property within specified neighborhoods and issues violation notices to all properties found not to be in compliance with the New York State Property Maintenance Code.

Simultaneously, the new Chemung County Land Bank was formed. This entity will play an important role in addressing vacant housing issues, stimulating housing renovation and advancing overall neighborhood revitalization.

## Planning Process

Early in the planning process, the Task Force adopted an Overall Goal statement: *To Revitalize Elmira -- Equalize the Opportunities for All, Enrich the Community Fabric, and Achieve Sustainability Through Family Development, Employment and Productivity.* This is the lens through which the Task Force reviewed the ESPRI deliverables and objectives. The Task Force Charge and Deliverables is described in full in Appendix B.

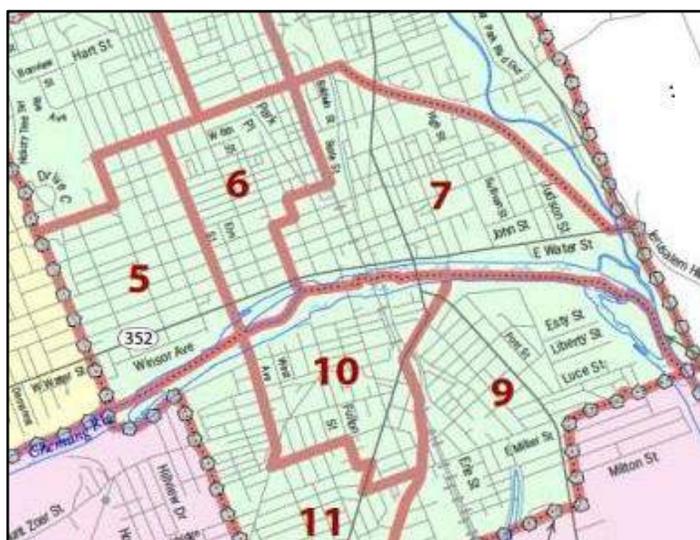
The planning process is graphically shown in the graphics below and in Appendix A. The first step in the planning process was to gain an understanding of the current landscape of issues facing those living in poverty using multiple sources of information to gain a wide perspective on the issues facing those in poverty. The consulting team gathered and analyzed data, and held focus groups with key constituency groups such as Mothers Helping Mothers, Head Start Policy Council and other local organizations. Monthly Task Force meetings served as a forum for discussion of the most critical issues, together with input from the four work groups comprised of agency representatives and people living in poverty.

The team also convened monthly meetings of four Work Groups representing the following interests: Business and Commercial Investment, Education and Job Training, Affordable Housing and Safe Neighborhoods, and Child and Family Support and Wraparound Services. The Work Groups helped to frame existing conditions, brainstorm ideas and vet emerging recommendations.

The consultants organized this information into a Community Assessment, the first deliverable in the project, which also laid the foundation for development of a pragmatic and effective strategic plan.

The Community Assessment is a document outlining the existing conditions in the target area (Census Tracts 6, 7 and 10, as shown in the map below). It includes discussions of demographics, housing, property values, physical characteristics of the target area, buildings inventory, and an analysis of poverty characteristics. It also describes wraparound services, businesses in the area, job training, employment opportunities and social issues.

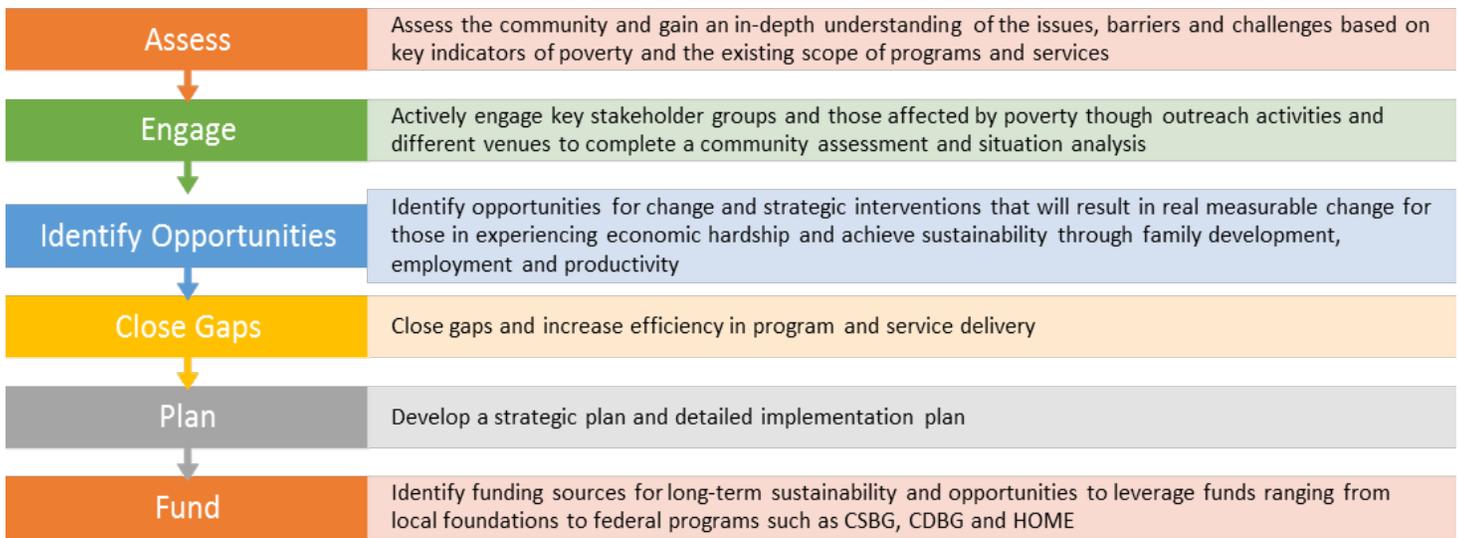
The Task Force utilized this information in developing the Phase II implementation plan.





*ESPRI Task Force meeting*

*Overall Planning Process*



## Overall Philosophy and Approach

The Task Force agreed early in its process that the issues of economic hardship and social mobility must be approached from several angles; that is, preventing people from falling into poverty, reducing the number of people living in poverty, and improving the lives of those living in poverty.

It was agreed that the work groups would be charged with embracing this approach, and examining the following common threads and making recommendations that would empower people and provide them with a pathway, resources and ability to walk out of the cycle of poverty.

- ✓ Understand that the basics of having a safe and affordable place to live is a baseline factor. It is almost impossible for individuals to learn new skills or explore job opportunities when they are worried about where their children will sleep and feel safe.
- ✓ Recognize that certain groups bear a greater burden of poverty and social exclusion than others; that is women and single parents. It is important to provide them with the tools necessary to obtain and maintain control over the financial aspect of their individual lives.
- ✓ Understand that parents need financial resources as well as human and social capital (basic life skills, education, social networks) to provide the experiences, resources, and services that are essential for children to thrive and grow into healthy, productive adults —adequate housing, stimulating early learning programs, good schools, and other enriching activities.
- ✓ Stable, nurturing, and enriching environments in the early years help create a sturdy foundation for later school achievement, economic productivity, and responsible citizenship.
- ✓ Invest in programs based on evidence and what already works. Leverage the wealth of existing programs, and improve coordination and accessibility to valuable services.
- ✓ Create customized pathways to sustainable employment that meet the urgent needs of the adults, as well as the youth.
- ✓ Revitalize the neighborhoods through improved housing and investment in small businesses that create opportunities for jobs, worker co-operatives and self-employment.
- ✓ Build lasting partnerships with government agencies, businesses, non-profits, and individuals to achieve the goal to reduce poverty and sustain a clear path. Participation must be part of an ongoing process, and not end with ESPRI.

## Outreach and Events

The Task Force believed it was imperative that the community be informed, involved and subsequently empowered to bring about real change around the issues of economic hardship and social mobility.

The Task Force believed in creating several different modes of participation that enabled people to contribute to identifying problems and developing priorities, but also respected the time, rhythm and privacy needed to express themselves in their own particular ways. These ranged from telling their personal stories in the privacy of a “story-telling room” in the neighborhood or the privacy of their own home, to participating in community dinners, faith-based forums, parent groups, a Community Café and work groups. Social media vehicles were provided to exchange information and receive comments such as Facebook, Twitter and Instagram.



The Task Force utilized social media and held public events to publicize the goals and intent of ESPRI. Through Facebook, Instagram and Twitter, the consultant team shared links and events throughout the process. Facebook was utilized to publicize events and articles about the project, and Twitter to post articles

written directly about ESPRI in Elmira and throughout New York State, as well as related poverty-reduction initiatives. The Facebook page links to dozens of other community pages that cross-post with ESPRI, including the City of Elmira, Elmira City School District, EOP, Community Arts, and many others.

An overview of the Work Groups and the key public events on which the Task Force and partner agencies collaborated are described in more detail below. In addition to these meetings, it is worth noting that the ESPRI consultants, Task Force and Work Group members met continually throughout the planning process with key community groups, faith-based organizations, the School District, Corning Community College, EOP, social service agencies, workforce agencies and advocacy groups. This was a community-wide effort.

***“This is a war on poverty, not a war on poor people.”***

### Work Groups

As noted above, the Task Force populated four work groups to provide information beyond what was available in existing reports and to help establish recommendations under the following categories: Business and Commercial Investment, Education and Job Training, Affordable Housing and Safe Neighborhoods, and Child and Family Support and Wraparound Services. The Work Groups met throughout November 2016 to March 2017, providing useful background stories, Best Practices and real-time information about new systems and initiatives occurring at the federal, state and local level.

On March 1, 2017, members of all four work groups convened at EOP for a collaborative session and dinner. The Task force and consultant team members served as facilitators

at each table while the work group members had the first opportunity to hear recommendations from other groups and exchange ideas. The meeting was a useful exercise for capacity building and prioritization.

#### *MLK Luncheon: "Together We Dine"*

On January 16, 2017, Elmira organizations held the 19<sup>th</sup> Annual "Together We Dine" community dinner in observance of the "A Day On! Not A Day Off!" Martin Luther King, Jr. Day of Service. The dinner was an Economic Opportunity Program of Elmira (EOP) staff community service event provided in partnership with Mt. Nebo #82, Eastern Stars Omega #2, Queen City Lodge #174, Queen City Temple #146 and NYSEG. Staff and community volunteers served and delivered several hundred free turkey dinners to residents, inviting the needy, homeless, elderly, persons with disabilities and the homebound.

Attendees participated in a brief community survey (see Appendix E for full results). Further, several attendees participated in interviews about their lives and areas of concern that were then forwarded to the Task Force.



*MLK Luncheon "Together We Dine"*

#### *Community Survey*

As another method of gaining public opinion about how to prioritize the action items, the consultant team posted an online survey of several short questions both on social media and in hard-copy form at the MLK Luncheon. The survey asked the following questions:

##### **Social Media Survey**

**1. Which of the following community services would be helpful to you?**

- More convenient or affordable child care
- More convenient or affordable transportation
- More convenient or better health care
- Help with knowing how community services work
- Help with paperwork (forms, taxes, etc.)
- Knowing more about which community services are available to me
- Other (please specify)

**2. To secure a good job, could you use some help with ... [choose options]**

- Education
- Training
- Transportation
- Childcare
- Emotional health
- Court records
- Credit counseling
- Addiction treatment
- Other

**3. Which of the following problems do you have in your neighborhood?**

- Drug houses
- Abandoned buildings
- Houses that are not clean and safe
- Crime
- High rents

A total of 351 people participated in the survey. Over half of the respondents stated they would like to know more about which community services are available to them. Other needs included more convenient or affordable child

care, transportation and health care. In terms of securing a job, respondents indicated a need for training, education, transportation and child care. The neighborhood concerns that were most pressing included unsafe and/or unclean houses, drug houses, abandoned buildings and crime. These survey responses helped to formulate the strategic priorities outlined in the following section.



*Community Café*

### *Community Café*

The Food Bank of the Southern Tier and EOP coordinated a Community Café dinner and discussion on May 24, 2017 at EOP. Over 120 community members attended to discuss the emerging recommendations and provide their feedback.

### **Guiding Principles for Decision-making**

The Task Force adopted the following guiding principles to use in its decision-making process.

- 1. Deliver a multi-pronged approach focused on breaking the cycle of economic hardship, increasing social mobility and restoring community pride.*
- 2. Invest in programs based on evidence and what already works.*
  - *Develop agile systems that create pathways empowering people to change their own lives and that allow our children to grow into productive adults.*
  - *Ensure that ESPRI dollars are maximized by using a blended funding model that envisions investments in conjunction with existing and new city initiatives.*
  - *Coordinate ESPRI funded action items with current programs already positively impacting desired community outcomes*
- 3. Institutionalize lasting partnerships among government agencies, businesses, non-profits, philanthropies and individuals to continually refresh, nurture and sustain a vibrant community.*
- 4. Engage partners to establish a longitudinal, coordinated data system and annually report on community progress.*

## Best Practices and Challenges

Throughout the planning process, the Work Groups and Task Force identified Best Practices, as well as challenges and barriers for each topic, which in turn helped to form the emerging strategic priorities and recommended action items.

### *Affordable Housing and Safe Neighborhoods*

#### **Best Practices**

- ✓ Launch House, Shaker Heights
- ✓ Cohousing/collective ownership Warwick, NY
- ✓ Neighborworks Renter Counseling
- ✓ Housing Visions Choosing to Thrive Initiative
- ✓ Habitat Re-Store
- ✓ Multigenerational/foster housing, Portland, OR
- ✓ NoJains Neighborhood Navigator
- ✓ Alternatives Community Credit Union
- ✓ Syracuse SALT Quarters
- ✓ Art Place Grant Block Program (Arbor Housing)

#### **Challenges and Barriers:**

- ✓ Dilapidated Housing
- ✓ Homelessness
- ✓ Crime
- ✓ Drug Activity
- ✓ Evictions
- ✓ Walkability
- ✓ Absentee Landlords
- ✓ High Rents for Low Quality
- ✓ Qualified Renters/buyers
- ✓ Zombie Properties

### *Education: Pre-K to 12*

#### **Best Practices**

- ✓ Community schools: educators, families, nonprofits, businesses, faith-based institutions and community members
- ✓ Career Academies (small learning communities operating within a high school that combine academic, career and technical curriculum around a career theme – City of Elmira School District just launched a Finance Career Academy)
- ✓ Annual Book Fairs
- ✓ Check & Connect – comprehensive intervention program to reduce drop-out rate using trained mentors
- ✓ SMART – Start Making a Reader Today (volunteer-based reading tutoring program in early elementary schools)
- ✓ Inside Track College Coaching (mentoring program for college students)

#### **Challenges and Barriers:**

- ✓ Safe and secure home environment
- ✓ Family crises negatively impacting student learning
- ✓ Early support and intervention with young children and families
- ✓ Before and after school programs
- ✓ Engaging families in support of children learning
- ✓ Access to internet and other learning resources outside of school
- ✓ Access to books
- ✓ Transitioning from HS to higher education or employment
- ✓ Limited project-based learning and fieldtrips

## *Higher Education, Job Training & Employment*

### **Best Practices**

- ✓ Earn-While-You Learn Program: Creating Pathways to Employment for HS students – combines apprenticeships, focused job training and soft skills
- ✓ Future Center, operated by the Oakland (CA) USD Health Services team. Counselors, case managers, mentors and academic partners:
  - Post high school advising
  - College application support
  - Financial Aid app support
  - Scholarship support
  - ACT/SAT Prep
- ✓ Los Angeles Jobs-First Greater Avenues for Independent Program (GAIN)
- ✓ Per Scholas Job Training Program (career specific)

### **Challenges and Barriers:**

- ✓ “Family” engagement and support in employment; i.e., career counseling, job training, job placement
- ✓ Access to wrap-around services to attend job fairs and training; i.e., emotional intervention programs, healthcare, transportation, childcare
- ✓ Prior criminal records
- ✓ Adult “life skills” for training and work”
- ✓ Transportation and childcare to maintain a job
- ✓ Flexible work schedules for single mothers with young children
- ✓ Math and reading level skills to succeed in many work environments
- ✓ Drug and alcohol/substance use
- ✓ Role models and mentors
- ✓ Connections to jobs

## *Small Business Development*

### **Best Practices**

- ✓ Evergreen Cooperative Initiative (Cleveland)
- ✓ Bad Girls Ventures Fund
- ✓ Acumen Fund
- ✓ acumen.org
- ✓ The Adventure Project
- ✓ www.theadventureproject.org
- ✓ ADVOCAP Job & Business Development (JBD) Program (advocap.org)
- ✓ AccionUSA (www.accionm.org)
- ✓ Rocky Mountain MicroFinance Institute
- ✓ Grameen America
- ✓ Project Enterprise
- ✓ Rise Financial Pathways
- ✓ Capital Good Fund

### **Challenges and Barriers:**

- ✓ “Family” engagement in supporting the small business owner
- ✓ Navigating the permitting and licensing approval process
- ✓ Developing a business plan based on knowledge of markets and demand
- ✓ Ability to secure financing with poor credit history and lack of collateral
- ✓ Access to professional services such as legal and accounting
- ✓ Poor or no credit history
- ✓ Limited knowledge of daily business operations and management
- ✓ Affordable commercial space



## *Wraparound Services*

### **Best Practices**

- ✓ PASS--People Achieving Self Sufficiency (ADVOCAP)
- ✓ Women in Recovery Program
- ✓ Middle School Substance Abuse Program

### **Challenges and Barriers:**

- ✓ Knowing how and where to secure assistance and support services
- ✓ Understanding how community services work and how they benefit "me"
- ✓ Access to support services – transportation, childcare
- ✓ Coordination among service providers
- ✓ Convenient and affordable transportation to travel to support services, healthcare and jobs
- ✓ Literacy and math skills assistance to complete paperwork, working, etc.
- ✓ Access to healthcare
- ✓ Transience -- due in large part to housing conditions --resulting in inconsistent educational and medical oversight
- ✓ Substance use



*ESPRI Work Group meeting*

# STRATEGIC PRIORITIES

## Collective Impact Model

The City of Elmira and the Task Force members understand that the process to address economic hardship and lack of social mobility will require a large-scale and long-term approach. After understanding the complexity of the issues via the Community Assessment and various community engagement activities, the Task Force leaders realized that addressing only one point in the education and employment, social service or housing continuums would not make much difference unless all improved at the same time. The Task Force came to understand that it will need to take a comprehensive approach, while simultaneously remaining focused on the additional need for isolated intervention of families and individuals. For these reasons, Elmira will employ a Collective Impact model.

The Task Force, composed of persons representing a cross-section of the community and service providers, truly has come together to demonstrate its commitment to a common agenda for solving this specific social issue in Elmira. The Task Force has agreed on the **overall goal to break the cycle of economic hardship by increasing social mobility and revitalizing Elmira's target neighborhoods that provide the stability essential to daily life, creating a safe environment for children to thrive, and allowing individuals to pursue employment.** Further, the Task Force collectively agreed to three strategic priorities aimed at achieving its goal, expected outcomes and performance measures for each of the strategic objectives, and specific actions or tasks.



## Strategic Priorities

The Elmira ESPRI Task Force adopted three strategic priorities that it believes will have the greatest impact to bring about real change around the issues of economic hardship and social mobility. These priorities, and subsequent Phase II Implementation Plan, are designed to support and advance the Task Force's overall goal to break the cycle of economic hardship, increase social mobility and revitalize Elmira's target neighborhoods.

### Strategic Priority #1: Increase accessibility and effectiveness of wraparound services using a neighborhood hub model with locally based navigator(s) and community ambassadors

#### Overview

The City of Elmira, Chemung County and New York State provide a wide array of social services for families living in poverty. Even with these resources, which range from cash assistance to health care, many residents within the Target Area have difficulty accessing the appropriate programs and resources that would contribute toward their own economic mobility and quality of life. The Child and Family Support and Wraparound Services Work Group spent a substantial portion of time discussing the barriers to information and accessing services that residents in the Target Area face.

Poverty takes many forms. Developing recommendations for poverty reduction, even within the specific realm of Wraparound Services, is a challenge. At the most basic level, families are struggling to feed themselves, clothe their children, stay safe from harm, keep warm and sleep in a bed. These families are in survival mode. At the other end of the spectrum are people working several minimum-wage jobs to make ends meet, often working full-time without benefits at several places rather than at one job with benefits. Often, they are making

too much money to benefit from social programs, yet they continue to struggle to make ends meet, to find transit or taxis that will deliver them to their various places of employment on time after dropping their children at school, and to find adequate childcare while they work. Many of these residents are faced with "spatial mismatch", meaning that they do not live near work or school or services they need.



Through the course of the Work Group meetings, several themes emerged.

1. Elmira is rich in services, but the coordination and navigation among the various agencies providing them is lacking. The theme that residents need access to better child care options was repeated throughout the planning process. Residents need child care that fits their needs and allows for flexible employment. The conventional wisdom is that flexible child care options do not exist; however, throughout the Work Group meetings it came to light that options do exist yet the people who need them the most are not connected to the right resources.
2. The issues that people in poverty deal with compound into a lack of economic mobility. In an ideal scenario, social services are means of temporary assistance through which a person can expand his or her opportunities and find a way out of poverty.
3. After school programs are generally effective at nurturing children from Pre-K to grade school. In terms of engaging young adults, however, Elmira is home to many who seek a path to and through early adulthood, and simultaneously means to express their creativity and expand their knowledge (and possibly to learn more about turning their creativity into a business).



4. The City should be viewed not as a place of last resort but as an engine of economic opportunity. To that extent, we are interested in creating opportunities for organic mutually enforcing activities without them being so formal.
5. In terms of sustaining the engagement of young adults, the continuum of supports must extend through their secondary years until there is demonstrated engagement with higher education or a job.
6. A silver bullet rarely exists, so this strategy and the overall report proposes "silver buckshot" or a variety of ideas to work in concert and leverage existing resources in a comprehensive way, without being culturally obtuse or designed without resident input. Therefore, wrap around services must be purposefully linked to achievable individual and family goals that include steps to employment where appropriate.

The ESPRI recommendation for increasing accessibility and effectiveness of wraparound services is to develop a locally-based navigator model with community ambassadors. This entails the following steps:

1. Designate and make modest upgrades to existing facilities to create neighborhood hubs at Chemung Crossing, EOP and the former Booth School. The neighborhood hubs will provide locally-based family services (depending on input from residents) that may include but not be limited to summer programs, computers, Wi-Fi access, notary services, shuttles to training programs, community gardens, health and dental services, substance use counseling, arts and entertainment, recreation and academic support. It is likely that an ongoing sustainable funding stream would be collaborative in nature, tapping into public, private, philanthropic and not-for-profit resources. Staffing would be through a Community Navigator (see item 2, below), plus local neighborhood mentors and community ambassadors (see item 3, below) and volunteers of all ages.
2. Create a hub-based Community Navigator position. It was evident throughout the course of Work Group discussions that resources exist that people living in poverty are unaware of or have difficulty accessing.

Rather than duplicating those services, we propose that a staff person circulate through the neighborhood hubs on set days to meet with residents and help map a course toward most effectively utilizing wraparound services. Typical work activities for this position would include:

providing information to residents about wraparound services, assistance in completing forms and paperwork, assisting with transportation and/or child care in order for residents to find employment, assisting with recognition of conditions contributing to social problems, if any, and assisting in communication between residents and agencies. Previous experience in social services would be welcome but more important qualifications would be familiarity with the target area (and its dynamics) and a thorough understanding or willingness to learn how to navigate wraparound services.

3. Train a network of neighborhood-based community ambassadors and mentors. These ambassadors will undergo a training process overseen by the Community Navigator and other partners. In subsequent years, the ambassadors will take over the training and recruitment process. They will provide services such as mentoring or tutoring for children and adults of all ages.
4. Coordinate Hub services with the Elmira City School District's Community Schools initiative. Ultimately, each of our designated neighborhoods would be served by a geographically proximate, comprehensive array of mutually reinforcing services sustainably staffed by local residents and redeployed by agency or district positions.

## Desired Outcome and Measures of Success

### *Desired Outcome*

Increased access, efficiency and effectiveness of family service delivery using a locally based navigator(s) in a coordinated, satellite service delivery model.

### *Performance Measures*

1. The neighborhood hub model is established and operational in at least three locations (trained staff, contracted services, space, community awareness, partner understanding)
2. Number of mentors and ambassadors recruited and trained
3. Number of persons served by the neighborhood hub system who are directly connected to support programs and who engage with services
4. Number and percentage increase, as compared to same time in previous years, in
  - Number of Households Receiving Housing Assistance
  - Persons Assisted Directly, Primarily by Public Services and Public Facilities
  - Persons for Whom Services and Facilities were Available



## Strategic Priority #2: Revitalize the Vibrancy of the Target Neighborhoods while Increasing Access to Affordable Rental Housing and Opportunities for Home Ownership and Mixed-Income Neighborhoods

### Overview

Elmira is fortunate in that the cost of both rental and for sale housing is inexpensive relative to national and state indicators. With a median property value of \$68,800 and median rents of \$750 Elmira housing prices fall below the national median value of \$194,500 and median rent of \$959.

Elmira rents and sales prices also fall below both the New York State median and that of surrounding counties. On its face, this would imply that much of Elmira's housing stock is "naturally affordable." That is to say that median sale prices are affordable to households at or below 60% of the area median income. For home sale prices housing costs are affordable to those at or below 40% of median income.

These relatively low figures mask a distressing problem for people in poverty in Elmira. Too many families are rent burdened even at these rates, paying more than 30% and in some cases more than 50% of their income for housing. This is a result of very low wages and a lack of supply of decent housing, affordable to the lowest income households. When these families do find housing in their price range it is often unsanitary, unsafe, unhealthy and/or energy inefficient. Through interviews, workgroup meetings and data collection, it was uncovered that in far too

many cases families in poverty are paying at or above market rents for substandard housing.

Conditions cited by residents and observed over the course of the planning process included: mold, vermin infestation, deferred maintenance and absentee ownership. These conditions can extend beyond a home or building to lower property values and neighborhood cohesion throughout the targeted census tracts. Once homes slip into substantial disrepair and become uninhabitable they are susceptible to criminal activity, further devaluing the block and creating unsafe conditions for families already struggling with the effects of living in poverty.

The three targeted census tracts have high levels of households in poverty, but the problem extends through the entire city. With median incomes of \$29,300, Elmira's household income is almost half of the national average. Additionally, a significant percentage of Elmira households have incomes below \$12,000. These very low incomes also contribute to homeownership rates for Elmira at 44% which are well below the national average of 65% even though homeownership provides the most affordable housing options.



The Work Group quickly realized that achieving a goal of vibrant neighborhoods with affordable rental and homeownership opportunities would have to be a multipronged endeavor. The solutions will involve increasing family incomes as well as rehabilitating housing to lower operating costs and ameliorate conditions. One reason for the dilapidated state of naturally affordable housing is that achievable rents do not cover the full cost of adequately maintaining the property.



On the income side, the dilapidated conditions families are forced into due to their incomes exacerbate poverty and create a spiral that is hard to escape. The derelict housing stock precipitates frequent moves as conditions worsen. The housing is also more expensive than it appears given the high costs to heat unrenovated, uninsulated units. As costs escalate for tenants and landlords housing continues to deteriorate or becomes abandoned. In many cases the result of this spiral is eviction for the families and code violations or tax liens for the owners.

Many issues that cause families in poverty to stay in a downward spiral were fleshed out including: previous evictions, outstanding fines, poor credit, frequent moves, children shifting schools frequently and poor health. Direct results of these conditions include: lack of access to better housing, generational poverty, family instability and higher payments for most goods and services.

Interrupting this cycle can not only change outcomes for families, but also for whole neighborhoods. The consultants and workgroups formulated an action plan specifically targeting renters, properties and landlords to create better outcomes for Elmira and a model for poverty reduction. Simultaneously, the plan calls for revitalization of the neighborhoods through business development.

1. Provide access to counseling services typically reserved for prospective homeowners to rental households at the lowest incomes. Existing local organizations have platforms in place to assist families in move toward homeownership. The services provided include: information about housing markets, credit counseling, payment assistance, matched savings, goal setting, resolution of credit issues, access to loan and grant programs, budgeting and home safety tips. Most of these services can be equally applied and equally effective for renter households. At present, many very low-income families that could benefit from these services cannot access them due to lack of homeownership readiness, or minimum income requirements for certain types of funding. The ESPRI program will coordinate and improve access to existing organizations such as Arbor Housing and Catholic Charities of Chemung/Schuyler to allow families living in poverty to access crucial services that will provide options for better opportunity.
2. Enhance and support the newly formed land bank in connecting renters to better housing options and supporting responsible landlords and owners. The Chemung County Land Bank will have the ability to acquire and dispose of property in the city of Elmira. Many of these properties will require new, responsible owners, stable tenants and substantial renovation. ESPRI funds will be deployed to create the Land Bank Gap Fund to leverage private investment to make renovations that will reduce long term operating costs. Additionally, a position within the Land Bank will be partially funded with ESPRI funds to identify reputable landlords and rent ready tenants for Land Bank and other properties in order to ensure the long-term viability of the housing stock and neighborhoods in the targeted census tracts.
3. New business development will be key to revitalization of the target neighborhoods. The Task Force calls for the utilizing ESPRI funds to leverage private investment, stimulate interest in the target neighborhoods and motivate local entrepreneurs. ESPRI funds would be used to increase existing low-interest loan funds for entrepreneurs and small business owners in the target neighborhoods.
4. The Chemung Chamber of Commerce Entrepreneur Mentoring and Networking Program will be established to foster new business development in the target neighborhoods, as well as provide a career pathway for those interested in self-employment.

## Desired Outcomes and Measures of Success

### *Desired Outcomes*

1. The most vulnerable families are quickly and efficiently assisted with securing safe and affordable rental housing, while simultaneously the existing housing stock in the target neighborhoods is improved to meet the housing demand
2. Financing tools and a support structure are created to attract and stimulate investment in commercial properties and support new business development
3. Plan for creation of mixed-income blocks with improved housing stock, enhanced physical infrastructure and streetscape is created
4. New business development takes place in the target neighborhood, and local entrepreneurs receive the resources and support to be successful.

### *Performance Measures*

1. Number of Rehabilitated-Single Units
2. Number of Units Rehabilitated-Multi Unit Housing
3. Number of households provided affordable housing units
4. Number of Special-Needs households provided affordable housing units
5. Number of households supported through rehabilitation of existing units
6. Number of households supported through the acquisition of existing units
7. Number of new businesses established in the target neighborhoods
8. Number of entrepreneurs who successfully complete the Chemung Chamber Entrepreneur Mentoring and Networking Program

## Strategic Priority #3: Establish Pathways to Employment through Coordinated Engagement of Secondary and Post-Secondary Education, Job Training and Personalized Career Support Services

### Overview

The Task Force understood the importance of synergism between the three strategic priorities focused on increasing access to essential support services, establishing a stable home life, and ensuring safe and vibrant neighborhoods. Together, these provide the support structure for individuals to achieve and sustain employment, and excel in their roles as parents, citizens of Elmira and wage earners in the regional economy.

It is essential to make employment a strategic priority to reduce the impact of the instability and unpredictability of part-time employment and low-wage work. When combined with the other two strategic priorities, the Task Force envisions a more stable, nurturing, and enriching environment in which families and children have the potential to reverse the trend of disempowerment and create a sturdy foundation for future generations.

The specific objectives of this strategic priority are to strengthen school readiness and student retention, align educational and training services with real jobs, provide workplace experience and offer personalized assistance that together will provide effective pathways to employment for people struggling to enter the labor market. It starts in high school and extends to persons in urgent need of employment.

It is the Task Force’s philosophy that to create a “school to work” trajectory to ensure youth have the power of knowledge and strong life skills essential to securing a full-time and good paying job. The Elmira City School District, BOCES, Corning Community College and CSS Workforce New York are working together to develop a clear sequence of education coursework, life skill development programs and on-the-job training, with a particular focus on the ESPRI target population. This effort also must involve community agencies, parent groups and employers to help youth build their personal and professional skills, explore careers, learn through experience about the world of work and understand the key skills required to enter and advance in various career paths.

The Task Force also understands the urgent need to address the high unemployment rate among those ages 20 – 26 living in the target neighborhoods. They have either graduated from high school or dropped out, and find themselves facing a labor market that offers few opportunities without credentials, math and reading skills, professional skills or work experience. The Task Force recognized the dire need for individualized career counseling, life skills development, training credentials, personalized job placement services, employer- connected pathways and on-going support once employment is secured. It also was understood that success will be enhanced by coordinating with the job training and mentoring services currently offered by local organizations to build income, wealth and opportunity for lower income households.

The ESPRI funded Action Plan calls for the following.

1. Create a “career navigator” position. This person will provide personalized assistance and guide individuals through each step on the path to securing employment. This same person will be available to support the expanded hours of the Career Center to include evenings and weekends in an effort to accommodate families with children and those working part-time jobs.
2. Provide training scholarships to residents of the target neighborhoods to obtain training and certification for jobs that in demand within their own neighborhoods such as childcare and the construction trades.

## Desired Outcome and Measures of Success

### *Desired Outcomes*

1. Unemployment rate is reduced by 50% due to heads of households between the ages of 18 and 24 being recruited and assisted by career navigators, receiving training and employment services, and being hired for local openings
2. Clear Pathways to Employment available on a 12-month basis and during evenings are created for students in high school, BOCES and Corning Community College

### *Performance Measures*

1. Career Navigator position is created and the Elmira Career Center hours are expanded
2. Number of persons served by the Career Navigator
3. Number and percentage increase of persons from the target neighborhoods receiving training and employment services
4. Number and percentage increase in persons from the target neighborhoods securing employment
5. Number of persons from the target neighborhoods receiving scholarships to participate in training in jobs/trades relevant to the target neighborhoods such as childcare and construction trades

# PHASE II: IMPLEMENTATION

## Collective Impact Model

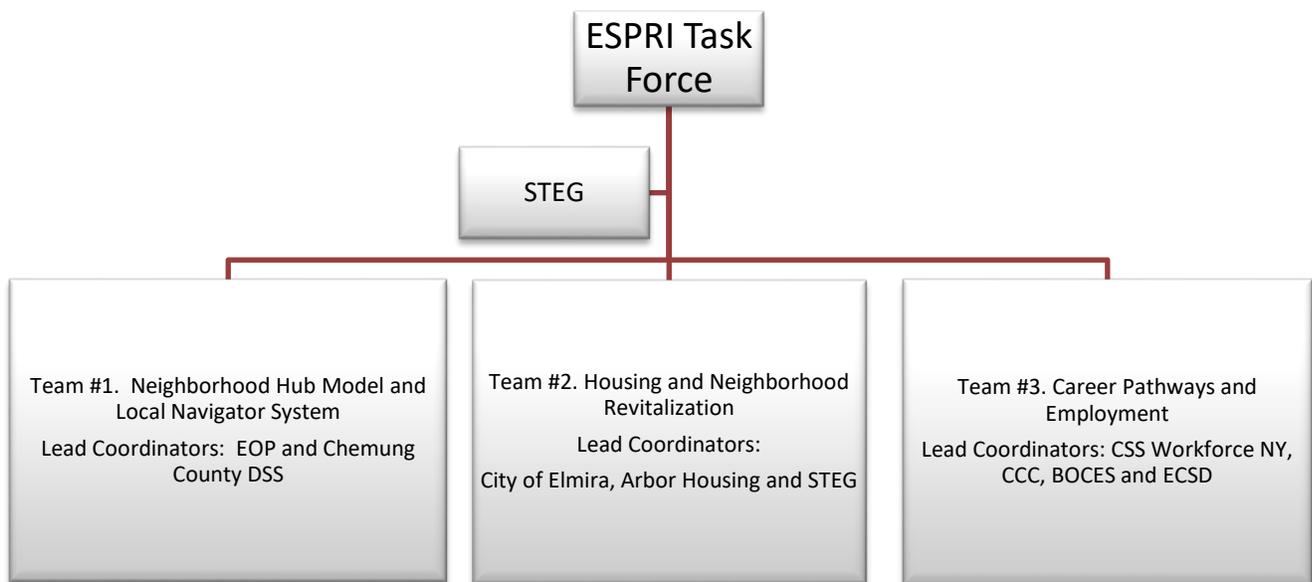
The Elmira ESPRI program understands that successful collective impact initiatives have several conditions that together produce true alignment and lead to powerful results: a common goal, shared expectations for realistic outcomes, monitoring progress, agreed upon measures of performance, mutually reinforcing activities, continuous community engagement, backbone support organizations and commitment to sustain the effort. The Phase II Implementation Plan will be based on these elements.

## Organizational Structure

It is understood that an organizational structure, community leadership model and coordinated action plan must be put in place to sustain a long-term approach to community development and a commitment to measurable outcomes. Therefore, the Task Force will remain in place, and under it will be three implementation teams composed of representatives of the target neighborhoods, as well as other stakeholders who have feet on the ground and daily interaction with those residing in the target neighborhoods.

## Expected Outcomes and Performance Measures

The expected outcomes and performance measures for are described in the Strategic Priorities section of this report on pages 20 – 25.



## Community Engagement

The following activities are expected to involve the community in implementation of the ESPRI Phase II Work Plan.

- Broad representation of target area residents and stakeholders on the implementation teams
- Expanded hours of the Career Center located in the target neighborhoods
- Daily access to the Community Services Navigator and the Career Navigator who will be in the three Neighborhood Hubs and Career Center
- Community members serving as mentors and ambassadors in the Neighborhood Hub model
- Active involvement of community organizations such as the Headstart Policy Council, Mothers Helping Mothers and the Chemung County Homeless Housing Task Force; as well as the faith-based community
- Community information sessions and on-going input sessions similar to the Community Café
- New Elmira City School District Community Model

## Timeline

It is understood the ESPRI funds must be expended by March 2019, and the Elmira plan is designed for immediate implementation. It also is understood that prior to implementation approval of the Phase I Report by the Governor's Office and OTDA, receipt of administrative guidelines for advancing funding and reimbursement, approval of the Phase II Implementation Work Plan, contract amendment by the Comptroller's Office, and any other approvals required by New York State agencies must be in place.

## Plans to Leverage Funding and Pursue Long-term Sustainability

The coordinated action plan to be overseen by the Task Force and implemented by the Implementation Teams is designed to ensure ESPRI dollars are maximized using the blended funding model outlined in the proposed budget on page 28. This approach envisions ESPRI investments being deployed to maximize impact of existing programs such as Chemung County Department of Social Services, Elmira City School District, social service agencies, Corning Community College, BOCES, CSS Workforce NY, and EOP as Chemung County's community action organization.

ESPRI funds also will be leveraged to maximize the impact of new initiatives such as the recently updated City of Elmira Comprehensive Plan, Elmira's \$10M Downtown Revitalization Initiative (DRI), the newly formed Chemung County Land Bank, Chemung County Department of Transportation Street Infrastructure and Streetscape Program, development of the Ernie Davis Park area, Elmira City School District's new Community-based Model, the School Readiness Program, Housing Visions' project at Chemung Crossings, a wide range of new neighborhood revitalization effort being led by the City in collaboration with several organizations using resources such as the Cities Rise and the Zombie and Vacant Properties Programs, and the new neighborhood arts initiative. In addition, there will be coordination with new initiatives that are in the planning process such as Arnot Healthcare's development of a Federally Qualified Health Center and Cornell Cooperative Extension's Stoplight program.

## Action Items and Proposed Allocation of Funding

The proposed allocation of ESPRI dollars is outlined in the Phase II Action Items and Budget table on page 28. In addition, a description of additional funding sources to leverage ESPRI funds is described on page 29.

## Proposed Phase II Action Items and Budget

### STRATEGIC PRIORITY #1: INCREASE ACCESSIBILITY TO WRAP-AROUND SERVICES BY CREATING A NEIGHBORHOOD HUB MODEL AND LOCAL NAVIGATOR SYSTEM

	Total Budget	Proposed ESPRI \$	Proposed Additional Sources
1. Designate and make modest upgrades to existing facilities to establish neighborhood hubs at Chemung Crossing, EOP and the former Booth School.	\$75,000	\$25,000	\$50,000
2. Create a hub-based Community Navigator position.	\$115,000	\$115,000	
3. Train a network of neighborhood-based community ambassadors and mentors.	\$20,000	\$5,000	\$15,000
<b>Subtotal</b>	<b>\$210,000</b>	<b>\$145,000</b>	<b>\$65,000</b>

### STRATEGIC PRIORITY #2: REVITALIZE THE VIBRANCY OF THE TARGET NEIGHBORHOODS, WHILE INCREASING ACCESS TO AFFORDABLE RENTAL HOUSING AND OPPORTUNITIES FOR HOME OWNERSHIP AND MIXED INCOME NEIGHBORHOODS

#### A. Increase Access and Affordability of Quality Rental Housing

A.1. Create a Chemung County Land Bank Gap Fund to incentivize property owners to increase the number and quality of rental properties and leverage Federal loan programs.*	\$515,000	\$215,000	\$300,000
A.2. Support the administrative services of the Chemung County Land Bank to work with prospective property owners to prepare sound financing strategies and proformas.	\$75,000	\$50,000	\$25,000

#### B. Revitalize Neighborhoods Through New Business Development

B.1. Increase existing low-interest loan funds for entrepreneurs and small business owners, and leverage private investment.	\$700,000	\$200,000	\$500,000
B.2. Create a Chemung Chamber of Commerce Entrepreneur Mentoring and Networking Program.	\$35,000	\$15,000	\$20,000
<b>Subtotal</b>	<b>\$1,325,000</b>	<b>\$480,000</b>	<b>\$845,000</b>

\* Value of properties available via the Land Bank and private investment in re-development

### STRATEGIC PRIORITY #3: ESTABLISH PATHWAYS TO EMPLOYMENT THROUGH COORDINATED ENGAGEMENT OF SECONDARY AND POST-SECONDARY EDUCATION, JOB TRAINING AND PERSONALIZED CAREER SUPPORT SERVICES

1. Create a Career Navigator position to provide one-on-one guidance to the neediest job seekers in the ESPRI target area, with a focus on persons age 18-26. Note: Same person will operate the Career Center during the expanded hours.		\$100,000	
2. Create training scholarships via CSS Workforce NY for residents to participate in on-demand jobs such as childcare and construction trades. Corning Community College, Child Care Council, BOCES, New Visions and trade associations would provide customized training.	\$100,000	\$75,000	\$25,000
<b>Subtotal</b>	<b>\$100,000</b>	<b>\$175,000</b>	<b>\$25,000</b>
<b>Total</b>	<b>\$1,635,000</b>	<b>\$800,000</b>	<b>\$935,000</b>

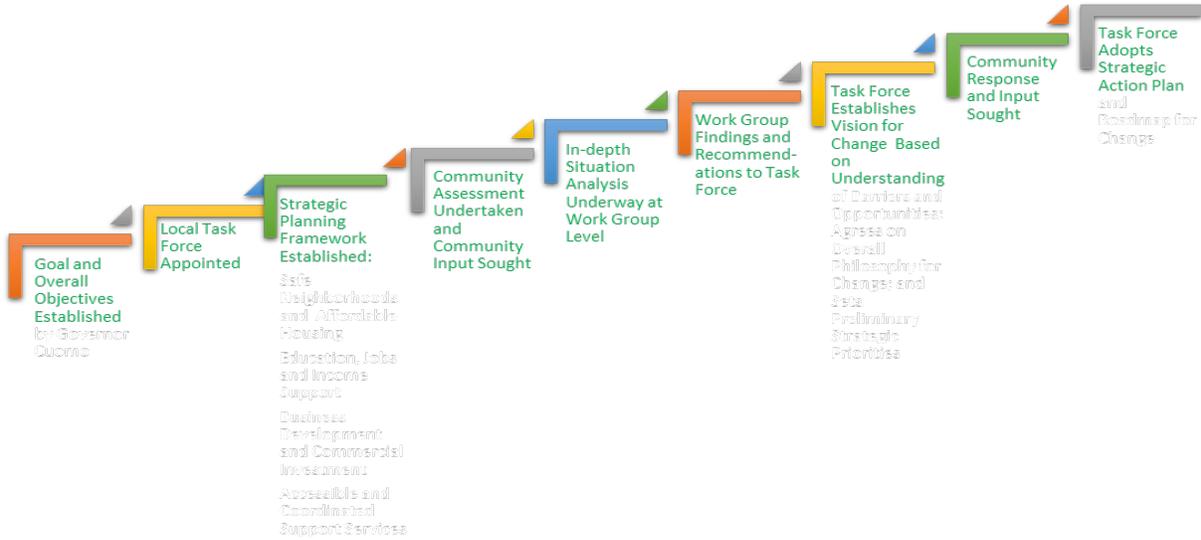
## Examples of Sources of Additional Funding Sources

Below are examples of potential sources of matching funds for the various action items. A detailed budget with sources of funding for the match and long-term sustainability will be provided in the Phase II Implementation Work Plan. Such as work plan will be submitted upon notification that the Phase I Report has been approved.

Strategy	Action Item	Source of Match	ESPRI	Match
<b>Strategy #1. Increase Accessibility to Wrap-Around Services by Creating Neighborhood Hub Model and Local Navigator System</b>	Modest upgrades and furnishings for neighborhood hubs at Chemung Crossing, EOP and former Booth School	Housing Visions Chemung Crossing Project	\$25,000	\$50,000
	Training of community ambassadors and mentors	ARC grant funding to CCE Poverty Stoplight Program	\$5,000	\$15,000
<b>Strategy #2: Revitalize Vibrancy of the Target Neighborhoods, While Increasing Access to Affordable Rental Housing and Opportunities for Home Ownership and Mixed Income Neighborhoods</b>	Chemung County Land Bank Gap Fund to incentivize property owners to increase the number and quality of rental properties	Chemung County Land Bank funding from the NYS Comptroller's Office	\$215,000	\$300,000
	Support the administrative services of the Chemung County Land Bank to work with prospective property owners to prepare sound financing strategies and proformas.	Chemung County Land Bank and Arbor Housing and Development	\$50,000	\$25,000
	Increase low-interest loan funds for entrepreneurs and small business owners, and leverage private investment.	Elmira's Downtown Revitalization Initiative (DRI) Small Business Revolving Loan Fund and the Empower Federal Credit Union Loan Program	\$200,000	\$500,000
	Entrepreneur Mentoring and Networking Program.	Chemung Chamber of Commerce: value of existing programs and business mentors	\$15,000	\$20,000
<b>Strategic Priority #3: Establish Pathways to Employment Through Coordinated Engagement of Secondary and Post-Secondary Education, Job Training and Personalized Career Support Services</b>	Training scholarships	Food Stamp Venture Grant, Employment Preparation Education Program and Chemung County Department of Social Services, Excelsior Scholarships, PELL and TAP grants	\$75,000	\$25,000

# APPENDICES

# Appendix A: Process Map



## Appendix B: Task Force Charge & Deliverables

### Overall Goal

To Revitalize Elmira -- Equalize the Opportunities for All, Enrich the Community Fabric, and Achieve Sustainability Through Family Development, Employment and Productivity

### Charge

- Conduct a community assessment and gain an in-depth understanding of the issues, barriers and challenges based on key indicators of poverty and the existing scope of programs and services
- Actively engage key stakeholder groups and those affected by poverty through outreach activities and different venues ranging from focus groups to interviews to complete a thorough community assessment, situation analysis and strategic planning processes
- Identify opportunities for change and strategic interventions that will result in real measurable change for those in poverty and achieve sustainability through family development, employment and productivity
- Recommend ways to close gaps and increase efficiency in program delivery
- Develop a strategic plan that is coordinated with and becomes a key element of Elmira's overall 3-prong revitalization strategy: Create a Vibrant Community and Neighborhoods by Reversing the Trends of Blight and Poverty, Be a Dynamic College Community, and Serve as a Strong Anchor of the I86 Innovation Corridor
- Develop a detailed implementation plan
- Identify funding sources for long-term sustainability and opportunities to leverage funds ranging from local foundations to federal programs such as CSBG, CDBG and HOME

### Deliverables

- Situation analysis document
- Strategic plan that will enrich the entire community fabric as well as address issues of poverty
- Implementation plan, that includes an organizational structure to lead implementation, the partners and their respective roles and responsibilities, action items with a detailed timeline for each, a 3-year budget, funding sources with specific leverage identified, and performance measures

## Appendix C: Task Force Members and Work Group Participants

### ESPRI Task Force

Andrea Ogunwumi – Co-chair, Executive Director of Economic Opportunity Program and EOP After School Programs; Faculty Member, Elmira College

Don Keddell – Co-chair, Chair of Regional BOCES Board of Directors and Director of the School Readiness Project

Christopher Friend – NYS Assemblyman, NYS Assembly

Dan Mandell – Mayor, City of Elmira Jennifer Miller – Director, City of Elmira, Community Development

Joe Kane – Police Chief, City of Elmira, Police Department

Jennifer Stimson – Commissioner, Chemung County Dept. of Social Services

Mike Krusen – President, Southern Tier Economic Growth

Nicole Stone – Head Start Policy Council Chair and Poverty Representative

Ann Domingos – Chief Executive Director, Trinity of Chemung County

Steve Vonderweidt – Regional Coordinator, Salvation Army

Chuck Nocera – Executive Director, Catholic Charities of Chemung & Schuyler Counties

Jessica Belgrave – President, Mother’s Helping Mothers and Poverty Representative

Hilary Austin - Superintendent, Elmira City School District

Jeanne Eschbach - Executive Director of Workforce Education and Academic Pathways, Corning

Community College Steve Hughes – President & CEO, United Way

Jan van den Blink – Chairman and CEO of Hilliard Corporation, Hilliard Foundation Board of Directors

Randi Hewit – President, Community Foundation of Corning-Elmira and the Finger Lakes

Ted Cordela – Executive Director, Family Services of Chemung County

Natasha Thompson – President & CEO, Food Bank of the Southern Tier

### Administrative Agency

Southern Tier Economic Growth

### Consultant Team

Susan Payne, Strategic Planning Consultant

Marc Norman, Ideas and Action

Thaddeus Pawlowski, Consultant

Nicolette Wagoner, Elan Planning & Design

## City of Elmira Empire State Poverty Reduction Initiative Work Group Members

### EDUCATION AND JOB TRAINING

1. Renee Hawk Brent (represents persons in poverty)  
Mothers Helping Mothers
2. Antanisha Garrett (represents persons in poverty)  
Mothers Helping Mothers
3. Alan Yeck  
Director of Workforce Education  
Corning Community College
4. Juan Jones  
Corning Community College, Career Navigation
5. Emily Jackson  
EOP, Job Training Counselor
6. Brandon Dawson  
Elmira College, Career Development
7. Mike Crimmins  
Chemung Canal (former president of City of Elmira School Board)
8. Nykole Parks  
Arnot Health
9. Pastor Obinnah Eboh  
School for Children in Poverty
10. Dan Porter  
Executive Director  
CSS Workforce NY
11. Tim Driscoll  
BOCES
12. Michele Johnson  
Director, YWCA
13. Jay Hillman  
Asst Superintendent for Instruction  
Pre-K – 12  
Elmira City School District
14. Jake Sheehan  
Director of Administration, Elmira City School District  
jsheehan@elmiracityschools.com
15. Kathy Pilling-Whitney  
Teacher and Elmira Teachers Association  
President
16. Anthony Bradley
17. Barb Hubbell  
Director of Impact  
United Way of the Southern Tier
18. Brenda Moore  
Finance/Office Manager  
Elmira Salvation Army Corps.
19. Kathleen M. Dubel  
Director – Justice & Peace/Parish Social Ministry  
Catholic Charities – Chemung, Schuyler, Tioga Counties  
Diocese of Rochester
20. Lynn Winner

## City of Elmira Empire State Poverty Reduction Initiative Work Group Members

### FAMILY AND CHILD SUPPORT; WRAP-AROUND SERVICES

1. Nita Corey (represents persons in poverty)  
Head Start Policy Council
2. Tina Butler (represents persons in poverty)  
Mothers Helping Mothers
3. Arian Keddell  
Arts – Triple Talent Academy
4. Rev. Juhura Shazer  
Lake Street Presbyterian Church
5. Patricia Johnson
6. Ruth Harvey  
Director of Childcare Council
7. Mary Ellen DeNardo  
Head Start Director
8. Rosemary Anthony  
Director of Community Health Services
9. Andy Fagan  
Director of Cornell Cooperative Extension  
and Poverty Coalition
10. Kelly Lowman  
Child Protective Services
11. Larry Parker  
Trinity of Chemung County/Salvation Army  
“Our House” program
12. Derek Almy  
Director of Student Services  
Elmira City School District
13. Kim Holden  
Elmira City School District
14. Kristin Carpenter  
Family Services
15. Dina O’Herron  
Child Advocacy Council
16. Kathleen Deery  
Southside community center
17. Edith Jordan  
Children’s Health
18. Renee Abderhalden-Friend  
Trinity Medical Director
19. Kim Davenport  
St. Joseph’s Hospital
20. Michelle McElroy  
Southern Tier Care
21. Emily Perry  
Catholic Charities  
Lasting Success Coordinator
22. Marjorie Lawlor  
Nonprofit Research & Management Service
23. Brenda Woodard  
Director of the Salvation Army’s  
DV Shelter in Elmira
24. David Andreine  
Cids Families School Readiness Initiative

## City of Elmira Empire State Poverty Reduction Initiative Work Group Members

### BUSINESS DEVELOPMENT AND COMMERCIAL INVESTMENT

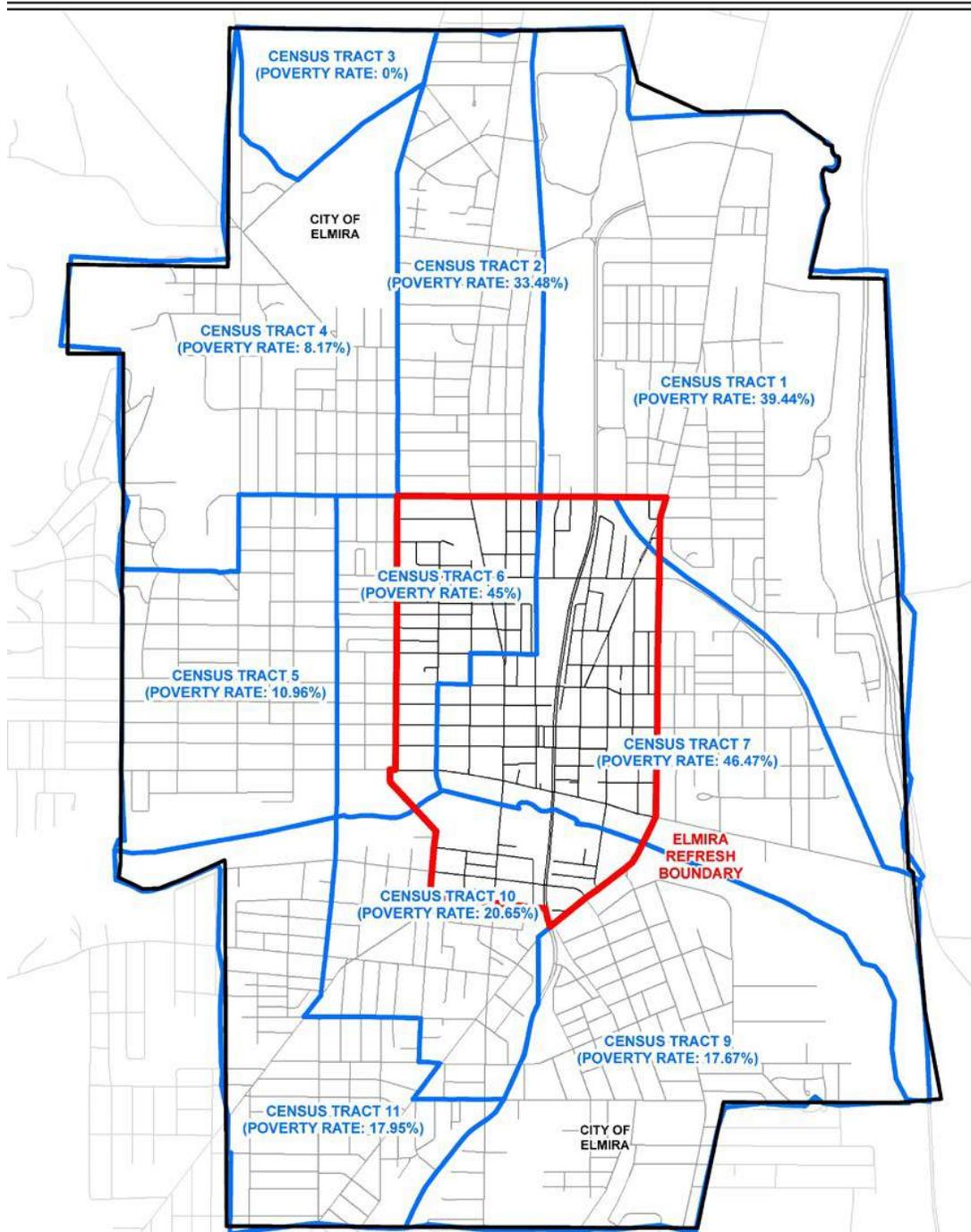
1. Shannon Palko (Entrepreneur; Pastor; former teacher Elmira City School District)
2. Danion Williette (represents persons in poverty)  
Entrepreneur
3. Lou DiFabio  
Chemung Canal Trust Company
4. Fran Newman  
Operations Manager  
Travelers Insurance Company
5. Erik Jackson (represents persons in poverty)  
Entrepreneur
6. Katrina Swan (represents persons in poverty)  
Business Owner
7. Claude Oliver  
Greater Deliverance Ministries
8. Cody Spencer (represents persons in poverty)  
Entrepreneur
9. Lucimer Escudero  
Chemung Canal Bank
10. Jerome Emanuel  
Resident  
GM, Williams Auto Group
11. Kathy Dubel  
Catholic Charities
12. Victor Long  
Resident and Entrepreneur

## City of Elmira Empire State Poverty Reduction Initiative Work Group Members

### AFFORDABLE HOUSING, SAFE NEIGHBORHOODS AND NEIGHBORHOOD REVITALIZATION WORK GROUP

1. Jim Capriotti  
Private Developer
2. Kathy Dobell  
Catholic Charities – specifically housing
3. George Nickels  
(represents persons in poverty)
4. Renee Sutton  
(represents persons in poverty)
5. Jingjing Yin  
Cornell Cooperative Extension – housing
6. Evelyn Williams  
(represents persons in poverty)
7. Roland Coleman  
(represents persons in poverty)
8. Pam Brown  
Director, Senior Citizen Services
9. Tanisha Logan  
Head Start Policy Council, Poverty
10. Ron Shaw  
Steele Memorial Library, Director
11. Captain Dennis Collins  
City of Elmira Police Dept.
12. Sara Lattin  
ECSD School Board President
13. Jeff Eaton  
Arbor Housing & Development
14. Glenn Jarvis  
Director of the Salvation Army’s “Our House” in Elmira
15. Jane Sokolowski  
Catholic Charities

## Appendix D: Target Area Map



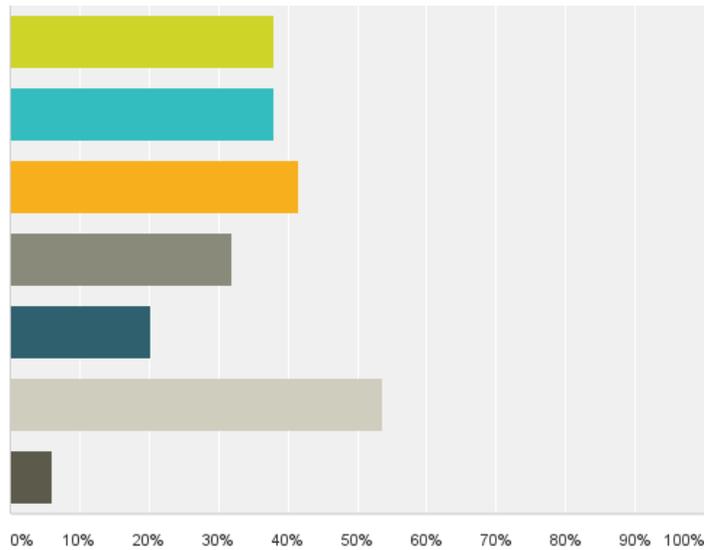
## Appendix E: Community Survey Results

Question 1 of 3:

Question:

*Which of the following community services would be helpful to you?*

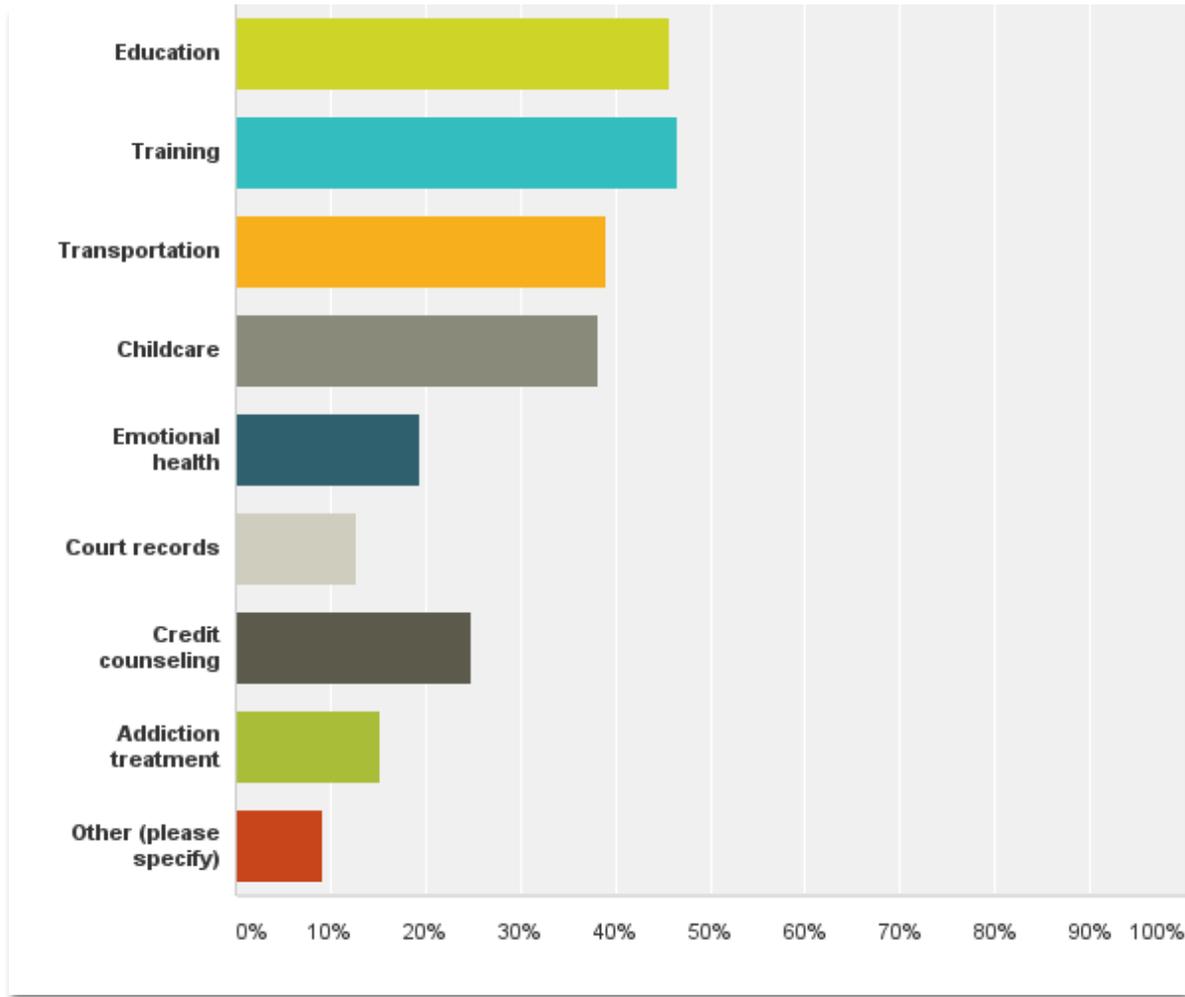
- More convenient or affordable child care
- More convenient or affordable transportation
- More convenient or better health care
- Help with knowing how community services work
- Help with paperwork (forms, taxes, etc.)
- Knowing more about which community services are available to me
- Other (please specify)



Question 2 of 3:

### Question:

*To secure a good job, could you use some help with...?*



Question 3 of 3:

Question:

*Which of the following problems do you have in your neighborhood?*

